



International
Water Association

Annual Review 2007

Water

Global

Innovative

Sustainability

Pragmatic

Network

Leadership



List of acronyms

AWA	Australian Water Association
AWWA	American Water Works Association
AwwaRF	American Water Works Association Research Foundation
CEO	Chief Executive Officer
ESAR	East and Southern African Region
EU	European Union
IAWPRC	International Association of Water Pollution Research and Control
IAWQ	International Association on Water Quality
IRAR	Water and Waste Regulatory Institute of Portugal
IUCN	World Conservation Union
IWA	International Water Association
IWAP	IWA Publishing
IWSA	International Water Services Association
LET	Leading-Edge Technology conference
SG	Specialist Group
UNDESA	United Nations Department of Economic and Social Affairs
UNICEF	United Nations Children's Fund
USB	Universal Serial Bus
VEWIN	Association of Dutch Water Companies
WAMI	Water Asset Management International
WEF	Water Environment Federation
WERF	Water Environment Research Foundation
WHO	World Health Organization
WIO	Water Intelligence Online
WSAA	Water Services Association of Australia
WSP	Water Safety Plans
WUMI	Water Utility Management International
WWMD	World Water Monitoring Day

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The IWA Annual Review 2007 deals substantially with Association wide activity in 2006 and references activities scheduled for 2007

2006 Key point summary

PROGRAMME & MEMBER SERVICES

- 34 IWA conferences or events, in 15 different countries, attracting 7,000 participants were organized in 2006.
- The IWA World Water Congress in Beijing attracted 3,000 participants and comprised 114 technical sessions, 29 workshops, and 147 posters. Altogether, 845 presentations were delivered.
- Two new specialist groups were formed during 2006; one was dissolved, although its interests will be carried on elsewhere within the specialist group family.
- 30 specialist groups held meetings during the IWA World Water Congress. A specialist group leader's forum was convened at the IWA World Water Congress.
- IWA's Young Water Professionals Programme supported a series of activities in 2006, including national and international Young Researchers conferences; dialogue with the Council of Distinguished Water Professionals and links to the United Nations Children's Fund (UNICEF).
- IWA Utilities programme capped an excellent year by organizing a forum in Beijing (attracting over 80 participants), preceded by earlier meetings in Berlin and Singapore.

MEMBERSHIP

- Membership figures rose by 2% for individuals and by 13% for corporates.
- At 2006 year end, there were 4,929 individuals, 399 corporate and 1,750 nominated representatives.
- Churn rates were reduced for members for the 4th year running, to 15% for individuals and 5% for corporates.
- Multi-year options for renewals have continued to be successful with 18% of all individuals and 54% of all corporates taking advantage of the scheme.
- The number of new Small Corporate members increased substantively in 2006 – a total of 44 taking out membership during the year.

GOVERNANCE

- Dr David Garman took office as President at the end of the IWA World Water Congress in Beijing.
- Dr Glen Daigger and Prof Shinichiro Ohgaki were elected as Senior Vice-President and Vice-President respectively.
- Mr Gerard Payen was appointed as Chair of the Strategic Council. Prof Eugene Cloete, the outgoing Chair, assumed the role of Special Presidential Representative for Developing Countries.
- Following the governance reform process started in 2005, IWA gained UK Charity Commission approval of its proposed new structure in August 2006.

PUBLISHING

- IWA Publishing released 27 new books, 40 WERF reports and 46 AWWA Research Foundation reports.
- In time for the IWWA World Water Congress, IWAP launched a new on-line journal – *Water Practice and Technology*.
- One of our brand leading journals – *Water Research* – celebrated 40 years of publishing.
- Editorial Manager, an online submission and peer review system, was successfully introduced to IWA Publishing for its journals
- IWA Publishing developed and introduced a new website, with improved design and navigation.

FINANCIAL RESOURCES

- 2006 represented a continued improvement in financial performance for IWA compared to previous years.
- In 2006, IWA Publishing generated outstanding revenue growth of 11.5%. Improved revenues combined with rigorous cost control allowed the company to achieve a sound improvement in net profit for the year.

Future-focused

We recognize emerging trends and challenges and help our members and stakeholders prepare for them

2006 – Your association, supporting your needs

Friends and Colleagues – The World Water Congress in Beijing in September last year was amongst the key highlights from another busy year for IWA. Let us remind ourselves. At this single event alone, there were 114 sessions, 29 workshops, 147 posters, 32 specialist group meetings and many other events. Altogether, 845 presentations were delivered and 17,409 slides were used. We participated in a high quality scientific and technical programme; complemented by excellent plenary keynote speeches; interactive workshops; the Utility CEO forum; an extensive exhibition and a range of social and cultural programmes. The Congress was clearly one of the best yet organized, and sets a precedent that our colleagues in Vienna 2008 are working towards.

Other than the event itself, Beijing and China were useful in prompting the key issues that we must address as the reference point for water professionals internationally:

- The need for high quality, comprehensive and excellent communications between water professionals in addressing the major challenges of water management, contamination, new water supplies, and water treatment. IWA is well placed to broker these connections.
- The imperative of investing in research and development as a means to bring about the types of technology ‘leapfrog’ that will revolutionize research, practice and industry and simultaneously respond to consumer demand.

- The nature of the global community and the increasing size of water industry in China remind us of the huge opportunities that exist if IWA can position itself correctly for members and potential members, in this region and elsewhere. Moreover, it reinforces the need for IWA’s structure to be responsive to members, particularly when numbers and levels of interest justify it. At times, this may imply IWA supporting our volunteer members with dedicated local staff to ensure continued effectiveness and cooperation with local water organizations.

But beyond the World Water Congress, 2006 was complemented by a number of major highlights:

- The deployment and consolidation of a range of strategic programmes for members: IWA Utilities and its series of CEO forums; a fully fledged Young Water Professionals programme supporting networking, capacity strengthening, and recognition for the next generation of water professionals; a newly developed Project Innovation Award, recognizing excellence and innovation in water engineering projects; and the continued growth of our Global Development Solutions initiative, that is attracting new members to the Association and raising our profile in new markets in low and middle income countries world wide.
- A strong showing of activity beyond our biennial event, with some 34 IWA conferences or events, in 15 different countries, attracting 7,000 participants being organized. In aggregate, one event was organized somewhere in the world every 11 days in 2006.



- The continued excellence of IWA Publishing, with a programme of 27 new books, 40 WERF reports and 46 AwwaRF reports in the last year.

Whilst these highlights continue to provide positive opportunities and experiences for members across the different parts of the Association, it is clear that we need to renew our efforts in several areas to improve the Association. There is also significant competition emerging from other organisations which could diminish our influence in the water sector. Our failure to recognise these challenges will compromise our future ability to grow, develop and remain relevant in a changing world. To this end, and in addition to my normal duties, I will personally place special emphasis on the following issues which require all our attention and support:

- The role and presence of women members, both in terms of participating actively in events, groups and initiatives, but being reflected throughout our administrative structure;
- The importance of ‘future proofing’ the Association against the ageing of society in general – in this regard, we must place strong emphasis on our Young Water Professionals programme;

- The imperative of providing a way for the Association to be relevant to those countries where basic access to water and sanitation services is lacking and/or extremely compromised. In this regard, low cost regionalization in target areas and stronger interactions with the international community and organizations will be critical;

- Communication – new worldwide external communication programme in place, helping to articulate the role and value of the Association both to members, but outside our family of members.

It remains only for me to offer thanks – first to Laszlo, our immediate Past President, whose stewardship of the Association during the last two years was much appreciated; next to the staff of IWA –led by Paul Reiter – who have marshalled information, developed procedures and organized opportunities for membership engagement. And last, but not least, to you, our members, who give so much to the Association on a daily basis and for who we are here to support and serve. Without your enthusiasm and energy the water world would be a poorer place.

Dr David Garman
IWA President

2006 – Looking Back

Membership: growth, renewal, value

Overview

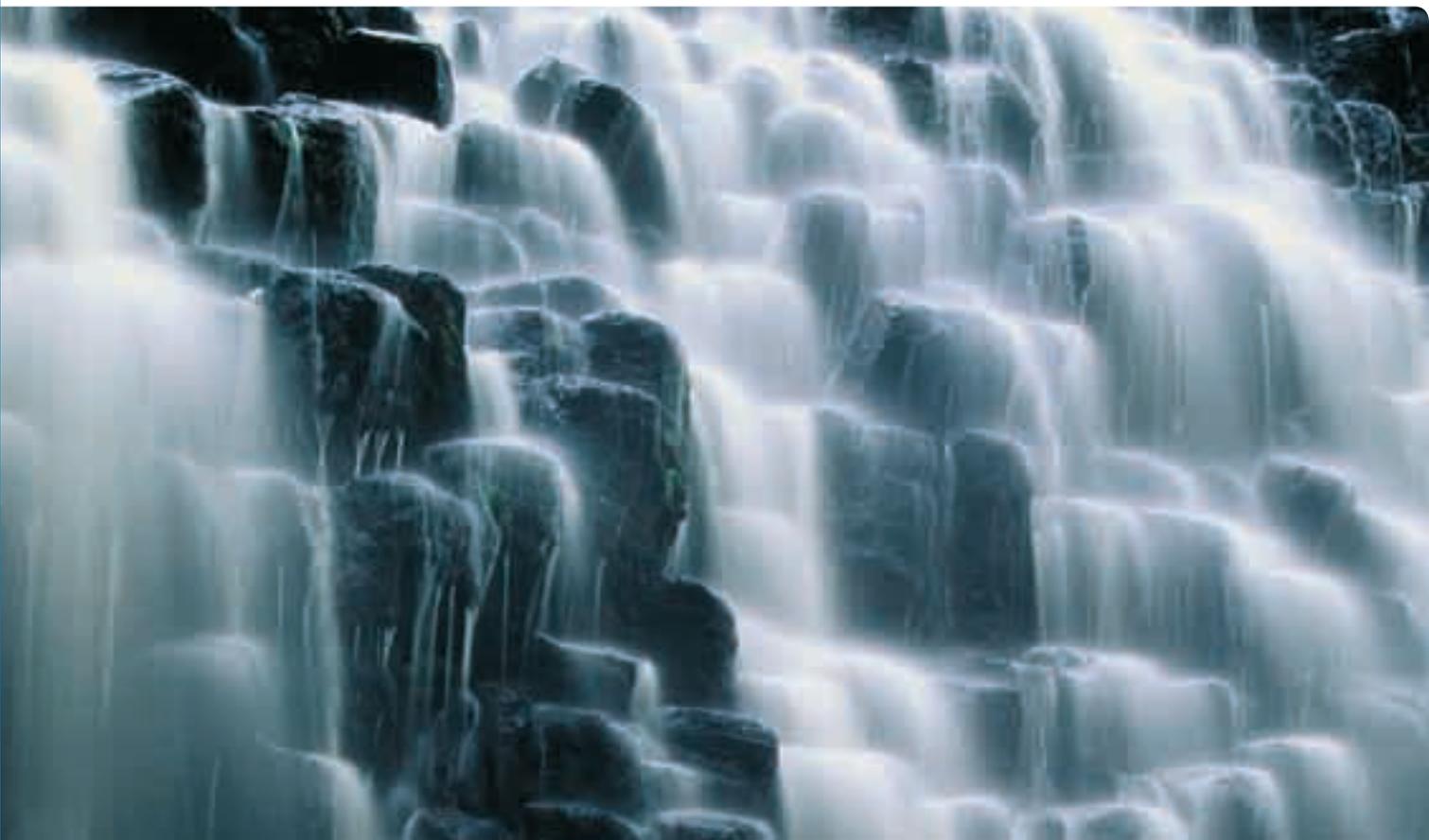
Membership figures for 2006 increased over the prior year for both individuals and corporate categories. The figures for corporate members were notably higher than those in previous years, with an increase in corporate membership levels of 13% against an original target growth figure of 9.5%. Individual membership levels have also exceeded those of 2005, although by a smaller margin of 2%. Undoubtedly, the 2006 World Water Congress in Beijing was a key factor in ensuring such positive figures for 2006. As well as converting non-members to members prior to the Congress, recruitment directly at the conference was very successful.

Expert

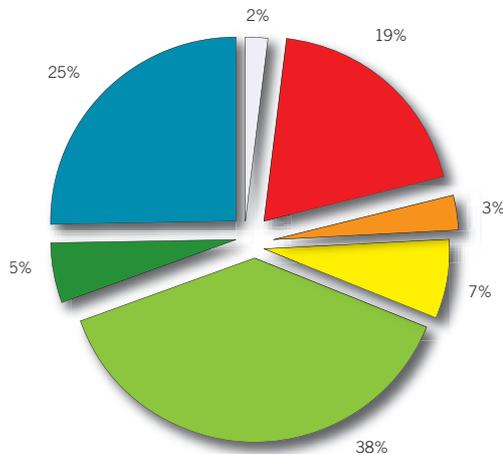
We are the definitive source for knowledge on all aspects of water delivery and quality

IWA Connections – the mechanism to twin Governing Members from high and low income economies – benefited from donations made by France, Italy, Japan and Switzerland in 2006.

At the local level, and in line with 2005, governing member workshops were organized on a range of technical and managerial issues in India, Japan and Romania. Efforts to stimulate interest, and in cases to re-activate membership, were implemented in several countries and led to positive outcomes in Cyprus, Gibraltar, Ireland, Macau, Malawi, Morocco, Swaziland and USA.



2006 Active Individual Members by Region



The general trend regarding the origin of our members has remained the same as in 2005 with the majority of members coming from Western Europe, East Asia & the Pacific and North America respectively.

Governing Members

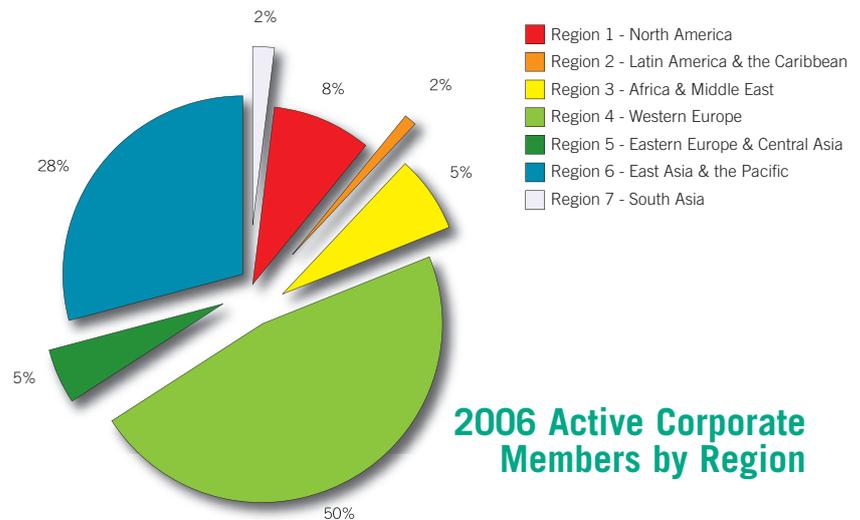
Governing members from geographic regions represent the interests of their regional constituency (individual and corporate members) and nominate representatives to the Governing Assembly. The Governing Assembly is responsible for setting broad policy for the Association and electing the Association's officers. Currently IWA has a total of fifty-four active Governing Members and many more in various stages of formation or reactivation.

Dr Richard Franceys

Director, Water and Society Programme,
Cranfield University

In what ways would you like to see IWA change in the next 5 years?

"I am very pleased that IWA is taking an integrated view to water development in the world. I look to see these ideas develop and am particularly interested in the development of the Regulatory Special Interest Group".



2006 Active Corporate Members by Region

Governing Members had the opportunity to meet with IWA staff from London and collectively during the recent World Water Congress – a forum that allowed members to discuss their particular circumstances and more broadly how the Association can continue to improve its membership operations nationally. Earlier in 2006, recommendations from both the IWA Board of Directors and from sampling Governing Members had been compiled and this pointedly unambiguously to an urgent priority on communications; both tools and improved processes. A major response to this direction was the development and dissemination of the IWA Communications Toolkit, a USB memory stick including a range of communication related materials and tools (PowerPoint presentations, printed materials, journal samples, and other electronically stored documents). This was distributed to all Governing Members with a view to supporting Governing Members' promotional activities.

Corporate Members

With corporate membership growth identified as a key goal for 2006, IWA was pleased to see substantial positive trends in both corporate recruitment and retention levels throughout the year. In order to deliver on our growth targets for 2006, a need to implement a structured and more consistent approach



Innovative

We are the international voice of innovation and best practice in sustainable water management

to marketing and recruitment initiatives, as well as further improving our communication with existing members, was recognised as essential. In response to this need, several developments were implemented which contributed to corporate membership increases.

Firstly, in response to suggestions from our members to simplify the renewal process for corporates, 2006 renewal invoices were sent automatically to all active corporate members from the preceding year and served to encourage timely renewals within the first quarter of the year. Secondly, the

membership package offered to 'Small Corporates' was revised to include the offer of one free print journal subscription as part of the membership package.

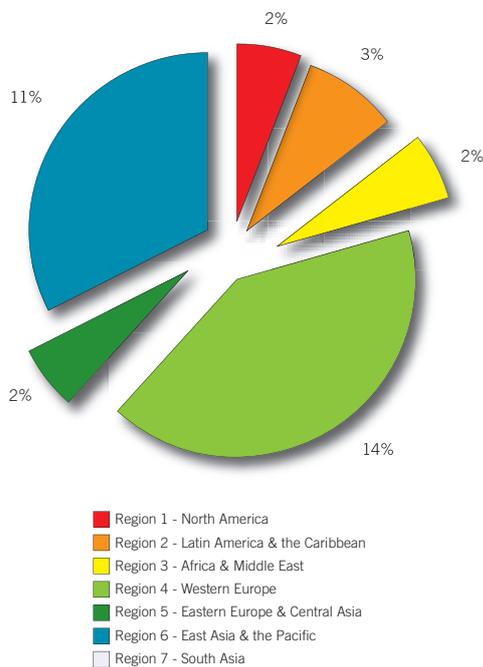
The success of this revised package can be seen in the high number of Small Corporates who joined IWA in 2006- a total of 44. Finally the enhanced visibility of IWA's Utilities Programme was marked by a great response at the World Water Congress and has encouraged improved participation of our Utilities in IWA. There was also an extremely positive response to the offer of multi-year membership, with a total of 54% of our new corporate membership opting for multi-year membership. The success of these developments was reflected in the positive growth from 347 active corporate in 2005 to a total of 399 in 2006- a growth of 13% over the preceding year.

Individual Members

In the run up to the World Water Congress, emphasis was placed on implementing retention and recruitment campaigns to all current members and registered delegates who were non-members. Although individual membership growth was not as high as expected, there was still a positive trend in our individual membership levels in 2006. IWA was pleased to see that the overall 'churn rate' (the number of individual members not renewing) was reduced from 17% to 14.8% over the course of the year and that the overall net growth increased by 2%. IWA continues with an active programme of recruitment and retention campaigns to extend these positive trends in membership.



Number of IWA Events by Region



International Programmes and Support: supporting membership engagement

2006 represented a busy year for the Programme and Member services section of the London office. The section help members gain the most from their membership through supporting member led activities whether events, groups or strategic programmes.

Conferences

The major highlight for many people in 2006 was the 5th IWA World Water Congress in Beijing on 11-14 September 2006. Members gave positive feedback on the Congress, indicating high levels of satisfaction with the scientific and technical programme; the accompanying exhibition; special Congress events and overall logistical organization. Particular compliments were reserved for the entertainment at the gala dinner in the

Great Hall of the People, provided courtesy of the Suez group (the venue and food were provided by the Ministry of Construction). Our sincere thanks are extended to Principal sponsors Veolia and Beijing Capital, our Sustaining Innovation sponsor Singapore, and to the many other gold, silver and bronze sponsors that helped to make the event memorable.

Approximately 3,000 international participants enjoyed a high quality scientific and technical programme comprising 114 technical sessions, 29 workshops and 147 posters – altogether 845 presentations were delivered. The programme was further complemented by a range of Congress components: plenary keynote lectures, workshop discussions, the Utility CEO forum, and plenty of networking opportunities. Papers selected from those presented were published in the IWA journals Water Science and Technology: Water Supply and the new journal Water Practice and Technology in record time by the end of 2006.

IWA continued to strengthen its position as the leading international association through its cooperation in organizing Congress workshops with other leading water agencies. The World Health Organisation, the World Bank, and the



Peter Wilderer presents the Harremoos lecture during the closing plenary in Beijing

Dr Thomas Wintgens

Institute für Verfahrenstechnik der Rhein

In what ways would you like to see IWA change in the next 5 years?

“I do not feel that dramatic change is needed; I have really appreciated recent developments, particularly in the last couple of years. For example, the attention paid to young water professionals and young water researchers is exemplary, and would I like to see that aspect strengthened. From the research perspective, it would be advisable to use the worldwide expertise of the Association to formulate longer term research strategies, which can be orientated to those working both inside and beyond IWA”.

World Conservation Union (IUCN) participated fully in this manner.

Additionally, each year IWA organises and sponsors many specialised conferences and seminars on a wide variety of topics in water management in locations worldwide. 2006 has continued that tradition with 34 events held under the IWA banner, with a further 34 conferences already approved and confirmed for 2007. If evenly distributed across the calendar year, IWA was involved in organizing an event somewhere in the world every eleven days. Our conference programme is one of the clearest indicators of IWA's role in knowledge transfer between water professionals – over 7,000 people participated in an IWA event in 2006. Moreover, an analysis of the physical location of our conferences highlights the international reach of IWA, with 34 conferences being organized in 15 different countries. In 2006, the Association continued with conferences focusing on both new topics and events from longer running series, such as:

- The Cities of the Future: Bringing Blue

Water to Green Cities workshop, was held in July in Racine in USA, and focused on developing visionary concepts to ensure that cities and their water resources become ecologically sustainable. Extensive participant dialogue was an important part of the workshop format, and among other conclusions, consensus on new approaches to manage urban water systems was reached. One output from the workshop is a new book, *Cities of the Future*, linking North American with worldwide experience and approaches.

- The Benchmarking Water Supply, Wastewater Management and Water Control conference, held in Amsterdam, the Netherlands, provided a platform for nearly 100 delegates to exchange knowledge on benchmarking methods and best practices from results of benchmark schemes. Among other presentations, Dr. Enrique Cabrera of the University of Valencia, Spain, and secretary of the IWA-Specialist Group on Efficient Operation and Management of Urban Water Systems explained how to use the IWA performance indicators as a management and benchmarking tool. In response to the level of interest in benchmarking, IWA has approved the formation of a task group (led by Dr. Enrique Cabrera) to develop a Manual of Best Practice on Process Benchmarking and formed a partnership with the Water Services





Association of Australia (WSAA) to undertake a series process benchmarking projects.

- An example of the dedication and commitment of IWA conference organisers and delegates comes from the 7th IWA Specialist Conference on Waste Stabilisation Ponds, Bangkok, Thailand, 25 - 27 September 2006, where despite the sudden political change in Thailand over 50 international participants still attended and were treated to three days of high quality presentations and exchanged information on waste stabilisation ponds and associated technologies. An outcome from the conference was a call for IWA to render its knowledge more accessible to those in developing countries where it is still expensive and difficult to access.
- The 7th International Conference on Urban Drainage Modelling and the 4th International Conference on Water Sensitive Urban Design, Melbourne, Australia, was the first time these two themes were brought together, to enhance discussions of integrated approaches to urban drainage, urban water management, and urban design. The conference brought together 405 delegates, examined issues

of modelling urban flooding, pollutant generation, transport and sewer processes, ecological impacts, socio-economics, and explored the latest advances in the rapidly developing area of water sensitive urban design. One finding of the conference was that socio-economic issues in water management are crucial, and considerable work is needed to overcome current institutional impediments.

Specialist Groups

Specialist groups represent the core vehicle for IWA members to contribute and participate on issue-based interaction on scientific, technical and management topics; they facilitate collaboration and product generation, including conferences and publications. Spread across IWA's membership, specialist groups are an exceptionally effective means of international networking, sharing information, skills, making good professional, and business contacts. As with previous years, 2006 saw some changes to the listing of groups, in response to demand from members. The Standards and Monitoring group was officially disbanded, however much of its remit will be covered by the group on Institutional Governance and Regulation which expanded its mission to include standards. Two new specialist groups were also proposed, approved and are now operational:

- Winery Wastes Management – covering all issues related to achieving the correct treatment and management of solid and liquid wastes generated during winery activities.

Respected

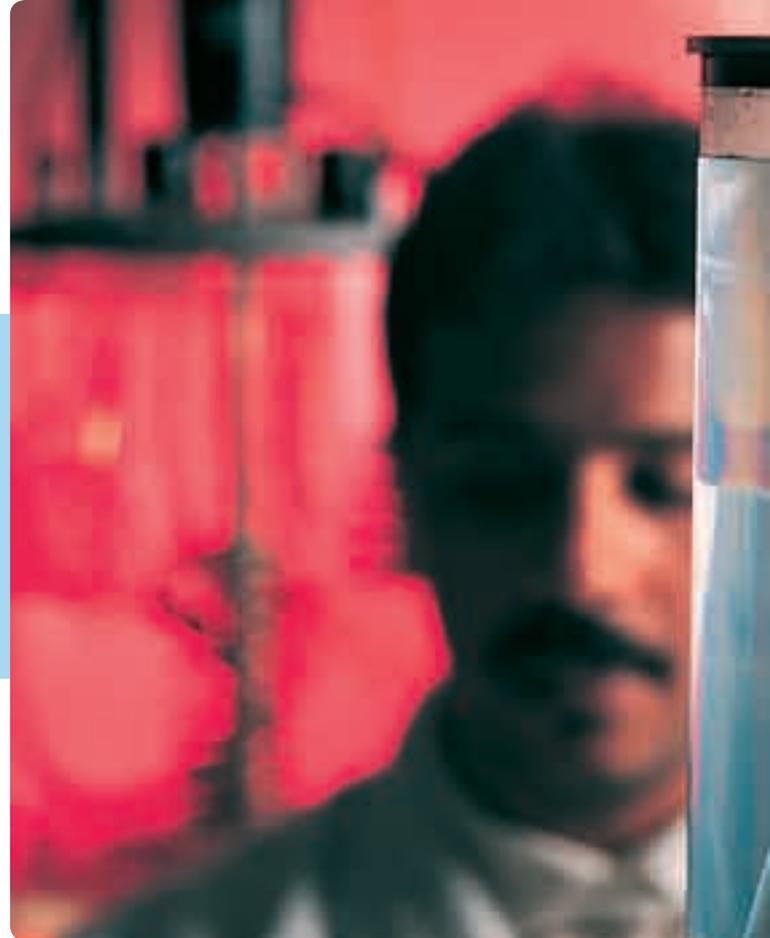
We seek to earn and keep the trust of all our members, stakeholders and partners

Diverse

We bring together members from all disciplines of water science and practice, with leading-edge expertise in all facets of the water cycle.

- Rainwater Harvesting & Management
 - providing a forum for water professionals to promote and support rainwater harvesting initiatives worldwide as an important component in the sustainable provision of freshwater to individuals and communities.

It has become a tradition for the IWA Specialist Groups to have meetings at the IWA World Water Congress, and 2006 was no different with around 30 specialist groups holding an open meeting in Beijing during September 2006. These meetings were open to all group members and provided opportunities to engage in the groups' activities and discuss future plans and activities – minutes from these meetings can be downloaded on the individual group web



pages. Additionally, a meeting of specialist group leaders was held during the Congress and was attended by representatives from most groups. The primary aim of this meeting was to give the specialist groups an opportunity to exchange experience between the leaders of the groups, after the Maastricht Specialist Group forum in 2005, and to raise issues and discuss items of concern and interest. The second objective from the forum was to facilitate the mutual exchange of

To raise awareness of young water professionals' involvement in environmental sustainability issues, local media (Youth Habitat) interviewed a number of participants at the Young Researchers Conference.

"I had planned to attend at least one international conference during my research studies...and selected the IWA Young Researchers Conference 2006 in Singapore....IWA's financial assistance provided me with the chance to attend the conference...the workshop session with leading CEO's made it possible to network with new contacts...the career development workshop gave me confidence.....ultimately the conference provided me with a gateway to my first industrial cum research oriented job at with a major Singaporean water company..."

– P. Suresh Babu, Engineer in Catchment and Waterways Department, PUB

"Judging by the engrossing discussions, conversations, and exchange of ideas between the participants, the [2006 Young Researchers] conference was indeed a resounding success. It is our hope that advances in environmental science and technology will improve current efforts in resource sustainability."

– Youth Habitat: Environmental Portal for Youths



experience, collaboration enhancement, and discussions between the SG leaders and the London Office. A major item for discussion was improved communication and support for specialist groups. This activity is ongoing, but some substantial outcomes included:

- Improving communication through discussion forums, whereby SG members from across the globe can interact on line. Each Specialist Group has its own dedicated online discussion forum – a member on each management committee will have the role webmaster/moderator to maintain focus and quality.
- The need to stimulate cooperation and joint activities between specialist groups. A SG matrix document will be circulated in 2007 to all specialist group leaders to establish common interests and overlap in activities. It was agreed that there should be more interaction and merging of those specialist groups with similar topics to enhance activity and increase participation at conferences. In cases of strong interrelations, contacts will be made between the SG leaders in, for instance, co-organising specialised conferences, workshops, or joint sessions, etc. This may lead to a consolidation in the number of

specialised conferences whilst at the same time enhancing the quality level of events – and it will prevent internal competition between the SGs on popular topics.

- The introduction of quarterly communication between IWA London and each specialist group including an update on activities and latest group membership listing.

Young Water Professionals Programme

Providing professional development and networking opportunities to young professionals and students in the water and wastewater sector under the age of 35 is critical to sustaining capacity in the water sector. The IWA Young Water Professionals Programme, in its third year of operation, is the Association's flagship initiative for recruiting and retaining the next generation of water professionals. IWA is extremely grateful to Suez and Veolia for their continued sponsorship of the programme, without whose support many of its activities would have not been programmed.

In 2006, there were two national Young Researchers Conferences organized: in the United Kingdom and Australia. 2006 also saw the successful organization of the 3rd international Young Researchers Conference in Singapore. The conference was attended by over 60 delegates from 23 countries and included a workshop between water utility



Global

We develop fair and objective solutions that reflect the unique challenges of each region, while also recognizing the increasingly global dimensions of water delivery and quality



CEO's from the region and young water professionals.

A successfully organised workshop preceding the 2006 World Water Congress brought together 100 international young water professionals to learn about IWA's activities and discuss career development issues. The highlight of the day was a session organised with the IWA Council of Distinguished Water Professionals, which provided the audience with the opportunity to seek career and professional guidance from pre-eminent water professionals. Following on from the success of this workshop, the Council participated



Adam Ross and Jenny Gain accepting the Professional Development on behalf of Brown and Caldwell

in an online discussion forum session in November.

IWA's Young Water Professionals and Global Development Solutions Programmes are working in cooperation with UNICEF's water environment and sanitation (WES) section to support mutual objectives. This collaboration will provide young water professionals with an opportunity to understand the work of UNICEF-WES and be part of the wider programme (where appropriate), working at national, regional, or international levels.

Young IWA members continue to excel in their field, as demonstrated through the unprecedented number of quality nominations received for the IWA Young Professional Award, which was awarded to Dr How Yong Ng of Singapore at the opening ceremony of the World Water Congress. Moreover, 2006 saw the programme recognise excellence in the work place through the presentation of the inaugural IWA Professional Development Award to Brown and Caldwell for their career development programme for young employees.

IWA Utilities

Utilities involvement in IWA had declined since 1999, possibly as a response to a perceived lack of relevance of IWA to the utility community, particularly those in senior managerial roles. However, utilities, their people and those with an interest in utilities

management or operation, are an important and integral part of the IWA family. IWA Utilities was established to ensure that utilities – public and private – have a forum to share common issues, present a voice on global matters, and deliver a challenging and practical programme.

The 2006 World Water Congress provided the perfect venue for the biggest and most successful utility leaders' forum to date. Over 80 participants from every continent came together on the first day of the World Water Congress to discuss some of the critical issues confronting the water sector and utilities in particular – including topics such as the Shape of Tomorrow's Water Utility; Global

Prof Ralf Otterpohl

Director, Institute of Wastewater Management and Water Protection, TUHH-Hamburg University of Technology

“In what ways would you like to see IWA change in the next 5 years?”

“One positive point is that the Association has so many like minded people working in the same field – this feature of membership should be protected. There should be enough new initiatives to attract young researchers and younger members, to attract people who want the feeling of belonging, as this is the strength of the organisation. In IWA there is a strong spirit of innovation, of creative thinking, of being more relaxed and less formal than in national organisations – this too needs to be fostered and developed. One practical suggestion for IWA's future development would be to provide additional possibilities to link up with people on a national level and/or a regional level. Connections to IWA specialist groups would be one example”.

Water Sector Reports and Dialogue, Meeting Water Needs, and Public Sector Issues and Development. The forum in Beijing capped an excellent year for IWA Utilities following on from earlier meetings in Berlin in April 2006 and Singapore in May 2006.

One aim of the utilities programme is the identification of suitable topics for and development of Reference Papers. Reference Papers are a flexible and responsive medium that can fulfil one or more roles of providing information or guidance on current issues in water, outlining views or approaches on topical matters, or contributing to policy debates. A major topic of discussion in the Berlin forum was pricing, tariffs and subsidy and following the meeting a reference on paper on Sustainable Cost Recovery was developed and published.

Two other activities which began towards the end of the year, but will come to fruition in 2007 are Process Benchmarking and Water Operators Partnerships. IWA and the Water Services Association of Australia (WSAA) have formed a partnership to undertake a series of benchmarking projects and have invited water utilities to participate in the 2007 IWA/WSAA Customer Service Process Benchmarking Project. Recognising IWA's unique position as a global network of water utilities, UN-HABITAT and UN-DESA have requested IWA to support and facilitate linkages and



Jaime Melo Baptista

President, Portuguese Institute for the Regulation of Water and Solid Waste (IRAR)

In what ways would you like to see IWA change in the next 5 years?

“Let me say that I have a very positive global opinion of IWA. I have been closely following its activity during the past thirty years, back when there were two different associations. In my opinion IWA is developing outstanding work to the benefit of this sector and trying to connect academics and leading practitioners in the development of both science and practice in the water sector. And this is not an easy task; but positive changes are always appreciated and welcome. A more effective involvement and technology transfer to third world countries and a more effective role in the improvement of their water services could be major future achievements. IWA must not become the arena only for developed countries and their improvements and successes, with developing countries left out of the scene”.

twinning between utilities and to mobilise our utility members in support of the UN's Water Operators Partnership concept.

Drinking Water Quality Programme

The Drinking Water Quality Programme facilitates the application of the latest innovations in drinking water quality and advocates best practice through the establishment of an interdisciplinary network of research institutes, drinking water utilities and other associations/organisations to participate in a series of activities and initiatives. In 2006, the Bonn Charter for Safe Drinking Water was formally endorsed by the Netherlands Waterworks Association (VEWIN), the Water and Waste Regulatory Institute of Portugal (IRAR) and the Water Services Association of Australia (WSAA), adding to a growing list of international advocates. Further dissemination of the Bonn Charter was supported by the publication of the first two articles in a new series in *Water 21* focusing on the practical implementation of the key principles as espoused in the Charter.

IWA also participated in the development and launch of WSPortal, an online repository for tools and case studies to support the implementation of water safety plans.

WSPortal was formally launched during the 4th World Water Forum (March 2006) and was the result of collaboration between nine international partners. Late in 2006, as part of the drinking water quality programme, an online discussion forum was organised to discuss institutional arrangements and drinking water quality. There were a number of international participants contributing to a





Leaders in the field

As the premier international network of water professionals, we lead the way towards effective and sustainable urban water management worldwide

high quality discussion. The final months of the year were utilised to prepare and develop a three-year project called Water Safety Plans: Impact at Scale, which aims to improve the global quality of piped drinking water through the creation of pilot projects in six regions. This project, in partnership with the World Health Organization, will provide a platform for the further implementation of water safety plans through the creation of an international support facility.

Sustainability

Sustainability is a vital concept that is continuing to gain acceptance across different disciplines. In the June 2006 issue of *Water21*, the question "How many engineers does it take to achieve sustainable water management?" was asked. The aim was to set the stage for the inaugural event of the newly approved IWA Specialist Group on Sustainability at the September 2006 World Water Congress in Beijing. That event was called the Agora: an "orchestrated disputation" amongst the several, radically different perspectives on sustainable water management.

The purpose of this experimental event was to bring together a small number of widely varying solutions to achieving sustainability in the water sector, in a variety of cultural and geographical settings; have these solutions championed by individual speakers; juxtapose each speaker's perspective one to another; and stimulate a carefully organized debate amongst the speakers and the participating audience. The intention was decidedly not one of seeking to exploit differences in order to sharpen conflicts in an embattled shouting match. Rather, thinking of each speaker as having a "solution" for sale, s/he was invited — metaphorically — to pitch his/her stall in the market place, and attempt to sell his/her solution to the participating IWA "shoppers". Thus, in the manner of good-humoured theatre, sharpness of contrast was confronted and illuminated along the lines of a market place to attract the attention of prospective buyers.

The other major focus for 2006 was the development of a toolbox for sustainability. The intention of the toolbox is to bring concepts and principles (put forth in an IWA sustainability vision paper) to the forefront of discussion and practical application by IWA members in fulfilling the Association's



mission. The toolbox is a web-based resource and does not propose to solve the world's sustainability challenges, but rather serve as a vehicle for change through education and exchange of knowledge. Sara Piaskowy (a summer intern at IWA from Princeton University) undertook this work with guidance from the sustainability steering committee. The toolkit has already received many plaudits, and material from it is expected to be referenced in a forthcoming AwwaRF Triple bottom line reporting guide.

Project Innovation Awards

IWA established the Project Innovations Award Programme to recognize excellence and innovation in water engineering projects that were identified by five key criteria. The programme's goal is in keeping with IWA's founding mission of "connecting water professionals worldwide to lead the development of effective and sustainable approaches to water management". Malcolm Pirnie Inc., Black & Veatch Corporation,

Sinclair Knight Merz Group, and GHD sponsored the 2006 Awards and the Australian Water Association, VEWIN and the American Academy of Environmental Engineers supported the Awards.

The Awards were presented during the IWA World Water Congress (10-14 September) and included the following categories: applied research projects; planning projects; design projects; operations/management; and small projects. Paul Reiter, IWA's Executive Director, said of the Award and its winners: "IWA's tagline is 'solutions through innovation'. This ties in very well with the aim of the Awards programme. The awardees recognised these evenings are excellent examples of how innovation in technology, management, research, and marketing has enabled the water sector to overcome its challenges in water supply." Dan McCarthy, President and CEO of Black & Veatch Water said on receiving an award for the Tai Po Water Treatment Works, Pumping Stations



The full list of 2006 Awardees include:

Superior Achievement Award to:

- CH2M Hill for Alexandria Sanitation Authority (ASA) Advanced Wastewater Treatment Facility Upgrade

Category: Applied Research Projects

Global Grand Prize Winner:

- Poseidon Resources Corporation for Carlsbad Desalination Demonstration Project

Regional Winners:

- Poseidon Resources Corporation for Carlsbad Desalination Demonstration Project
- Malcolm Pirnie, Inc for Watervliet Arsenal Chemical Oxidation Remediation Project
- University of New South Wales for EGOWS for Improved Oil-Water Separation
- Kiwa Water Research for Criticality Analysis of Valve Location and Reliability

Category: Planning

Regional Winner and Global Grand Prize Winner:

- Gold Coast Water for Pimpama Coomera Master Plan

Category: Design Projects

Global Grand Prize Winner

- Black & Veatch for Tai Po Water Treatment Works & Aqueducts, Hong Kong, China

Regional Winners:

- Malcolm Pirnie, Inc for Lee Hall Water Treatment Plant
- CH2M Hill for Alexandria Sanitation Authority (ASA) Advanced Wastewater Treatment Facility Upgrade
- Earth Tech for Eastern Irrigation Scheme
- Black & Veatch for Tai Po Water Treatment Works and Aqueducts, Hong Kong, China

Category: Operations/Management

Global Grand Prize Winner:

- Sanitation Districts of Los Angeles County for



Glen Daigger accepts the Superior Achievement Award on behalf of CH2M Hill from Bill Dee (Chair of the judging panel and President and CEO of Malcolm Pirnie Inc.)

Antelope Valley Green Energy Program: The Power of Innovation

Regional Winners:

- Sanitation Districts of Los Angeles County for Antelope Valley Green Energy Program: The Power of Innovation
- Sinclair Knight Merz for Sydney Water Sewerage Network: Dry Weather Overflow (Sewer Choke) Management Strategy
- Kiwa Water Research for Prevention of Mechanical Well Clogging; Increasing the Sustainability of Groundwater Abstraction

Category: Small Projects

Regional and Global Grand Prize Winner:

- The City of Salisbury and Kellogg Brown & Root Pty Ltd for Parafield Urban Stormwater Harvesting Facility

Professor Harro Bode

Chief Executive Officer, Ruhrverband

In what ways would you like to see IWA change in the next 5 years?

"I personally wish IWA luck and success in gaining more members worldwide. This applies to individual as well as to corporate members (with a main focus on utilities). By the wealth of conferences, workshops and seminars IWA is offering, it should be possible to draw a broader and even more intense attention to IWA events than at present. One should consider the advantage that English is on its way to becoming a globally recognized language in the field of water engineering.

Moreover, I have the following observation. IWA's bottom-up approach is inherited from the wastewater organisation IAWQ. The top-down-culture of IWSA (which is more commonplace in the world of drinking water) should also be offered to those who favour this approach. Judging from observation, this is the way many municipal utilities would like to use a global water association. Overall, I view IWA to be in a good way: it seems that the efficiency of the headquarters has increased significantly over the last year. This is important and necessary so that IWA can keep track of all its activities and enlarge its membership by constantly using its connections, databases and networks".

and Aqueducts, "This is another example of our global technology and practice leaders working closely with experienced project teams and world-class owners to apply the best possible solutions locally".

Publishing: exchanging knowledge; developing publishing opportunities

A highly successful 2006 for IWA Publishing (IWAP) included the following 'headlines': publication of 27 new books, 40 Water Environment Research Foundation (WERF) reports and 46 AWWA Research Foundation reports. IWAP achieved significant growth in the year and continues to invest in an expanding publications programme. A highlight of 2006 was the IWA World Water Congress and Exhibition in Beijing, China. IWAP publications attracted a high level of

interest from the thousands of delegates in this rapidly developing market.

Journals

Our brand-leading journals *Water Science and Technology*, the *Journal of Water Supply: Research and Technology – AQUA*, *Journal of Hydroinformatics*, and *Water Research* – which celebrated 40 years of publishing, continued to disseminate high quality information to the research community. Our collaboration publications with leading international organisations: the *Journal of Water and Health* (supported by WHO), *Water Policy* (in partnership with the World Water





Council) and *Nordic Hydrology* (in partnership with the Nordic Association for Hydrology) have continued to develop successfully.

In time for the IWA World Water Congress, IWAP launched a new online journal – *Water Practice and Technology* – reinforcing our commitment to provide information services for water practitioners. For more information visit our website: www.iwaponline.com/

An important development for journal article submissions occurred during 2006 with the introduction of Editorial Manager, an online submission and peer review system which will improve reviewing and publication times for our journals.

Issues of *Journal of Water and Health* and *Water Policy* are being published online ahead of print publication using our Online Preview feature. Subscription to the journals gives users access to Online Preview papers, effectively minimising publication times.

Water21 and Newsletters

2006 led to further strong growth for the IWA membership magazine, *Water21*, and its associated group of products, which include *my-water-career.com* website and *the-water-resource.com* online product and services directory.

Of particular note was the launch of *Water Utility Management International* (WUMI), a new publication which concentrates on the needs and interests of senior water utility managers. This complements well the increasing activity of the Association itself in the area of utility management, and underlines IWAP's commitment to supporting this activity through the publishing programme.

Water Utility Management International is published in newsletter format as four issues a year, available online or in print. The aim of this publication is to provide those heading water and wastewater utilities with an international reference point on the strategic issues affecting their organisations. *Water Utility Management International* will also be of value to consultants and others following developments in this area.

The magazine itself had its most successful issue ever in terms of advertising, based around the Beijing Congress. Our other newsletter, *Water Asset Management International* (WAMI), first published during



"Marine Waste Water Discharges is the most important regular event for workers in the field of marine outfalls. It is the best opportunity to meet colleagues in the field from around the world, and the 2006 event was no exception to this."

Participant, Marine Wastewater discharges event, Antalya, Turkey, 6 November-10 November 2006

2005, continued to grow in circulation. As with its newsletter counterpart, this is aimed at those with a utility interest, dealing with the strategic aspects of the developing field of asset management. Furthermore, we received our first manuscripts for our new *Water21 Market Briefing Series*, with titles due out in 2007 on wastewater sludge, China and Russia.

Books

IWAP, in conjunction with the World Health Organisation (WHO), published two new titles from the *WHO Drinking-water Quality Series: Fluoride in Drinking-water and Protecting Groundwater for Health*. A further title, *Arsenic in Drinking-water*, will be published during 2007.

The top three selling titles published during 2006 were:

- *Activated Sludge Separation Problems*
- *Pond Treatment Technology*
- *Protecting Groundwater for Health*

The top three backlist titles during 2006 were:

- *Safe Drinking Water*
- *Biofuels for Fuel Cells*
- *Diffuse Pollution*

Water Intelligence Online (WIO)

WIO is an online water reference library service for librarians and individuals providing access to a wealth of reference books, research reports, research papers and conference proceedings covering water,

wastewater and related environmental topics. This service was launched for 2007 on a subscription basis.

Sales Agents and Marketing USA

Since appointing a dedicated North American agent in August 2004, IWA Publishing has experienced an up-lift in sales within this important market. Our continued exposure to trade intermediaries, libraries, conferences, and the provision of customer support have resulted in improved market penetration.

India

During 2005, IWAP appointed a sales agent



within India. In 2006, we have witnessed steady sales within this rapidly growing economy.

China

Building on the success of the IWA World Water Congress in China, IWAP increased its marketing activities in China including exhibition roadshows, held at universities throughout China to promote our journals to Chinese academics, in addition to attending the Beijing 2006 International Bookfair.

National Associations

Over the last year we have been increasing our communication efforts via IWA's national

associations to their members across the globe, using monthly news updates, and targeted email dissemination. The feedback from these associations has been very encouraging, involving over 60 national associations regularly receiving information, from Australia to Switzerland, and from China to South Africa.

Communications: brokering connections

Throughout 2006, the Association sought to consolidate its communications work, building on the plans and developments made in 2005. The intent of this work is two-fold: in helping the Association to communicate to its members the range and scope of our work, and moreover to begin the process of articulating IWA's role and benefit to a wider group external organizations. An increasing focus of this work is to communicate the value of membership through information collected from short surveys, assessments of impact and documenting concrete ways in which members are making a difference to research, policy and practice.

Highlights from 2006 include the following tools, outputs and processes:

- Development of an IWA Communications Toolkit (deployed as a USB memory stick), which was distributed at the IWA World Water Congress in Beijing and helps provide materials for promoting the Association
- Re-developing and re-launching the IWA website (www.iwahq.org), with improvements to content, functionality, design and navigation. By year end, web statistics indicated a significant upturn in visitors and visits to the site. In the 4 months prior to the re-launch in May 2006, web statistics averaged 4,885 visitors and 9,480 visits. In the months proceeding



the launch, these figures had more than doubled to 11,397 and 21,082 visits per month respectively

- Developed significant media interest and engagement for the Association, both at the IWA World Water Congress and more broadly throughout the year
- Continuing with the implementation of a series of communication outputs and products (i.e., IWA media kit, information resources, member interviews, biographies, etc)
- Establishment of an informal, advisory body to act as a sounding board on the strategy and operations of IWA communications. The advisory board includes individuals with communication experience from a wide cross section of backgrounds.

Long standing difficulties with the knowledge network project were in the process of being resolved during 2006, through a combination of completing functionality requirements within the London office from the knowledge network, and in determining the on-going needs of IWA through external consultant inputs.

Development: making a global difference

The Association is increasingly visible and recognized in the strategically important area of water and sanitation in low and middle income countries. In this regard, the Association continues with a two speed strategy to develop (a) a structure to support engagement in low and middle income countries and (b) a portfolio of projects dedicated to the needs, challenges and solutions of basic service provision in developing countries. With regard to former, the Association undertook the following actions in 2006:



- To implement the IWA Connections programme, which links Governing Members from high income countries with their counterparts in low income countries
- Working to re-develop the momentum behind the Association's East and Southern Africa region (ESAR) grouping of 14 countries in Africa.
- Through the continued development and negotiation of the IWA 'Reference Centre'



model that will provide a bridgehead for the Association in regions where its presence is currently poorly developed

With regard to the project portfolio above, the Association has facilitated member engagement in the following projects that address needs in low and middle income countries:

- Water 3 – post-disaster management and recovery programme
- Sanitation policy forum, Senegal (May 2006) – focused on policy level strategies and approaches for faecal sludge management
- World Water Monitoring Day (WWMD) – working in concert with the Water Environment Federation to raise awareness on water quality and water quality monitoring processes
- Young Water Professional recruitment process (in partnership with UNICEF) – supporting the engagement of young water professionals to UNICEF
- Sustainable sanitation in Africa (in partnership with EU) – placing emphasis on sanitation in West Africa
- Sanitation 21 task force activities – developing an analytical framework to support decision making around sanitation options
- Operation and maintenance activities (in partnership with World Health Organization and National Institute of Public Health, Japan) – overlapping with the work of the Efficient Operation and Management specialist group

Closing Words

The development of this Review has been an important step in our reporting function to our most important asset – you, our members. We are committed to high quality, high value member led operations, and you will have read about these developments in the preceding pages.

IWA's progress in the last year reflects the importance and time that we have invested in consulting, planning and developing initiatives that link directly to member's needs and demands. Our experience in doing so offers a number of lessons that can reinforce collective efforts to strengthen research, practice and policy in the wider water sector. Firstly, the way that the Association draws strength and credibility from the connections between its members – scientists interacting with practitioners; consultants working with equipment manufacturers; industry and regulators cooperating. The future is wrapped up in how we grow and support these linkages. Secondly, the fact that our programmes, initiatives and positions are based on a strong evidence base and even stronger experience – allowing us to reach out to a wider political constituency. Thirdly, the success of our initiatives is derived from being locally organized, led by members and responding to local demands.

IWA has grown into the reference point for water professionals working internationally. The Association is known and respected by government, science, industry, practice and politicians at all levels. We are increasing our cooperation with selected parts of the United Nations system and other leading international organizations. To capitalize on these experiences and progress we are fortunate



to have David Garman as our new President, ably supported by an authoritative Board of Directors.

Looking forward to the future, IWA will increasingly focus on:

- Access – to engineer forms of local engagement and global representation
- Relevance – to all the water industry & professionals and options for new technology
- Leading edge – to advance theory, science and practice of sustainable water management with all sectors
- Forward looking – management trends & impact on investment
- Advanced practice – bringing technologies quickly to the market

In these endeavours, we will rely on many partners and friends, old and new, but most importantly on every member of IWA to take forward our shared agenda in the coming year/s.

Paul Reiter
Executive Director

Annexes

IWA governance and management structure

The Association is a not-for-profit organisation. Governing Members from geographic regions represent the interests of their regional consistency (individual and corporate members) and nominate representatives to the Governing Assembly. The Governing Assembly is responsible for setting broad policy for the Association and electing the Association's officers.

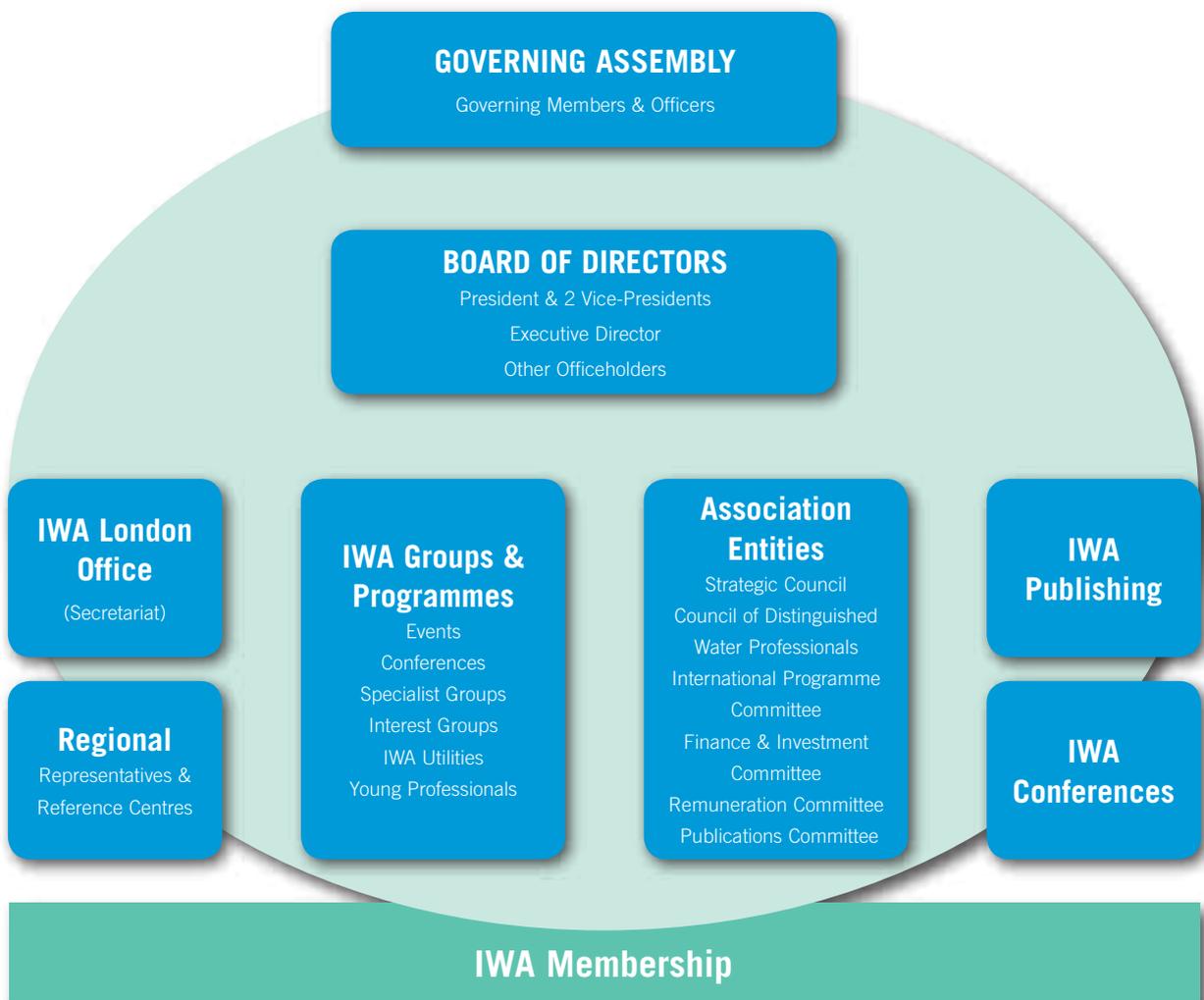
The Board of Directors, a Council and various committees guide and direct the Association. A permanent staff housed in the London office supports the activities of the Association and its members. The Association's Executive Director and management team direct the staff. The Association's President and two

Vice-Presidents serve as officers to the Association.

The business of the Association is carried out through a wholly-owned, limited liability company, registered as a charity in the United Kingdom.

Administrative structure

- Board of Directors (formerly the Executive Committee): conducting IWA business by exercising their authority; they are also trustees of the charity
- Strategic Council: providing guidance on the strategic direction of the Association
- Finance and Investment Committee: supporting financial oversight of IWA
- Publications Committee: responsible for monitoring all of the Association's publications





- Programme Committee: structures the technical programme of the biennial World Water Congress
- Remuneration Committee: overseeing the employment practices of the Association

In 2006, the following changes were made to governance and management:

- Following on from the reform process that commenced in 2005, UK Charity Commission approval of the proposed structure was gained in August 2006. Formal Governing Board approval of the new revised Memorandum & Articles of Association followed at the 2006 World Water Congress.
- The Governing Board meeting in Oaxaca noted that changes to the names of their two groups would be necessary to reflect their contemporary roles. Several options were considered, and the following were chosen as being most suitable as reflecting the legal nature of the roles:

Previous

- Governing Board
- Governing Members
- Executive Committee
- Executive Committee Members

New

- Governing Assembly
- No change
- Board of Directors
- Directors

- The series of business meetings at the World Water Congress brought about the following changes:

Board of Directors

Officers:

President

Dr David Garman

Senior Vice-President

Dr Glen Daigger

Vice President

Prof Shinichiro Ohgaki

Other Officeholders:

Immediate Past President

Prof Laszlo Somlyody

Chair, Strategic Council

Mr Gerard Payen

Treasurer

Mr Juan Ras

Chair, Programme Committee

Prof Helmut Kroiss

Vienna Congress President

Dip Ing Walter Kling

Prof Blanca Jimenez

Mr Khoo Teng Chye

Prof Hamanth Kasan

Retiring from office with special thanks for their contribution to IWA were:

Prof Zaini Ujang

Vice Minister Qiu Baoxing

Prof Saburo Matsui

Mr Michael Rouse

Prof Dr Ing Harro Bode

Prof Eugene Cloete

• **Strategic Council**

Mr Gerard Payen was appointed as Chair of the Council. The outgoing Chair, Professor Eugene Cloete, assumed the role of Special Presidential Representative for Developing Countries.

• **Merger of Finance Committee and Investment Committee**

At a meeting of the Board of Directors in December 2006 it was decided to merge into one the two separate Finance and Investment Committees. The resulting new Committee is named the Finance and Investment Committee.

• **Remuneration Committee**

The Board of Directors resolved to form a remuneration committee to oversee the employment practices of the Association.

2006 Annual Financial Statements

Financial Performance Overview

Financial Performance for 2006 represents a further sound result, building on the solid balanced outcome in 2005.

A solid surplus for the year is reported which is attributable to a combination of ongoing cost control, realisation of conference income from several events through the year and a resounding best ever contribution from our wholly owned subsidiary, IWA Publishing Limited.

The IWAP full year result of over £1.1 million profit has substantially exceeded both budget expectations and prior year results. Through Gift Aid payments to IWA, IWA is the net beneficiary of this outstanding performance which will provide funding for IWA's charitable activities.

Additionally, this year is the first year in which the impact of the new UK Accounting Requirement, FRS 17, has been brought fully to account. After adjusting the prior year results for comparative purposes, this has resulted in a net positive impact on the 2006 Financial Performance. FRS 17 requires reporting entities to show the valuation of any unfunded liabilities in Defined Benefit (Final Salary) Pension Schemes. A further consequence of this new standard is that the accounts now show a long-term creditor of £146,000 representing the actuarial value

of the unfunded liability. This is long term liability and will be paid by IWA in accordance with an agreed plan over a number of years.

Overall, both income and expenditure are up on 2005 due in large measure to the costs and revenues associated with conducting the Biennial World Water Congress and Exhibition. These have been brought fully to account in the 2006 year in accordance with IWA's accounting policies. Recognition of these costs and revenues results in notable fluctuations between Congress and non Congress years but this cannot be avoided.

Within IWA's core activities, both income and expenses tracked closely with the budget set at the end of 2005. Specifically, membership income showed some variances (Corporate Membership up against budget but Individual and Premium Membership receipts below expectation.) Sponsorship income (not related to the Core Congress Sponsorships) was also close to target.

The final result for IWA sees a surplus of some £395,000 prior to accounting for unrealised investment gains and actuarial gains on the pension scheme. After incorporating these unrealised gains, the surplus for the year rises to over £500,000.

This result places IWA in a sound position to fund its programme of activities over the coming year.

About IWA

IWA is in a better position than any other organization in the world to help water professionals create innovative, pragmatic and sustainable solutions to challenging global water needs.

IWA is at the forefront in connecting the broad community of water professionals around the globe – integrating the leading edge of professional thought on research and practice, regulators and the regulated, across national boundaries and across the drinking water, wastewater and storm water disciplines. Through membership in IWA, water professionals from many specialties benefit from the synergistic gains that result from collaboration across the boundaries of specialties, professions and different parts of the world.

Through its network of experts in research, practice, regulation, consulting and manufacturing, IWA can address the unique expressions of global challenges in communities throughout the world to create expanded knowledge and integrated, sustainable solutions.

The history of IWA can be traced back to 1947 when the International Water Supply Association (IWSA) was established. IWSA and the International Water Quality Association (IAWQ) merged in 1999 to form the International Water Association. The International Association for Water Pollution Research and Control (IAWPRC) was the



predecessor body to IAWQ and was originally formed in approximately 1965.

Today, IWA is a member driven organization with approximately 8,000 individual and 400 corporate members worldwide. The Association is a non-profit organization, self-governing and run by its Governing Members. A Governing Assembly, Board of Directors, a Council and various committees manage the Association.

IWA's Vision

Connecting water professionals worldwide to lead the development of effective and sustainable approaches to water management.

IWA's Mission

To create and foster a global network of leading-edge water professionals through the provision of services and products to members, including conferences, publications and support for member groups. In addition, to represent the views of members in international forums and to project key messages to the sector at large, aimed at advancing best practice in sustainable water



**International
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