



# GRI Level C reporting template for NGOs

**Name of organization:**

IRC International Water and Sanitation Centre

**Filled in by:**

**Name:**

John Butterworth

**Position:**

Senior Programme Officer

**Email:**

butterworth@irc.nl

**Phone number:**

00 31 70 3044044

After you complete this, send a copy to GRI at:

Global Reporting Initiative

P.O. Box 10039

1001 EA Amsterdam

Email: [guidelines@globalreporting.org](mailto:guidelines@globalreporting.org)

Fax: +31 20 531 0031

**Information on numbering:** All sections in the boxes are taken directly from the original English version of the NGO Sector Supplement and the original reference numbers and page number appear in parenthesis. The NGO Sector Supplement is available for free downloading at [www.globalreporting.org](http://www.globalreporting.org)

## 1 Strategy and Analysis

### 1.1 Statement from the most senior decision-maker of the organization. [GRI NGOSS: p. 25]

IRC decided to sign up to the INGO accountability charter in 2010 prompted both by internal concerns voiced during a reorganisation process over whether we were accountable enough, and, around the same time, being confronted with the need to be 'certified' in this area when submitting proposals for work (one of our thematic areas of activity being anti-corruption in the water and sanitation sector).

As an international knowledge centre working to improve access to water, sanitation and hygiene (WASH) globally, and focusing on supporting the sustainability of WASH services at scale through better use of evidence and knowledge in the sector, accountability is problematic for us. Who are we accountable to? Our Supervisory Board, our donors, the governments in the countries we work, or the ultimate beneficiaries of WASH services? Trying to be accountable to all these groups, we run the risk of being accountable to no-one.

We are driven by a desire to achieve greater and more lasting impact with our expertise and approaches. This ambition has led to considerable growth over recent years, and resulted in a more decentralised mode of operations. We have an expanded and more diverse workforce, including both the recruitment of project staff in countries and posting of staff overseas. We have started establishing branches or independent organisations in Ghana and Uganda. We expect this decentralisation to continue and we will have a permanent IRC country presence in more countries as well as existing partnerships. We seek to recruit more actively in the South for core staff positions, to attract local staff to work in the country programmes, and to identify and form longer-term relations with Southern individuals as part of an associate programme. These country programmes and branches do need to be accountable locally as well as to the mother organisation.

At the same time, we are moving from a supposedly rather passive neutral or knowledge broker role to being a more proactive facilitator of change based upon our growing portfolio of action research rooted in country programmes. We are becoming more confident in openly seeking change and investing in advocacy activities to promote putting our ideas, based on evidence, into policy and practice.

One specific thematic area in which we have developed competencies is transparency and accountability in the WASH sector. Driven by concerns about high levels of corruption in the sector, we are a founder member of the Water Integrity Network and we undertake research and advise governments and other agencies in anti-corruption in the sector. As a result, we seek to apply best practices in transparency and accountability within to our own organisation as well.

Many questions remain about exactly how we are going to go about this. Joining and engaging with the charter has been a key decision to make sure that we stay focused on this, keeping it high on our agenda and implementing required actions for improvement. One initial step that we have made are ensuring available of reports about IRC (annual reports, evaluations etc.) are available in one place (at [www.reporting.irc.nl](http://www.reporting.irc.nl)) where they are easily accessible. In this report we have tried to highlight our strengths and weaknesses in this area, and we look forward to making improvements based upon this analysis.

## 2. Organizational Profile

### 2.1 Name of the organization. [GRI NGOSS: p. 26]

IRC International Water and Sanitation Centre

### 2.2 Primary activities (e.g., advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organization's mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.). [GRI NGOSS: p. 26]

IRC is a knowledge-focused think-tank working with a worldwide network of partner organisations to achieve equitable and sustainable water, sanitation and hygiene (WASH) services that last. Our roots are in information management (the name original stood for International Reference Centre) advocacy, knowledge sharing and capacity building. The organisation has a strong reputation for sector memory, cutting-edge innovation and action research in the WASH sector. We use our growing understanding of the issues to publish on- and advocate at national and international levels for improved WASH policy, financing and practice.

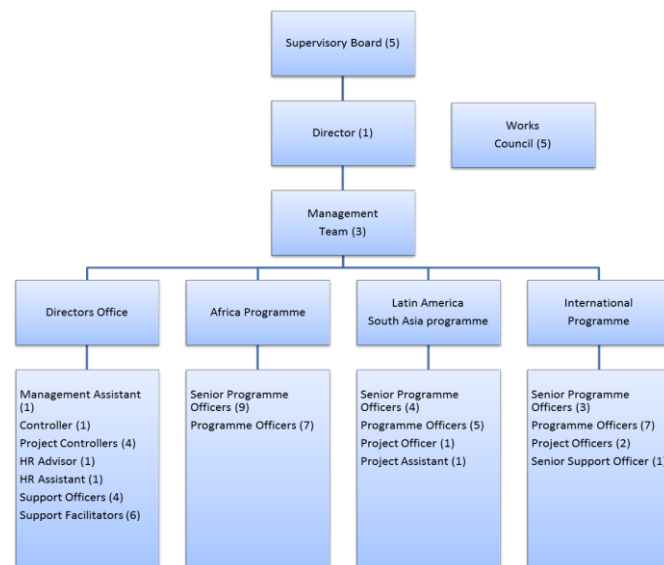
IRC subscribes to a broadly-shared sector vision of *a world in which all people are able to enjoy their fundamental human right of access to appropriate and sustainable water and sanitation services that they use and can afford; and where these services are in turn based on sustainable use of water and environmental resources*. It is this understanding that helps us to identify our own position and mission in the WASH sector as *a knowledge broker, innovator and enabler of change within the sector, internationally and in selected focus countries and regions, working to ensure that services are extended to the poor and are better attuned to their needs while being more sustainable, better managed and governed*. IRC has four strategic goals:

1. The adoption by the WASH sector of a service delivery approach
2. The adoption by the sector of a strong learning and adaptive approach to service delivery
3. Improved aid effectiveness
4. Improved inter-sectoral dialogue and planning alignment

We aim to achieve our goals through a mixture of direct intervention in our focus countries and regions through innovation and action research (country and regional programmes) coupled with international level advocacy and policy influencing (International programme). To support this we maintain our global body of sector information services including Source news services, publications, workshops, seminars and conferences. We continue to support and contribute to topically relevant international thematic working groups. In our focus countries we support and contribute to the creation of alliances, channels and tools for enhanced knowledge sharing and information management. We have been adopting a stronger sanitation focus, aiming to address the serious deficit in sustainable and equitable sanitation services, along the whole chain from latrine use to safe disposal or reuse of faecal matter. We continue to address the huge challenge of catalysing and maintaining improved hygienic behaviour, which is essential to ensuring that improved services lead to improved health impact. To all this work we bring five primary areas of expertise namely policy influence, knowledge brokerage, thematic innovation, capacity building, training, monitoring and learning.

### 2.3 Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures. [GRI NGOSS: p. 26]

In 2010 IRC maintained one main office, its headquarters, in The Netherlands with further country programme and project offices in Ghana and Uganda. The organisational structure was comprised of regional teams (Africa, Latin America/South Asia, and Global), and the Director's Office including Services (see figure).



## 2.4 Location of organization's headquarters. [GRI NGOSS: p. 26]

Bezuidenhoutseweg 2, 2594 AV The Hague, The Netherlands

## 2.5 Number of countries where the organization operates. [GRI NGOSS: p. 26]

In 2010 IRC was organized around four regional programmes (Latin America and Asia, east Africa, west Africa, southern Africa). Country activities were concentrated in Ghana, Uganda, Burkina Faso, Mozambique, India, Honduras and Ethiopia but also included Indonesia, Sudan, Tanzania, Kenya, Nepal, South Africa, Bangladesh, Vietnam and Zimbabwe.

## 2.6 Nature of ownership and legal form. [GRI NGOSS: p. 26]

IRC is registered as a Foundation or 'Stichting' under Dutch law, and follows the oversight model of governance, consisting of a Supervisory Board and a Director. The full details are described in a Governance Document, published on our website (<http://www.reporting.irc.nl>).

## 2.7 Target audience and affected stakeholders. [GRI NGOSS: p. 26]

IRC focuses on the needs of the marginalised and the poorest in developing countries. We work with a worldwide network of partner organisations in many different countries. They may be UN agencies, international donors, financiers, clients for specific pieces of work, project implementers and service providers, local NGOs, consultancies, research organisations or national and local governments in the focus countries.

In 2010, the main financing partners were the Dutch government and the Bill and Melinda Gates Foundation. The Dutch government has financed IRC since its establishment in 1968, and in 2010 funded 26% of our total revenue in 2010. Since 2008 the Bill & Melinda Gates Foundation has also become an important financier representing 55% of total IRC financing in 2010.

IRC has a long history of shared activities with many partners in country and regional programmes. Since 2008 IRC has started to partner more actively with national and local governments, initiated and supported by the Gates-funded Triple-S and WASHCost projects.

IRC has along history of supporting sector resource centre partners and has started to work more closely with national research institutions and universities, as well as with service providers such as Bangladesh Rural Advancement Committee (BRAC) in Bangladesh.

## 2.8 Scale of the reporting organization. [GRI NGOSS: p. 26]

In 2010, IRC employed 64 staff members, while an additional 52 people were under contract in the two Gates-funded projects.

The total revenue for 2010 was € 9,915 million and the total expenditure was € 9,908 million.

Developing and disseminating knowledge and information about WASH techniques, policies and good practices is our core business. Besides our own corporate site, IRC hosts a collection of project and partner web sites, which together had 2.7 million page views in 2010. IRC publications were downloaded 57,700 times. IRC produced thirteen (13) new peer-reviewed publications in 2010. The WASH digital library collection (<http://www.washdoc.info>) provides free online access to over 15,000 sector publications. There were 32,000 subscribers to E-Source news products and over 4,000 subscribers to the WASH news blogs and E-Source Twitter feeds. The MyWASH.org social network (<http://www.mywash.org>) site initiated by IRC, has over 500 members. IRC's Question & Answer (Q&A) service answered 1191 general questions and 320 content related in depth questions in 2010. In November 2010, the biennial IRC Symposium, Pumps, Pipes and Promises attracted over 120 participants from 27 countries.

Eleven (11) new external projects were started in 2010, and 19 training and advisory projects were carried out. Full details of the scale of activities are published in the annual reports published on our website (<http://www.reporting.irc.nl>).

## 2.9 Significant changes during the reporting period regarding size, structure, or ownership. [GRI NGOSS: p. 26]

The total revenue for 2010 grew significantly and we achieved a shift in our funding base towards more private funding. From 2009 to the end of 2010 the number of IRC staff increased significantly from 53 to 64 staff members, in response to the increased demand for our services.

## 2.10 Awards received in the reporting period. [GRI NGOSS: p. 26]

None.

### 3. Report Parameters

#### Report Profile

**3.1** Reporting period (e.g., fiscal/calendar year) for information provided. [GRI NGOSS: p. 26]

1 January to 31 December 2010

**3.2** Date of most recent previous report (if any). [GRI NGOSS: p. 26]

Since IRC signed the INGO accountability charter during 2010 this is our first report.

**3.3** Reporting cycle (annual, biennial, etc.). [GRI NGOSS: p. 26]

Since our financial data is available around May, IRC will report twice in 2012: initially reporting now on the 2010 calendar year and in the autumn of 2012, reporting for 2011. In subsequent years we intend to report annually in the autumn.

**3.4** Contact point for questions regarding the report or its contents. [GRI NGOSS: p. 26]

John Butterworth (butterworth@irc.nl)

#### Report Scope and Boundary

**3.5** Process for defining report content. [GRI NGOSS: p. 26]

The report was prepared by a team including staff engaged in IRCs thematic activities in transparency and accountability in the WASH sector and the director, with support of the human resources manager and financial controller. It draws upon our annual reports, our internal monitoring and financial reports. All staff were invited to comment on the draft report, as was the Works Council.

**3.6** Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance. [GRI NGOSS: p. 26]

This report encompasses the entirety of the IRC International Water and Sanitation Centre's operations in 2010. It does not cover in full detail, in relation to human resources issues, project staff employed for our projects by partners, other than indicating the number of project staff under contract. The financial reports relate to funds handled by IRC i.e. the full value of projects that are led by IRC (often involving subcontracted partners) but only the value of IRC activities for projects led by other organisations.

**3.7** State any specific limitations on the scope or boundary of the report. [GRI NGOSS: p. 26]

None.

**3.8** Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations. [GRI NGOSS: p. 27]

There are no joint ventures, subsidiaries or facilities leased to others.

**3.10** Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods). [**GRI NGOSS**: p. 27]

Not applicable.

**3.11** Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. [**GRI NGOSS**: p. 27]

Not applicable.

## GRI Content Index

### 3.12 Table identifying the location of the Standard Disclosures in the report. [GRI NGOSS: p. 27]

<b>Strategy and Profile Disclosures</b>	<b>Page</b>
<b>Strategy and Analysis</b>	
1.1 Statement from the most senior decision-maker of the organization.	2
<b>Organizational Profile</b>	
2.1 Name of the organization.	3
2.2 Primary activities (e.g., advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organization's mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.).	3
2.3 Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures.	3
2.4 Location of organization's headquarters.	4
2.5 Number of countries where the organization operates.	4
2.6 Nature of ownership and legal form.	4
2.7 Target audience and affected stakeholders.	5
2.8 Scale of the reporting organization.	5
2.9 Significant changes during the reporting period regarding size, structure, or ownership.	5
2.10 Awards received in the reporting period.	5
<b>Report Parameters</b>	
<b>Report Profile</b>	
3.1 Reporting period (e.g., fiscal/calendar year) for information provided.	6
3.2 Date of most recent previous report (if any).	6
3.3 Reporting cycle (annual, biennial, etc.).	6
3.4 Contact point for questions regarding the report or its contents.	6
<b>Report Scope and Boundary</b>	
3.5 Process for defining report content.	6
3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	6
3.7 State any specific limitations on the scope or boundary of the report.	6
3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	7
3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	7
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	7
<b>GRI Content Index</b>	
3.12 Table identifying the location of the Standard Disclosures in the report.	8
<b>Governance, Commitments, and Engagement Governance</b>	
4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	9
4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives.	9
4.3 For organizations that have a unitary board structure, state the number of members of the and/or non-executive members highest governance body that are independent and/or non-executive members.	9
4.4 Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body.	9
<b>Stakeholder Engagement</b>	
4.14 List of stakeholder groups engaged by the organization.	10
4.15 Basis for identification and selection of stakeholders with whom to engage.	10

<b>GRI Performance Indicators</b>	
Indicator 1:	11
Indicator 2:	11
Indicator 3:	11
Indicator 4:	12
Indicator 5:	12
Indicator 6:	12
Indicator 7:	12
Indicator 8:	13
Indicator 9:	13
Indicator 10:	13
Indicator 11:	14
Indicator 12:	14
Indicator 13:	14
Indicator 14:	15
Indicator 15:	15
Indicator 16:	15
Indicator 17:	16
Indicator 18:	16



#### 4. Governance, Commitments, and Engagement Governance

**4.1** Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight. [GRI NGOSS: p. 27]

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 Director. The full details are described in a Governance Document, published on our website (<http://www.reporting.irc.nl/>).

The Supervisory Board appoints the director and is responsible for monitoring the overall state of affairs and the policy of the Director. The Board approves the annual plans, the annual accounts, the annual report and the annual budget. There are no committees under the Supervisory Board.

The Director has executive authority and is responsible for the development and implementation of IRC's multiannual policy and strategy, and for the budgeting and results of IRC's programmes. The Director is aided by a management team drawn from staff with delegated strategic and line management responsibilities within the organisation.

IRC is committed to a management model based on participation and joint decision making. A Works Council elected by and representing IRC staff has a legal regulated advisory or approval authority and meets regularly with the Director.

Internationalisation of our Supervisory Board is under discussion.

**4.2** Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives. [GRI NGOSS: p. 27]

The chair of the Supervisory Board is not an executive officer. The supervisory board, consisting of 5 members including a chairperson, performs a supervisory role, supporting the full operational and policy responsibility that resides with IRC's Board of Directors (currently vested in one Director).

The Director has full responsibility for daily management, operations and implementation. He is not a member of the Supervisory Board but reports to it.

**4.3** For organizations that have a unitary board structure, state the number of members of the and/or non-executive members highest governance body that are independent and/or non-executive members. [GRI NGOSS: p. 27]

Not applicable

**4.4** Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body. [GRI NGOSS: p. 27]

Communications between employees and the board are via the Director, an arrangement that usually works effectively. Following concerns and a change of Director in 2010, however, efforts were made to strengthen links between the Supervisory Board and the organisation. This included planning visits to IRC country programmes and activities to help Board members to follow developments at the country level. More interactions between staff and the Board members were also encouraged especially through meetings during the IRC-nergy weeks, organised three times a year.

The elected Works Council has specific powers under Dutch law to represent the interests of staff, and must be consulted by the Director to seek advice or approval on specified matters. It can also take initiatives and establish committees to address specific issues. The Works Council meets regularly with the Director and twice a year with the Supervisory Board. The Works Council is also entitled to nominate a 'trust person' (who was in place in 2010) to provide a channel of communication between the Supervisory Board and Works Council.

## Stakeholder Engagement

### 4.14 List of stakeholder groups engaged by the organization. [GRI NGOSS: p. 29]

We are very aware of being one medium-sized actor among many in a complex WASH sector. To be effective, it is vital to work almost entirely in partnership with other organisations and networks. Key stakeholder groups that we engage with are:

- National and local governments in the countries where we aim to improve WASH service delivery
- WASH services regulators, authorities and providers in the same countries
- Universities, vocational training institutes and research centres
- Development partners including bilateral and multi-lateral donors, foundations and UN agencies (e.g. UNICEF, WHO) INGOs and NGOs engaged in the WASH sector
- International initiatives and thematic networks

We do not directly provide WASH services to users, although we work actively with those who do. We see our role as being proactive and dynamic in identifying and helping to fill the gaps between other larger actors (for example, governments, banks and international donors) so that aid and investment is more effective in achieving our shared goals.

Currently IRC's main financing partners are the Dutch government and the Bill and Melinda Gates Foundation. IRC has a long history of shared activities with many partners in country and regional programmes. Since 2008 IRC has started to partner more actively with national and local governments, initiated and supported by the Triple-S and WASHCost projects.

IRC has traditionally collaborated and worked to strengthen sector resource centre institutions in many countries where we operate. These organisations tend to be independent knowledge focused organisations either operating in a more or less similar mode to IRC, or providing a range of complementary skills and competencies.

IRC is part of a wider range of international thematic platforms to pursue sector change in areas as diverse as knowledge management, public finance management and training. We aim to maintain and expand our network and membership of key international and regional platforms including the World Water Council (WWC), the Water Supply and Sanitation Collaborative Council (WSSCC), Sanitation and Water for All (SWA), the European Unions (EU) Africa Working Group, Water Integrity Network (WIN), Multiple Use Water services (MUS) group, the Rural Water Supply Network (RWSN), the Netherlands Water Partnership (NWP) and the Sustainable Sanitation Alliance (SuSanA) .

### 4.15 Basis for identification and selection of stakeholders with whom to engage. [GRI NGOSS: p. 29]

We are guided by our vision and mission and over the business plan period 2007-11 have been driven much more strongly by the need to achieve impact at scale than in the past. This has meant establishing much stronger partnerships, often with formal agreements, with national government ministries and departments. As regional programmes were established, and country programmes developed, stakeholder engagement has also become much more focused and carefully established (for example based upon detailed stakeholder analyses). At the global level, we have also explicitly aimed to establish, catalyse and participate in networks and initiatives with potential to achieve change in the sector.

## Data on Performance

Data on Performance. Please check the Indicator Protocols before completing this box.

### Indicator 1:

There is significant involvement of key stakeholders in our activities although this is not necessarily well formalised. Our country programmes which have developed during the business plan (2007-11), including the most developed programmes in Ghana and Uganda (with major projects like WASHCOST and Triple-S), have included development of official agreements with national governments and often early involvement of these partners in project design and monitoring as well as in implementation. Most country programmes have developed agreements with relevant government ministries such as with the DNA in Mozambique and the MoWE in Ethiopia.

### Indicator 2:

At the moment we do not have a formal mechanism for feedback and complaints concerning our programmes and policies. In the past we did understand client satisfaction surveys. We will review possible ways to handle complaints from donors and partners, which would reduce negative word of mouth, build trust, and provide ideas to improve our operations.

We welcome feedback though and publish it on our reporting website <http://www.reporting.irc.nl/page/24540>

A further gap that we have identified is the generally ad-hoc arrangements, although some projects do have strong procedures and peer review is sought and provided by some staff, for internal quality control of publications.

### Indicator 3:

We have an internal system of reporting on the activities of IRC as a whole known as the 'monitoring protocol'. This was developed to meet the requirements of DGIS in monitoring the overall implementation of our 5 year business plan (2007-11). Other projects have their own monitoring and reporting requirements including external evaluations. Reports have been made available at [www.reporting.irc.nl](http://www.reporting.irc.nl)

In an external evaluation undertaken at the end of 2010 (published in early 2011), this monitoring protocol was criticized for its excess of monitoring indicators of inputs or intermediate outcomes that did not enable us to effectively illustrate our impacts in client countries. This has been identified as a major need for improvement during the next business plan period.

**Indicator 4:**

IRC has a long history of work on gender and pro-poor issues in WASH and has been at the forefront of efforts to mainstream these critical issues within our programming. IRC is a founder member of the Gender and Water Alliance for example. Nevertheless, there is a concern that having been mainstreamed into our activities that these issues are not always properly tracked. In the past, a senior staff member undertook informal evaluations and coaching with each staff member on how their work addressed gender and poverty issues but this practice stopped when the staff member concerned retired.

**Indicator 5:**

We were not engaged in public awareness campaigns in 2010. The closest to this would probably be the role we play in the World Water Day, a media focused event, where we have generally played the role of connecting events and sharing information rather than developing strong messages or policy positions. At the global level we have been playing the role of a knowledge broker rather than an advocate for specific strategies or solutions. We expect this to change in the future, with more commitment to formulation of advocacy positions and stronger attempts to influence policy and practice at global and national levels based on evidence drawn from our major research projects.

Various themes within our thematic programme have engaged in advocacy related activities for example in promoting Sector Wide Approaches (SWAs) through our work on aid effectiveness, in promoting more attention to sustainability of services through investment in maintenance and support as well construction of new systems, and in encouraging the sector to confront issues of corruption. This generally draws upon a strong evidence base from our research activities and is rooted in practical experiences from our country programmes. However, this advocacy is not consolidated at the IRC level and this has been identified as a weakness in our Global Programme. This has been identified as a major area for improvement.

**Indicator 6:**

Learning Alliances, thematic groups and networks have frequently been established or supported by IRC with the aim to develop a critical mass of organisations working on a topic (e.g. corruption in the WASH sector, WASH and climate change, WASH financing) and the development of common understanding, agendas, and messages.

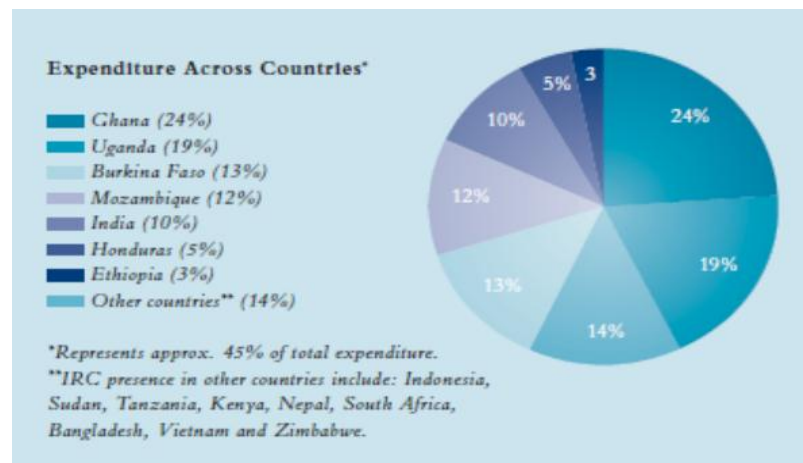
Within our focus countries, we typically seek to establish strong partnerships with government and an important part of the WASH sector agenda in most countries is harmonisation and alignment between donors and implementing organisations. At country level we participate, and frequently help establish or support, coordinating platforms and processes such as Joint Sector Review processes, donor working groups on WASH etc.

**Indicator 7:**

Total income in 2010 was 9,915 million euros (a net profit of 6,672 euros was added to IRCs reserves).

About 45% of our expenditure in 2010 could be linked to specific countries. Africa remained our largest recipient of funding in 2010 with more than 3.2 million euros spent on activities in Ghana, Uganda, Burkina Faso, Mozambique and Ethiopia. Significant project spending was also in India and Honduras. The remaining project funds were directed to other countries in Africa and via our Asia and Latin America regional programmes.

IRC's annual accounts for 2010 were audited by Price Waterhouse Coopers.



#### Indicator 8:

Total income was 9.915 million Euros in 2010. IRC is partly funded a long-term funding arrangement with the Netherlands Ministry of Foreign Affairs (DGIS: Directorate General for International Cooperation of the Netherlands) and the Ministry of Infrastructure and Environment (I&M). Funding is negotiated every 5 years and activities in 2010 fell under the plan for 2007-2011. This source of funding accounted for 26% of the total revenue in 2010 (EUR 2.6 million).

In 2010, our largest source of funding was the Bill & Melinda Gates Foundation through grants for two specific projects (WASHCOST [www.washcost.info](http://www.washcost.info) and Sustainable Services at Scale [www.waterservicesthatlast.org](http://www.waterservicesthatlast.org)). BMGF revenue, a significant portion funding sub-contracted partner activities, was 55% of our total revenue in 2010 (EUR 5.4 million).

In addition, we received major funding from the European Union (EU) for IRC's SWITCH and EU Water Initiatives projects (EUR 695k), different foreign ministries (EUR 400k) supporting country activities including the UK Department for International Development (Df ID) for the RiPPLE programme and the Vereniging voor Personele Samenwerking met Ontwikkelingslanden (PSO; EUR 179k) for capacity building in developing countries through a young professionals exchange programme.

#### Indicator 9:

Not applicable in 2010, although it is anticipated that IRC will recruit local staff within our focus countries in future.

#### Indicator 10:

International travel is estimated to be our major source of greenhouse gas emissions, given that we are an organisation with international activities located far from our headquarters in The Hague where most of the staff are based. Based upon only the total number of flights in 2010 our greenhouse gas emissions were estimated to be 329 tons of CO<sub>2</sub>.

**Indicator 11:**

Since IRC employ an increasing number of permanent and project staff in different locations (including staff both in countries where we work and in European and other countries where staff are based) we have developed policies that facilitate working at home and minimizing travel to the office where not necessary. We are investing in technologies that make remote working effective such as video conferencing and web-based shared workspaces.

We actively support commuting by public transport and cycling. We do this by restricting the access to parking facilities in the office to guests and by actively promoting tax incentives available to staff for the purchase of bicycles.

We remain uncertain of trends in our greenhouse gas emissions and how decentralization and growth of our activities might impact on this. In 2009, we did undertake some internal training on our environmental impacts including encouraging staff to calculate and think about their carbon footprints.

Other environmental impacts, such as paper use and encouraging the use of recycled paper in our printed publications and general office use, have not been subject to scrutiny yet. There is a strong trend to print reduced numbers of our publications and to focus more on online publication.

The rented office in The Hague is shared and as such has no separate gas, water and electricity meters for each organization, making it difficult to monitor our own energy and water use. We have undertaken several “green” measures, including halving office lighting, replacing copiers by low-energy models, using water-saving foam soaps in toilets, when ordering office materials giving preference to those with an ecolabel, and replacing the central heating system in 2008 by 4 cascading high efficiency boilers. One of the biggest energy savings could be achieved by encouraging staff to take the stairs instead of the lift.

**Indicator 12:**

The total workforce with IRC contracts at the end of 2010 consisted of 64 persons. This does not include 52 project staff that were employed by partners for specific IRC’s WASHCOST and Triple-S projects. Most were full time employees (9 staff worked part-time). Most employees held permanent contracts (43) with 21 employees employed on temporarily contracts. Two staff were based overseas on expatriate arrangements (one in Ghana and one in Uganda) and a small number of staff also worked at distance while living in locations in Europe. In addition, IRC had arrangements with 3 associate consultants in 2010.

**Indicator 13:**

Staff identify professional development trajectories and appropriate training is agreed as part of the staff appraisal process with their manager. In 2010, a nominal budget of 5 days per staff member and 50,000 to cover training costs (e.g. attending courses) was available. This was underspent in 2010 (only around 20 days in total spent by all staff on training and about half the budget expended). This reflects some underreporting of time invested because for some courses staff were expected contributed some of their own time (e.g. half for external coaching and all time for language courses), but is also expected to be a side effect of management problems and the change process in 2010. Improving training, with a shift from largely employee demand-driven training requests to more planned training on the basis of the organisation’s requirements, has been recognised as an area requiring attention.

**Indicator 14:**

All staff received an annual appraisal in 2010. The appraisal includes a review looking back, at performance during the past year and looking forward to the next year including discussion of time allocation between activities, professional development objectives and training or other support requirements. Many managers also arrange a six-monthly progress review in addition.

The plans and agreements made in the annual appraisal meeting are summarised in a Personal Commitment Statement (PCS). The drafting and discussion of each individual PCS takes account of variations in job profiles, needs and required performance levels and includes updating a Personal Development Plan (PDP).

**Indicator 15:**

Compared to our staff (which was 58% female) there was limited diversity within some of our key governance bodies and management. The Supervisory Board in 2010 consisted of five members of which one was female and the chair was male. Our directors in 2010 (there was a change in director) were male, and five of the seven member management team were male. The supervisory board and management were also all Dutch nationals, although the diversity of staff at other levels increased during 2010. The works council, elected by staff, was composed of 3 people (male chair, one female member as vice-chair, one Dutch national, one South African and one British national).

Some 58% staff were female and 42% male. Six employees were younger than 30 years, 41 employees aged between 30 and 50 years old, and 17 employees were more than 50 years old.

Some 61% staff were Dutch, and very few staff were drawn from non-European/north American backgrounds. This is expected to change given our future internalisation and decentralisation plans. The figures also do not include project staff which come from much more diverse backgrounds and are typically nationals in the project countries.

**Indicator 16:**

We are not engaged directly in WASH service delivery activities at the local level given our research, capacity building and policy focus of operations. Nevertheless we do sometimes fund or undertake significant activities at the community level including data collection in major research programmes and pilot and demonstration activities e.g. relating to new technologies or approaches. With a long standing commitment to participatory approaches in development and community managed water supply, we are generally sensitive to the communities that we interact with, for example, in ensuring that research findings are reported back to communities and other agencies. However, do not have formal protocols established in this area. Sometimes arrangements are specified in our funding contracts and possible side effects and their mitigation explored such as environmental impacts.

**Indicator 17:**

We do not have a specific anti-corruption policy. However, there are several related policies and procedures in place for example relating to travel-related business expenses. Our own administrative management arrangements are much improved and considered well developed (and new project management software was introduced during 2010). Projects are allocated responsible project managers, project directors with an oversight role and project controllers are responsible for financial management. Safeguards include the need to seek approval from alternates where travel and expenses are being approved (e.g. a project manager cannot approve his own travel or expenses).

A human resources manual specifies many relevant procedures including allowances although this has become badly outdated, and information is often not easily accessible to staff (being in different places on intranet, circulated through emails etc.). There is an induction place in for new staff that introduces all IRC procedures. One weakness identified however is that there is not specific training in place for project managers.

As a result of our own anti-corruption activities within the WASH sector, staff have been made more aware (and some have attended own our training course 'preventing corruption in water' targeted at sector professionals) generally of what corruption is, its impacts and how it might be recognised and addressed.


**Indicator 18:**

IRC generates income through a long-term funding arrangement with the Dutch government (renegotiated every 5 years) and through solicited and unsolicited proposals to donors, foundations and funding programmes. We have not been involved in direct fundraising or related marketing although this is a possible source of income in the future.



## GRI Self-Assessment Application Level

Report Application Level		C	C+	B	B+	A	A+
Standard Disclosures	G3 Profile Disclosures OUTPUT	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report Externally Assured	Same as requirement for Level B	Report Externally Assured
	G3 Management Approach Disclosures OUTPUT	Not Required		Management Approach Disclosures for each Indicator Category		Management Approach Disclosures for each Indicator Category	
	G3 Performance Indicators & Sector Supplement Performance Indicators OUTPUT	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.		Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Reponsibility.		Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	
		*Sector supplement in final version					



GRI REPORT  
SELF-DECLARED

GRI Application Level C



GRI Application Level C

I hereby declare that to the best of my understanding this report fulfills the requirements for a GRI G3 Application Level C.

Name: Nico Terra

Position: Director

Date: March 28, 2012