



Strategy 21-25

TOWARDS A MORE SYSTEMIC APPROACH
TO WATER ISSUES FOR RAPID AND
SUSTAINABLE CHANGE



International Secretariat for Water
Solidarity Water Europe

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Foreword

We are finalizing our 21-25 strategy in the midst of the COVID-19 crisis. This is an exceptional period that we must consider while avoiding a double risk.

First, the risk of viewing COVID-19 as a short "pause" before things resume normally. Second, the opposite risk, of thinking that we have entered a new world marked by, for example, confinement. At this stage, however, no one knows what the repercussions of this pandemic will be. Will it have been a brief episode of the anthropocene or will it considerably modify our models and lead us into a new era?

At the time of writing this strategy, we can probably assume that COVID-19:

- Will probably be a major issue at least until the vaccine;
- Will accelerate certain trends: **digitization; localization of aid**; citizen-user on-line funding;
- Will change the way we work and communicate, at least during this period (and some practices are likely to be required in the long term);
- Will emphasize reflexions and practices regarding **flexibility, agility** and the consideration of complexity (COVID-19 being by nature a multidimensional crisis and not just a health crisis);
- Will amplify many problems in developing countries (which will materialize in the worsening of delays in the implementation of the UN Sustainable Development Goals (SDGs));
- Will not change the common challenges we face (e.g. climate, biodiversity, migration, inequalities). These will come back to the forefront sooner or later;
- Will not change the need for the North and the South to work in **complementarity** (even if the aid economy may be affected);
- Will trigger a fundamental debate on the type of society to be put in place after the pandemic, with

a strong opposition between the emphasis on the economy and the search for a new balance based on other values. This debate will be present in all discussion forums and will constitute a fault line between different political visions for some time.

However, we do not know what will come out of this debate and in which world we will evolve tomorrow. Faced with a high level of uncertainty, and many possible scenarios, the International Secretariat for Water - Solidarity Water Europe (ISW-SWE) will have to show **flexibility** and resilience to the changes that may occur. In such a framework, it seems more important to make sure that the fundamentals are right and to accept the possibility that it will have to be piloted in a flexible way at the operational level, guided by the will to implement the mission of the organization and to respect its values.

The ISW-SWE strategy should therefore not be a constraining framework, but should put forward structuring elements that can be relied on at all times.

The strategy must also enable the ISW-SWE to seize new opportunities and think outside the box to maximize its impact in the coming period. The fact that the ISW-SWE wants to be (and this since well before the start of the COVID-19 crisis) a flexible and bold organization that contributes to change is more relevant than ever.

The main areas of work of the ISW-SWE do not seem to be questioned by COVID-19: contributing to the **SDGs** – in particular SDG 6 dedicated to Water – will be priority more than ever, even though it is likely that delays will increase; **local water governance** will remain a central issue; the mobilization of civil society and **youth** will be all the more necessary in the face of a wide range of global challenges; civil society monitoring and influence will be essential in the coming years as measures to combat COVID-19 collide with a series of political changes underway (reduction of civil society space in some countries; nationalisms; opposition to multilateralism; etc.).

Furthermore, the ISW-SWE approach which consists of **connecting global governance and local water management** seems to respond to current challenges.

¹ The term anthropocene, or "human era," is used to describe a period in the earth's history during which human activity is the dominant influence on climate and the environment.

Viruses, like water, know no boundaries, and both local and global responses are needed. It is in this global response that the world is currently suffering and multilateralism is in danger. **Water is a source of opportunities, of cooperation, of collective risk management in an interconnected world that today appears fragile.**

The ISW-SWE's role of **connecting and facilitating** is a strong asset. The ability of the ISW-SWE to remotely connect and facilitate, developed in particular within the

framework of its field intervention approaches and the development of the "youth movement for water", should be highlighted and further developed. This **connector-facilitator** role is at the heart of ISW-SWE' three intervention pillars.

The urgency to act for water

To act for water is to act for democracy, human rights, public health, dignity, development and social justice.

Acting for water also means mobilizing all stakeholders (institutional, academic, political, private sector, civil society) and putting citizens – particularly youth and women – at the heart of water management to solve the challenges that remain immense.

3 OUT OF 10 PEOPLE

do not have access to safely managed drinking water services.

4.2 BILLION PEOPLE

or 55% of the world's population, do not have access to safely managed sanitation services and 2.4 billion people lack basic sanitation facilities such as toilets or latrines.

+ 40% OF THE WORLD'S POPULATION

is affected by water shortages and this number is expected to increase. More than 1.7 billion people currently live in river basins where water use exceeds the amount available.

+ 80% OF WASTE WATER

resulting from human activities is discharged into rivers or the sea without any decontamination.

Our positioning

VISION - MISSION

Our vision gives more room for a systemic approach to water issues, which has become increasingly important in the sector's perspectives and actions. This evolution materializes the broadening, over the years, of the scope of the ISW-SWE beyond the issues of drinking water access, hygiene and sanitation.

2035 Vision

A world in which Water is accessible to all in an equitable manner, promoting the empowerment of local actors and cooperation between countries, generations and institutions.

Prospective: The major trends which influence our vision

- The symbolic barrier of "+1.5 degree C" will be crossed. The fight against climate change will become more and more central in politics. The global economy will be modified to respond to the climate challenge. Many civil society organizations will reorganize their activities around the fight against climate change and climate migration.
 - Water is one of the major challenges for our planet. Conflicts related to water will be on the rise – be they related to water stress, access or water pollution.
 - Access to water will continue to increase, but due to inequalities of access, conflicts and climate change, a large part of the world's population will face regular water shortages.
 - Urban population growth will be rapid, leading to many problems related to water access in cities.
 - The daily progress of digital technology will bring new opportunities for improved water management and citizen participation.
 - Digital technology will also transform the organizational, operational and financial models of civil society organizations.
-

Mission

To initiate, facilitate and implement systemic changes for a sustainable governance of water from a local to a global level and to promote the empowerment of actors involved in its management and protection.

Impact goals

The systemic changes to which we wish to contribute are:

- The advancement of **sustainable water management as a central issue connected with other major issues of the planet**. Water issues are not dealt with in silos (the links between global issues, climate, health, environment, water, etc. are taken into account).
- The acceptance of **water as a common good**, managed in a sustainable manner and taking into account the most vulnerable.
- The use of water as a vector for socio-economic development, democracy and peace.
- The respect and defense of the human right to water, beyond issues related to drinking water.
- The implementation of water governance and global institutions at the service of citizens – particularly young people and women.
- The acceptance and dissemination of integrated approaches and decentralized solutions involving local actors.

We contribute more specifically to Goal 6 (SDG) on Water of the United Nations' 2030. More broadly, we are involved at the core of different nexuses connecting issues and sectors (climate, health, food security, etc.) and therefore contribute to several SDGs.

The scope of our action

We are involved with civil society, citizens, public institutions and decision-makers, mainly on behalf of disadvantaged and marginalized people on all five continents. The ISW-SWE is attentive to gender equality issues and is committed to the mobilization of civil society and the development of the "Youth Movement for Water".

Prospective: Uncertainties towards 2035

- The rise of nationalisms and populisms, recomposition within regional groups, challenges to nation-states, and a generalized lack of trust in political institutions are all forces that can affect water issues from the local to the international level and trigger conflicts.
- The status of water is precarious: what balance will be established between the common good of humanity and the commodity of water?
- Will digital technology be a positive force or will it lead to large-scale dehumanization?
- Will civil society active in the water sector be widely connected at the global level or will it be essentially national and controlled by States? Will it be influential through advocacy, innovation, and monitoring, or will it be confined to a service provider or social safety net role? To what extent will the localization of aid have progressed and changed the partnership relationships between civil society organizations? What will citizens' movements look like and how will organized civil society connect with them?

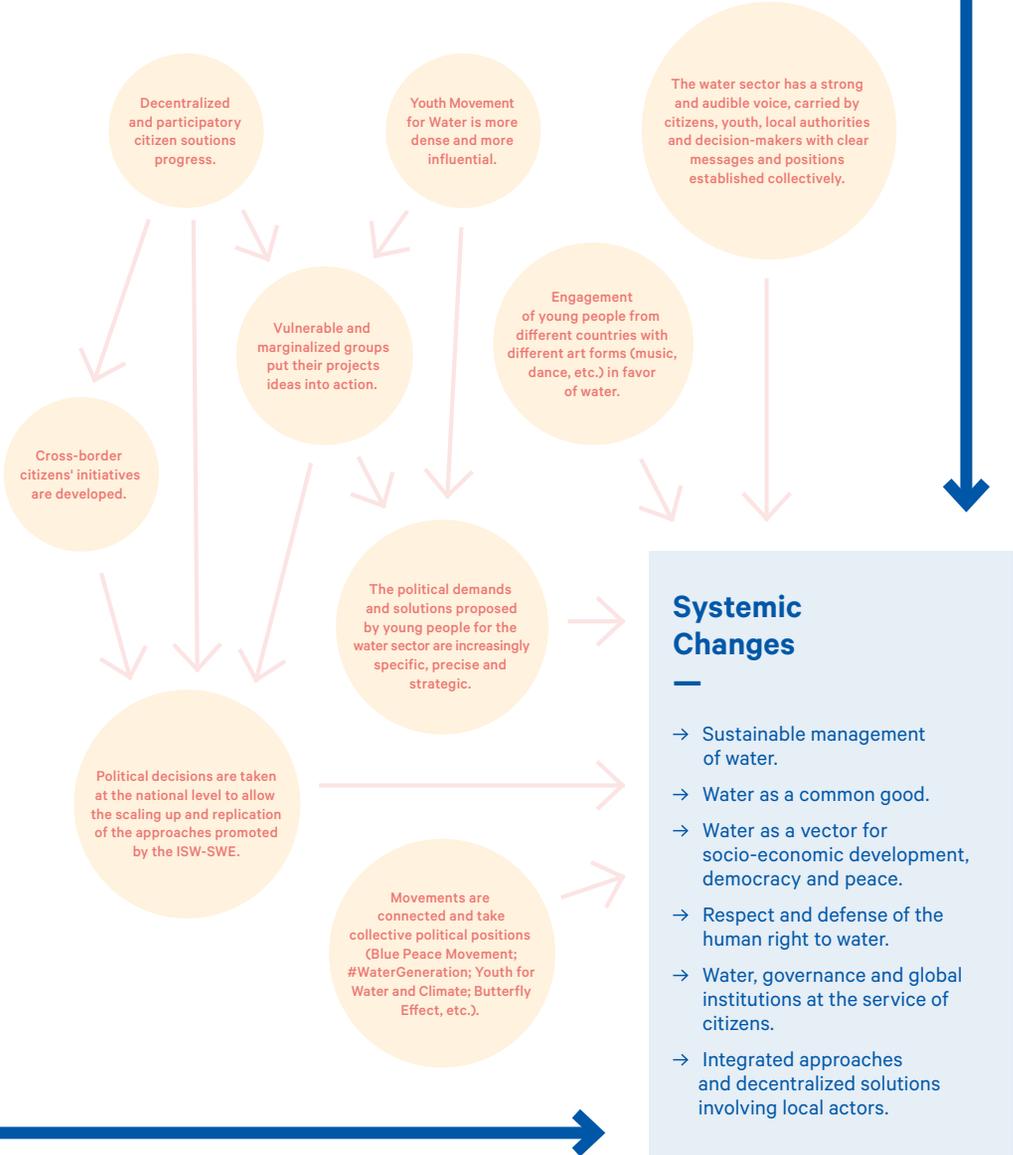
THEORY OF CHANGE



FACILITATE

EXPLORE

ACCELERATE



A STRONG IDENTITY AND VALUES

We want to be a bold, change-accelerating, accessible, engaged organization with the ability to facilitate relationships. The following values guide our actions:

Openness

We respect singularity and otherness. We are at the service of other actors to facilitate concerted actions and are guided by a willingness to collaborate within the framework of common and unifying objectives.

Complementarity

We accompany the action of other actors **(BY)**, putting ourselves at the service of these other actors **(FOR)** and acting with them in a spirit of complementarity and tenfold influence **(WITH)**. We catalyze partnerships between actors from all over the world with different experiences and approaches or specialities.

Audacity

Creativity and innovation are at the heart of our actions and we are not afraid to think outside the box. Having implemented several innovative ideas that have now progressed, we intend to continue along this path, always seeking to contribute in a different way.

Commitment

We carry out our actions with conviction and are fully mobilized for the transparent and effective implementation of our mission.

Furthermore, **gender equality and cooperation between generations** are values transversal to our action. Choosing these values means establishing them as **ethical principles and respecting them in our daily actions** and decisions.

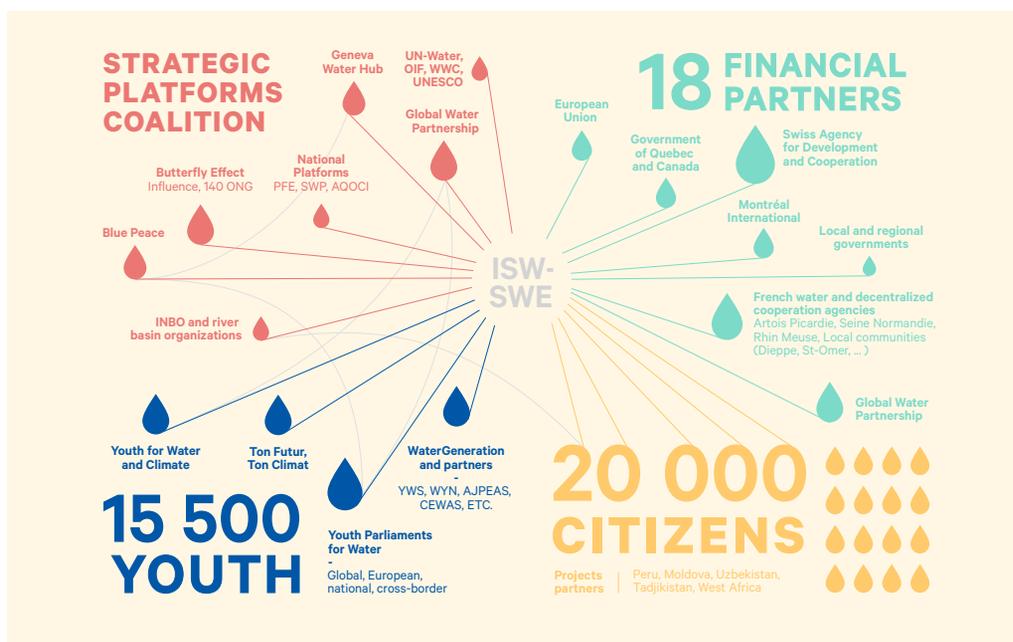
OUR APPROACH

1 - Acting in partnership

We act within a network of partners on the five continents, seeking complementarities and multiplication. Depending on the situation of local organizations, we develop specific partnerships to enhance local capacities and create synergies. Our organization develops, with local organizations, civic spaces in which they can get involved. We strengthen the capacity of local actors without ever replacing them. Above all, the ISW-SWE avoids duplication: doing what is not yet done, in complementarity with other actors, is part of our added value. We want to be a sought-after and inspiring partner.

Our network is one of our strengths: we can mobilize youth for water in over 80 countries; we are connected to civil society organizations that matter in the water sector; and we have access to decision-makers in the water sector from the local to the international level.

Our network



Explore new partnerships

As part of our partnership strategy, we seek to strengthen relationships established with our core partners while building relationships with new partners to explore new ideas. We will expand our circle of partners to include more actors from the technology sector and private sector as well as disruptive players.

We will focus more specifically on building relationships with the private sector. Businesses are increasingly present in the international aid sector, proposing new

approaches. Since the United Nations conference in Addis Ababa (2015), this sector is expected to position itself as a complement to state financing in order to achieve the SDGs. Companies have know-how and technologies that can be useful for the development sector. With the private sector, we want to collaborate and play the role of moral compass.

2 - Highlighting complementarity

The challenge of North-South partnerships today is no longer only that of subsidiarity or withdrawal, but that of complementarity.

Prepare to be chosen rather than to chose. International aid is evolving. It increasingly involves local actors whose capacities and willingness to act have progressed. The latter are more interested in choosing the organizations with whom they wish to work with. In the period of 2021-2025, the ISW-SWE will seek to be an **attractive partner for local actors** (as much as for donors). In particular, we want to become the "Water" reference for youth worldwide.

To achieve this:

- We will develop our **attractiveness for local populations and organizations** by focusing on concrete actions and tangible content;
- We will provide local organizations with **tools and material** to enable them to act and communicate;
- We will rely on a network of ambassadors who will promote the added value of the ISW-SWE to local actors;
- We will modify our communication policy (website, social networks...) in order to target more and more local actors.

Connect local to global

Complementarity for the ISW-SWE also means seeking to ensure that all of its actions are connected to each other and constitute a whole that contributes to the organization's mission. This search for connection is particularly important between actions at the local level and actions at the global level. This connection between local initiatives and global impact objectives is highlighted in the theory of change.

3 – A common approach which guides our actions

Regardless of the nature of our actions, we implement a similar approach which revolves around three key concepts: **Facilitate - Explore - Accelerate**. This approach (which has been successfully tested within the framework of our Youth activities) is now applied to all our target audiences and all our areas of intervention, with flexibility and in accordance with our values.

**Facilitate**

We are at the service of civil society, youth and citizen movements that want to be a force for change in the water sector. We support local actors to develop decentralized and sustainable models of water governance to be implemented in the river basins that are the frame of reference. We stand alongside all stakeholders to facilitate their participation in the decision-making processes that concern them and by facilitating multi-stakeholder and multi-sector dialogue.

**Explore**

We want to be a first mover whom acts creatively, whether it be by involving citizens in the design and management of infrastructures or services, enabling young people to take action, strengthening water governance, mobilizing, connecting and supporting stakeholders or carrying out influential actions. We intervene in all areas related to water (through our network) and combine practical achievements, policy advice and civil society and youth engagement.

**Accelerate**

We act with a sense of urgency and a willingness to scale-up that is needed today. We are accelerating change by scaling up successful innovations on the ground and empowering project leaders to implement their ideas. We apply a model of collective influence that connects the local to the global and leads to decisions that are the basis for systemic change.

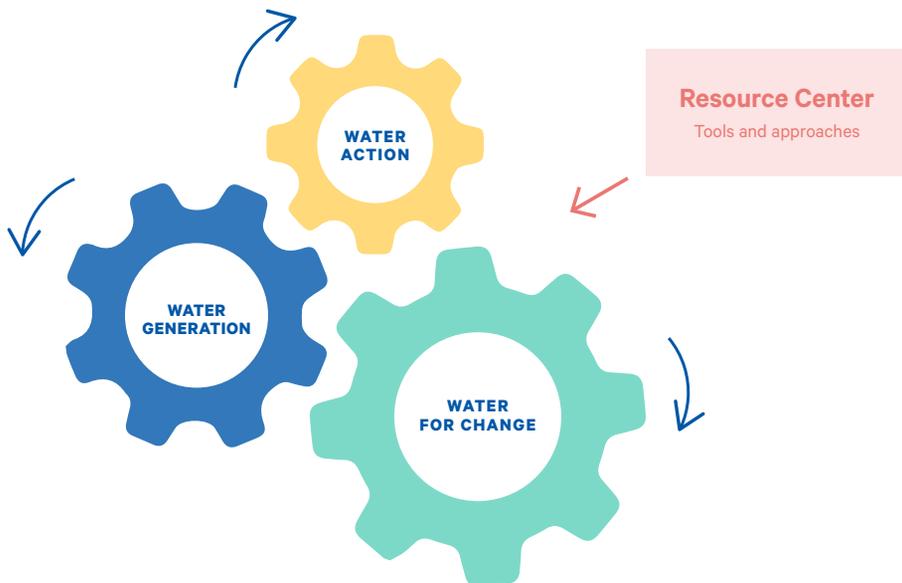
Our pillars of intervention 21-25

THREE CONNECTED PILLARS

We will organize our interventions for the period 2021-2025 according to three pillars:

→ Water Action → Water Generation → Water for Change

These three pillars are interconnected in their implementation and are supported by a transversal activity: **a resource center** bringing together tools and approaches.



In all our interventions, we combine facilitation of action and connection of actors, exploration of innovative ideas, and a willingness to accelerate to meet the challenges on an adequate scale.

→ PILLAR 1 – WATER ACTION

This pillar is based on two principles: Water is a global problem but it is first managed at the local level and water is essentially a question of governance.

Within the framework of this area of intervention, the ISW-SWE develops, tests and validates, in the countries most affected by water issues, innovative models of water governance, often decentralized and developed with the participation of local stakeholders. This area of intervention enables the ISW-SWE to have its own expertise that supports the organization's influence strategy.

The themes on which the ISW-SWE works fall into the following categories:

- Participatory management and governance
 - River basin approach
 - Integrated Water Resource Management (IWRM)
 - Decentralized alternatives. Local, citizen-based management. Citizen-managed systems.
- Ecosystem approaches (systems economics rather than sector economics) / projects designed in harmony with nature;
- New forms of water services (including new economic models for financing water services);
- Funding solutions to enable citizens to develop and implement projects;
- Water resilience and the fight against climate change.

The ISW-SWE also wishes to involve young people in all implementation stages of the projects.

Our impact then and now

Since 1991, the ISW-SWE has been working with communities facing major challenges in terms of access to drinking water and water resource governance. The first projects took place in Central Asia (Uzbekistan, Tajikistan, Kyrgyzstan) in areas where stakeholders involved in water issues and citizen participation are scarce. These projects have increased access to drinking water and hygiene, while helping to create a local economy. Following over 20 years of presence of the ISW-SWE, the new President of Uzbekistan, Shavkat Mirziyoyev, issued a decree stating that the model developed by our organization will be used throughout the rural areas on World Bank financing, in particular.

Since 2014, the ISW-SWE is also present in Peru and Moldova within the framework of integrated water management projects, relating to territories corresponding to the hydrographic basin. The Blue Passport and the partnership with the International Network of Basin Organizations (INBO) are a result of this.

Current ISW-SWE field projects include the following:

- Water and Sanitation Project in the Nirnova river basin (Moldova).
- TonFuturTonClimat Project in West Africa (Benin, Togo and Burkina Faso) .
- Water, Sanitation and Resource Management Project in Latin America (Peru).
- Water, Sanitation and Resource Management Project in Central Asia (Uzbekistan, Tajikistan).

Our 21-25 impact target

The changes we want to achieve are the following:

- Concrete political decisions are taken to involve citizens in water management and contribute to decentralized water governance;
- Holistic approaches involving citizens and aiming at sustainable water governance progress and are scaled up;
- Vulnerable and marginalized groups (youth, women, etc.) have the capacity and means to implement their project ideas for sustainable water governance.

Our main actions 21-25

The ISW-SWE will remain a forerunner demonstrating the feasibility of new approaches that can then be scaled up.

1) Innovative governance in field interventions

- Increase our presence in West Africa and continue our interventions in Central Asia, Eastern Europe and Latin America;
- Launch a new project in Central Asia (Tajikistan), combining water, sanitation and transboundary resource management;
- Scale up our models, including replication of the GOSSA approach developed in Latin America (Peru) in new water, sanitation and resource management projects.

2) Development of a new "Blue Peace" initiative for the promotion of dialogue and cross-border cooperation on water issues and conflict prevention

Water-related tensions and conflicts will increase as the world population increases and a large part of the world's population will face water shortages and will have to cope with the consequences of climate change. On the basis of these facts, we are promoting a continuous "Water and Peace" process based on dialogue, cross-border cooperation and conflict prevention. Concretely, our contribution to "Blue Peace" will consist of:

- Including "Blue Peace" components in our interventions: promotion of the culture of dialogue, mediation, prevention of local conflicts, dialogue between stakeholders.
- Facilitating the participation of citizens and youth in cross-border initiatives (for example: promotion of Blue Passports; participation of youth in the management of +270 river basins covering several countries; launch and support of Youth Water Parliaments set up at the level of cross-border river basins).
- Facilitating spaces for dialogue and exchanges between water stakeholders in the affected countries (government, local authorities, civil society, academia) to generate agreements and concerted actions.
- Continuing the Blue Book process.
- Contributing to advocacy actions highlighting water as a factor of peace.
- Involving young people in this initiative: facilitating the participation of young people in the Water and Peace dynamic with the Geneva Water Hub; Promoting young journalists for water and peace; Encourage youth projects which encourage a dialogue dimension between stakeholders.

3) Development and implementation of an effective mechanism to enable citizens and youth to engage in action

It is essential that vulnerable and marginalized groups are able to take action and put their innovative ideas into motion. **We will develop our mechanism to support and facilitate the implementation of field projects by facilitating meetings of project leaders with institutional or individual partners who can offer technical and financial support.** We will position ourselves as a "guarantor" of projects by ensuring a quality standard for projects that will allow local actors to increase their chances of finding funding.

In relation to young people in particular, there are currently bottlenecks between their ideas and their implementation: the capacity to support young people in setting up projects is limited and often poorly financed; the systems for screening young people and their projects are cumbersome; and project funding is reduced and dispersed. Our objective will be to remove these constraints within the framework of a sustainable economic model by strengthening the Youth for Water and Climate Platform.

→ PILLARD 2 – WATER GENERATION

This pillar is inspired by the idea of a **youth movement for water**, in the sense of a broad, dynamic and connected mobilization of young people around the world. **A movement that is both engaged in concrete action and knowledge capitalization, but also in advocacy with a strong voice, carried by young people, and whose objective is to give young people a more important place in the management of water-related challenges.**

This *youth movement* for water is based on a matrix model rather than a hierarchical model, with many poles with diverse capacities and responsibilities that evolve over time. This movement is multi-stakeholder and includes youth-run organizations, organizations that accompany and support youth, institutions, foundations and companies that financially support the new generation involved in the water sector.



In a youth and partner survey conducted in 2020 on the #WaterGeneration strategy, the ability of the ISW-SWE to mobilize and connect youth in the water sector was identified as one of its key strengths. Indeed, the ISW-SWE uses its capacity to enable youth mobilization, knowledge capitalization, connections and collective action. Three programs are conducted within the framework of Water Generation: "Connected Youth"; "Water, Youth and Global Issues"; "Water, Youth and Arts".

Our impact then and now

Youth has been an important dimension of the ISW-SWE programming since 1998. The first "Youth" activities were information and awareness raising and youth volunteer workcamps. Accompanying the youth movement for water has gradually become a central activity of the ISW-SWE. The project "Celebrating Lakes and Rivers" (between 2006 and 2011) involved young people between 18 and 25 years old from Quebec, Burkina Faso, Bulgaria, Costa Rica, Mexico, Moldavia, Peru and Turkey. The ISW-SWE also initiated the dynamics of the Youth Parliaments for Water, a network that unites more than 15,000 young people from over 80 countries.

In 2017, the ISW-SWE formalized its youth actions in the form of a Water Generation strategy that guides the actions of the ISW-SWE for the 2017-2022 period. Since then, the ISW-SWE has mobilized new implementation and financial partners to give more weight to the voices and actions of the new generation and to accompany youth in their journey towards professionalizing their commitments.

Our 21-25 impact target

- Young people go from being spectators to drivers of change;
- The presence and influence of youth in institutional water governance structures is strengthened;
- The youth water movement is more dense and more influential;
- Movements and networks are connected (Blue Peace; WaterGeneration; Youth for Water and Climate; Youth Water Parliaments; etc.) and take collective positions;
- Political demands and solutions proposed by youth for the water sector are increasingly specific, precise and strategic;
- The role of youth in monitoring transboundary water governance is recognized.

The ISW-SWE will seek to accompany young people who want to be actors of change, whether it be through the implementation of innovative local projects, through their involvement in strategic platforms, or through their presence in places of influence. We will also seek to better respond to the needs evoked by young people regarding capacity building activities. Our objective is to be the gateway for young people who want to get involved in the water sector and thus become the global reference for youth in the water sector.

Our main actions 21-25

1 - Connected Youth: from being present to influent in decision-making spheres

Time is running out and we want young people to be more influential. That they not be manipulated or used as a pretext. Let them not transmit messages for tomorrow, but demands and solutions for today. We will leverage our connection with young people to achieve, with them, concrete results in terms of influence:

- We will mobilize youth for to the World Water Forum in Dakar 2021, which will be a key moment to test the importance of the youth water movement and its power to influence the sector;
- We will build upon "WaterGeneration Meetups" to help young water sector leaders prepare their messages while strengthening local and regional mobilization;
- We will mobilize young people as water advocates: we will give them more opportunities to act as water journalists and share water stories that make them react, by setting up portal-type tools or helping them set up investigations, and we will promote the growth of the network of Youth Water Parliaments;
- We will be more active in identifying "change agents" within civil society, youth and women. With regard to youth, we will identify water leaders and support them in their journey to become agents of change;
- We will strengthen the WaterGeneration global hub in Montreal;
- We will strengthen links and exchanges between youth and civil society in both directions. Youth will be empowered as the voice of civil society, and will bring back to the local community level the global debates and decisions in which they have participated.

Youth in river basin management

We will support young people to help them access middle-level decision-making bodies in which they can have more influence complementary to that exercised in international organizations. River Basin organizations (RBOs) will be our main target in this regard. We aim to ensure that young people play real (and non-formal) roles in these governance structures. To do so, we will strengthen our partnerships with basin organizations and work closely with INBO, in particular.

We will encourage youth to establish Youth Water Parliaments at the river basin level. Our objective will be to initiate 2 or 3 such parliaments.

We will support young people whom wish to present projects to watershed organizations.

2 - Water, Youth and Global Issues

We recognize the need to connect the major issues of the 21st century. The intention of the ISW-SWE is to launch initiatives to connect water issues to other major global issues (e.g. peace, food security, biodiversity, migration, inequalities.). Non-sectoral, holistic and sustainable thinking is crucial.

To this end, we will continue our active involvement in the Water-Climate dynamic by strengthening the Youth for Water and Climate Platform and by launching similar and complementary initiatives to connect water with other global issues.

We will also ensure the continuation and scaling up of the following initiatives:

- "Water and Peace" dynamic with the Geneva Water Hub and strengthening of the "BluePeace" movement.
- "Ton Futur, Ton Climat" in West Africa.

3 - Water and Arts

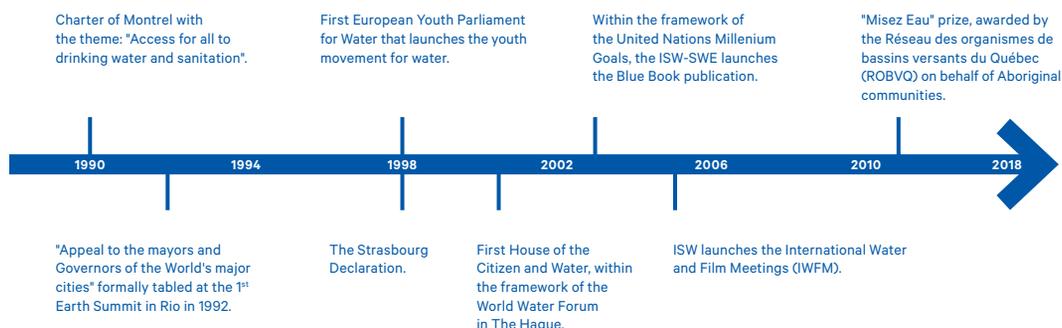
We want to harness the potential of the Arts in advancing the perception of water issues by promoting creativity as a central element of our society:

- We will encourage and support the commitment of young artists from different countries which use different art forms (music, dance, etc.) in favour of water and aiming to produce artistic creations around the theme of water valued by the youth movement for water throughout the world.

→ PILLARD 3 – WATER FOR CHANGE

The ISW-SWE wants to be an influential organization that accelerates change. The 2021-2025 strategy will allow the implementation of an **influence model connecting our pillars of intervention**. We will mobilize two channels of influence to bring about change. On the one hand **the advocacy channel of civil society** and on the other hand **the demonstration channel through the valorization of innovative field experiences**. These two channels feed a strategy of influence anchored in our theory of change that produces systemic changes in line with our vision of the water sector in 2035.

The ISW-SWE, 29 years of influence



Throughout this period, the ISW-SWE multiplies events and creations to draw attention to water issues:

The hot-air balloon "Goutte de l'espoir", the giant puppets "Rita", "L'arrosoir géant", "La Clepsydre" and "L'horloge à voir couler le temps", "La Maison de la transparence", the #D model "L'Afrique et son eau sou-terraine", "the posters of the Cannes Young Creatives Competition, Professor hippopotamus and members of his family, Prosper'Eau, the Water Messengers, the Symphony Great Lakes - St-Laurent et son golfe, ...

Our impact then and now

Since the very beggining, the ISW-SWE has been implementing many activities to influence the sector. In 1990, the ISW-SWE prepared the Montreal Charter, which was tabled at the closing ceremonies of the First United Nations Decade on Drinking Water and Sanitation. This was followed by the organization of several gatherings leading to collective declarations or positions. Since 2000, the ISW-SWE has combined influence with events by multiplying communication and awareness initiatives. The dynamics of the Youth Parliaments for Water allow the youth involved to access scientific and political events and lay the foundations for youth influence on the water sector. In 2010, the ISW-SWE initiates an international civil society network for water, the Butterfly Effect, which has since been influencing decision makers in the water sector for more inclusive citizen voices and solutions.

Our 2021-2025 impact target

- Victories achieved in the direction of the systemic changes sought in our vision regarding the human rights to water and sanitation, water governance, the possibility for citizens to implement decentralized management models, the inclusion of water in major global issues;
- The water sector has a strong and audible voice, carried by citizens, young people, local authorities, decision-makers and technicians;
- Clear positions are taken collectively by civil society and young people on these issues;
- The global campaigns of the ISW-SWE networks are important and influent.

Our main actions 2021-2025

1- Civil society and influence

- To animate and be at the head of the following networks:
 - Butterfly Effect Civil Society Network which brings together 140 NGOs / CSOs to bring strong positions to major international meetings in the water sector and other decision-making spheres. Our role includes animating the network, developing participatory messages, informing members about opportunities in the sector and connecting with decision-makers. During this period, we aim to give a more concrete direction to the network with the identification of advocacy objectives;
 - In collaboration with the Geneva Water Hub, animation and moderation of the Youth Platform for Water and Peace which aims to generate and disseminate innovative (and even disruptive) youth ideas on water and peace and to increase cooperation at the river basin level;
 - Youth Parliaments on Water: There are currently 30 Youth Parliaments on Water around the world.
- Participate in the following collective dynamics:
 - Collaboration with global platforms/institutions that we consider both as partners for our activities and targets for our influencing actions (UN-Water, UNESCO, World Water Council, Global Water Partnership, etc.).
 - We will identify coalitions to join in order to advance our mission. We aim to provide them, through our membership, with support that will contribute to their strength.
- Support civil society actors – particularly youth and women – to evolve from being present to influent in international events and water management structures.

A global campaign approach for the Butterfly Effect

The Butterfly Effect could have two or three advocacy objectives (e.g. changing the legislative frameworks regarding the human rights to water and sanitation, nexus Water and Peace, ...) that would be carried out at the local level by at least one organization per country. Youth Water Parliaments could also join in influencing efforts. The Butterfly Effect would thus aim to have concrete changes at the local level, and this in several countries simultaneously. If accepted by the members, it will be a matter of identifying a first unifying topic and developing the tools that will be used by civil society actors. SIE SEE will mobilize, support, advise and monitor this initiative.

The World Water Forum 2021 – and its conference of Heads of State in particular – could be the culmination of efforts to collectively influence the selected theme and the starting point for a new, similar cycle.

2 - Monitoring

We will set up a monitoring system in conjunction with our partners, to follow both the context of intervention of civil society actors in the water sector and the major changes in the water sector, with the aim of regularly producing a participatory report on the situation of civil society in the water sector.

This work will focus particularly on the following themes:

- Monitoring the progress and setbacks of the human rights to water and sanitation, from the local to the global level. In this respect, we are mobilizing our network to contribute to the monitoring carried out by specialized organizations, such as the NGO Human Right 2 Water.
- The state of civil society in the water sector and the monitoring of the contexts in which they operate. We are in contact with NGOs / CSOs in the water sector in many countries. This puts us in a position to regularly produce analyses or assessments on the environment in which these organizations work. A survey would be carried out among NGO partners (Butterfly Effect and SIE-SEE network). Our analysis would focus on a reduced number of indicators on the issues, the framework of intervention in the water sector, the connection of water issues with other issues, conflicts, etc.
- Opinion of youth and citizens on future issues related to water and sanitation. The ISW-SWE has contact with +15 000 young people and is connected with citizens from all over the world who can bring up findings, stories, demands, opinions that can then be used in our advocacy efforts.

« ONE STOP SHOP FOR WATER »

The goal of the “One Stop Shop for Water” is to provide civil society and youth with the necessary tools to achieve the vision outlined in this strategy.

We want this resource center to promote the exchange of lessons learned and best practices in the water sector. The ambition of the ISW-SWE is that its resource center be connected with those of other actors and organizations. Initially, **complementarities** will be sought with the partners closest to the ISW-SWE. For example, connections will be established with "Josh's Water Jobs" or Cap Net in order to develop capacity building tools (series of webinars, themes or capacity building tools in terms of influence strategy). Ultimately, the ambition is to have a resource center in the form of a network involving many organizations. One of the challenges of the "One Stop Shop for Water" is to **put digital tools and media at the service of civil society's influence in the water sector**: it will be a project to be developed between 2021 and 2025.

The economic model for this component is yet to be determined: we imagine the "One Stop Shop for Water" as a call service that puts us in contact with actors with whom we can then develop interactions and joint actions and who can ask us to support them (as part of the progress of localization). This vision is more along the lines of a free service, but there could be a paid part or paid elements to ensure financial sustainability. We will also explore the possibility of involving a private partner to support the development and maintenance of this "One Stop Shop for Water".

Our Organization

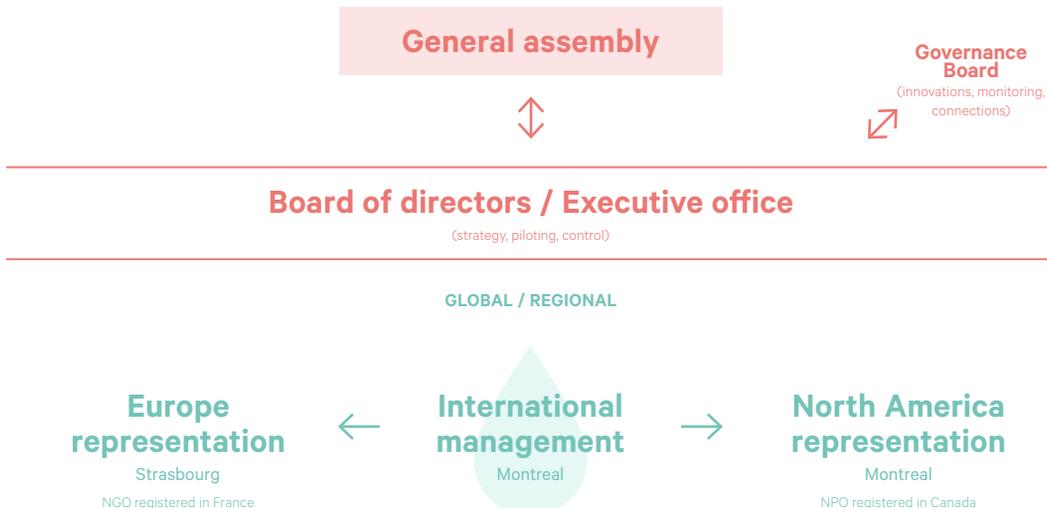
INTERNAL GOVERNANCE

The governance of the ISW-SWE includes a Board of directors, an Executive office (strategy, steering, control), a Governance council and a Sovereign general assembly.

The Governance council is composed of individuals with significant expertise and experience in the water sector. The Governance council has its origins in the Wise Men of Water, a network set up by the founder of the ISW-SWE, Raymond Jost. This network brings together personalities with high added value who are involved in the ISW-SWE without necessarily being members of its Board of directors.

The Governance council plays a strategic advisory role in support of the Board of directors. It notifies the ISW-SWE of innovations and major changes in the sector. The members of the Governance council give the ISW-SWE the benefit of their respective networks.

The Governance council is self-managed by one of its members with an annual rotation. The member responsible for the facilitation is in contact with the Board Chair and the Executive Director to better anticipate and identify the challenges and issues of the ISW-SWE and mobilize the Governance council accordingly.



RELATED NATIONAL STRUCTURES

EAST-WEST AXIS

Partners in **Central Asia**
(Uzbekistan, Tadjikistan and Kazakhstan)
Partners in **Eastern Europe**
(Moldova)

NORTH-SOUTH AXIS

Partners in **Latin America**
(Peru)
Partners in **West Africa**
(Senegal)

MORE INTEGRATION

The ISW-SWE has an international management based in Montreal and two permanent offices in Montreal (Canada) and Strasbourg (France). Interventions in Central Asia, Eastern Europe, Latin America and Africa mobilize partners in Uzbekistan, Tajikistan, Moldova and Peru.

Some national structures created within the framework of projects have now been in existence for several years, they have a history, local recognition and capacities that have increased over time. The question of the partnership between these structures and the ISW-SWE therefore arises over time. It is now a question of considering them as perennial structures connected to the ISW-SWE.

The period 2021-2025 will be an opportunity to increase the level of integration between the ISW-SWE and the closest partner associations. Being more integrated will give us more coherence and visibility which will allow us to become a more efficient and influential player. The advances we foresee:

→ **Sharing a common vision and mission and the values and positions put forward in this vision-mission.**

- National structures will adopt the common vision-mission in the coming period. A Charter highlighting the shared elements will be elaborated and signed by the entities close to the ISW-SWE.

→ **Harmonization of organizational modes.**

- A new operations manual was adopted in 2019. It covers administrative, financial, management, and organizational procedures; it will be adopted by the national partner structures.
- Since 2019, ISW-SWE has had a consolidated budget which was audited and validated for all of its entities, which makes it possible to support requests for financing from donors.

→ **Improving governance; seeking greater coherence.**

- Cross-presence between the ISW-SWE board of directors and the boards of directors of the structures linked to the ISW-SWE.
- Annual strategic meeting of the heads of the different entities.
- Composition of the Board of directors: Strengthening of the Board of directors of the ISW-SWE according to the new actors emerging at the international level; Ensuring a geographical and thematic balance in the Board of Directors.
- Digital tools to organize the Board of directors online, necessary due to the geographical dispersion of the administrators.

→ **Legibility of the identity of the EIS-SEE.**

- In the coming period, we will choose a new name and a new common logo for the ISW-SWE, in order to simplify our image and to better communicate who we are and what we do.

FLEXIBLE IMPLEMENTATION

Without calling into question our partnership strategy and our value of complementarity, we want to continue to gradually grow the ISW-SWE within the framework of a flexible implementation strategy that would be based on the following principles:

- **Being where it counts:** this could be areas of crisis or conflict related to water, areas of innovation, countries where a major international event is held.
- **In a spirit of localizing aid,** i.e. by relying on local actors.
- **With an objective of influence.**

The flexible implementation strategy is associated with relatively low costs and little financial risk. It can bring important benefits at several levels: strategic analysis, influence, new interventions for the ISW-SWE. However, the challenge will be to find financing before the implementation (international events: organizers and institutional participants in these events; crisis situations: response funds).



We plan to strengthen our local presence in preparation for major international events that we want to influence by preferably grafting ourselves onto existing partner structures or by opening our own antenna.

This will aim to develop a strategic analysis for the region, to support local partners, to connect with local platforms of influence, to mobilize actors (from a local position) to organize civil society participation in these events. Such a presence could have a limited lifespan (hence the name flexible implementation strategy) but could also lead to long term implementations. These antennas could be either registered or hosted (depending on the complexity of legislation in the countries concerned).

The ISW-SWE could also be expanded, as in Uzbekistan, through the creation of national associations following project phases. For example, our "Ton Futur, Ton Climat" project, which is currently taking place in Togo, Benin and Burkina Faso, allows us to think in parallel about the expansion of ISW-SWE in West Africa.

For the period 2021-2025, we plan to strengthen our presence in West Africa by setting up a branch in Dakar (Senegal).

FINANCES

ECONOMIC MODEL

The ISW-SWE economic model is based on program funding and core-funding. Project funding is mainly obtained from "traditional" donors. This funding makes it possible to release small percentages for the operation of the ISW-SWE offices in Montreal and Strasbourg and to cover the salaries of the project managers.

These projects often require co-financing. The ISW-SWE generally associates a public partner (Governments; Water Agencies) and a private partner (Foundation; Association) to complete the financial arrangements. To date, ISW-SWE does not calculate in-kind contributions in co-financing.

In 2019, the ISW-SWE obtained significant core-funding from the Swiss Agency for Development and Cooperation (SDC). This funding allows the ISW-SWE to have important ambitions for the period 2019-2023. However, a major challenge is to find complements to this funding or even alternatives beyond 2023.

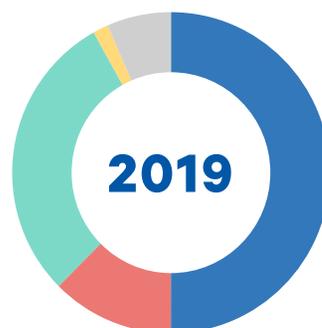
The economic model also includes the use of wage subsidies (Quebec), the commitment of young volunteers (EU) and the obtaining of funding linked to job creation in Canada (Montreal International).

In the coming period, the ISW-SWE will explore the following avenues to ensure a sufficient level of core funding:

- Propose large scale projects to provide funding for salaries, learning, strategic thinking and operations.
- Leverage the capacity of the permanent office in Strabourg (SWE) to issue tax receipts for donations.
- Obtain funding for platform/network. To do this, the ISW-SWE could highlight its role as a global platform for youth for water.
- Identify foundations likely to bring regular core-funding.
- Verify funding conditions of new bilateral donors to see if core funding possibilities exist.

Sources of funding of the ISW-SWE — 2 MILLIONS

- International cooperations agencies
- Water and basin agencies
- Public organizations
- Local and regional governments
- Membership, donations and other



Outlook

The ISW-SWE – whose current budget is around 2 million euros annually in the period 2017-2019 – plans to grow its activities for the period 2021-2025. This growth will be achieved without changing the culture and values of the structure and without drastically changing the size of our team. We envisage a growth based mainly on the following elements:

- The scaling up of some of our interventions (Ton Futur, Ton Climat; GOSSA approach in Latin America; water and resource management approach in Central Asia) in the framework of new projects.
- The extension of our role in mobilizing the youth movement for water.
- The implementation of mechanisms allowing a diversity of small actors to implement their actions in the water sector.
- The strengthening of our role of influence in the framework of collective actions.

The ISW-SWE is currently in a dynamic of growth created mostly by its youth and advocacy activities. The budget for these activities has increased from 330,000 Euros to 750,000 Euros between 2016 and 2019. In 2021, the budget will increase again rapidly due to the new field project in Tajikistan (2 M Euros per year for this project alone).

The budget could be in the order of 5 M Euros per year in 2025. **However, it is not so much the increase in the budget that is important as the increase in the volume of activities and the influence of ISW-SWE.**

In order to achieve our economic objectives:

- We will loyalize our support. To do so, the ISW-SWE relies on a high quality of reporting, accountability and transparency. The ISW-SWE also seeks to better demonstrate its impact by strengthening its monitoring-evaluation system in this respect. In the vast majority of cases, the ISW-SWE donors renew their funding.
- We will continue to diversify our donors. The number of donors has increased from 6 in 2017 to 15 in 2019. This increase provides greater stability to the ISW-SWE. To continue this diversification, we will focus on finding "new aid" funders: the foundations of the digital revolution, connected citizens, the private sector, and new bilateral donors. In addition, we will improve our access to major donors in Europe, notably the French Development Agency and the European Union.
- We will build on our "Youth" identity to make new proposals such as those that have, in recent years, enabled us to obtain funding for initiatives such as a Youth Project in Central Asia (funded by the SDC), in West Africa (Government of Quebec) and the development of a World Youth Pole in Montreal (co-funded by Montreal International).
- We will join collective projects with partners. Obtaining more collective funding with partners could become a major element of the business model, as this corresponds to a willingness on the part of donors to commit larger amounts through consortia. Furthermore, it is very possible that it will be necessary to go through consortia to access "Water" envelopes within "Climate" funds. In particular, we will target funding instruments aimed at platform clusters. We will put forward the search for complementarity in order to join collective projects in which we will have added value.
- We will increase the number of projects in which we intervene with innovative models of water governance: Central Asia, Latin America, Africa, Canada, Europe. Note that at the beginning of 2020 we obtained significant funding for a new 12-year project in Tajikistan. This important funding brings a significant security to the ISW-SWE.

Although of less importance at the moment:

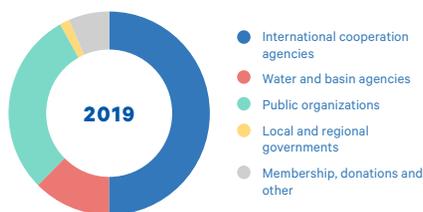
- We will use crowdfunding for pilot projects illustrating the approach put forward by the ISW-SWE, as well as to finance, in a start-up mode that will make it possible to specify the appropriate economic model, the new systems that we want to implement.
 - An integrated system enabling young people to propose new ideas, obtain financing and implement water projects.
 - To develop and run the resource center (One Stop Shop).
- We will add the possibility to donate for a specific event or project, directly on ISW-SWE website.
- We will prepare to be financed by local actors (national NGOs requesting support, beneficiaries or users) as part of the progress of the localization of aid.

At the crossroads of our influential activities and our economic model, we will take a stand to ensure that "water" funding is maintained or targeted. As much as we believe that global issues must be strongly connected and that silos should be avoided, we also believe that connections between issues should be horizontal.

The figure below proposes a new balance regarding the sources of funding of the ISW-SWE by 2025.

Evolution of resources of the ISW-SWE between 2021 and 2025

SOURCES OF FUNDING
2 MILLIONS



SOURCES OF FUNDING
5 MILLIONS



Increase in importance of:

- Diversification of donors
- Financing obtained in consortium
- Direct financing of actions (crowdfunding and other devices)
- Financing by local actors (localization)
- Financing within the framework of partnerships with the private sector

TEAM

An agile and connected team

The ISW-SWE is an organization that scales up the impact of its actions thanks to its network. The ISW-SWE aims to work in complementarity with partners rather than to integrate all resources internally and thus manages to have a strong capacity to influence the sector with a small team.

Despite poor internet connections in some developing countries, we expect to work in an increasingly connected world, where more and more tasks are digitally assisted and an increasing number of data is available. We will strengthen our skills in mastering new technologies (especially for remote facilitation), data management and storytelling. We also expect to be flexible in terms of positions within our organization (e.g. to follow our flexible implementation strategy) and to value creativity.

In order to launch certain projects, we will need to concentrate human resources over specific periods of time on specific projects (otherwise these projects will fail). Such projects include the development of a more comprehensive system for financing youth projects and the evolution of the economic model (e.g. the investment in crowdfunding cannot be done half-hearted).

We will rely on new technologies to gradually improve the quality and intensity of relations with close network members and partners. In this respect, the COVID-19 pandemic has already acted as an accelerant.

The place of digital technology in our facilitation practices

Digital technology is transforming the organizational, operational and financial models of civil society organizations. The COVID-19 pandemic will certainly accelerate the use of digital practices for communication and facilitation. The ISW-SWE already has expertise in remote facilitation, particularly with regards to the youth movement for water. This expertise could be enhanced in the coming period during which physical meetings could be limited to essential moments. It will be more and more necessary to be able to provide effective support remotely.

However, we expect to work at two speeds for some time, as part of our target group does not have access to digital tools and is still poorly connected. This concerns in particular our partners engaged in community level interventions in different countries. We are not betting everything on digital technology, but we are following its progress and adapting.

Skills

The skills we develop within the organization are the following. They are not linked to specific people; we want to have them permanently within the organization. They are at the heart of our professions.

Facilitator / Catalyst

We animate and manage civil society networks/platforms (Youth Parliaments for Water; Butterfly Effect), connect stakeholders, facilitate trans-dialogue (trans-generational, trans-sectoral and trans-border). We are involved in advocacy actions in collective frameworks.

Designer of water governance models for and with local actors (local authorities, citizens/users)

We have nearly 30 years of expertise in the design and implementation of participatory democratic governance and management models for sustainable water supply and sanitation in water insecure areas.

Manager of the implementation mechanism of "water" projects by youth

We support youth throughout the chain of realization of their projects (assembly, quality and accountability, financing, etc.).

Tool developer and knowledge producer

We specialize in the independent collective production of tools and products. These tools and products reflect our values insofar as they are the result of innovative partnerships, facilitated by ISW-SWE, giving a voice to actors who generally have little voice but who nevertheless have much to share. A few examples are the blue books, the blue passport, the films produced in the framework of the International Water and Film Meetings (IWFE), various training tools on ISW-SWE approaches (youth parliaments, GOSSA approaches, etc.).

Communicator/Story-Teller/Organizer of event

Around water issues.

COMMUNICATION

The ISW-SWE will strengthen its communication between 2021 and 2025. The objectives will be to:

- 1. Increase performance on social networks.**
- 2. Promote the actions and initiatives of our partners through storytelling.**

These objectives will be achieved by using the different media available to us and our partners:

- Ensuring a stronger online presence (through social networks in particular). The ISW-SWE is present on the web through its FB pages, Twitter, LinkedIn, its website and an MailChimp email contact list.
- The valorization of the actions of the partners and members of the different networks of the ISW-SWE through storytelling, notably with a solutions-based approach.
- Optimization of dissemination methods offered by social networks.
- Use of video testimonials, computer graphics, stories on Instagram/Facebook, photo exhibitions.
- Live broadcasting – access to 4G and soon 5G networks will ensure a better quality of "live" on social networks.

By setting up a collective network communication, in which young people in particular participate, through storytelling:

→ The ISW-SWE has an enormous storytelling potential that will be developed in partnership with young people committed to water, who are generally very active on social networks. The audience of the ISW-SWE on the web varies according to the platform on which the messages are published. One of the difficulties encountered is that of choosing the right networks and the type of message to publish. In fact, the ISW-SWE audience is generally young (the majority being between 18 and 35 years old).

→ We will organize practical workshops on storytelling for youth networks.

By having a communication adapted according to the target audience (in particular by increasing the target audience of local actors):

→ The accessibility of the ISW-SWE communications is the key to positioning the organization to be chosen rather than to choose – our ability to adequately disseminate partner initiatives enhances their reach. Accessible messaging also allows projects to be communicated to the general public, increasing the effectiveness of potential crowdfunding campaigns.

By transcribing our identity into communication tools with the following main traits: bold, change accelerator, accessible, connected, human and able to foster relationships, and by making the website and logo consistent with this identity.

By institutionalizing the use and implementation of an annual communication plan:

→ Clear and easy to evaluate targets and objectives

→ Editorial calendar for the year

These objectives and targets of our communication policy are adapted to the evolution of the ISW-SWE, be it in terms of positioning, economic model (with a rise in funding sources requiring solid communication and an accessible message/history to share) and image/identity.

Our communication targets

15 000

Facebook friends

7 000

LinkedIn connections

5 500

Newsletter subscribers

20 000

Young people

140

Member organizations
of Butterfly Effect

15 000

Citizens involved in
our projects

25

Close partners

**The actors of
the water sector
in general**

MONITORING AND EVALUATION SYSTEM

The monitoring and evaluation system focuses exclusively on the strategy. It looks at how the organization has implemented its strategy and asks whether the strategy has contributed to the changes desired by the organization.

The key questions the system addresses are:

- Does the ISW-SWE measure up to its mission, its principles of intervention and its values?
- Does the strategy provide the appropriate framework to guide the action of the ISW-SWE?
- Are the changes desired by ISW-SWE being implemented? Do they bring the ISW-SWE closer to its vision?

The strategy's monitoring-evaluation system complements that of the programs and in particular the one set up within the framework of the core funding granted by the SDC. As the above questions show, there is no overlap, except for the last question, which is answered by the program monitoring-evaluation.

The monitoring and evaluation process put in place is intended to be a flexible process allowing the ISW-SWE to re-evaluate the validity of the hypotheses put forward in the theory of change, and to adjust its intervention strategy according to the contextual evolution of our sector and learning.

The system is based on:

- Shared learnings.
- Regular internal self-assessment.
- An assessment of our theory of change and a reflection on the assumptions underlying it.
- Feedback from partners and the network.
- Ongoing data collection on selected criteria and indicators.
- Compilation of data from annual reports and reports for the ISW-SWE funders.
- An accompanied mid-term review (external consultant or members of the governance board or peer support from another organization in the network).
- An external evaluation six months before the end with a double objective: assessment and points for reflection on the next phase.

A detailed action plan related to monitoring and evaluation will be produced, specifying the tools implemented and the timing of data collection and analysis.

Summary of pillars of intervention, components and objectives

Pillars	Components	Milestones	Desired outcome at the end of the strategy
Water Action	Innovative governance in field interventions.	<p>New field project in Central Asia combining Water Sanitation and Resource Management.</p> <p>Increased presence of ISW-SWE in West Africa.</p> <p>Continuation of field project in Eastern Europe and Latin America.</p>	Scaling of ISW-SWE models.
	Promotion of dialogue, cross-border cooperation and conflict prevention around water issues.	<p>Production of Blue Books.</p> <p>Support for cross-border citizen's initiatives.</p> <p>Participation of the civil society and young people in the Water and Peace (BluePeace) dynamic, in partnership with the Geneva Water Hub.</p>	The ISW-SWE is recognized as an important actor regarding.
	Effective mechanism to enable young people and citizens to take action.	<p>Effective mechanism to enable young people and citizens to take action.</p> <p>Development of the mechanism.</p> <p>Various interested financial partners.</p>	<p>Significant amounts are channeled through the system.</p> <p>The mechanism enables vulnerable and marginalized groups to their project ideas into action.</p>

Pillars	Components	Milestones	Desired outcome at the end of the strategy
Water Generation	Connected youth	<p>Growth of the Youth Parliaments for Water Network (30 chapters at different scales).</p> <p>Youth parliaments for water at the river basin level.</p> <p>The WaterGeneration global hub in Montreal is growing in importance.</p> <p>Presence of youth in decision-making spheres, particularly in river basin committees.</p> <p>Progress of a network of young water journalists.</p>	<p>Denser and more influential youth movement for water.</p> <p>The political demands and solutions proposed by young people for the water sector are increasingly specific, precise and strategic.</p>
	Water, Youth and Global Issues	<p>Continuation of "Ton Futur, Ton Climat" in West Africa.</p> <p>Progress of Youth for Water and Climate and Youth for Water and Peace platforms.</p>	<p>Youth movements (Blue Peace Movement; #WaterGeneration; Youth for Water and Climate; PJE, etc.) are connected and adopt collective positions.</p>
	Water and Arts	<p>Engagement of young people from different countries with different art forms (music, dance, etc.) in favour of water.</p>	<p>Artistic creation around the theme of water promoted by the youth movement for water throughout the world.</p>

Pillars	Components	Milestones	Desired outcome at the end of the strategy
<p>Eau pour le changement</p>	<p>Civil society and influence</p>	<p>Clear positions taken collectively by the SC for the water sector.</p> <p>The global campaigns of the Butterfly Effect network led by the ISW-SWE are important and influential.</p>	<p>Victories are obtained supporting the systemic changes sought.</p>
	<p>Monitoring</p>	<p>Implementation of a system for the feedback of information, data and storytelling from organizations, groups and individuals.</p>	<p>Regular production of a participatory report on the situation of civil society in the water sector.</p>

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