



# ANNUAL REPORT 2008







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*97.5% of the earth's water is saltwater.  
If the world's water fitted into a bucket,  
only one teaspoonful would be drinkable.*

# ABOUT IRC

IRC International Water and Sanitation Centre is an independent knowledge centre in the field of water supply, sanitation, hygiene and integrated water resources management in relation to development co-operation. IRC conducts research, provides training and advisory services, and information products and services. We look for innovative ways to make knowledge on water, sanitation and hygiene accessible to the users in the field.

IRC's mission is *“to facilitate 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 water and sanitation services they will use and maintain”*.

The aims of IRC are to contribute to global sustainable development and poverty reduction. IRC invests in partnerships with organisations that have an interest in making information sharing and knowledge support on water, sanitation and hygiene issues their core-business. In this respect IRC has strong links with partner organisations in Africa, Asia and Latin America.

## Profile

An independent, non-profit foundation, IRC has a structure comprising 56 staff, a Director and Supervisory Board. Approximately two thirds of staff are women, and one third non-Dutch. The annual turnover in the year was €6,166,888.

## Global network of partners

Among the network of partners we work with, in the North and South and in the public and private sectors, are governments, UN agencies, non-governmental organisations, development banks and private charities. The range of partners varies from international organisations to local ones.

Regional and national partners include 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.

The Dutch government uses our expertise, recognising us for our innovation and ability to turn ideas into tangible benefits and action at local level. UNICEF works closely with us, as does the World Health Organization, UN-Water, the European Commission, and the Water Supply and Sanitation Collaborative Council (WSSCC).

## International Year of Sanitation

IRC contributed to the International Year of Sanitation on a number of levels. First and foremost by continuing to increase information provision, knowledge sharing, advocacy activity and field work on sanitation and hygiene. And also through a variety of conferences and workshops, close collaborative work with our many partners, and the hosting of a symposium on Sanitation for the Urban Poor in Delft and Amsterdam. IRC organised the official closure of the International Year of Sanitation in the Netherlands in collaboration with the Netherlands Water Partnership and SIMAVI, which was attended by Crown Prince Willem-Alexander, Chair, UN Secretary General's Advisory Board on Water and Sanitation.

## 40 years of change

In its 40 years, IRC has seen many changes. The early years saw many things being accomplished through information sharing on technology and installation – sinking wells, placing water pumps, constructing sewers and so on. At the same time, this approach revealed the vital part upkeep of infrastructure played in maintaining access to safe water.

In the years that followed, emphasis shifted from technology to community participation, as it became widely acknowledged that improving water and sanitation without the participation of communities would not be sustainable. Gradually, the emphasis shifted from not just water, but towards water and sanitation.

From 1990-2000 the focus of IRC's work was on community management of rural water supply. This was done through the strengthening of international partnerships both globally and in-country.

This background prepared the ground for what was to follow: decentralised governance for sustainability and poverty reduction through an integrated approach to water, sanitation and hygiene. Through action research and learning alliances, IRC facilitates sector dialogues for learning on new key topics such as multiple-use services and financing of sustainable water and sanitation services using life-cycle unit costs. IRC is at the forefront of using the internet for the benefit of the water, sanitation and hygiene sectors, through both new online services and relevant training of local partners.

*The weight of water that women in Africa and Asia carry on their heads is commonly 20kg, the same as the average UK airport luggage allowance.*

## CHAIRMAN'S STATEMENT

The 40th anniversary in November provided a wonderful opportunity for the Supervisory Board to take part in various activities, including the international symposium *Sanitation for the Urban Poor*, the national closure of the International Year of Sanitation and the festivities of the anniversary itself. The Board strengthened contact with the organisation, its partners and its work.

2008 was a year of enormous success for IRC in terms of the start of two large externally financed projects: the sum total of funds is comparable to the total turnover of IRC in previous years. The Supervisory Board is well aware that this strong growth in such short time sets an agenda of progressive transformation of the organisation in order to be able to fulfill its new responsibilities. This is a challenge taken up by the Director and staff with vigour, and the Board has supported this process with equal commitment and will continue to do so.

The Board recognises that the success in attracting such external funding is in many ways a recognition of IRC staff playing an ever greater role in the water and sanitation sector. The Board is appreciative of this and believes that IRC's role as global knowledge institution for the water and sanitation sector has the potential to make a sound contribution to the worldwide efforts to reduce poverty.

Board member Jos van Winkelen (CEO Vitens NV) stepped down in December 2008 after two consecutive terms of eight years in total. The Board would like to re-iterate its gratitude to Jos for his dedication to the work of IRC during these years. He had not yet been replaced by the end of the year.

Altogether the Board is pleased with what has been achieved in 2008 and extends its congratulations and thanks to the staff and Director of IRC. The Board would like to thank the IRC partners and funders for the confidence invested in the organisation.

### Lodewijk de Waal

Chairman, Supervisory Board

## TIMELINE ORGANISATION

1968

World Health Organization and Dutch Government establish the WHO International Reference Centre on Community Water Supply, one of WHO's collaborating centres.



1973-76

IRC staff numbers grew from 4 to 17.



1974-78

IRC Foundation established through an Act of the Dutch Parliament, Hans van Damme becomes Director IRC, Pier Santema became member of the newly constituted Governing Board.



1977-82

IRC staff grew from 17 to 29, former Ambassador Hugo Scheltema becomes chairman of the international Governing Board.



2000

First external evaluation of IRC.



# DIRECTOR'S STATEMENT

In 2008 we commemorated 40 years of IRC. A special year, with special activities like the international symposium *Sanitation for the Urban Poor* to accompany the celebration of our anniversary on November 21.

In 2008 IRC started two projects of a magnitude larger than anything before. These projects, WASHCost and Triple-S, both aim to address systemic shortcomings in the water, sanitation and hygiene sector. IRC has a tradition of developing and proposing innovation in the sector, but has never had the opportunity to work at such scale applying IRC developed methods and tools.

IRC grew significantly in terms of annual budget and staff numbers. The new large projects had to be accommodated in the programmatic structures, and it was for this reason that the organisational development process was intensified. That process was ongoing at the end of the year.

As in the past, partnerships with sector organisations in both the North and South continue to be of paramount importance to everything IRC is and does. In 2008 we have had the opportunity to strengthen and renew existing partnerships, while also being able to start exciting new ones.

I would like to thank our partners for their confidence in working with IRC to investigate and invest in a better future in terms of water and sanitation provision to and hygiene behaviour by poor people. I would like to thank the donor community for the strengthened confidence in IRC's capacity to innovate the WASH sector. I would like to thank IRC staff for their relentless efforts to shape our mission and vision. Finally I would like to thank the Supervisory Board for supporting the growth and transformation of the organisation.

This confidence and support will sustain IRC's work in years to come.

**Ben Lamoree**

Director

**40 YEARS  
IRC**

**2005**

Second external evaluation of IRC.



**2006**

Third external evaluation of IRC.



**2007**

IRC gets autonomy through an Act of the Dutch Parliament.



**2007**

New monitoring protocol established.



**2007-11**

New Business Plan gets Euro 12.5 million funding from DGIS and VROM, more focus on regional work and local governance for WASH.









## IRC SUPERVISORY BOARD, DIRECTOR AND STAFF IN 2008

01 - Lodewijk de Waal  
Chairman Supervisory Board  
02 - Ger Ardon  
Secretary-Treasurer Supervisory Board  
03 - Dick den Haas  
Member Supervisory Board  
04 - Regien van der Sijp  
Member Supervisory Board  
05 - Ben Lamoree  
Director  
06 - Adiba Aziz  
Library Assistant  
07 - Alana Potter  
Programme Officer  
08 - Aminata Sylla  
Project Controller  
09 - Bettie Westerhof  
Information Specialist  
10 - Caridad Machin  
Project Officer  
11 - Carmen da Silva  
Project Officer  
12 - Catarina Fonseca  
Senior Programme Officer  
13 - Christelle Pezon  
Programme Officer  
14 - Christine Sijbesma  
Senior Programme Officer  
15 - Coline van der Ven  
Management Assistant  
16 - Cor Dietvorst  
Information Specialist  
17 - Daniela Peis  
Project Coordination Office Assistant

18 - Debby Gruiters  
Project Coordination Officer  
19 - Deirdre Casella  
Programme Officer  
20 - Dick de Jong  
Information &  
Communication Officer  
21 - Erma Uijtewaal  
Section Head RCD  
22 - Ewen LeBorgne  
Project Officer  
23 - Chislaine Heylen  
Programme Assistant  
24 - Harry Oosterveen  
Electronic Information Specialist  
25 - Ingeborg Krukkert  
Information Specialist  
26 - Jaap Pels  
Senior Programme Officer  
Knowledge Management  
27 - Jean de la Harpe  
Senior Programme Officer  
28 - Jeske Verhoeven  
Project Assistant WASHCost  
29 - Jo Smet  
Senior Programme Officer  
30 - Joanna Rhodes  
Programme Assistant  
31 - Joep Verhagen  
Senior Programme Officer  
32 - John Butterworth  
Senior Programme Officer  
33 - Kristof Bostoën  
Programme Officer

34 - Lauren Houttuin  
Programme Support Officer  
35 - Marieke Adank  
Project Officer  
36 - Marielle Snel  
Programme Officer  
37 - Marion Giese  
Programme Assistant  
38 - Martijn Terpstra  
Project Controller  
39 - Martine Jeths  
Project Officer  
40 - Michel van der Leest  
Office Coordinator  
41 - Nick Dickinson  
Communication Officer  
42 - Patrick Moriarty  
Senior Programme Officer  
43 - Patrick van der Toolen  
Automation Officer  
44 - Peter Bury  
Programme Officer  
45 - Peter Ryan  
Interim Section Head KDA  
46 - Petra Brussee  
Project Officer  
47 - Rene van Lieshout  
Senior Programme Officer  
48 - Russell Kerkhoven  
Section Head InCo  
49 - Rutger Verkerk  
Senior Programme Officer  
50 - Sangeeta Mangal  
Financial Assistant

51 - Sascha de Graaf  
Publications Officer  
52 - Sharon de Haan  
Programme Assistant  
53 - Stef Smits  
Programme Officer  
54 - Tettje van Daalen  
Editorial Officer  
55 - Ton Schouten  
Senior Programme Officer  
56 - Willem Horbach  
Controller/Section Head Services  
Bep van Oostrom  
Programme Officer  
Carlos Diaz  
Project Officer  
Richard van den Berge  
Assistant Controller  
Sandra Segura  
Programme Assistant  
Sandy van Wijngaarden  
Programme Assistant  
Sylvia Abrahams  
Receptionist

# TIMELINE EVENTS

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**1973**

Directors of 31 Collaborating Institutions meeting in Bilthoven, the Netherlands deciding priorities for IRC assistance: *Health aspects of water reuse, Public Standpost Water Supply, Handpumps programmes, Slow sand filtration.*



**1977**

UN Water Resources Conference in Mar del Plata, Argentina, formulated the “water and sanitation for all” slogan and designated the 1981-1990 as the International Drinking Water Supply and Sanitation Decade (IDWSSD).



**1984**

IRC 15, “The Local Decade” Symposium, “*Create meaningful partnerships ‘together with’ the people; only then can the slogan “Water and Sanitation for all” be turned into a longer lasting achievement*”.  
IRC work on *Information Management, Handpumps and Community Participation* applauded by international speakers.



**1990**

Safe Water 2000 Global Consultation at end of the International Drinking Water Supply and Sanitation Decade (IDWSSD), New Delhi, India, resulting in the Delhi Statement “*Some for all rather than more for some*” and in four New Delhi Guiding Principles.



**1992**

International Conference on Water and Environment, Dublin, Ireland: “*water has an economic value in all its competing uses and should be treated as an economic good.*”



**2001**

IRC, with WEDC, Plan, WaterAid, SKAT and the WSSCC organise a conference on *Scaling up Community of Rural Water Supply.*



**2002**

First IRC electronic conference (e-mail and Internet) on *scaling up community water management.*



**2003**

Third World Water Forum and Ministerial Conference, Japan, including Information Management workshops together with partners.



**2003**

IRC 35th anniversary, IRC and the WaterWeb consortium organise the *Sixth Water Information Summit*, in Delft, including RCD and WELL workshops on Knowledge Management and Sharing.



**2004**

IRC symposium, *School Sanitation and Hygiene Education, The Way Forward: Construction is not enough.*



1993

UN General Assembly launches World Water Day on 22 March.



1994

Third Global Forum in Barbados WSSCC gives IRC a new mandate, testing advocacy and communication strategies in Guinea Bissau.



1997

First World Water Forum, accompanied by a major Ministerial Conference, Morocco, endorses the development of a Vision for Water, Life and the Environment.



1999-00

Four OneWorld Think Tank electronic conferences executed linked with offline contributions from Southern partners on:

- *The demand responsive approach in rural water and sanitation.*
- *Strategic approaches to urban sanitation provision.*
- *Small towns' water and sanitation.*
- *Knowledge sharing and capacity building in the water and sanitation sector.*



2000

Second World Water Forum and Ministerial Conference, The Hague, Netherlands, endorses *Putting the World Water Vision plan in action*, including VISION 21: Water for People.



2004-05

Two e-conferences on Knowledge Management.



2005

IRC symposium *Learning Alliances for scaling up innovative approaches in the water and sanitation sector.*



2006

IRC Symposium on *Sustainable Water Supply and Sanitation: Strengthening Capacity for Local Governance.*









# THEMATIC PROGRAMME

*generating new knowledge in key areas*

IRC generates and promotes innovation through knowledge development in the WASH sector. The Thematic Programme remains the primary area for such innovation. The programme comprises small groups of staff working flexibly to develop new ideas and new ways of working on specific areas within the sector that are felt to require additional impetus or in-depth development. While a relatively small proportion of our overall workload, the Thematic Programme is designed to allow us to demonstrate how important this area is, both to IRC and more importantly to the sector. It's worth noting that our major externally-funded projects – WASHCost and Triple-S – emerged from innovations developed within the Thematic Programme.

In some cases a community of practice evolves from working with other organisations, often from the North or international organisations, to develop the new ideas and then work with Southern agencies to develop them further and roll out events and pilot activities. In addition, these groups undertake advocacy in the global arena. At the moment, we have ten such groups, carrying out work on both content and process facets of the sector. The highlighted themes below give a flavour of the whole programme.

## **Transparency and accountability**

Corruption in the water sector is a major threat to development and sustainability, and one of the root causes of the global water and sanitation crisis that costs millions of lives. The creation and fostering of transparency and accountability are vital in order to overcome corruption and to contribute to effective governance. This has become a major activity for IRC during the past year, with activities including advocacy, action research, dissemination of publications, events and training, and advice. Additionally, we are a founding member of the Water Integrity Network and are an active member of its Steering Group.

## **Hygiene and sanitation**

The promotion of better hygiene, either in its own right or in conjunction with improved sanitation, has a major impact on reducing disease and public and private health costs. It's also cost-effective – as research comparing its outcomes versus

vaccination or oral hydration therapy has shown. However, it continues to lag behind other areas in the WASH sector in terms of resource allocation, knowledge and innovation, and capacity development. This area of our Thematic Programme is aimed specifically at making policy makers and programme managers aware of its importance, through working with partners to foster developments in the rural and urban sanitation and hygiene sectors, including by learning workshops and WASH in schools. Our work here was praised in 2008 by the Crown Prince Willem-Alexander, in his foreword to the seminal sector book *The last taboo: opening the door on the global sanitation crises*.

## **Multiple-Use Services**

Water supplies are needed not only for drinking and hygiene, but also to maintain livelihoods and generate income. Since 2004, IRC has been a key member of the Multiple-Use Services (MUS) Group. This consists of a core of 14 organisations and a wider mailing list of nearly 400 individuals. The main 2008 activity was the organisation of an international symposium in Addis Ababa, Ethiopia: *From practice to policy*. Some 60 participants from across the globe looked at case studies from different countries and discussed implications for policy and practice.

## **Resource Centre Development – sector learning**

At the core of IRC's strategy is the facilitation of learning processes in the sector. For more than 15 years IRC and Southern partners have been promoting multi-stakeholder platforms for learning and sharing of information and knowledge, as well as building the capacities of organisations in the South. With five national Resource Centre Networks we work to improve the national capacities for better learning and access to knowledge and information.



## Activity last year

### Urban sanitation symposium

IRC organises a key international symposium every two years. In November 2008 a successful one was held in Delft, in which 88 practitioners, analysts and policy makers of diverse backgrounds came together for an event entitled *Sanitation for the Urban Poor: Partnerships and Governance*.

Delegates at the symposium explored a wide range of international experiences in urban sanitation, specifically governance, partnerships, technology and finance, and examined to what extent these are a feature of reality in urban areas of developing countries. They identified promising approaches to urban sanitation and gaps in these approaches which need to be filled, and they sought to draw lessons for future developments in the sector.

Keynote speaker Neil MacLeod, Head of Water and Sanitation in the Ethekewini (Durban) municipality, reflecting the views of many present, stated at the end of the symposium that he would take three issues home, namely that the municipality will look upon urine and faeces as commodities for re-use rather than waste to be dumped, make use of more appropriate financing opportunities to help people step on and move up the 'sanitation ladder,' and that it would start a sanitation revolution, building on the enthusiasm and drive among the symposium participants.

### Pioneering governance course

In February 2008 25 key water sector players from Ghana, Burkina Faso, Sierra Leone, Mozambique, Southern Sudan, Lesotho, Nepal, Indonesia and India came together at a pioneering course hosted at IRC: *Good Governance for Sustainable and Pro-Poor Water Sanitation and Hygiene (WASH) Services*. The course focused on policy issues, participatory strategic water governance, financing and cost recovery, sanitation, hygiene and school sanitation and health education, transparency, support to community institutions, multiple-use services, advocacy and communication, gender mainstreaming, monitoring and evaluation and capacity development.

### Improving capacities for integrated planning of wastewater

Many cities and towns in South Asia struggle to provide sanitation services and manage and treat wastewater. Resulting pollution of watercourses impacts on livelihoods in the peri-urban fringe and harms the environment. An integrated approach that takes into account conflicting interests is needed. As part of Wastewater Agriculture and Sanitation for Poverty Alleviation consortium (WASPA) in Asia, IRC helped our partner NGO Forum for Drinking Water Supply & Sanitation to facilitate four one-day sanitation and hygiene training sessions for 100 wastewater farmers in Rajshahi, Bangladesh. In Sri Lanka, the WASPA team helped women form informal discussion groups to identify common problems and knowledge gaps with respect to hygiene practices. IRC supported the facilitation of city-level learning alliances to strengthen capacities for integrated planning. Studies brought together researchers, polluters, water users and the relevant authorities to find affordable solutions to complex problems.

*It has been estimated that from 20% to 70% of installed handpumps in Sub-Saharan Africa are not functioning*

## REGIONAL PROGRAMMES

*a platform for diverse activity and new approaches*

The Regional Programmes are the main conduit through which IRC strives for impact on the ground. They shape our core belief that to lead to lasting results, innovation must be rooted within the reality of communities, districts, countries and regions.

The Programmes provide a context for implementation of knowledge sharing, action-research, learning, capacity building and information dissemination, passing through national policy formulation, and back. The objective is to achieve improved and sustained services by influencing the national agenda setting for improved local WASH governance.

Each region has developed a long term vision and objectives to be reached through partnerships with regional and country-based organisations. The objectives are tailored to local circumstances, challenges faced, partnerships that exist and capacity in place. Projects implemented aim to contribute to the specific regions' programmatic objectives and thus do not stand alone. The challenge is to ensure synergy between the different individual projects within the Regional Programmes in such a way that maximum impact can be reached. Promoting innovation, knowledge sharing and learning among institutions are key features of the Regional Programmes. The focus countries/regions are Ghana and Burkina Faso in West Africa, Uganda in East Africa, Mozambique in Southern Africa, Honduras in Latin America, and Nepal in South Asia.

2008 was the first full year of implementation, during which progress was made as illustrated by the examples below. Good progress was also made in accommodation of the new and relatively large WASHCost project in three regions. The alignment of the WASHCost project in the West African regional programme is a prime example.

### East Africa

Learning for Policy and Practice in Sanitation & Hygiene (LeaPPS) is a joint initiative with Ugandan partners built around the learning alliance approach, piloted in four districts in Uganda. Its objectives are to put hygiene and sanitation on the political agenda, improve communication and co-ordination in the sector, and introduce an alternative for enforcements, such as Participatory Hygiene And Sanitation Transformation (PHAST) and Community Led Total Sanitation (CLTS).

SNV Uganda and the Water and Sanitation Resource Centre in Uganda, a consortium of organisations (WaterAid, NETWAS Uganda, UWASNET and URWA), are the national partners. Through five separate one and a half day learning alliance sessions with sub-country level officials in each of the four districts, lessons have been documented on how action research works.

Turning ideas into action requires a critical amount of time and resources to build capacity and influence the sector through innovation. In the beginning, IRC, NETWAS and SNV brought the topics to the agenda in each district. Now LeaPPS participants are presenting their own experiences. Technical support unit staff have now become more involved, and they present policy documents. Initially there were no funds for action research, though field visits were sometimes included in the programme. Simavi has recently made funds available through NETWAS for piloting an ecological sanitation (ecosan) approach in households and schools. A questionnaire has been carried out to track changes and obtain insight into the views of LeaPPS participants. There is interest from the national government to scale up LeaPPS to all districts. In two sub-counties, LeaPPS will be carried out with a district health officer.

### South Asia

Given the economic and social development in the region, IRC anticipated that most knowledge, information and capacities will be readily available in the region itself. IRC can still add value when it excels in niche areas.

One of the strategies of the South Asian Regional Programme (SARP) is to develop these niche areas and to respond flexibly to demand from the region. In combination with the vast size of the region, this results in quite a variety of projects spread in at least seven countries with a total population of more than 1.5 billion.

The challenge for SARP is to be the cement between these different activities, by bringing both organisations and content together with the objective to enhance knowledge sharing and access to information. The focus is on sanitation and hygiene and sustainability of water services.

A good illustration of the success of this approach is the Sanitation & Hygiene Practitioners Workshop, held in January 2008, that brought together 50 professionals to discuss very openly the major challenges in the area of sanitation and hygiene. These discussions were all based on documented experiences and have provided a solid base for identifying research and advocacy areas to facilitate better responses of the sector to challenges. This workshop will be followed by a similar one in 2010, which will focus on hygiene and behavioural change.

These meetings are becoming important reference points for many institutions in the region, facilitating agenda setting for further action.

They also provide a regional platform for the ongoing IRC programmes and projects. For example, the strong demand in the region for better insights into the costs of achieving and maintaining sustainable sanitation and hygiene will trigger WASHCost research. A first indication of success is the growing demand for developing long-term partnerships with IRC in the region (WaterAid, SNV), and interests of governments (India, Nepal) to work with us.

### **Southern Africa**

IRC's focus in the Southern Africa region is to strengthen decentralised levels and capacities of the various institutions involved in pro-poor WASH governance. The Southern Africa Regional Programme (SAfRP) entails two main components. Firstly, enhancing regional knowledge networking, so as to facilitate and support organisations and networks to effectively address key WASH issues. And secondly, knowledge development, innovation, documentation and sharing, initially in South Africa spearheading other countries in the region, in a number of priority themes.

The biggest success for the SAfRP in 2008 was the work with the Africa Partnerships Programme (APP) to develop a strategic proposal for the African Ministerial Conference on Water (AMCOW). The result of which will fall under a programme that is going to be developed under the Global Framework for Action, the initiative of DGIS and DFID. In the Southern Africa Programme and with APP we are not so much focusing on short-term impact on the ground and improving service delivery, but rather on influencing policies, in terms of pushing the Sector Wide Approach (SWAp) and programmatic instead of project thinking.

APP sees IRC as a partner. During a conference in Zambia we drafted together the Zambezi declaration, which defines how people should work together. The declaration aims to change the way people look at the sector agenda and aims to move away from project-by-project top-down approaches. The overall approach mirrors very closely and builds on the aid mapping exercises carried out by IRC for the European Union Water Initiative for Africa.

*The average amount of water needed to produce one kilogramme of potatoes is 1000 litres, wheat is 1450 litres and rice is 3450 litres.*



# TIMELINE

## PARTNERSHIPS AND PROJECTS

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### 1973-76

- First field project Slow sand filtration in developing countries, with local partners in India, Thailand, Ghana, Kenya, Pakistan, Sudan, Colombia.
- Inventory of public standposts on behalf of the World Bank.
- Joint IRC/UNEP publication The first in-depth assessment of handpumps was undertaken with co-sponsorship from WHO and UNEP.



### 1974-78

Public Standpost Water Supply (PSWS) development and demonstration programme, with local partners in Thailand, Indonesia, Malawi and Zambia.



### 1978

Slow sand filtration demonstration project extended with four years.



### 1986

First briefing and short course: Management for Sustainability in Water Supply and Sanitation.



### 1991-97

- IRC manages Information Management working group WSSCC.
- IRC manages international working group on Information, Education and Communication (IEC) of the WSSCC. This group developed and tested various advocacy and communication tools.



### 2002-07

Resource Centre Development Programme with partners in 19 countries.



### 2003-07

IRC partner in the Euro-Med Participatory Water Resources Scenarios (EMPOWERS), is a multi-country (Egypt, Jordan, West Bank/Gaza) research and development project led by Care International UK.



### 2004 - ONGOING

Tools and guidelines developed in context of MUS project and thematic with local and international partners.



### 2005-08

Action research for scaling up community-managed WASH services in Ethiopia, with WaterAid, Plan Ethiopia.



### 2006

Consortium advocates for Capacity Building and Social Learning towards the World Water Forum IV, Mexico. The consortium contributing to this paper on capacity building and social learning included: UNESCO-IHE, CapNet, UNDP, IRC, STREAMS, WWC, WSSCC and the Water and Climate Dialogue with contributions from the World Bank.



**1994-98**

Participatory Action Research (PAR) project on community water management, in 22 communities in six countries, with local partners in Cameroon, Colombia, Guatemala, Kenya, Nepal and Pakistan.



**1995 - ONGOING**

IRC starts providing information support for the UN's World Day for Water.



**2000**

IRC, Gender Network WSSCC launch Gender and Water Alliance (GWA) as global programme of the GWP, first secretariat at IRC.



**2001-07**

Second, five-year WELL Resource Centre Network on water, sanitation and environmental contract, in which IRC, WEDC and LSHTM have been working with eight partners in the developing world.



**2001-06**

The Junior Professional Officer (JPO) programme, an exchange programme for young water and sanitation sector professionals in the Netherlands and their counterparts in developing countries.



**2006**

Five Knowledge Management case studies Learn@WELL presented and published at various fora and magazines.



**2006**

Water Integrity Network launched, IRC is a founding member, together with Stockholm International Water Institute (SIWI), Swedish Water House (SWH), Transparency International (TI), and Water and Sanitation Program-Africa (WSP-AF).



**2006-11**

IRC input on Learning for Change Alliances in SWITCH, a five-year programme with 32 partners, funded by the European Union aiming at a paradigm shift in Integrated Urban Water Management.



**2006-11**

IRC input on communication and learning for change in RiPPLE, a five-year DFID funded research programme to advance evidence-based learning on water supply and sanitation financing, delivery and sustainability and improve equity of access for the poor in Ethiopia and the Nile region.



**2007**

Middle East and Burkina Faso workshops on portal training and knowledge sharing.







# GLOBAL PROGRAMME

## *information products and knowledge services*

IRC's global information and learning services link the people concerned with putting knowledge into practice with the people on the ground who benefit from it. Through a range of media, from printed to online and from radio to seminars, information is disseminated so that WASH practitioners can do their job effectively and keep abreast of the latest policies, resources and innovations.

Publications, newsletters, both printed and electronic, portal and hosting services and online library services are all made available to a large audience for knowledge sharing and learning. Process documentation is central to the programme, as is strengthening capacity in order to manage information, and developing and sharing information products adapted to users' needs.

At the same time, we work with partners on their own information products and services, helping to produce them at low cost. Collaborations of this kind include Source Bulletin newsletters in association with partners GWA, Cap-Net and the WSSCC at global level, a digital version of Source co-funded by the UNICEF Regional Office for South Asia (ROSA), and publications translated into different languages at local level.

### **Website**

The IRC website is a gateway to information for the WASH sector and receives many visitors – 1.23 million in 2008. A new design of the website was launched in November 2008, supporting better access to quality content.

IRC provides website technology to other organisations and projects through its portal structure. The portal hosts 28 websites (see [www.watsan.net](http://www.watsan.net)). Roughly one half are organisational websites (among them TREND in Ghana, CREPA in Burkina Faso, WASTE in the Netherlands), a quarter are projects or networks in which IRC is participating (such as Multiple-Use Services, WATSAN Resource Centre in Uganda), and the remaining quarter are IRC sites (for example thematic sites, WASHIRIKA, World Water Day).

### **Thematic Overview Papers**

A Thematic Overview Paper, or TOP, is the ideal way for readers to familiarise themselves with a subject in a concise way. An online service whereby readers download the TOP they require, they contain enough information to give a grounding in the topic concerned, with recent experiences, expert opinions and foreseeable trends all covered. The TOP then provides access to more detailed coverage if required, plus contact details of resource centres or individuals who can give local help.

### **2,950 books go to Kenya and Uganda**

Two NETWAS offices in Kenya and Uganda ordered 2,950 copies of selected IRC book titles. IRC offered these books to its partner organisations following its move from Delft to The Hague. Overall last year, nearly 9,000 publications in English, French, Spanish and Portuguese were given away free to partners.

### **1,000 French titles**

Six CREPA offices, in Burkina Faso, Togo, Benin, Guinea Bissau, Cameroon and Congo between them ordered nearly 1,000 French titles. While four SNV offices, in Asia, Benin, Ecuador and Rwanda, ordered 1,186 books in various languages.

### **IRC on a stick**

IRC information and useful applications on a USB stick are available for free. The sticks contain all IRC publications which are digitally available on the IRC website in English, Spanish, French and Portuguese as from October 2008. In addition, the IRC thesaurus is there for indexing information and helpful in reducing time spent on searching and retrieving information on specific topics. The thesaurus is also a translation tool for English, French and Spanish water and sanitation terms. Some useful programmes on the stick include an anti-virus programme, and software for quick and batch-editing of images. Users can also store up to 1.5 GigaByte of their own information, and a backup utility is included.



## Publications

IRC produced six publications on water and sanitation, and one co-production, *Beyond construction: use by all* for which IRC provided the editors and content. This added to the considerable amount IRC has published in its 40 years. Increasingly, the publications are available online for free, with downloads in 2008 totalling over 46,000.

### Overview peer-reviewed IRC publications 2008

TITLE OF PUBLICATIONS	PUBLISHED	LANGUAGE	FORMAT	CODING
Des solutions adaptées pour l'assainissement	27/05/2008	French	Electronic	SSS-F
¿Saneamiento para todos?	15/07/2008	Spanish	Electronic	TOP 20-S
Integrated Risk Management to Protect Drinking Water and Sanitation Services Facing Natural Disasters	15/04/2008	English	Electronic	TOP 21-E
Gestión integral del riesgo para la protección de los servicios de agua potable y saneamiento ante las amenazas naturales	18/11/2008	Spanish	Electronic	TOP 21-S
Conflict Mediation in the Water and Sanitation Sector	01/12/2008	English	Electronic	TOP 22-E
Local Governance for Basic Urban Services - Country cases from Burkina Faso, Egypt and Sri Lanka 2003-2007	14/11/2008	English	Electronic Hard copy	TP 51-E

## Source

The Source Water and Sanitation News Service runs in English, French and Spanish, and is produced in collaboration with local partners. Since 2007, there has been a regional Source version for South Asia.

The English version comprises the electronic Source Weekly, published 20 times a year by e-mail and online (see [www.irc.nl/source](http://www.irc.nl/source)), and the electronic Source Features and the paper Source Bulletin, published 4 times a year. Source is sent free of charge to subscribers.

More than 40,000 policy makers, sector professionals and information specialists use Source as their primary tool to inform themselves of water and sanitation issues, and to access related sites on the internet.

### Source Weekly

The English version of Source Weekly includes short news items, forthcoming events and courses, project updates, new publications and websites, vacancies, funding opportunities, technology updates and lessons learned related to water and sanitation in developing countries. Each item includes, where possible, an e-mail contact address and the web address of the news source.

Three information specialists compile Source from information found by monitoring over 100 websites, news servers, e-mail discussion lists and press releases, and from readers' contributions and feedback.

*Editor: Cor Dietvorst*

### Source Bulletin/Features

Every three months there is a special edition of Source Features, which is dedicated to more in-depth feature articles. For readers without e-mail access this is also published as Source Bulletin on paper.

*Editor: Dick de Jong*

### Partners

The Gender and Water Alliance (GWA) and Cap-Net, the international network for capacity building in integrated water resources management (IWRM) are content contributors. In 2008, the Water Supply and Sanitation Collaborative Council (WSSCC), an original partner of IRC in this publication, joined as content contributor and co-sponsor. UNICEF ROSA co-funds Source South Asia.

Local partners are involved in the production of the various language editions of Source. They include Centre Régional pour l'Eau Potable et l'Assainissement à faible coût (CREPA), Burkina Faso, and h2o.net (France) for the French version, and CINARA, the Instituto de Investigación y Desarrollo en Agua Potable, Saneamiento Básico y Conservación del Recurso Hídrico (Colombia), for the Spanish version.

### Our information becomes yours

Articles from IRC's Source newsletters and news feeds are regularly used in the periodicals, regional and local newsletters and bulletins of other organisations. For example, in May 2008 one in three items in WESNet Pakistan's WES News were from Source Weekly and Sanitation Updates. The Water Institute of Southern Africa newsletter takes news from our Source newsletters and spreads it to its 1800 members by e-mail, while the Uganda Water and Sanitation NGO Network (UWASNET) secretariat forwards each issue of Source to their e-mailing list of some 120 local organisations.

### An engineer in Bhutan replies

Some feedback on our information service from an engineer working in Bhutan: *"Thank you very much for the timely issue of your water newsletters which is very useful, mainly for the water and sanitation engineers. The information in the booklet is important for day-to-day water supply activities and capacity building of all personnel involved in WASH."*

### Digital library

In 2008, emphasis moved from the classic format to a digital library, providing direct access to electronic documents, using the emerging opportunities of the internet, and conservation of the collection.

The IRC library service is home to a wealth of information on water and sanitation in developing countries. Over the course of the past year, much work was carried out transforming it into a fully digitised service. Documents are scanned and then uploaded, with a link made from our database.

With 15,000 documents including 2,100 books, 5,500 reports, 2,900 articles and conference papers, 660 training manuals, 350 reference works and 200 videos and slide series, as well as the ability to link to other WASH organisations, the library is fundamental to IRC's philosophy – the sharing, promotion and use of knowledge.

## WASH news blogs

Underlining the growing importance of up-to-the-minute communication and interactivity, WASH news blogs (see [www.irc.nl/source](http://www.irc.nl/source)) got more page views in 2008 than the online version of Source English. Attracting over 1100 new subscribers, the blog list is extensive. Users can subscribe by e-mail and RSS and the feeds are also being made available in the respective thematic and regional sections of the IRC website. The blog on transparency is pushed through to the Water Integrity Network website.

NAME	SUBSCRIBERS	PAGE VIEWS 2008	POSTS	PARTNERS
Wash news Africa	82	13,227	257	
Wash news Asia & Pacific	44	11,299	418	
Wash news Middle East & North Africa	22	2,828	52	
Wash news Latin America and Caribbean	37	4,538	103	
Sanitation Updates	317	92,052	842	USAID, World Bank, HIP
Wash Lessons Learned	6	630	32	
Wash Names in the News	15	3,287	90	
Wash News International	26	1,086	61	
Wash Research News	13	1,244	47	
Wash Resources	27	3,655	104	
Wash Technology	35	3,845	53	
Wash Vacancies	436	32,469	21	UNESCO-IHE, UNICEF, Gates, Medair
Total blogs	1,107	179,423	2,260	
Source South Asia	611	-		UNICEF
Source English	5,697	167,910		
Source French	1,621	129,992		CREPA
Source Spanish	4,600	218,574		CINARA
Source paper (E,F,S)	8,125	-		WSSCC, GWA, CAP-NET, CREPA, CINARA
Grand total	21,761	695,899		







# TIMELINE PUBLICATIONS

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**1970**

First IRC newsletter produced and disseminated.



**1974-78**

First Intermediate Thesaurus on Community Water Supply and Sanitation for Developing Countries, IRC/WRC UK.



**1981**

First best seller: IRC's Small Communities Water Supply book; more than 13,000 copies sold.



**1998-02**

Lessons learned in communities on community water management documented and shared in a mix of face-to-face, e-conferences, articles, books, videos and training courses, see <http://www2.irc.nl/manage/manuals/index.html>.



**1998-05**

The electronic Source Water and Sanitation News emerges features bulletin and news on paper, e-mail and Internet in English French and Spanish, with the Water Supply and Sanitation Collaborative Council, CREPA (West Africa) and CINARA (Colombia) joining IRC.



**2004**

IRC launches a new series web-based Thematic Overview Papers with eight new titles, some of them in French and Spanish.



**2004**

IRC website and publications made available on CD ROM.



**2004**

Decision to make all new IRC publications freely downloadable from [www.irc.nl/publications](http://www.irc.nl/publications).



**2005 - ONGOING**

IRC support to EU Water Initiative, <http://www.irc.nl/page/16273>, including contributions to a co-financing guide and monitoring and reporting, as well as advice about the Water Finance Guide website, country dialogues, and secretariat support.



**2005**

- IRC coordinated eight articles of Waterlines special on financing the water sector.
- 'Waterlines' Journal dedicated to scaling up rural water supply, with lead article by IRC.



**2000**

Seven videos on Community Water Supply Management produced and used from PAR project, six in local languages from which one global advocacy video used at many regional water conferences and courses.



**2001**

First three online courses: Dynamics in the water sector, private sector involvement, a three-week Internet-based course in the water sector, IRC together with The European Network University, with 66 participants in total.



**2001**

World Water Day web site set up on Water and Health for WHO, see [www.worldwaterday.org](http://www.worldwaterday.org).



**2002 - ONGOING**

IRC portal concept developed using EZ-Publish content management system and shared with partners.



**2003-ONGOING**

IRC changed its website, not just the contents but also the technology. It proved to be a very valuable concept which IRC offered to other organisations in the sector. Around 28 organisations all over the world use this 'WASH portal' to manage their content and share information on water, sanitation and hygiene issues, see <http://www.watsan.net/>.



**2006**

Gender and Water Alliance (GWA) adds content pages to Source Bulletin.



**2007**

Gates Foundation: mapping and landscaping study on innovative approaches and technologies for improved WASH. Online: [www.irc.nl/page/35999](http://www.irc.nl/page/35999).



**2007**

Proto type Akvo.org, a "Wikipedia and eBay for water" site launched at Stockholm World Water Week, as open source wiki and set of collaboration and finance tools, see <http://www.akvo.org/>.



**2007**

50th Source Bulletin published.

## WASHCOST

WASHCost is a major IRC project that seeks to identify the real, disaggregated costs of water, sanitation and hygiene services in rural and peri-urban areas in Ghana, Andhra Pradesh (India), Burkina Faso and Mozambique, and the physical, social, economic and political factors that influence those costs.

2008 – 2009 was a significant year for the project, because in February 2008 the Bill & Melinda Gates Foundation confirmed funding of €9.86 million over the next five years. Approximately half of IRC staff is involved in this large project.

WASHCost partners include national and local governments, the local private sector, non-governmental organisations and international agencies. In a sector constrained by inadequate information for decision making, the goal is to develop better costing information in four countries (Burkina Faso, Ghana, India and Mozambique) and the global level, to inform and increase the effectiveness of planning and budgeting for WASH services.

In the words of WASHCost project director Catarina Fonseca, “This work will provide benchmarks for the real life-cycle costs of services. IRC and country partners will be pioneers in embedding cost-effective pro-poor decision making in WASH organisations.”

Most of the first half of 2008 was spent selecting the countries, the partner organisations to host WASHCost and building the multidisciplinary teams. In October 2008, at a five-day planning meeting in the Netherlands, teams from each of the four countries involved met with the global management and advisory teams to analyse achievements and milestones of the year. Learning alliances, the research protocol, communication strategy, impact assessment and project management were all covered. In addition, a financial workshop took place to kick-start the production of a WASHCost financial manual, and a reporting and audit package.

## SUSTAINABLE SERVICES AT SCALE

Of more than 1 billion people estimated to live without access to improved water services, 900 million live in rural areas. Providing the rural poor with sustainable water services is one of the most important, difficult and neglected areas of the water and sanitation sector. Making it so complex is the lack of a clearly shared understanding of what defines a sustainable water service by those charged with providing it. The current picture of rural water is one of a continuous cycle that sees wells, pumps and piped systems in rural areas fail and require replacement every few years because they’ve not been maintained. Clearly this picture has to change.

It was against this backdrop that December 2008 saw the launch of a new project to identify, develop and test decentralised models for the delivery of sustainable rural water services in two developing countries, Ghana and Uganda - more countries may be selected in 2010. The project is called Triple-S, for Sustainable Services at Scale, and has a six year time frame.

Its aim is to bring about a sea-change in how rural water services are delivered, from project-based, one-off construction of water systems to the delivery of indefinitely sustainable rural water services. From ad-hoc project implementation in villages to planning and delivery of services across entire districts. From un-co-ordinated delivery by different agencies of often widely differing service levels to harmonious and co-ordinated service delivery within a commonly agreed model.

In each country, national and district-level learning alliances of the people and organisations involved – governments, politicians, donors, NGOs, private companies and so on – will be formed to develop and learn from implementing the service delivery models, to enable them to be replicated.

It’s expected that around 2 million people will benefit from the Triple-S project, while the models and approaches developed will have the potential to reach many millions more. Not only that, but it will also provide training for approximately 200 water sector professionals in Ghana and Uganda on these sustainable service delivery models. The two local partner organisations involved will also receive significant capacity building and organisation strengthening training, including core technical areas of rural water supply, project management and impact assessment. It has a budget of around US\$22 million, and is implemented by an international team of 6-8 professionals based in the Netherlands, together with local teams of 10-12 professionals based in partner organisations in the relevant countries.



## AN INTERVIEW

### *Nick Dickinson talks with Ton Schouten*

Ton Schouten, project director of Triple-S, joined IRC 10 years ago as a consultant and filmmaker. He made seven films, and got more and more involved in communications and community management projects. With Patrick Moriarty he wrote the book *Community Water, Community Management; from System to Service*. He also designed posters and books.

Nick Dickinson caught up with Ton to get the inside story on Triple-S.

**Nick Dickinson:** How did you come to be working on Triple-S?

**Ton Schouten:** I gradually started to work in the area of scaling up community management, and that basically led to Triple-S.

**ND:** Tell us how it works.

**TS:** It all stems from the idea that communities can't maintain their water systems all by themselves. They need support. Basically Triple-S is about the structure whereby districts help communities maintain their systems over time, and make sure water comes 24 hours a day, 365 days a year.

It's about three things: sustainability, harmonisation, and decentralisation. We don't focus so much on the national level, although it's needed, but rather on improving the models and systems at decentralised level. Within that you can go hundreds of different ways, and have different strategies to achieve sustainability and harmonisation. That means everything from a sector-wide approach at national level to using the same hygiene manual in a district.

**ND:** What gives you most satisfaction in your role?

**TS:** Setting up this project. It's very interesting, because we don't just want to roll it out as a blueprint, we want it to be really supportive to sector development: first understand what's needed in countries, and from there, build Triple-S up.

**ND:** What do you see as challenges for the future for Triple-S?

**TS:** There are many challenges. It's very different from country to country. In some countries it will be the policy environment that needs strengthening. In other countries the role of politicians in water services is not very supportive – they seem to think that water is a kind of present they can hand out when it comes to election time. Which is disruptive to delivering a sustainable water system.

In other countries it will be poverty. Poverty will always be a problem. People can't pay for their services.

But I think harmonisation is the biggest challenge. In some districts there might be 7 or 8 different development agencies all doing things in parallel, not talking to each other, all driven by agendas made outside the country – from Washington, The Hague or London. That's why it's so difficult to have common approaches, common planning systems and common funding.

**ND:** What would you say is the next step, the next challenge for implementing the projects you're doing?

**TS:** The next challenge is to work out country strategies that are responsive to country needs. From very simple things like contributing to the process of setting up a SWAp, to looking at the current models for service delivery and how we can help improve them. This needs to be done together with the stakeholders in a learning alliance setting, to ensure that solutions are relevant for and owned by those stakeholders who can make a difference.

Of course a challenge is to have a project team in place. People need to know each other, relationships must be built and there must be easier, quicker communication links. There's also mundane work that needs to be done, systems and rules for project management, reporting and coaching of team members. These are the basic conditions to make sure that the end-product of the work in the countries is high quality. That is a lot of work too.

## TIMELINE 2008

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**01**

Throughout the year, work on digitising the IRC library continues. A transformation that will allow much more sector material to be available online. See: <http://www.irc.nl/docsearch/search>

**02**

Ongoing influence on strategic sanitation policy development in Indonesia through ISSDP. Deploying our gender and equity knowledge to ensure the six-city programme develops approaches that are gender-sensitive and benefit the poorest.

**03**

LeaPPS (Learning for Policy and practice in Sanitation and Hygiene) work in Uganda continues to demonstrate IRC's innovative edge and its impact on how sector players act and talk about WASH.

**04**

January: WASHCost begins. A five-year project researching the life-cycle unit costs of water, sanitation and hygiene (WASH) in four countries.

**05**

May: roundtable impact assessment.

**06**

November: launch of newly-designed IRC website.



**07**

November: IRC symposium Sanitation for the Urban Poor: Partnerships and Governance brings together a wide range of experts and practitioners to share good practices and explore new ways of ensuring sustainable sanitation services to the urban poor.



**08**

December: launch of the Sustainable Services at Scale, or Triple-S, project. A six-year initiative to improve sustainability of rural water supplies for some of the world's poorest people, by reshaping the way these services are provided.

**08**

November: IRC 40th anniversary celebrations at the Royal Tropical Institute, Amsterdam. Present are many distinguished guests, partners, employees and former employees.

**09**

November: IRC, together with NWP and Simavi, hosts the closure of the Dutch year of Sanitation (part of the UN-declared International Year of Sanitation).

**11**

December: after ten years in Delft, IRC completes move to The Hague.

## TIMELINE 2009

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01

March: the booklet *Smart Finance Solutions* is launched during the World Water Forum 5 in Istanbul. A co-production financed by Partners for Water, it gives examples of how different financial mechanisms are used to finance water, sanitation projects and small local businesses in order to help reach the Millennium Development Goals.

02

March: Capacity Strengthening session held during the World Water Forum 5 in Istanbul. Focusing on local organisation and people, together with IHE, various IRC partners contribute.

03

March: WASHCost, makes a well-received presentation during the World Water Forum 5 in Istanbul.

04

August: IRC chairs and co-organises many sessions at the Stockholm World Water Week, such as Unite for Children, focusing on WASH in schools, and Water and Sanitation Economics.

05

August: World Water Cube, together with Akvo and SIWI, an innovative video interview space at the Stockholm World Water Week that allows conversations and topics to be followed outside and through the perspective of reporters from developing countries.

06

August: IRC, with WaterAid, DFID, RED R and UNHCR, explores the possibility of a sector-wide WASH helpdesk.



# FINANCIAL REPORT

## Income

IRC's income increased in 2008, mainly due to the start-up of the WASHCost project, funded by a US \$14M grant from the Bill & Melinda Gates Foundation. Core funding from the Dutch Directorate General for International Co-operation (DGIS) was 2,590,000 Euros, slightly above the target of 2,491,000 Euros which is 20 percent of the total volume of our five-year grant. Income from externally funded projects rose by 240,000 Euros.

Other major clients for external activities in 2008 were DGIS, DFID (especially for the RiPPLE programme), the EU (SWITCH and EU Water initiative), and UNICEF.

IRC Income (1000s of Euros)	2008	2007	2006	2005	2004
DGIS funding	2590	2314	2498	2416	2673
External income	1763	1523	981	926	1238
Income derived from partners	1692	748	250		
Other income	122	90	99	73	78
<b>Total</b>	<b>6167</b>	<b>4675</b>	<b>3828</b>	<b>3415</b>	<b>3989</b>

## Expenditure

Personnel costs for 2008 were higher than in 2007, mainly due to the increase of IRC staff from 42.4 FTE in 2007 to 48.9 FTE in 2008, and the increased costs for temporary staff (74,000 Euros in 2008 versus 10,000 Euros in 2007). At the end of the year three vacancies remained unfilled. Extraordinary items mainly took the form of losses due to the depreciation of foreign currency reserves. The overall surplus for 2008 has been added to our general reserves.

IRC Expenditure (1000s of Euros)	2008	2007	2006	2005	2004
Personnel	3286	2562	2364	2267	2282
DGIS funded project expenses	514	442	670	795	999
Expenses derived from partners	1692	748	250	*)	*)
Overheads	578	858	424	443	647
Extraordinary items	46	34	-18	-19	21
<b>Total</b>	<b>6116</b>	<b>4644</b>	<b>3726</b>	<b>3486</b>	<b>3949</b>
<b>Surplus</b>	<b>50</b>	<b>31</b>	<b>102</b>	<b>-71</b>	<b>40</b>

\*) reported separately as of 2006

## Remuneration

The IRC Director received a salary of 104,795 Euros.

The Chair of the Board received a remuneration of 4,000 Euros.

A remuneration of 1,600 Euros was made available to the members of the Supervisory Board.

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

*2.5 billion people – almost two fifths of the world's population – have no access to adequate sanitation.*

*1.4 million children die every year from diarrhoea caused by unclean water and poor sanitation.*

*Households in rural Africa spend around 26% of their time fetching water.*

*An integrated approach of providing water, sanitation and hygiene reduces the number of deaths caused by diarrhoeal diseases by an average of 65%.*

*Lack of safe water and sanitation costs sub-Saharan Africa around 5% of its GDP every year.*

# IRC GOVERNANCE

## 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 has a supervisory role removed from daily operations, while full operational and policy responsibility resides with the Director.

### Lodewijk de Waal

Chairman

Other posts held:

Director, Humanitas Vereniging (Social services)

Member of the Supervisory Board, ING Group (Financial consortium)

Chairman of Supervisory Board, SNV (Netherlands Development Organisation)

Member of Advisory Board, RNTC (Radio Netherlands Training Centre)

Member of the Supervisory Board, PGGM NV (Pension fund)

### G.W. Ardon

Secretary-Treasurer

Other posts held:

Adviser of the Board, Vitens N.V. (Private water company)

Member of Dutch committee, International Water Association

### D.C.B. den Haas

Member

Other posts held:

Retired diplomat. Last two postings were Ambassador in Dhaka, Bangladesh, and Caracas, Venezuela.

### R.N.M. van der Sijp

Member

Other posts held:

Director, SMK (Stichting Milieukeur)

Chairperson, Project Advisory Committee, OxfamNovib (Development organisation)

Member of Board, AIDEnvironment Consultancy (Development organisation)

Member of Supervisory Board, Triodos Doen Fonds (Microcredit, Financial organisation)

Member, IUCN Leaders for Nature (Development organisation)

Mr. Jos van Winkelen stepped down from the IRC Supervisory Board as of December 2008.

In 2008 the IRC Supervisory Board met four times for regular meetings. In the regular meeting in April 2008 the Annual Accounts for 2007 were approved. In the regular meeting of November 2008 the Annual Plan 2009 was approved.

# COLOPHON

Image design using Flickr images tagged with water and sanitation, taken by photographers from across the world, illustrating the diverse nature of the universal theme that concerns us all. Part of the photos have been made during field trips by IRC staff.

## Concept and design

Butterfly Works

## Photographers

IRC Staff	Leonid	Koshy Koshy	kroooooop
Robert Brook	Mamchenkov	suvajack	Michelle Kinsey Bruns
Mike DelGaudio	melalouise	Tom Booth	DilipMuralidaran
Reed Uhlman	Chris Gladis	Paul Shaffner	MioCade
Lee Brimelow	donalyah00	Adrian Boliston	Toufiq Siddiqui
Giulio Bernardi	Brendon	BanSidhe	emddudley
Prakhar Amba	Damien McMahon	Steve Evans	AnthonyAsael
Alex Blackstock	Arturo Avila	Guitarfish	musoori_SSHE_uttaranchal
Stig Nygaard	peiqianlong	C_Sergio	Nico Conradie
Rick van der Sterren	Paul Sapiano	Bryn Pinzgauer	and anyone we possibly forgot.
Tinou Bao	Tina Keller	XoséCastro	
tony morelli	McKay Savage	Wonderlane	
Abri le Roux	DEMOSH	Sekitar	

## In this report we have quoted facts from the following sources

Table of contents: HDR, 2006  
Page 5: HDR, 2006  
Page 15: Harvey, 2007  
Page 17: Gleick, 2001  
Page 36: WHO/UNICEF, 2008  
          WHO/UNICEF, 2008  
          WHO/WaterAid  
          UK DFID, 1998  
          WaterAid  
          UNDP, 2006

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