



INTERNATIONAL WATER ASSOCIATION
(A Company limited by guarantee No. 3697005)
(Registered Charity (England) No. 1076690)

**Meetings of Governing Board and Directors of the Company 17 September 2004,
Palais des Congress, Marrakech, Morocco 18 September 2004, Atlas Marrakech Hotel,
Marrakech, Morocco**

D R A F T

**Minutes of the Meeting of the Governing Board of the Association and Directors of the
Company held at Atlas Marrakech Hotel, Marrakech, Morocco on Friday 17th September
and Saturday 18th September 2004.**

Present (in alphabetical order)

Abromavicius, Arturas	Lithuania	
Adin, Avner	Israel	
Akagawa, Masakazu	Japan	
Alegre, Helena	Portugal	
Ali, Quazi Azher	Bangladesh	
Armal, S D	India	
Baekgaard, Anders	Denmark	
Berevoianu, Costin	Romania	
Bishop, Paul	USA	
Bode, Harro	Germany	
Brattberg, Gunilla	Sweden	
Chan, C C	Hong Kong, China	
Choi, E	Korea	
Ciomnos, Vasile	Romania	
Cloete, Eugene	South Africa	Vice President
Colbourne, Jennifer	UK	
Comeau, Yves	Canada	
Day, Darryl	Australia	
Garman, David	Australia	Vice President
Gillis, Alain	Belgium	
Henze, Mogens	Denmark	
Horsgen, Bernhard	Germany	
Illiescu, Florin	Romania	
Jimenez, Blanca	Mexico	
Jozef, Kris	Slovakia	
Kassan, Hamanth	South Africa	
Mahmoudian, S A	Iran	
Kalland, Ivar D	Norway	
Kling, Walter	Austria	
Kroiss, Helmut	Austria	
Lo, Shang-Lien	Chinese Taiwan	
Ohgaki, Shinichiro	Japan	
Ong, S L	Singapore	
Panse, D B	India	
Payen, Gerard	France	
Peitchiev, T	Bulgaria	
Phiri, Zebediah	Zambia	
Rahman, M Habibur	Bangladesh	
Reiter, Paul	IWA	Executive Director
Ros, Milenko	Slovenia	
Rose, Joan B	USA	
Rouse, Michael	UK	President (Chairman)
Rufenacht, H P	Switzerland	
Ruzickova, Iveta	Czech Republic	



Sailer, Hans
Schmitz, Theo
Seuna, Pertti
Shahaudin, Syed Muhammad
Somlyody, Laszlo
Tambo, Norihito
Wang, B
Wang, L
Yeh, Hsuan-Hsien
Yenigun, Orhan
Zhang, Xiaojian

Austria
Netherlands
Finland
Malaysia
Hungary
Japan
Peoples Republic of China
Peoples Republic of China
Chinese Taiwan
Turkey
Peoples Republic of China

President Elect, SC Chair
Past President

Apologies (in alphabetical order)

Baoxing, Qiu
Fihri, Ali
Phiri, Zebediah
Ras, Juan
Rodriguez, Alejandro
Simelane, Musa
Taariji, Abdelaziz
Tausanovic, Vladimir
Wanner, Jiri
Zougari, Mounair

Peoples Republic of China
Morocco
Zambia
Spain
Mexico
Swaziland
Morocco
Serbia & Montenegro
Czech Republic
Morocco

Congress President
Treasurer

In Attendance (in alphabetical order)

Bhembe, Peter
Brandt, M J
Cimo, Zulu
Djurovic, S
Jones, Peter
Kyncl, Miroslav
Matsui, S
Meisheng, Nie
Moore, Laura
Mooyoung, Han
Mostwofi, Saeed
Muramoto, Shuich
Nxumalo, Leonard
O'Neill, Bernie
Takenaka, K
Ujang, Zaini

Swaziland
UK
Zambia
Serbia & Montenegro
Canada
Czech Republic
Japan
Peoples Republic of China
IWA
Korea

Japan
Swaziland
IWA
Japan
Malaysia

Executive Secretary



**DAY 1 – Friday 17th September 2004 -- 5:00 – 6:15 pm
Joint Session of the IWA Board and the IWA Strategic Council**

1. WELCOME

Mr Michael Rouse welcomed the delegates to Marrakech.

2. IWA STRATEGIC COUNCIL

The Chair of Strategic Council, Professor Laszlo Somlyody, started of his presentation with a catalogue of his Recommendations as Chair of the Strategic Council from 2002 to 2004, and the recommendations of the Strategic Council Meeting of the 17th September 2004:

**Recommendations of the Chair (2002-2004)
Catalogue Of Ideas Generated Earlier [Slide 1]**

- Improved design of meetings
- Re-Think Frequency of Meetings & SG Forum
- SC role in Implementation & Operation?
- Core Group & Action Plan are a needed
- Which segments need improvements?
- Flow of information & SC (support of headquarters office)
- Review Committee Report ? Strategic Council TOR
- Collaboration with other committees
- Strategic Plan & Scheduling & SG forum

**Recommendations of Strategic Council Meeting – 17th September 2004
[Slide 2 & 3 including commentary and actions arising]**

- Election of SC Chair
 - *A good debate was held on the election procedure of the Strategic Council chair, and modifications and recommendations to the process were suggested. These would be presented to the Governing Board on the meeting on the 18th September, but in short more time will be needed and the Strategic Council will discuss this in more detail.*
- Council Election: Modification, 4 Vs 2 – Year Term
- Future Election Process
- Promotion Of SC (Water 21, Members Newsletter)
- Task group reports. Water & health as an example and model (initial idea, action plan, SG involvement, Global Water Quality Session in Marrakech, panel, website, WHO journal)
 - *Presentations were given on the different Task Groups, and the Task Group of Water & Health in particular should be set as an example and model (in particular the initial idea, the action plan and the involvement of the Specialist Group)*
- Integration: website chat forum & Water 21 corner



- Publications: many good thoughts
 - *An excellent discussion was held with regards to publications, and a sequence of meetings between the Executive Committee and Strategic Council will be set up. Michael Dunn was asked to prepare an analysis on the basis of the Stockholm meeting and Marrakech Meetings and report on how to proceed with publications.*

Action: Report to be published by Michael Dunn listing all recommendations.

- Strategic planning: the goals and criteria are to be closely monitored

Action: Paul Reiter

- SG Forum
 - *The Specialist Group survey results were presented, and some discussion was had with regards to the Specialist Group Forum meeting in Maastricht in 2005 (formerly known as Windsor II meeting)*
- The Strategic Council nominated the following people as Chair: Professor Eugene Cloete, Professor Blanca Jimenez, Renato Perena.

At an extraordinary Executive Committee Meeting on Saturday 18th September it was:-

Resolved: - The Executive Committee appointed Eugene Cloete as the next Strategic Council Chair to succeed Laszlo Somlyody.

- Strategic Council: A Great Potential!

Laszlo Somlyody then continued by saying that the Strategic Council has great potential and the operation should be further developed.

This was Professor Somlyody's last recommendation of the Strategic Council as Strategic Council Chair and he thanked all the members of the Strategic Council for their participation and input over the past 2 years.

3. INTRODUCTION OF VICE PRESIDENTIAL CANDIDATE

Paul Reiter, the Executive Director, explained the procedures of the Vice Presidential Election. It was decided, by a draw of lots prior to the meeting that the order of speakers would be: (1) Saburo Matsui, (2) Zaini Ujang, (3) Eugene Cloete, (4) Lin Wang, (5) David Garman and (6) Joan Rose.

The candidates each presented statements and were available to answer questions

4. MARRAKECH CONGRESS HIGHLIGHTS

Mr Mark Pascoe gave a brief overview of the current information with regards to the Marrakech IWA World Congress and Exhibition.

At the time of his presentation 2000 registrations had been received and an estimated 150 to 200 delegates were expected to subsequently register on-site. The largest country representations were from Japan and Korea followed by China.



The number of people registered from outside of the host country is the highest IWA have ever had in its history.

Alongside the Congress it would be the first time that IWA would host its first IWA Exhibition, managed by Roy Agterbos. The Exhibition would feature 60 stands, represented by 100 companies, and with the help of some of the National Committees some country pavilions would be featured.

DAY 2 – Saturday 18th September 2004 -- 8:30 am – 5:00 pm IWA Board Meeting

5. WELCOME AND INTRODUCTION

(a) Constitution of the Meeting

Mr Rouse welcomed members of the Governing Board and all to the meeting. He also announced that the attendance had been checked and found that sufficient members were present to constitute a quorum and the attendance list was as set out above.

(b) Acceptance of Minutes

Consideration was given to the Minutes of the meeting held in Prague, Czech Republic, 6 September 2003.

After discussion it was

Resolved: - That the minutes be received and approved.

(c) Review of agenda

Consideration was given to the agenda for the meeting. There were no matters arising, and the Agenda was approved.

6. IWA VICE PRESIDENTIAL ELECTIONS

Before proceeding with the Vice President elections, Michael Rouse announced that two issues had arisen with regards to the voting procedures of Vice Presidents and Presidents, following the distribution of the Governing Board papers for this meeting.

- i. A proposal from the Norwegian Governing Committee had been received to modify the eligibility requirements for the election of IWA President (See 6b below).
- ii. Michael Rouse was asked to read out a statement from the Governing Committee of China, stating that the committee did not support the nomination of Professor Lin Wang as Vice President.

Regarding (ii) it was therefore

Resolved: - That according to the Constitution the nomination remained but that the statement from the Governing Committee of China was as read



(a) Voting for IWA Vice Presidents for the Period Sept 2004-Sept 2006

Paul Reiter explained the voting procedure. Voting then took place, and the order of elimination was:

- Eugene Cloete, South Africa, eliminated after 1st round
- Joan Rose, USA, eliminated after 2nd round
- Lin Wang, China, eliminated after 3rd round
- Saburo Matsui, Japan, eliminated after 4th round

Result: - David Garman - Australia and Zaini Ujang – Malaysia elected as Vice-Presidents

Another vote then took place to decide on the Senior Vice President role

Result: - David Garman was voted as Senior Vice President

Both David Garman and Zaini Ujang then thanked all members of the Governing Board.

(b) Norwegian Proposal Regarding the Criteria for Eligibility for IWA Presidential Candidate

The IWA Constitution requires that Governing Members shall nominate candidates for President, and that any member of IWA can be nominated, and that the candidates for election to the office of President shall be drawn from members who meet one or more of the following criteria, except under unusual circumstances:

- Four or more years of recent service on the Executive Committee;
- Current service as a Vice-President;
- Current member of the Governing Board, Strategic Council, or a previous member of the Scientific Council and/or Policy and Management Councils of either IWA, IAWQ or IWSA, with 4 years of continuous service in any combination of the aforementioned Councils.

The Norwegian Governing Committee proposed the following amendment to these eligibility criteria:

A candidate for election to the office of President can be any member of the IWA (individual, corporate or governing) proposed by a governing member and seconded by another.

The Norwegian Governing Committee wished for a more open and democratic process with the only condition being that the candidate is a member of the association.

Michael Rouse then asked for the Governing Members to take a vote on whether a more open system should be adopted where any member of the association could be nominated.

After voting it was

Resolved: - that the nomination procedure for candidates for Presidency should remain as per the current Constitution.

(c) Timing of the Presidential Elections

A question was raised by Avner Adin on the Presidential Election process. The issue being that the Presidential election occurs in the year between Biennial Congresses and that typically more Governing Members are present at Governing Board meetings held at Biennial Congresses. The question raised was whether there should be a change to the process allowing more involvement of Governing Members in the selection process. After some discussion a vote was taken as to whether the procedure should be reviewed, and it was: -



Resolved: - the majority of the Governing Members voted to keep the current process for the time being.

(d) Certification of the Electronic Voting System

A second question was raised by Avner Adin related to electronic voting and the importance of certifying the voting process.

Resolved: - in future elections, two Governing Members would be asked to certify the reliability of the electronic voting system.

(e) Strategic Council Election

Paul Reiter gave a brief review of the nomination and voting process for the Strategic Council as was discussed at the Strategic Council Meeting on 17th September 2004.

- i. Specialist Group Representatives to the Strategic Council*
Nominations can be made by the Secretaries, Co-Chairs and Chairs of the Specialist Groups, with the Chairs of the Specialist Groups to have the final vote
- ii. Segment Representatives to the Strategic Council*
The Governing Members will nominate the Segment Representatives with the Members of the Segments to vote
- iii. Developing Country Representatives*
Nominations and elections are made by the Governing Members from Developing Countries

It was recommended by the Strategic Council that a two-stage voting process for electing Strategic Council segment representative should be put in place with the Governing Members electing the Segment Representatives. It was also agreed at the Strategic Council Meeting that it is important to know how elections should take place in the longer term and that issues and concerns were noted for further discussion with the Executive Committee. The new Strategic Council is to work out an appropriate election process for the future but that the election would take place as proposed with half of the members to serve for 4 years and the other half for 2 years. This would then be reconsidered at a later stage.

The timetable for the current nomination of candidates was outlined as follows: -

- | | |
|--|------------------|
| • Nomination period closes | 8 October 2004 |
| • Bio details posted on IWA website | 31 October 2004 |
| • Voting opens | 1 November 2004 |
| • Voting closes | 30 November 2004 |
| • Confirmation of members | February 2005 |
| • First meeting of the new Strategic Council | March 2005 |

A discussion took place and Governing Members were asked to take a vote on whether a change should be made such that a two-stage voting process for electing the Segment Representatives in all Segments, or remain as Governing Members to nominate and Segment Members to vote. A vote took place, and it was

Resolved: - that a change should be made such that a two-stage voting process is put in place.



The French representative, Gerard Payen, proposed additional conditions to be placed on the selection of segment representatives to the Strategic Council:

- Maximum one vote for candidates within the geographic scope of the governing member (typically countries) in each of the segments
- Governing members should vote in such a manner that the natural diversity within a segment (e.g. public vs private utilities) are reflected in the choice of candidates

Resolved: - that these additional conditions be implemented in the revised two-stage system

7. **STRATEGIC AND BUSINESS PLANNING**

(a) IWA 2004-2005 Business Plan

Paul Reiter presented the 2004 and 2005 Business Plan. The Business Plan was well received overall.

Some discussion took place specifically related to Priority 4. Gerard Payen stated that IWA is now at a point where it is recognized in the international community and viewed with credibility. He recommended that we create a system within the Association for developing and approving external messages so that we can insure that messages are broadly supported and credible.

(b) 2004-Mid-Year Performance, Finance and Budget Report

Paul Reiter tabled the 2004-Mid Year Performance, Finance and Budget Report.

Some questions were raised with regards to (i) the 110k deficit and how IWA is expected to meet this deficit, (ii) whether the IWA Exhibition income would be shared with the organizer of the Congress

Paul Reiter responded to these questions as follows:

- (i) 110k deficit: After the Business Plan was written; the Executive Committee decided that they wished to add new investments in the areas of membership development and marketing support. The affect of this decision was to push the break-even point for the Association's finances from the end of 2004 to the end of 2006/early 2007.
- (ii) IWA Exhibition Income: following on from our Berlin Congress there was a review on how IWA runs its Congresses. It was observed that there was a lack of clarity on how profits and revenues coming out of the Congress are shared. We have adopted the principle that we split the income with the local organizers 50/50. This way we believe is fair and it gives the right incentive to make it a financially successful event.
- (iii) Corporate Membership Target: the target of 415 remains as we have turned around the downward trend and we are building our Corporate Membership.

Following on from Paul Reiter's answer on the Corporate Members Target, Finn Johansen **proposed** that IWA should in future quote membership numbers in terms of Individual Members and Corporates / Nominated Representatives



(c) IWA 2006-2009 Strategic Plan

Paul Reiter continued by presenting the Planning Process for the 2006-2009 Strategic Plan as follows:

- A Membership Survey will be conducted in the 4th quarter of 2004
- An outline for a four-year strategy plan will be made available in February 2005, after which a consultation process will take place with Governing Members, Executive Committee, Strategic Council and Specialist Groups
- A first draft of the strategic and investment plans will be made available in April/May 2005, followed by
- The Draft Plans will be posted on the web to encourage a member-wide on-line discussion (June/July 05)
- A second draft of the plan will be developed later on in July 2005
- The Second Draft will be posted on the web and a On-Line Governing Board Discussion Forum will be formed in early August 2005
- A Final Draft will be prepared for action/implementation for the September 2005 Governing Board Meeting

8. REGIONAL REPORTS

Michael Rouse invited Rose Lang for China, Jiangyoung Hu for ASPIRE, Peter Bhembe for ESAR and Pertti Seuna/Anders Baekgaard for Nord-IWA and Walter Kling for the Danube to give brief overview presentations on their specific regions.

9. MEMBERSHIP SUPPORT, MEMBERSHIP DEVELOPMENT AND LINKAGES WITH GOVERNING MEMBERS

This item was seen as read, as the topics were discussed under point 7. Strategic and Business Planning.

10. IWA 2010 CONGRESS REGIONAL SELECTION PROCESS

Michael Rouse and Paul Reiter presented the recommendations from the IWA Executive Committee on the preferred region for the IWA 2010 Congress for consideration of the Governing Board.

An initial vote was taken by the Governing Board on whether the Governing Members agreed that the congress should take place within the Americas, and it was: -

Resolved: - a majority of 94% decided yes, the 2010 Congress should take place in the Americas

Following on from this vote, the Governing Board were asked to take a vote on whether the selection process should be open to the whole of the Americas (any city in North, Central and South America) or should it be restricted to only one part. The vote took place and it was: -

Resolved: - by a majority of 54% that the selection process would be open to the whole of the Americas.



11. BEIJING 2006 REPORT

Madam Nie presented the Congress Progress Report on behalf of Vice President Qiu Baoxing. The venue is the **Beijing Congress Centre** and the date has been confirmed as 10 – 14 September 2006.

12. SPECIALIST GROUP REPORT

Andrew Speers presented a report on the Specialist Groups and in specific the results of the SG Survey which was held in September 2003. The Survey focused on Specialist Group Leaders, Chairs, Co-Chairs and Secretaries.

The results suggested a reasonably good level of performance by the groups and by Head Office, and that value was received from many of the products produced. There was also support for the concept of clustering of Groups.

Following this Survey a Review Group, under co-chairmanship of Professor Bode and Professor Kroiss was formed to assess the functioning of the Specialist Groups and to make recommendations that could lead to their improved function. These recommendations are to be presented to Specialist Group Leaders at their Forum meeting in Maastricht at the end of Quarter 1 of 2005.

Following Andrew Speers' presentation a discussion took place, and Helena Allegre expressed the view that in addition to surveying Specialist Group leaders, as the headquarters had done, that it was important to survey the members that are participating in these Specialist Groups.

Andrew Speers responded by saying that following this initial survey of leaders, a wider assessment of Specialist Groups members would be undertaken as part of the member survey to be conducted later this year

Helmut Kroiss added that the idea of the Review Group is to create a short document of all the important issues related to the relation between Headquarters, Specialist Groups and Members. The Report will focus on service to Specialist Groups, and requirements of Specialist Groups for IWA as well as the communications between them. There will be an annex to this document with procedures that should be used for Specialist Groups in the organization of events.

Joan Rose commented that her group had been very active and volunteered its time, but as the organization matures, we need to consider changing resources and assistance. There would also be a need to have a membership assessment of what members expectations are when they join a Specialist Group, followed by looking at what resources are needed to meet those goals. This will need to be cross linked with Governing Committees.

Paul Reiter responded by giving the example of the Sludge Management Specialist Group in Norway. Within this group there are no representatives outside Norway, but representatives of Governing Committees are correspondents for the Sludge Group. This way there is that connection in each country with this group. It is highly effective to exploit the national committee network.

Harro Bode concluded by saying that many people go to Specialist Group events and it should be noted that a lot of the money invested into these events is bottom-up and does not come from IWA. These events should be seen as a positive way to bond the membership. The Specialist Group events and workshops are the backbone to the association and we should enhance our effort to give it a broader and more successful platform and or way to operate on.



13. IWA DISTINGUISHED WATER PROFESSIONAL PROPOSAL

Professor Laszlo Somlyody presented the proposal to form an IWA Distinguished Water Professional Council.

There were no issues raised, and it was therefore:

Resolved: - that the Council of IWA Distinguished Water Professionals be formed.

14. YOUNG PROFESSIONALS PROGRAM PROPOSAL

Michael Rouse introduced Tom Hadfield to the Governing Board and asked him to take the floor to present the Young Professionals Program Proposal, and that the Young Professionals would be holding their first workshop on Sunday 19th September in Marrakech. The main emphasis of the workshop would be to look at how the four groups described in the paper, as per the proposal, would change over the years and how big the target market would be for IWA.

Joan Rose commented that it would be important to attract the four different groups. The target market is indeed large and diverse, with different interests and different abilities to attend events.

Avner Adin added that the programme could do very well but only with good coordination between HQ and Governing Committees, with the majority of the work to be done in each country. It is also important to think about how we would attract the younger people to the organization, e.g. social events and or special technical tours. Many of the Young Professionals interest's lies within helping the world, so another challenge would be to start connecting younger people at high school. This way IWA would look to the future and IWA could attract a good core of people for the future.

Paul Bishop added that the US Governing Committee offers as an incentive free membership to PHD students, to attract Young Professionals.

Tom Hadfield proposed that the Governing Committees should start thinking of having a Young Professionals representative on their committee and to start thinking of ways on how to recruit Young Professionals in their countries. A good example is to encourage involvement of Young Professionals in World Water Monitoring Day.

15. IWA INNOVATION IN PRACTICE AWARD PROGRAM

The Governing Board agreed that this item should be seen as read.

Resolved: - That the recommendations in the paper regarding formation of the Innovation in Practice Award Program were endorsed.

16. UTILITY INITIATIVES

Paul Reiter presented his presentation on IWA's Utility Initiatives.

Michael Rouse followed on by saying that he was forming a small team to work on the proposals but with wide consultation, and invited the Governing Board to write to him with any ideas on a way forward.



Laszlo Somlyody added that we should also think about the Utilities within the Strategic Council as we will have to rely on that segment too.

Helmut Kroiss continued by saying that in the past IWSA was very much utility driven whilst IAWQ more academic driven. For the current IWA there is a huge opportunity to fill this gap between the organizations but care needs to be taken to continue to build a close relationship between the science and utility segments.

Michael Rouse concluded by saying that we need to avoid going backwards to two separate organizations within IWA but look to the cross benchers who have experience in working across the whole spectrum, to assist in integration. The discussion was then concluded, and it was:-

Recommended: - that any ideas should be passed to Michael Rouse

17. IWA PUBLICATIONS: KEY STRATEGIC ISSUES

Michael Dunn gave a brief presentation on the Key Strategic Issues for IWA Publishing. IWA Publishing is catering mostly to an academic audience. There are ongoing discussions to widen the audience but the key criteria remains that the quality needs to be kept to the fore. Language is of great importance if we start to communicate with the non-academic community and there are current plans to see if it is feasible to publishing Water21 in a Chinese and Spanish format.

This item was discussed at all the IWA Business Meetings and it was

Resolved: - that Michael Dunn will produce one note summarising the points arising at all the meetings.

18. OTHER ISSUES

It was then: -

Resolved: - That the next meeting of the Governing Board will be held in Mexico, in September/October of 2005 and that Blanca Jimenez will advise Paul Reiter for a suitable location, with the exception that this location can not be a city that may bid for the 2010 Congress and Exhibition.

19. CLOSE OF MEETING

Michael Rouse expressed thanks to the various committees for their support during his Presidency.

Minutes read and approved on the 20th October 2004, by:

Michael Rouse
President

Paul D Reiter
Executive Director