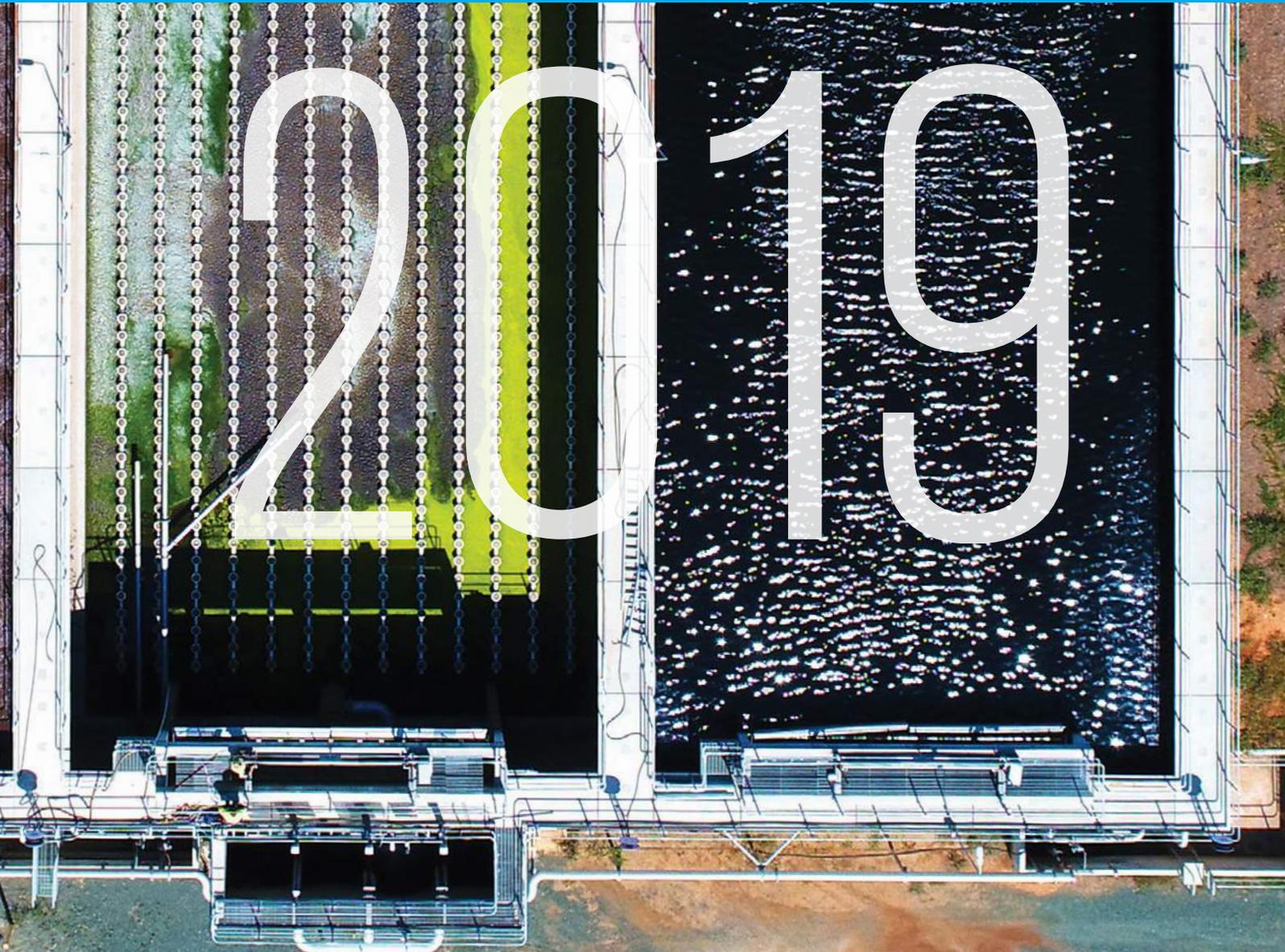




2018



Annual Report | **inspiring change**



2019

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Content

Celebrating 20 years of IWA
1

New offices
a truly global Association
4

The essence of the Association
IWA Membership
6

A world of events
linking the actors of the sector
8

Excellence and leadership
IWA Awards
11

Shaping agendas
13

Influencing and networking
IWA Communities
14

Developing tomorrow's water leaders
IWA Young Water Professionals & Emerging Water
Leaders - IWA Learn
15

Generating and sharing knowledge
IWA Publishing
17

Financial overview
19



Celebrating 20 years of IWA



Diane d'Arras, IWA President

2019 marks the 20th anniversary of the creation of the IWA. The wisdom of that act, of building on the long heritage of our predecessor organisations and forming a new entity spanning water interests, grows more apparent every day. This year is also the first year of implementation of IWA's latest Strategic Plan, laying the foundations for the next five years, as we develop further our work to help create a water-wise world. We are therefore especially pleased to present the Association's Annual Report, providing you with an update on our progress and ambitions.

We live in a rapidly changing world – one in which we can all witness increasing water stress and the impacts of global changes such as climate change, rapid urbanisation and population growth. There are ever-increasing demands to allocate water across multiple sectors to cover all human and environmental water needs. The water sector faces a critical moment.

It is into this space of needs and opportunities that we can report notable progress by the IWA over the last year. These include successes in our regular activities – not least a fantastic, record-breaking 2018 IWA World Water Congress & Exhibition held in Tokyo, Japan, setting a new benchmark in terms of scale but also in terms of scope.

At the heart of broader progress are our efforts to further develop the IWA as a membership organisation. It is a critical priority for us to invest in helping draw more professionals to enter the water and related sectors, especially by providing accessible and affordable professional development opportunities for them.

To this end, particular highlights are that we have opened new offices in India and in China, the latter being the IWA Global Operations Hub in Nanjing. Each in its own way establishes an important platform for further activity. This is in addition to the focus in the upcoming years on a stronger membership drive and services.

Our on-going efforts to contribute to technological evolution are illustrated by the launch of the report “Digital Water - Industry leaders chart the transformation journey” and the IWA Digital Water Programme, as well as of our Innovators Platform. Additionally, in 2019 we operationalized our Digital Water Programme, helping to facilitate the journey of the water industry towards digital uptake and integration into water services.

We also contribute by working with others – of huge significance given the partnership emphasis of Sustainable Development Goal 17. Our partnerships with diverse stakeholder organisations include the IWA-World Bank partnership on Performance-Based Contracts for Non-Revenue Water Management, which has been generating valuable learning opportunities on water loss reduction in utilities. Another is the AquaRating community of practice initiated with the Inter-American Development Bank (IDB). Also, in November IWA signed a Memorandum of Understanding with the Association of Regulators of Water and Sanitation of the Americas (ADERASA).

IWA members are the heart of our Association – a source of inspiration, knowledge and ideas for solutions to the increasing global challenges that the water world and the world at large are facing. IWA provides the platform where global leaders from within and outside of the water sector can champion innovation and debate with rigour. Here is the place where both innovators and adopters of new technologies and approaches can connect and bring forward workable solutions. It is a place for diffusion, benchmarking and evidence.

Diane d’Arras, IWA President

Kala Vairavamoorthy, Executive Director



Kala Vairavamoorthy, Executive Director



IWA in numbers

19,924

Network Members

7,511

individuals with IWA membership

2,989

Nominated representatives from Corporate Members

355

Corporate Members

50

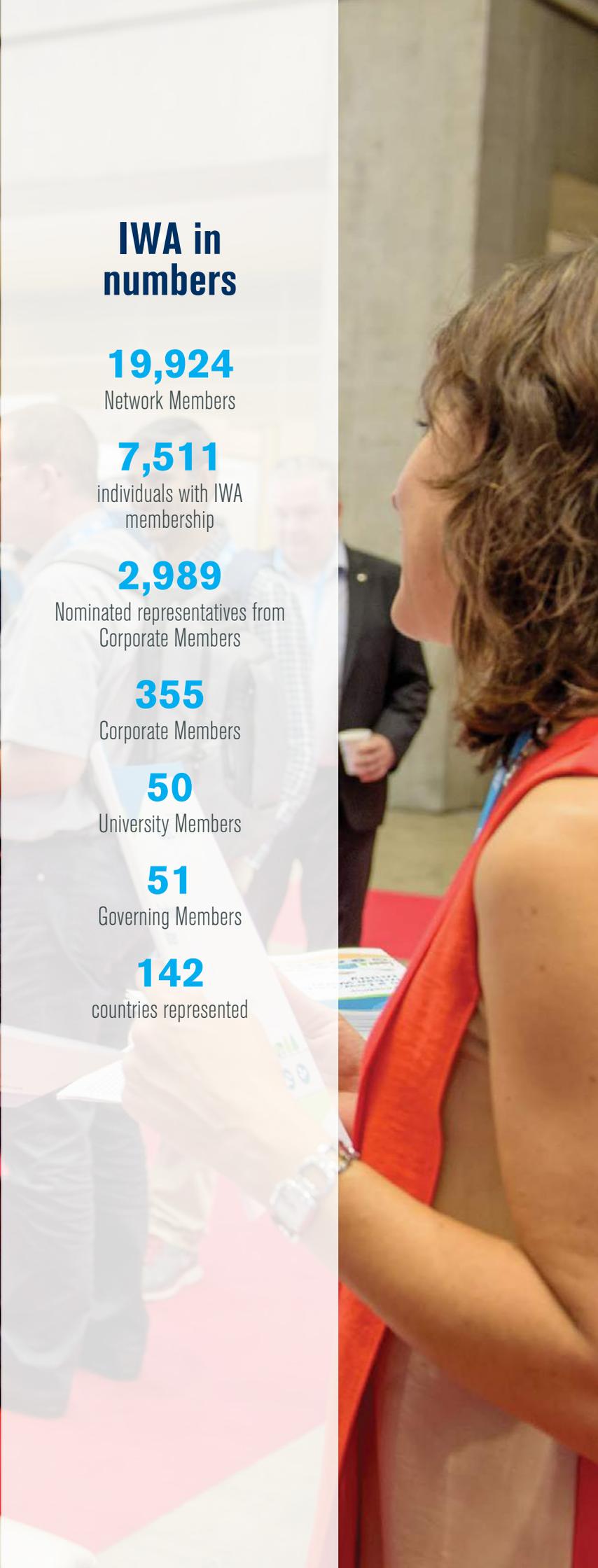
University Members

51

Governing Members

142

countries represented



New offices

a truly global Association

This past year has been one of expansion for the IWA. In 2018 we opened a second global operations hub in Nanjing, China, and strengthened our activities in India through an office in Chennai. The Nanjing hub will help us pool the experience and expertise from the IWA global membership and provide opportunities to expand and enhance our member services. The hub was inaugurated by the IWA Board of Directors in May 2019, and will provide curated intelligence on the future of the water sector to IWA members and partners. This follows an ambitious commitment to widen the Association's support to water professionals in the Asia-Pacific region, home to nearly two-thirds of the global population. We would like to thank our partners in Nanjing, the Nanjing Municipal Government, the Jianye District Government, Singapore-Nanjing Eco Hi-Tech Island and the Dajiang Environment Corporation for their strong support.



Opening ceremony of IWA Global Operations Hub in Nanjing, China (top); workshops at IWA office in Chennai, India (below)

Members per region

● **2,689**
Asia

● **2,678**
Europe

● **697**
North America

● **564**
Africa

● **541**
Australasia

● **345**
Latin America and Caribbean



The essence of the Association

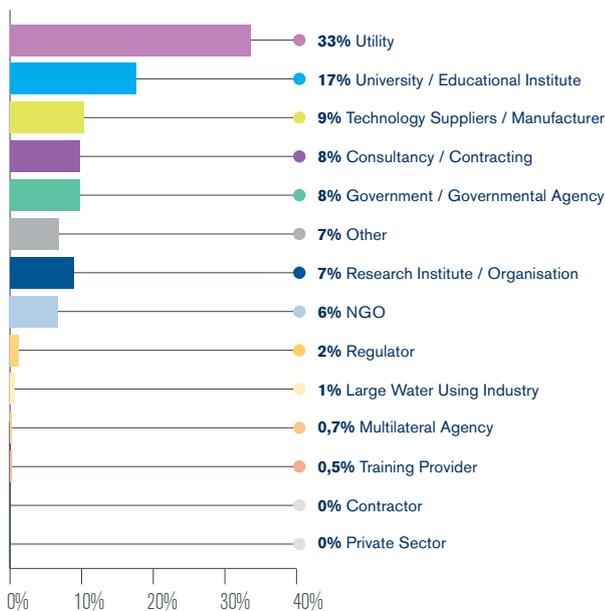
IWA Membership

We are progressing our efforts to grow membership worldwide. A highlight for the past year is the opening of our new IWA India Regional Office, a presence that is already reaping benefits, with a national membership growth rate over 30%. Further, this expansion includes new Governing Members, such as Sri Lanka, where we have seen a growth rate of 50% in individual membership. In China, location of the new IWA Global Operations Hub in Nanjing, membership as of September 2019 has reached 1100 individual members.

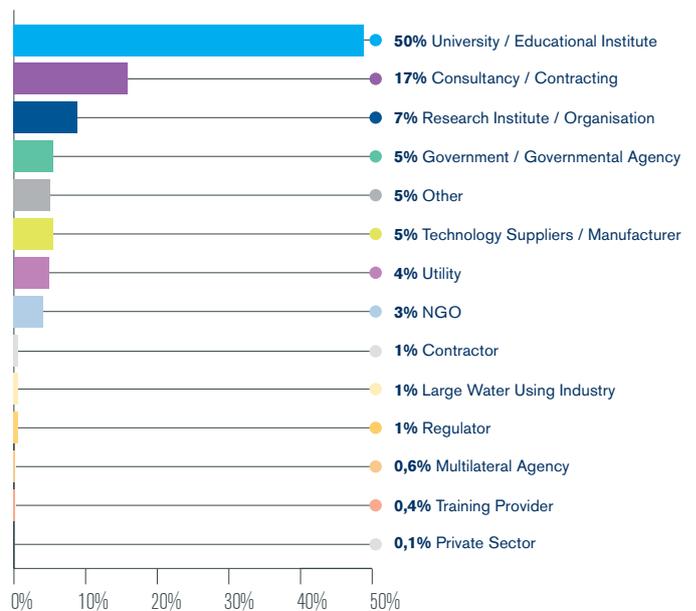
IWA's new strategic plan, 2019-2024, sets out our ambitions for the coming years and these include a focus on membership – the heart of the Association. Our focus is on attracting new members to the organisation and expanding and enhancing the opportunities for our members' engagement.

The growing vitality of our network is reflected in the expansion of our dedicated global online community, IWA Connect. The platform registered an increase of new 4180 users compared to the previous year. Through subscription to IWA's digital newsletters, the IWA network now reaches 77,000 subscribers. In September 2018, Congress-related tweets received 303,700 views - our highest number of monthly views ever recorded. In 2018, the total number of followers on the IWA Facebook page increased by approximately 30% to over 24,000.

Corporate & University Membership



Individual membership





The IWA events

32

events in 24 countries

17,200

delegates and exhibition visitors

9,815

participants (delegates+visitors)
at the 2018 IWA World Water
Congress & Exhibition

430

Delegates at IWA Leading Edge
Technologies Conference 2018

800

Delegates at IWA Young Water
Professional Conferences

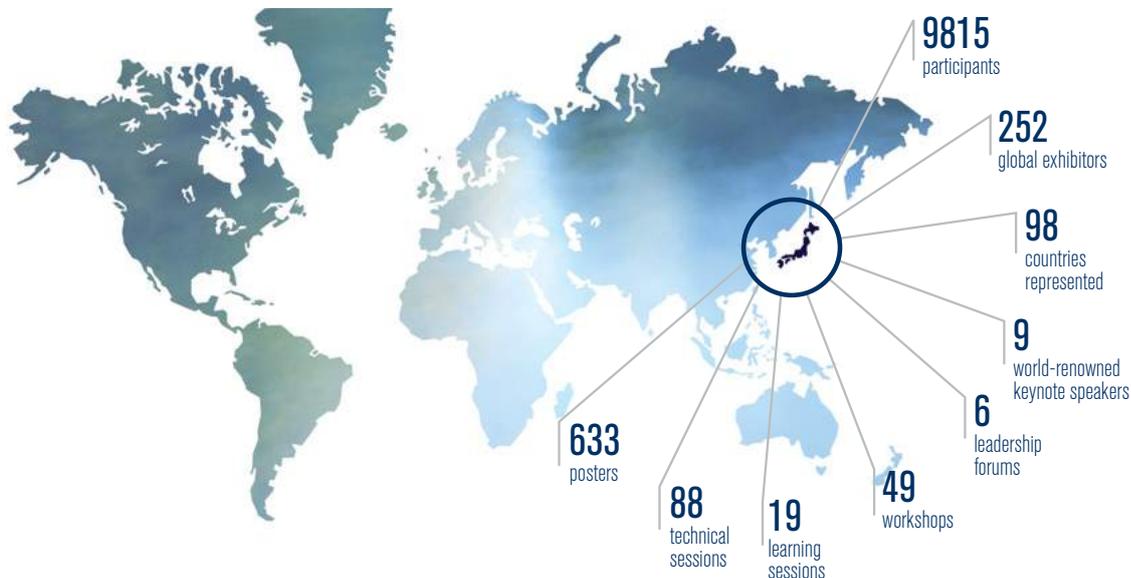
6,154

Delegates at IWA
Specialist Group Events



A world of events

linking the actors of the sector



2018 IWA World Water Congress & Exhibition, Tokyo, Japan

Looking back at the past twelve months, the 2018 IWA World Water Congress & Exhibition held in Tokyo, Japan, was the stand-out success for the Association. A true landmark event in our history, it was the biggest IWA event ever, with almost 10,000 participants from nearly 100 countries – an outstanding achievement.

The 2018 IWA World Water Congress & Exhibition demonstrated that the Congress series is the interdisciplinary platform for water professionals to build a bridge between research and practice in meetings, workshops, presentations, and networking. Features included the meeting of the 5th International Water Regulators Forum, the Science to Practice Forum, a meeting of utility leaders, and presentations on Water-wise Cities with the city of Tokyo endorsing the IWA Principles for Water-wise Cities. New groups and initiatives were launched at the Congress, such as the IWA Specialist Group on Non-sewered Sanitation and the Innovators Platform to accelerate diffusion.

During the week, IWA signed a Memorandum of Understanding with the Chartered Institution of Water and Environmental Management (CIWEM) and with the Alliance of Water Stewardship.

The IWA was honoured with the presence of Their Imperial Highnesses, Crown Prince and Crown Princess of Japan, and members of the Japanese Government and the Tokyo Metropolitan Government, represented by Ms. Yuriko Koike, Governor of Tokyo. The Japanese experience in water management, coping with diverse challenges such as

population growth, megacities and natural disasters, inspired water professionals from around the world.

In June 2019, the Leading-Edge Conference on Water and Wastewater Technologies took place in Edinburgh, United Kingdom. 473 delegates from 48 countries shared innovation, technology developments, and leading-edge applications. The white paper “Digital Water: Industry Leaders Chart the Transformation Journey” was launched together with Xylem, to provide utility decision makers with actionable learnings to accelerate their adoption of digital solutions and address critical water challenges.

The IWA International Young Water Professionals Conference 2019 organized by the IWA Emerging Water Leaders gathered 255 delegates from 48 countries. It was the most varied YWP conference in terms of geographic representation to date. Under the theme of ‘Connecting – Learning – Leading’, the conference, held in Toronto, Canada, in June 2019, explored international and regional perspectives of the water sector and how the IWA YWPs want to influence the Sustainable Development Goals.

The Intermittent Water Supply Specialist Group organized its first Intermittent Water Supply Conference, in Kampala, Uganda, in April 2019. The conference framed the concept and associated technical, institutional, financial, and social problems. It was a place of exchange on know-how to improve conditions and develop methodologies to transition to continuous supply.



2018

AUGUST

Tampere, Finland
6th International Dry Toilet Conference

Taipei, Chinese Taipei
2018 Taipei Water Expo and Taipei International Water Environment Forum

SEPTEMBER

Busan, South Korea
6th Busan Global Water Forum

Tokyo, Japan
World Water Congress & Exhibition 2018

Palermo, Italy
11th International Conference on Urban Drainage Modelling (UDM2018)

OCTOBER

Valencia, Spain
16th IWA Specialist Conference on Wetland Systems for Water Pollution Control

Haifa, Israel
15th Specialised Conference on Small Water and Wastewater Systems

Bologna, Italy
WaterIDEAS

Medellin, Colombia
XIII Latin American Workshop and Symposium on Anaerobic Digestion (DAAL XIII)

NOVEMBER

Phuket Province, Thailand
IWA Regional Conference on Opportunities for Water Reuse in Southeast Asia

Querétaro, México
1st Latin American and Caribbean Young Water Professionals Conference

Salerno, Italy
WaterEnergyNEXUS

Barcelona, Spain
iWATER

Brisbane, Australia
Nutrient Removal and Recovery Conference 2018 - Closing the Loop

Chiang Mai, Thailand
3rd IWA Regional Diffuse Pollution Conference

Frankfurt, Germany
Pretreatment Industrial Water

DECEMBER

Vadodara, India
The 6th IWA Regional Membrane Technology Conference



2019

JANUARY

Manila, Philippines
IWA Efficient: Water Efficiency - Driving Sustainable Development

MARCH

Marseille, France
8th International Conference on Swimming Pool & Spa

APRIL

Rajasthan, India
Design and Implementing Affordable and Sustainable Citywide Sanitation for all

Kampala, Uganda
1st Intermittent Water Supply Conference

MAY

Fort Lauderdale, Florida, USA
WEF/IWA Residuals and Biosolids Conference

JUNE

Edinburgh, UK
LET - the 16th IWA Leading Edge Conference on Water and Wastewater Technologies

Berlin, Germany
12th IWA International Conference on Water Reclamation and Reuse

Rhodes, Greece
10th IWA International Symposium on Waste Management Problems in Agro-Industries

Toronto, Canada
International Young Water Professionals Conference

Delft, Netherlands
16th IWA World Conference on Anaerobic Digestion

Toulouse, France
9th IWA Specialised Membrane Technology Conference & Exhibition for Water and Wastewater Treatment and Reuse

JULY

Valladolid, Spain
IWA Conference on Algal Technologies and Stabilization Ponds for Wastewater Treatment and Resource Recovery

Mons, Belgium
9th IWA Specialized Conference on Sustainable Viticulture, Winery Wastes and Agri-industrial Wastewater Management

Yokohama City, Japan
The 11th International Symposium on Water Supply Technology

AUGUST

Aalborg, Denmark
IWA Specialist Conference on Sewer Processes and Networks (SPN9)

Excellence and leadership

IWA Awards



IWA 2018 Award winners (from left to right): Glen Chan, Black & Veatch, Prof. Tony Wong, Prof. Akissa Bahri, Jacob Amengor

2018 IWA Global Water Award

Prof. Tony Wong for his exceptional role leading research on water sensitive urban design for over 30 years.

2018 IWA Women in Water Award

Prof. Akissa Bahri for her outstanding lifetime professional contribution to the international water sector in the fields of water resources development and management, agricultural use of marginal waters and biosolids.

2018 IWA Young Water Professional / Emerging Leaders Award

Jacob Amengor, as an exemplary role model for his generation in the sector, searching for solutions and methods that engage and connect with local communities.

2018 IWA Professional Development Award

Black & Veatch for the company's outstanding career development opportunities for all staff.

The Association elevates the water industry through the *IWA Awards*, honouring outstanding achievements and thought leadership by individuals, companies, and organisations in the water sector. They distinguish those who have displayed conspicuous service to the profession and highlight exceptional performance in the research and practice of water management. The 2018 Award finalists and winners received their awards at the IWA World Water Congress & Exhibition.



From left to right: Diane d'Arras, Damir Brdjanovic, Kala Vairavamoorthy

IWA Recognition Awards: 2018 IWA Outstanding Service Award

Prof. Wolfgang Rauch for the consistent and outstanding service that he has given to the Association.

2018 IWA Publishing Award

Prof. Damir Brdjanovic for his significant contributions to IWA Publishing with his leading publications.



2018 PIA Award winners

12th IWA Project Innovation Awards:

The 2018 IWA Project Innovation Awards attracted a record 160 entries from 45 countries.

Kiran and Pallavi Patel Grand Innovation Award

The overall prize, the Kiran and Pallavi Patel Grand Innovation Award 2018, was presented to Cranfield University for its remarkable work on the Nano Membrane Toilet.

Award category winners

Market-changing Water Technology and Infrastructure award to: Aqua-Q AB – AQUATRACK

Performance Improvement and Operational Solutions award to: Anglian Water – Shop Window

Breakthroughs in Research and Development award to: Cranfield University – Nano Membrane Toilet

Exceptional Project Execution and Delivery award to: Beijing Drainage Group – Beijing’s Sustainable Solution for Ecological Water Reuse – Huaifang Underground Water Reclamation Plant (HWRP)

Governance, Institutions and Social Enterprise award to: AMCOW – Web-based Monitoring and Reporting System for the Water Sector in Africa

Smart Systems and the Digital Water Economy award to: Severn Trent Water – Smart Abstraction Management



From left to right: Diane d'Arras, Kiran and Pallavi Patel, Grand Innovation Award 2018 winner Cranfield University, Kala Vairavamoorthy, Dhesigen Naidoo

Shaping agendas

The IWA Digital Water Programme was launched towards the end of 2018 to help utilities and all IWA members embrace the opportunities of digital tools. IWA has operationalised the programme in 2019. It is guided by a 25-member Steering Committee from across the water sector and is producing a whitepaper series, technology outlooks, a case studies collection, blogs, videos, webinars, and workshops.

The Programme has been driven by end users (e.g. utilities, regulators) as well by solution providers (e.g. technology companies, software companies, researchers, academia) at the forefront of emerging technologies to solve urgent and costly operational problems to deliver water services.

The first whitepaper, *"Digital Water: Industry Leaders Chart the Transformation Journey"*, powered by Xylem, was launched at the IWA Leading Edge Technology Conference in June, accompanied by the start of a Digital Water Webinar series.

To help utilities navigate their digital journey, the report brings together the input of 50 experts from 40 utilities and wider contributions to set out a digital water adoption curve. Utilities can locate themselves on that curve and anticipate the path ahead.

Another initiative aimed at engaging the IWA membership to promote and catalyse knowledge sharing is the Innovators Platform. To increase collaboration across the water value chain, the Platform provides a channel for the IWA network to showcase innovative solutions to water challenges at key events.

Finally, through the Cities of the Future and Basins of the Future programmes, the 17 IWA Principles for Water Wise Cities continue to be endorsed and adopted. Over the past year four new cities joined the endorsement: Tokyo (Japan), Lisbon (Portugal), Gava (Spain), and Berlin (Germany) – adding themselves to a total of 31 cities across the globe. This growing group is building into a notable community of practice able to contribute to further progress.

The IWA network in action

956,000

www.IWA-network.org page views

200,000

Videos watched

77,000

Subscribers to newsletters

35,000

LinkedIn followers

30,000

Wechat followers

27,619

IWA Connect users

24,000

Facebook followers

13,100

Twitter followers

841,600

Twitter impressions

50

Specialist Groups

11

Task Groups

3

Clusters

120

Regulators

Influencing and networking

IWA Communities

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. Over the past year a set of principles to guide nomination and election to IWA communities and activities was adopted to ensure IWA's commitment to values such as transparency, diversity and inclusion are enshrined throughout the Association.

A new IWA Specialist Group on Non-Sewered Sanitation was launched during the IWA World Water Congress & Exhibition in Tokyo. The group brings together experts, scientists and practitioners with experience in faecal sludge management (FSM) and non-sewered sanitation (NSS) to generate, collate and disseminate knowledge in the area worldwide.

This move fits with another important development relating to sanitation in which IWA and IHE Delft Institute for Water Education signed a Memorandum of Understanding (MOU) to support the development and capacitation of sanitation professionals around the world. This will allow IWA to connect with the Global Sanitation Learning Alliance, launched by IHE Delft and partners with support from the Bill & Melinda Gates Foundation.

The 5th International Water Regulators Forum (IWRF) held during the 2018 IWA World Water Congress & Exhibition, Tokyo, Japan, reached more than 120 regulatory institutions from more than 90 jurisdictions in all continents. This forum hosted by IWA has become a one-of-a-kind global network of regulators. During the past year, regional versions of the event took place in Asia and Latin America, and in November 2018, IWA and the Association of Regulators of Water and Sanitation of the Americas (ADERASA) signed a Memorandum of Understanding (MoU) to form a joint and tailored source of leading-edge water knowledge in the region.

Two new Task Groups (TG) have been created in the past 12 months. The Sustainable Water Use by Industry Task Group, initiated its tasks in March 2019 under the umbrella of the Sustainability in the Water Sector Specialist Group. This new TG aims to identify the key factors contributing to sustainable water use in industry and explore ways in which organisations can collaborate to strive towards sustainable water use.

In March 2019 the Meta-Data Collection and Organisation in Wastewater Treatment and Wastewater Resource Recovery Systems Task Group started its dynamic work. The aims of this new TG is to promote the application of mathematical methods for modelling and simulation, data management, systems analysis and decision support within the entire water sector. The TG organised a crash course on methods for sensor data validation at the Watermatex Conference in August 2019.

The IWA Task Group on Performance Based Contracts published in 2018 a compendium of case studies and contributions: [Performance-Based Contracts for Improving Utilities Efficiency: Experiences and Perspectives](#).

IWA Resource Recovery Cluster: Best Practice Award 2019 has been awarded to a consortium of Technische Universität Berlin, WEHRLE Umwelt GmbH, Deukum GmbH, SolarSpring GmbH, Terrawater GmbH, DECHEMA, and the DVGW-Forschungsstelle am EBI des KIT & Fraunhofer ISE on "HighCon - Resource recovery from concentrates arising from industrial water use", which has developed innovative methods for the reuse of industrial wastewater using membrane processes.



Participants of the 5th International Water Regulators Forum

Developing tomorrow's water leaders



IWA Young Water Professionals & Emerging Water Leaders

The International Water Association is very proud to nurture and support the new generation of water professionals - the future water leaders. The Young Water Professionals are a very active and intrinsic part of the Association and are instrumental in deploying the work of IWA across the world.

The past twelve months have been hugely successful for the IWA Young Water Professionals. The YWP Conference in Toronto, Canada, was an absolute success. Further key developments include the announcement of the new members for the Emerging Water Leaders Steering Committee which represents the IWA YWP association-wide and beyond.

Progress to further develop the community of IWA YWPs around the world included in 2018 the adoption of a revised guidance covering the formation of and support for YWP Country Chapters. Following kick-start actions, a total of 28 YWP Chapters are in regular communication and interaction with other IWA communities. At the 2019 IWA Strategic Council meeting, the Emerging Water Leaders presented their vision and strategies to actively involve young professionals in IWA, which resulted in a renewed plan to integrate YWPs into IWA Specialist Groups.

Other important YWP conferences included: the 1st Latin American and Caribbean Young Water Professionals Conference, Querétaro, Mexico, November 2018; Blue Drinks The Hague VI – Leaving No One Behind, The Hague, Netherlands, March 2019; 1st Intermittent Water Supply Conference, Kampala, Uganda, April 2019; and the 20th Edition IWA UK YWP Conference, Edinburgh, United Kingdom, June 2019.

IWA Learn

IWA is committed to progressing its *IWA Learn platform*, which enhances and inspires individual capacity through its dedicated space for professional development in the water sector.

The IWA has made professional development an integral component of IWA events. Sessions are compatible with the Continuous Professional Development requirements of major professional accreditation bodies. The IWA Learn programme included three Master Lectures at the 2018 World Water Congress & Exhibition delivered by eminent members of the IWA network.

Building capacity

255

International delegates
YWP Conference Toronto

28

YWP chapters

3,138

IWA YWP on IWA-Connect

2,370

IWA Learn resources

1,200

Water professionals

13

Webinars

3

Master Classes

Masterclasses:

- How to close the nutrients loop by recycling phosphorus from wastewater streams?, by Prof. Hisao Ohtake, Guest Professor of Phosphorus Atlas Research Institute at Waseda University, Japan
- How can we engineer reliable potable water reuse systems?, by Dr. Jörg Drewes, Chair Professor of Urban Water Systems Engineering at the Technical University of Munich (TUM), Germany
- Integrating Nature-Based Solutions for Water in Urban Water Infrastructure, by Prof. Tony Wong, Chief Executive of the Cooperative Research Centre for Water Sensitive Cities, Australia

Free IWA webinars offer live online professional exchange with peers, colleagues and experts in the field to engage in thought-provoking conversations that shed light on central debates within the water sector. They provide a mechanism to disseminate up-to-date knowledge and engage a larger water community with leading edge content from Specialist Group leaders, IWA Fellows, project partners, and the wider IWA network.

Webinars:

- Using satellite data for water management
- Diversity in the Water Workforce: Ensuring Gender Equality and Inclusion
- The Digital Journey for Water & Wastewater Utilities
- Managing climate risks: The tale of two water utilities
- Digitalisation of water utilities – drivers for transformation
- Introduction to Infrastructure Asset Management: What to know before diving in
- From vision to action: how water utilities are building climate resilience (Europe and Africa)
- Addressing Water Loss with Performance-Based Contracts
- Computational Fluid Dynamics: applications and good modelling practice
- Publish in Style: Full Paper Writing
- From vision to action: how water utilities are building climate resilience (North America)
- Interpreting climate information for water utilities
- Building nature-based, resilient water systems: Catalysing the role of Water Regulators

Generating and sharing knowledge

IWA Publishing

IWA Publishing spreads cutting-edge research and seasoned knowledge about our most valuable resource, water, in order to improve global health and well-being.

A growing journal portfolio

Blue-Green Systems was launched in a series of events in 2018, including at the World Water Congress & Exhibition in Tokyo, at the International Sponge City conference in Xi'an and at the Urban Drainage Modelling meeting in Sicily. The new journal is edited by Professor Jihui Qu (Tsinghua University) and Professor Ana Deletic (University of New South Wales). It brings together cutting-edge research on sustainable, energy efficient and environmentally responsible water use in cities and their regions, and covers innovative approaches such as Sponge Cities, Low Impact Development, Nature Based Solutions and Water Sensitive Urban Design.

In addition, Water Research has launched an Open Access sister journal, Water Research X. The editorial boards of both journals are identical, as is the review process and scope. WRX was formally launched in Tokyo with a well-attended event at the IWA World Water Congress & Exhibition.

Both Blue-Green Systems and Water Research X are pure Open Access journals, freely accessible for anyone to read. With these new titles, the IWA portfolio now contains 17 journals.

Rapidly increasing impact

The latest Impact Factor release saw IWA Publishing's best ever performance. 11 out of 12 indexed journals increased their Impact Factor, on average by 21%. Water Research now has an Impact Factor of 7,913. Hydrology Research grew to 2,475 and the Open Access Journal of Water Reuse and Desalination saw an excellent 123% improvement to 1,538. This impressive growth reflects the hard work and dedication of our authors and editors.

A new platform for books and journals

In July 2018, IWA Publishing launched a dynamic new content platform, www.iwaponline.com, powered by Silverchair Information Systems. As well as having a sleek new look, the platform provides an intuitive user experience and has exciting new functionality, including Altmetrics and new usage statistic tools. There were more than 1.4 million article downloads from our journals in 2018, a 52% increase on the year before.

New ways to enable Open Access

IWA Publishing signed its first 'Read + Publish' deals in 2018, with TU Delft and Wageningen University & Research in the Netherlands, and with 59 universities across Austria. These agreements provide journal access at participating universities and mean that all articles published by their faculty in IWA Publishing journals will be Open Access with no additional fee paid. Further deals are in the advanced stages of negotiation.

In total, through IWAP we published 75% more Open Access articles in 2018 than in 2017.

We also signed an agreement with Knowledge Unlatched that will fund Open Access to 14 books, on subjects such as micropollutants, climate risk, alternative water supply systems, nanotechnology, and the production of clean water from solar and wind energy.

Inspiring change

1,423,636

Journal article downloads

2,471

Journal articles published

850

Books in catalogue

17

Journals

18

Books published

21%

Increase in journal impact factors



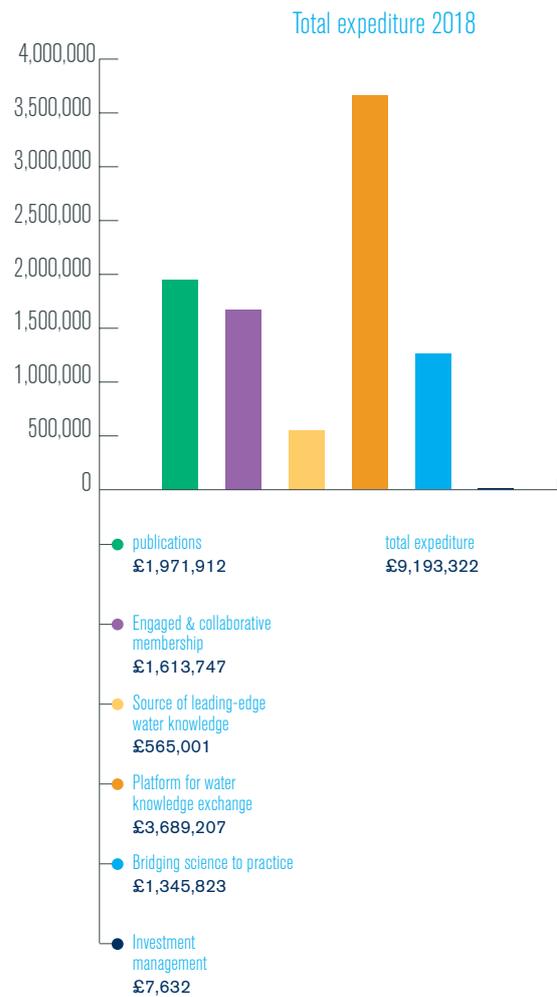
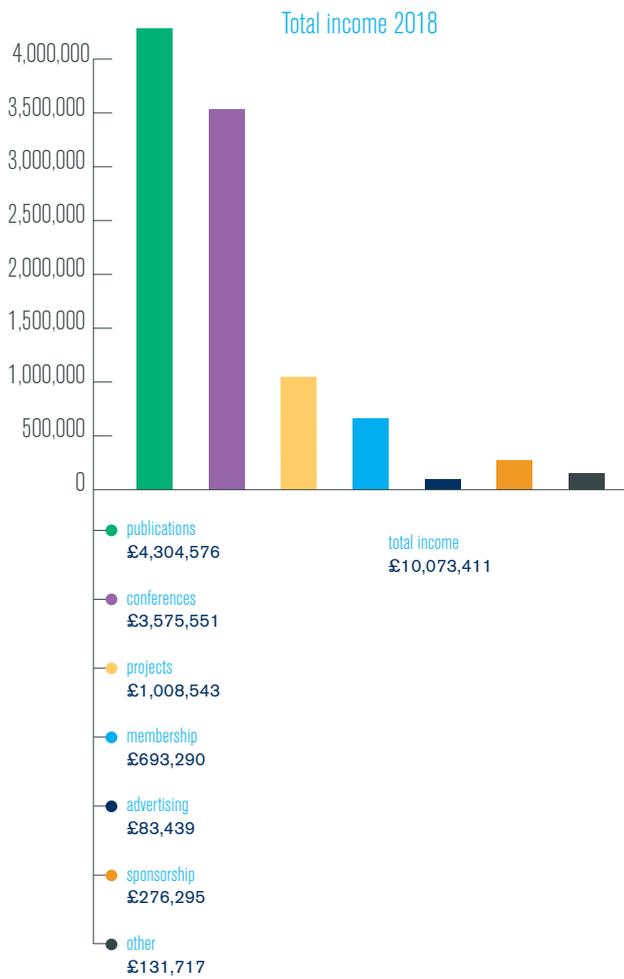
Financial overview



The 2018 year-end financial performance was very positive. This was partly due to the successful Tokyo World Water Congress and partly due to improvements in financial discipline and rigour introduced and maintained within the secretariat. An increased contribution from IWA Publishing and increased membership also contributed to this positive outcome.

The year 2018-2019 has been a period of transformation, including a recalibration of the secretariat's activities to strengthen our member focus. We have worked to further develop our organisational culture in which members are at the centre of every decision made. The Board approved a limited restructuring to support this transformation.

We have also focused on securing our longer term financial sustainability. To achieve this we have replenished our reserves and have established mechanisms to manage the two-yearly cyclical financial variations that inevitably occur as a result of our World Water Congresses. We have developed and implemented a risk-based approach to ensure that appropriate levels of reserves are always maintained. We have also made improvements in our reporting system that provide greater transparency and enable the Board and the Finance and Investment Committee to be better informed and fully aware of financial risks.



The 2019–2024 Strategic Plan implementation is well under way, with more resources having been channeled towards the member-focused activities. We have also been expanding activities in particular in China and India, as well as improving our service to members around the world.

Income generated from member subscriptions is slightly higher than in previous years, through greater emphasis on membership fulfilment and member retention. In stepping up our activities in India, we have seen a larger number of new members joining during 2018/2019.

The unrestricted funds of the group is £1,249,763 at year end (2017: £373,481). The Association distinguishes these funds into “General Reserves” (being those which are freely available), and “Designated” (invested in fixed assets). Designated funds at the year end amounted to £177,847 (2017: £38,161). The Association evaluated its

free reserves. As a result of the better performance in 2018, the free reserves have increased from £568,320 in 2017 to £1,241,916 in 2018.

The financial outlook for 2019 is positive, and we expect a positive contribution from the IWA Water and Development Congress & Exhibition in Colombo, Sri Lanka, in December this year.



INTERNATIONAL WATER ASSOCIATION

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 Office as above
Registered Charity (England) No.1076690

inspiring change
www.iwa-network.org