



SIWI Strategy 2018-2021



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SIWI - a global water institute



Photo: SIWI

The idea that became SIWI stems from three linked events in Stockholm in 1991. The Stockholm Water Festival invited the public to celebrate water on the streets of Stockholm, the Stockholm Water Symposium gathered some one hundred scientists to discuss global water challenges, and the Stockholm Water Prize, under the patronage of H.M. King Carl XVI Gustaf of Sweden, was awarded for the first time, in recognition of outstanding achievements in water-related activities.

Since then, SIWI has expanded and matured into a world leading water organization with a focused range of research and water development programmes that support water decision-makers around the world. World Water Week, a further

development of Stockholm Water Symposium, is today the world's leading annual water event, and the Stockholm Water Prize the most prestigious water award.

SIWI is a Swedish, independent, not-for-profit foundation, which seeks to strengthen the governance of fresh water globally, regionally, nationally, and locally.

This strategy sets the institute's direction for 2018-2021. It identifies the world's key water- and development-related challenges, and it defines our strengths, goals and methods for meeting the challenges and achieving our mission.

I would like to thank the entire SIWI staff, as well as our Board and external advisers, for their constructive ideas, dedication and hard work during the drafting of this strategy document.

Torgny Holmgren
Executive Director, SIWI



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Executive summary



The world is at a point where water crises and competition for water are no longer risks, but a reality for many. Increasing demand due to increasing income levels, population growth, and severe effects caused by climate change combine to put pressure on our most precious natural resource. Several societies, in low- and high-income countries, have experienced the impact and consequences of water stress. However, the effects of too much, too little, or too dirty water impact poorer sections of society the hardest. Some cities and countries are taking steps to adapt to a new normal that includes reduced availability of fresh water. But the challenges can seem monumental.

SIWI is a water institute that works to address these challenges. Our vision is a Water Wise World – a world that recognizes the value of water and ensures that it is inclusively shared and used sustainably, equitably and efficiently for all.

We believe that the best way to tackle water crises, and help bring about lasting change – with the ultimate goal being the eradication of poverty – is to strengthen water governance among public and private actors alike: the political, social, economic and administrative systems and processes that influence water's use and management. Essentially, who gets what water, when and how, and who has the right to water and related services, and their benefits.

Our mission is to “Strengthen water governance for a just, prosperous and sustainable future”.

Our focus is on strengthening the governance of freshwater, globally, regionally, nationally, and

locally. We host the world's premier annual water meeting, World Water Week, and we award the prestigious Stockholm Water Prize, under the patronage of the H.M. King Carl XVI Gustaf, and the Stockholm Junior Water Prize.

SIWI is a Swedish, independent, not-for-profit foundation. Our work is underpinned and guided by our core values: passion, integrity, inclusiveness, and quality.

We work in a spirit of independence and non-partisanship. Our convening power enables us to bring key actors together, and to act as a trusted facilitator in a wide variety of settings. We believe in partnering with other organizations to widen our reach, amplify our messages, and strengthen our impact.

During the 2018-2021 strategy period, we intend to influence decision-makers, directly and indirectly, by combining our convening power with our expertise in water governance, and by building dialogue, improving policies, and changing water governance practice.

Our priority areas will be: Linking knowledge, policy and practice to strengthen water services delivery and water resources governance; Cooperation over shared waters; Swedish Water House; World Water Week; Stockholm Water Prize and Stockholm Junior Water Prize; Informing, influencing and supporting international policy agendas; and Advancing water knowledge and influencing through communication.



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Introduction



Water is the world's most precious resource. It is a requirement for life, and for development. No person, family, community, business or society can thrive without access to a sustainable source of reliable, clean water. Water can be the difference between life and death, between poverty and prosperity, between despair and hope.

As the global population and economy grow, pressure on fresh water resources will increase, faster and with harsher consequences than most of us can imagine today. For several years, leaders of the World Economic Forum have listed the water crisis as one of top three global risks.

It is therefore absolutely essential that we identify and develop ways in which to share and better manage our common fresh water resources.

This is an acute challenge at a time when many, especially in high-income countries, rarely know where their water is sourced. In water-scarce and water-rich regions alike, and in cities in particular, water allocation and distribution is governed less by physical availability and more by an intricate web of institutions, decision-making, policies and processes, at several levels, that must all pull in the same direction to ensure that all sections of society obtain access to clean, safe water in sufficient quantities.

This is where SIWI comes in. We are a strong, international team of knowledge-generators, convenors, facilitators, and trainers that, since 1991, have built unique expertise in strengthening the systems and processes that govern access to fresh water.

Today, SIWI is an experienced convener of World Water Week, and an expert in developing platforms, facilitating dialogue, generating knowledge, implementing programmes, and building capacity that together strengthen water governance globally.

When we at SIWI talk about water governance, we refer to the political, social, economic and administrative systems and processes that influence water's use and management. Essentially, who gets what water, when and how, and who has the right to water and related services, and their benefits.

Our expertise, and our job, is to strengthen these systems and processes. It is our conviction that this will lead to a more just, prosperous and sustainable world.

Water for development

Water is a renewable but scarce natural resource that can be recycled but not replaced. It flows through the landscape and atmosphere, and its distribution varies both in time and space. It supports life and strongly underpins poverty eradication and social and economic development. Water is a connector between actors, sectors and countries. The multi-purpose use of water by societies and ecosystems requires co-ordination and dialogue among decision-makers and water users, and integrated approaches to strike balances and make trade-offs.

The world is witnessing rapidly growing demand for water resources, which is mainly driven by trends of economic growth and rapid urbanization. According to OECD estimates, water demand will grow by 55 per cent in the period 2000-2050. Most of this demand is generated by the growth of manufacturing industry and energy production in developing countries and emerging economies. Water demands for food production and household uses will remain high. Meanwhile, the world population is projected to reach 9.6 billion by 2050, with 66 per cent living in urban areas. Many countries have embarked on very positive economic development trajectories, but this also has implied changes in consumption and production patterns leading

to increased pressures on already scarce water resources.

Trends of economic growth and urbanization are compounded by climate change. Precipitation and storm events, heatwaves and droughts, and sea-level rise and flooding increasingly affect most parts of the world. Increased water pollution, depleted water reservoirs, and dusty riverbeds are obvious symptoms, but another challenge is literally growing below our feet: groundwater is being used far more quickly than it is being replenished. Consequently, the world's water situation, particularly for developing countries, points to intensifying water competition and increased needs for investment in water-related infrastructure and institutional development to cater for a just, prosperous and sustainable water future.

Our overarching aim is that our activities should contribute to poverty eradication. Water stakes are already high and the adverse social, economic and environmental effects of too much, too little or too dirty water are already felt by millions of people and ecosystems around the world. Poor people and their prospects for continued and sustained social and economic development are hardest hit. Roughly one-third of the world's



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population now lives in water-stressed areas. This fuels, for example, social and political conflicts, migration and inequitable water allocation and distribution within societies that risk cementing poverty. Despite encouraging progress in many countries, more than 780 million people still live without access to improved drinking water, and an estimated 2.5 billion people lack access to basic sanitation, creating serious health problems and loss of economic productivity. Poorer people's livelihood is, to a large degree, dependent on ecosystem services. Increasing water pollution, over-abstraction of water, and irregular rainfall patterns due to climate change, put communities and farmers relying on rain-fed agriculture in dire situations, and threaten livelihoods. Paradoxically, considerable funding gaps remain, leaving water reform implementation and infrastructure development targeting poorer people with insufficient support. To bridge this gap there is a continued need to strengthen existing systems, and to promote innovative solutions for governance, financing, and building new partnerships as a means of poverty eradication.

The world has reached a point where key decision-makers consider the water crisis a top global

risk, based on the likelihood of it happening and adverse impact on society (World Economic Forum, Global Risk Reports). There is a need to accelerate the pace towards a water wise world. The Sustainable Development Goals (SDGs), and other development frameworks, provide opportunities for advancing on improved sustainable access to water and sanitation, integrated approaches to water management, and ecosystem sustainability.

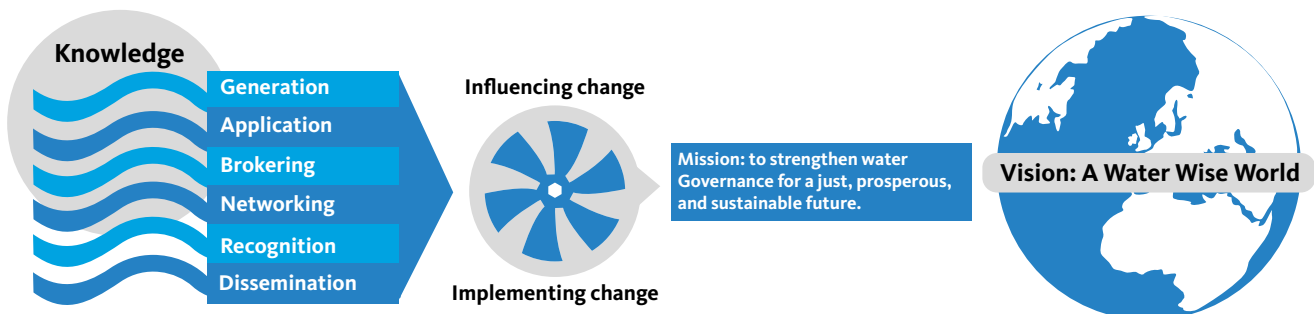
SIWI has made significant contributions to a more water wise world. SIWI - with its water knowledge, networks and position as a trusted partner - has contributed to influencing public and private sector decision-makers at many levels. The leading role in international decision-making that the annual World Water Week has come to exert is one example of SIWI's influence. SIWI is aware of the complexity and magnitude of the water challenges that lie ahead, primarily driven by changing demographics, socio-economic growth patterns, and climate change. In the midst of such changes, SIWI will continue to influence relevant public and private decision-makers, and contribute to improved water governance and increased investment.

Vision

Our vision is a **“Water Wise World”** – a world that recognizes the value of water and ensures that it is inclusively shared and used sustainably, equitably and efficiently for all.

Mission

Our mission is to **“Strengthen water governance for a just, prosperous and sustainable future”**.



SIWI is a water institute. We leverage knowledge and our convening power to strengthen water governance for a just, prosperous, and sustainable future.

We base our work and our conduct on four core values. They are: Passion, Integrity, Inclusiveness and Quality. Our core values underpin us as an

organization, guide us in our decision-making, and govern our relationships and collaborations.

Why water governance?

The ways in which societies govern their water, and how water related social and economic benefits are allocated and distributed have profound impacts on poverty eradication, social and economic development, and their sustainability. Any water governance system must be able to allocate water to ensure, for example, food and energy security but also be able to assess for whom and for what purposes water is provided. In short, governance is about decision-making – priorities need to be set, choices need to be made, and since water is a scarce resource, trade-offs may be required.

Governance is about the exercise and distribution of power in decision-making, and whether to make and/or implement particular policies. Governance highlights issues such as: which actors were involved in making a given policy? Was the policy developed in a participatory and transparent fashion? Can revenues and public and bureaucratic support be raised to implement the policy? These are just a small sample of questions involved, but they indicate that governance is about processes of decision-making, its content, and to what extent policies and decisions are implemented.

Governance addresses institutions and relationships between organizations and social groups involved in water decision-making, both horizontally, across sectors and between urban and rural areas, and vertically, from local to international levels. Governance is not limited to government but also includes private sector and civil society. The character of relationships, (and the formal and informal rules and regulations guiding such relationships), and the nature of information flow between different actors and organizations are both key features of governance.

Water governance is a means to an end, and its improvement is critical to, for example, achieve national development plans, the SDGs, and water as a human right. Moreover, improved water governance is imperative for effective implementation of specific water management functions such as planning, allocation, regulation, service delivery, multi-stakeholder participation and in-country or transboundary cooperation, and conflict mediation.

Strengthened water governance is a prerequisite for just, prosperous and sustainable societies.



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Water governance challenges

The water crisis is essentially a governance crisis. The challenges may seem overwhelming but many solutions are within reach. Countries and cities will have to invest more in appropriate water infrastructure, technologies and institutional development, and make more and better use of demand-side water management measures.

Countries with strong and effective governance systems tend to prosper by creating an environment that promotes social equity, economic

growth, reduces poverty, delivers valuable public services and earns the trust of their citizens.

SIWI is poised to bring the need for improved water governance onto local, national and international agendas, and to support and facilitate various water governance-related processes, as well as development and implementation of policies, plans and guidelines. The following are the four main water governance challenge areas that we address throughout our work:

Water is insufficiently valued

Water is often ignored and taken for granted in planning processes at multiple levels. Water is not valued and priced according to its scarcity, which can fuel misuses and misallocations. Importantly, water has social and cultural values beyond monetary terms, and they need to be factored in to how water is used and allocated. Water allocation frameworks are not well developed, leading to inefficient and inequitable allocation. The under-valuation of water is manifested in insufficient investments in water resources management, water and sanitation services and water infrastructure.

Exclusion, marginalization and lack of cooperation among stakeholders

Many stakeholder groups are not included in water decision-making processes. The lack of institutions, or their failure to act, can lead to policy capture by stronger political and economic interests. Women and youth are systematically excluded from decision-making. The same is true for the poor, and indigenous peoples. Institutional development will have to overcome collective action problems and zero-sum outcomes. For this reason it will be critical to promote multi-stakeholder engagement and finding ways of getting stakeholders to work together.

Weak and ineffective institutional frameworks

The water sphere is characterized by institutional fragmentation and poorly co-ordinated planning at all levels, leading to sub-optimal water decision-making in many sectors such as agriculture, energy, and urban development. In some cases, essential institutions are lacking altogether. Many countries have water policies in place, but they are not implemented. This policy implementation gap is caused by, for example, a low level of investment, institutional capacity gaps and mismatches between formal policies and customary water rights. The result is sub-optimal decision-making that fuels inequality, inefficiency and unsustainable solutions.

Low levels of trust and integrity

Governance systems characterized by institutional fragmentation, and where roles and mandates of public organizations are unclear, tend to provide fertile ground for corruption. The lack of transparency, accountability and asymmetric information and power in decision-making, be it as part of developing and implementing national water policy or enforcing procurement regulations, will further compound the situation. Transparency, accountability and participation are considered basic building blocks for a well-functioning governance system.

Our strengths

We are a water institute leveraging knowledge and our convening power to strengthen water governance. At SIWI, knowledge is a base, a tool, and an end in itself. Specifically, we:

- Generate knowledge in different ways and forms, e.g. through our own research
- Apply knowledge, e.g. through advisory services and programmes development and implementation
- Broker knowledge, through building capacity, and acting as a facilitator
- Network knowledge, by convening platforms and spaces for knowledge sharing
- Recognize knowledge, through awarding Stockholm Water Prize and Stockholm Junior Water Prize
- Disseminate knowledge, by preserving, co-ordinating, packaging and promoting content to enable internal use and external transfer
- Centre learning processes and critical thinking around people and their relationships

The prime example of our convening power, and a pillar of our organization, is World Water Week. The Week is the leading global annual event on water and development issues, bringing together actors from the science, policy and practice communities, public and private, to foster collaboration and new thinking, and generate solutions to global water challenges.

We have also demonstrated success in developing other platforms, as well as designing and implementing relevant private and public sector collaborations. As a trusted convenor, we are the host and driver of important initiatives such as Swedish Water House, the Alliance for Glo-

bal Water Adaptation (AGWA); Source to Sea Action Platform; International Centre for Water Cooperation, Water Governance Facility, Water Integrity, and Shared Waters Partnership. In these domains, we are an established visionary and innovator, and we will strive to uphold and develop this position.

We bring together and advise decision-makers and agents of change, support collaboration by connecting actors across sectors and at different levels, and draw on our expert knowledge and practical experience to help identify and leverage solution spaces.

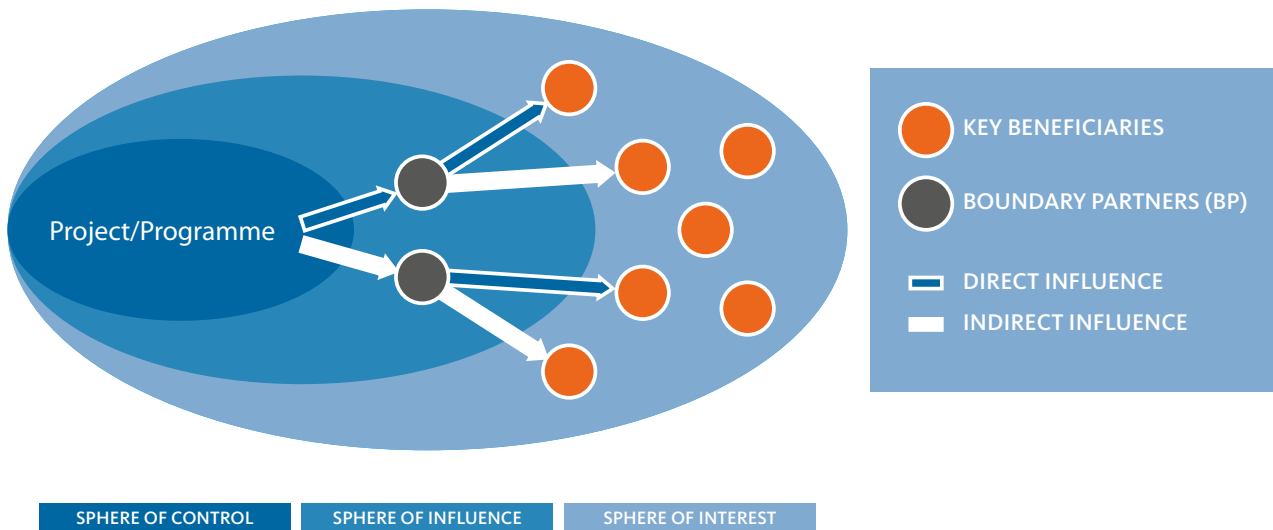
Our expertise is evidence-based, and evolving. We work across policy areas because we understand the complexities of water-related decision-making. Our experience tells us that being able to tailor our approach and advice to suit the dynamic challenges of a more water scarce future and changing political landscapes is fundamental to delivering progress and impact in the long term.

We are proud to be one of several respected water, development, environment and foreign policy organizations based in Stockholm. Together, with our complementary sets of expertise, we form a unique hub of water, environment, development, security- and climate change knowledge, to be used in the pursuit of a just, prosperous and sustainable future for all people.

How we work to contribute to change

We intend to continue to focus our activities and outputs on directly and indirectly influencing key stakeholders. The stakeholders that can bring

about water wise change, and that act within the sphere of our influence – are our boundary partners (see picture below).



We have identified the following key boundary partners as instrumental for influencing water wise decisions:

- Governments and public organizations
- Development agencies and organizations
- Non-Governmental Organizations/Civil Society Organizations
- Multilateral and regional organizations
- Private sector companies

In addition, we work very closely with academic institutions in generating and analysing knowledge, since water wise decisions requires evidence-based data, information and knowledge. Furthermore, we also target opinion leaders such as media, since public opinion strongly influences decision-making on water. We measure our performance to influence people to make water wise decisions by using the outcome mapping theory.

Our strategic objectives

We intend to influence our boundary partners by combining our convening power with our expertise in water governance, and by building

dialogues, improving policies and changing water governance practices.

1. SIWI leverages its convening power to facilitate and influence water governance dialogues

We will continue to bring together actors from different sectors and regions, from policy, research and practice, to exchange knowledge, bridge perspectives, and find new solutions. In the context of improving governance, we will support national, regional and international governance development dialogue platforms. Where relevant, we will create new platforms. For example, in the context of transboundary waters, we will facilitate dialogue and support inclusive processes to enhance peaceful cooperation. Elsewhere, we will support water governance multi-stakeholder dialogue at various levels to advance equitable, efficient and sustainable water use.

As organizer of World Water Week, the leading annual global event for water, we will strive to keep the water community connected, and discussing challenges and solutions. In addition, we will bring in actors from outside the water community and strive to break silo thinking.

2. SIWI influences priority-setting for improved water governance

Today, SIWI is a trusted partner, providing advice on inter-governmental, regional and national water-related issues. We are uniquely able to bring actors together to align work around common goals and reach consensus so that actors speak with one voice during important international processes. We will work strategically with media to influence public debate and advocate increased priority for water in national and international processes. Thanks to our unique network, we contribute to the outcomes of national, regional and international meetings and global processes.

3. SIWI contributes to policy development for improved water governance

As a trusted and knowledgeable partner, we will work in the development and formulation of water policies with national, local and municipal governments, and with corporate actors. With our experience in all regions of the world, and with our long-standing partnerships with multilateral organizations, we will support national policy development across all regions.

4. SIWI contributes to the implementation of improved water policy and practices

Beyond the policy formulation stage, we will contribute to implementation of policies and change in water practices. Together with public, civil society and private sector actors, we will effect transformative policies at the country level, e.g. by developing capacity within existing institutions, supporting the creation of new institutions, or improving the way water is managed by corporate users.

5. SIWI advances water knowledge, and awards and promotes excellence in water science, policy and practice

Our applied multidisciplinary research on international and national water issues provides the foundation for informed policy choices on complex water challenges. Through original studies, collaboration in world-class research projects, synthesis of the latest knowledge, as well as strategic dissemination, we will continue to conduct vital work at the research-policy-practice interface.

Each year we award the Stockholm Water Prize, and the Stockholm Junior Water Prize.

Stockholm Water Prize is the world's most prestigious prize for outstanding achievements in water-related activities. The Stockholm Junior Water Prize competition brings together the world's brightest young scientists to encourage their continued interest in water issues.

6. SIWI is a resilient, financially sustainable organization and an attractive employer

We will attract, select, motivate and retain talented employees. We will work systematically to reduce and manage organizational and financial risk, and strive to improve our effectiveness.



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Reaching our goals

We will plan our work in the long- medium- and short terms. This strategy document sets out our overarching vision, mission, strategic objectives, and direction for four years, from 2018 to 2021. It will be complemented by annual two-year action plans (2018-19, 2019-20 etc.), describing our work in more detail. The action plans will,

based on this strategy, state objectives for each priority area, and specify outcomes and operational targets for each of those, as well as indicators and key modalities for their implementation. We will report the results of our activities under the action plans, and how they contribute to the achievement of our strategic objectives.

Linkage between SIWI strategy and action plans along the theory of change

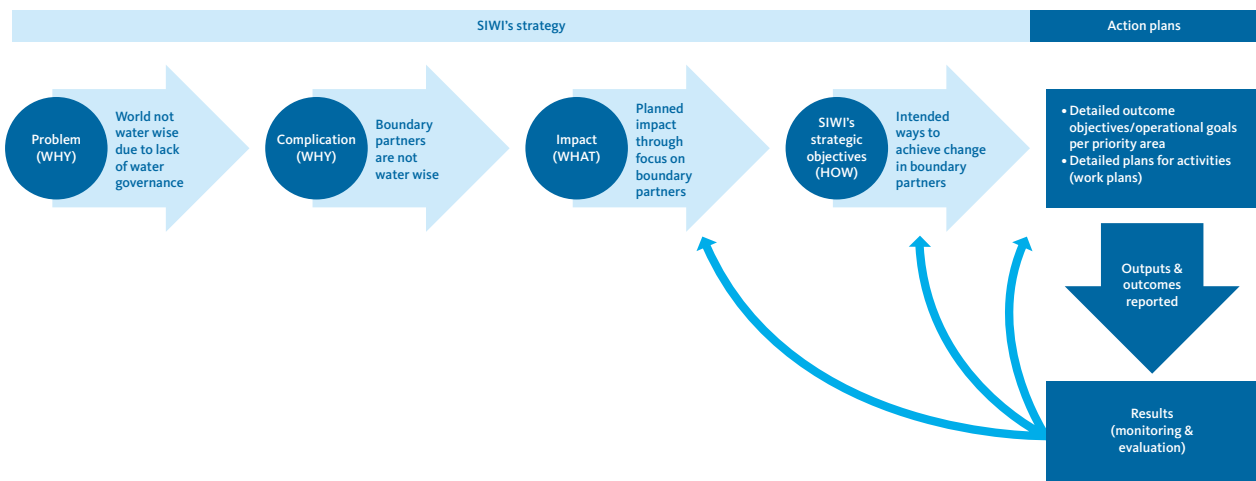


Photo: iStock

Our priority areas, and how we work to strengthen water governance

Linking knowledge, policy and practice to strengthen water services delivery and water resources governance

We work to improve governance architectures and processes of water resources management and water and sanitation policies and investments, for a just, prosperous and sustainable future.

We work in the knowledge-policy-practice space to improve the outcome of water policies. We develop and apply research-based tools and methodologies to solve complex water challenges, we provide advisory services to governments and international organizations, and we support policy development and implementation through our programmes. We work with multi-level and multi-stakeholder water governance platforms, (including government, private sector civil society and academia), to develop and promote solutions for uptake by public and private sector decision-makers. Through our activities, we advance water governance knowledge through applied research, we influence priority setting through our contribution to a range of international processes, and we support development

and implementation of improved water policies and practice through our cooperation with national and international water partners.

We work on leveraging political will for strengthened water governance at national and international levels; we promote inclusive policy processes with specific focus on non-discrimination of the most vulnerable and apply a human rights-based approach in our work; we conduct research and enhance co-ordination within and across sectors to break silo thinking and advance on new solutions; we work to improve bankability of investments in the water sector; and we promote integrity, accountability and transparency in water governance. Our expertise lies with integrated approaches to Water, Sanitation and Health (WaSH) services and water resources management. We will continue to develop areas where we are strong, but also explore opportunities to develop more integrated water solutions in areas such as urban water.

Supporting water governance and accountability in Tajikistan

The UNDP GoAL (Governance Advocacy and Leadership) WaSH programme is a global initiative focused on improving governance of water and sanitation services. It is managed by SIWI and implemented through UNDP country offices. In Tajikistan the GoAL WaSH programme has supported the development of different management models for water and sanitation services, as well as supporting the development of a tariff setting methodology, to improve sustainability and quality of the services. In addition, the programme has also supported increased social accountability in water services. A Public Advisory Council has been established in the main water supply company in the capital of Dushanbe, which serves as a feedback mechanism with the company's clients, facilitating timely consideration of complaints and proposals, more transparency and operational efficiency. An online resource site to extend legal services for the drinking water consumers throughout Tajikistan has also been established, in collaboration with the Consumers Union of Tajikistan. We are documenting the experience for wider learning and dissemination.

Supporting improved water management in sub-Saharan Africa

In Africa, SIWI works in partnership with organizations that have a water management or supply mandate. We support such bodies to strengthen capacity to deliver on their mandate by developing and implementing appropriate policies and reform processes. This work includes engaging the private sector in an effort to leverage their technical as well as financial resources.

A key challenge to achieving the SDGs in Africa is the underinvestment in water infrastructure in the continent, estimated to be a deficit of around USD 11 billion a year. The ability of countries to provide adequate quantities of safe and reliable water, at various levels of scale, is a prerequisite for a number of SDG targets. Being able to do so without destroying natural ecosystems or harming communities will be key to making these efforts to supply water sustainable. We

support continental efforts under the leadership of the African Ministerial Council on Water (AMCOW) to enhance the financial viability of water investment projects on the continent, as well as strengthening the development impacts of such projects. Working directly with development finance institutions and project preparation facilities, we help to bring deserving water infrastructure projects closer to bankability, with the ultimate aim of being able to attract investment both from public sources as well as private. As part of this work, we are working on innovative approaches to involve local communities in the development and financing of such projects, as well as including investment in natural infrastructure, (such as the rehabilitation of wetlands and flood plains), to provide eco-system services.

Call for an African Water Revolution

Food security in Africa is high on the SDG agenda. About 40 per cent of sub-Saharan Africa is semi-arid or dry sub-humid; climate change, and ecosystem degradation creates major water shocks on a continent with a population projected to grow from one billion to up to four billion this century.

In 2016, in collaboration with prominent international partners, SIWI launched a call for an African Water Revolution, based on green water – that builds water resilience for sustainable development.

The proposed “revolution” relies on a triple green approach – green for green water, green for productivity, green for sustainability.

Rain is the core resource for securing reliable food production in the huge semi-arid and dry sub-humid African drylands. Scientific research clearly shows the necessity of a sustainable, resilience-based agricultural revolution with special focus on water resilience in the vast water-scarce regions in Africa.



Photo: iStock

Cooperation over shared waters

Based on practical experience, social learning, innovative approaches and academic work, we contribute to supporting inclusive processes that enhance peaceful cooperation over shared waters. Through a multi-level, multi-track approach, we will primarily focus on tailoring trust-building dialogue, support knowledge sharing and capacity building to help stakeholders engage in, and support the identification and construction of solution spaces that could contribute to more effective cooperation. We successfully use a water diplomacy approach, whereby different key policy areas and entry points are used to unlock challenges associated with regional water resources management. To this end, in recent years, we have focused on the role of women in decision-making. We believe that empowerment of female decision makers is key for sustainable and inclusive water cooperation and mitigation of conflict risk. Understanding the reasons for how and why certain decisions are made is also fundamental for us in order to adapt and tailor our support in the most effective ways. Therefore, the analysis of behavioural change in decision-making underpins our work.

We have a particular long-standing commitment to support collaborative processes in the Nile River Basin, where our multi-track approach focuses on highlighting regional linkages and interdependencies. It involves high-level decision makers, academia, regional organizations and media. Capacitating opinion leaders is crucial to the creation of an enabling environment for political will.

There is a risk that regional water resources are not shared in a sustainable and peaceful way. Many stakeholders are excluded, or do not access the benefits derived from sharing waters. Meanwhile, a majority of development partners are unable to effectively meet the needs of riparian governments. Therefore, we will focus our efforts primarily on representatives of riparian governments, regional organizations and a range of development partners. We will support and enable stakeholders to take or influence decisions supportive of cooperative frameworks of shared waters through knowledge generation and the promotion of regional institutions and water related investments.



Photo: iStock

Water Diplomacy

Water diplomacy addresses the political, structural and social aspects that hinder or enable cooperation on water resources that are shared between states. It enables countries to negotiate agreements on the allocation and management of shared waters. Water diplomacy is a dynamic process that seeks to develop reasonable, sustainable and peaceful solutions to water allocation and management while promoting or influencing regional cooperation and collaboration. It can be especially useful in situations with competing or even conflicting interests.

SIWI's work on water diplomacy combines different tracks of diplomacy in an inclusive approach. SIWI organizes dialogue opportunities for multiple stakeholders, including governments, civil society and academics, giving them the opportunity to meet, often in an informal setting, to share knowledge and exchange perspectives contributing to trust and confidence building.

SIWI also provides tailor-made trainings in water diplomacy approaches for targeted groups of stakeholders from low to high level opinion leaders and decision-makers, providing participants with tools for constructive dialogue and negotiation.

A large part of SIWI's practical work on water diplomacy is implemented through the "Shared Waters Partnership" a multi-donor programme that links development and diplomatic efforts to overcome hurdles related to transboundary water cooperation.



Photo: iStock

Swedish Water House

We engage broadly with Swedish stakeholders for improved water governance. Through events, forums and dialogue, we raise awareness about the need to govern water systematically to ensure just and sustainable distribution. Seminars, workshops and roundtables illuminate global challenges and highlight solutions. Events and policy dialogue inform policymakers and a broad range of stakeholders, underlining the need for improved policies to ensure long-term sustainable solutions.

We invite stakeholders to engage in time-specific collaborations that focus on a topic of common concern. Dialogue is built with policymakers from the public and private sectors, civil society and academia. These forums are learning opportunities that are jointly developed. Sometimes the platform has to start with awareness building, as stakeholders question the relevance of water.

Through co-creation, knowledge is harnessed, best practices highlighted, and tools and methods developed – all with the aim of influencing and supporting the implementation of policies, business practices and research for improved water governance. Key messages inform policy and stakeholders through dedicated outreach using channels such as reports, policy briefs, websites and social media.



Photo: iStock

Increasing commitment to the integration of water into global sustainable forestry practices

When Swedish Water House (SWH) invited the Swedish forestry sector to a dialogue on improved forestry management to support hydrology and water security, the offer was initially met with hesitation. Bilateral conversations, seminars and workshops highlighted the crucial and complex interaction between trees, forests and global water challenges contributed to deepened understanding. As a result of dedicated dialogue, reluctance was replaced by a strong commitment to integrate water into sustainable forestry practices globally. The sector joined with SIWI, concluding that sustainably managed forests and restoration initiatives that integrate water management contribute to improved water security. Furthermore, it promoted understanding of the links between climate change mitigation and adaptation, biodiversity, improved livelihoods for local communities, and industrial development.

Increased Swedish engagement in global water management in forest landscapes has received international recognition, and SIWI has been invited in an expert capacity to dialogues and collaboration between Swedish and international institutes such as CIFOR, FAO, IUFRO, public authorities and NGOs.

World Water Week

By maintaining the leading aspect of World Water Week, SIWI is in a unique position to attract water and development practitioners at all levels, and thereby influence policies for improved water governance worldwide and locally to create a just, prosperous and sustainable future.

Attracting leaders, scientists, youth, politicians, including representatives of municipalities and local communities, (especially from low-income countries), year after year, creates opportunities to advocate improvements, influence the global political agenda, follow-up implementation, and measure the impact of water governance.

By engaging with the private sector we have the knowledge, and via World Water Week, the platform to facilitate and support the implementation of the SDGs. This also gives us the opportunity to provide leadership and to influence the sector's views on water governance, as well as the way private companies operate. Working together with the private sector enables us to become financially sustainable and work towards a water wise world.

Acknowledging the strength of the World Water Week's convening power, we will ensure that it maintains its position as the leading annual water event. To do this we will:

- Develop new “products” that will strengthen its position – e.g. Swedish knowledge-base pavilion, field visits to Stockholm-based organizations working with water governance issues
- Build on its current strengths – i.e. increase networking opportunities, and ensure that the sessions are innovative and allow knowledge exchange among participants
- Continue bringing different perspectives to the discussion – i.e. ensuring voices relevant to, but not normally heard in the water discourse, are part of World Water Week



Photo: SIWI

Prizes

Our globally renowned awards, Stockholm Water Prize and Stockholm Junior Water Prize, honour outstanding achievements and projects in water- and water-related fields.

The world's most prestigious water award, Stockholm Water Prize, honours women, men and organizations whose work contributes to the conservation and protection of water resources, and to the well-being of the planet and its inhabitants.

Over the years, Stockholm Water Prize Laureates have represented a broad range of water-related activities, professions and scientific disciplines. Our aim is to maintain the high standard of the Prize and to receive nominations for men and women from all over the world.

Stockholm Junior Water Prize gathers imaginative young minds from all over the world,

encouraging their continued interest in water and sustainability issues. The competition draws more than 10,000 entries from more than 30 countries.

We see a great global interest for Stockholm Junior Water Prize, and have received several requests from countries to participate by establishing their own national awards. We will work actively to empower and inspire national organizers, as well as the Stockholm Junior Water Prize alumni to keep working in the water and environment field, and develop further with the help of our alumni network.

The Laureates' and Prize winners' work complement and add perspective to SIWI as a knowledge platform, further defining us as an organization that has the generation and application of knowledge at its heart.

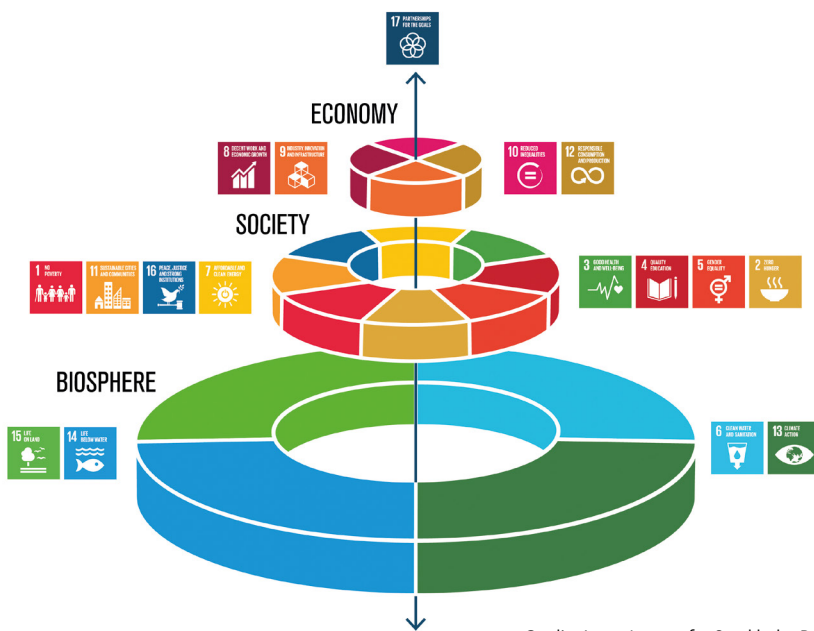


Photos: SIWI

Informing, influencing and supporting international policy agendas

SIWI has a proven track record of addressing, influencing and taking part in international policy-making. We do this by contributing to global policy formulation processes, be it with UN organizations, national governments or independent organizations. We are especially engaged in sustainable development and climate change. Since COP 16 in Cancun, SIWI has actively pushed the issue of water in climate change conferences. We will continue to do this by connecting climate to development policy. Furthermore, we will continue to hold stocktaking events at World

Water Week, and be in a leadership position in the 60+ member-network Alliance of Global Water Adaptation (AGWA). We will put more effort into supporting the Agenda 2030 and the Paris Climate Agreement that comes into force in 2020. National and local Agenda 2030 implementation plans, as well as the so-called Nationally Determined Contributions (NDCs), will play a decisive role for future potential collaborations with countries and different actors. As one of its founding members, SIWI supports the OECD-Water Governance Initiative.



Credit: Azote Images for Stockholm Resilience Centre

The Wedding Cake graphic, developed by Stockholm Resilience Centre, shows economies and societies as embedded parts of the biosphere. SIWI believes that a healthy biosphere (freshwater, oceans, and land) and robust systems to govern them, are a necessity for the fulfilment of the 2030 Agenda.

Our work in support of the 2030 Agenda for Sustainable Development

In September 2015, the UN General Assembly agreed on a common, global development agenda for the period until 2030. The SDGs are central in the 2030 Agenda for Sustainable Development. The SDGs differ from the Millennium Development Goals in that they are global and universal. They include all regions of the world, and all levels. They offer a framework for cooperation in almost every sphere of society.

SIWI contributed to the development of SDG number 6, (Ensure availability and sustainable management of water and sanitation for all), and to water-related issues being raised in other SDGs. Many goals, from poverty reduction to responsible production and climate change are affected by how we handle water but, in turn, also affect the water goal. This holistic view is at the core of our work with the SDGs.

SDG 6 – The Water Goal

Goal 6: Ensure availability and sustainable management of water and sanitation for all, with targets:

SDG 6.1: By 2030, achieve universal and equitable access to safe and affordable drinking water for all.

SDG 6.2: By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.

Examples of what SIWI does: In the area of WASH (6.1 and 6.2), extensive projects are run within the UNDP Water Governance Facility at SIWI (WGF) and the Goal WaSH programme. During the recent years, capacity building in 20 countries has improved access to WASH services for at least 80,000 people and 13 schools. Through its WASH-Accountability programme SIWI supports UNICEF and developing countries to strengthen functionality and sustainability of investments in water supply and sanitation services.

SDG 6.3: By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.

SDG 6.4: By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.

Examples of what SIWI does: Regarding water quality and efficiency, SIWI leads the Sweden Textile Water Initiative (STWI), which contributed to reduced pollution and increased resource efficiency in the use of water, energy and chemicals in textile production. Thousands of workers have been trained in sustainable water use and the programme has become global, with activities in several hundred factories. Similar programmes are being developed within the food and pharmaceutical industries. World Water Week serves as a platform for promotion of best practice in these areas.

SDG 6.5: By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate

Examples of what SIWI does: SIWI leads work and international action platform on Source to Sea (S2S) approaches for improved co-ordination of decision-making of freshwater, marine and oceans issues. SIWI's work on transboundary water management within the UNESCO International Centre for Water Cooperation (ICWC, hosted by SIWI) and the Shared Waters Partnership has a strong focus on target 6.5. The aim is to strengthen sustainable, joint management and equitable distribution of water between countries within a basin. SIWI's research on "Land and Water Investments in the Eastern Nile Basin" has led to improved understanding of Integrated Water Resources Management (IWRM) in the Nile. Most of the activities focusing on water quality and resource efficiency as well as ecosystems also have a strong notion of IWRM in line with SDG 6.5

SDG 6.6: By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes.

Examples of what SIWI does: SIWI advances knowledge through the research programme Nature Insurance Value: Assessment and Demonstration (NAIAD). It contributes to operationalizing the insurance value of ecosystems to reduce human and economic cost of risks associated with water, such as floods and droughts. Through the Swedish Water House cluster groups on water and forests, SIWI has contributed to raising water concerns in the international forest policy with a strong focus on livelihoods.



SDG 6.a: By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies.

SDG 6.b: Support and strengthen the participation of local communities in improving water and sanitation management.

Examples of what SIWI does: SIWI works with policy change and capacity building on water integrity and human rights based approaches with developing countries. Transparent and accountable water and sanitation governance structures that allow for broad stakeholder participation have a clear relevance to 6.a and 6.b. For 6.b. a study on the status of the global implementation is being performed in cooperation with the WHO. The platforms that World Water Week and Swedish Water House provide for expert and stakeholder dialogue, also contribute to building cooperation and strengthening participation in line with SDG 6.a and 6.b.

In addition to the water goal, we specifically work in support of the following SDGs:

- SDG 1 (End poverty in all its forms everywhere)
- SDG 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture)
- SDG 5 (Achieve gender equality and empower all women and girls)
- SDG 10 (Reduce inequality within and among countries)
- SDG 11 (Make cities and human settlements inclusive, safe, resilient and sustainable),
- SDG 12 (Ensure sustainable consumption and production patterns)
- SDG 13 (Take urgent action to combat climate change and its impacts)
- SDG 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development)
- SDG 15 (Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss)
- SDG 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels), and
- SDG 17 (Strengthen the means of implementation and revitalize the global partnership for sustainable development)

During World Water Week, we host an annual stocktaking of progress under the water goal (SDG 6) and other water-related goals, as well as the implementation of the Paris Agreement on Climate Change. We also play a central role internationally in the coverage of water in Agenda 2030, by for instance supporting the High-Level Panel on Water. In our programmatic activities we work to accelerate the achievement of SDG 6

and other water related SDGs. Cooperation with Swedish stakeholders within Swedish Water House raises international water issues in Sweden, but also contributes with Swedish experience to international processes by cluster groups (stakeholder networks), seminars and policy dialogue. SIWI contributes specifically to the water goal, but also to knowledge dissemination and capacity building regarding the other water related goals.

Advancing water knowledge and influencing through communication

We will work to increase knowledge of water- and water-related issues, and aim to raise awareness of the importance strengthened water governance has in building sustainable societies. The main target groups for our communication efforts are decision-makers in the public and private spheres. We will work to reach them directly, and indirectly through the media, and the public, in Sweden and globally, with a focus on regions where SIWI is active. We view media as important partners in raising awareness about water challenges among the public, thereby informing the public debate and putting pressure on leaders to make water-wise decisions.

In our effort to influence decision-makers to prioritize water and water governance, we will generate, package, disseminate and promote knowledge around these issues. Our goal is to produce high-quality knowledge products, such as reports, films, and web-based tools, and to disseminate and promote them to specific audiences in the most appropriate channels, thereby ensuring that the knowledge necessary for making water-wise decisions is available when and where needed.

We will support the development of the organization's messages, and strive to further strengthen SIWI as a source of water and development expertise.

Widening our reach while building capacity

The World Water Week Journalist Grant builds capacity in water and water-related issues among journalists in developing countries, thereby creating potential for raised awareness among large audiences of readers, listeners and viewers. A raised level of water knowledge in the journalist corps will contribute to influencing key decision- and policy makers in water and development issues.

Through an application process, journalists in low and low-middle income countries get the opportunity to visit Stockholm and World Water Week to build their capacity in water and development issues, share knowledge across regions and topics, and strengthen their networks.

The outcome is three-fold:

- Specialized journalists gain better knowledge of water issues, and are thus able to better identify urgent water issues in their countries and regions. By focusing the spotlight on critical water challenges, they are able to put indirect pressure on politicians and other decision-makers to act water wise.
- By creating stronger links with specialized journalists, SIWI improves its standing as a reliable source of water expertise.
- With a strong network of specialized journalists, and highly competent water reporting, important water issues, among them SIWI focus areas, receive higher recognition in affected countries and regions.



Photo: iStock

Working in partnerships

As a cooperative, partnership-driven organization, we continuously work to improve relationships between actors working on water issues and the wider water community. We believe that partnerships offer the greatest potential for results and lasting impact, including a wider reach, a stronger voice, and more weight in influencing decision-makers.

We seek strategic partners that share our core values and who will reinforce our efforts to reach our goals. Partnerships can be multi-dimensional, i.e. a contribution to a partnership can consist of expertise, networks, implementation, finance, or a combination of these, and they can occur at international, regional, national and local levels. While partnerships are initiated through multiple entry points, we will be selective, proactive and strategic in our identification of them.

We will prioritize partnerships with innovative, catalytic change agents from academia, civil society, bilateral and multilateral actors, and public and private sectors including the media. Parti-

cular importance is placed on partnering with stakeholders who have complementary reach in terms of implementation capabilities, geographical presence and networks, such as UNDP country offices.

During this strategy period, we will focus on proactively deepening and expanding existing partnerships, and pursuing new partnerships that support our core efforts.

While we strive to work in partnerships, we will remain a firmly independent, non-partisan, and evidence-based organization.

SIWI operates in a landscape where relationships between existing and emerging actors can be viewed either in a competitive, complementary, or a cooperative context. There is, for instance, a growing number of international water events and a risk of a duplication of activities. Our starting point in all our activities is always to look for how we can co-operate or complement each other.



Photo: iStock

Cross-cutting issues



What makes an issue cross-cutting? For us the answer is an issue that accelerates our efforts to achieve a water wise world and augments the chances of successful outcomes of all the work we do. We view these issues as transformative not only for water governance, but for society at large and its aspirations to eradicate poverty. By incorporating cross-cutting issues into our work, we can achieve impacts far greater than what is available through a business-as-usual approach, allowing our actions to engage with water users and water managers in ways that secure their long-term dedication to our mission, greatly enhancing the sustainability of our actions. In addition, they form part of our value system. For us it is not a question as to why one would choose to incorporate a gendered approach, youth issues, or adopt a human rights perspective, but rather a question of why you would not choose to do so.

Gender equality

A water wise world will not be achieved without the engagement of all members of our global community. As such, we renew our commitment to serving as a knowledge leader to influence water governance platforms at multiple levels, (household, community, national and international), to achieve gender equality in water resources management.

We understand that there is no such thing as a gender-neutral engagement. Our commitment to gender equality requires partnerships, resources and diverse capacities. We will leverage these resources to assess, monitor, and communicate the value of society's diverse experiences, knowledge, conditions, needs, strengths, vulnerabilities and disparities, as well as access to and influence decision making forums for men, women, girls, boys, and members of sexual and gender minorities. Increased understanding of the interplay between gender dynamics, other intersecting identity makers, and water governance will ensu-

re more precise, evidence-based policy formulation and decision-making, improving the lives of all members of society.

Human rights-based approach

With a focus on contributing to universal access to water and sanitation, we work to mainstream human rights by promoting procedural principles that overlap with those of 'good water governance': participation and involvement, accountability, non-discrimination and equity, and transparency. Integration of the human rights-based approach into programmes and projects is supported through capacity building and policy development internally and with project partners. For SIWI, this approach involves due consideration of applicable human rights commitments and obligations, and laws and treaties such as the UN Watercourses Convention.

Youth empowerment

In many of our core geographical areas of operations and interest, youth make up more than half of the population. With unique and varied vulnerabilities and needs, as well as opportunities and perspectives, we understand that we will not succeed in creating a water wise world tomorrow without the active engagement of young people today. As such we commit to supporting engagement, empowerment, and ensuring inclusive opportunities for young people in water governance processes in their communities, as well as in national and international decision making forums. For young people developing professional capacities in water issues, we commit to maintaining platforms, creating opportunities, and ensuring diverse youth perspectives are broadly represented.

The consideration and elevation of these issues in programme design will support the achievement of our mission of strengthening water governance for a just, prosperous and sustainable future.

Our financial and organizational development

We plan for a steady and even organizational growth during the strategy period. We will build on our core strengths, while being open

to addressing additional water governance challenges.

How we intend to develop and finance our work

SIWI has grown by adding competence, entrepreneurial and intellectual skills, and a continued increase in funding. World Water Week, Stockholm Water Prize, Stockholm Junior Water Prize, governance in WaSH and water resources management, transboundary water management, Swedish Water House activities, and international policy work in climate and sustainable development have been, and continue to be, the backbone of SIWI's operations. We have a unique competence in water governance, and as a convenor and we remain open to new areas of activity where we can contribute to impact, and where enabling finance and partners coincide.

We will strive to strengthen our work on knowledge generation and analysis during the strategy period in areas where we are strong. Our convening power will be further developed, as will our future cooperation with private sector actors.

We predict a step-wise development approach starting with slow growth, after the current period of consolidation, followed by a phase of concerted expansion. Any future diversification can mainly follow either of two lines of progress: adding more financiers to activities in areas already being conducted by us, or adding new areas of operations to current set of financiers.

Financially, our operations have been based on a combination of core support from the Swedish government, primarily through the Swedish International Development Cooperation Agency (Sida) and the City of Stockholm; and facility, project and programme funding from bilateral donors, governments, UN agencies and international financial institutions. In addition we have research grant funding and income from fees, sponsorships and founder contributions for the World Water Week and our prizes. Recently, funding has also been raised from private sector companies.

Looking ahead, we anticipate a similar mix of funding. We expect increased interest in project funding, a growing interest from private sector companies, and more active and focused engagement from sponsors.

We believe that future funding increasingly should be based on long-term partnership agreements with different actors. We will strive to adopt partnerships with organizations where we can offer a value added. Besides lowering our transaction costs this would also benefit our financial planning and together with different measures to improve project and risk management contribute to make our organization more financially sustainable.

How we will become, and remain, a robust and resilient organization while remaining an attractive employer

Our aim is to:

- Achieve efficient and reliable processes aligned with internal policies, guidelines and manuals
- Implement tools such as continuous improvement processes, and project visualization to strengthen the project steering and control
- Strengthen the digitalization tools in order to become more compliant and to lower the cost of administration
- Strengthen and increase the project management and business analysis competence/skill throughout the organization
- Improve strategic project planning and economic analysis by shifting more information and decision points to pre-project
- Improve due diligence and risk vetting and analysis in project management
- Improve financial follow-up by shifting the focus from transactions and corrective measures to results based management

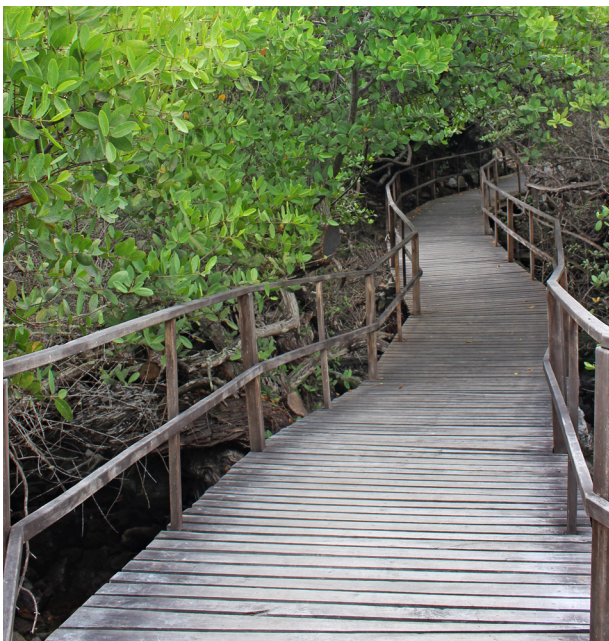


Photo: iStock

It is the people of SIWI who will deliver the strategy. We want SIWI to be a workplace where passionate people feel motivated to do high quality work, where they work with integrity, and where they feel included. We will strive to create and maintain a working culture where people feel heard, respected and enjoy themselves. We will do this through:

- Positioning SIWI as an employer of choice by continuously strengthening the SIWI brand.
- Improving on-boarding, or organizational socialization, a process during which new employees acquire the necessary knowledge, skills, and behaviours to become effective organizational members.
- Enhancing employee motivation, commitment and performance.
- Creating a learning organization with enhanced leadership capabilities. Providing an environment in which employees are encouraged to learn and develop. Introduce peer learning, coaching, and job rotation possibilities.
- Providing for a focused and continuous organizational improvement, may it be systems, procedures or flexibility at how and where we work. Ensure that we adapt our organization to maximize employee contribution and deliver performance goals.

Planning, monitoring, evaluation and reporting

This document provides the umbrella and the boundaries for the two-year strategic actions

plans. The actions plans will contain specific, measurable, applicable, and time-bound goals.

Outcome mapping

Because SIWI's core strength lies in the ability to influence people to make water wise decisions, we use the outcome mapping theory to plan, monitor, evaluate and report our actions and activities.

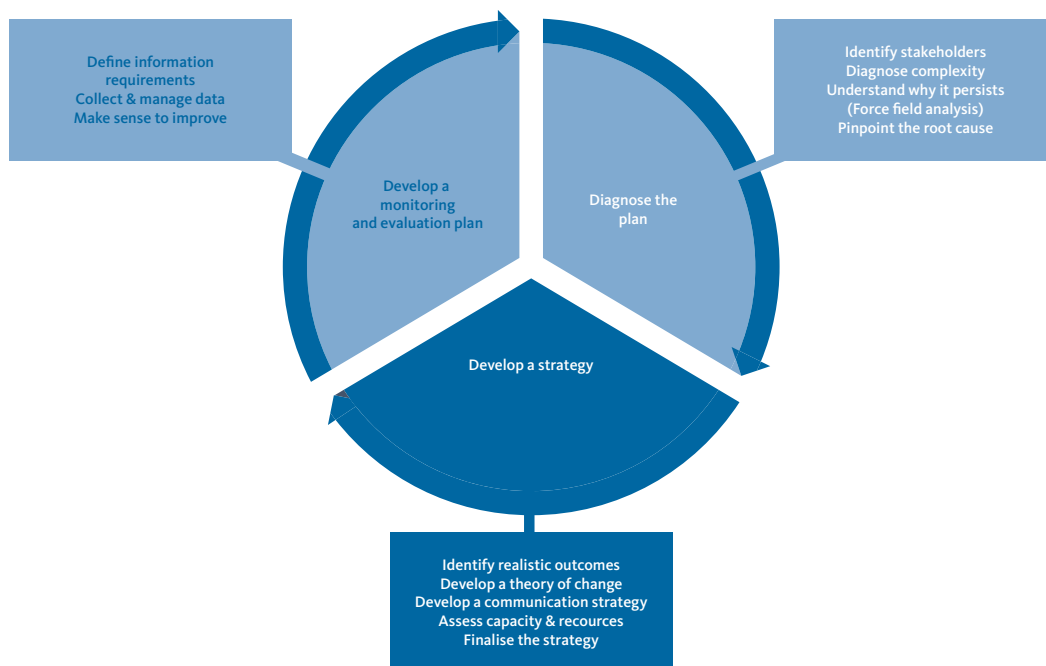
outcome objectives. In that context we will also to the extent possible aim to measure the impact on key beneficiaries in our sphere of interest, through our work to influence our boundary partners.

It is about behavioural change, about people relating to each other and their environments. Development interventions targeting key beneficiaries only have long-lasting effect if they - with their activities and outputs - induce behavioural change in people with influence, the so-called boundary partners.

To use outcome mapping at organizational level – in our two-year action plans - it is necessary to manage a wide range of activities with financing – and thereby different levels of flexibility – from different parties. The greatest level of flexibility to change planned activities is in those projects financed from core contributions. Obtaining financing for proposed actions and activities allows for specific targeted activities. Projects resulting from winning a tender often have the least level of flexibility.

Instead of assessing the change of state, (such as cleaner water or a stronger economy), progress and results are measured by the changes in behaviour of those individuals, groups or organizations with whom the initiative is working directly and seeking to influence. Desired behavioural changes can be changes in relationships, changes in actions and interactions, changes in practices and/or changes in policies. Depending on our spheres of control, influence and interest, we will formulate immediate, intermediate and ultimate

Therefore we often use the ROMA methodology (Rapid Outcome Mapping Approach) to plan for SMART development goals, (Specific, Measurable, Achievable, Relevant, Time-bound),s that break down SIWIs strategic vision and mission into smaller parts.



Each project and programme can relate its activities to SIWT's strategic activities, plan and target the activities towards the specified boundary partners and report the resulting results in relation to a set of outcome objectives (graduated progress indicators) that allow evaluation, monitoring, adaption and learning.

Monitoring and evaluating progress with systematic result collection

Keeping track and making sense of the numerous results and observations from our many activities, projects and programmes requires a systematic approach. Outputs – the tangible results of our activities, as well as outcomes, are reported stating observed behaviour, affected boundary partner, date and relevance to our development goals. Quarterly assessments will allow to identify progress, (or drawbacks), and analysis for potential changes and lessons learned.

Executing control and managing projects with our project management model

Outcome mapping is an integral part of SIWT's project management model. The model, a flow chart through the stages and requirements of a typical project, also contains so called gates – control points at important stages to ensure strategic fit, feasibility and compliance to rules and regulations.

How we manage risk

Risks might occur at the organizational, programme and project levels threatening the achievement of our objectives and goals. We aim to perform risk management regularly in an economical and practical way by identifying, assessing and prioritizing risks and by minimizing, monitoring and controlling risks.



Photo: iStock

Why we work at SIWI - voices from our team

“Because I really believe that there is no prosperity without water.”

“I want to make impacts for a better world, no matter how small they are, and working at SIWI provides the opportunity to do so in different ways.”

“World Water Week is one of the most respected and inspiring conferences dealing with water and water-related issues. Being part of the team that organizes it is my contribution to finding solutions to the challenges we are facing.”



“SIWI creates a space for interdisciplinary work to thrive and contributes to solving real world water challenges.”

“When I was a child, the city where I lived was placed under severe water restrictions. This was not because the city dams were low on water, but because extra water had to be pumped over the mountains to supply the industrial centre of the country. I always wanted to know “why?” I work with SIWI as it is the organization globally devoted to answering this “why” question – as well as others which impact on the lives of millions of people through water governance and policy decisions.”

SIWI is a water institute, working to improve the way freshwater resources are governed. By combining our areas of expertise with our unique convening power, we influence decision-makers, facilitate dialogue and build knowledge in water issues, thereby contributing to a just, prosperous and sustainable future for all.