



ANNUAL REPORT 2009

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Chairman's Statement

2009 marked a year of transformation for IRC. Having completed the move from Delft to The Hague and a change in leadership, we embarked on the preparatory phase of building a new organisation – an undertaking that has required considerable commitment and effort from both the staff and the Supervisory Board of IRC. By rising to this challenge, we have proven that we are an organisation not only able to cope confidently with change but more importantly, one that is able to remain focused on its commitments to helping some of the world's neediest people.

While there is still much work to be done on both accounts, I am confident that under the leadership of Nico Terra, our Interim Director, we are now in a stronger position to continue to hone IRC's organisational structure and deliver high-quality, high-impact work within the WASH sector.

We are now more than a year into the implementation of our two major externally funded projects – WASHCost and Triple-S – and it is clear that the support received from the Bill & Melinda Gates Foundation remains crucial to promoting the benefits of sustainable water sanitation and hygiene (WASH) services across the sector. Crucial not just in terms of meeting our ongoing objectives, but also in terms of addressing the Dutch political context in which we operate.

During the past year, we have seen considerable pressure being placed on Dutch development aid budgets while in parallel, discussions on aid efficacy and the shift away from government subsidy and towards private sector involvement have taken

place. I believe IRC's links with a broad range of partners and donors reflect this new reality as does our proactive approach (evident in our programmes, innovations and organisational structure) to addressing this shift in emphasis.

WASH issues clearly remain high on the development agenda. The water sector, long identified as a pillar of Dutch development cooperation, has IRC at the heart of the discussions. This is a privileged position and one that we intend to maintain through our innovation within as well as relevance to the sector.

Overall, the Supervisory Board is pleased with the progress made during 2009 and recognises the ever greater contributions made by IRC employees in WASH sector.

On behalf of the Supervisory Board, I would like to convey my heartfelt thanks to IRC's partners and donors for their continued confidence in the organisation. In addition, I would especially like to extend our thanks and congratulations to the employees and leadership of IRC on the way in which they have taken up new challenges, embraced new responsibilities and maintained an ongoing commitment to the change process. The Board will continue to support the organisation, its developments and endeavours in the sector with equal commitment and vigour.



Lodewijk de Waal – *Chairman IRC Supervisory Board*

Message from the Director

For more than 40 years, IRC has been at the forefront of the water sector, offering innovative ideas and approaches to facilitate sustainable, low-cost access to quality water supplies in developing countries. In 2009, we continued our work in these areas while at the same time meeting the challenges brought about by the more recent shifts in the development aid landscape. As a result, 2009 was a year full of challenges in which strong growth and internal change processes featured prominently.

Through its innovation, IRC has proven itself to be an organisation capable of attracting funding from a broad spectrum of organisations. The budget for 2009 grew by 20% and there was a clear shift in IRCs financial base to integrate more private funding. The continued support of the Dutch government via DGIS also remains a strategic platform from which IRCs core programmes are developed and financed. And, together with grants totalling US\$39 million from the Bill & Melinda Gates Foundation, we have been able to seek opportunities for: resource generation through innovative approaches such as Learning Alliances (LA); create impact on the ground through knowledge, information sharing and major projects such as WASHCost and Triple-S; and strengthen the organisation with the implementation of the change process. Indeed, a central component of the process has focused on aligning the IRCs structure with the requirements of its business plan and major projects.

In 2009, we also revised our strategy and monitoring protocol to better guide and inform our vision for the future. As a result, there is now demand from a wide range of stakeholders for the alignment of research, programmes and projects based

on long-established, emergent IRC themes and ideas. A demand which we have addressed through our expertise, partnerships and to some extent, the increase in our staff base.

It is vital that IRC capitalises on progress made with the organising of projects and initiatives both internally and across the water sector. We recognise that it is no longer strategic to operate on a project-by-project basis. Rather, we should and will make a concerted effort towards encouraging longer-term planning and partnerships under the umbrella of our country and thematic programmes.

Going forward, we will continue with our innovative programmes and with expanding the space for multi-disciplinary learning and multi-stakeholder collaboration. This is essential given our relationships within the sector and with our 'local' partners in the countries we work in. The challenge for IRC now is in maximising the opportunities presented and continuously reinventing the organisation's ideas and approaches to development so that our contributions remain relevant to the sector.



Nico Terra – *Interim Director*

I am proud to be part of this organisation as it continues to make valuable contributions to the water sector. On behalf of IRC would like to thank the Dutch Government, Bill & Melinda Gates Foundation, along with all our partners and donors around the world for their ongoing commitment as we strive towards achieving sustainable WASH services for all.

IRC Staff – 2009*



01 Alana Potter	<i>Programme Officer</i>	34 Marion Giese	<i>Programme Assistant</i>
02 Aminata Sylla	<i>Project Controller</i>	35 Martine Jeths	<i>Project Officer</i>
03 Angela Broek	<i>HR-Manager</i>	36 Michel van der Leest	<i>Office Coordinator</i>
04 Anjani Abella	<i>Project Assistant</i>	37 Michel van der Wiel	<i>Financial Controller</i>
05 Audrey van Soest	<i>Project Assistant</i>	38 Nick Dickinson	<i>Programme Officer</i>
06 Bettie Westerhof	<i>Information Specialist</i>	39 Nico Terra	<i>Interim Director (from 1 July 2009)</i>
07 Caridad Machin	<i>Project Officer</i>	40 Patrick Moriarty	<i>Senior Programme Officer</i>
08 Carmen da Silva	<i>Project Officer</i>	41 Patrick van der Toolen	<i>Automation Officer</i>
09 Catarina Fonseca	<i>Senior Programme Officer</i>	42 Paz Blok	<i>Programme Assistant</i>
10 Christelle Pezon	<i>Programme Officer</i>	43 Peter Bury	<i>Programme Officer</i>
11 Christine Sijbesma	<i>Senior Programme Officer</i>	44 Peter Ryan	<i>Senior Programme Officer, Acting Section Head KDA</i>
12 Coline van der Ven	<i>Management Assistant</i>	45 Petra Brussee	<i>Project Officer</i>
13 Cor Dietvorst	<i>Information Specialist</i>	46 René van Lieshout	<i>Senior Programme Officer</i>
14 Daniela Peis	<i>Project Coordination Office Assistant</i>	47 Russell Kerkhoven	<i>Section Head Information & Communication</i>
15 Debby Gruiters	<i>Project Coordination Officer</i>	48 Rutger Verkerk	<i>Senior Programme Officer</i>
16 Deidre Casella	<i>Programme Officer</i>	49 Sangeeta Mangal	<i>Financial Assistant</i>
17 Dick de Jong	<i>Information & Communication Officer</i>	50 Sascha de Graaf	<i>Publications Officer</i>
18 Erma Uijtewaal	<i>Section Head RCD</i>	51 Stef Smits	<i>Programme Officer</i>
19 Ewen LeBorgne	<i>Project Officer</i>	52 Tettje van Dalen	<i>Editorial Officer</i>
20 Ghislaine Heylen	<i>Programme Assistant</i>	53 Ton Schouten	<i>Senior Programme Officer</i>
21 Harry Oosterveen	<i>Electronic Information Specialist</i>	54 Wil Andrea	<i>Project Controller</i>
22 Ingeborg Krukkert	<i>Information Specialist</i>	55 Willem Horbach	<i>Controller & Section Head Services</i>
23 Jaap Pels	<i>Senior Programme Officer, Knowledge Management</i>	56 Ziggy Marot	<i>Programme Assistant</i>
24 Jean de la Harpe	<i>Senior Programme Officer</i>		
25 Jeske Verhoeven	<i>Project Assistant</i>		
26 Jo Smet	<i>Senior Programme Officer</i>		
27 Joanna Rhodes	<i>Programme Assistant</i>		
28 Joep Verhagen	<i>Senior Programme Officer</i>		
29 John Butterworth	<i>Senior Programme Officer</i>		
30 Kristof Bostoën	<i>Programme Officer</i>		
31 Lauren Houttuin	<i>Programme Support Officer</i>		
32 Marieke Adank	<i>Project Officer</i>		
33 Marielle Snel	<i>Programme Officer</i>		
		Not Pictured	
		Ben Lamoree	<i>Director (until 30 June 2009)</i>
		Carlos Diaz Villanueva	<i>Project Officer</i>
		Claudia van der Meer	<i>HR / Financial Assistant</i>
		Martijn Terpstra	<i>Project Controller</i>
		Riekje Elema	<i>Senior Programme Officer</i>
		Sharon de Haan	<i>Programme Assistant</i>

IRC Around the World





Thematic Programme

“The thematic programme is about making space for innovation, being guided by sector demands and bringing our ideas to bloom.”

Stef Smits – Programme Officer, Resource Centre Development

Today, competency alone is not enough to identify sustainable solutions to challenges in the water and sanitation sector. Innovation, creativity, learning and collaborative work are all essential to achieving impact in the sector. IRCs Thematic Programme serves as a springboard giving impetus to innovative work in the sector. It is at the centre of the organisation’s development and consolidation of innovative approaches and knowledge sharing in the field of water, sanitation and hygiene (WASH) and integrated water resource management (IWRM).

It is grounded in a policy of flexibility, which facilitates the organisation’s responsiveness to emerging trends, opportunities, gaps and needs in the water and sanitation sector. The programme aims to mobilise interest and critical thinking on key thematic areas within the sector and to build collaborative initiatives that improve methodologies and approaches for achieving sustainable services.

IRC has been successful in amplifying certain themes in the sector and transforming these into major projects, such as the Finance theme that resulted in the WASHCost project which operates across four countries; and the Scaling Up theme that has resulted in the Sustainable Services at Scale Project (Triple-S). Two additional thematic areas – Aid Effectiveness and Impact Assessment have since been brought into the programme in response to the demand for expertise in the field. Sanitation and Hygiene was also given increased attention following activities conducted as part of the Year of Sanitation in 2008 and IRCs focus that year on urban sanitation during its symposium.

Enhanced monitoring of the various thematic programmes has brought greater articulation of the vision and innovation-cycle to deliver improved overall programme management.

Hygiene and Sanitation

IRC has consistently provided sector leadership in promoting improvements in hygiene and sanitation. In 2009, IRCs expertise was sought for a research study on innovative sanitation (Lao PDR); the development of a WASH school manual in South Asia and other school-hygiene and sanitation related activities in Dubai and globally; Participatory Hygiene and Sanitation Transformation (PHAST) evaluations in Kenya; and participation in expert meetings and roundtable discussions. Analysis and work in this thematic area has enriched IRCs regional programmes and poverty-reduction activities.

As hygiene and sanitation activities continued to intensify in the sector, IRC embarked on a process of streamlining its interventions in this field. Based on an assessment of sector activities, three focus areas were identified: urban sanitation; total sanitation and sanitation marketing (TSSM) with a focus on rural sanitation; and schools sanitation and hygiene education (SSHE).

Guided by these three ‘sub-thematic’ pillars and in collaboration with its partners, IRC is working towards converting the organisation’s achievements in hygiene and sanitation into tangible outcomes at scale during 2010.

Thematic Programme

Sector Wide Approaches (SWAp) and Aid Effectiveness

Conceptual sharpening, partnership building and promotion for sectoral uptake were central activities during 2009 with IRCs engagement in the sector creating the opportunities for the organisation's involvement in two new strategic platforms. In promoting SWAps as a means to building effective and coherent country sector processes, IRC has been involved: in the European Union Water Initiative – Africa Working Group (EUWI-AWG), that identified SWAps as one of its four key strategic areas for 2009–2013; and Sanitation and Water for All (SWA) – a global compact that aims to improve aid effectiveness in the sector in general. A number of IRCs focus countries have developed or are in the process of developing SWAps, with IRCs providing both strategic and lesson sharing support.

The publication, *Working Together to Improve Aid Effectiveness in the Sector*, co-produced with EUWI-AWG, has become an influential source on aid issues in the sector and serves as a resource in promoting the SWA global initiative to improve aid effectiveness. IRC has also focused on highlighting the practical lessons learned in aid effectiveness in publications such as *Water SWAps in Practice, A contribution by AIDCO to learning about SWAps in the water sector*; and the *Making it Work, Sector Wide Approach* briefing note produced by IRC for Africa Water Week.

In addition to IRCs participation in the global SWA initiative, IRC is committed to advancing efforts to improve aid effectiveness through country ownership and in-country sector coordination. IRC plans to support in-country efforts in the various focus countries, particularly national sector planning and sector building.

Impact Assessment of WASH Sector Governance

Whilst the intention of development policies, activities, projects and programmes is to yield substantial social benefits and welfare improvement for poorer populations, this often does not occur. It then becomes more urgent to identify the future consequences of development initiatives to maximise positive impacts and minimise negative ones.

IRC's Impact Assessment of WASH sector Governance thematic area has two purposes. Firstly to compile state of the art information and examples of impact assessment approaches relevant to understand institutional and policy-level changes as well as the drivers for such change; and secondly, to gather, develop and disseminate best practice approaches for impact assessment from across the WASH sector. These activities are complimented by IRC's Monitoring Protocol through which the organisation monitors, analyses and synthesises the output and outcomes of its work with the aim of providing evidence for decision-making in the organisation.

The impact assessment thematic overview paper (*TOP 23 – Evaluating and Improving the WASH Sector – Strengthening WASH Governance, Learning and Complexity, Assessing Change*) written by Régis Garandau and IRC was published in August 2009. This peer-reviewed publication was written in response to increasing demand for rigorous evidence of the impact generated by the use of funds for development work and launched during the 2009 Stockholm World Water Week generating significant interest.

Looking forward, IRC will continue to strengthen its capacity in conducting monitoring and assessment activities assessments and further developing the modality of online exchange and feedback for knowledge development.

Local Integrated Water Resource Management (IWRM)

IRC has taken a special interest in the interface between WASH services delivery and integrated water resources management (IWRM) at local level. In 2009, the organisation transferred years of practical engagement and learning on the issues of MUS and IWRM into its publication, *Climbing the water ladder – multiple-use services for poverty reduction*, which reflects IRCs collaborative research work with the International Water Management Institute (IWMI) and the Challenge Programme on Water & Food (CPWF).

IRC's work was also published in selected academic journals. A collection of articles from IRC and its partners was produced for the academic journal – *Water Alternatives*. – was completed this year. The forthcoming collection will include analytical presentations drawn from the activities of the thematic area and IRCs Euro-Med Participatory Water Resources Scenarios (EMPOWERS) project.

Sector-wide contributions from IRC staff on MUS and IWRM issues have enabled the organisation to engage in the debate on climate change and WASH. IRCs support in the development of the Water Supply and Sanitation Collaborative Council (WSSCC) supported thematic group on climate change has strengthened the organisation's links with a wider range of sector players. IRCs input on the development of climate change discussions was also sought and is reflected in articles in an edition of *Waterlines* and a positioning document for one of the sessions at the 5th World Water Forum in Istanbul.

Transparency and Accountability

Corruption undermines and threatens key sector reforms that aim to improve sustainable access to and delivery of water supply and services. Within the framework of the Water Integrity Network (WIN), IRC has played a pivotal role in highlighting issues of transparency and accountability through its advocacy, research, advisory and training activities. In its final year as a member of WINs International Steering Committee, IRC has been active in supporting the network with contributions to the development of its country engagement strategy; print and web-based information dissemination and communication work; and by entering into research collaborations with network members.

IRC was also involved in the preparation of three briefing papers for the Norwegian-based Anti-Corruption Resource Centre (U4) addressing petty corruption at the consumer/provider interface; the links between corruption and institutional reforms in the sector; and corruption in major infrastructure projects. IRC also extended support towards the development of Mozambique's anti-corruption strategy for the country's Department of Water (Direcção Nacional de Águas, DNA).

In March and September 2009, IRC organised transparency and accountability training workshops. Participants from 20 countries attended the sessions in which some 40 sector practitioners were able to strengthen their capacities and skills-sets for responding to these issues. IRC will continue building on the momentum created by these workshops and explore collaborative options with WASHCost and Triple-S on issues related to building accountability and transparency in unit cost information, accounting and governance.

Thematic Programme

Action Research and Learning Alliances

Action Research and the Learning Alliances (LA) approach facilitate the empowerment of communities in policy/decision making and multi-disciplinary learning – both of which are core to the activities of IRC. The success of these approaches has led IRC to publish lessons learnt in the application of LAs as part of its WASHCost, RiPPLE and SWITCH projects. As a result, IRC held a workshop in April to discuss the theoretical framework behind the approach and examine the various phases, tools and services capable of advancing the positive outcomes of LAs.

At the Fifth World Water Forum, a session dedicated to discussion on the LA approach attracted some 150 participants and highlighted experiences from various projects using the LA approach and other multi-stakeholder processes (MSPs). The session was pivotal in drawing attention to: the importance of MSP as a methodological approach for research; the need to invest in capacity building for the facilitation of MSPs; and the desire for increased community representation in such platforms.

The thematic programme team also established links with Wageningen University (WUR) by joining the Change Alliance network. IRCs engagement in the alliance creates the space for organisational partnership with academia and increased understanding of social justice, and fair economic development and environmental protection which are at the core of the alliance's work.

Innovative Communication

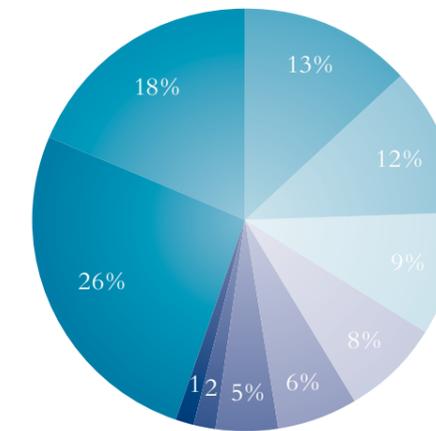
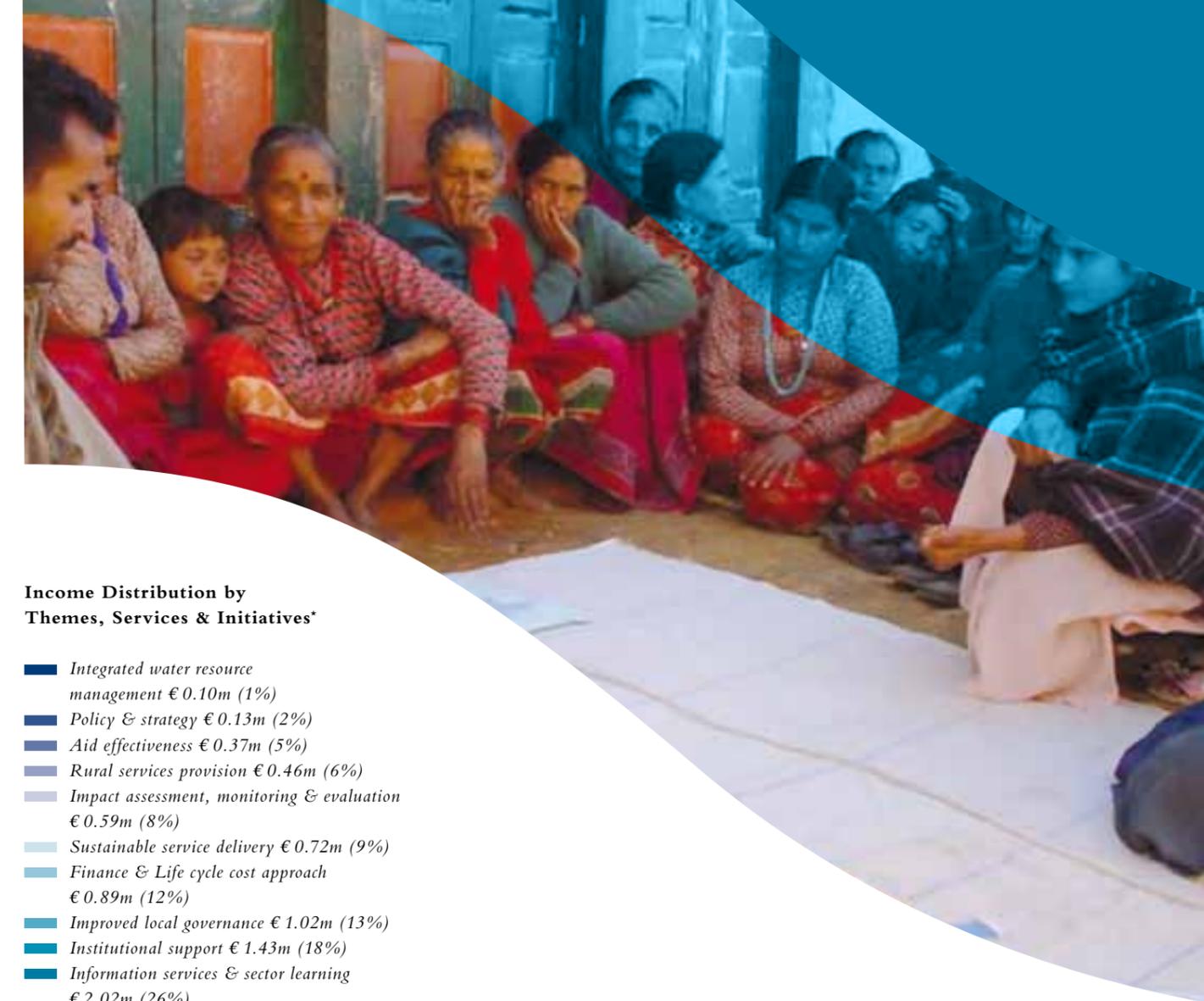
In collaboration with the Stockholm International Water Institute (SIWI) and AKVO, WaterCube.tv – a low-cost video technology allowing people to receive live broadcasts and updates from a distance – was introduced to the sector during Stockholm World Water Week 2009. Providing opportunities for participants to share their platforms with a broader audience, WaterCube.tv was a success in Stockholm and is planned to be used again in next year's event and other fora.

Use of mobile flip videos has been promoted both within IRC and its country partners to document experiences and realities in the field. This is part of IRCs commitment to exploring and testing low-cost communication tools and media that facilitate communication and exchanges across geographically dispersed actors.

“We should not forget that in everything we are doing, the real objective is to help the poor to have more and better access to water and sanitation.”

Arjan Naafs – WASHCOST Country Coordinator, Mozambique

IRC also experimented with the use of (internet based technologies such as the Wiki and other cost-effective media for sharing information and facilitating pro-active participation among IRC partners. Collaborative multi-location online applications as well as internet-based file sharing and storing has been achieved via the Wiki with pages now available for most of IRCs programmes and projects.



Income Distribution by Themes, Services & Initiatives*

- Integrated water resource management € 0.10m (1%)
- Policy & strategy € 0.13m (2%)
- Aid effectiveness € 0.37m (5%)
- Rural services provision € 0.46m (6%)
- Impact assessment, monitoring & evaluation € 0.59m (8%)
- Sustainable service delivery € 0.72m (9%)
- Finance & Life cycle cost approach € 0.89m (12%)
- Improved local governance € 1.02m (13%)
- Institutional support € 1.43m (18%)
- Information services & sector learning € 2.02m (26%)

*Percentage figures quoted have been rounded up.



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Regional Programmes



“Our work not only raises the profile of things like knowledge and information or learning and sharing in West Africa, but also the willingness to do more of these activities in the sector.”

Patrick Moriarty – Senior Programme Officer,
Knowledge Development and Advocacy

IRC attaches great importance to achieving the water and sanitation Millennium Development Goals (MDG) and ongoing provision of sustainable services. In supporting these targets and sustainable water and sanitation services, IRC has adopted a strategy to work in various regions that focuses on a range of developing countries. The strategy is operationalised through Regional Programmes that cover South Asia, Latin America, West, East and Southern Africa.

The programmes inform and are informed by both IRCs strategic objectives and developing country (regional, national, district) priorities, needs and realities. It is at this level that activity – research, innovation, knowledge and information sharing, learning and capacity support – is consolidated to influence national agenda-setting and sustainable approaches towards improving local WASH governance.

Within its focus countries (Ghana and Burkina Faso in West Africa; Uganda and Ethiopia in East Africa; Mozambique and South Africa in Southern Africa; Honduras in Latin America; and Nepal in South Asia), IRC has synergised activities and projects into coherent programmes to ensure that impact is greater than the sum of the individual components. The volume of projects in the focus countries has led IRC to place emphasis on the coordination, alignment and overall management of the programmes. This is best exemplified in Ghana by the opening of the WASH House in which a number of resources are now shared.

2009 saw substantial progress across all regional activities particularly in Ghana, Uganda, Burkina Faso, India, and Mozambique where WASHCost and Triple-S initiatives are being implemented. IRCs visibility in the region has been much elevated as evidenced in the increasing number of technical assignments, requests to provide capacity support and guidance to knowledge networks; and invitations to participate in sector forums.

The success of the country programmes; expansion of collaborative activities with national and international partners such as WaterAid, SNV and WSP; and the posting of IRC staff on long term overseas assignments have contributed to an increase in the number and duration of activities in the regions – factors significant in anchoring work in the regions.

East Africa Regional Program (EARP)

The objective of the East African Regional Programme (EARP) is to support action-research and multi-stakeholder learning processes focusing specifically on decentralised, local water governance. 2009 proved a successful year in the region as key learnings from work on DGIS funded activities were applied to improve leveraging of new projects and joint IRC initiatives with our partners, while our larger projects in Ethiopia (e.g. RiPPLE) and Uganda began to yield results.

The year proved to be productive in terms of promoting WASH sector learning at different levels. Together with our partners NETWAS and the Netherlands development organisation SNV, IRC achieved an important objective in securing WASH learning on national agendas and catalysing interest for learning in selected districts and sub-counties. Having spent much of the year promoting networking activities and pushing the learning agenda regionally, the team is now better placed to address one of the core issues impacting regional learning – the scattered approach which has resulted in limited harmonisation between development programmes.

Regional Programmes

IRC is greatly encouraged by a growing interest among regional stakeholders to tackle this limitation and develop a more robust regional learning agenda. During the past year, efforts conducted within the East African region learning agenda have centered primarily on Uganda and Ethiopia. While the Learning for Practice and Policy (LeaPPS) programme has focused on improving household sanitation and hygiene in Uganda, the launch of Triple-S has provided a firm platform for the promotion of sustainable rural water services at scale in the country.

By participating in several national level WASH sector working groups, IRC has been able to utilise the opportunities presented to train its efforts on addressing the challenges in developing the concept and methodology of national and decentralised (local) learning. Participation in joint sanitation and hygiene, water and social accountability projects with local partner NETWAS Uganda too has resulted in the development of a range of knowledge and information management products, services and channels at both the district and national level.

With the support of funding from DGIS and PSO, IRC has also been able to support in the ongoing capacity building of its partner. A highlight of this partnership came in October 2009, when both IRC and NETWAS Uganda were involved in hosting the 1st National Learning Forum on WASH, an event that attracted the involvement of stakeholders from national and local government as well as civil society.

The EARP team enters the next phase of its work with clear progress having been made in raising awareness on the work of IRC and its partner, NETWAS in the region. Both NETWAS Uganda and its affiliated regional sanitation and water alliance for learning and knowledge management (SAWA), are gaining recognition within the sector from development programmes and government agencies alike. Best practice taken from our activities in all the regional countries will continue to be shared so that targeted support can be given to shaping long-term regional learning strategies and mainstreaming knowledge management.

Latin America Regional Programme (LARP)

The Latin America Regional Programme (LARP) is designed to address challenges in the region that are linked to sector governance at the decentralised level. As a result, efforts are channelled towards contributing to improved capacities for local governance while ensuring greater sustainability and equity in WASH and IWRM service delivery through improved knowledge management as well as sector learning at all levels.

Although the region appears to be doing well in terms of meeting the MDGs for water supply and sanitation, water and sanitation service-coverage across countries as well as in urban and rural areas remains limited. Challenges also exist in achieving enhanced sustainability and quality of services.

While IRC remains receptive to demand and opportunities throughout Latin America, in line with the strategic choices made, Honduras was selected as the focal country for the region. Here, LARP has been working with RAS-HON, a national water and sanitation network comprising 80 organisations in the WASH sector and a key platform for information sharing and coordination. LARP has been particularly active in capacity strengthening and improving knowledge management within the RAS-HON and throughout the sector in general. IRCs continued partnership with the RAS-HON Resource Centre has proven to be an effective model for addressing this demand and promoting capacity strengthening throughout the region.

In addition to the conceptual and strategic advice provided by LARP, the programme has been active in enabling RAS-HON to put in place a national facilitator to increase its operational capacity and support the organisation's within its network. A number of thematic groups have emerged from this partnership, one of which is charged with development and training for water quality plans in urban and rural areas resulting in a much improved mechanism for the dissemination and promotion

of information at multiple levels throughout the country. The thematic group on MUS enabled the active involvement of various RAS-HON member organisations in action research around the multiple- use of water services (MUS) in the country. The integration of the MUS approach in the World Bank-funded project implemented by the Fondo Hondureño de Inversión Social (FHIS) is another example of RAS-HONs increased capacity to generate and enable the use of local knowledge.

In 2009 IRC was invited to assume a broader role in supporting local organisations to develop a sector wide approach and assist key governmental organisations in establishing a national policy for water and sanitation. Such developments validate IRCs mandate to continue its work in the region and also provides the organisation with the opportunities to create lasting impact on the region's WASH sector.

“2009 was a crucial year. We have seen that our work with RASHON has been well received and that helps us to step up our support for the sector at large.” **Erma Uytewaal** – *Section Head, Resource Centre Development*

The Power of Partnership

During June 2009, unrest in Honduras led to the ousting of President Zelaya. Despite the turmoil, IRCs partners in the country were able to continue their mission. The thematic group on transparency for example, worked together with governmental technicians to collect information and construct modules for capacity strengthening in transparency for members of local water committees. IRC is proud of the work of its partners and is greatly encouraged by the successes resulting from the collaborative approach.

Southern Africa Regional Programme (SAfRP)

IRC's efforts in the Southern Africa region have largely focused on supporting decentralised levels and capacities in the various institutions involved in pro-poor WASH governance. The SAfRP therefore comprises two elements – one focused on enhancing regional knowledge networking to facilitate and support organisations and groups to effectively address core WASH issues; and the other addressing knowledge development, innovation, documentation and sharing initially in South Africa before branching out to other regional countries.

SAfRP has given special focus to SWAPs in the water sector drawing on 10 years of experience from the South African Masibambane (Let's Work Together) SWAP programme and lessons shared from various countries including presentations of AIDCO E7 seminars on water SWAPs and CAPNET case studies. These lessons were shared at the Africa Water Week 2009 and are being consolidated for a Southern Africa SWAPs in Practice Lesson Learning Seminar to be held in 2010.

The programme also played a major role in assisting Sanitation and Water for All – Global Framework for Action in terms of supporting the Secretariat, engaging with key AMCOW representatives, supporting Mozambique, and undertaking the country process to ensure South Africa's proactive participation in the initiative. This work has strengthened IRCs relations with key water sector stakeholders both in South Africa and across Africa. As a result of this work, the Department of Water Affairs has requested IRC to join their efforts in providing strategic support for the water sector in the South African Development Community (SADC) and more broadly across the continent.

Regional Programmes

2009 saw the public launch of the Letter of Intent between the SAfRP and the Mozambican government in an event that was attended by Ministers, senior officials and other representatives from the water sector in Mozambique. This paves the way for a holistic approach to supporting the Mozambican water sector where activities can be consolidated into a programme for strengthening sustainable water and sanitation services.

A major contribution was also made to Africa Water Week held in Johannesburg in November 2009. SAfRP was involved in: supporting the Africa Regional Preparatory Workshop for the Global Framework for Action Initiative, which resulted in South Africa playing a leading role in supporting the initiative; providing inputs to a high-level panel on lesson sharing in Africa and Asia; and the sharing of lessons on the sector wide approach.

A South African Development Community-wide learning and sharing workshop was also conducted on “partnerships for sanitation for the urban poor”. Hosted by the Regulator (CRA) with support from the WSSCC and WSP Mozambique, this lesson sharing initiative strengthened IRCs partnerships in Mozambique and amongst key water sector actors.

2010 will be a year to implement many of the strategies and plans proposed to increase presence in the region. For this, two major events are planned - a water and sanitation lesson sharing seminar between Mozambique and South Africa; and a Southern Africa Regional SWAp seminar for which a draft book on the Water SWAp in South Africa will be produced. Further consolidation of the Mozambique activities will take place with greater focus on institutional arrangements and decentralisation.

South Asia Regional Programme (SARP)

Further strengthening of strategic partnerships with large-scale implementation partners including: Indonesia Sanitation Sector Development Program (ISSDP), BRAC, the Rajiv Gandhi Drinking Water Mission, SNV and SIMAVI proved to be a major achievement in 2009. Given the relatively small size of the programme, these growing relationships are designed to enable the team to have impact at scale while in parallel continuing to innovate, share and document best practice on a broader level.

In tandem with the three pre-defined regional strategic objectives (impact at scale through strategic partnerships; innovation through small-scale action research; and capacity building of local partners through learning and sharing activities), the programme has as its focal point the thematic issues of water supply, and sanitation and hygiene. Although impact in these areas has so far been achieved by linking up with the implementation programmes noted above, the SARP has made progress in its own right by encouraging collaborative working practices among the many NGOs operating in the region. This two-pronged approach has led to closer ties with existing partners, the development of several externally-funded programmes and impact on the ground.

In 2009, IRC was invited to participate in two major initiatives – a large-scale urban water and sanitation programme being implemented in 330 cities across Indonesia; and a joint programme with the Dutch NGO, SIMAVI to support the implementation of a sanitation and hygiene programme in Indonesia.

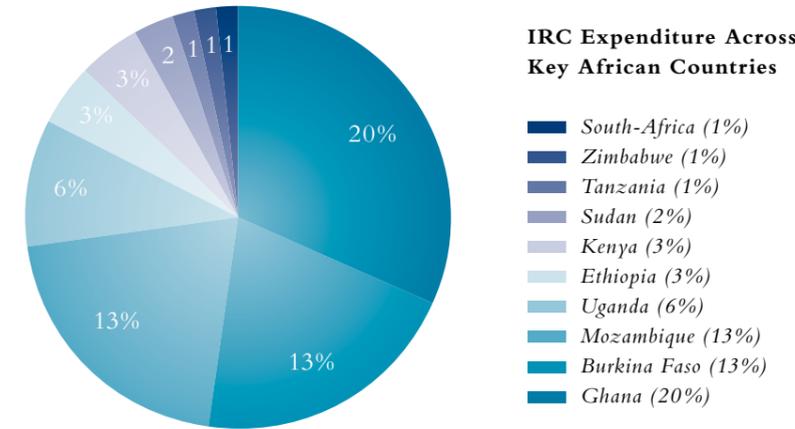


Regional Programmes

“We continue to forge links with experts and partners in the sector who are adding value to the work that we conduct.”

Joep Verhagen – Senior Programme Officer, Resource Centre Development

Further progress was also made in the region with the WASHCost and Triple-S projects. Initial results from research are already beginning to emerge on the life cycle costs (LCC) of providing WASH services to the rural poor in Andhra Pradesh (India) via WASHCost. And, with aspirations to embed Triple-S in South Asia, additional scoping studies on sustainable rural water services at scale were initiated in India and Nepal with the support of SNV, the Water and Sanitation Program (WSP), the Rajiv Gandhi Drinking Water Mission and other local partners in the region. Sharing and learning, partnership and strategic development will continue to feature prominently in SARPs activities as the team strives to make a positive impact on the 1.6 billion lives across the region.



Nepal – Involving Men in Hygiene Promotion

When people talk about hygiene and improving sanitation, thoughts often turn to the role of women. In Nepal, IRC has approached the issue from an alternative angle by collaborating with local partners to target men in particular for promoting hygienic behaviour related to drinking water and sanitation. Men who are well informed on the benefits of hygiene improvement for their family are more likely to support their wives and children and to change their own behaviour. Household decision-making is generally the domain of men. If the men are not first convinced about the need for soap or toilets, it becomes an uphill struggle for wives and women in general to have those items installed in the home. With this in mind, IRC together with its local partners has been developing methodologies and training practitioners to involve Nepalese men and encourage their responsibility in hygiene and sanitation improvements.

West Africa Regional Programme (WARP)

IRC has been active in West Africa for more than 15 years. In partnership with institutions like Centre Régional pour l’Eau Potable et l’Assainissement à faible coût (CREPA) and the Ghanaian Resource Centre TREND, IRC has been actively advocating for improved information and knowledge management in the WASH sector and strengthened local WASH governance.

In 2009, IRCs West Africa Regional Programme (WARP) maintained its core focus on improving the flow of knowledge and information and on contributing to the establishment of a learning sector in the countries. Consisting of two country programmes (Ghana and Burkina Faso) and the support provided to the resource centre networks (RCN) and their corresponding secretariats, in those countries, the programme has played an instrumental role in driving sector learning, knowledge sharing and information management.

Burkina Faso

In Burkina Faso, the main areas of development have been in supporting the RCN to strengthen its capacities; assessing information needs and developing a compelling action plan that is being implemented jointly with RCN members. A training workshop on capitalisation of experiences has developed RCN members’ capacities to document and disseminate their experiences in supporting local governance of sanitation services. Other developments in 2009 include the expansion of the partner network towards the Direction Générale des Ressources en Eau (DGRE, the national directorate in charge of water resources), the research institute 2iE, the NGO Eau Vive, and ONEA the national water operator.

Ghana

IRCs support of the Ghanaian RCN also continued apace during 2009 through a range of knowledge development and sharing activities conducted within the framework of the projects – SWITCH, WASHCost, TPP, Triple-S and others – comprising the Ghana country programme. In order to synergise efforts between these projects, each of which adopts a Learning Alliance approach, a National Level Learning Alliance platform (NLLAP) facilitated by the RCN secretariat was established in 2009, offering sector stakeholders the opportunity to share and discuss topical issues.

IRC also assumed an increasingly active role in national-level sector discussions with bodies such as the Water Sector Group. With IRCs Triple-S Project hosted by the Community Water and Sanitation Agency (CWSA), the organisation’s position and influence within the sector has been appreciably enhanced.

At West Africa Regional level, the bi-lingual West Africa Regional Sanitation Symposium which brought together 140 participants, experts and practitioners from 11 West African countries, was a significant achievement. Jointly organised with the Resource Centre Network Ghana, UNICEF, West Africa Water Initiative (WAWI) and WaterAid, and supported by the Water Supply and Sanitation Collaborative Council (WSSCC), a wide range of papers was presented at the symposium covering issues such as Community Led Total Sanitation (CLTS), ecological sanitation, school sanitation and hygiene promotion.

Looking ahead, the WARP intends to train its attention at sub-national level, ensuring that field experiences and lessons learnt are documented and feed into national level processes. Practical and strategic integration of projects within the West Africa Regional Programme will be high on the agenda in the year(s) to come.



Major Projects

Around a billion people – one in eight of the world's population – have no access to safe water

RiPPLE – Research-inspired Policy and Practice Learnings in Ethiopia

RiPPLE is a five-year (2006 to 2011) research programme that aims to advance evidence-based learning on water supply and sanitation financing, delivery and sustainability as well as improve equity in access for the poor across Ethiopia and the Nile region. Working with local and international partners, this programme fills an important niche – promoting documentation of sector activities and encouraging learning from local to regional and national levels.

In 2009, IRC contributions to the project included new publications on the sustainability of rural water supply systems and action research on the monitoring of access of water supply systems. Support was also provided in further developing learning and practice alliances that connect the project to local stakeholders using communication best practices, innovative monitoring and evaluation of the outcomes of RiPPLE activities. A process was also initiated for assessing the feasibility and options for RiPPLE to sustain itself as a long-term WASH resource centre that provides vital research, capacity building and communication activities to develop a learning WASH sector in Ethiopia.

Triple-S – Sustainable Services at Scale

Sustainable Services at Scale or, Triple-S, is a six-year multi-country learning initiative that aims to support a paradigm shift in the planning and design of development assistance in the rural water sector. A key outcome for this six-year project is for the concept of a Service Delivery Approach (SDA) to be embraced as a central developmental strategy in the water sector by national and international stakeholders.

Twelve months into the inception phase, IRC has made significant progress in setting the stage for Triple-S implementation in its initial pilot countries (Uganda and Ghana) and in the development of strategic, targeted advocacy to foster global support for the concepts and vision of the initiative.

Having set up the project co-ordination team in early 2009 in partnership with Aguaconsult, IRC forged strategic partnerships with the Netherlands Development Organisation (SNV) in Uganda and the Community Water and Sanitation Agency (CWSA), a semi-governmental sector agency in Ghana. In hosting the Triple-S initiative, these well-established institutions have helped pave the way for introducing the vision of sustainability to key governmental bodies in Uganda and Ghana. A major achievement this year was in securing collaboration from the Ugandan Ministry of Water and Environment to co-host an international symposium on rural water services scheduled to take place in Kampala in April 2010.

The research component also commenced in the second half of the year, bringing together the combined expertise of IRC and its country partners in the collection and analysis of experiences around rural water service delivery in 13 countries. Information drawn from this research will offer insight into further development of the SDA principles framework.

In 2009, an outcomes based management approach was developed to enable Triple-S and the teams in Uganda and Ghana to respond to sector demand and opportunities. The scale of the initiative also necessitated exploration of the communications and media required to support the advocacy and 'marketing' work required.

Major Projects

At international level, Triple-S has actively reached out to WASH sector agencies, donor organisations and private charitable and multilateral institutions – interactions that have created opportunities to engage on its agenda for change globally and have created momentum for the team to explore possibilities for expanding the initiative in new countries.

“IRCs proposed way forward – shifting from project to services – is something that many people accept. It is important that we talk about the concepts and vision but it is equally important that we work in partnership to start applying solutions and move closer to the sustainability ideal.

Ton Schouten – *Director Triple-S*

With the planned expansion into two further countries and growing global interest in sustainability and harmonisation, concerted efforts in the advocacy and communication will be made to better position the SDA for rural water as a priority concern in the sector.

SWITCH – Sustainable Water Management Improves Tomorrow’s Cities’ Health

Over the past five years, the SWITCH (Sustainable Water Management Improves Tomorrow’s Cities’ Health) project has brought together a consortium of leading institutions in urban water management science and a diverse range of cities from around the world. SWITCH seeks to put the best science to work in addressing the complex problems of developing urban water management that is sustainable, integrated and fit for the ‘city of the future’. Across more than 12 cities, teams of scientists have worked together with municipalities, authorities, consultants and utilities to develop new technologies and approaches, test these developments in real world settings and influence both planning and policy making processes.

Through action research, innovation has focused on the challenges presented by climate change, poor and fragmented governance, inequitable access to services, increasing populations, ineffective sanitation systems and the ever-growing water footprint created by cities.

One of IRCs main roles in the project has been to develop an approach that engages with a range of stakeholder perspectives on sustainable water management. The Learning Alliance (LA) facilitates the early participation of users in the research process and in strategy development for research implementation – an approach that has been affirmed as an innovative way forward by the UNESCO-IHE Institute for Water Education and other project partners. City Learning Alliances have also made significant impact across cities as diverse as Lodz in Poland, Accra in Ghana, Cali in Colombia and Belo Horizonte in Brazil.

IRC also extends its SWITCH-related work to support improved governance mechanisms in some cities. With the establishment of IRCs Accra WASH House, the organisation’s engagement in supporting urban planning processes in the city continues to develop. In Alexandria, Egypt, IRC is also involved in a project that addresses the challenges of social inclusion in the context of the lack of access to water and/or sanitation in slum and peri-urban areas.

As the project nears its conclusion in 2010, IRC is focusing on completing its work on social inclusion, LAs and strategic planning themes. IRC will also support dissemination activities such as the conference being organised with UN-Water and other partners as part of preparations for the urban focused world water day in 2011.

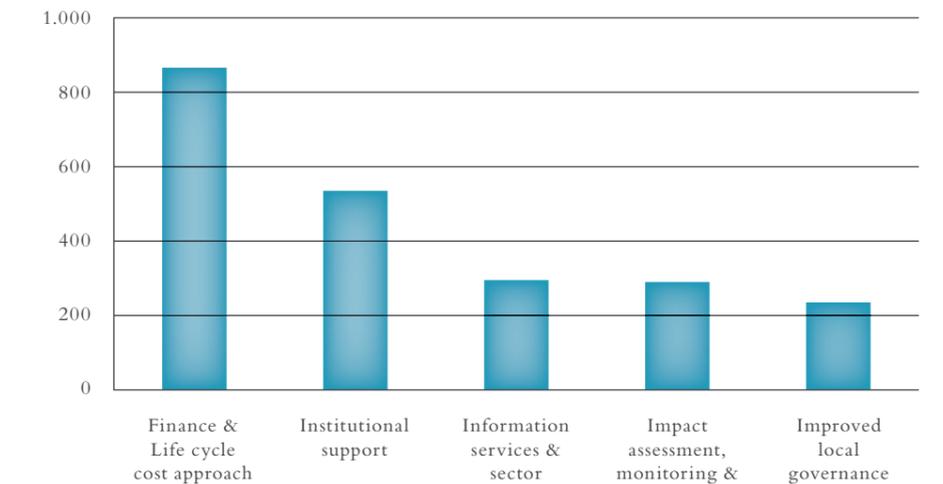
WASHCost

WASHCost is an approach that aims to integrate the life-cycle costs (LCC) of water, sanitation and hygiene (WASH) in planning and implementing improvements in WASH services. Through methodologies that analyse unit costs, WASHCost delivers greater insight into and increased effectiveness for sustained and equitable WASH services. The approach is currently being implemented in the rural and peri-urban areas of Ghana, Andhra Pradesh (India), Burkina Faso and Mozambique.

Methodological review and innovation was at the core of WASHCost activities in 2009 with joint research efforts between IRC and its WASHCost country partners formalising the life-cycle cost approach (LCCA) and the costs components. Further enhancement of the project’s methodology also occurred with the development

of service level ladders for sanitation and water to provide clearer cost service correlation to inform policy making. Sampling strategies and data management procedures were also improved setting the stage for the collection of larger data sets in 2010. The significance of the Learning Alliance (LA) approach in the design and collection of the unit cost data was further validated, increasing commitment towards incorporating the LCCA in the various stages of planning and monitoring cost-effectiveness.

Income Distribution Across WASHCost Themes in (in 000’s Euro)



Major Projects

Various communication and advocacy materials were developed from WASHCost's research work in 2009 leading to higher visibility of its analytical concepts and methodological approach in national and international WASH policy arenas. As a result, an increasing number of discussions on the costs of capital maintenance and rehabilitation are now taking place in the sector with concern growing around issues of slippage (lack of sustainability after coverage is achieved), 2009 also saw the launch of the WASHCost website through which country outcomes and research reports are steadily being made available.

The international community's support and subscription to the life-cycle cost approach was expressed most explicitly during the Stockholm World Water Week in 2009. In a seminar on water economics, key international and national sector actors including UNICEF, the Government of Uganda and PLAN International publicly acknowledged the significance of the LCCA and their commitment to its implementation. In a keynote message, Clarissa Brocklehurst, UNICEF's Chief of Water, Environment and Sanitation, noted the institution's intention to begin investigating the full LCCs of water and sanitation in supporting and justifying investments to the sector.

2010 will be characterised by large scale data collection, analysis and continued emphasis on putting in place the foundations to support embedding and allowing for replication of the WASHCost approach by other countries and partners. Initial answers to the question on the costs of providing a sustainable service will be shared at the IRC Symposium in November 2010.

“This is not just about collecting costs, but about making this information useful for government and for other organisations working in the sector.”

Catarina Fonseca – *WASHCost Project Director*

The Mozambique Perspective

In Metanato Community, District of Zavala, Province of Inhambane, southern Mozambique, the experience of communities in managing water supply infrastructures is characterised by a mixture of feelings. On the one hand, the sense of infrastructure ownership, expressed through people's direct participation in managing their water pumps; and on the other, concern about the long-term sustainability of this infrastructure given the inherent high costs and the fact that in the long term, locally collected revenues may not cover the monthly maintenance costs of allocated water pumps. In Metanato, water pumps break down on average five times a month and repair costs can exceed US\$ 40 per breakdown, resulting in payment being drawn from local contributions. Unfortunately, in Mozambique, more than one third of water pumps are out of action due to factors including lack of proper maintenance or replacement of spare parts.

Egidio Vaz Raposo – *WASHCost Mozambique*





Global Information and Learning Services (GILS)

IRCs Global Information and Learning Services (GILS) programme helps people involved in putting WASH knowledge into practice. From printed to electronic materials and radio to seminar-based media, IRC disseminates information throughout the WASH sector so that practitioners have access to and remain abreast of the latest resources, policies and innovations that enable them to do their jobs more effectively.

IRC printed materials, electronic newsletters, portals, hosting and online library services are tailored to suit the knowledge and information needs of the wider sector audience. Indeed, many of IRCs information and applications products are available free of charge or on a USB stick, making materials more accessible than ever. The USB contains all electronically available IRC publications in English, Spanish, French and Portuguese, as well as a multi-language thesaurus to reduce time spent searching materials.

The programme's emphasis during 2009 has primarily been on improving product quality. In order to strengthen its role in promoting global learning, IRC undertook a review of its client and audience activities and as a result embarked on a process of modernising the GILS portfolio. Highlights of this process include: the launch of the WASHCost website in May 2009; introduction of the automatic RSS newsfeed for the Source News Service; and the implementation of a semantic internet search engine. The ongoing success of IRCs Question and Answer (Q&A) service has also prompted the development of a sector-wide Q&A platform incorporating 15 international NGOs.

With external demands for IRC communication and knowledge management support steadily increasing, the organisations has made substantial advances by positioning itself to better support, design and deliver the best possible information products and services for the sector.

Websites

The IRC website is the gateway to information for and from the WASH sector. In 2009, the site received its highest ever recorded number of visitors generating more than 1.4 million page views. As part of the website technology support provided to external organisations and projects, IRC saw the number of active websites hosted via its www.watsan.net portal structure increase to 23. To improve analysis of website traffic and better cater to the demands and growth of visitor activity, the decision was also taken to install analytical software on the site.

Towards the end of 2009, IRC conducted a survey amongst its website users to gain insight into the type of information sought; ease of search; and usefulness of the information found. Of the 164 responses received from around the world, almost 70% of all respondents rated the IRC site 'above average' with respect to usefulness and ease of use. Sanitation technologies and approaches proved to be one of the most popular themes and indeed reasons for 18% of all respondents visiting the site, with water scarcity, pollution and resource management ranking slightly behind at 13%. A number of user suggestions for improving the site were received ranging from the general, such as visual enhancements; to the more specific including the provision of practical, 'how-to' information for practitioners.

Global Information and Learning Services (GILS)

Thematic Overview Papers (TOP)

IRC offers a range of Thematic Overview Papers (TOPs) as an online resource to development practitioners. As some of the organisations most accessed publications, TOPs have become an important channel for communicating across the WASH sector. The papers are available for download and contain enough immediate information to provide good grounding in key topics and often incorporate references to contemporary experience, expert opinion and emerging trends. The TOPs also point readers to sources of more detailed coverage including local and global resource centres.

“Our TOPs are some of the most valuable pieces of knowledge sharing. It is to these papers that I turn when embarking on a piece of work.”

Alana Potter – IRC Senior Programme Officer

In 2009, IRC published its 23rd peer reviewed TOP, Evaluating & Improving the WASH Sector. With increased focus on development agencies’ results, growing demand for quantitative measures and more specifically impact evaluation, agencies have begun to seek more objective, independent assessments to demonstrate the transparency with which their resources are spent on interventions to improve lives, health, education, and wealth. This TOP discusses the evaluations currently in use within the WASH sector and provides reference to additional literature, websites and sector professionals.



Publications

IRC produced a total of five peer-reviewed water and sanitation publications in 2009. These materials are available free of charge and continue to be a popular source of information generating in excess of 52,000 downloads during 2009 alone. To reduce stock management and storage costs, IRC implemented a print on demand service policy. A full list of IRC publications produced during 2009 can be found elsewhere in this report.

With Spanish and English publications dominating the list of most frequently accessed items on the IRC website, the book ‘Climbing the Water Ladder’ published in September 2009 proved to be the most popular piece, registering over a thousand downloads by the end of the year. Other publications such as the TOP entitled *Knowledge Management in the Water Sector* have been incorporated into toolkits developed by the American Water Works Association Research Foundation and the Mountain Quest Institute.

Looking ahead, the organisation intends to expand the range and format of its peer-reviewed publication to meet the audience demands for diversified materials. It is anticipated this will encompass the vast majority of articles and papers developed across a range of subject areas by both IRC staff and partners.

Source

Published in English, French and Spanish, the Source Water and Sanitation News is produced in collaboration with IRC partners on the ground and dispatched to a subscriber base of more than 23,000 readers. While the English language version of Source (www.irc.nl/source) comprising the electronically generated Source Weekly is published monthly and distributed by email and online, the news service also offers the electronic Source Features, and the paper-based Source Bulletin, both of which are published quarterly.

“[Source Bulletin] is really a great publication for the development partners who are working in water and sanitation sector to end water poverty. [It] helps us to learn what others are doing in the sector.”

Irfan Ahmed Khan – Source Bulletin reader, Bangladesh

Source is used by policy makers, practitioners and information specialists throughout the WASH sector to remain abreast of water and sanitation issues. Feedback received suggests that articles are used in a variety of ways, from convincing primary schools to set up sanitation clubs, to youth volunteers applying methodologies to multiple use systems (MUS) to carry out community-based projects. A rich source of first-hand material, articles from IRCs Source newsletters and news feeds are frequently referenced in several notable periodicals, newsletters and bulletins.

To further expand the volume and scope of news items and enhance filtering capability, IRC initiated a pilot with an automatic newsfeed subscription service that is expected to lead to an improved and more reliable news service.

Source Weekly

Source Weekly carries a selection of brief articles ranging from: forthcoming events, courses, funding opportunities and project updates, to publications, vacancies, technology updates and lessons learnt in the field. Source Weekly is compiled by three information specialists who are actively engaged in monitoring over a hundred websites, news servers, discussion fora as well as reader responses. Topics covered in 2009 include the Colombian government plans to modernise its sewerage utilities (6 February, 2009); tackling Zimbabwe’s cholera epidemic by repairing infrastructure (28 April, 2009); and a report on the Global Handwashing Day 2009 focus on schoolchildren and swine flu (16 October, 2009).

Source Bulletin – Special Features

The quarterly published Source Bulletin Special Features contains more in-depth articles and is also available in paper version under the title Source Bulletin for readers without online access. Topics during 2009 included Nepal’s innovative communications used to advance household water treatment (7 February, 2009) and the failures at municipal level that have placed decentralisation in South Africa at risk (3 November, 2009).

By building on Source’s continued partnership with organisations such as GWA, WSSCC and UNESCO-IHE, integrating user feedback and internal evaluations, IRC will continue to enhance its news-based outreach activities. Improvements to the quality, accessibility (via translations), regional focus and general appeal of the bulletins will remain at the forefront of developments going forward.

Global Information and Learning Services (GILS)

Q & A Service

In August 2009, together with WaterAid, IRC convened a meeting in London in which major sector organisations were invited to explore the potential for coordinating and aligning the collective Q & A services. Through its 14 participating organisations including WaterAid, Practical Action and UNICEF, this shared service aims to provide professional-quality advice and knowledge sharing while extending activity beyond the direct project-related work of the participating agencies. Having received in excess of 1,300 questions in 2009, the Q&A service is an opportunity for IRC to raise the profile of and encourage greater use of the platform itself. Indeed, a user-satisfaction survey conducted in 2009 revealed a high user satisfaction rate and confirmed the usefulness of the platform.

WASH News Blogs

Underlining the growing importance of having access on demand to up-to-the-minute communications, IRCs WASH News Blogs received more than a quarter of a million page views during 2009.

From a starting position of 14 news blogs in 2008, IRC now has almost 3,500 subscribers. Its eleven regional and thematic WASH news feeds are available on both IRC and partner web sites with access to the Transparency blog also available on the Water Integrity Network website. Users can subscribe to the blogs via email and RSS feeds, and many of the feeds are now also available via the thematic and regional sections of the IRC website.

Digital Library

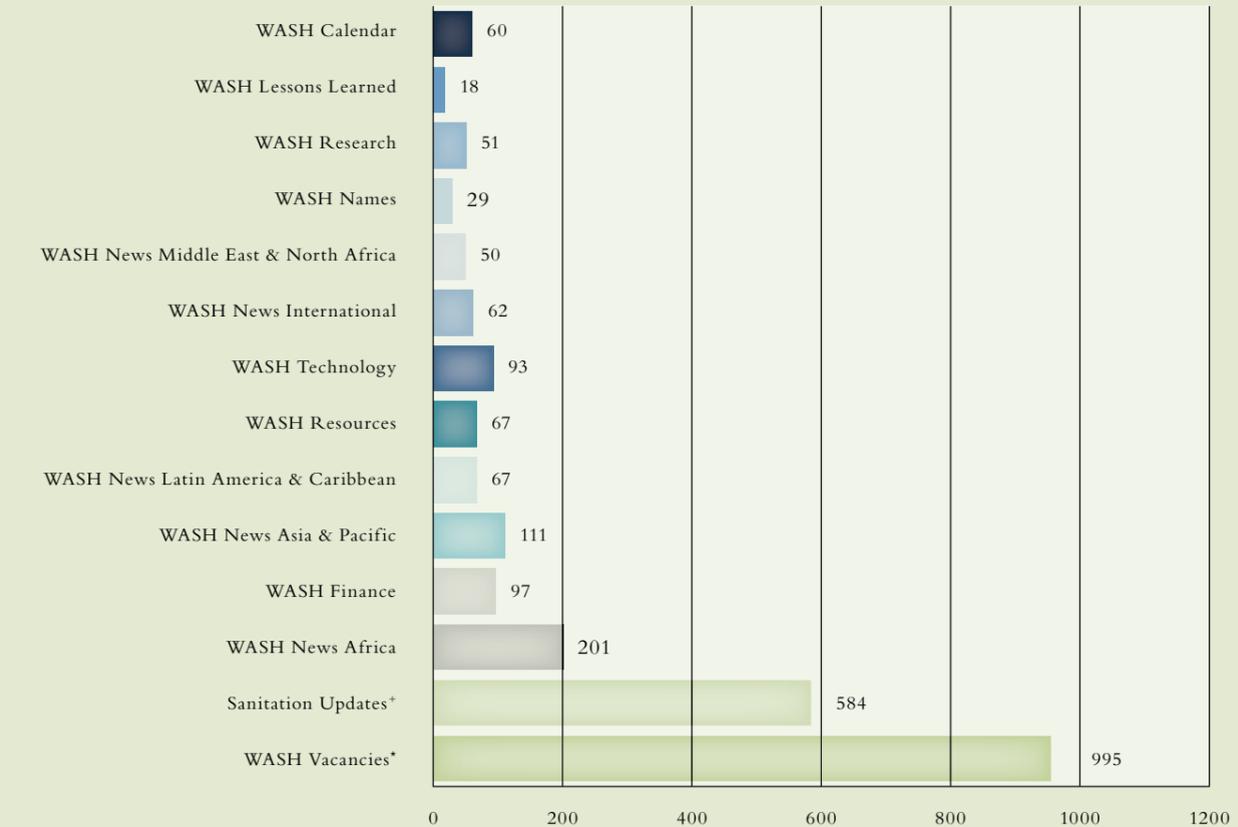
Access to WASH-related publications is essential for the development and dissemination of knowledge at IRC. Often viewed as the sector memory, the organisation's vast collection of data and literature has now been fully converted to a digital library, incorporating Google indexation to provide improved, direct access to almost 14,000 WASH sector documents. A survey conducted during 2007-2008 indicated a satisfaction rate of 88.5% among Digital Library users. Although the library contains English, French and Spanish language documents, it is currently only being updated with new English language publications. As IRC seeks new alliances with WASH organisations, it is anticipated that an increasing number of new French and Spanish publications will be made available in the coming years.

The Road Ahead

The Global Information and Learning Services (GILS) programme is central to profiling IRC as a professional, international knowledge centre in the WASH sector. The increasing demand for IRCs information and communication services is indicative of the global interest in WASH issues.

In acknowledging this development, IRC is committed to a continuous improvement process to stimulate innovation in its communication services, products and approaches. This will not only deliver the high level of support and advocacy required by those operating in the field, but also seek to improve information sharing and learning in throughout the sector. In so doing, the programme is contributing actively to achieving the WASH sector targets identified within the Millennium Development Goals.

Subscription Statistics - WASH News Blogs



*with USAid and HIP

*with UNESCO-IHE, UNICEF, Bill & Melinda Gates Foundation, Medair



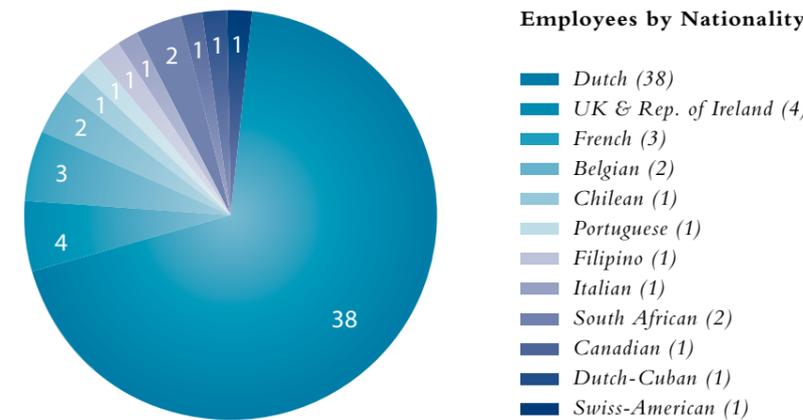
of IRC project spending, Africa remains the largest recipient of IRC funding in 2009 with more than 3.6 million

IRC Staff and Services

Following the organisation's move from Delft to The Hague in late 2008 and as part of the organisational change process in 2009, IRC invested significantly in strengthening its service infrastructure, in terms of its hardware, software and most importantly the backbone of its operations – its employees. With its global expansion of interests, partnerships and projects and objective to build local capacity, learning, innovation and information sharing, IRC has worked diligently towards bringing on board the best specialists, becoming a more international organisation and creating an environment flexible enough to meet the needs of those working locally and at distance.

The past three years, have seen a shift within IRC towards working on major projects, such as SWITCH, WASHCost and Triple-S, a factor that has resulted in growing emphasis being placed on project management within the organisation and changes to the contracting policy in 2009. To encourage organisational flexibility and respond to the limited time frames of major projects, changes were instituted in 2009 making it possible to recruit employees for the duration of a specific project.

IRC's employee base expanded from 52 to 56 during 2009 primarily in reflection of the demand for the new skill sets required by the two large scale projects, WASHCost and Triple-S. A total of seven professionals were recruited in 2009 (three employees left the organisation) bringing the number of Dutch to non-Dutch employees to 38 and 18 respectively.

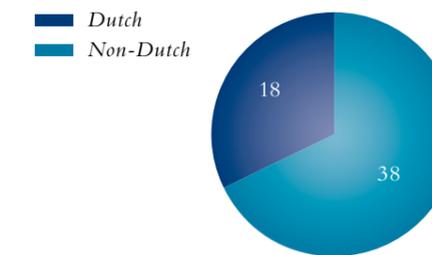


Although staff development and training was curtailed in 2009 to allow for implementation of the organisational change process, some staff members were offered training based on individual needs and requirements for projects. An internal writing course was also introduced to further develop English writing skills and will be extended into 2010.

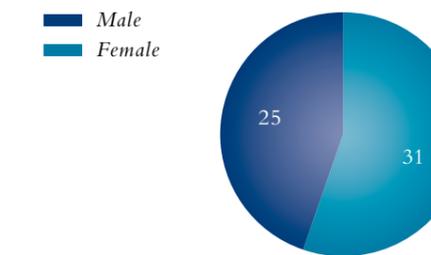
The organisation has also come to realise a growing organisational need to facilitate employees working at home, at distance (home office) and remotely in the field. With, two member of staff (together with their families) currently on long term assignment in Uganda and Ghana, the organisation is acutely aware of the benefits (and necessity) in providing staff with the equipment and flexibility to work globally. Locally, revisions were made to IRC's commuting cost policy for The Netherlands that now provide more support for daily travel.

The results of the hard work and investment in all of the areas mentioned above are expected to yield positive results in 2010 once full implementation of the change process has taken effect.

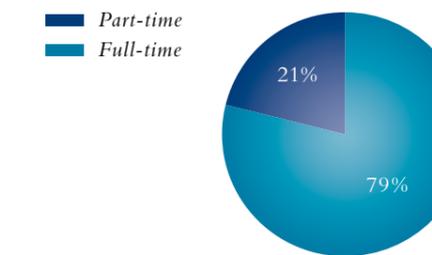
Employee Nationality



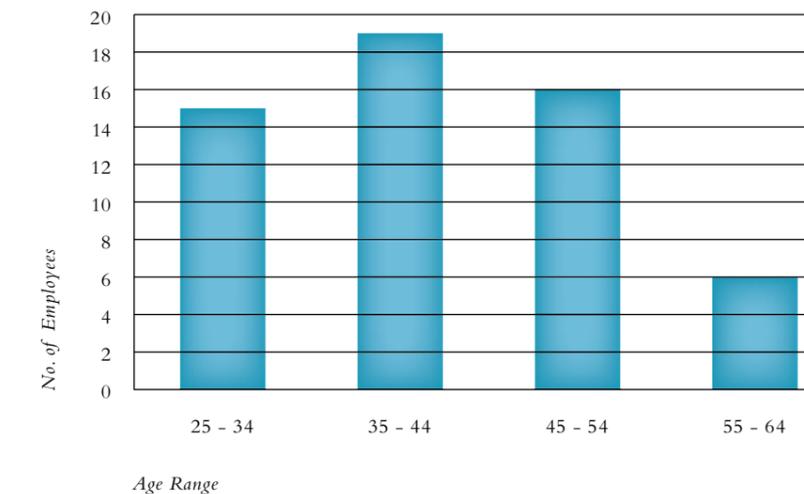
Gender Balance



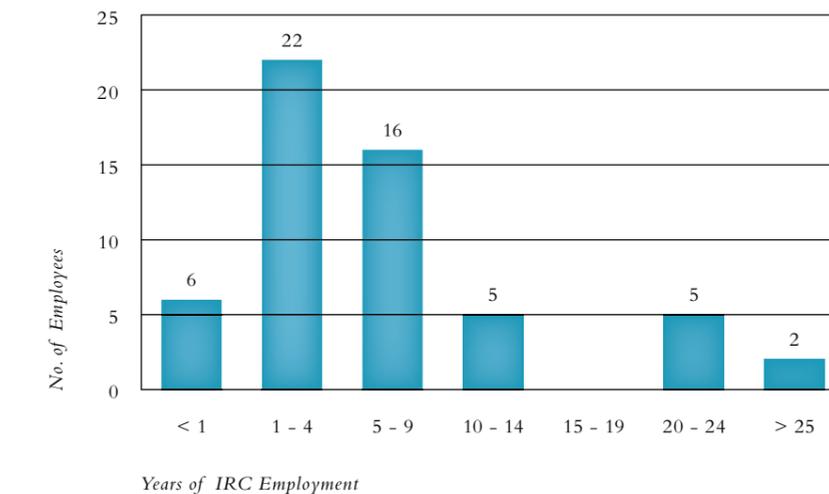
Distribution of Part-time and Full-time Contracts



Employee Age Distribution



Employee Years of Service



Financial Report

2009 was a successful year for IRC, combining strong growth with an internal change process and a change of management. Further diversification of the organisation's funding base also lead to an increase in income derived from private donors.

With efforts ongoing to diversify the funding base, IRCs budget grew considerably during 2009 marking a 20% increase on the 2008 figure and bringing the organisation's total income to €7.2 million. Despite the impact of the organisational change process and its corresponding costs, the balance for 2009 ended positive with a profit of €7,024 – a result that will be added to the organisation's reserves.

NB: Statistics quoted in the accompanying diagrams for the section on IRC Staff and Services exclude figures for temporary staff contracted during 2009.

Income

The total IRC budget for 2009 was €7.2 million, an increase of €1.2 million (20%) compared to 2008. IRCs income increased primarily due to the start-up of the Triple-S project, which has a total value of approximately USD\$22 million and is funded by a grant from the Bill & Melinda Gates Foundation. Along with USD\$14.5 million for the WASHCost project, plus a further USD\$2 million specifically for financing IRCs organisational change process and maintaining and enforcing the organisation's innovative strength, the grants from the Gates Foundation accounted for 47% of IRCs total budget in 2009.

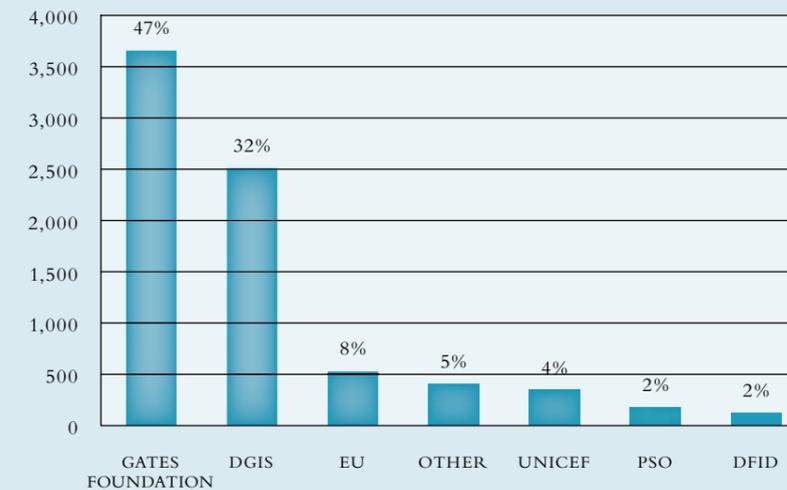
In 2008, core funding from the Dutch Directorate General for International Cooperation (DGIS) accounted for 43% of the total annual IRC budget. External project-based funding rose significantly in 2009 and accounted for 68% of the overall IRC budget compared to 57% in 2008. Changes in income distribution were also made due to expenditures incurred though partner-related activities generated as a result of IRCs increased focus on the Southern region.

IRCs major clients for external activities in 2009 were DGIS, the British government's Department for International Development (DFID) – particularly for the RiPPLE programmes – the European Union (EU) for the SWITCH and EU Water initiatives, and UNICEF.

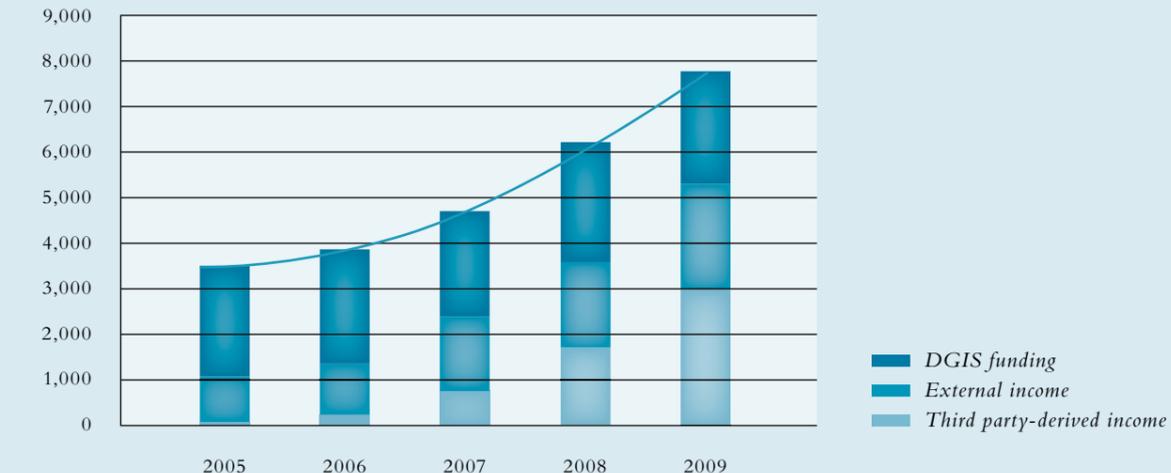
IRC Income 2005-2009 (in 000's Euro)

	2005	2006	2007	2008	2009
DGIS funding	2,416	2,498	2,314	2,590	2,456
External income	999	1,080	1,613	1,885	2,327
Third party derived income	73	250	748	1,692	2,964
Total	3,488	3,828	4,675	6,167	7,747

Income by Donor (in 000's Euro)



Income 2005-2009 (in 000's Euro)



Financial Report

Expenditure

Personnel costs for 2009 were higher than in 2008, mainly due to the increase in IRC employees from 52 in 2008 to 56 by the end of 2009. This was a direct result of hiring staff with the necessary skills for IRC's big projects, WASHCost and Triple-S.

In terms of IRC project spending, Africa remained the largest recipient of IRC funding in 2009 with more than €3.6 million spent on activities across the continent. This was closely matched by expenditure on global projects, which amounted to approximately €3.2 million. The remaining funds were directed towards South Asia and Latin America. Breaking this down to country level, Ghana received the largest proportion of IRC funds in 2009, at €713,000.

IRC is involved in a wide range of activities at international, national, regional and local levels with some activities clustered according to themes such as Integrated Water Resource Management (IWRM) and Impact Assessment. In 2009, the majority of IRCs thematic area expenditure (26%) went to information services and sector learning. This was closely followed by funding directed towards institutional support (18%) and improved local governance (13%).

Remuneration and Compensation

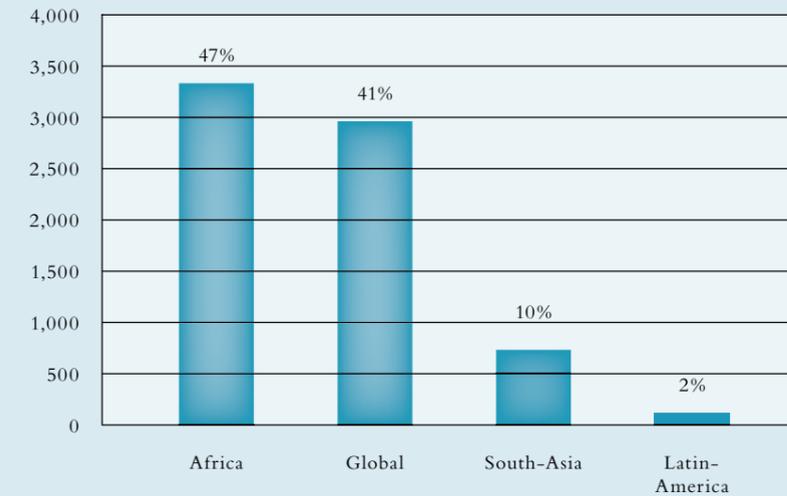
The IRC Director received a salary of €103,039 in 2009. The Chair of the Supervisory Board received total remuneration of €4,000. Members of the Supervisory Board received remuneration of €1,600 each.

IRCs annual accounts for 2009 were audited by Price Waterhouse Coopers.

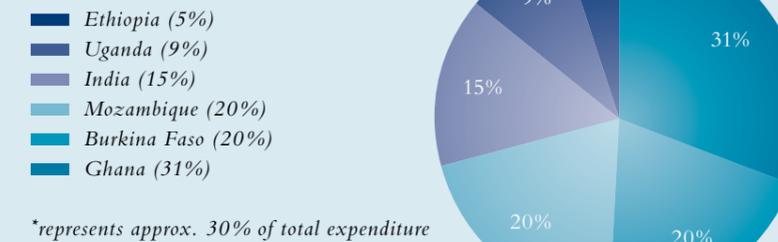
IRC Expenditure 2005-2009 (000's of Euros)

	2005	2006	2007	2008	2009
Personnel	2,267	2,364	2,562	3,286	3,852
Third party expenses	795	920	1,190	2,206	3,465
General & Administrative expenses	424	406	892	624	423
Total	3,486	3,690	4,644	6,116	7,740

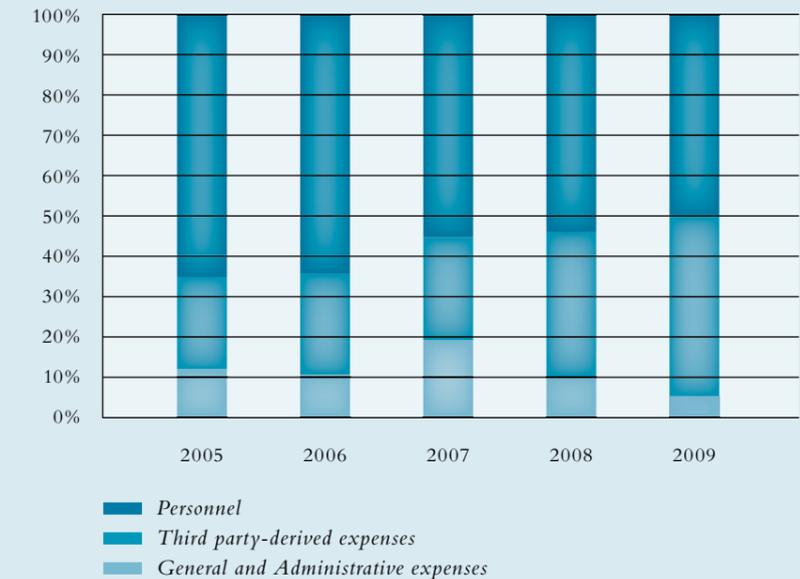
Expenditure by Region (000's of Euros)



Expenditure Across Focus Countries*



IRC Expenditure 2005-2009



About IRC

IRC International Water and Sanitation Centre is an independent think-tank and knowledge centre for the international development sector focusing on water supply, sanitation, hygiene behavior (WASH) and local / integrated water resource management (LWRM/IWRM). IRC staff facilitates a gamut of innovative research and learning support services with the aim of generating and sharing WASH related knowledge and information and making them more accessible to, and better used by people operating on the ground and throughout the sector.

Headquartered in The Hague, The Netherlands and with a staff of 56 professionals working around the world, IRC teams up with an international network of partners active in the public, private and non-governmental (NGO) WASH development arena to facilitate the achievement of sustainable WASH services in rural and peri-urban areas in development countries and to ensure that these are equitably accessible to those most in need.

Mission

IRC facilitates the sharing, promotion and use of knowledge so that governments, professionals and organisations can better support poor men, women and children in developing countries to obtain the water and sanitation services they will use and maintain.

IRC staff facilitates a gamut of innovative research and learning support services with the aim of generating and sharing WASH related knowledge and information.

Global network of partners

IRC operates with a global network of like-minded partners intervening on local, national and international levels and across a range of governmental, NGO, public and private sector entities. In addition to working with development banks, charities and UN agencies such as UNICEF, UN-Water and the World Health Organisation, IRC also partners with a host of regional organisations. These include Le Centre Régional pour l'Eau Potable et l'Assainissement à faible coût (CREPA) in West Africa; BRAC in Bangladesh; and the National Directorate of Water (DNA) in the Mozambique government. IRC also enjoys a productive working relationship with the Dutch government and is recognised for its innovative capacity as well as its ability to deliver tangible progress on the ground.



IRC Supervisory Board

IRC became an autonomous foundation in October 2006, when the statutory link with the Dutch Ministry of Housing, Spatial Planning and the Environment (VROM) that had been in place since 1979 came to an end. Following the latest concepts of good governance for non-profit organisations, a Supervisory Board was established as the highest governing body.

The Board provides as supervisory role, supporting the full operational and policy responsibility that resides with IRCs Director. 2009 saw a strengthening of links between the Supervisory Board and the organisation, underlining the need for Board members to gain a clear vision about what is happening at the grassroots level. To this end, Board members will, from time to time, visit IRC projects and activities to experience firsthand the results of work that is being carried out in the field by the organisation and its partners.

In 2009, no changes were made to the Statutes of the Foundation, nor in the Board of Directors, by-laws or the Supervisory Board by-laws.

The Supervisory Board met six times in 2009. Mr. Hans van Dord joined the Board in May 2009 filling the post left vacant through the resignation of Jos van Winkelen, CEO of Vitens. Details on the additional functions of all Board members can be found on the IRC website at: www.irc.nl.



Lodewijk de Waal – *Chairman*

Posts held:

- Director, Humanitas Vereniging
- Member of the Supervisory Board, ING Group
- Chairman of Supervisory Board, SNV
- Member of Advisory Board, RNTC (Radio Netherlands Training Centre)
- Member of the Supervisory Board, PGGM NV



Ger Ardon – *Secretary, Treasurer*

Posts held:

- Adviser of the Board, Vitens NV
- Member of Dutch committee, International Water Association



Dick den Haas – *Board Member*

Posts held:

- (Retired diplomat) Formerly Ambassador to Dhaka, Bangladesh and Caracas, Venezuela



Regien van der Sijp – *Board Member*

Posts held:

- Director, SMK (Stichting Milieukeur)
- Chairperson, Project Advisory Committee, OxfamNovib
- Member of Board, AIDEnvironment Consultancy
- Member of Supervisory Board, Triodos Doen Fonds
- Member, IUCN Leaders for Nature



Hans van Dord – *Board Member*

Posts held:

- Member Advisory Board GOPA Consultants (Germany)
- Vice chairman Koninklijke Nederlandse Heidemaatschappij
- Director Corporate Development, ARCADIS (until 2008)

Colophon

Design prepared with photographs provided from IRC staff, photographers from around the world and Flickr images tagged with 'water' and 'sanitation'.

Concept and Design

Sandifort id,
Katwijk, The Netherlands

Statistics

Facts and figures quoted from the following sources have been used on certain pages of this report:
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