



STRATEGY 2013-2017

STOCKHOLM INTERNATIONAL
WATER INSTITUTE

Preface

The Stockholm International Water Institute (SIWI) is a knowledge generating and capacity building institute, based in Stockholm undertaking international programmes addressing the world's escalating water crisis. SIWI's niche is largely between policy and implementation, often bridging the two, and as such promoting networking and interaction. This work is manifested through organising the World Water Week annually in Stockholm, during which time prizes are also awarded to promote outstanding water-related achievements.

This document outlines the strategy for SIWI for 2013-2017. The strategy and its objectives and outcomes will guide the work of SIWI for the five year period. It is complemented with annual work plans and a series of matrices outlining outcomes, indicators and risks which are components of SIWI's results-based management system. It is our intention that this strategy shall not only act as guidance for SIWI but also useful to anyone who is interested to learn more about SIWI and how we intend to make a difference in working towards achieving a water wise world.

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The World Around Us

Humanity's demand for water is set to exceed nature's limits. Population growth and accelerating economies mean greater demand for energy and food, further increasing the pressure on limited water and land. Mounting competition for water within and between states, and lower per capita availability, are all real and severe challenges, still essentially unresolved. In addition, increasing demands for a better quality of life will also put increasing pressure on the world's water. We will need to provide more for a larger population while using no more water than we do already.

Still today – one decade into the new millennium – nearly 800 million people do not have safe water in their homes and around 2.5 billion people are without improved sanitation. Over 900 million people – mainly children – are malnourished. Vast numbers of households lack access to energy for cooking and lighting their homes. Those deprived of such basic necessities are those lacking income and command over resources, mostly in low- and middle income countries. While the world will have to feed many more people in the near future, it also has to make better and more equitable use of present resources. The lack of access to services and basic necessities is rooted in poverty and inequality.

At the centre of the world's water needs are governance, including the management of water resources and its infrastructure. While sometimes there is not enough water, or not enough of the right quality, it is the lack of good water governance which fundamentally impedes development and perpetuates poverty. We cannot resolve the challenges without devising the best ways of administering and using the water we have, sharing resources equitably and efficiently between the needs of different users.

In this vein, we have to break the bounds, to transcend sectoral frontiers. When climate is changing, for example, it is as water users and managers that we feel the greatest impact. Poor people, in low-income countries tend to face the greatest impact. To reduce vulnerabilities, the needs and contributions of different groups, including women as well as socially or culturally marginalised groups need to be recognised and brought to bear on water and climate policies. Further, the best way to cope with too much or too little water may in fact not be to focus on water

alone. It will certainly also need to include for instance health, energy, transport and education, and to work with decision-makers in many different disciplines. SIWI does not speak of “the water sector”, precisely because it can make us forget how crucial water is in all sectors.

New players and new agendas are increasingly present. Banks and large multinational companies are recognising the need to manage water sustainably. The private sector is gradually moving away from regarding the environment in general, and water in particular, as simply part of its corporate responsibility, to see them increasingly as a core area of its business plans. Green economic strategies are being developed where the old sectoral boundaries fade away and water, energy and food intersect.

The impacts of rapidly growing economies on water resources are significant. With growing industrial uses and increasingly commercialised agriculture, they produce more goods but also more waste. This is accompanied by changes in lifestyle and consumption patterns which greatly affect water use. The fundamental resource challenges of growing economies can, however, be accompanied by spurred innovation and ingenuity, which increases our ability to address the challenges. The quality of economic growth – in terms of the enhancement of equity among women, men and different social groups, as well as prudence and responsibility in the use of natural resources – is what makes the difference.

The prospect is complex. But what is certain is that the mounting pressure on the world's water resources demands a new approach. Access to water and sanitation is imperative for poverty elimination and development, and equitable transboundary water cooperation is key to increasing and sharing benefits and building peace and prosperity. Precisely because water, food and energy affect each other, it is vital to find a balanced solution, one that combines supporting the developing world through investment and economic diversification with fair trade-based approaches that allow low-income countries to work their way out of poverty.

In this world of change SIWI itself is in increasing demand, as our recent growth testifies, and our practical and tested vision of progress towards a water wise world is more relevant than ever.



Photo: Stefan Heilscher, SIWI

A Water Wise World

SIWI's vision is that of a water wise world. In essence, that is a world aware that it would not survive without cherishing water, as the fundamental resource underpinning economic and social development and as a human right. It is a world where every society ensures that it shares and allocates its water sustainably, equitably and efficiently, making it universally available to meet everyone's basic needs. It is a world which values water and uses it rationally to provide for the common good, for the greatest benefit to the greatest number of people. At the same time it takes care to sustain ecosystems and to respect the needs of future generations. It invests in prevention of the loss and waste of food and energy that can save so much water.

Making this vision a reality requires us to know how to assess the costs and benefits of all options for water use. We will need fair and accurate ways to evaluate compromises between different uses of water and to decide how to provide the greatest good within a fair, transparent and participatory governance system.

Despite our sophisticated technology, though, the world has still not matured enough to become water wise. We are likely, in less than 20 years, to have created a global economy that will place more demand on water resources than the planet can sustainably supply. Already we use more water than ever before to produce food, some of it never eaten, thereby wasting both food and water. There is today enough food produced in the world, yet it is unequally consumed, and the poor are not in an economic position to effectively demand this entitlement. Only by more equitable economic development can humanity provide the basic services and entitlements for billions of people.

SIWI's vision
A water wise world

SIWI's mission
SIWI generates and promotes knowledge, solutions and tools leading to water wise decisions for sustainable development

This may be a defining moment in humanity's history. Finite resources are under growing pressure and there is deep inequity in the way we share them among us. Where piped water is unavailable -generally in poor settlements – it is especially women that have to physically carry water to the homesteads. Scarcity is seldom the root problem. With the planet's available water we can advance human development and provide everyone with food, clean water, energy and the opportunity of a healthy, productive life. To do this, we must govern our resources wisely and fairly.

SIWI, in all we do, will work to make water wisdom the new norm, and transform knowledge into wiser policy and practice.

In the following chapters we outline how we will work towards our vision. It is based on our strategic directions and thematic areas, all of which are sustained by our human resources – the committed people who drive SIWI onwards.

SIWI and its Strengths

SIWI's mission is to generate and promote knowledge, solutions and tools leading to water wise decisions for sustainable development. We manage projects, draw on research and publish our findings and recommendations on water, environment, governance and human development. We act as a platform for knowledge-sharing and networking involving science, business, policymaking and civil society. We build understanding of what links water, society, the environment, and the economy. We are

international, politically neutral, and welcome opportunities for collaboration with partners across the world.

SIWI works with its partners, for example research institutes, NGOs, governments and international organisations, to integrate water concerns into policy and decision-making in all sectors and so contribute to the adoption of water wise decisions. SIWI's approach in these efforts is water-centred. In this respect we are fairly unusual, and we complement other actors which might approach the

water challenges from a different point of departure, for instance agriculture, energy or ecosystems. We see many potential synergies from working with other organisations as we approach water-related challenges from different perspectives. In addition, in our niche situated between policy and practice we have the possibility of playing an important linking and catalytic role between these two levels, as well as learning both from the policy (global) and the practical (local) level (Fig. 1).

In all we do our approach is knowledge-based, aimed at helping decision-makers to find ways to use the world's water while developing societies sustainably and equitably for the elimination of poverty. This approach is helping to achieve the UN Millennium Development Goals and the water-related targets agreed at the 2002 World Summit on Sustainable Development in Johannesburg.

An insight which SIWI cherishes is the importance of treating water holistically. With water key to development and quality of life, we are convinced that working across sectors is essential to tear down the barriers that presently impede the more effective food production which will eventually reach those in need, equitable access to drinking water, greater sanitation coverage, health advances, pollution prevention and thereby substantial poverty reduction. In fact, ensuring equal and secure access to safe water and sanitation for all provides one of the shortest routes to poverty alleviation.



The history of SIWI

The idea of establishing a Stockholm Water Prize and hosting a Stockholm Water Symposium (which later became the World Water Week in Stockholm) came originally from the City of Stockholm in 1991. The Royal Academy of Sciences and the Stockholm Water Company took the lead and out of their work the Stockholm International Water Institute (SIWI) was born in 1997.

Over two decades the World Water Week has grown into the leading annual meeting on cross-sectoral water, environment and development issues and the Stockholm Water Prize has evolved into the field's most prestigious international honour. In 2012 more than 2,500 participants took part from 130 countries representing governments, local authorities, business, stakeholder groups and NGOs.

Beyond leading and organising the World Water Week and the Stockholm Water Prize, SIWI's policy and research acumen has grown in other areas as well. Today we are engaged in capacity-building, advisory services, applied research, communications and advocacy.

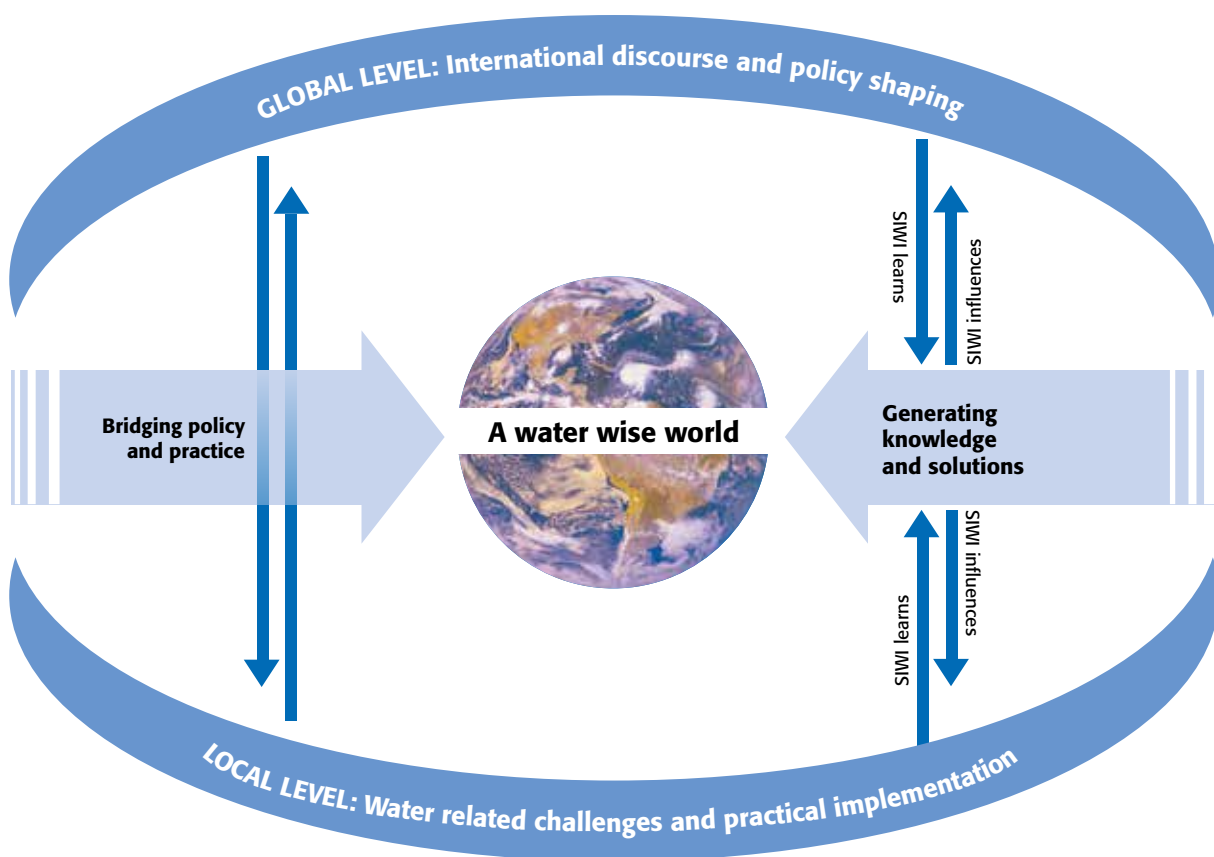


Figure 1: SIWI's niche, situated between policy and practice.

One of our key assets is our strong and diverse human resources, who enable us to form knowledgeable multi-disciplinary teams. We aim for an international resource base, thereby being able to provide true international dimensions to work tasks we undertake. In order to have a flexible human resource pool, we are made up of three staff categories: long-term permanent staff; short-term or project staff; and SIWI associates, the latter brought in according to needs and requirements. In this way we have a strategy to meet and mitigate any changes to our staff and minimise potential shortfalls due to staff leaving. Given this excellent resource base, our advanced policy research and advice, our position as a neutral and trusted partner, and our networking skills, SIWI is well placed to address identified water-related challenges.

We have also developed into a lead provider of capacity-building programmes. They are based on the understanding that institutions work in different ways and face their own specific challenges. That is why we specialise in working in partnership with institutions, companies, and government departments with responsibility for water resources to develop programmes specifically de-

signed to help them deliver better for their own unique situations.

Beyond that, we provide a distinctive platform for engagement through the World Water Week – the world’s key annual water policy event – which attracts high-level participants from decision-makers, academia and the private sector. As a trusted broker SIWI enables dialogue between institutions from different disciplines and different parts of the world. Our network also allows us to provide a unique breadth of leading research, advisory and capacity-building services by teaming our expertise with that of other leading organisations.

We communicate the results of our research and policy development work through reports, alumni networks, advocacy in international forums and through expert participation. At various levels – inter-governmental, government, and local level – our expertise and advice are being effectively communicated and are leading to visibly improved policy and practice. As the global challenge of caring for the environment, and particularly its water, continues to grow, SIWI’s contribution to building a better world is needed more than ever.



SIWI’s Strategic Direction and Objectives

Photo: Joshua Davis

SIWI’s strategic direction

SIWI will further develop its strengths during the period covered by this strategy. In several ways we are an acknowledged market leader, for example through our steady development of World Water Week and for making the SIWI Water Prizes and Awards the most prestigious in the world in their field. During the strategy period we will also develop our position as the preferred independent partner for providing advice, applied research and

capacity-building to states and organisations. We will work towards leading the market on themes including water governance, transboundary water management, climate change and water, water economics, and the water, food and energy nexus.

We have earned our reputation as trusted professionals. We will continue to develop new ideas and approaches through innovative, practical and client-oriented methods. Grounded in both research and practical experience, SIWI

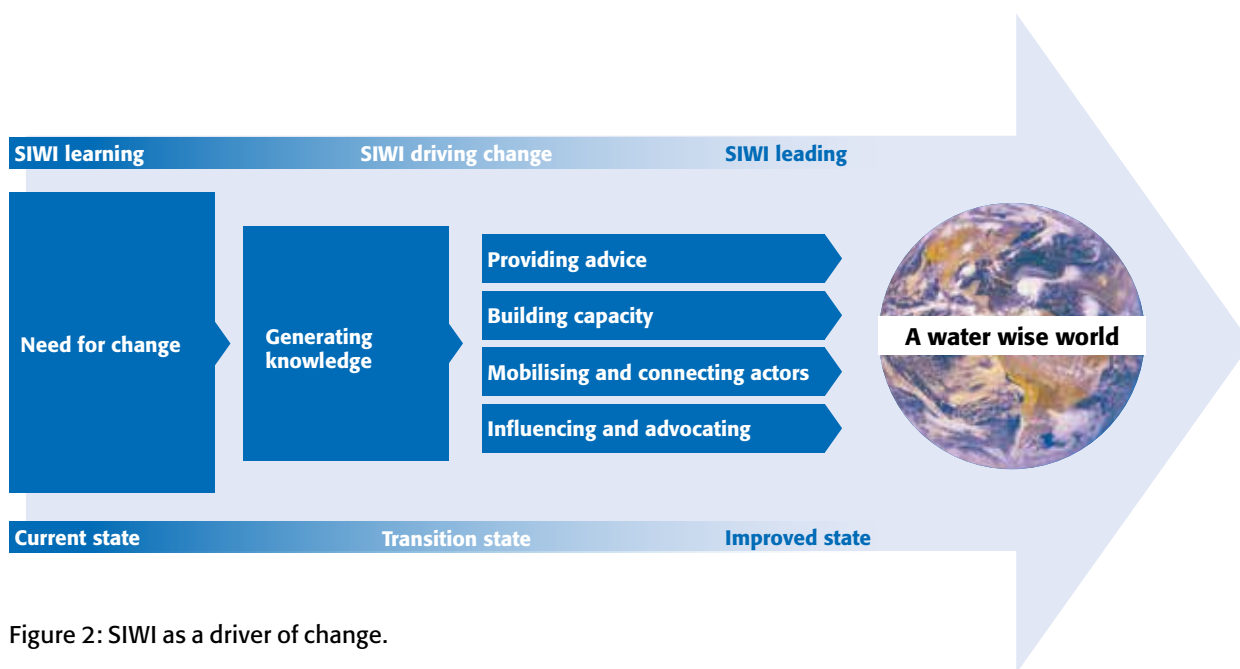


Figure 2: SIWI as a driver of change.

spans different disciplines and involves sectors outside “the water box”, and on this basis we will expand our involvement and impact in international processes such as the UN-Water Task Force on Transboundary Waters and the UNFCCC climate change negotiations. This research and knowledge development underpins our activities in advisory services, projects and approaches.

We will continue to capitalise on our record of being neutral and objective, something which qualifies SIWI to be recognised as an honest broker. Drawing on Swedish comparative advantages such as being neutral, SIWI acts as a trusted platform and knowledge hub. We will further develop and refine our global outreach, primarily through work within our thematic areas and with our many partners in the UN system, government institutions, research organisations, think tanks, NGOs, and elsewhere. In particular, we will develop our cooperation with the private sector during the strategy period, recognising the increased role of business in water governance and management.

Our geographical focus is on Africa, Asia and the Middle East. In these regions, developing countries and emerging economies are prime targets. When strategic directions and synergies can be met, we will also work to some extent in Latin America and Eastern Europe, including engagement around the Baltic Sea.

In our work we will continue to aim for a perspective that includes all the relevant development priorities and that embraces issues such as gender, equity and rights-based approaches, all of them relevant for poverty alleviation and for a water wise world. Across the whole range of our activities we will work to refine our products and services and to apply more widely those which have already proved their worth.

In all it does SIWI is sensitive to change – both as an adaptable organisation striving to stay in tune with

the ever-changing context of its work and, even more importantly, as an active promoter of change for a water wise world. (Fig. 2).

SIWI’s strategic objectives

From 2013 to 2017 we will build on SIWI’s core capacities to contribute to more effective and sustainable management of water resources around the world. Our five strategic objectives will focus our work so that we make the most of our organisational strengths and create synergies for translating knowledge into meaningful action. Through applied research and policy consultation, capacity-building in individuals and institutions, strategic communication to influence private and public sectors, and by linking key actors across sectors, we will aim to ensure that new knowledge, solutions and tools contribute to water wise decision-making for sustainable development, economic growth and poverty eradication. We note the challenge in direct attribution of results for the reduction of poverty. What SIWI is able to attribute to its work are areas such as, its effect on policies developed and institutions equipped with relevant knowledge and tools. However where we have limited control is the link between the policies developed; the institutions equipped and the actual impact on the ground. While the causal link is hard to establish the indirect effect of SIWI’s work is presumed to be important. A few generic outcomes, meaning that they are valid for all parts of SIWI, are linked to each strategic objective (Fig. 3). These will help us to guide our work in the right direction and support monitoring and evaluation. In this chapter the scope of work leading towards each strategic objective, envisioned during the strategy period, is presented.

STRATEGIC OBJECTIVES

GENERIC OUTCOMES

SIWI generates knowledge about and solutions to the world's water challenges

- Multi-disciplinary knowledge and solutions to water challenges have been generated through applied research and made accessible to relevant target groups.

SIWI links actors across communities and regions to catalyse sustainable solutions

- SIWI has strengthened, and where relevant, established active multisector networks.
- SIWI has developed new and maintained existing long term partnerships with external actors such as international organisations, governments and the private sector.
- A high standard of the World Water Week maintained.

SIWI influences public and private actors to integrate water in policy and practice

- SIWI has provided water expertise as input to intergovernmental processes.
- SIWI-generated knowledge and solutions are reflected in public policies and corporate strategies.
- SIWI influences the water community and the public debate via our own and external channels.

SIWI builds capacity for water wise actions

- SIWI's clients equipped with applicable knowledge in the five thematic areas.
- More – and more diverse – partners have requested support from SIWI to build capacity on water issues in their organisations.

SIWI awards and promotes excellence that inspires and contributes to a water wise world

- SIWI has raised awareness on the prize winners' achievements and used them to inspire positive change.
- SIWI uses prize winners' achievements to promote thematic focus areas' outcomes.

Figure 3: Overview of SIWI's strategic objectives and generic outcomes.

STRATEGIC OBJECTIVE 1:

SIWI generates knowledge about and solutions to the world's water challenges

We will generate knowledge to help actors from all sectors improve their decisions and strategies related to water, land and sustainable development. Our applied multi-disciplinary research on international and national water issues will provide the foundation for informed policy choices on complex water challenges. Through original studies, synthesis of the latest knowledge and by publishing findings on diverse water-related topics, we will provide decision-makers with the tools and knowledge needed to apply solutions that will benefit people and the environment, and maintain resources for future generations.

OUTCOME:

- Multi-disciplinary knowledge and solutions to water challenges have been generated through applied research and made accessible to relevant target groups.

STRATEGIC OBJECTIVE 2:

SIWI links actors across communities and regions to catalyse sustainable solutions

SIWI brings together actors from different sectors and regions, from policy and practice, to disseminate knowledge, bridge perspectives and find new solutions. We will help actors facing similar challenges share experiences and offer insights that can help them discover new answers to local challenges and enhance their capacity to create policy solutions.

Over the strategy period we will provide improved platforms for sharing experiences, knowledge and perspectives across sectors and between regions for businesses, governments, NGOs and research organisations. As organiser of the World Water Week we will push for everyone working with water to connect with those working outside “the water bucket” and increase collaboration through active multi-sector networks. In particular, we will focus on breaking down the silos between the food, energy and water communities.

OUTCOMES:

- SIWI has strengthened, and where relevant, established active multi-sector networks.
- SIWI has developed new and maintained existing long-term partnerships with external actors such as international organisations, governments and the private sector.
- A high standard of the World Water Week maintained.

STRATEGIC OBJECTIVE 3:

SIWI influences public and private actors to integrate water in policy and practice

In all its work, SIWI will ensure the effective communication of information to those who can act on our advice. As the organisers of the World Water Week and trusted providers of research, advisory, and capacity-building

services, we are uniquely able to bring actors together to align work around common goals and reach consensus so that they speak with one voice during important international processes. Our broad network also allows SIWI to provide market-leading services by combining our expertise with that of other leading organisations on specific topics.

Over the next five years SIWI will expand its outreach through multiple channels and forums to make water knowledge widely available and accessible. We will continue to work strategically with the media to influence the public debate and advocate increased priority for water in national and international processes. SIWI's experts will continue to work with and increase our contributions to the agendas and outcomes of international meetings and global processes and provide targeted knowledge tools for public policy and corporate water strategies.

OUTCOMES:

- SIWI has provided water expertise as input to intergovernmental processes.
- SIWI-generated knowledge and solutions are reflected in public policies and corporate strategies.
- SIWI influences the water community and the public debate via our own and external channels.

STRATEGIC OBJECTIVE 4:

SIWI builds capacity for water wise actions

Strengthening institutional and individual capacity is a key way of promoting effective water management and an important part of our mission. Over the last seven years we have provided training to over 1,000 senior and mid-level water professionals from eighty-nine countries. A prime example of building capacity is the Lake Victoria Basin Commission (LVBC) where almost all key staff have undergone training through the International Training Programmes on Transboundary Water Management which SIWI has helped to arrange.

Through this experience, we know that institutions work in different ways and face different challenges. That is why we will focus on developing and implementing high-impact, partner-driven capacity-building programmes that are tailor-made for specific needs at the basin, regional or country level. During the years ahead we will continue to work in partnership with institutions, companies and government departments with responsibility for water resources to help them deliver better on their mandates.

OUTCOMES:

- SIWI's clients equipped with applicable knowledge in the five thematic areas.
- More – and more diverse – partners have requested support from SIWI to build capacity on water issues in their organisations.

**STRATEGIC OBJECTIVE 5:
SIWI awards and promotes excellence that
inspires and contributes to a water wise world**

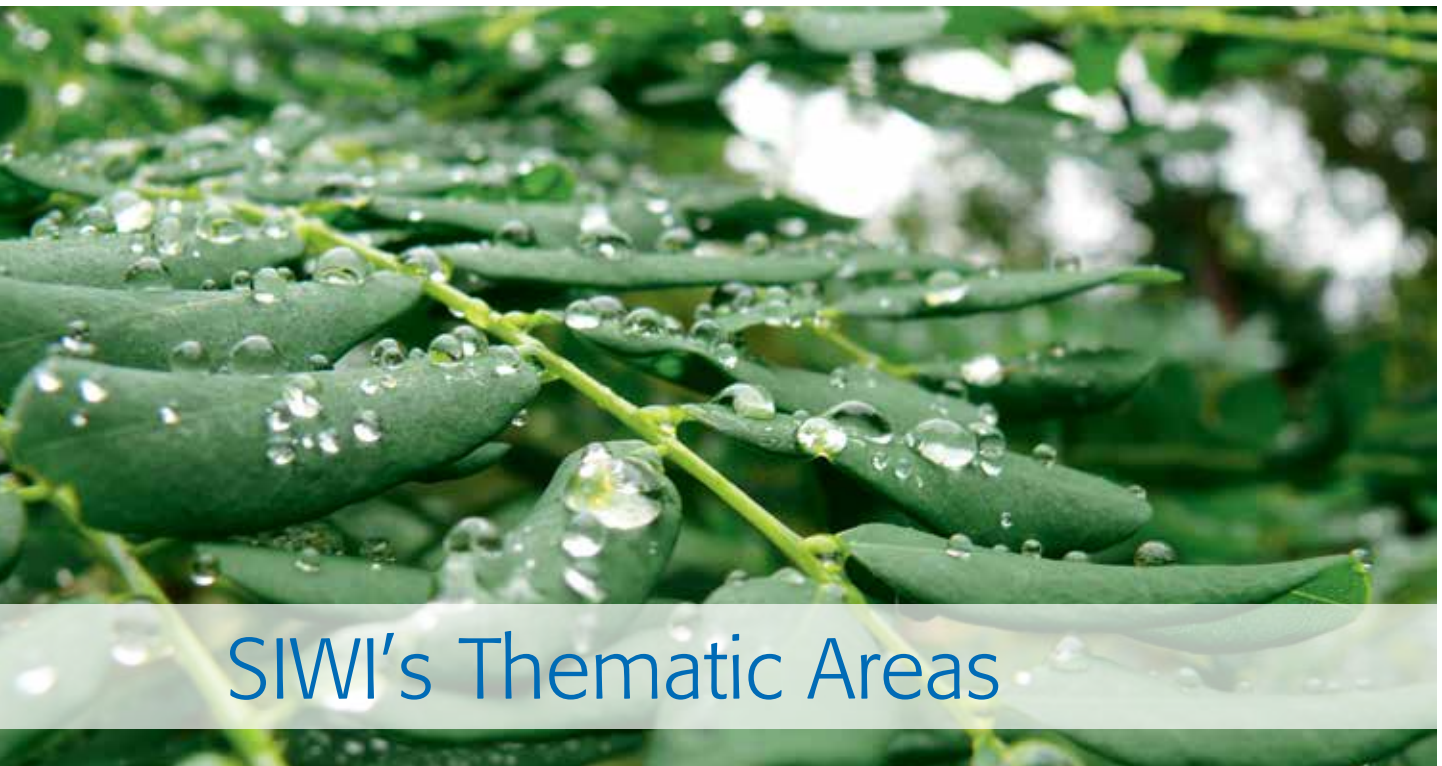
Each year SIWI awards the international Stockholm Water Prize, the Stockholm Junior Water Prize and the Stockholm Industry Water Award. The Stockholm Water Prize is the world's most prestigious prize for outstanding achievements in water-related activities. It honours individuals, institutions or organisations whose work contributes broadly to the conservation and protection of water resources and to the improved health of the planet's inhabitants and ecosystems. The international Stockholm Junior Water Prize competition brings together the world's brightest young scientists to encourage their continued interest in water and the environment. The Stockholm Industry Water Award recognises the business sector's contribution to sustainable water management, by minimising water consumption and environmental impact. In addition SIWI administers the WASH Media Awards together with the Water Supply and Sanitation Collaborative Council. The WASH Media Awards recognise and support the crucial role of the media in raising awareness of the importance of water, sanitation and hygiene services.

By showcasing the extraordinary work of SIWI's laureates the prizes help raise the profile of water and stimulate action on global water issues. Through the international prestige and attention they attract, each of the prizes provides a platform for the activities, knowledge and research of the laureates to reach and affect international decision-making.

All SIWI's prizes perform complementary roles in targeting the range of key actors united in seeking solutions for sustainable stewardship of the world's water resources. Visionary individual and institutional leadership, innovative corporate development, and the passionate involvement of young people in water issues are all brought together during the prize ceremonies at the World Water Week to inspire action to build on the foundations being laid for a sustainable and just water future.

OUTCOMES:

- SIWI has raised awareness on the prize winners' achievements and used them to inspire positive change.
- SIWI uses prize winners' achievements to promote thematic focus areas' outcomes.



SIWI's Thematic Areas

SIWI has identified five thematic areas, as, strategic and cross-cutting for the work of the organisation. None of the thematic areas is regarded to be more important than the other. They are all equally important for SIWI. For each area a thematic objective and four outcomes linked to each objective will help guide the strategic directions of our work and enable monitoring and evaluation of our

efforts (Fig. 4). Activities within each thematic area are relevant for all strategic objectives, and may target one or several of the strategic objectives. In addition, we will be able to follow up the aggregated impact of our activities under each theme. The five thematic areas are further presented in this chapter.

Photo: Will Gossett

THEMATIC OBJECTIVES

THEMATIC OUTCOMES

Water Governance:

More efficient, equitable and environmentally sustainable governance of water resources, water supply and sanitation in low- and middle-income countries.

- Water governance-related knowledge, tools and methodologies developed, disseminated and promoted.
- Platforms for sharing experiences and knowledge in water governance facilitated by SIWI.
- Contribution towards more effective and equitable governance systems at appropriate levels.
- Capacity development on governance aspects of water-related reform and implementation.

Transboundary Water Management

Equitable and cooperative development in transboundary water resource management, both in individual basins and globally.

- Transboundary Water Management research and tools developed, disseminated and promoted.
- Platforms for sharing experiences, knowledge and perspectives on equitable, cooperative Transboundary Water development facilitated by SIWI.
- SIWI has actively promoted the formation of management frameworks for transboundary waters.
- SIWI has contributed to Partner organisations' delivery on their mandates in TWM.

Climate Change and Water
Water and climate policies and practices are integrated to achieve resilient communities and sustainable growth.

- SIWI has generated knowledge on the linkages between water and climate change across sectors, and its role in adaptation and mitigation.
- SIWI has provided platforms for exchange of experiences, knowledge and perspectives on water and climate.
- SIWI has contributed to increased awareness of the impact of climate change on water in all sectors and the need to adapt accordingly.
- SIWI has contributed to capacity within organisations to take climate change into account in projects, strategies, policies and laws

Water, Food and Energy Nexus

The policies and practices adopted to provide water, energy and food should support a transition towards a green economy.

- SIWI has generated knowledge on the water-energy-food nexus at different scales, promoting sustainable economic growth.
- SIWI has provided, evidence-based platforms for exchange of experiences, knowledge and perspectives on elements of the water-food-energy nexus at the appropriate scale.
- SIWI has contributed to policy reform and change in order to improve water efficiency in all aspects of the water-food-energy nexus.
- Actors in the water-food-energy sectors have increased knowledge of challenges and opportunities in the nexus through SIWI's interventions.

Water Economics

Development and application of socio-economic principles that influence water management and policy-making.

- SIWI has contributed to the development of economic principles as an integral part of water management policy and practice.
- SIWI plays a key role in strengthening platforms and networks on water economics.
- SIWI has contributed to increased recognition of the importance of using economic principles in water management policy and practice.
- SIWI has enhanced the capacity of actors in water management to integrate economic principles into their work.

Figure 4: Overview of SIWI's thematic objectives and thematic outcomes.



Photo: WaterAid/Caroline Irby



Water Governance

One of the most important challenges impeding progress towards a water wise world is the issue of governance. In short, governance in water is about how we as individuals and as a society manage, use and allocate resources and distribute services. It is about politics, power and decision-making on who gets what water, when, how and why.

Around the world most water resources and water supply and sanitation challenges are first and foremost a crisis of governance, not of physical water availability. Water is power, and too often decision-making processes are dominated by powerful elites, leaving the interests of marginalised groups, such as women, elderly and children, behind. This results in biased decisions, unequal access to water resources and sanitation services, water use inefficiency and insufficient attention to the environment. Support for improved water governance must therefore be a key pillar of any strategic approach to meet water-related challenges.

The solutions to improved water governance are manifold but include strengthening institutional arrangements and clarifying their roles and responsibilities at local, national, basin and international levels. It is also critical to reduce mismanagement and corruption in decision-making and implementation through promoting integrity, transparency and accountability within and between governments, civil society organisations and private companies. SIWI stresses that there is no “one size fits all” governance architecture, and we work on the premise that every country must own and drive its own reform and change processes.

Water performs many functions for society and water decision-making is spread across many different sectors, including agriculture, climate, energy, economics, industry, health and environment. So it is essential that water governance is not treated in isolation but is firmly linked to issues such as sustainable technology, infrastructure and economic and social development.

As competition for water – driven for example by

economic growth and larger populations – increases, the need for improved governance becomes even more imperative. Many countries are already facing serious water reform implementation challenges and it is therefore essential to improve governance, rooted always in evidence-based decision-making.

We will scale up our work on water governance in relation to water reform and its implementation. We will develop our policy support to different types of actors, including governments. As an important part of our scaling up we will continue to develop and refine applied research, knowledge-sharing and practical water governance tools and methodologies for increased uptake of water governance assessments and capacity development.

THEMATIC OBJECTIVE: More efficient, equitable and environmentally sustainable governance of water resources, water supply and sanitation in low- and middle-income countries.

OUTCOMES:

- Water governance-related knowledge, tools and methodologies developed, disseminated and promoted.
- Platforms for sharing experiences, knowledge and perspectives in water governance facilitated by SIWI.
- A contribution has been made towards more effective governance structures at appropriate levels resulting from SIWI's inputs.
- SIWI has provided policy support, technical advice and capacity development programmes on governance aspects of water-related reform and implementation to partners.

Transboundary Water Management

SIWI emphasises that states which share a river, lake or a groundwater aquifer more often than not cooperate in managing their resources. Regional cooperation on transboundary waters is a public good that benefits all parties. Conflict and cooperation on transboundary waters



Photo: Jakob Granit



Photo: Asia Development Bank

should in any case not be seen as stark alternatives, because they often occur simultaneously. To achieve effective cooperation, implying a sense of equitable sharing of the resource, a balance of power between states is useful. So we stress the need for support to weaker basin states as a means of “levelling the playing field” as well as to achieve more effective cooperation. Strategies include advocacy to encourage more countries to sign the UN Convention on the Non-Navigational Uses of International Watercourses as well as capacity-building programmes on TWM, which need to include negotiation training.

We also encourage a holistic approach to TWM that includes other sectors which affect it. They include energy (hydropower, water for cooling, etc.); civil society; and international trade. Its impact means, for example, that virtual water incorporated in products can either ameliorate, through the import of water to a basin, or worsen, through its export, the scarcity and thereby the risks for conflict.

We stress too the need to engage in transboundary processes with a long-term perspective of promoting both security and development, which need to be seen as mutually reinforcing. A project approach to engagement in a shared basin is often unhelpful and runs the risk of not achieving the parties’ goals. We recognise that a greater focus on context-specific political economy analysis of basins is always a useful tool for improved understanding of the do’s and don’ts. We therefore discourage standard blueprint solutions and approaches.

We always work to develop tools and methods to unpack the development opportunities in a transboundary water setting. This work aims to outline the incentives and benefits of deepening cooperation between parties sharing transboundary waters, helping the formation of regional management frameworks for them. We also provide neutral platforms for states to meet and discuss ways forward, and we will develop capacity-building programmes, built around innovative knowledge and tools, to support cooperation.

THEMATIC OBJECTIVE: Equitable and cooperative development in transboundary water resource management, both in individual basins and globally.

OUTCOMES:

- Transboundary Water Management research and tools developed, disseminated and promoted.
- Platforms for sharing experiences, knowledge and perspectives on equitable, cooperative Transboundary Water development facilitated by SIWI.
- SIWI has actively promoted the formation of management frameworks for transboundary waters.
- SIWI has contributed to partner organisations’ delivery on their mandates in TWM.

Climate Change and Water

Climate change will mainly affect society and ecosystems via water. Climate-driven changes to the hydrological cycle will increase the force of rainfall, reduce the reliability of monsoons, prolong droughts in semi-arid regions and reduce water storage in snow and ice, to mention only a few predicted impacts. The consequences will be felt throughout society, since all of us depend on reliable access to water and effective protection against water-induced hazards. Poor communities, women and marginal groups will bear the brunt. Every part of society needs to be involved in adaptation measures designed to increase resilience.

Water is also critical for climate change mitigation, as many efforts to reduce carbon emissions need reliable access to water if they are ultimately to succeed. For instance, the potential of forests for sequestering carbon and of agriculture to mitigate climate change depend on water availability. Thus a sustainable energy supply and access to sufficient water resources are strongly interdependent.

SIWI strongly advocates the integration of a water dimension in every sector of society. Repeatedly, decisions taken in areas not primarily regarded as water-centred (e.g. transport, health and education) still have an impact on water use and availability. It is critical that the cross-



Photo: Blue Square Thing

cutting nature of water is acknowledged in policies and implementation. Water resource management must be part of integrated approaches to adaptation and mitigation, not separate processes. Work that supports adaptation to climate change, and thereby increases resilience, is also in line with sustainable development, and vice versa.

We advocate integrating water resource management in national climate adaptation and mitigation plans and measures, and believe that climate interventions need to be site-specific and built on local knowledge and capacity. In this context, we advocate the more effective integration of water in the policy work led by the UNFCCC. We also argue for greater efforts to bridge gaps between global and national policy debates and local implementation.

Beyond that, applying economic principles in climate change is useful for making a better valuation of the benefits to be achieved from adaptation and mitigation measures, and also to estimate the cost of inaction, mainly related to climate-induced disasters. The capacity of implementation channels and institutions is often a bottleneck for effective adaptation. We intend to assess the governance aspect of climate change intervention, in order to address the risk of increased corruption linked to the implementation of adaptation and mitigation.

THEMATIC OBJECTIVE: Water and climate policies and practices are integrated to achieve resilient communities and sustainable growth.

OUTCOMES:

- SIWI has generated knowledge on the linkages between water and climate change across sectors, and its role in adaptation and mitigation.
- SIWI has provided platforms for exchange of experiences, knowledge and perspectives on water and climate.
- SIWI has contributed to increased awareness of the impact of climate change on water in all sectors and the need to adapt accordingly.
- SIWI has helped to build capacity within organisations to take climate change into account in projects, strategies, policies and laws.

Water, Food and Energy Nexus

Sustainable ecosystems, providing a basis for water, energy, and food production, are imperative for human wellbeing, social and economic development. Wise management of all three is crucial. However, ecosystem services are not distributed equally within and between countries, and natural resource consumption differs significantly. The bottom billion, those people who lack access to electricity, water and sanitation, and do not have a secure food supply, still need assured supplies.

Water available for agriculture and energy production will have to increase, although a fifth of the world's population already lives in areas of water scarcity. Proposed solutions to the age-old problems of water availability, energy and food scarcity are ineffective, given the gap between availability and projected future demands. Food production is expected to grow by 70 per cent by 2050 and ways to increase water use efficiency in agriculture are needed at all scales.

Demand for energy is estimated to increase by 50 per cent by 2035, and will need to be met with innovative solutions. In this process, aimed also at mitigating climate change, society seeks to decarbonise energy production and reduce greenhouse gas emissions by using renewable energy. This may itself have a significant impact on water demands. Several renewable power sources are intermittent, unable to generate energy uninterrupted, and need to be matched by a stable supply from other energy sources, perhaps hydropower. Water needed for energy production must be weighed against other water demands from society and ecosystems.

As society's water demand grows and climate change increases the uncertainty of supplies, innovation in water use efficiency and the sharing of benefits generated from the value of water at regional levels become more important. Benefit-sharing strategies such as intra-regional or global trade will have to be explored, supporting a transition towards more integration of interests between sovereign states. In this context, data on energy, food and water demand is much needed regionally and locally, coupled with analysis of where and how water is allocated, and for what purpose.



Photo: Asia Development Bank



Photo: WaterAid/Caroline Irby

During the strategy period we will explore the links between water, energy and food demand, and search for integrated approaches to policy, planning, management and development of water resources. Innovation in governance, management, technology and behaviour will be necessary to address these linked challenges.

THEMATIC OBJECTIVE: The policies and practices adopted to provide water, energy and food should support a transition towards a green economy.

OUTCOMES:

- SIWI has generated knowledge on the water, food and energy nexus at different scales, promoting sustainable economic growth.
- SIWI has provided, evidence-based platforms for exchange of experiences, knowledge and perspectives on elements of the water, food and energy nexus at the appropriate scale.
- SIWI has contributed to policy reform and change in order to improve water efficiency in all aspects of the water, food and energy nexus.
- Actors in the water, food and energy sectors have increased knowledge of challenges and opportunities in the nexus through SIWI's interventions.

Water Economics

Barriers to efficient water use and water services are, in large part, socially constructed. The economics of water involve understanding both its scarcity and its value, ensuring that the costs and benefits of choices are clear and that the impacts of the alternatives are laid out. Better management of water resources requires recognition of the values and trade-offs which result from different uses of water and how the distribution of these benefits addresses the principle of equity. These values and trade-offs should contribute to decision-making processes concerned with social and economic development, including institutional design.

An integrated framework in water resources management allows for the assessment of links between different

groups or sectors of water use and how synergies can be created between those uses with the right incentives, instruments, and policies. Through the use of economic principles, water economics facilitate analysis at the micro level (individuals, farmers, firms, institutions or communities) of how optimal water management can be achieved, as well as macro level analysis of the integration of water resource management into a development framework. The challenges are the mirror image of the opportunities.

Given this context, water economics will help partners to reflect the value of water in their decision-making. It will also enable partners to leverage innovations in water use efficiency and productivity and the production of goods and services with less water. Water economics can additionally reveal the micro- and macro-economic value of water across different sectors of the economy with the aim of achieving economy-wide improvements through understanding the value of water in use. It involves not only understanding the effects of the distribution of benefits (or costs) on particular groups in society and how an improved distribution can be reached, but also how to work with behavioural change towards implementing social and technological innovations in relation to water use.

THEMATIC OBJECTIVE: Development and application of socio-economic principles that influence water management and policy-making.

OUTCOMES:

- SIWI has contributed to the development of economic principles as an integral part of water management policy and practice.
- SIWI plays a key role in strengthening platforms and networks on water economics.
- SIWI has contributed to increased recognition of the importance of using economic principles in water management policy and practice.
- SIWI has enhanced the capacity of actors in water management to integrate economic principles into their work.

Reaching our Goals

Organisational governance and management

SIWI, in its role as a policy institute committed to generating knowledge, produces syntheses of available research and publishes findings and recommendations on current and future water and development issues.

We also provide platforms for knowledge-sharing and networking between science, business, policy and civil society. For this our annual World Water Week is the prime platform, with the management of prizes and awards closely linked to it.

We try particularly to promote synergies between the Week and the prizes on one hand, and SIWI's knowledge services on the other (Fig. 5). Our intention is that important and cutting-edge topics addressed in SIWI's generation of knowledge, in particular in the thematic focus areas, are also reflected in the Week. Simultaneously, relevant issues raised during the Week and on other platforms, or highlighted by laureates, are fed into the knowledge generation process.

In order to manage these two principal tasks we have set up a flexible matrix organisation (Fig. 6) combining work areas with thematic structure, and organised to support the periodic formation of dedicated working groups tailor-made for each short- and long-term project and programme that we undertake. Team-based, multi-disciplinary and flexible working arrangements are therefore hallmarks of our organisational culture.

SIWI is governed by a board combining experience from the public and private sector. The Prizes are governed by independent committees and administered by SIWI. For the WWW a Scientific Programme Committee ensures that cutting-edge knowledge of the Week is upheld.

SIWI's prime target audience is agents of change. These may be policy and decision makers on all levels, in charge of governance and management of resources and assets with an impact on availability, access and quality of water. They may also be an audience which has an impact on change agents, such as advisors, researchers and media workers.

For the last few years SIWI has been an organisation in growth. The demand for our knowledge services in particular has increased and we expect it to continue to do so during the strategy period. Our staff has increased



Figure 5: Synergies between SIWI's work areas.

during the last five year period from around 20 to over 50, reflecting the increasing demand for support to meet challenges faced by countries and organisations in managing their water resources.

In addition, the numbers of people, organisations and countries participating in the World Water Week are projected to continue to grow. The main focus is on maintaining the quality of the Week while accommodating an increase in the number of participants. There is good potential for developing complementary platforms, e.g. web-based ones.

Overall this translates into a projected annual increase in our turnover of around five per cent, and a corresponding increase in staff. The international, multi-disciplinary character of our staff will become more marked. In addition to permanent staff SIWI has a network of "SIWI Associates", individuals with strategic competences who are brought into the flexible work teams when needed. The group of associates will be expanded to cover additional competence areas and experience, strengthening our human resources and capacity.

We are also looking into the possibility of increasing our effectiveness in regions and countries where we are active, seeing whether we can establish a more emphatic presence in places where we are already undertaking substantial work. In such cases we will prefer cost-effective arrangements involving host arrangements by strategic partners. We also intend to further strengthen collaboration with Stockholm-based partners such as GWP and SEI.

Results-based management

SIWI has developed a system of Results-Based Management (RBM) for planning, monitoring, evaluation, and reporting of its activities. This system is linked to a results-based framework, based on our strategic and thematic objectives, and with a series of outcomes attached to these objectives. Each outcome will be monitored through a series of indicators. The system makes it possible to follow how a particular project or intervention, including financial resources, is contributing to realising particular outcomes as part of the respective strategic objectives. The RBM framework for the five year strategy includes development of annual work plans with outputs linked

to the strategic and thematic objectives. The annual work plans are followed up through a monitoring system including weekly and travel reports and an IT-based follow-up of SIWI's communication programme. In addition, it is possible to aggregate the achievements under a certain thematic area, and thereby follow up the results contributing to respective thematic objectives. A mid-term review will also be made during the strategy period during which results will be assessed. Based upon that review improvements can be made for the remainder of the strategy period. At the end of the strategy period a final evaluation will be made.

Risks management

SIWI is working actively with risk analysis and mitigation of risks identified that may hamper reaching our objectives. An overall risk matrix, including external and internal risk, impact, probability and mitigation measures will be developed for the overall strategy period. On an annual basis, in connection to the annual work plan, a risk matrix with more short and intermediate risks will be developed. In addition we will, during the strategy period, also work to identify and mitigate new risks that may arise.

Overall risks that are identified for SIWI at a generic level include overlapping with similar initiatives, competition for funds and resources, and geopolitical and conflict-related risks in the region where we work. Lack of availability of data for research and advisory projects and loss of key human resources are also among the risks identified. To mitigate some of these risks we will closely monitor other initiatives by competitors and where relevant team up; diversify the funding base (see also sustainable financing below); and work with partners to solicit best possible access to data and information. In the area of Human Resources SIWI is seen as an interesting workplace and thus attracts internationally competent staff. Maintaining this reputation, we will mitigate the risks of staff leaving as well as being able to attract highly skilled staff.

Administration and finance

SIWI is actively working towards increased administrative efficiency. Being a knowledge-generating organisation, we have a high proportion of staff costs, amounting to some 45 per cent of total spending. We are constantly trying to minimise expenditure on administration and overheads. By 2017 this should not be more than 15 per cent. To achieve

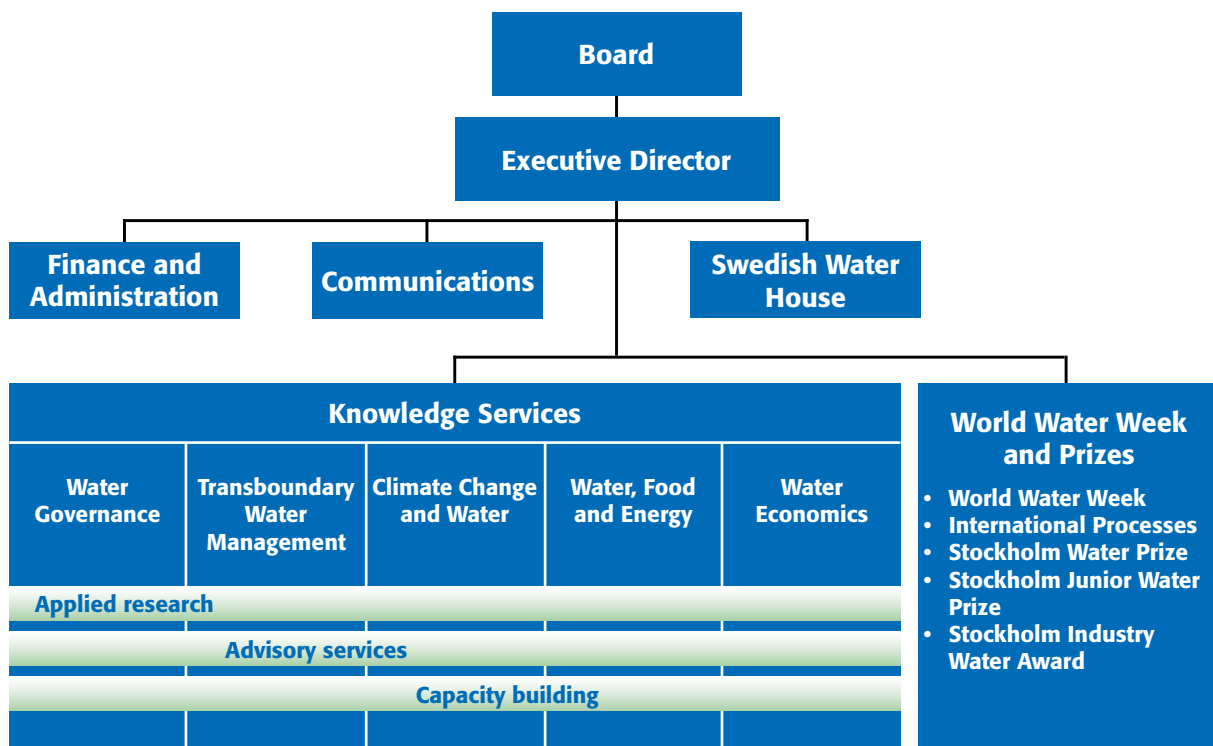


Figure 6: SIWI's organisational structure.

this goal we are streamlining our resources so that significant increases in turnover will not require corresponding increases in administrative resources. During the strategy period we will also step up our efforts to enhance user friendliness in our internal information systems so as to be more effective. This includes for instance tailored financial reporting to better support core functions with planning and co-ordination, and improved IT and communication tools for internal and external demands. As a receiver of public funding, SIWI applies a strict system for financial control. This involves a regular external audit, which is no longer required by law, but it is a control function that SIWI regards as important in order to receive a fair and independent account of the effectiveness of its financial control systems. In addition, project sponsors may audit any project at their leisure.

Sustainable financing

We intend to secure long-term financing by enlisting support from a diverse range of sources, including funding for the sustainability of core functions as well as project-specific support. We intend to increasingly pursue new opportunities in a rapidly changing international financial alignment. Our goal is to reduce our dependence on a few financial sources alone and broaden our sources to encompass the Swedish government, intergovernmental agencies, bilateral donors, foundations and private corporations. For this purpose we have developed a separate financial strategy.

As to the WWW and the Prizes, these will continue to be important core activities of SIWI. We will pursue ways of increasing the revenue for these events in parallel with our attempts to improve their efficiency. We will try to increase sponsorship levels for the Prizes we manage in order to achieve long-term financial sustainability.

We have an extensive partner network. The evolution of strategic partnerships and the development of joint activities will also support an increased level of co-financing. This involves public and civic partners, as well as the private sector.



Photo: Yucel Tellici

SIWI's core values

SIWI's core values are the foundation of implementing our vision of a water-wise world successfully and therefore play a key role in SIWI's continued development.

SIWI is an organisation in growth in a changing world. We value our heritage and what we refer to as our "SIWI spirit". The entire staff contributes to SIWI as a workplace, as a partner and as an organisation. The core values identified by SIWI are displayed in a word cloud (Fig. 7) where the size of the words are proportionally to the number of times they have been used to describe SIWI core values.

SIWI is – and will remain – **professional** and **knowledgeable**, aiming for a better common **future**, while maintaining its **integrity**.



Figure 7: Word Cloud of SIWI's core values.



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