

ENGAGING WITH PARTNERS FOR CHANGE: ADAPTED STRATEGY 2020-2022

WATER INTEGRITY NETWORK

As adopted by the WIN e.V. General Assembly, November 22 2019



Photo by Keyvan Jafari, WIN photo competition 2019 - Top 10

CONTENTS

INTRODUCTION	3
STRATEGY REVIEW	4
STRATEGIC APPROACH	6
Box: <i>Generalized Theory of Change for Water Integrity</i>	7
OUTCOME OBJECTIVES AND INDICATORS	8
Figure 1. Linkages between the four outcome objectives	9
FOCUS AREAS	10
1.1.1. Rural water supply: Supporting partners to implement	10
1.1.2. Water and sanitation sector financing:Upscaling engagement and bringing integrity into the global financing discourse	10
1.1.3. Urban water and sanitation: WIGO 2021	10
1.1.4. Water allocation and rights: Developing concept, partnerships,and evidence	10
1.1.5. Integrity in planning for infrastructure decisions: Developing concept, partnerships, evidence	10
1.1.6. Fragile states: Adapting tools with partners	11
CLIMATE CHANGE: THE CHALLENGES OF CLIMATE CHAOS IN THE WATER AND SANITATION SECTOR INFORM THE CONTEXT IN WHICH ALL WORK MUST BE SITUATED	12
Table 1. <i>Focus areas, key strategy elements, level of effort required from WIN ASSOCIATION</i>	12
OUTCOME OBJECTIVES	13
1.2.1. Outcome Objective 1: Actors in the international water and sanitation sector take action to increase integrity and reduce corruption	13
Table 2. <i>Outcome objective 1: Outcomes, indicators, and outputs</i>	
1.2.2. Outcome Objective 2: Capability to improve integrity and reduce corruption in the water and sanitation sector has measurably increased in focus countries and regions	15
Table 3. <i>Outcome objective 2: Outcomes, indicators, and outputs</i>	16
1.2.3. Outcome Objective 3: Necessary evidence, knowledge and expertise to advance and measure water integrity action are available and used	17
Table 4. <i>Outcome objective 3: Outcomes, indicators, and outputs</i>	18
1.2.4. Outcome Objective 4: WIN Association is managed in a transparent and sustainable manner	19
Table 5. <i>Outcome objective 4: Outcomes, indicators, and outputs</i>	19
CONCLUSION	20

1.

INTRODUCTION

The Water Integrity Network (WIN) was launched in 2006 as an action-oriented coalition of individuals and organizations that wanted to support the cause of increasing integrity and reducing corruption in the water and sanitation sector. It has since developed into an international NGO working with a diverse network of partner organizations: the Water Integrity Network Association¹, based in Berlin, which was formally established in late 2013.

The WIN Association has been able to position itself as a leading facilitator of water integrity and seeks to create opportunities to scale up the effort through partnerships with other organizations and networks. Since, to a large extent, results and impact need to come from partners in the network, a networking approach where the WIN Association has an important role to stimulate partners is a core element of its strategy.

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, water governance will be rooted in high levels of transparency, integrity, accountability and participation. Efforts to overcome corruption and its negative impacts will result in a profound change in behaviour towards water and a broad realization of the human rights to water and sanitation. Increased water security and a reduction of water-borne diseases will enable marginalized people to unleash their socio-economic potential and move out of poverty.

Corruption has many faces. It ranges from grand fraud and embezzlement in infrastructure development, to bribes and malpractice in water service delivery, to policy capture in the allocation of water resources. Despite collective efforts for more integrity, the Water Integrity Global Outlook (WIGO) 2016 comes to the conclusion that the problem of corruption in the water and sanitation sector is still enormous and that there is no evidence that it is declining systematically.

A conservative estimate that every 10 per cent of investment is lost due to corrupt practices would imply an annual loss to the sector in excess of US\$ 75 billion.² Some estimates put potential losses

many times higher. This does not include the damage done as a result of making the wrong investment choices, often because of wilful malpractice in the planning phase and insufficient provisions for operation and maintenance. Even with huge new investments for the achievement of water-related Sustainable Development Goals (SDGs) and adaptation to climate change, it will be impossible to reach sector targets if money does not reach its intended purpose.

The percentage of the world's population living in areas of water stress is forecast to rise from 40 per cent to more than 65 per cent within the coming ten years. This will increase competition for water and also result in acute water quality problems. The increasing pressure on water is frequently associated with changing weather conditions due to climate change, and to the growing human population and its needs for water, food and energy. Such conditions exacerbate the risks of undue influence in the management of water resources and services. Corruption is clearly not just about financial damage: it also threatens a fair and sustainable water future.

Awareness on water-related corruption and on integrity tools and approaches has significantly increased but related broad-based action is lagging behind. Unfortunately, in many situations and societies, people are still afraid to openly discuss the topic. Many initiatives and approaches to improve water governance do not yet address corruption explicitly. Even integrity concerns are rarely spelled out. Especially where systemic corruption cuts across all walks of society and involves large parts of the elites, finding people who are willing and able to take up the issue can be very difficult. This keeps corruption hidden and allows corrupt actors to pursue their deeds without public scrutiny.

We will only achieve the water-related SDGs and realize the human rights to water and sanitation if corruption is effectively addressed and integrity in the water and sanitation sector is substantially improved. Strong coalitions of the willing from all walks of society including sector professionals, leaders, CSOs and communities will have to emerge and take action to make this happen. Integrity needs to be mainstreamed throughout the water and sanitation sector to move from awareness to system and behavioural change. Water and sanitation sector reforms and programmes that seek to improve governance have to systematically assess and mitigate corruption risks, even if it is difficult to do so (too) openly.

1. This document uses the term WIN Association to refer to the legal body based in Berlin, and WIN to refer to the wider network.

2. WIN. 2016. Water Integrity Global Outlook 2016.

2.

STRATEGY REVIEW

In 2017, WIN began the implementation of the Strategy 2017-2022. During the course of 2019, an independent mid-term review (MTR) of the Strategy implementation was conducted. As a result of this review, and the experience of implementing the strategy over a period of two and a half years, it became clear that while the overall focus, direction and approach of the strategy was still valid, as well as the theory of change underpinning it, some amendments were needed. The amendments pertain mainly to the objectives, outcomes, outputs and the indicators of success. These have been amended not as part of a fundamental shift in strategy, but in order to enable the findings of the mid-term review to be addressed.

The key findings of the review were that:

- Overall, given its size and the resources it deploys, the WIN Association is punching above its weight and is making inroads in raising water integrity awareness and stimulating integrity-related conversations and actions. However, WIN needs to develop better approaches to measure its performance, not least to be able to make the case for itself and its work.
- In terms of Objective 1: Effective action is undertaken within the international water sector to increase integrity and reduce corruption, the MTR found that targeting organizations that operate in the international sphere is a good entry point and influencing their agendas and processes is a good way to achieve systemic change but WIN Association's tactical approach needs to be more explicit and better articulated. This requires defining exactly who is being targeted and precisely what is to be achieved by working with them and by formulating this into a framework that can track progress and measure performance.
- In terms of Objective 2: Integrity is measurably increased and corruption reduced in the water sector within countries, the MTR found that the WIN Association is adding significant value in the countries where it works but needs better articulation of the objectives in each country. It also found that the WIN Association needs to take into account the cultural and power dynamics that may arise when a northern-based institution works in the South. Finally, the MTR found that efforts to achieve influence at the sub-regional, regional and network level should also be considered.

- In terms of Objective 3: Necessary information, knowledge, and expertise to advance and measure water integrity action is available and used, there is unanimous support for this work (and in particular the development of useful, practical tools) and the WIN Association has made a lot of progress in this area. However, the absence of a coherent framework for measuring and analyzing corruption and integrity in the water and sanitation sector is a major shortcoming. In addition, the MTR recommended that the WIN Association should first and foremost initiate and support knowledge work by others through "strategic collaborations" and should only undertake it itself where others are not stepping forward, and that WIN's materials should be better packaged and made punchier and more compelling and highlight the economic benefits of greater integrity better.

In addition, the MTR identified a number of strategic challenges that need to be addressed if the WIN Association is to increase its effectiveness including its approach to partnerships and its operational model, the need for a more dynamic and targeted advocacy and communications strategy, improving its own governance, addressing its own sustainability and that of its partners and the need to develop a coherent approach to gender issues. The need to strengthen the ability of the network and of partners to drive the integrity and anti-corruption work at all levels was raised and has informed a stronger focus on the strength and effectiveness of the network and of partner organisations.

The results of the MTR were widely circulated to WIN Association members and WIN partners, and during the Stockholm World Water Week, a partners meeting was held during which the results of the MTR were presented to partners, and input was received from them on the findings. This revision to the strategy has taken into account both the findings of the MTR and the extremely useful input given by the partners during that meeting. Further input to this revised strategy was received from the Supervisory Board.

At the same time as the MTR was conducted, and internal position paper was developed on the issue of gender and corruption/integrity in the water and sanitation sector, which has given rise to a stronger focus on mainstreaming gender in all activities of the organisation. This includes, for example, reviewing and updating all tools and capacity building programmes

to address issues of gender and social inclusion effectively.

This document sets out the strategic direction, and the outcome objectives for WIN for the period 2020 – 2022. It should, however, be read in conjunction with the 2017 – 2022 Strategy, which contains further information on, for example, the theory of change underpinning the strategy, lessons learned that informed the strategy, etc.



Photo by Debdatta Chakraborty. WIN photo competition 2019 - Top 10

3.

STRATEGIC APPROACH

WIN's mission is to increase integrity levels and reduce corruption in the water and sanitation 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.

In the 2020-2022 period, WIN will continue to have impact by leveraging the influence of strong partners who can trigger change within their programmes and within countries. In addition, WIN will put added emphasis on positioning water integrity in the global discourse on water and sanitation. This will go hand in hand with mutual capacity development for strategic partners and WIN itself, including the development or adaptation of relevant tools, and indicators to measure integrity, corruption, and the outcomes of water integrity work.

WIN will continue to drive issues of water integrity as part and parcel of broader reform and development initiatives rather than in isolation, the WIN Association's role remains to work with partners, and engage with others, supporting their actions where necessary. WIN will focus on further strengthening the network and jointly developing capacity and targeted approaches. Working at international level, WIN will focus on leveraging the outreach, expertise and influence of a limited number of major organizations

that can (and should) stimulate and support systemic changes in country contexts. It will also work with partners to develop and advocate the implementation of methods to measure outcomes and impact. Since the WIN Association cannot maintain intensive work relations with many organizations, this approach will be coordinated with existing key partners.

WIN's advocacy and capacity development will be buttressed by experience and learning from direct country engagement where the WIN Association will continue with the implementation of long-term water integrity programmes with implementing partners, using country-specific theories of change as a basis. The WIN Association will also promote and support efforts by partners to deliver online and face-to-face capacity building for a wider audience of stakeholders.

The key rationale for this approach remains that WIN needs the power of strong, influential organizations to have a significant impact. Reciprocally, organizations need focused and high-quality guidance on water integrity. WIN's mission remains ambitious, but the focus will enable WIN to better continue to match its programme of work with the resources available.

GENERALIZED THEORY OF CHANGE FOR WATER INTEGRITY

The international community supports countries in strengthening their water integrity by establishing international policies, guidelines and principles (e.g. OECD water governance principles) as well as providing financial resources, tools and knowledge sharing formats. It has a role in showing that corruption in the water and sanitation sector needs to and can be tackled, to inspire countries and individuals. By setting standards for individual and institutional behaviour, it can also build confidence and stimulate engagement.

Change agents from all walks of society in countries commit themselves to addressing corruption problems and lobby for political will to strengthen water integrity. They demand adequate institutional, regulatory, and legal frameworks as a basis for improving integrity practices. Depending on country and regional context, various types of stakeholders (citizens, civil society representatives, political leaders, public sector actors or private sector ones for example) can become change agents. CSOs and development partners can play a role in triggering and support change agents, by advocating integrity and including water integrity tools and approaches in their programmes. Citizens demanding their water rights activate institutions and decision-makers to become compliant with the rules.

Where policy and legislation are enacted, and clear institutional mandates defined, frameworks on paper are substantiated by institutions developing their capacities and enabling downward accountability mechanisms, in particular with institutionalized public reporting. Capable oversight institutions are established, mandated and capacitated to sanction wrong-doing and reward good performance, thus providing incentives for other institutions, service providers and other stakeholders to comply with the rules.

Change may not always follow this institutional path, but may be strongly driven by citizens and other stakeholders demanding accountability. This often starts with citizens being frustrated with the level of service or the degradation of water resources and realizing that the situation is (partly) due to corruption, which motivates them to address this situation. Empowered citizens increasingly criticize corruption and demand access to water and sanitation. Their engagement is supported by accountability mechanisms (proactive monitoring of duty bearers for example), other water integrity tools, and human rights-based approaches (HRBA), and are often facilitated through social media.

In addition to pressuring institutions and other stakeholders to take action on corruption, a capacitated and organized civil society can use existing participation mechanisms to effectively engage in decision-making processes. At the same time, increased awareness, engagement and accountability also motivates more stakeholders to become more compliant with rules.

A situation where both sector stakeholders (including citizens) and institutions are capable, comply with rules, and operate within appropriate legal, institutional, and regulatory frameworks will translate into inclusive and transparent decision-making. Stakeholders will effectively safeguard integrity during implementation of those decisions and help institutionalize good practices. This in turn will make water management more resistant to corruption and malpractice. If institutions are then also equipped with the necessary capacities, systems and resources, they will deliver sustainable and equitable water management.

4.

OUTCOME OBJECTIVES AND INDICATORS

This section in essence replaces chapter 4 of WIN's Strategy 2017 – 2022, and presents the revised objectives and how they will be achieved, based on the results of the MTR. The recommendations of the MTR have informed the changes to the objectives, outputs and indicators set out in this section.

WIN's overall goal is to increase integrity and reduce corruption in the water and sanitation sector, so as to contribute to more efficient, equitable and effective processes to attain the SDGs and fulfil the human rights to water and sanitation.

In particular, WIN will contribute and connect to the efforts towards achieving SDG 6 on water and sanitation, SDG 16.5 and 16.6 on reducing corruption and bribery and effective, accountable and transparent institutions, and SDG 5 on gender equality. WIN will also contribute to the drive to meet the human rights to water and sanitation, and will strive to ensure that its work benefits poor, marginalized and vulnerable groups.

The WIN Association will remain a relatively small entity, focused on mobilizing change agents and providing the support they need, including capacity development and knowledge. WIN sees integrity and anti-corruption as a common responsibility of the water and sanitation sector and believes a multi-stakeholder approach is crucial: all stakeholders – individuals and organizations at international and national level, government organizations, public and private actors in the water and sanitation sector, civil society organizations – can be potential change agents. In line with its theory of change, WIN will work at two levels: given the global role of WIN, first and foremost at the international level engaging with strategic partners, and at country level, supporting our implementing partners in integrity programmes in focus countries.

In pursuing the overall goal, WIN will work towards the following four outcome objectives:

- Outcome Objective 1 - Actors in the international water and sanitation sector take action to increase integrity and reduce corruption
- Outcome Objective 2 - Capability to improve integrity and reduce corruption in the water and sanitation sector has measurably increased in focus countries and regions

- Outcome Objective 3 - Necessary evidence, knowledge and expertise to advance and measure water integrity action are available and used
- Outcome Objective 4 – the WIN Association is managed in a transparent and sustainable manner

Outcome Objective 1 aims at advancing water integrity globally and across many countries and themes by triggering increased engagement of organizations that are internationally or regionally active in the water and sanitation sector. WIN will provide leadership to mobilize energy to initiate the broad efforts needed to substantially reduce corruption and increase integrity in the global water and sanitation sector. WIN needs people and organizations who can take this challenge on through their own actions and reduce the risks that allow corruption to flourish in secrecy. The focus of WIN will therefore be to stimulate action and advocacy by encouraging and supporting international water and sanitation sector organizations to become change agents, show leadership and contribute to the process of improving integrity and reducing corruption.

Outcome Objective 2 aim is focused on selected countries through direct engagement together with implementing partners. This includes working closely with media and civil society as these represent key stakeholders which can become powerful change agents. In addition to having direct impact in countries, objective 2 contributes to objectives 1 and 3 by showcasing what can be achieved and enabling practical learning for WIN and partners.

Engagement under Outcome Objectives 1 and 2 will comprise measures to strengthen transparency, accountability, participation and anti-corruption (TAPA) in the water and sanitation sector.

Outcome Objective 3 aims to support and leverage the work of WIN and its partners on objectives 1 and 2 through the generation of knowledge products, promotion of knowledge exchange and capacity development on water integrity for all change agents.

Outcome Objective 4 is focused on ensuring that the WIN Association is stable and sustainable, and able to drive the strategy set out in this document.

These four Outcome Objectives are mutually dependent and interlinked (see figure 1). Lessons learned from the country programmes will be used to inform the

work at the regional and international level, and vice versa. Similarly, research and evidence collection under Outcome Objective 3 will be used to inform both OO1 and OO2, and to inform the refinement and development of tools and capacity building programmes. OO4, the health of the WIN Association, underpins the other three Outcome Objectives. In order to ensure that the linkages between the Outcome Objectives is effective, the WIN Association will further develop its knowledge management functions, both internally and within the network, so that it is able to operate as a more effective knowledge broker.

Both at international level and in countries, WIN will link its partnerships and programmes to other relevant major initiatives and developments in the water and

sanitation sector and beyond, such as the OECD Water Governance Initiative, Sanitation and Water for All, the Open Government Partnership, and the Construction Sector Transparency Initiative. Of special relevance are programmes on climate change adaptation, as many of these are closely linked to water management and will contribute significant funding to the sector.

In achieving the outcome objectives, WIN Association's added value is its ability to stimulate action based on a convincing, evidence-based story and its focus on building capacity to practically address the issue and learn from our efforts: providing and piloting good practice, tested tools and methods for analysis and monitoring.

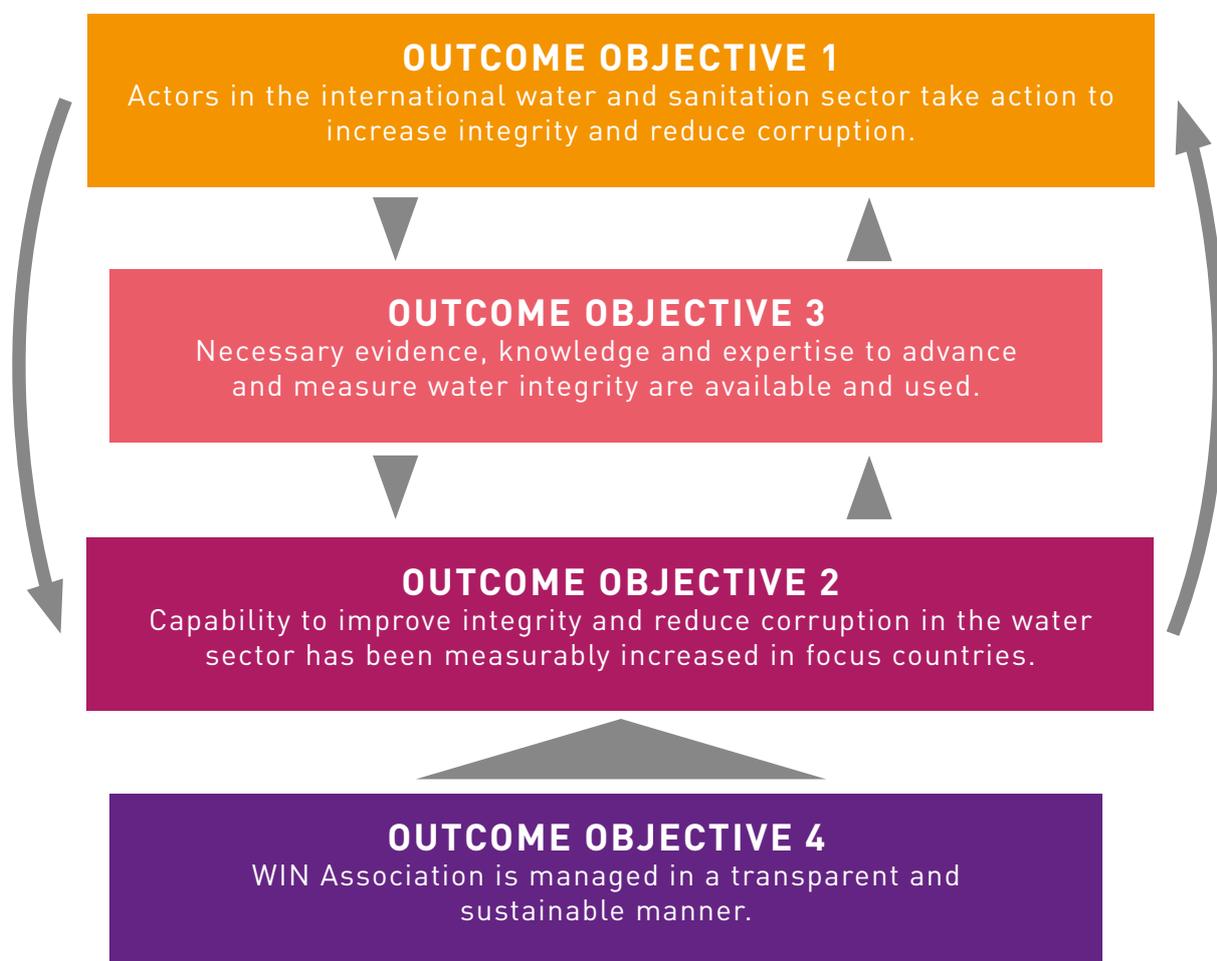


Figure 1. Linkages between the four outcome objectives

1.1

FOCUS AREAS

In order to optimize WIN's impact, a limited number of focus areas have been selected for the period 2020 – 2022. These were selected based on an internal process within WIN Association, consultation with partners, and consideration of the interests of close allies. These focus areas are at different stages of development within WIN, which in turn informs the planned intensity of effort and engagement to be extended.

1.1.1

Rural water supply: Supporting partners to implement

The integrity work around rural water supply is well-developed: WIN has a set of tried and tested tools and practices for improving integrity and reducing corruption in small scale rural water supply schemes. The intention in this regard is to hand over leadership to network partners that are particularly active in this area through the integration of integrity and anti-corruption processes into their work, including their advocacy work. Such partners include Helvetas, Caritas, IRC and Simavi. This process will also see the training of facilitators within these organizations on the use of integrity tools and approaches to reduce corruption risks. WIN Association will continue to provide support and guidance, but will focus less on implementation.

1.1.2

Water and sanitation sector financing: Upscaling engagement and bringing integrity into the global financing discourse

WIN has built solid foundations for work in the field of water and sanitation sector financing and integrity, particularly in Kenya, and is beginning to build a strong network of interested partners. WIN will upscale its sector financing work focussing primarily on budget allocation and expenditure; efficiency in the use of funds/ finance; accountability, and on social audits, supporting local communities to oversee and analyse budgets and expenditure and identify integrity and corruption in attracting and managing investments for water related infrastructure and services. This links to ongoing work around integrity in water utilities and the focus on infrastructure.

Country work in Kenya will continue to focus on water and sanitation sector finance while in Bangladesh we aim to work in climate finance and budget advocacy.

1.1.3.

Urban water and sanitation: WIGO 2021

The theme of WIGO 2021 is urban water and

sanitation. This will be a key focus of WIN until 2022. WIN's strategic programme will be informed by recommendations and information emanating from WIGO 2021. In addition to WIGO 2021, urban water and sanitation work of the WIN Association will focus on developing, testing and promoting utility performance indicators; the development of a city integrity index; research and advocacy related to integrity/anti-corruption issues in informal settlement services; financing for water and sanitation in urban areas, and water and sanitation infrastructure in urban areas.

1.14

Water allocation and rights: Developing concept, partnerships, and evidence

There are significant integrity and corruption risks in the allocation of water, whether between sectors, or to water users, whether enterprises (large or small) or individuals. As water scarcity increases due to population growth and economic development, and water security is increasingly threatened by the impacts of climate chaos, issues of integrity and corruption in water allocation will become increasingly critical. Within this, the protection of the water rights of poor and marginalized communities is particularly important.

There are a number of key players addressing issues related to water allocation and water rights/tenure but specific issues related to integrity and corruption within water allocation are not currently addressed. WIN can add significant value by working with integrity/corruption in water allocation decision-making processes at national and local levels including generating and using transparent and accessible data to support integrity and reduce corruption in water allocation.

1.1.5

Integrity in planning for infrastructure decisions: Developing concept, partnerships, evidence

This is a new area of work for WIN which will be developed over the next three years. There is widespread recognition of the high level of corruption and integrity risks in the infrastructure sector. This applies equally to infrastructure within the water and sanitation sector, from large dams and major infrastructure to small scale infrastructure at the local level. While there has been considerable work done in this regard through, for example, the COST programme, less has been done around the specific water and sanitation sector issues, including how corruption and integrity failures may influence the decision-making processes that lead towards determining which infrastructure solutions will be implemented and in which sectors or country investments are made. Such influence may lead to the adoption of less optimal solutions based on the potential for illegitimate profits from such

infrastructure, rather than the public good. This is also pertinent to infrastructure-related climate adaptation solutions.

The WIN Association will initiate this focus area by developing a concept paper on infrastructure procurement and corruption in the water and sanitation sector, and identifying and engaging with key partners with whom to build a programme on this theme, building on and adapting the existing work done in other sectors. It is anticipated that key partners will include Development Banks and in-country partners who may choose to activate bank-compliance mechanisms. From this base, WIN will develop the evidence and a narrative around how corruption influences the water and sanitation infrastructure planning processes, and how this may lead to sub-optimal decisions, in, for example, choosing water-borne sanitation systems over on-site systems, or putting greater emphasis on water infrastructure than

on sanitation infrastructure.

In Bangladesh, the work will focus on advocacy based on evidence of corruption in infrastructure development. In Kenya the work will focus on the prevention of risks through community monitoring and internal risk management with the Water Sector Trust Fund (WSTF).

1.1.6.

Fragile states:

Adapting tools with partners

WIN will work with selected partners to understand context specific issues related to approaches to promote integrity and anti-corruption in fragile states. This is a new area of work for WIN and which will commence with a careful contextual review, stakeholder analysis and consideration with respect to applicability and tailoring of tools and methods to work effectively in the context of fragile states.



Photo by Supratim Bhattacharjee. WIN photo competition 2019 - Top 10

TABLE 1. FOCUS AREAS, KEY STRATEGY ELEMENTS, LEVEL OF EFFORT REQUIRED FROM WIN ASSOCIATION

Focus Area	Level of maturity of WIN work	Strategy 2022	Level of effort required from WIN Association
Rural water supply	High	Support and provide technical assistance to network partners for implementation	Moderate, decreasing to low
Water and sanitation sector financing	Moderate	Upscale; continue and expand in-country work; advocate at international and regional level	High
Urban water and sanitation	Moderate	Publication due in 2021; programme going forward to be influenced by content of publication	High
Water allocation	Low/moderate	Work with key partners to inform current work being led by others (FAO, IWMI)	Moderate
Integrity in infrastructure planning	Low	Develop concept note and build partnerships, possibly launch small pilots in focus country programmes	Low, increasing over three years

Work in each of these priority areas will be informed by:

- Gender and social inclusion: we will ensure that the work that we do incorporates a strong focus on addressing gender issues, and ensuring that we are focused on the rights and needs of marginalized and vulnerable groups in particular. This includes a focus on meeting the human right to water and the SDGs pertaining not only to water, but also to linked issues such as gender, poverty and hunger.

Climate change: the challenges of climate chaos in the water and sanitation sector inform the context in which all work must be situated

1.2

OUTCOME OBJECTIVES

The following objectives will guide activities in each of the priority content areas.

1.2.1

Outcome Objective 1: Actors in the international water and sanitation sector take action to increase integrity and reduce corruption

In accordance with the resources available, and in order to achieve maximum impact, WIN Association will work in depth with a limited number of organizations that provide the opportunities to reach positive outcomes for water integrity/anti-corruption work and the ultimate goals of the SDGs and human rights to water and sanitation. There are three elements to WIN Association's work under Objective 1.

Firstly, the WIN Association will support selected international and regional organizations in the water and sanitation sector to incorporate or strengthen integrity and anti-corruption measures in their programmes. This is in line with the recommendation in WIGO 2016 to strengthen integrity and to reduce corruption in order to support the implementation of the SDGs and ensure the fulfilment of the human right to water and sanitation. In doing so, WIN will build on related work under the themes of good governance, (social) accountability or transparency, while working with partners to address corruption issues in these approaches.

Secondly, the WIN Association has identified key influential partners in the sector with whom it will work to ensure that issues of corruption and integrity in the water and sanitation sector are raised in the global discourse and the secrecy around corruption, which is kept up by actors that do not want the subject to be discussed, is broken open. In line with the WIGO recommendations and the outcomes of the MTR, WIN Association will be more explicit and bolder in addressing the issue of corruption at the international and regional level. To achieve this, WIN will, in

collaboration with key partners, develop and implement a focused advocacy strategy.

WIN's engagement with strategic partners will be based on understanding the work and priorities of partners and jointly setting common objectives, identifying areas for mutual learning and allocating roles that ensure added value for both organizations.

Given the need for a multi-stakeholder approach, WIN will continue to promote the involvement of civil society - consumers, communities, organizations, networks, and in particular women - in the sector. In relation to the findings of the MTR, WIN will also put more focus on strengthening the network at international, regional and country level. This includes looking for stronger commitments from partners in relation to their integrity-related actions annually, a stronger knowledge broker role for WIN Association and the promotion of linkages between partners in the network.

Key activities under Outcome Objective 1 will include:

- building coalitions and alliances to raise awareness of the impacts of corruption on human rights and the achievement of the SDGs as well as the socio-economic and financial gains of mainstreaming integrity and anti-corruption measures and actions, and to drive change in this regard;
- joint analysis and planning for establishing integrity and anti-corruption components in broader programmes;
- knowledge sharing within the network.
- capacity building for staff of strategic partners on implementing tools, including online and face-to-face training, technical advice and backstopping, knowledge sharing forums, manuals and other knowledge and guidance materials.

Where appropriate, these activities will be aligned with or build on the results of the WIN programmes at country level.

TABLE 2. OUTCOME OBJECTIVE 1 - OUTCOMES, INDICATORS, AND OUTPUTS**Outcome Objective 1 - Actors in the international water and sanitation sector take action to increase integrity and reduce corruption**

Outcomes by 2022	Indicators of success	WIN Association Outputs
1.1. Targeted international organizations ¹ and decision makers take action to increase integrity and fight corruption in the water and sanitation sector	<p>Number of water integrity and/or anti-corruption activities implemented by targeted international organizations</p> <p>Number of targeted international organizations that significantly extend or upscale water integrity activities in their projects or programmes</p>	Reports on activities with international organizations
1.2. WIN and targeted international organizations ² raise integrity and corruption in the global and regional water and sanitation sector discourse	<p>Number of targeted leaders (global catalysts + opinion leaders) who promote water integrity and/or anti-corruption in their messages and publications</p> <p>Number of global or regional events at which corruption and integrity in the water and sanitation sector are discussed.</p>	WIN public statements, engagement in regional and international events, publications on water integrity and anti-corruption
1.3. WIN operates effectively	<p>Number of partners that report integrity/anti-corruption activities in their publications, projects or programmes</p> <p>Proportion of partners who value the support provided by the WIN Association as satisfactory</p> <p>Number of knowledge sharing events or platforms at global level that facilitate learning among WIN partners</p>	<p>List of network partners</p> <p>Support (advice, training, knowledge materials, communication, advocacy messages) provided to network partners</p> <p>Annual network survey report</p> <p>Knowledge sharing events (co-) convened by the WIN Association</p>

1. i.e. Organizations working internationally and managing water and sanitation development programmes or influencing water sector policies, laws and regulations, such as international NGOs, government or private implementing agencies, development banks, donors, regional bodies and professional associations

2. i.e. International and regional partnerships and intergovernmental bodies, civil society networks, UN bodies, and donor or development agencies that exercise thought leadership

1.2.2

Outcome Objective 2

Capability to improve integrity and reduce corruption in the water and sanitation sector has measurably increased in focus countries and regions

WIN Association will, with partners, continue with its country programmes for 3 reasons:

- to contribute directly to improved integrity and reduced corruption risks in the water and sanitation sector;
- to validate and further develop, as required, good practices and tools and approaches, including on measuring corruption and integrity, for further dissemination;
- to build the capacity of in-country partners to independently address integrity and corruption issues.

WIN Association's focus countries will continue to be Kenya, Bangladesh and Benin where programmes have been running for some years. In addition, Mexico has been selected as a country in which the WIN Association will provide support to in-country initiatives being driven by local partners, with the potential to expand the programme if funding becomes available.

In each focus country the WIN Association and partners have jointly developed a country theory of change and results framework aimed at institutionalized change which benefits poor and marginalized groups. These will be adapted based on the amendments to this Strategy, and an appropriate monitoring system will be developed. The programmes will incorporate a

more structured process of lesson learning to inform revisions to the country programmes, work in other countries, and international advocacy work. Where possible, programmes will also engage with targeted international partners, provide insights for international and regional advocacy and collaborate with WIN partners feeding into objective 1. Similarly, country work where possible will create evidence on water integrity and corruption, apply and adapt WIN tools, and roll out capacity development and training materials, thus creating linkages with objective 3.

These programmes will mainly be implemented by local civil society partners with support from consultants, and capacity building, training, coaching and technical backstopping of partners by the WIN Association. Based on the mid-term review, additional emphasis will be put on establishing networks at country and regional level, including engaging actors outside the water and sanitation sector such as media, anti-corruption bodies, civil society groups and audit institutions and on strengthening the capacities of key country-level and regional partners to drive water integrity programmes and activities with minimal or no involvement of the WIN Association.

WIN focus areas such as financing for SDG6, adaptation to climate change, water rights and allocation, fragile state, and corruption in infrastructure decision making, will, where possible, be increasingly addressed in the country programmes. In addition, WIN Association will continue to provide support to selected initiatives in areas outside of the selected focus countries.

TABLE 3. OUTCOME OBJECTIVE 2 - OUTCOMES, INDICATORS, AND OUTPUTS**Outcome Objective 2 - Capability to improve integrity and reduce corruption in the water and sanitation sector has measurably increased in focus countries and regions**

Outcomes by 2022	Indicators of success	WIN Association Outputs
2.1 In selected countries, measurable progress has been achieved in implementing the country theory of change	<p>Proportion of country level water integrity outcomes in which progress achieved is rated as good</p> <p>Proportion of country level outcomes in which gender has been addressed and documented</p>	<p>Updated Theory of Change per country</p> <p>Progress in implementing annual country work plans</p>
2.2 In selected countries and regions partners are increasingly strengthened to drive integrity and anti-corruption programmes	<p>Proportion of partners who assess capacity building measures as useful</p> <p>Number of partners who lead the scaling up of water integrity activities (and resources)</p>	Capacity development (training sessions, coaching, communication and fundraising support) provided to partners
2.3 In selected countries and regions, networks are built and are operating well	<p>Number of country and/or regional partners that report on integrity/anti-corruption activities in their publications, projects or programmes</p> <p>Proportion of country and/or regional partners who value the support provided by the WIN Association as satisfactory</p> <p>Number of knowledge sharing events or platforms at regional/country level that facilitate learning among WIN partners</p>	<p>Outcomes and lessons learnt are documented</p> <p>In-country and regional knowledge sharing events on water integrity (co-)convened by the WIN Association</p> <p>Support and advice provided to network partners in the country and region</p> <p>Annual network survey</p>

1.2.3

Outcome Objective 3

Necessary evidence, knowledge and expertise to advance and measure water integrity action are available and used

Knowledge and information are critical components of capacity; of the capacity required to analyse problems, plan, to govern, to regulate, to evaluate, to make sound decisions, to implement decisions and to learn and take corrective action. As noted in WIGO 2016, a lack of institutional capacity is a limiting factor for achieving integrity and opens the door for corruption. There is also a paucity of evidence and information about effective strategies to promote integrity and combat corruption. WIGO recommends: "Generate reliable data on the extent of corruption in the water and sanitation sector and the economic and social damage that results. Better information and data are needed, both to guide the development of anti-corruption programmes and to be able to establish the impact of such programmes."

WIN Association actions to achieve this are:

- to work closely with research and knowledge organizations;
- to package knowledge, advocacy and information products for specific audiences, presenting information in targeted, useful, user-friendly and accessible formats;

- to reflect, independently and with partners, on lessons with respect to effective integrity and anti-corruption strategies and actions in different contexts and
- to review and learn from other relevant initiatives and programmes for innovations and experiences.

Given the current deficits in knowledge and information, focus will be on the interlinked subjects of the development and implementation of methods to measure and assess integrity and corruption, including indicators, and the extent of corruption in the water and sanitation sector and the economic and social damage that results.

Both subjects entail crucial knowledge for the WIN Association to work on Objectives 1 and 2. Clearly social damage directly links to the ultimate objectives such as the human rights to water and sanitation and the SDGs. This work will also take into account integrity and anti-corruption knowledge outside the water and sanitation sector, including from the auditing sector.

While the WIN Association will link its work on indicators to existing frameworks and developments such as the monitoring for the SDGs and the OECD Water Governance Initiative, it will also develop more dedicated water integrity indicators related to its programmes under objectives 1 and 2.

TABLE 4. OUTCOME OBJECTIVE 3 - OUTCOMES, INDICATORS, AND OUTPUTS**Outcome Objective 3 - Necessary evidence, knowledge and approaches to advance and measure water integrity are available and used**

Outcomes by 2022	Indicators of success	WIN Association Outputs
3.1. Meaningful evidence is available for insight, advocacy and action on integrity and corruption in the water and sanitation sector	Contributions to the body of evidence on the social, economic and environmental costs and causes of corruption, the efficacy of various approaches to improving integrity and reducing corruption, and the benefits of reduced corruption and improved integrity	Tested tools and methodologies for measuring integrity and corruption in the water and sanitation sector Case studies, research and analysis reports, tools application reports, knowledge products produced and disseminated WIGO 2021
3.2. Organizations use WIN's tools to increase integrity and reduce corruption	Number of organizations that use WINs tools Number of tools that have been improved based on lessons learnt including those provided by partners Proportion of partners using tools that rate them as good	Extended portfolio of tested, adaptable tools for different types of organizations Tool promotion strategy/ measures implemented
3.3. Capacity of relevant actors is increased	Number of people trained and proportion of these being women Proportion of people trained who rate the training as good in addressing their capacity needs	Online courses High quality and relevant training materials produced Training of facilitators and trainers including for partners

1.2.4

Outcome Objective 4

WIN Association is managed in a transparent and sustainable manner

This is a new Outcome Objective which has been introduced specifically to focus on the effective governance and management of the WIN Association which is core to the achievement of all of the other Outcome Objectives. The outcomes under this Outcome Objective relate to the financial and human resources sustainability and effectiveness of the Association, but also, critically, include a response to the issue raised in the MTR of the need for greater representation from the Global South in the General Assembly and Supervisory Board.

TABLE 5. OUTCOME OBJECTIVE 4 - OUTCOMES, INDICATORS, AND OUTPUTS

Outcome Objective 4 - WIN Association is managed in a transparent and sustainable manner

Outcomes by 2022	Indicators of success	WIN Association Outputs
4.1 The WIN Association is financially sustainable and has well managed financial systems	Unqualified audit annually Adequacy of funds committed for core functions of the organization for two years	Audited financial statements Financial sustainability strategy developed and implemented
4.2 The WIN Association is effectively governed	General Assembly and Supervisory Board adequately perform their functions as per the Articles of Association Proportion of General Assembly members from the Global South, women and youth	General Assembly held annually At least 3 Supervisory Board meetings held annually Improved representation of the global South, women and youth in the General Assembly
4.3 The WIN Association has capable human resources to implement the strategy	Proportion of staff whose performance is satisfactory or above Proportion of staff satisfied with working conditions	Recruitment and retention of skilled staff Training and professional development measures availed to staff Regular staff satisfaction survey

5.

CONCLUSION

WIN will continue to be active in its working areas: advocacy, network and partnerships, capacity development, regional and country programmes, knowledge management, and tools and methodologies. Over the next three years, there will be a focus on selected areas of work as highlighted in this strategy. We will continue to drive deeper engagement both with partners and in selected countries, with a strong effort on building the strength of the networks at international level and in our focus countries.

Capacity development for partners remains a priority, including enabling that country partners lead integrity and anti-corruption programmes with the WIN Association in a support role. At the country level the WIN Association will continue to focus on a limited number of countries, expanding this range only if and when additional resources make this possible.

The refinement and revision of our tools, as well as the development of new tools where appropriate, will continue as a critical element of our work. Gender issues will be mainstreamed into all tools and capacity

building programmes. Effort will be put into developing a more structured and effective programme of training on anti-corruption and integrity in the water and sanitation sector.

Research and evidence will continue to receive attention, including the building of a research network that incorporates universities and research organizations. We will also reach out beyond the water and sanitation sector to draw on knowledge and learning regarding anti-corruption work in other sectors. The research will address identified shortcomings in providing evidence of corruption and its economic and social costs as well as looking at indices for the measuring of corruption or corruption risk.

In keeping with the Theory of Change, emphasis will be put on systematically learning from experience and adjusting plans accordingly, including the present strategy when needed.

© WIN, 2019

Water Integrity Network e.V.

Alt Moabit 91b, 10559 Berlin, Germany
info@win-s.org

Cover image by Keyvan Jafari,
WIN photo competition 2019 - Top 10

More information:

<https://www.waterintegritynetwork.net>

Disclaimer:

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 November 2019. Nevertheless, WIN cannot accept responsibility for the consequences of its use for other purposes or in other contexts.