

IWA Policy for Nomination and Election for IWA Communities and Activities (C&A)

(Approved by the Board June 2019)

1.0 OVERVIEW

Success for IWA in its mission depends upon creating and sustaining a diverse and vibrant organization. In this way, we can harness the commitment and expertise of our membership as a whole to drive meaningful change in water management around the world.

The opportunities IWA offers its members through participation in our many communities and activities (e.g. committees, task groups, specialist groups, clusters etc.), represents one of the Association's most important assets for achieving this. The crucial nature of this offering indicates a need for a set of principles to guide nomination and election to these **communities and activities (C&A)**. These principles can enshrine values such as transparency and support IWA's commitment to diversity.

2.0 BACKGROUND

The IWA Strategic Plan 2019-2024 refocuses the work of the Association on its members and their professional growth. As the strategy states, IWA's mission includes "providing experience and leadership in transitioning to sustainable water solutions".

When a member is selected to be part of a C&A, (s)he is recognized within the Association as a leader in the water sector. The participation in a C&A gives members a chance to shape the agenda, it offers networking opportunities with peers inside and outside of the group, provides an opportunity to learn through working internationally, and allows the member to contribute to the bigger vision of IWA.

At the same time, IWA is now more committed than ever to diversity and inclusion. This needs to be upheld as a value in its own right, and it is through championing diversity and inclusion, that IWA can achieve the greatest impact throughout the sector and around the world.

While, the secretariat has actively tried to promote diversity and inclusion in the nomination and election processes of the multiple C&A's, success has been limited due to the lack for formal and structured guiding principles to empower them to do so (please see **Table 1 and 2** and refer to the columns 'rotation', 'diversity' and 'nomination').

A set of Nomination and Election Guiding Principles will underpin transparent processes for participation in IWA's C&A. The principles will allow a broader range of members to engage within IWA, experience the benefits that IWA membership can bring, and increase the leadership opportunities the association is able to provide to its members.

These principles will strengthen the offering around the many C&A's that IWA supports:

- Programme Committees
 - These provide a valuable opportunity for individuals to participate in steering the international water agenda through the shaping of IWA's events. They offer networking opportunities with peers, early access to new research and innovation, and a reason to attend landmark events.
 - The committees for these key events include: World Water Congress, LET, SG Events, International YWP Conference, Water Development Congress. etc.
- Community leadership
 - These opportunities include: Management Committees of Specialist Groups, SG Working Groups/ Task Groups, Emerging Water Leaders Steering Committee, Strategic Programme Steering Committees.
- Organising committees
 - These opportunities include event-related YWP organizing committees (e.g. workshops) and regulators organizing committee.
- Participation committees
 - These committees work to stimulate participation in IWA activities, such as: call for rapporteurs, call for contributions to the content of strategic programmes, call for reviewers, YWP chapter committees.

3.0 NOMINATION AND ELECTION GUIDING PRINCIPLES

3.1 Terms of Reference

For all Communities and Activities (C&A) that IWA support, written Terms of Reference (ToR), will be prepared, that provide a foundation for transparency. The ToR will also reflect IWA's commitment to diversity and inclusion.

The ToR will be open to view by all IWA Members.

3.2A focus on Members

IWA recognizes that leadership roles in its C&A, provide its Members with strong development opportunities. Hence, it will endeavour to ensure that **only** its Members take on such roles. There may be exceptions to this, to support broader interactions.

For example:

- Communities and activities of partner events

- Communities and activities that require contributions from outside the water sector.

In the case of these exceptions, IWA will aim for the majority participation to be from its membership.

3.3 Eligibility

Clear eligibility criteria for participation in IWA's C&A, will be articulated in the ToR.

The eligibility requirements may include the following:

- IWA Membership
- Background, such as technical or international experience, adjusted to the scope of the particular community/activity.
- Need for representation from different constituent groups (e.g. organization type, geography (incl. ethnicity), development status, gender, career stage etc.), adjusted to the scope of the particular community/activity.

3.4 Nomination & Selection

A clear, open and transparent process will be applied for the nominations and selection of all leadership roles of the many C&A that IWA support. The process will be adjusted in a way that is appropriate for the particular community/activity.

For example:

- Programme Committees:
 - Nomination: The pool of Members to be considered for a Programme Committee will be nominated by peer Members from IWA structures (e.g. SG leaders, Emerging Water Leaders Steering Committee, Governing Members, IWA Fellows and distinguished fellows, and current members of the Programme Committee).
 - Selection: The IWA secretariat will then establish the Programme Committee, from the nominated pool, applying the Guiding Principles articulated in this paper and according to the ToR of the said Programme Committee.
- Communities (SGs & YWPs)
 - Nomination: Nomination is open to all IWA Members by self-nomination.
 - Selection: Selection from the nominated candidates will done by applying the Guiding Principles articulated in this paper and according to the ToR of the said community.

3.5 Term Limits

It is important to ensure talent rotation, in the selection of leadership roles of the many C&A that IWA support. This is to allow for new ideas to be fostered and generated, while at the same time, giving opportunities for wider membership participation. Effective processes should be put in place to address the issue of change in order to ensure seamless transitions and continuity of effort.

For example, for recurring committees one event cycle or a period of up to two years represents one term of office. Each committee member should be encouraged to serve a maximum of two terms. To ensure continuity, the process should be staged in a way, that allows for the retention of 50% committee members (so that they can act as mentors to new committee members).

In addition, a committee member can serve for up to two further terms if they are selected to become a chairperson. The Chair acts as a mentor to the Incoming Chair and signs on for two terms (one term as Incoming Chair and the second term as Chair).

3.6 Limits on the Number of Committees

In order to provide opportunities for more members to assume leadership roles within the association, individuals will be encouraged to limit the number of leadership roles that they take on simultaneously (to a maximum of three).

In the same spirit of broadening participation, members will be encouraged to serve on only one Programme Committee of a Tier 1 event, at any one time. To support these efforts, the IWA Board of Directors will not seek nomination to Programme Committees of Tier 1 events.

3.7 Equal Roles and Responsibilities

All members within a committee have equal roles and responsibilities under the Terms of Reference. Hence the guiding principles articulated in this paper will apply equally and without discrimination, to every member of a committee. However, specific operational responsibilities may be assigned to particular office bearers (e.g. Chair(s), secretaries etc.).

Table 1: Summary of the current Programme Committees

Event	Tier	Programme Committee			
		Structure	Rotation	Diversity Efforts	Nomination
IWA World Water Congress & Exhibition	1	20 individuals (approx.).	Rotations in place, with each member serving typically 2 congress editions.	Efforts to improve diversity. Since 2017 a quota of YWP included.	Suggestion by secretariat, subject to approval by BoD-GNM.
IWA Water and Development Congress & Exhibition	1	20 individuals.	No continuity between editions.	Efforts to improve diversity.	Historically appointed by secretariat
IWA Young Water Professional Conference	1	10 individuals.	Little continuity between editions.	Efforts to improve diversity.	Selection by the Emerging Water Leaders Steering Committee.
IWA LET on Water & Wastewater Technologies	1	16 individuals.	Permanent group of 4-5 persons since 2003. Remaining members appointed yearly.	No efforts to improve diversity.	Permanent group of 4-5 persons nominates new members
Specialist Group Events	2	Variable.	NA	NA	Nominated by the event proponents, ensuring a quota of SG members.
Singapore International Water Week	3	30 individuals (2/3 nominated by IWA in 2020)	Little rotation of several positions (incl. leadership)	No efforts to improve diversity	1/3 nominated by PUB, 2/3 by IWA (historically by secretariat).
Amsterdam International Water Week	3	20 individuals (1/2 nominated by IWA in 2019)	NA	NA	Historically nominated by secretariat.

Table 2: Summary of selected IWA activities

Communities	Size	Rotation	Diversity Efforts	Nomination	Election
Specialist Groups	Varies	Varies based on own ToR	Efforts to improve diversity	Self-nomination	Normally by voting (by community)
Emerging Water Leaders Steering Committee	Approx. 13	Every two years	Geography, gender, age, organization type	Self-nomination	Voting by the YWP members of IWA
Strategic Programme (review committees)	Varies	Not clear on how and when new people can join	Efforts to improve diversity	Historically nominated by secretariat or through partners of programmes	Historically appointed by secretariat or through Partners of programmes
YWP chapter committees	Varies	IWA has little involvement	Unknown	Self-nomination	Selection by local GA or voting of local communities
YWP National/ Regional Conference Committees	Varies	Relatively little rotation; IWA has little involvement encourages IWA members	Unknown	YWP Chapter nominates, or Chair of Conference selects	YWP Chapter nominates, or the Chair of Conference selects
International YWP organized workshops	Between 4-6	Every event	Geography, gender, age, organization type	Self-nomination	Selection by Emerging Water Leaders Steering Committee

APPENDIX

Example of Terms of Reference for Programme Committee

IWA World Water Congress & Exhibition

Programme Committee (PC) Selection and Operating Procedures

(a) Duties/Responsibilities

The primary responsibility and duty of the Programme Committee is to develop and ensure the quality of the scientific and technical programme for the Association's World Water Congresses.

(b) General Procedures

- i. The Committee shall report to the Board of Directors.
- ii. The Committee will meet at each World Water Congress and 6-9 months before each Congress (to finalise the scientific and technical programme). The date and location will usually be decided at the previous meeting. Other meetings may also be called as required.
- iii. The activities of the Committee will be staffed and supported by the manager and staff of the Association's Events team.
- iv. Costs of travel, accommodation and subsistence of the members to attend meetings will be paid by the Association in accordance with the Association's General Travel Policy.
- v. Questions arising at any meeting shall be determined by a majority of votes of the members present, and in the case of an equality of votes the chairman shall have a second or casting vote.
- vi. Membership of the committee is at the absolute discretion of the Board of Directors who may terminate such membership at any time. In addition, membership will be terminated if in the opinion of the Board of Directors a member:
 - has failed to fulfil the requirements of proper professional and ethical standards;
 - is engaged in activities which are detrimental or contrary to the objectives or interests of the Association.
- vii. The Board of Directors shall have the right for good and sufficient reason to dissolve the Committee.

Selection Process

1. The BoD - Governance and Nominations Committee (GNC) endorses the Programme Committee (PC) Selection and Operating Procedures;
2. The IWA secretariat opens a call for recommendations targeting the Association's membership structures (SG leaders, YWP steering committee, Governing Members, IWA fellows/distinguished fellows, lapsed Programme Committee members);
3. The IWA secretariat reviews the recommendation's pool, taking into account the committee composition requirements, and develops a proposal for membership of the PC;
4. The GNC reviews and endorses the proposal for PC submitted by the IWA secretariat;
5. The process and results are communicated to the IWA membership.

(a) Selection Criteria

- i. **Technical Expertise (40%)**
The most important aspect of the applicants will be their technical expertise as water professionals. The programme committee includes both researchers and practitioners and expertise will be evaluated taking into account each candidate's career path.
- ii. **International Experience (30%)**
PC candidates will be evaluated taking into account their international experience. The knowledge of international water challenges is essential to create a high-quality programme.
- iii. **Leadership Profile (20%)**
The PC members are also expected to raise the international profile of the Congress. Being recognized as international water leaders helps increasing the interest for the Congress and the levels of participation.
- iv. **Past Interaction with IWA (10%)**
All PC members are requested to be members of the IWA. Past interaction with the Association is an advantage (e.g. governing member, specialist group leader).

(c) **Composition**

- i. The Committee shall normally have 19 members (including two co-chairs). This number shall include two representatives from the host country/region of the forthcoming World Water Congress and one representative from the host country/region of the following World Congress. Additional members may be added as required to fulfil specific tasks.
- ii. 9 members of the Committee shall constitute a quorum.
- iii. The Committee shall be composed of IWA members who are engaged in the management, education, research, planning, engineering, construction, operation and regulation of activities and facilities for the use and control of water and wastewater using the following diversity principles:
 - a balance of geographical representation, endeavouring to have each major continental area represented;
 - a balance between research and practice, science, technology and management;
 - a balance of interest/expertise between advanced and developing country interests and technologies;
 - a balance of technical expertise to represent the full range of subject matter addressed by the Association and discussed during the World Water Congress;
 - a balance of gender and age.
- iv. Each Programme Committee member shall serve a term of two event cycles. Members that served two cycles can only remain in the Committee if they are selected to become a chairperson. A chairperson shall not serve more than two additional event cycles.
- v. The co-chairs are proposed from the group of Programme Committee members that served one or two terms. In each edition of the Congress one of the co-chairs shall in principle be serving the second term as co-chair, while the other shall be serving the first term as co-chair.
- vi. The President and Executive Director are *ex officio* members of the Committee.