

inspiring
Strategic Plan
2014-2018
change





A key aspect of turning the 'Water Crisis' into an opportunity is increasing the robustness, resilience and adaptive capacities of our water systems. This is achieved through investments in man-made and natural infrastructure - building on pioneering science, technological innovation and leading practices.



Introduction

Political, industrial and environmental leaders from around the world consider the lack of water security to be a risk of high impact and high likelihood, affecting global supply chains, regional stability and economic performance. Combined with the effects of floods, droughts and climate change, water insecurity is perceived to be one of the most significant risks of the world today and in the near future. The continued rise in global population coupled with changing diets and rising levels of consumption force us to acknowledge that we face a global water challenge of an unprecedented nature.

This has not gone unnoticed. Many actors 'outside' the water sector are paying more and more attention to the risks associated with neglecting the role of water. For water professionals this provides a valuable opportunity to show what benefits good water management provide. What are we doing to mitigate these risks, and to inspire a change in water use and management by turning the 'Water Crisis' into a fundamental opportunity for a transformation towards more sustainable societies?

As water professionals, we can contribute to people's health and environmental stewardship through reducing water abstractions, consumption and pollution, safely re-using water and related resources and, where possible, remediating the world's water resources and related ecosystems. We need to complement these with new governance and management arrangements, economic incentives and engagement with a broad range of societal actors.

The challenge for us as water professionals is that we are no longer 'just amongst us' and we must connect to a range of other people. We all need to improve in talking about water solutions with a much wider group of interested stakeholders, translating our technical knowledge and know-how to inform citizens, opinion leaders, civil society actors and decision makers alike.

To be able to better present solutions to a wider community, water professionals need to improve and learn from mistakes and successes. We cannot rely on solving the challenges of tomorrow with the approaches and technologies of the past. To deliver the water management of the future, we need to innovate, bringing together scientific rigour, pioneering entrepreneurship and supportive public institutions. It requires us to connect to innovations and technologies outside the water world as the rate of disruption from these is enormous and benefiting fully from these is incredibly important.

Rapid developments will come from economies in transition in Asia, Eastern Europe, Latin America and Africa. Established economies will see even more stringent regulation push the boundaries of current practices. The size of the challenges in many of these places requires un-imagined transformations in water management that will provide all people with access to water and sanitation, and which truly protects people's health and sustains and restores the environment. This provides the water community with tremendous opportunities to adapt new approaches to local conditions, to support new ventures with new solutions and to co-operate across national, regional and global scales to foster innovation.

Finally, to define and run a strategy for 5 years is no longer sufficient. We will need to adapt along the way and adjust to new models and new ways of growing, tailored to different societies around the world.

IWA's Vision & Mission

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Our Vision

A world in which water is wisely managed to satisfy the needs of human activities and ecosystems in an equitable and sustainable way.

Our Mission

To inspire change and service IWA members, the community of professionals concerned with water, external organisations and opinion leaders in being the international reference and global source of knowledge, experience and leadership for sustainable urban and basin-related water solutions.



IWA's Shared Values

We are **inclusive,**
We are **science and
practice based,**
We are **service-
orientated,**
We strive towards
excellence.

Our Values

INCLUSIVE: we are inclusive and embrace the diversity of our membership and participants, bringing together people from around the world and from a wide range of professions who are concerned with the future of water.

SCIENCE & PRACTICE-BASED: we are science- and practice-based, exploring the frontiers of science, technology and practice and bringing to life leading-edge, pragmatic and innovative solutions for urban and basin-wide water and sanitation challenges.

SERVICE ORIENTED: we provide outstanding services that support and inspire our members, participants, partners and others and help them to be successful in realizing our common goals.

EXCELLENCE: we look for and promote excellence and leadership in all aspects of water management, in conducting our activities and delivering results.

The IWA's Strategic Intent

In 1999, the International Water Services Association and the International Association of Water Quality joined forces to form the International Water Association (the IWA), bringing the science and practice of water management closer together. Drawing on the 60-year heritage of our original founders, we combine global expertise in research, utility management, industrial practice, regulation, engineering, consulting and manufacturing.

Today, we are a strong and thriving global organisation that continues to deliver on our original vision. The IWA membership is growing and vibrant. We engage well beyond our membership with professionals and partner organisations. We offer innovative programmes, a series of highly respected worldwide events and world-class scientific publications. Professionals trust the IWA to keep them informed about effective, sustainable urban and basin related water solutions and connect them to other professionals focused on water challenges and solutions.

The International Water Association continues to bring together thought leaders from utilities, research institutes, technology providers, consultants, industry, governments and non-governmental organisations. We offer them unparalleled opportunities to connect, publish and learn together. In many ways, the IWA is an association (re-)created every day BY its members FOR its members and partners.

The International Water Association is further developing as the global reference point for water professionals working on all aspects of the water cycle. The IWA helps water professionals deliver innovative, pragmatic and sustainable solutions to challenging global needs for safe water and sanitation, within urban areas and river basins. The IWA increasingly is referred to as a unique, global knowledge hub for water professionals and anyone concerned about the future of water. As such the IWA continues to **INSPIRE CHANGE** towards our common vision well into the future.

“The IWA is an association (re-)created every day BY its members FOR its members, participants and partners.”

IWA'S Strategic Intent

CONNECTING PEOPLE: The IWA brings people of the highest caliber together to share knowledge, experience and know-how about the most pressing water challenges and innovative solutions;

PIONEERING SCIENCE: The IWA contributes to water science and technology by stimulating leading edge science and inventions, and helping scientists connect to their peers, publish their latest findings and help others learn with them;

INNOVATING TECHNOLOGY: The IWA offers support and recognition to innovators in the world of water as technological innovations are key to changing the future of water;

LEADING PRACTICE: The IWA develops and promotes best practices and international frameworks and standards, supporting transitions to sustainable practices.

This is how we INSPIRE CHANGE to achieve our common vision.

The IWA's Strategic Priorities

The IWA Strategic Priorities Areas (SPAs) 2014 - 2018

SPA 1

The IWA as a content developer promotes change agendas

SPA 2

The IWA as an authoritative source and international network informs and influences policies and opinions

SUPPORT

The IWA as a professional organisation builds on an evolving culture, good governance and reliable management systems

SPA 3

The IWA as a global network has regional presence and embraces cultural and language diversity to support professionals and regional initiatives.

SPA 4

The IWA as a facilitator enables learning and professional development



Strategic Priority Area 1

The IWA as a content developer promotes change agendas

GOAL: Water and sustainability leaders contribute to and benefit from the use of IWA's knowledge base and the development and testing of new IWA frameworks in support of their change agendas.

IWA is well positioned, through its global reach and broad topical scope, to define and accelerate change agendas towards global sustainability. In catalyzing such change, the development, sharing and application of content with and between water professionals, institutional partners and non-water partners is critical. This is best achieved through partnerships with key international water and non-water organisations. Effective partnerships that both frame significant global challenges that affect water management and develop action-orientated agendas that aim for transformational change ('change agendas') are critical to ensuring a sustainable future.



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Objective 1.1:

THE IWA TO GATHER EVIDENCE AND FRAME WATER CHALLENGES AND SOLUTIONS

Expected Result: Assessments of and frameworks for water and related environmental challenges and solutions prepared.

IWA's long-valued strength is its global convening power, across geographies and disciplines, to work on both fundamental and pioneering solutions to urban and basin related water challenges. The IWA will convene leading experts and key stakeholders to create a better understanding and framing of the macro challenges and common agendas for solutions. Broad thematic areas will include Urban Planning, Public Health, Environmental Protection, Industry, Agriculture, Energy and Climate Change.

Producing position papers that are agenda setting requires a strong evidence base, a compelling narrative, a clear message and a strong outreach. The IWA will develop new activities to strengthen its capacity to synthesize information and know-how to substantiate a strong evidence base to support agendas for change. The IWA will further mobilise expertise and opinion leaders throughout the IWA network to respond to key issues defined and substantiated by the evidence base. They will bring together the research, technology, regulatory and institutional set-up needed to accelerate innovation.

The IWA will further focus its content delivery on frameworks, best practices, standards and norms, and state of the art reports. Leading examples of agenda setting content produced by the IWA include the Water Balance, Water Safety Plans and Activated Sludge Models. The IWA will continue to develop and promote these and work with the IWA members and partners to build capacities and stimulate their implementation.

Objective 1.2:

THE IWA TO CREATE AND PUBLISH THE SCIENCE AND TECHNOLOGY BASIS OF WATER INNOVATIONS

Expected Result: IWA Specialist Groups and Clusters strengthened and the high quality offering from IWA Publishing further improved.

IWA Specialist Groups cover a wide range of subjects and are one of the main mechanisms for like-minded IWA members to network and share knowledge. They form important engines for scientific and technical content development that drives innovations in the water sector. Given the evolution of the sector towards higher complexity and inter-connectivity, the IWA Specialist Groups will have to become more inter-dependent and new collaboration mechanisms need to be developed. It also implies that the connection with IWA publishing products, clusters and programmes will need to be strengthened. The IWA Specialist Groups will be supported with additional on-line tools to facilitate interaction amongst individual members, creating opportunities to generate ideas and pursue partnerships.

The IWA Clusters will be further strengthened and oriented towards production of specific content that aligns with the strategic objectives of the IWA. For each IWA Cluster a clear strategy and work-plan will be developed and implemented with members and partners.

IWA Publishing will continue to publish world-class scientific and technical journals and books focusing on leading-edge research that informs R&D, innovation and change agendas. In the coming years, IWA Publishing will focus further on publishing scientific journals and books and cover new areas of research and development. Given the changes in scientific publishing, IWA Publishing will continue to evaluate and adapt its business to maintain its competitiveness and resilience in a changing scientific publishing market through Open Access Journals, Electronic Books and Journals, and Non-English Language Scientific Publications.

Objective 1.3:

THE IWA TO SUPPORT INNOVATIONS IN THE WATER SECTOR AND RELATED SOLUTIONS

Expected Result: New initiatives to support testing, pioneering and up-scaling of innovative water solutions developed and implemented.

The traditional semi-formal and informal processes for generating content between members, partners and participants, such as specialist groups, governing members and task groups, will be complemented by more formal structures that aim to accelerate innovation, mature content, main stream best practices and inform policy. It will follow the logic of developing frameworks, synthesizing research, promoting pilots and their up-scaling and supporting the creation of the environment for wide scale application.

To do so, the IWA will expand the existing IWA Thematic Programmes (Basins of the Future, Cities of the Future, Water, Climate and Energy, Water Supply Services and Sanitation & Wastewater Services) and mobilise resources to implement these. The overarching objective of thematic programmes is to mature content at scale and achieve outcomes that support transformations in the water sector. Programmes focus on practical and policy aspects of water cycle management but also connect to other sectors with a strong regional dimension, making the most of network assets – members, partners and operations including the IWA Regional Offices.

The IWA will also develop new initiatives and work with stakeholders that previously had limited interaction with the IWA, but that are critical actors to address world-wide water challenges and implement solutions. In particular, the IWA will work with IWA corporate members and partners who foster innovation, test new approaches and explore market potential through applied research and pilot applications. Issues to be explored include, for example, Water Management & ICT, Water & Mining, and Resource Recovery & Water.

Strategic Priority Area 2

The IWA as an authoritative source and international network informs and influences policies and opinions

GOAL: Professionals, policy makers, opinion leaders and the media effectively use the IWA network as an authoritative source of information and know-how on solutions related to water and the environment.

The water agenda is influenced and formed by actors within the water sector as well as actors outside the water sector, working on mid- and long-term sustainability agendas. The increasing engagement of a broader set of actors in the water agenda, requires from the IWA to engage more pro-actively with a larger variety of stakeholders. In doing so, the IWA is best positioned to act as a well-informed and trusted broker, creating relevant content and providing this to a range of stakeholders. It builds that position on the solid foundation of its membership, of its network of partners and it will rely on the content developed by its Specialist Groups, programmes and clusters.

In the process, the IWA will connect the relevant water topics with the expertise within the IWA, and will initiate a dialogue with all relevant stakeholders in which the IWA's authoritative voice builds trust and arouses curiosity. It reflects the collective know-how and experience of a diverse membership, and it speaks in a language that can be clearly understood by the IWA's equally diverse audiences. In brief, it fosters a professional dialogue that is clearly solution-oriented.



Objective 2.1:

THE IWA TO ENGAGE WITH OPINION LEADERS AND DECISION MAKERS WITHIN AND BEYOND THE WATER SECTOR

Expected Result: Traditional, social and digital media effectively used to engage communities of waterprofessionals and others to share information, knowledge and opinions.

Developing the IWA as the global association for water professionals requires the IWA to develop the "IWA Virtual Experience". Many water professionals around the world are in continuous need of information, knowledge and know-how but will not have the opportunity to attend any or every IWA event. Building a 'virtual experience' that allows any water professional anywhere in the world to engage in the IWA network and access content without the need to travel is a pivotal initiative for building the IWA of the future.

The IWA aims to engage increasingly with professionals outside of the water sector interested and involved in water related decision making. To build the IWA as the global point of reference for water knowledge and know-how for professionals, the media, opinion leaders and decision makers, the IWA needs to use both traditional and social media to reach key audiences. To achieve this requires the IWA to work with new content in the form of news, blogs, case studies, info-graphics, background materials, pod casts, interviews, opinion pieces, video clips, etc. The new IWA Online Water News & Media Centre will be geared to do this and enable the IWA to lead on and respond to water issues and solutions. The IWA will expand its capacity to support members and participants telling their stories on making solutions work where it matters most. We will bring this together in the IWA Speakers Bureau - a (virtual) group of media trained members who will be called upon for speaking and writing in the media.

To become a reliable communications partner, the IWA will develop effective media monitoring and media analysis on a regular basis. Making such analysis available will allow water professionals, connected to the IWA, to better understand how to communicate effectively with their audiences. The IWA will also develop the IWA Content Bank for pro-active dissemination, reaction and referrals.

Objective 2.2:

THE IWA TO CONTRIBUTE TO INTERNATIONAL COOPERATION FOR EFFECTIVE AND SUSTAINABLE WATER POLICIES AND INVESTMENTS

Expected Result: International water policies and related investments are better informed by professional knowledge and know-how.

The IWA is in a position of responsibility when it comes to furthering the access to water and sanitation and promoting sustainable development policies. An important dimension of this is supporting the operationalisation of the Human Right to Water and Sanitation through the IWA Handbook for operators and regulators. Working with the United Nations Special Rapporteur on Human Right to Water and Sanitation, and through the IWA Utility Leaders Forum and the IWA Regulators Forum, will allow the IWA to connect international policy discussions to on-the-ground realities and stimulate realistic and progressive implementation of this right.

In regard to the broader international discussion on Sustainable Development Goals and actions towards their implementation, the IWA is in a good position to connect water issues and solutions to related aspects on health, energy and waste. Further strategic engagement in these broader discussions will allow the IWA to develop its thought leadership position and fully contribute to solutions for the sustainability challenges with which we are faced.

Business leaders from around the world perceive the 'Water Crisis' as one of the top 3 global risks. For the IWA and its members this provides a valuable opportunity to show what the benefits of good water management can mean. To build on this opportunity, the IWA is well positioned to engage with multi-nationals to inform their water policies and strategies, either directly or through mechanisms and business network organisations. There are also new opportunities to explore working with investors interested in innovation in the water industry, and to focus on enabling or facilitating new ventures amongst them and the IWA's members and partners to accelerate innovation and change.

Regarding Civil Society and the International NGOs, the IWA is well positioned to build alliances with the various actors to support them in furthering the know-how and understanding of structural water management and water solutions as well as to co-create programmes and outreach in line with the IWA vision and mission. There will be opportunities to explore aligned water agendas with those closest to the IWA in order to be a joint water catalyst, informing 2050 scenarios and strategies and working through the World Water Forums in Korea and Brazil.

Objective 2.3:

THE IWA TO GROW AND DIVERSIFY ITS MEMBERSHIP AND PARTNERSHIPS IN A PRO-ACTIVE MANNER

Expected Result: The high quality and (language) diverse IWA global network of water professionals strengthened.

We will further develop and describe the value proposition of being an IWA member. This implies continuing to distinguish the IWA and to demonstrate the added value of engaging with the IWA as a member or a partner. The core of this is to create rewarding experiences by being part of an IWA network which delivers high quality services and work in an environment of trust, enabled by a professionally run global association and network. We will do this globally and regionally, recognizing and embracing the diversity of the IWA Network through tailored approaches to member and partner segments.

While the IWA works with its members, it also connects with many other (water) professionals through, for example, events and journals. We will raise further awareness and allow all participants to be part of the IWA network as 'network participant'. This implies that the IWA will focus on the building of relationships through facilitating networks that brings greater value to the IWA's members, water professionals and partner organisations.

A growing role is further envisaged for the IWA Governing Members, supporting and co-developing (sub-) regional approaches to the networking of water professionals. They complement the continued key role of engaging the IWA members through the activities of the IWA

Specialist Groups. This networking function will be further strengthened through the use of on-line networking tools and mechanisms, and the development of 'communities of practice' or 'communities of science' as vehicles for knowledge sharing, networking and professional development.

A key aspect of networking, besides the on-line facilitation, is enabling members and participants to connect through and at the IWA Congresses, Conferences and other events. To do so the IWA will step-up its support to members when organizing events through an improved registration facility, an event web-site tool, the IWA brand toolkit and an improved peer review system.

To further strengthen the IWA membership and network, the IWA will progress the recognition for professionalism and achievements. The Project Innovation Awards scheme will be further expanded to cover all regions. The IWA

Global Water Award will be positioned, promoted and highlighted as the IWA's most prestigious prize recognizing outstanding achievements in the field of water. The IWA will work with all award winners to portray them as role models for the IWA and the community of water professionals.

As part of the IWA networking and engagement beyond its membership, the IWA will reinforce existing and develop new partnerships at global, regional and national levels. Partnering organisations and companies will find new opportunities of cooperation in relation to programmes, on-line services, initiatives, publications and events. An example is the advanced development of the Strategic Partners for the IWA Development Congress and the public and private corporate partners for projects and initiatives.





Strategic Priority Area 3

The IWA as a global network has regional presence and embraces cultural and language diversity to support professionals and regional initiatives

GOAL: Regional and national associations, networks and initiatives benefit from the IWA's support and presence, building on a diversity of languages.

With the growing interest in water issues and solutions, there is also a growing demand to connect to world-wide knowledge and know-how from different regions and different cultures. It demands an evolutionary response from the IWA in the sense that we need to diversify and tailor the IWA activities more towards different regions and cultures. With varying stages of water resources and services development, the IWA members, participants and partners from different regions and cultures are looking for a range of support activities from the IWA.

Global language diversity, requires the IWA to reflect and act upon providing services in different languages. So far, the IWA communicates mainly in English but has started to produce materials and communicate in other languages including Chinese, Spanish, and French. Diversifying offerings across languages is however costly and a careful approach, supported by members, needs to be found to move towards a more language-diverse IWA.



Objective 3.1:

THE IWA TO DEVELOP AND IMPLEMENT TAILORED REGIONAL PROGRAMMES AND INITIATIVES TO ENGAGE MEMBERS AND PARTNERS

Expected Result: New initiatives prepared and results delivered with members and partners at national and (sub-) regional levels.

Through a focused effort, the implementation of existing frameworks at (sub-) regional and national level will be accelerated, focusing on Non-Revenue Water, Water Safety Planning and Asset Management. The innovation here is an engagement with (sub-) national and (sub-) regional members and partners that leads to: a) an order of magnitude change in the use of the frameworks and tools, and b) tangible results at utility and city level. For the IWA this requires the development of new mechanisms of co-operation between the IWA Secretariat, the IWA Members, (including Governing Members, Specialist Group's individual members and corporate members), and the IWA partners (such as Regional Development Banks, Government Agencies, Donors and NGOs).

The IWA Secretariat will co-ordinate and facilitate expertise and know-how exchange amongst its members and national and regional actors to develop national strategies, action plans and project proposals, support capacity development, create detailed guidance notes or review proposals and initiatives. The aim would be to build self-sustaining capacities and capabilities at regional and national level in the shortest possible time.

An important role for the IWA is to make world-wide expertise and experiences available at the regional and country level to support the piloting of new solutions. Supporting piloting by members and partners contributes to the development and testing of new frameworks and approaches. For example, the IWA will be working on piloting urban water – energy and carbon neutrality schemes in emerging economies building on earlier experiences gained around the world.

Objective 3.2:

THE IWA TO CO-ORDINATE REGIONAL CO-OPERATION AMONGST WATER PROFESSIONALS WITH GOVERNING MEMBERS, WATER OPERATORS, UNIVERSITIES AND (SUB-) REGIONAL PARTNERS

Expected Result: Services for water professionals and corporate members expanded at (sub-) regional level.

The IWA Governing Members bring together the various IWA member constituencies at the national and local level. We will strengthen the engagement with the Governing Members in a more structured and active way. In this respect Governing Members will be involved in developing work plans relevant to their respective countries. For a selected number of countries, in particular lower and middle income countries, the IWA will provide further support to the development of new or strengthening of existing national water associations. Bringing together water professionals at the national level will play an active role in impacting the water sector at this level.

Under the guidance of Governing Members and working with the IWA Young Water Professionals (YWP) Steering Committee, the IWA will support IWA YWPs to develop or strengthen national chapters. The YWP activities support the building of water careers for future leaders in the water sector. Applying the existing guidance on YWP chapters, young professionals will be enabled to organize their events, engage in regional and global network with IWA YWP and other IWA members. In addition, support to the IWA Specialist Groups will be provided on an ad-hoc basis.

Building on the experience in the Asia – Pacific Region (ASPIRE Council), the IWA will facilitate members to come together in (sub-) regional groupings to organize joint activities. The development and creation of these is driven by the IWA members in geographic areas and builds on their common interests. Examples where members could be interested to develop this coordinating mechanism, beside ASPIRE, include: Africa, Eastern Europe, South-Asia, Latin America and the Middle East. The activities of the regional groupings of the IWA members will be oriented towards joint conferences, newsletters and exchange mechanisms.

Objective 3.3:

THE IWA TO INFORM AND INFLUENCE REGIONAL POLICIES AND STRATEGIES TOGETHER WITH MEMBERS AND PARTNERS

Expected Result: Policy and decision makers and their advisors seek input from the IWA for regional policy and strategy development and review.

In many instances, regional and local leaders look to global policy references and solutions to inspire new policies and strategies at regional and country level. The IWA has the potential to be very effective in being an independent broker of knowledge and know-how that informs and influences regional policy development and implementation. Therefore, the IWA will engage with appropriate strategic partners (e.g. Regional Development Banks, National Associations, Governments, Development Partners) to scope opportunities for supporting policy and strategy development. To do so, it will bring together its expertise within Specialist Groups and Thematic Programmes and work with Governing Members and aligned partners at the regional level.

The IWA will develop and put in place a communications strategy for knowledge exchange and management at regional, sub-regional and national level. The strategy will emphasize the need to translate materials in local languages and place concepts in local cultural contexts. This will be a major endeavor for the IWA using on-line and modern communications capabilities, relying on the contributions of the IWA members in specific regions and building on specific language capabilities.

Strategic Priority Area 4

The IWA as a facilitator enables learning and professional development

GOAL: Water and environment professionals improve their knowledge and skills by using the IWA learning and professional updating mechanisms.

The demands on water professionals to provide innovative solutions to the growing water challenges and opportunities will continue to rise. Throughout their career water professionals need to stay current by regularly updating and enhancing their skills, knowledge and know-how. This is done not only through established training, but increasingly through being part of an organisation that fosters learning.

A 'learning organisation' is an organisation that facilitates the learning of its members and continuously transforms itself, building on systems thinking, personal development, mental models, shared vision and team learning. By positioning the IWA as the leading and most relevant 'learning organisation' in the water sector, IWA will be better able to support its individual members in their process of learning, professional updating and self-development. It will also support the IWA corporate members to develop as organisations that continuously improve and have their people grow and develop at the same time.



Objective 4.1:

THE IWA TO CREATE MECHANISMS FOR LEARNING AND PROFESSIONAL UPDATING

Expected Result: New mechanisms to organize learning and professional updating set-up and used by members, participants and partners.

To position the IWA as the global organisation championing learning in the water sector requires a clear strategy. It includes the development of learning loops and learning value chains within and beyond the IWA that are regularly reviewed and updated. The IWA's strategy for learning defines how the IWA through the strategic management of information, knowledge, know-how and networks creates value for its members, participants and partners. It will focus on developing capacities amongst its members and participants. An important step will be to assess the different learning needs of the different IWA Members segments.

The IWA Knowledge Management System will support learning and professional updating and will be a platform that: a) provides information for professionals on where and how to create learning opportunities, b) helps create insight, foresight and skills, and c) assists water professionals to develop their learning networks. Building on many elements already existing within the IWA, the Knowledge Management System will host a series of on-line tools around which members can come together and learn. These can take many forms, including on-line learning and courses, webinars, blogs, book chapter selections, etc. The common element is that a tool and the community around it focus on developing and implementing a (semi-) structured approach to learning and professional updating.

While the IWA already includes a wide range of communities of practice, many of these are only semi-organised in terms of their focus and ability to support learning. As the demand for highly qualified water professionals grows, it is critical for the IWA to further develop and organize its capabilities to support members and participants as communities of practice. The IWA's role is to facilitate these as 'learning teams' and provide the tools for the communities to thrive. This includes, as a first priority, strengthening existing mechanisms such as the IWA Specialist Groups and the Young Water Professionals in their capacity of supporting learning. In addition, Communities of practice could emerge from the IWA Clusters or Thematic Programmes. A range of activities can be developed such as technical online seminars, special events and materials, on-line networking mechanisms, social media, course materials background and the "IWA Expert Roster".

Objective 4.2:

THE IWA TO MAINSTREAM PROFESSIONAL UPDATING THROUGHOUT ITS MEMBER ACTIVITIES

Expected Result: Professional updating activities prioritized and implemented throughout the IWA's member-based activities.

The IWA scientific journals and book publications provide great tools to share knowledge and allow the members of the scientific and technical communities to update their learning. Beyond the scientific and technical publications there is vast array of opportunities for the IWA to develop products and services to share knowledge amongst water professionals including the events that the IWA (co-) organises. To strengthen the IWA professional updating, the IWA main events and the Specialist Group events are to develop new ways of sharing information and contribute to professional updating. This could take the form, for example, of an 'IWA Master Classes Series', 'IWA Conference Mentor Support' or 'IWA Speaker & Presentation Training'.

To guide further professional updating, the water industry is in need of a co-ordinated approach to the definition of occupations and skill requirements within the sector. The IWA will develop the IWA Competencies Framework that defines the competencies required for specific occupations in the water sector. The framework will build on high level consultations with the IWA members to determine the main categories of occupations, review existing qualifications and develop competency domains with related skills sets.

The IWA will further develop mentoring activities and on-line tools for finding new career opportunities. For the IWA corporate members tools will be made available that would help them to attract new talent and retain and develop current human resources. To enable water professionals to find new opportunities, the IWA will also set-up a clearing-house for scholarships, fellowships and internships from around the world.

The IWA provides leadership in the water sector and therefore needs to pay significant attention to supporting water leaders and development of leadership skills. This will be done through special leadership development activities and coaching of leaders. The IWA is in a good position to further assist world water leaders on these aspects. For example, the IWA will further develop the Utility Leaders Forums around the world in partnership with other organisations. It will also explore the development of the Industry Leaders Forum to facilitate networking and exchange amongst water leaders in water end-user industries.

Objective 4.3:

THE IWA TO ENABLE THE ASSESSMENT, PLANNING AND DEVELOPMENT OF HUMAN RESOURCES CAPACITIES

Expected result: A comprehensive system for supporting national water and sanitation sector human resources capacity assessments, planning and development established.

For strategic development of the water sector it is of vital importance to understand the demands for water professionals in 5, 10, or 25 years from now. The IWA will further develop its current methodology for capacity assessment to create a robust and reliable system to collect data, synthesize information and report on capacities in the water sector. The IWA will further support the development of national capacities and continue to assess and track human resources capacities at national and organisational levels.

Building on the capacity assessments, the IWA will facilitate the creation of national strategies for capacity development in the water sector. These strategies will be based on the IWA generic framework for capacity growth in the water sector. The IWA will not develop strategies, instead it will support local institutes and / or the IWA Governing Member in bringing together all relevant actors on this matter. The IWA will further support, where appropriate, the implementation of national capacity strategies.

As part of the implementation of national capacity strategies, the IWA could facilitate the co-operation between training institutions from around the world. This could either be on a case-by-case basis or evolve into an on-line clearing-house for information of different training institutions. In this case, a loose network of associated training centers could emerge, which are coordinating (some) of their training activities and provide nationally tailored solutions. A special initiative could be developed linking to vocational training institutions to match the academic oriented training.

Support

The IWA as a professional organisation builds on an evolving culture, good governance and reliable management systems

GOAL: Members and partners have trust in and are committed to the IWA as a result of good governance practices and professional management of the organisation.



Objective S.1:

THE IWA TO EVOLVE ITS GOVERNANCE AND ORGANISATIONAL CULTURE TO CREATE FURTHER OWNERSHIP AMONGST IWA MEMBERS

Expected Result: Greater sense of ownership and investment in the future of the IWA amongst the IWA members.

The IWA has members in over 120 countries. Yet only 55 countries have organized themselves as an IWA Governing Member. The IWA intends to develop an “all-inclusive” model with a network participation of over 40,000 people. To enfranchise and engage everyone within the IWA Network, we will review and evolve the IWA governance structure. This revision would help to ensure that a much wider set of member voices are heard, valued and respected in the Association’s governance and way of working.

The engagement and consultation with Governing Members and the alignment and consultation between the IWA Membership, the IWA Governing Members, the Strategic Council and the IWA Board of Directors will be improved. The Strategic Council will continue to provide advice on programme and strategic matters to the Board of Directors. The IWA Board of Directors will be further strengthened and draw from respected and leading professionals in the IWA network to provide strategic and policy directions for the Association.

The IWA is currently legally incorporated as a UK registered charity and company. There is a need to evolve the IWA governance to better represent the growing global diversity of the IWA membership and to better support the set-up of IWA Regional Offices and supporting members in the regions.

Objective S.2:

THE IWA TO INCREASE ITS OPERATIONAL EFFECTIVENESS, EFFICIENCY, SUSTAINABILITY AND FINANCIAL HEALTH

Expected Result: Continuously improving management systems for the operations of programmes, conferences, offices and publishing.

The IWA will develop a Risk (and Opportunity) Register that takes into account the 2014 - 2018 IWA Strategic Priorities. Over the last years, the IWA Secretariat has developed a good set of financial management tools that helps to plan, execute and control the annual budget and expenditure. The current system will be enhanced to enable sound financial management of the increasing portfolio of externally funded projects around the world.

The IWA will further diversify its sources of income to arrive at a balanced number of income streams including membership, publishing, conferences, sponsorship, thematic activities and new on-line sources. The IWA will further set-up a ‘growth fund’ that will help the organization to invest in new systems, tools or ventures that further the Association’s objectives.

The current IWA Strategic Plan 2014 – 2018 will form the basis of a new monitoring and evaluation system. The system will allow us to have clear multi-year objectives (as presented here) and annual targets. It will allow for a transparent way of tracking the progress made implementing the new IWA strategy and reporting to all stakeholders through annual reports and audited annual accounts. The IWA will thus develop, plan, execute, review and learn from its activities on an ongoing basis. This will be enhanced by investment in ICT capacities as the back-bone for its operations and management. This will ensure that the IWA offices and staff members based around the world can effectively work together as one global team.

The IWA will continue to seek top-talent in the water sector and beyond to join the organization as staff members. We will grow the staff diversity in culture, background, competencies and expertise within the IWA Secretariat.

Objective S.3:

THE IWA TO DEVELOP AND IMPROVE ITS REGIONAL OPERATIONAL CAPACITIES

Expected Result: A world-wide network of IWA regional and project offices for membership services and support, and regional and programme activities.

The IWA will develop a new approach to its regional operations by serving the IWA members, participants and partners from a number of small ‘hubs’ within a region. These smaller offices will be associated with a sub-regional activities or a project activity and could be in place for shorter or longer durations. This allows the IWA to remain flexible and avoids the build-up of major assets in any particular location.

Strengthening the IWA regional capabilities will require the mobilisation of new financial and human resources working with existing and new members and partners. For many regions, resources could come through project activities aligned with the IWA strategy and funded by members or partners. Mobilising these resources depends partly on the IWA’s ability to attract high quality people to join the IWA Secretariat, as a staff member or as an IWA member secondment, or carry out tasks as a volunteer IWA member.

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www.iwa-network.org

IWA HEADQUARTERS

Alliance House • 12 Caxton Street
London SW1H 0QS United Kingdom
Tel: +44 (0)20 7654 5500 • Fax: +44 (0)20 7654 5555
E-mail: water@iwahq.org

Company registered in England No.3597005
Registered Charity (England) No.1076690

IWA GLOBAL OPERATIONS

Anna van Buerenplein 48, 11th floor
2595 DA Den Haag • The Netherlands
Tel: +44 207 654 5500 • Fax: +44 207 654 5555

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