

Cover	<b>Water Security, Sustainability and Resilience WWC Strategy 2019-2021</b>
Inside front cover	Summary
p. 1	<p><b>Introduction</b></p> <p>Water issues continue to occupy more and more space in the public eye. While often the attention is generated by a crisis situation, it can also be an opportunity to catalyze positive change through the action of political and economic decision-makers, whether it concerns safeguarding the resource, improving the management of its distribution in the face of multiple stressors, or protecting the environment.</p> <p>Water security, thus, is the principle priority for the World Water Council’s strategy for 2019-2021--but not water security at any price. Water security must be sustainable, designed to respond simultaneously to social, economic, and environmental pressures. It must address essential human needs of everyday life, food and health; it must also support economic and social development to produce the necessary goods and services to increase standards of living; and finally, it must enable water to be returned to nature, so as to preserve biodiversity and maintain ecosystems. It must also be resilient, able to cope with change and absorb stresses while continuing to ensure availability of resources for complementary uses.</p> <p>But, of course, water is not just an end in itself. In order to create enough momentum for large-scale systemic transformation, it will also be necessary to actively involve other sectors for which water is fundamental, such as energy, agriculture, health, finance, industry, environment, and so many others. Water must also take a more prominent place within other international frameworks and agendas, such as the ensemble of the UN Sustainable Development Goals, the climate change community, networks of cities, or disaster risk reduction clusters. Indeed, it is these interlinkages and the integrated nature of the Sustainable Development Goals that are of crucial importance in realizing this ambitious agenda.</p> <p>The efforts needed to secure water for today and tomorrow are too massive for us to progress in isolation. Indeed, it is a shared responsibility to build our water future together. Since the WWC whole is greater than the sum of its parts, our collective ambition for change can foster the political will and commitment that is needed so that the ultimate goal of water and sanitation for all can become a reality.</p> <p>The successful implementation of the Council’s present strategy will, however, depend on the active involvement of all our members and partners to overcome these continued challenges in the coming years.</p>
p. 2	<p><b>Who we are</b></p> <p>For over 20 years, the World Water Council has strived to be a Voice for Water and to position water at the top of the global political agenda. Our mission is to mobilize action</p>

	<p>on critical water issues at all levels by engaging people in debate and challenging conventional thinking.</p> <p>The World Water Council (WWC), established under French law as an international not-for-profit organization, is independent, impartial and not tied to any special interests, working in close cooperation with member organizations, governments, and major international organizations, both public and private. It is headquartered in Marseille, France.</p> <p>The World Water Council represents thousands of people from over 300 organizations in more than 50 countries. Together they form a unique network involving different sectors, regions, disciplines and professional fields with wide-ranging expertise and interests. Through collaborative efforts, members commit to advancing the water agenda. Their skills, experience and involvement help solve the complex water-related challenges found all over the world. Members help build the Council's strategy and shape its programs by taking an active part in its various working bodies.</p> <p>The Council is guided by an elected Board of Governors, representing a balanced set of stakeholders from every horizon, which oversees its mission, values and activities.</p>
p. 3	<p><b>What we do</b></p> <p>The World Water Council focuses the scope of its activities around three principle areas:</p> <ul style="list-style-type: none"> <li>• Generating political influence and mobilizing political action;</li> <li>• Deepening knowledge and exchanges around critical thematic issues;</li> <li>• Establishing the World Water Forum platform to catalyze ongoing collective action for water.</li> </ul> <p>Some of our programs involve all three of these areas, while others may involve only one or two. However, none of these three things can be done properly without the support of the Council's members who bring their strong networks of expertise and experience. Nor can they be done without adequate communications that enable the Council's messages to be heard. Finally, the Council is dependent on a support frame provided by its governance, rules, regulations, procedures and sound financial management. The Council is successful when all these interdependent components work together harmoniously.</p>

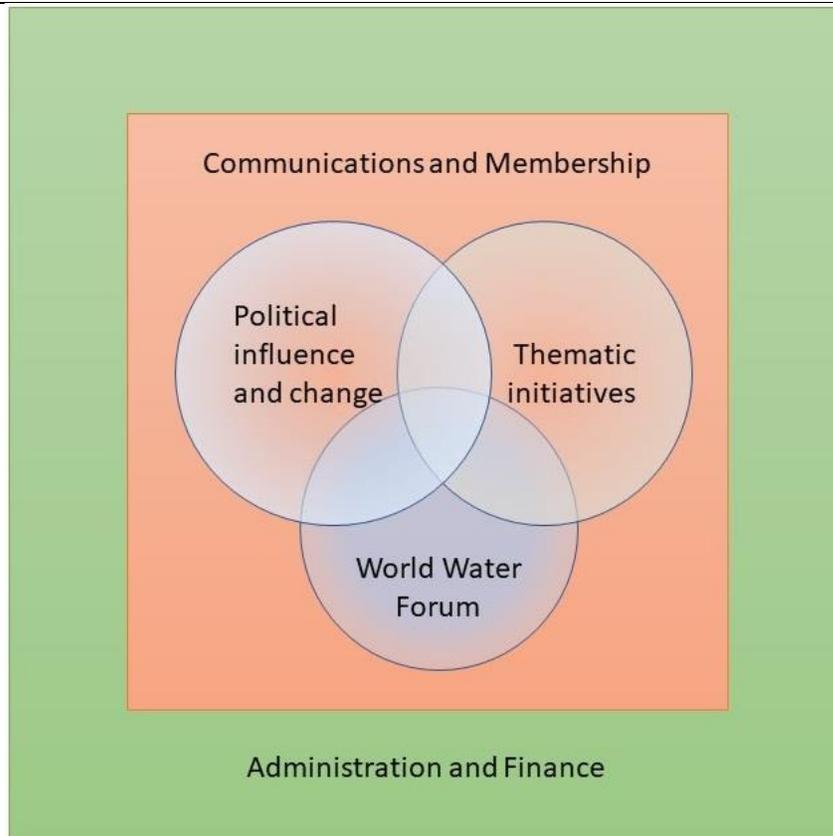


Figure 1: Conceptual Illustration of the World Water Council's activities

Additionally, the Council's core working principles prioritize work on policy-related issues and support the implication and valorization of its members through opportunities for multi-stakeholder exchange. The World Water Council seeks to create multi-stakeholder dialogue around issues for which it can help clarify the debate and catalyze positive change, through the involvement of the international community.

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**Highlights 2016-2018**

The past mandate offered some of the most fruitful and prolific outcomes in the history of the World Water Council. Over the course of three years, the 9 WWC Task Forces and Working Groups launched 10 new initiatives, drafted upwards of 50 publications and participated in over 80 events, including the United Nations High Level Political Forum, reviewing SDG 6 in July of 2018.

These innovative and solid results could not have been achieved without the strong engagement of our members and partners, robust financial stability and management, continued access to high-level decision makers and global processes, and very dedicated and capable staff.

**Publications**

The World Water Council issued a number of important publications, including:

- [Global Water Security: Lessons Learnt and long-term Implications;](#)
- [Ten Actions for Financing Water Infrastructure;](#)

- [Increasing Financial Flows for Urban Sanitation;](#)
- [Start With Water: Putting water on local action agendas to support global change;](#)
- [Increasing Resilience to Climate Variability and Change;](#)
- [Implementation Roadmaps Progress Reports, and;](#)
- [Revitalizing IWRM for the 2030 Agenda.](#)

**Initiatives**

The mandate also gave rise to a number of strong partnerships, such as the Roundtable on Financing Water with OECD and The Government of The Netherlands. The Council was also involved in the creation of the High Level Panel on Water, especially supporting its work on financing issues.

One of the Council's most successful initiatives, however, was #ClimateIsWater, forming a coalition of over 60 water partners from around the globe to speak with one voice for water, especially during the annual UNFCCC Conferences of the Parties and the preceding International Conferences on Water and Climate.

**Governance Commission**

A major effort was carried out to review and update the Council’s rules and regulations through the work of the Governance Commission. The majority of the recommendations of the Commission were adopted by an Extraordinary General Assembly in June 2018 and are now effective.

**8<sup>th</sup> World Water Forum**

Organized for the first time in the Southern Hemisphere, the 8th World Water Forum, hosted in the city of Brasilia from 18 to 23 March 2018, marked the largest edition in history of the event, bringing water to the top of both the political and societal agendas. It was marked by a desire to put citizens at the heart of change, attracting more than 100,000 visitors to the Citizens Village. Under the overarching theme of “Sharing Water”, it also highlighted the importance of sustainability throughout all its elements and convened a Business Day for the first time on the eve of the Forum.

Across 9 themes—climate, people, development, urban, ecosystems and finance, sharing, capacity and governance—over 100 sessions and high-level panels were organized around 32 topics, coordinated by over 430 organizations. Regional perspectives and specificities were also brought to light through additional sessions and reports. In addition to the other political processes, a segment was dedicated for the first time in a World Water Forum to the participation of over 80 judges and prosecutors. (For more detailed information, see the [8<sup>th</sup> World Water Forum Highlights.](#))

**9<sup>th</sup> World Water Forum**

Preparation for the 9th edition of the World Water Forum, to be held for the first time in sub-Saharan Africa, is already well underway. With an innovative and focused format, it will take place in the metropolitan area of Dakar during the third week of March 2021, celebrated under the over-arching theme of “Water Security for Peace and Development.”

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**Strategic Orientations**

	<p>In an effort to continue to focus and build on the World Water Council’s substantive accomplishments from the previous mandate, it is proposed to continue to concentrate efforts on a limited number of areas where the Council can truly offer added value. These focus areas include namely water security, climate change, cities, financing, and IWRM. Many of these efforts will also have direct relevance for the targets of SDG 6 and other water-related targets of Agenda 2030.</p> <p>In addition, World Water Forum organization remains central to the Council’s activities. The 9th World Water Forum is pushing the boundaries of what a Forum can be and challenging how things can be done differently. Its preparation process is evolving so as to be more effective and may give rise to a more direct role in managing communities of practice to reach common goals on an ongoing basis. Four priorities have been identified for the preparation of the 9<sup>th</sup> World Water Forum:</p> <ul style="list-style-type: none"> <li>• Water Security;</li> <li>• Rural Development;</li> <li>• Cooperation;</li> <li>• Means and Tools.</li> </ul> <p>Preparing the Forum of Dakar will also help position “Water for Africa” as a specific focus throughout the Council’s initiatives, while strengthening the presence of the World Water Council on the African continent and developing stronger relationships with members and partners there, where needs are acute.</p> <p>In addition, the Council’s efforts towards political mobilization remain the primary reason for its existence and involving key political actors from every level in each of these domains, and others, is essential. Likewise, we must be conscious of the interlinkages between each of these areas in order to make them work in synergy with each other, much like the way water, food, energy, health and education must be approached together, as different facets of the same central problem.</p> <p>Finally, as described above the World Water Council’s substantive work is supported strongly by its extensive communications efforts, the relationships built with its members, and sound administration and financial support. It is equally important that the roles and responsibilities of each of the Task Forces be clarified in order to render their work more efficient and effective.</p>
p. 6	<p><b>Water Security</b></p> <p>Water Security rose high on the political agenda during the 8<sup>th</sup> World Water Forum with the book published by the World Water Council and the Government of China on <i>Global Water Security</i>. The subject will also feature prominently during the Forum of Dakar as one of the four main priorities.</p> <p>While Water Security can be conceptualized by the various SDG targets, it also implies a wide range of cross-cutting areas outside of SDG 6 that should not be neglected.</p> <p>Over the next three years we will:</p> <ul style="list-style-type: none"> <li>➤ Seek to promote the messages developed within the <i>Global Water Security</i> publication;</li> <li>➤ Continue to study the policy implications of water security around the globe and design actions in cooperation with governments to promote water security, in</li> </ul>

	<p>particular those aligning with SDG Targets 6.1, 6.4, and 6.6, in particular towards the preparation of the 9<sup>th</sup> World Water Forum;</p> <ul style="list-style-type: none"> <li>➤ Develop messaging about the interconnections of water-food-energy-health-education, highlighting water as a prerequisite for the achievement of SDGs 2, 7, 3 and 4;</li> <li>➤ Develop activities related specifically to water security for agriculture, linked to the achievement of SDG2, including supporting the Global Framework on Water Scarcity in Agriculture (WASAG).</li> </ul>
p. 7	<p><b>Water and Climate Change</b></p> <p>Climate variability is bringing more uncertainty as to the availability, predictability and geographical distribution of water. It also poses major risks to our economies, societies and ecosystems. Indeed, the costs of climate change are expected to reach 1.67 trillion Euros by 2030 according to a study done by the United Nations University. Investment, infrastructure and resource management approaches in water will be necessary to adapt to these changes in nature and to continue to ensure sustainable development.</p> <p>In this perspective the Council encourages governments to implement national policies and plans that prioritize water services as a means of creating resilience to climate change while enhancing water security and sustainability.</p> <p>Over the next three years we will:</p> <ul style="list-style-type: none"> <li>➤ Drive and pursue work with individual countries or groups of countries through the informal mechanism of the Working Group on Water and Climate launched at the 8<sup>th</sup> World Water Forum by the World Water Council and its partners;</li> <li>➤ Continue to follow UNFCCC processes and prepare the international water community’s messaging for them annually by organizing the International Water and Climate Conference;</li> <li>➤ Continue to lead and strengthen the activities and outreach of the #ClimatelsWater initiative;</li> <li>➤ Lend support to other climate initiatives and emphasize the role of water for the achievement of SDG 13.</li> </ul>
p. 8	<p><b>Resilient Communities and Human Settlements</b></p> <p>The global population is projected to reach 9 billion by 2050, with most of the growth occurring in small and mid-sized cities in developing countries, and Africa potentially hosting twelve of the world’s 20 biggest megacities by the end of the century. Population growth and accelerating economies mean greater demand for energy and food, further increasing the pressure on limited water and land, while creating the opportunity for new technology to use water more efficiently. We will need to provide more for a larger population with the same amount of water, and this will require financing and investment.</p> <p>For the new mandate, we chose to focus on communities and settlements, rather than cities alone, in an effort to incorporate a broader set of issues and linkages, including rural ones. Building relationships with Local and Regional Authorities remains crucial for creating the political will to manage water in cities in a holistic way. Also, since more than 80% of the world’s wastewater flows untreated into the environment, sanitation must stay at the forefront of our preoccupations.</p>

	<p>Over the next three years we will:</p> <ul style="list-style-type: none"> <li>➤ Continue to collaborate with Local and Regional Authorities and their networks on an ongoing basis on a variety of subjects, especially in Africa, relating in particular to the achievement of SDG Target 6B and SDG 11;</li> <li>➤ Pursue work on the subject of improving sanitation and its financing, in particular in Africa, with a broader set of partners, relating in particular to the achievement of SDG Targets 6.2 and 6.3;</li> <li>➤ Seek out cooperative partnerships to reinforce the capacities of communities to improve their disaster preparedness and resilience in the event of emergency situations, humanitarian crises and forced migration, as related to the achievement of SDG Target 11.5;</li> <li>➤ Explore water, energy and land interdependencies in urban areas.</li> </ul>
p. 9	<p><b>Financing Water</b></p> <p>Based on a long history of work on financing issues ever since 2003 with the Camdessus Report, the World Water Council is committed to pursuing its work in this domain. Economic development, finance, and investment continue to be issues that are of keen interest to political audiences at all levels, but the stark reality is that we are still not investing enough, and that must change.</p> <p>Over the next three years we will:</p> <ul style="list-style-type: none"> <li>➤ Strive to overcome barriers to finance flows for water through continued work with OECD and the Government of The Netherlands on the Roundtable on Financing Water;</li> <li>➤ Based on the Council's previous work, continue efforts on a series of framing notes, studies, and actions, which may also contribute to the Forum of Dakar;</li> <li>➤ Initiate and support follow-up actions related to financing and valuing as outlined in the outcome document of the High-Level Panel on Water and related to SDG Target 6.A;</li> <li>➤ Continue building relationships with a broader set of finance actors to support global efforts, such as the finance community, World Economic Forum, Sanitation and Water for All, etc.</li> </ul>
p. 10	<p><b>IWRM</b></p> <p>With the cooperation of its members and partners, the World Water Council has also been exploring perspectives on IWRM and good water governance, which led to the publication of a Challenge Paper and a High-Level Panel on IWRM during the 8<sup>th</sup> World Water Forum.</p> <p>Over the next three years we will:</p> <ul style="list-style-type: none"> <li>➤ Support work relating to SDG Target 6.5 on IWRM;</li> <li>➤ Explore linkages to other areas such as governance, nature-based solutions, oceans, and groundwater.</li> </ul>
p. 11	<p><b>World Water Forums</b></p> <p>Every three years, the World Water Forum becomes the key meeting place for stakeholders involved in water issues. They are major forces in developing and</p>

	<p>extending networks and bringing new stakeholders together to tackle existing challenges, in addition to generating political traction for water issues.</p> <p>The preparation, unfolding, and follow-up of each Forum is an ongoing activity of the WWC Secretariat that mobilizes all staff and requires the active participation of and constant interaction with the entities in the host country. Indeed, each of these stages provides an opportunity to foster permanent dialogue with relevant stakeholders, creating communities of practice and catalyzing collective action towards common objectives, both inside and outside the water box.</p> <p>The 9<sup>th</sup> World Water Forum in Senegal will encourage an examination of water challenges through an African lens, while building on the results of other events from around the world. The Forum will be organized differently than ever before to provide responses developed through dialogue and political outcomes around each of the 4 main priorities: water security, rural development, cooperation and means and tools.</p> <p>Over the next three years we will:</p> <ul style="list-style-type: none"> <li>➤ Develop and implement a follow-up mechanism for the 8<sup>th</sup> World Water Forum outcomes;</li> <li>➤ Co-organize the 9<sup>th</sup> World Water Forum in a way that accommodates flexibility since the concept and design continues to evolve—keeping in mind the design of the best possible participant experience;</li> <li>➤ Conduct the selection process for 10<sup>th</sup> World Water Forum host country and city, considering implications in format modifications for future editions.</li> </ul>
p. 12	<p><b>Involving Key Political Actors</b></p> <p>Water is seen generally as a low political priority, although it is key to all aspects of development. Often, it is only considered when it becomes a problem, requiring a high cost and long timeframe to solve and putting it in competition with other political priorities.</p> <p>The Council aims to make water the first political priority for any decision-maker faced with tough choices and local contexts. The President of the World Water Council as the organization’s political figurehead will be directly responsible for reaching out to political actors at the highest levels to convince them of the necessity to put water first. In this way, involving key political actors in all our initiatives will be a cross-cutting activity. In addition, specific activities can be pursued to strengthen and deepen our political engagement at all levels and also to make heard voiceless stakeholders, such as youth, women and disadvantaged populations.</p> <p>Over the next three years we will:</p> <ul style="list-style-type: none"> <li>➤ Integrate specific activities to identify and involve key political actors within each of the Council’s thematic initiatives, especially those from Africa;</li> <li>➤ Maintain relationships with various levels of political decision-makers, intergovernmental bodies, mechanisms and initiatives and multilateral political forums;</li> <li>➤ Finalize the work initiated on the Right to Water and Sanitation;</li> <li>➤ Develop a program to address equity concerns that involve youth, women and disadvantaged populations;</li> <li>➤ Strengthen relations with the UN System.</li> </ul>

<p>p. 13</p>	<p><b>Strengthening Communications</b></p> <p>The massive efforts expended to clarify the debate on various issues are for naught if we are unable to communicate those ideas clearly to each other and to the outside world, in particular to policy makers, the international water community and the media. Good communication is also essential to maintaining strong working relationships, raising awareness, and creating traction for the cause of water.</p> <p>The Council has progressively built its communications efforts and outreach, culminating in particular with huge impact generated through the 8<sup>th</sup> World Water Forum event. The Council will continue to build on this success to increase visibility for the institution and its activities.</p> <p>Over the next three years we will:</p> <ul style="list-style-type: none"> <li>➤ Demonstrate the Council’s thought leadership through the development and systematic use of simple, strong and consistent messages that can be adapted to different circumstances and used by everyone;</li> <li>➤ Support substantive work and 9<sup>th</sup> World Water Forum preparations with unique and adapted campaigns and products that improve visibility for the issues;</li> <li>➤ Reinforce tools and platforms for better information management;</li> <li>➤ Build on the positive outcomes of our press and media outreach;</li> <li>➤ Develop the Council’s digital and online presence further, including website development, social media and video;</li> <li>➤ Continue regular reporting on activities, both internally and externally;</li> <li>➤ Ensure WWC presence at selected global public events and conferences;</li> <li>➤ Renew the WWC and World Water Forum image, branding and visual identity;</li> <li>➤ Continue to administer the Water Policy Journal as a forum for worldwide policy reflection and debate.</li> </ul>
<p>p. 14</p>	<p><b>Valuing our Members and their Initiatives</b></p> <p>As mentioned before, the World Water Council mosaic is enhanced by the diversity of its membership base. But, our members are more than just names on a roster. We need to strengthen our relationship with each one of them to understand what their preoccupations are, where their expertise lies and how we can respond to their expectations. This will require developing member-specific communications efforts and tools and providing opportunities for exchange, such as annual members meetings.</p> <p>In addition, member initiatives create a valuable space for our members to reach out to others, work together, and learn from each other. They also create greater visibility for our members’ work and an opportunity to showcase their rich expertise. Under the oversight of the World Water Council Bureau, member initiatives offer the flexibility to accommodate new and emerging issues emanating from our membership.</p> <p>Over the next three years we will:</p> <ul style="list-style-type: none"> <li>➤ Develop a strategy to diversify the Council’s membership base in a deliberate way, especially in Africa;</li> <li>➤ Build stronger relationships with members and seek their effective support and involvement of the Council’s activities;</li> </ul>

	<ul style="list-style-type: none"> <li>➤ Improve our information management to communicate more reliably and regularly with our members and their networks;</li> <li>➤ Continue to support the World Water Systems Heritage program proposed by ICID as a member initiative;</li> <li>➤ Develop a new water security and capacity building initiative proposed by the Asia Water Council as a member initiative;</li> <li>➤ Consider new proposals for member initiatives to be implemented.</li> </ul>
p. 15	<p><b>Governance and Administration</b></p> <p>The Council's decision-making instances work in close coordination with the staff in our Secretariat to ensure a healthy working environment and core support functions, such as ongoing administration, human resources, supply and equipment acquisition, logistics, and financial management.</p> <p>Over the next three years we will:</p> <ul style="list-style-type: none"> <li>➤ Maintain the smooth operation of the Secretariat and the recruitment of an Executive Director and other staff as needed;</li> <li>➤ Continue to provide institutional support to the General Assembly, Board, Task Forces, working groups, Bureau and President's Office, including the nomination of new youth delegates;</li> <li>➤ Study issues related to the Council's rules and procedures through the ongoing work of the Governance Commission;</li> <li>➤ Ensure sound financial management and seek to diversify revenue sources.</li> </ul>
p. 16	<p><b>Conclusion</b></p> <p>The strategy proposed here is in compliance with the World Water Council's Constitution and By-Laws. The present strategy also gives rise to a workplan of specific actions to be undertaken that will guide the work of the WWC Headquarters in a more detailed manner.</p> <p>We would encourage our members to express their interest to participate in any of the initiatives detailed in this document and would welcome their contributions.</p>
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