

30 September 2014

The IRC logo consists of the letters 'IRC' in a bold, red, sans-serif font. The letters are closely spaced and have a slight shadow effect.

INGO Accountability Charter Report 2013

Based on GRI NGO Sector Supplement 3.0
Level C Reporting Template

Profile disclosures

1. Strategic Commitment to Accountability

IRC believes in the right of every human being to have a water and sanitation service that is clean, accessible, affordable, convenient and, above all, trustworthy. We do not provide new services directly. Many organisations already do that well – and we work with them. Our niche is making sure that investments in water and sanitation hardware actually provide the intended services.

Following an intensive process, late 2013 saw the launch of a new brand that better articulates our role as a think-and-do tank, using knowledge to catalyse change that benefits people. We're using this new brand, and the clarity it provides about our role and value, to reach out to new partners and funders. The year 2013 saw the continuation of old alliances and the start of new relationships with funders, part of a strategy of diversifying our funding base.

Our financials in 2013 reflect that we're in a period of transition. We've made big investments in brand, communications and staff. We have also made provisions for settling a long-outstanding VAT issue. The consequence has been a loss, as opposed to IRC's usual positive year end results.

As part of our transition from a respected knowledge centre to an engaged and effective think-and-do tank, we sought in 2013 to better clarify and quantify the benefits of our actions. This was considered critical to ensure the transparency and accountability of an organisation that is often involved in 'upstream' work: that is, not directly providing services to users. For example, we developed a dashboard for our Triple-S (Sustainable Services at Scale) initiative that shows, at a glance, our inputs, outputs, outcomes and impacts. We're adopting this approach for our other projects and programmes too. Our 2013 [annual report](#) and [monitoring report](#) provide data in an innovative and transparent way across our whole theory of change: from inputs to outcomes. We will continue to work on providing more metrics and more clarity in future reports.

Dr Patrick Moriarty
CEO, IRC

2. Organisational Profile

IRC is a Dutch-based, internationally operating think-and-do tank that works with governments, NGOs, entrepreneurs and people around the world to find long-term solutions to the global crisis in water, sanitation and hygiene services. At the heart of IRC's mission is the aim to move from short-term interventions to sustainable water, sanitation and hygiene services.

IRC seeks to cultivate a new way of working: delivering sustainable services through a comprehensive approach to water and sanitation. This involves underpinning services with financial planning that accounts for both the start-up and ongoing life cycle of a service. Focal to IRC's work is the development of people's competency and capacity to maintain services, encouraging them to learn and continually adapt practice based on hard evidence of what works, not just now – but in 10, 20 and 30 years.

Primary activities

- Supporting governments and WASH organisations to transform the way they work by providing coaching and consultancy.
- Experimenting to find solutions that work by leading multi-country, multi-million dollar research programmes that tackle complex problems.
- Advancing effective practice internationally by documenting research and sharing knowledge, through working groups, learning programmes, conferences and publishing.
- Catalysing change in districts by pioneering new tools and systemic approaches to planning, developing and delivering WASH services for life.
- Transforming the way global decision makers address WASH challenges by campaigning and advocating, sharing what works, and lobbying for change.

Operational structure

IRC is an NGO registered as a foundation under Dutch law (Chamber of Commerce registration number 41151952). It has an oversight model of governance, which consists of a Supervisory Board and a Chief Executive Officer (CEO). The Supervisory Board has a role at some distance from daily operations, with operational responsibility resting with the CEO. The year 2013 marked the end of Nico Terra's four years as IRC's director and the beginning of a new leadership under Dr Patrick Moriarty.

In 2013 IRC staff numbers decreased, partly in response to the organisation's commitment to reduce staff in The Netherlands, whilst stabilising or growing IRC country offices and programmes internationally. This conforms with the organisation's intention to continue to decentralise and internationalise its programmes and operations, with a medium-term vision of an IRC 'confederation' of largely independent country programmes, united by a shared commitment to catalyse change.

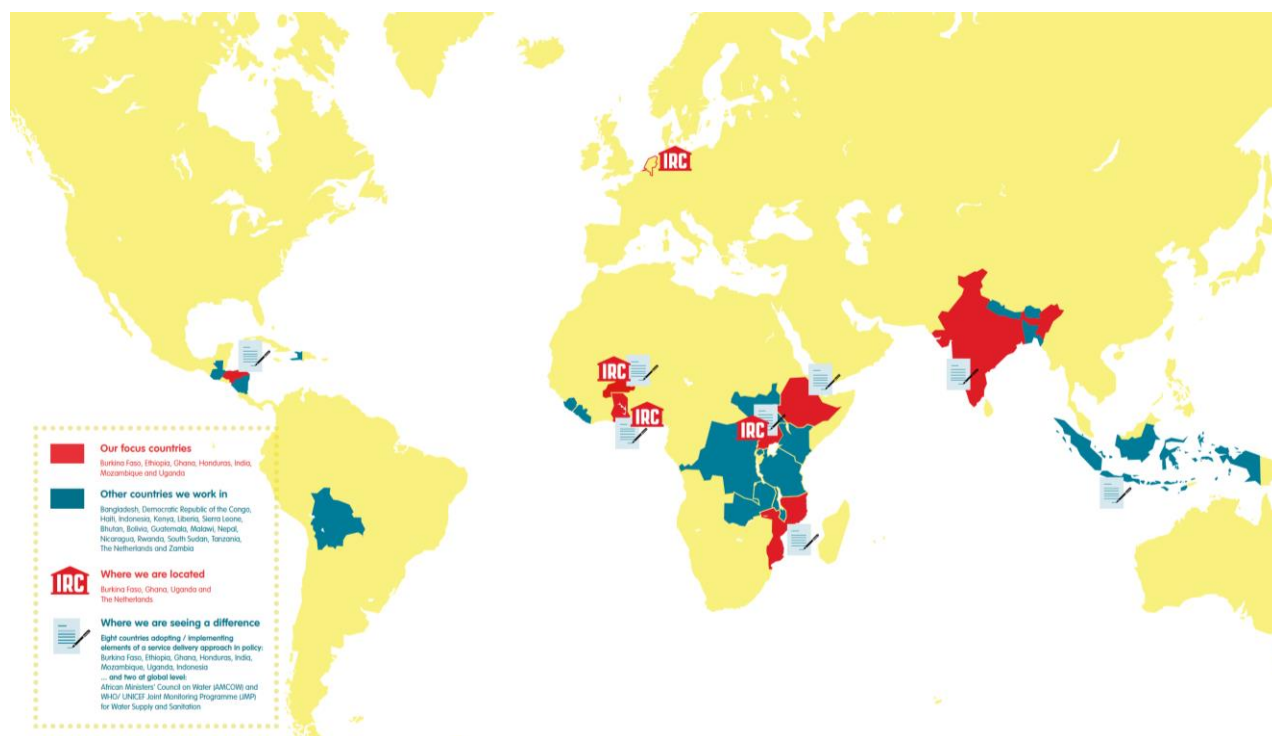


Figure 1 Geographical representation of where IRC works

IRC is headquartered in The Hague, The Netherlands. Figure 1 presents the countries where IRC offices are located (Burkina Faso, Ghana, Uganda), IRC's main focus countries (Ethiopia, India, Honduras, Mozambique), and other countries where IRC staff worked in 2013.

Target audience

As a think-and-do tank whose main strategy for change is to influence the overall behaviour and practice in planning and managing WASH initiatives, IRC has a wide range of target audiences. IRC's primary audience in the countries where it works in are various governmental agencies and departments at national and local levels responsible for the direct provision of WASH services.

Like-minded organisations and research institutes with influence on WASH thinking globally, and which carry out innovative research and advocacy work form another group of target audience that IRC seeks to collaborate with. These include established entities such as the Water and Sanitation Program of the World Bank (WSP), relatively new initiatives such as Sanitation and Water for All (SWA) and the UN Global Annual Assessment of Sanitation and Drinking Water (GLAAS), and thematic groups supported by IRC, that focus on specific aspects of WASH service delivery, such as the RWSN (Rural Water Supply Network), WIN (Water Integrity Network), and MUS (Multiple-Use Services) Group.

In many of the countries IRC works in, significant funding for WASH continues to be provided by bi-lateral donors and multi-lateral institutions such as the World Bank, regional development banks, and through programmes such as the EU Water Facility and the African Development Bank's Rural Water Supply and Sanitation Initiative. These institutions and programmes often play an important role in setting the national WASH agenda and possess significant leverage to influence WASH discourse: they are therefore an important target audience for IRC. The last five years or so have also seen the emergence of non-traditional actors in WASH, which include USA-based foundations that have to some extent, introduced a new agenda in global WASH discourse by asking hard and critical questions about the real impact and efficacy of 'business as usual' approaches. Chief among these organisations is the Bill & Melinda Gates Foundation, which is focusing mainly on sanitation for the coming years. IRC has also seen the emergence of a strong private sector with increasing influence over development initiatives through private donations and corporate social responsibility programmes (e.g., looking at water footprints along supply chains).

3. Report parameters

Reporting period: 1 January to 31 December 2013

Date of most recent previous report: Calendar year 2012

Reporting cycle: Yearly in autumn

Contact person for questions regarding the report or its contents: Dr Patrick Moriarty (CEO), moriarty@ircwash.org

Process for defining reporting content and using reporting process: This report was prepared by the Monitoring and Learning team in collaboration with the CEO and with inputs from the human resources, communication, business development and finance departments of IRC. The

content of this report has been based on material drawn from IRC's dashboard (integrated overall monitoring tool of IRC) and its annual report 2013.

In terms of defining the contents of this report, IRC engaged in several iterative phases that are part of the organisation's overall monitoring and learning process. Programme/ project-specific reports are prepared by IRC staff and are presented and discussed in various working groups. Once reports are updated, information is entered by staff in IRC's dashboard; data is then compiled and 'cleaned' by the Monitoring and Learning (M&L) team. In collaboration with the CEO, the M&L team analyses the data and identifies the main achievements and learning points of the organisation. The main narrative and findings of the group are presented by the CEO during an IRC'nergy Week to kick start dialogue and verify information. During the IRC'nergy Week, additional narratives are compiled and combined with dashboard data, are written into a first draft monitoring report, which is then shared electronically with programme heads for feedback. All feedback received is considered by the writing team for inclusion in the report.

IRC aims at bringing monitoring and reporting activities together so they are not seen as stand-alone activities but as an integral part of programme management and accountability.

Dissemination of the report and feedback from staff: See narrative entry above: IRC organisational monitoring and learning process.

How do you act upon feedback, including from the independent review panel? The CEO takes end responsibility over IRC's reporting and monitoring processes. Staff feedback on IRC's reporting process is facilitated by multiple review opportunities as illustrated above. In the previous year (2012), IRC sought to enrich its annual report with the charter's monitoring indicators to enlarge the organisation's transparency and accountability to the sector. As a result, a combined annual report and INGO monitoring report was submitted. However based on feedback from the independent review panel of the charter, a concern was lodged about how such a marriage may be viewed by outsiders as a "superficial PR exercise". As this was not what IRC intended in the first place, for the year 2013 IRC decided to 'uncouple' its annual report from its reporting requirements to the charter.

Boundary of the report with regard to regions and operations: This report covers IRC's activities in all geographic areas where IRC's programmes were implemented and operationalised. See figure 1 on page 2.

Material content limitations of the report: Owing to the nature of IRC's work, there are some indicators used by the charter which do not apply and/ or are not monitored by the organisation:

- NGO4 - Measures to integrate gender and diversity into programme design and implementation, and the monitoring, evaluation and learning cycle.
- SO1 - Impacts of activities on the wider community.
- SO2 - Process for ensuring effective anti-corruption policies and procedures?
- SO4 - Actions taken in response of incidents of corruption.

Basis for reporting on national entities, joint ventures, subsidiaries, outsourced operations or other entities: IRC did not engage in joint ventures and subsidiaries in 2013, nor did it lease facilities to others.

Significant changes from previous reporting periods in the boundary, scope, time frame, or measurement methods applied in the report: None.

4. Governance structure and key stakeholders

4.1 Governance structure and decision making process: at governance level

IRC is registered as a foundation or 'stichting' under Dutch law, and follows an oversight model of governance, consisting of a Supervisory Board and a Board of Directors (currently consisting of one person – IRC's CEO). The full details of IRC's governance structure are presented in a Governance Document, published on the organisation's website (<http://www.ircwash.org/irc-transparency>).

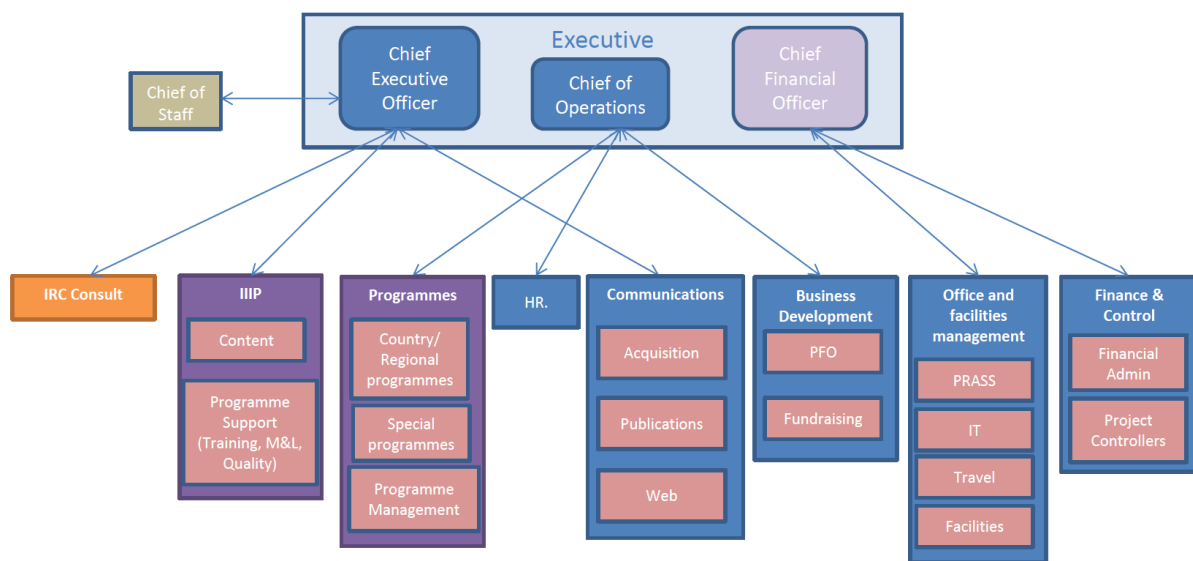


Figure 2 IRC governance structure

IRC's Supervisory Board appoints the CEO and is responsible for monitoring the overall state of affairs. The Supervisory Board approves IRC's annual plans, budget, annual accounts and reports.

The CEO has executive authority and is responsible for the development and implementation of IRC's multi-annual policy and strategy, and for the budgeting and profiling the results of IRC's programmes. The CEO is aided by an Executive Team, which consists of a Chief Operations Officer (COO) and a Chief Financial Officer (CFO). The CEO is also supported by a Strategic Leadership Team, which draws its membership from staff with strategic and line management responsibilities.

IRC employs a management model based on participation and joint decision making. A Works Council, whose members are elected by the IRC staff, performs a legal and regulated advisory role.

4.2 Division of powers between the highest governance body and the management and/or executives

4.3 Number of members in the highest governance body

The Supervisory Board, consisting of seven members (including a chairperson), fulfils a supervisory role and supports in the full operational and policy responsibility that reside within IRC's Board of Directors (currently vested in the CEO).

The CEO has is end responsible for the daily management, operations and implementation of IRC's programmes. He is not a member of the Supervisory Board, but reports to its members.

4.4 Mechanisms for internal stakeholders (e.g., members or employees) to provide recommendations or direction to the highest governance body

Communications between employees and the Supervisory Board are via the CEO. However, staff and programme interaction with the Supervisory Board is not limited through the CEO. In the interest of expanding accountability and improving 'checks and balances', in the last quarter of 2013, all CEO formal meetings with the Supervisory Board have seen the participation of both the COO and CFO. In addition, to strengthen links between the Supervisory Board and the organisation, board members participate in key internal meetings and make visits to IRC country programmes and activities.

The elected Works Council has specific powers under Dutch law to represent the interests of staff. Its members are consulted by the CEO for advice or approval on a set of clearly specified issues. The body is also mandated to take initiatives and establish committees to address specific issues. The Works Council meets regularly with the CEO, and twice a year with the Supervisory Board. The Works Council is aided by a 'trust person': a member of IRC's Supervisory Board, whose role it is to act as a channel of communication between the Supervisory Board and the Works Council.

4.5 Compensation for members of the highest governance body, senior managers and executives

Chair of the Supervisory Board: € 4000 per year | Members of the Supervisory Board: € 1500 per year | Members of the Executive Team: representation compensation of € 50 per month.

Compensation for senior managers and executive, as well as the entire staff base, follows the [Dutch BBRA salary scale](#).

4.6 Processes in place for the highest governance body to ensure conflicts of interest are identified and managed responsibly

A trust person has been appointed in the Supervisory Board.

4.10 Process to support the highest governance body's own performance

Each member of the Supervisory Board is allowed to hold a maximum of two terms; each term consisting of four years. Its members are nominated and elected by incumbent members of the Supervisory Board. Members of the Works Council, representing the interests of IRC's staff, are invited to recommend persons for one seat at a time.

A minimum of five and maximum of seven board members sit in the Supervisory Board at one time.

The Executive Team, nor the CEO evaluate the Supervisory Board's performance.

4.12 Externally developed environmental or social charters, principles or other initiatives to which the organisation subscribes

IRC is a signatory of the WASH sustainability charter (see www.sustainablewash.org) and a founding member of the [Water Integrity Network](#).

4.14 Stakeholder groups of the organisation

Stakeholder groups of the organisation include local and regional authorities. To be effective as a medium-sized organisation, IRC works in partnership with other organisations and networks. A full list of IRC's networks is found in Annex 1 Network list.

4.15 Basis for identification and selection of stakeholders with whom to engage

IRC's work is guided by its vision and mission to effect change in traditional and business as usual approaches in the WASH sector. The organisation selects and works with partners and stakeholders on the basis of a shared commitment to IRC's vision for change, or because they have a critical role to play in facilitating and achieving that change. IRC staff seek to strengthen partnerships, often through formal agreements, and work with national government ministries and departments in IRC focus countries that include Ghana, Uganda, Burkina Faso, Mozambique and India. Part of IRC's strategy is to continuously sharpen its role as an active and engaged member of the WASH community through the facilitation role it plays in strengthening stakeholder engagement in its focus countries and at global level, based on detailed stakeholder and institutional analyses. At the global level, IRC establishes, catalyses and participates in networks and initiatives with potential to achieve change in the sector, such as the WASH Sustainability Charter mentioned in 4.12.

Performance indicators

I. Programme effectiveness

NGO1: Involvement of affected stakeholder groups to inform the design, implementation, monitoring and evaluation of policies and programmes

It is the norm within IRC to involve stakeholders at all levels of programme development from conceptualisation, implementation and evaluation. Stakeholder involvement is necessary to ensure the relevance of IRC's programmes and initiatives, as well as to strengthen the capacity of partners in developing countries to carry on with the work after the formal completion of a programme.

IRC nurtures participatory processes of joint learning and change that are needed to bring about changes at sector level. IRC staff works through partnerships at decentralised, national, and international levels to promote and develop frameworks for learning in the sector.

'Learning alliances' is one approach IRC has been using to support sector learning. This involves multi-stakeholder learning through platforms that bring together government, NGO, the academe, the private sector and users/ user representatives for joint research and the search for viable solutions. In many of IRC's larger programmes, learning alliances had been established in various countries, which provide an important space for sharing, testing and validating (new) knowledge and innovative approaches.

NGO2: Mechanisms for feedback and complaints in relation to programmes and policies and for determining actions to take in response to breaches of policies

Since January 2013, an [External Complaints Policy](#) and an online complaints form were introduced, both of which are accessible through the IRC [website](#). IRC has an internal guiding document that details the implementation of this policy internally, with its Programme Funding Office (PFO) delegated the responsibility to act upon complaints. Should the complaint concern a member of the PFO, it is forwarded to IRC's COO for action. All complaints are dealt with within 15 days of receipt. In 2013 IRC did not receive any formal complaints.

The procedure for lodging complaints and its accompanying documents have been formally approved by management and communicated subsequently to the staff.

NGO3: System for programme monitoring, evaluation and learning, (including measuring programme effectiveness and impact)

Monitoring and learning, using a combination of methods and tools, takes place primarily at the level of programmes and functional groups, such as the Communications, Administration and Finance departments. All IRC programmes identify outcomes-based indicators, which are monitored for signs of progress and/or signs of change.

In 2013, IRC's monitoring dashboard (central repository for IRC outputs and outcomes) was further refined to facilitate a clearer and more deliberate monitoring and learning process. Learning and reporting cycles are now more firmly built into IRC's annual planning, guided by an [IRC M&L framework](#) which fully describes the learning process and provides an illustration of

the organisation's [Results Chain](#). IRC's Results Chain maps out the theory of change for each programme and is updated each year as part of the organisation's annual learning and planning cycle.

NGO5: Processes to formulate, communicate, implement and change advocacy positions and public awareness campaigns

Advocacy and public awareness-raising have become an increasingly important part of NGO work. At the same time public criticism in regard to NGO legitimacy and effectiveness is rising. Good accountability for advocacy can address both criticisms.

Do you have a published process for adopting public policy positions ensuring that they are evidence based, truthful, effective and respectful of people's dignity?

Influencing WASH policy development at international and national levels requires that IRC effectively communicates innovation in transparent and accessible ways, builds a network of partners supportive of change processes, and strengthens capacities in the WASH sector.

IRC has a long history of publishing in the sector sharing evidence, learning and impact, and engagement through its research work and the production of corporate and advocacy products. In 2013 IRC rebranded and developed a manifesto statement to articulate the organisation's renewed mission as an agent of change within the WASH sector.

With over 130 partners, some 20,000 subscribers to the organisation's news service and nearly one million engagements on its website and social media platforms in 2013, IRC continues to be a trusted and reliable source of innovation. Guided by the institution's Supervisory Board, the organisation's international staff turn its numerous products, programmes and services into a more coherent and cohesive resource in social media – to share sector knowledge and analytical outputs and to strengthen/ develop capacities.

IRC staff are trusted, professional, content rich and facilitators of change, whose work and quality of engagement are governed by the following principles and core values:

IRC Principles: i) inclusiveness; ii) subsidiarity; iii) facilitation of change

IRC Core Values: i) poverty focus; ii) excelling; iii) transparency

How do you ensure meaningful stakeholder participation in your advocacy work?

Advocacy constitutes a key area of IRC's work. In the past year, IRC partnered with others to launch numerous advocacy initiatives to promote the following tools, approaches, and/ or themes:

- Sustainability tools such as the TAF/ TIP (WASHTech), Sustainability Index in the Sustainability Monitoring Framework (Dutch WASH Alliance), WASHCost Share, DGIS sustainability clause and sustainability check
- IRC sanitation framework
- Aid effectiveness via the Sanitation and Water for All Initiative
- Post-2015 SDGs
- Everyone Forever Initiative
- Life-cycle costs approach
- Service Delivery Approach

With its Dutch-based partners (via the Dutch WASH Alliance), IRC also supported in lobbying the Dutch parliament to retain the breakdown of the Dutch ODA water budget between WASH, IWRM and water for production.

A number of internal processes in support of stakeholder participation in IRC's advocacy activities have been developed in 2013. Today, IRC has an internal method of periodically capturing uptake of advocacy messages: whether it is in the discursive and/ or actual usage of tools, approaches and analyses promoted by the organisation. The quality and/ or extent of uptake by others is monitored, analysed and updated regularly to help inform IRC's understanding of stakeholder relevance and the perspectives they offer. Information gathered is also used to understand stakeholder interest on the issue(s) IRC works on and their influence in effecting change in the sector (as well as who they influence as a result).

IRC's engagement with stakeholders is supported by a robust, relevant, prioritised list of stakeholders (government, donors, WASH sector, general public and philanthropists and new non-sector audiences) deemed by the organisation as important to the organisation's current and future work. This list is regularly updated and aligned to IRC's business, its impacts, and current engagement objectives. To ensure its continued relevance, the list is not static: it evolves based on external factors that influence stakeholders, their opinions and the decisions they make in regard to the advocacy messages being considered.

This list of stakeholders helps IRC prepare for its engagement activities, design strategies, and prioritise resource investment in support of the organisation's vision. Complemented by internal discussions at IRC, the review of reference materials/ reports, and subscription to sector partner blogs or Twitter accounts, IRC's simple 'stakeholder analysis' method informs the appropriate medium of communication for specific stakeholders (e.g., digital front, events, publications, strategic meetings, and networks among others) for optimum impact.

Advocacy work in IRC is primarily managed by the International Influencing and Innovation Programme, with support from the Communications functional group.

How is corrective action taken when appropriate? Can you provide examples?

The External Complaints Policy has been put in place to ensure that all external stakeholders, donors and partners have a clear and accessible means to lodge a formal complaint against IRC, and have it dealt with.

To date, IRC's External Complaints Policy has not been used.

Identify the organisation's process for exiting a campaign.

Campaigns are designed to address or respond to a defined cause and are therefore guided by an overall goal, stated objectives and activities, related outputs and a Monitoring and Learning plan. IRC campaigns are therefore considered projects and are time bound, their relevance determined by external opportunities and the strategic design of IRC's programmes.

The exit strategy is part of every campaign design. Based on the output and the monitoring plan, campaign objectives may be reviewed and the exit period extended in favour of the accomplishment of intended objectives.

NGO6: Processes to take into account and coordinate with other actors

Duplication of efforts is avoided through IRC's engagement and partnership with a wide range of stakeholders (e.g., through learning alliances, hosting arrangements, MoUs, networks) and through the development of common understanding, agendas and messages. Within IRC's focus countries, the organisation establishes strong partnerships with government and an important part of the WASH sector agenda in most countries is harmonization and alignment between donors and implementing organisations.

Another way to avoid duplication of efforts is by conducting baseline studies in all IRC research programmes and projects.

II. Financial management

NGO7: Resource allocation, tracking and control

IRC publishes its annual accounts audited by PWC; a qualified independent auditing agency that has partnered with IRC for several years. IRC's annual accounts are available through the [IRC website](#).

The effectiveness of resource allocation in achieving key strategic objectives is monitored all throughout the year. IRC works with a budget for every activity, with every activity having its own expected results. Deviations are only possible with approval of line management and/ or the management team. The overall annual budget of IRC and any adjustment thereof are reviewed and approved by the Supervisory Board.

IRC has a financial manual that contains a Chart of Authority. The Chart of Authority is a section in the financial manual which assigns the responsibilities and designates the delegated authorization. The Chart of Authority forms the basis for ensuring that all recorded transactions are genuine and concern IRC's activities, and that all transactions are correctly assessed and classified.

NGO8: Sources of funding by category

The total revenue for 2013 amounted to € 9.93 million, with the five largest donors listed in table 1.

Table 1 Income per donor 2013

Bill & Melinda Gates Foundation	€ 4,031,998
Directoraat-generaal Internationale Samenwerking (DGIS)	€ 3,785,156
U.S. Agency for International Development (USAID)	€ 433,305
Ministerie van Infrastructuur en Milieu (I&M)	€ 213,275
European Union	€ 197,705
Other funders **	€ 1,219,561

III. Environmental Management

EN16: Total of direct and indirect greenhouse gas emissions by weight at the organisational level

International travel was by far the biggest contributor to the organisation's greenhouse gas emissions.

In 2013, a plan was made to measure IRC's ecological footprint more accurately, also exploring how IRC can reduce its CO₂ emission, and provide compensation for this. As previous years, to reduce the need for travel, IRC staff made extensive use of videoconferencing facilities, which have increased in capacity in 2013. While there is anecdotal evidence that videoconferencing has indeed reduced the tendency to travel, there is no way to assess which attributable reduction was achieved.

Compensation for CO₂ emissions was considered and calculated but as IRC continues to be affected by the consequences of the economic downturn, consideration for compensation were postponed and will be revisited annually. This consideration was also influenced by the lack of clarity as to the existence of genuinely effective compensation programmes.

IRC received an [overview](#) of emissions of all flights flown in 2013, booked via Multatuli Travel, IRC's travel agency partner. IRC's total CO₂ emissions in 2013 reached 940.43 tons.

For the time being, report on this indicator is limited to IRC international travel as it is by large the biggest activity contributor. Commuting was low as most people travel to work by bike or public transport.

EN18: Initiatives to reduce greenhouse gas emissions at the organisational level and reductions achieved

What initiatives are in place to reduce greenhouse gas emissions? (e.g., energy efficient lights, appliances and IT equipment in offices, web-conferencing etc.)

Three major reductions in greenhouse gas emissions were effected by the organisation in 2013. All servers were replaced by virtual servers. In The Netherlands office, the replacement of lighting preference halved IRC's energy consumption. Finally, IRC's physical library (a major offering of the organisation) was fully transformed into a digital (only) library and following a legal agreement, IRC's financial archive went completely digital. In all these decisions ecological consideration played an important part.

Has your organisation set itself concrete emission reduction targets? If so – which?

IRC has not set itself concrete emission reduction targets.

EN26: Initiatives to mitigate environmental impacts of activities and services

IRC does not (yet) conduct environmental assessments prior to carrying out its activities. The organisation's approach to minimising the environmental impacts of its activities and services is in at an early stage.

IV. Human Resource Management

LA1: Size and composition of total workforce

Table 2 provides an overview of IRC's workforce. At the end of 2013, IRC employed 103 staff, 15% lower than in 2012.

Table 2 Headcount of IRC's workforce in 2013

	Headcount	Full time	Part time
Employees on permanent Dutch IRC contract	42	35	7
Employees on fixed-term Dutch IRC contract	12	11	1
Associates	14	-	-
Staff in IRC country offices	27	26	1
Temporary staff via placement agencies; consultants; freelance	8	7	1
Total headcount	103	79	10

EC7: Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation

All four Country Directors working in IRC country offices in Burkina Faso, Ghana, Uganda and India were recruited locally. In 2013, none of IRC's country offices had expatriate staff. Local recruitment is performed by the country offices, using respective local procedures.

LA10: Workforce training to support organisational development

What qualifies as "training" in your organisation?

All 'tools' that contribute to the personal and professional development of IRC staff qualify as 'training opportunities' in IRC. This can take the form of a long-term course; a PhD; professional coaching, training on the job, and attending workshops and conferences. The choice of tool depends on the needs of an employee and is assessed on a case-to-case basis.

How do you identify the most important training needs?

The aim of the staff development plan is to help strengthen the skills of IRC staff members to ensure an even better match with the work IRC is doing.

IRC's philosophy is that every staff member is responsible for his/ her own professional development. Where needed, IRC extends support to individual staff members in their personal and professional development.

On top of individual responsibility, the management team identifies the main skill and competency set that applies to all staff within IRC: for this, collective training is provided. The selection of training themes is also informed by line manager assessments of individual staff

professional development, potential and ambition during the annual staff appraisal and mid-term review.

How much do you invest (as percentage of overall administrative budget) into training your workforce?

IRC's workforce extends to its country programmes (and country offices), as well as its group of associates and preferred consultants. IRC's education budget, however, only specifies the expenses for human resources development of staff recruited through IRC in The Netherlands. It excludes training expenses made in countries and – more importantly – booked under specific project numbers. The total investment amount (below) should thus be considered the minimum IRC investment to training. Further it should be noted that the education budget (as part of personnel expenses) is separate from the operating expenses of IRC.

Table 3 IRC education budget and expenses

Year	Education budget (4101)	Education expenses (4101)	Net admin costs (operating expenses)	% training expenses on net admin costs
2011	€ 50,000	€ 26,327	€ 445,681	6%
2012	€ 94,000	€ 22,224	€ 458,851	5%
2013	€ 100,000	€ 71,580	€ 397,119	18%

What is the average training time an employee receives per year? Compare development over years if possible.

All IRC staff members have five days per annum available for training. The number of days can be adjusted on a case-to-case basis, according to the training needs of an employee and the training days used by the employee in previous years.

Do you have evidence that training is successful?

Staff training needs are discussed during the staff appraisal process where the staff concerned indicates his/ her work goals for the year in a Personal Commitment Statement. These goals follow the SMART (Specific Measurable Acceptable and within a Timeframe) framework. For staff who undergo training organised by IRC, his/ her line manager evaluates the success of the training activity by revisiting the commitment statement discussed and formally signed between the line manager and staff member.

LA12: Performance reviews and career development plans

The IRC appraisal system contributes to, supports and strengthens the performance of the organisation and its employees. Performance is assessed based on results and behaviour set as KPI's (Key Performance Indicator). Results are measured not only by the delivered product or service but also by its effect and added value to the organisation and its clients. The review process takes place in two parts: i) *looking back*, i.e., by discussing colleague/ team member feedback on staff members' past performance (results and displayed behaviour) and objectively measure the level of accomplished goals; and ii) *looking forward*, i.e., deliberating on future performance goals, taking stock of training needs and identifying other necessary support.

Which percentage of your workforce receives annual personal development plans and appraisals?

All staff within IRC receives an annual appraisal and prepares a Personal Commitment Statement (as part of the personal development plan).

Do you have evidence that your mechanisms of developing staff work well in practice?

The success of the system is confirmed in the appraisal documents of all staff as well as demonstrated by annual budget used for the training needs of IRC staff.

LA13: Diversity in your organisation displayed in the composition of governance bodies and employees

Which groups of people should be represented in your governance bodies and workforce to improve its legitimacy and effectiveness (e.g., gender, age, minority group, disability or other)?

IRC recruits staff based on competencies, quality and added value to the organisation and believes that this is the most effective way to conduct its work and meet the organisation's goals. Whilst the workforce boasts of a satisfactory representation of women and men, as well as in terms of age, top governance bodies are primarily made up of male colleagues. For instance, of the seven members of IRC's Supervisory Board, the organisation only has one woman in that body. The same is true for IRC's Management Team: of the four-body membership, only one woman sits in the team. In the future, IRC is committed to enlarging women's participation in decision making bodies. In IRC country offices however, two of the three offices are headed by women. Further there is equal representation of female and male colleagues in IRC's Works Council.

What percentage of representation do such groups have in your governance bodies and workforce respectively?

IRC is limited in using gender and age diversity indicators as seen in tables 4 and 5. Average age at IRC is 43, while the national average age of employees in The Netherlands is 41.4 years old.

Table 4 Age profiles in IRC

Age	Number
16-25	0
26-40	23
41-54	24
55-64	7
65+	0
Average	43

Table 5 Gender balance in 2013

Gender headcount IRC office	No. of staff	% of staff
Male	20	37.04%
Female	34	62.96%
Total	54	

Have you set yourself targets for improvement in the future?

Representation in terms of gender and age amongst staff within IRC is equal and fair, thus no adjustments to policies on this subject are planned. However, IRC will need to begin preparing for its compliance with the *Participatie wet*, a new Dutch law that makes it compulsory for organisations to have a % of staff considered traditionally ‘unproductive’ or ‘incapable’ of undertaking work. This law will be put in force in 2015.

NGO9: Mechanism for your workforce to raise grievances and get response

Do you have human resource policies that conform to relevant standards and are in accordance with the values of your organisation in terms of employee and volunteer rights, health and safety at work?

IRC has several policies concerning health and safety, which are all stated in the IRC HR manual that is provided to all staff within IRC and is available on the organisation’s intranet.

How can staff raise grievances to management addressing issues in regard to labour standards and working conditions?

There are several mechanisms in place for staff to raise grievances:

- A Grievance Policy in the HR Manual that describes the procedure and steps for an employee to lodge grievances.
- Two trust persons within the organisation who can be approached by staff in case of grievance and/ or other confidential matters that cannot be shared with an HR representative or through his/ her line manager.
- Through the line manager delegated to the staff group of the concerned staff.
- Through an HR representative.
- Through the Arbo company doctor.

Do you have evidence that concerns raised were resolved satisfactorily?

Fortunately no recent cases of grievances had been raised.

V. Ethical fundraising

PR6: Programmes for adherence to laws, standards, and voluntary codes related to ethical fundraising, including advertising, promotion, and sponsorship

Do you have policies and processes in place that ensure your fundraising activities describe needs adequately, respect the dignity of affected people, and funds are used in the designated way?

IRC generates income through a long-term funding arrangement with the Dutch government (renegotiated every five years) and through solicited and unsolicited proposals to institutional donors, foundations and funding programmes. So far, IRC has not yet been involved in direct fundraising or related marketing, although this is a possible source of income in the future. Should direct fundraising from the public materialise as a modality for raising funds, IRC is

committed to setting in place a specific policy on this. For now, IRC adheres to tender procedures and guidelines of its donors.

Do you adhere to the above practices with donations received from third parties?

IRC does not receive such donations.

Do you publicise all major institutional gifts and gifts in-kind, clearly describing the valuation and auditing methods used?

IRC does not receive gifts and gifts in-kind.

Report on complaints or breaches in regard to your fundraising and communication activities and how they were resolved.

No complaints were received in 2013.

Annex 1 Networks list

IRC participates in the following networks at local, national and international level.

Network	Short description	Organisational contribution	Documentation	Who is involved
International				
Sanitation and Water for All (SWA)	SWA is a global partnership of over 90 developing country governments, donors, civil society organisations and other development partners working together to catalyse political leadership and action, improve accountability and use scarce resources more effectively. Partners work towards a common vision of universal access to safe water and adequate sanitation.	IRC: <ul style="list-style-type: none"> • Research and Learning Partner 	SWA Partners SWA Partnership meeting 2013 SWA Partnership meeting 2012 IRC and the SWA Country Processes Task Team (CPTT) produced an aid effectiveness package	Erma Uytewaal
End Water Poverty (EWP)	End Water Poverty (EWP) is a global civil society coalition campaigning to end the water and sanitation crisis. It was established in 2007 and has grown to over 270 members in more than 65 countries across Africa, Asia, Latin America, Europe and North America.	IRC: <ul style="list-style-type: none"> • Member 	EWP member list	Patrick Moriarty
Rural Water Supply Network (RWSN)	RWSN is a global network of professionals and practitioners working to raise standards of knowledge and evidence, technical and professional competence, practice and policy in rural water supply; and so fulfil the vision of sustainable rural water services for all.	IRC: <ul style="list-style-type: none"> • RWSN Chair • Member of the Executive Steering Committee • Lead on the Management & Support for Rural Water Supplies theme 	Word from the chair RWSN partners Management and Support Theme	Ton Schouten, Stef Smits and Marieke Adank
UN-Water	UN-Water is the United Nations' inter-agency coordination mechanism for all freshwater and sanitation-related matters. It provides the platform to address the cross-cutting nature of water and maximise system-wide coordinated action and coherence.	IRC: <ul style="list-style-type: none"> • Partner 	UN Water Partner list	Patrick Moriarty
Millennium Water Alliance (MWA)	Millennium Water Alliance offers sustainable solutions through advocacy, shared knowledge, and collaborative programming. From 2003 on, MWA has created consortium field programmes in which	IRC: <ul style="list-style-type: none"> • Member 	MWA Water Member list	Patrick Moriarty

	member NGOs bring their strengths and share ideas on effective approaches, for maximum efficiency and long-term effectiveness.			
Multiple-Use water Services (MUS) group	The Multiple-Use water Services (MUS) Group is a network of some 15 core organisations and over 350 individuals. The Group has been operating since 2003 as the platform for learning, synthesis, and joint advocacy around MUS. It brings together people from a wide range of disciplines and countries. The variety of actors — researchers, practitioners, funders — creates a multi-dimensional view of multiple-use water services and what it will take to scale up the approach.	IRC: • Hosting the secretariat	MUS Group members MUS Group Governance	Stef Smits
WASH Sustainability Charter and sustainablewash.org	The WASH Sustainability Charter is a set of sustainability principles developed by nearly 100 stakeholders from over 50 organisations. SustainableWASH.org is a dynamic hub for the sustainability conversation.	IRC: • Member of the consortium • Signatory of the chart	sustainablewash.org	Harold Lockwood
The Netherlands				
NWP NGO-platform	Platform of Dutch NGOs working on water issues to exchange information, build partnerships and advocate within national parliament.	IRC: • Member	WASH NGO Platform website	Patrick Moriarty
Local (focus countries)				
Resource Centre Network (RCN) – Ghana	The Resource Centre Network is an institutional partnership that seeks to promote Knowledge Management (KM) services within the Water, Sanitation and Hygiene (WASH) sector in Ghana.	• Core member	RCN website	Vida Duti
Red de Agua y Saneamiento de Honduras (RASHON)	Red de Agua y Saneamiento de Honduras (RASHON) aims to improve communication between and among institutions, share best practices and experiences, and promote appropriate technologies. The network is made up of members of civil society organisations and the government	• Member	RASHON members	Stef Smits
UWASNET	Uganda Water and Sanitation NGO Network (UWASNET) is the national umbrella organisation for Civil Society Organisations (CSOs) in the water and environment sector. It was established in 2000 to strengthen the contribution of the CSOs to the performance and development of the sector.	• Member	UWASNET website UWASNET member list	Jane Nabunnya



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