WIN Global Strategy 2011-2016

A world with sustainable and equitable access to water and a clean environment

www.waterintegritynetwork.net
Water Integrity Network

The Water Integrity Network is an action-oriented coalition of organisations and individuals promoting water integrity to reduce and prevent corruption in the water sector. Its membership includes the public sector, the private sector and civil society, as well as leading knowledge-based organisations and networks in the water sector. WIN is funded by grants from the Governments of Germany (BMZ), The Netherlands (DGIS), Sweden (SIDA) and Switzerland (SDC). The WIN secretariat is hosted by Transparency International in Berlin, Germany.

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1. A woman in Pamplona Alta, Lima - Peru, next to the big blue drums they use to fill with potable water that trucks deliver to them every two days. This water is at least four times more expensive than water other people usually have at home. © Marco Simola

2. A boy sells drinking water in packets in city of Kumasi in Ghana. The message on the back adds a touch of humour to his job. © Kushal Gangopadhyay

3. Summers in India is a real MONSTER. Moreover there is a lack of pure water. This picture is from Eastern India Kolkata. These people are called visti. They carry leather pouches which can contain gallons of water. These are the third of people in India we believe that quenching thirst is a blessing and these vistis are living their lives with the blessings of thirsty people. © Supriya Biswas

4. A dedication from Mr. Rahmat, who lives near the riverside, to keep the Anai River in Padang City, Indonesia clean. © Alfrinaldi Zulfah
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Every effort has been made to verify the accuracy of the information contained in this document. All information was believed to be correct as of July 2011. Nevertheless, the Water Integrity Network cannot accept responsibility for the consequences of its use for other purposes or in other contexts.
Since November 2008 the Water Integrity Network (WIN) has been operating under the Strategic Framework for Action (SFA 2009-15), and a funding proposal 2009-2013, developed in consultation with its donors. The SFA set out an approach in response to the needs identified in the Global Corruption Report (GCR) 2008 to enhance water integrity. This document presents an adjusted strategy that takes into account the recommendations of the Strategic Mid-term Evaluation, with a final report available March 2011, as well as the results of strategic dialogue around initial evaluation findings with partners and donors in January 2011.

Generally, the strategic evaluation was very positive about WIN’s relevance and achievements. Strategically WIN was largely on the right track and progressing to achieve – and in certain cases exceed – its original targets. It recommended among other things that WIN should seek ways to widen and deepen its impact in a growing number of countries and regions, while maintaining a relatively small secretariat in Berlin that would focus on a limited number of core functions and a few countries. Based on an anonymous survey among members, it also recommended that WIN seek to engage more actively with members, especially in countries where it has many.

This Global Strategy 2011-16 includes an adjustment of WIN’s Vision and Mission, as well as a specification of its aims. It also describes WIN’s modus operandi and approach to reach these aims. The Global Strategy further specifies work components that will be a basis for developing strategic programmes designed to achieve impact through partners, members and coalitions at different levels.

Building integrity and fighting corruption remain essential to achieving WIN’s mission, and it will continue to seek partnership with likeminded organisations, working with civil society, the private sector and governments to ensure the required synergies for wider impact.

“Building integrity and fighting corruption remain essential to achieving WIN’s mission.”
“WIN engages in promoting transparency and accountability, as well as equity, in different water-related working areas.”
If corruption in water worldwide is to be successfully contained, it requires the establishment and sustained functioning of local, national and international cross-sector coalitions made up of all stakeholders. WIN engages in promoting transparency and accountability, as well as equity, in different water-related working areas. It places particular emphasis on water and sanitation, including environmental sanitation as well as sanitation services, especially in urban and peri-urban areas. Water management (quality and quantity) will remain an important area of focus, as urbanisation, population growth, economic development and climate change increase water scarcity and competition between uses, cause water pollution and flooding, and threaten food security and the lives of people affected by man-made as well as natural disasters. These phenomena increase the importance of good water governance, including the identification of corruption risks to help prevent malpractice. The current global trends and uncertainties also underscore the need to address the close relation between water integrity and energy, with hydropower as an important area.

The Global Corruption Report 2008, published by Transparency International with much input from WIN, was seen as a milestone in WIN’s development. In response to the well-documented need to tackle the significant levels of corruption in the water sector, WIN formulated its first strategy and obtained support from four bilateral donors to start implementing it: the development cooperation agencies or ministries from Germany, The Netherlands, Sweden and Switzerland (BMZ, DGIS, Sida, SDC).

Since 2008 WIN has positioned itself as the driver at the centre of a network of partners and members employing a variety of means [e.g. advocacy, coalition-building, targeted small-grant projects] to tackle corruption. This has led in particular to the issue having a higher profile at a global level. Further engagement has taken place at regional and national levels, with specific problems and appropriate ways of tackling corruption varying significantly between regions and countries.

### 1.1. PUTTING WATER INTEGRITY AND CORRUPTION IN CONTEXT

Water is necessary for human survival. It is also a foundation for development. Without water, there can be no economic growth, no industry, no hydropower, no agriculture and no cities. Investing in water governance and infrastructure means investing in jobs, agriculture and food security, education, gender empowerment and environmental equity, as well as reducing infant mortality, improving health and a host of other factors commonly seen as pre-requisites of progress.

Too often, this investment is blocked by corruption. Corruption keeps the poor in poverty and makes the United Nations’ Millennium Development Goals (MDGs) impossible to achieve in an equitable and sustainable way. The UNICEF-WHO Joint Monitoring Programme for water and sanitation (JMP)\(^1\) estimates that nearly 900 million people around the world do not use an improved source of water. Many more lack adequate sanitation and are affected by surface water and ground pollution. Where official figures show access to services, the reality is often that the systems and services are not working, that water comes every now and then during the night, and that poor people (especially women) suffer from hardships related to lack of water and improved sanitation. Many people who once had access to water for food and domestic purposes are seeing their water sources deteriorate or disappear, a phenomenon politely called ‘slippage’. This is not due to scarcity of water or funds, but rather to a lack of good governance and integrity. In many countries, up to 50 per cent or more of water goes unaccounted for due to unmonitored leakages from pipes and canals, unauthorised connections from the rich and illegal tapping by the poor. The water crisis is a governance crisis with corruption at its core.

The Water Integrity Network (WIN) was formed in 2006 to support anti-corruption activities in the water sector worldwide, by forging coalitions and partnerships that can take action in ways that individuals or single organisations cannot. The complexity of multiple geographical and institutional levels typical of water sub-sectors makes such coalitions essential.

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\(^{1}\) JMP is the Joint Monitoring Programme for water and sanitation. It is a partnership between UNICEF and the WHO, which have been mandated to monitor the water and sanitation targets of the Millennium Development Goals.
1.2. WIN’S VISION & MISSION - FIGHTING CORRUPTION IN WATER WORLDWIDE

**WIN’s vision** is a world with equitable and sustained access to water and a clean environment, which is no longer threatened by corruption, greed, dishonesty and wilful malpractice.

In this vision a growing proportion of politicians, decision-makers, operators and water-users will feel compelled to engage in promoting water integrity, and work to preserve water and a clean environment as a common good. Efforts to overcome corruption and its negative impacts will result in a profound change in behaviour towards water. Poverty will be significantly reduced through improved water governance rooted in high levels of transparency, integrity, accountability and participation.

**WIN’s mission** is to increase integrity levels and reduce corruption in the water sector through a pro-poor and pro-equity focus. It works with partners and influences decision-makers to facilitate active multi-stakeholder coalitions and to build capacities for the use of tools and strategies for water integrity at all levels.

To achieve its mission, WIN will continue to raise awareness about the issue of corruption in its different forms (e.g. not just bribery, but also extortion, collusion and large-scale systemic corruption) and the fact that something can be done about it through multi-stakeholder coalitions that build integrity. It will share and facilitate the use of water integrity tools, methods and applied research findings and knowledge among water-users and professionals. WIN’s work will not just concern preventing corruption, a big enough challenge in itself, but also ensuring that the poor participate meaningfully in decision-making processes and benefit in particular from the solutions put in place.

**BOX 1 WIN’s core values are:**

**Transparency** – WIN believes that openness and public access to information are vital, so that water-users can understand the decision-making processes that affect them. This makes citizens knowledgeable about the standards to expect from public officials and enables them to protect their rights.

**Accountability** – WIN believes in the democratic principle that elected officials and those in public service can be held accountable for their actions and answer to those they serve. This includes political, administrative and financial dimensions.

**Integrity** – WIN believes in the need for public, private and civil society sector representatives to be honest in carrying out their functions and to resist extortion and banish corruption. Holders of public or private office should not place themselves under any financial or other obligation to individuals or organisations that may influence their ability to perform their duties or put water services and a clean environment at risk.

**Participation** – WIN believes in civil society’s right and responsibility to play a role in the water sector decision-making process and in holding officials and those in public service to account. It is important to make use of available data and information to monitor decision-making and progress on governance and corruption.
2. How WIN works

“WIN aims to mainstream the use of transparency, accountability, integrity and participation perspectives in processes to improve water sector governance.”
The water sector is complex and WIN prioritises areas of work where it can make the most impact at any given time. It will adjust its priorities in response to the needs and priorities emerging through country and regional processes also supported by strategic partners and donors.

As WIN has so far focused more strongly on rural water supply and sanitation, it will now give integrity in urban environmental sanitation and water services higher priority in comparison to the period 2009-2011. It will make the link to a human rights-based approach, which is particularly relevant when addressing integrity issues in relation to peri-urban water and environmental sanitation.

WIN aims to mainstream the use of transparency, accountability, integrity and participation perspectives in processes to improve water sector governance. It will support Integrated Water Resources Management (IWRM) and other participatory principles, with particular emphasis on enabling and empowering people to join these processes and make informed decisions.

It will continue to carry out work in relation to the integrity and sustainability of large water infrastructure projects, including hydropower and multi-purpose dams, taking into account the large investments forecast for adaptation to climate change.

WIN will stay focused on its mission of increasing integrity levels and reducing corruption in the water sector, concentrating on tools and strategies that are applicable in different water-related areas of work.

2.1. KEY ELEMENTS OF WIN’S APPROACH

» Partnerships and multi-stakeholder coalitions for wider impact. Corruption compromises effective water service delivery everywhere. WIN works with governments, the private sector, civil society organisations and existing networks to increase its outreach and tackle corruption in water worldwide.

» Equity and pro-poor focus. Poor and marginalised people are often disproportionately affected by corruption. WIN prioritises collaboration directly with poor and marginalised areas to devise anti-corruption strategies, methods and tools in the water sector that will best serve their interests.

» Building evidence of what works. WIN bases its work on evidence created through diagnostic studies and scans, testing of solutions and knowledge about the local water context. This assures that its interventions and those of its partners contribute effectively to building integrity through transparency, accountability, participation and anti-corruption measures in the water sector.

» Creating an enabling environment for sustainability of outcomes. WIN strives for holistic solutions in its effort to increase integrity in the water sector. It is pursuing a multi-level approach working globally, regionally and nationally to enable sustainable solutions in tackling corruption to improve water governance.

» Perceptive attitude to meet changing conditions. Social, economical, environmental and political conditions in the water sector are ever-evolving. In response, WIN stays alert and adaptable, developing solutions and tools that can be moulded to meet changing conditions and demand.

» Building on achievements to create momentum. After raising awareness about the issue of corruption in the water sector and achieving wider recognition of the issue, WIN now builds momentum for concerted action. It joins together founding members and new strategic allies, who have experienced corruption and feel compelled to take action for integrity in the water sector.
2.2. WIN ORGANISATION AND GOVERNANCE

WIN started as an initiative driven by a group of committed individuals from organisations now known as its founding members. These members were joined during WIN’s early days by others to form an interim steering committee – the predecessor to the current International Steering Committee. This group, with some initial support from BMZ, DGIS and SDC, organised five regional advocacy workshops and invited participants to join WIN as members. During the past years, WIN has been actively present at international events, and many organisations have expressed interest in water integrity and in working with WIN.

Some of these organisations seek different types of informal partnerships, others are interested in joint programmes or have become members. Some members have signed the code of conduct and engage actively. A key group is that of WIN’s founding members and other member organisations that have signed the WIN code of conduct to express commitment to shared principles and values. These corporate members have the potential to join and facilitate country coalitions or host specific programmes in a formalised partnership agreement with WIN. Another strategically important group is that of leading sector network organisations which adhere to similar principles and values to WIN’s. They can help reach new constituencies – including at political levels. Some of those networks already act as strategic partners in awareness raising and communications.

The result is that WIN is an open network organisation with a mix of alliances, programmes and coalitions. As an organisation it can be characterised as dynamic and receptive to changes driven by members and partners. It is therefore expected that its governance will continue to evolve and be further formalised in support of the collective vision and mission during the coming years.

Box 2 BUILDING WATER INTEGRITY WITH TAPA
(Transparency, Accountability, Participation, Anti-corruption)

Water integrity is achieved chiefly through the combination of Transparency, Accountability, Participation and Anti-corruption measures in and beyond the sector. TAPA stands for sets of indicators that serve to diagnose or monitor changes in levels of water integrity according to a simplified formal definition and protocol for stakeholder participation in the use of these tools and methodologies. WIN promotes the development of water integrity mechanisms through the four pillars of TAPA.

“The result is that WIN is an open network organisation with a mix of alliances, programmes and coalitions.”
WIN is pursuing a multi-level approach, working directly with decision-makers at global, regional and national levels, as well as stimulating action within communities at the local level.
To achieve its mission WIN has adopted four aims. The figure below maps these within WIN’s outreach model.

WIN is pursuing a multi-level approach, working directly with decision-makers at global, regional and national levels, as well as stimulating action within communities at the local level. It believes that change in the water sector can happen through coordinated activity by a range of organisations and individuals adhering to WIN’s mission.

**AIM 1**: WIN will continue to raise awareness of water-related corruption and advocate that something can and should be done about it.

**AIM 2**: WIN will help forge, encourage and support coalitions and facilitate programmes to increase integrity in the water sector and deal with corruption in a concerted and solution-oriented way.

**AIM 3**: WIN will promote the use of tools and methodologies to diagnose corruption and to improve integrity and governance in the water sector.

**AIM 4**: WIN will improve its effectiveness as leading facilitator in enhancing water integrity with an anti-corruption focus.
AIM 1: WIN WILL CONTINUE TO RAISE AWARENESS OF WATER-RELATED CORRUPTION AND ADVOCATE THAT SOMETHING CAN AND SHOULD BE DONE ABOUT IT

WIN will put corruption on the agenda of international water events and raise awareness among global decision-makers about the importance of improving integrity in the water sector in order to overcome the global water crisis and make investments in water more effective. It will work with leading water sector and anti-corruption organisations to create leverage for maximum outreach of its approaches without establishing parallel structures. It seeks to establish responsibilities among a global network of strategic partners and committed members for the promotion of water integrity.

PLANNED STRATEGIC OUTCOMES BY 2016:

» Approaches and experiences of promoting water integrity will have been shared at international and regional conferences and will have raised decision-makers’ awareness of the negative impacts of corruption in the water sector to such an extent that increased transparency, accountability, integrity and participation will be among the main priorities expressed by a growing group of politicians.

» Effective tools and methodologies will have been made available to water sector stakeholders to increase integrity in water globally.

» Strong partnerships relating to each of WIN’s work components will have been established, and partners will feel compelled to allocate resources to water integrity promotion and take up responsibility for the implementation of activities in specific areas.

» A global network with a core of committed and active members who promote the principles of water integrity will have been established, and good practices shared and replicated.

SUCCESS INDICATORS:

» Water integrity and corruption in the water sector will be given greater priority in the discourse on the global water crisis and will be reflected in good governance action programmes in at least 40 countries by 2016.

» Leading water sector organisations and networks will have included water integrity and good governance with an anti-corruption angle as part of their strategy, and will have intensified their activities to promote water integrity and reduce corruption in the sector.

» The number of strategic partners and members actively engaged in and communicating about the promotion of water integrity with an anti-corruption angle will increase steadily from around 20 in 2011 to roughly 60 in 2016.

» Official aid agencies and emerging donors will have increased investment in water integrity and good governance in the water sector by 300 per cent, and will explicitly support preventive anti-corruption measures as part of an international donor alliance for water integrity. This alliance will support WIN and its associated programmes, covering its main areas of work [see section 5].

As a consequence of the above, WIN anticipates strong momentum building up for water integrity initiatives. This is expected to result in mainstreaming of water integrity principles in the sector and will make the management of water resources and services more equitable, effective and transparent in the long run.
AIM 2: WIN WILL HELP FORGE, ENCOURAGE AND SUPPORT COALITIONS AND FACILITATE PROGRAMMES TO INCREASE INTEGRITY IN THE WATER SECTOR AND DEAL WITH CORRUPTION IN A CONCERTED AND SOLUTION-ORIENTED WAY

WIN will facilitate the formation of multi-stakeholder coalitions to empower those who are willing to stand up against corrupt practices in the water sector. It will work with both local and international organisations and existing networks, helping them to develop evidence-based water integrity action plans and put associated programmes in place. It will use the local knowledge of its members wherever possible and empower them to design and implement projects for local action against corruption. In uniting these efforts, WIN will give them a stronger voice.

PLANNED STRATEGIC OUTCOMES BY 2016:

» Effective multi-stakeholder coalitions will have been formed, and national and regional action plans to promote water integrity will be in place in five regions, with concerted action underway in five countries in each of these regions.

» Local or country-based action to fight water corruption will have been stimulated and supported through WIN’s network of members and partners, resulting in at least 10 documented and widely disseminated cases of good practice.

» Advocacy, communication and media projects will have been implemented to raise awareness among water users and decision-makers, as well as the general public, of the negative impacts of corruption.

» Water sector stakeholders will have the insights, the organisation and the capacity to tackle corruption in water service delivery and environmental sanitation.

CHALLENGES AND OPPORTUNITIES:

Corrupt practices are often performed ‘in the dark’ and occur at all levels, making it hard to identify the key causes and problems. WIN works with multi-stakeholder approaches to identify corruption hot-spots based on a broad spectrum of perspectives and experiences.

The water sector encompasses different sub-sectors, each with a complex range of challenges. In order to develop water-specific approaches to tackle corruption and gain experience in promoting water integrity, WIN will initially prioritise its efforts on water supply and sanitation (with special attention for urban settings) and water management. Other areas of work will be included depending on diagnostic surveys and scans, the priorities of partners and members, and where people’s living conditions are affected more strongly by corruption.

Corruption is a culturally sensitive phenomenon and its definition varies according to context. WIN bases its in-country work on national initiatives and actors, to fight corruption contextually. The core values of this work are transparency, accountability, integrity and participation.

Water corruption can have severe consequences in marginalised communities. Individual corruption problems cannot always be overcome through broader approaches. Within these communities valuable knowledge exists around corruption, so WIN supports local water integrity projects in some of these communities (through members and partners) and disseminates knowledge, outcomes and approaches throughout its network.

SUCCESS INDICATORS:

» Water integrity multi-stakeholder action plans will be under development in 25 countries and being implemented in no less than 10 countries in four regions.

» No less than 4 partnership programmes will be implemented with a positive overall evaluation.

» Measurable increases in transparency, accountability, integrity and participation will have been achieved in five of the first 10 countries.

» Local members and partner organisations with a country presence will have been successful in mobilising financial, political and capacity-building support for their work in promoting water integrity, as part of the action plans in specific countries.

Through success stories WIN will showcase the added value of water integrity for national water sectors, decision-makers and water users. This will increase demand for good water governance and lead to independent initiatives pursuing the same values as WIN. Water integrity will have become a valuable asset that will start to enter the water sector globally.
AIM 3: WIN WILL PROMOTE THE USE OF TOOLS AND METHODOLOGIES TO DIAGNOSE CORRUPTION AND TO IMPROVE INTEGRITY AND GOVERNANCE IN THE WATER SECTOR

WIN will bring together the knowledge of its members and partners, as well as the experience from water integrity initiatives and research, to develop sound tools and methodologies that make the fight against water corruption more effective and help to promote values of integrity in the water sector.

Due to the complex nature and cultural sensitivity of the water sector, blueprint solutions do not work to curb corruption. WIN therefore develops solutions and tools that can be moulded to meet changing conditions and demands, and can be easily adapted to different country and regional contexts. Such tools must be relevant for different sub-sectors and areas of work.

WIN will avoid developing its own tools where solutions already exist. Instead it will help to make tools prepared by others available to its network.

SUCCESS INDICATORS:
» A portfolio of 10 tools and methodologies to improve TAPA, promoted by WIN (and used by at least 5 water sector organisations) will have resulted in at least two documented best practices each, proving its added value in improving TAPA in the water sector.
» At least five global and five regional water organisations will be applying tools developed by WIN in their water sector programmes by 2016.
» A digital platform for water integrity tools and methodologies will be used regularly by members, partners and other water sector organisations by 2016, with an average annual increase in visitor number of 25 per cent.

In close cooperation with lead partners, WIN will implement and constantly improve water integrity tools and methodologies. Through a collaborative approach to develop these tools, it will not only identify practical approaches to promote water integrity but will also ensure that they are put into place immediately. With this broader range of effective tools and methodologies developed or adapted under different circumstances and for different purposes, the fight against corruption will become more effective.

CHALLENGES AND OPPORTUNITIES:
Numerous tools and methodologies have been developed in the water sector in recent decades, but many of them remain on the shelves. In order to assure the application of its tools and methodologies, WIN involves partners and members in their development. It will test and evaluate its tools to create evidence of their effectiveness and will jointly develop strategies with lead partners to disseminate them through programmes and projects.
In order to achieve aims 1-3, WIN will become an ever more effective network. It seeks to learn from its own experiences and from those of others, and will ensure the active engagement of the entire Water Integrity Network in its organisational development. It will retain a small secretariat based in Berlin and aim for maximum outreach through members and partners, via associated programmes with different programme hosts, without building parallel structures. To make this possible WIN needs higher and more secure funding for the secretariat, as well as for associated programmes.

WIN will gradually put advisory capacities and services in place with members and accredited consultants. These can collectively and individually provide inputs and advice to increase WIN’s effectiveness, and can contribute time and expertise on water and corruption-related questions in support of its mission and aims.

In order to systematically align its various activities in different countries and with a multitude of partners, WIN will establish and continuously improve a sound monitoring system. This will enable the exchange of experiences, ideas and approaches and create a work environment of continuous learning.

Communications are essential but can become increasingly challenging with organisational growth – particularly when maintaining a lean secretariat. WIN will improve the quality of information sharing and knowledge management within its network, ensuring effective communications through innovative platforms and structured knowledge management. With a clear strategy and key messages around WIN’s core values, it will raise its profile and inspire action.

SUCCESS INDICATORS:

» Increased length of service of WIN staff, with high levels of engagement.

» WIN will grow as global network and cluster of partnerships for action, and expand its activities to 25 countries where a high proportion of the population lives in poverty.

» WIN will become a brand recognised for its quality in fighting corruption and promoting water integrity through partnership approaches.

WIN will attract talented staff, champions and active members to join its cause by increasing its effectiveness and staying an innovative and flexible network. This will help it to spread its values and approaches further and gain strong support for increased integrity in water worldwide.
BOX 3 WIN MEMBERSHIP CORE PRINCIPLES

Principle 1 – We undertake to be open, honest, and accountable in our relationships with the communities and organisations we work with, as well as with other members of WIN.

Principle 2 – We strive to take positions on integrity issues which are based on sound, objective and professional analysis and on reliable data or research findings.

Principle 3 – We commit to sharing information on our activities related to the promotion of water integrity and the prevention of corruption with fellow members of the WIN network and key stakeholders.

Principle 4 – We respect all cultures, religions and beliefs of the groups, nations, communities and individuals that are members of our network or with whom we work, as long as they do not conflict with the Universal Declaration of Human Rights.

Principle 5 – We will condemn bribery, extortion and other forms of corruption vigorously and courageously wherever they have been reliably identified, although we ourselves in our role as members of the Water Integrity Network do not seek to expose individual cases of corruption. In relation to this, we will not use the WIN logo, name, image or network communication facilities for actions of exposure of such individual cases.

Principle 6 – When engaged in activities of charity or philanthropy, we will do so only through legitimate and transparent means. We will only engage in support, including financial support, of political parties in situations where this is permitted by law, and we will adhere to such law.

Principle 7 – Where we may observe corruption or a lack of integrity in the actions of our own staff or the staff of other WIN members, we will use our best endeavours to take appropriate preventive or corrective action to redress the situation.

Principle 8 – We will only accept funding that does not compromise our ability to address issues freely, thoroughly and objectively.

The Water Authority installed free clean drinking water outlet for the poor living around Gulshan, Dhaka. But as normal corrupt practice in Bangladesh would have it: people have to pay! © Gregory Wait
“WIN’s unique ‘added value’ contribution is rooted in combating corruption in the water sector.”
In the course of implementing this strategy, WIN will continue to focus its work on water integrity initiatives that have been begun to date. It also seeks to help develop programmes led by strategic partners to engage collectively in additional countries in regions where it is already working (Central America, South Asia, South East Asia, and East and West Africa). This will expand WIN’s activities to about 25 countries. The WIN secretariat will continue playing a catalysing role and help establish regional coalitions to promote water integrity and establish capacity in support of national processes.

4.1. COUNTRY SELECTION CRITERIA

Feasibility
Three key factors should be taken into account: (1) the overall political stability of a particular country, which affects how realistically a country network can be initiated and sustained; (2) the commitment and ability of government actors to incorporate recommendations from a water integrity coalition; (3) the ability and/or willingness of existing or future partners and networks to publically address corruption issues.

Ability to secure financial resources
Any future WIN country-level programme will require new individual programme proposals developed with strategic partner organisations – including corporate members which have the required capacity. An important criterion for country selection will be existing donor interest and ability to support country-based programme development.

Strategic partnership potential
The opportunity to draw on and build up existing local expertise in tackling water corruption, especially via an active existing WIN member, means a country should receive priority attention.

Added value
WIN’s unique ‘added value’ contribution is rooted in combating corruption in the water sector, therefore it should strive to provide strategic input into existing water-related actions and networks that currently do not include or prioritise this focus.

Buriganga, the main river flowing beside Dhaka city, capital of Bangladesh, is now one of the most polluted rivers in Bangladesh because of rampant dumping of industrial and human waste. 40-50 years ago, a cruise on the historic Buriganga River in the capital used to be a must for visiting dignitaries. It was once the main source of drinking water for Dhaka residents but these days they are confronted with foul smells and rotting fish caused by massive pollution. This stench is unbelievable. According to the Environment Department, up to 40,000 tons of tannery waste flows into the river daily, along with sewage from Dhaka, a city of more than 10 million. Illegal structures have sprung up along its banks, narrowing the river and adding to the dirt, whilst ferries spill oil into its waters. It is now a dying river and the situation will get worse unless steps are taken urgently to reverse the trend. © Sourav Mahmud
“As a network WIN seeks holistic approaches to trigger behavioural change in the water sector to improve transparency, integrity, accountability and participation, as well as to implement sound anti-corruption measures.”
As a network WIN seeks holistic approaches to trigger behavioural change in the water sector to improve transparency, integrity, accountability and participation, as well as to implement sound anti-corruption measures. It addresses these issues in collaboration with partners and corporate members at global, regional and national levels to increase its outreach and to tackle corruption in water worldwide. WIN seeks to establish formal partnerships for consolidated cooperation and integration of its work components into partners’ operations, and to help raise funds for partnership programmes.

**TABLE 1 WIN’s main and supportive work areas**

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Global

Regional

National

Queue for life - Slum dwellers, in Kolkata city of India who don’t have access to a separate supply, are queueing to collect water for daily use from the roadside tap arranged by the local municipality. © Rajat Kumar Das
In Mirpur slum, slum dwellers have to wait hours and hours in the queue for water. Children drink water whenever they get the chance to get a pipe. Slum dwellers of Mirpur hardly get drinkable water. Bad smell and impure wastage make the water high-risk. Dhaka, Bangladesh. Winner of the 2nd WIN photo competition / © G.M.B.Akash
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