

CATALYSING A CULTURE OF INTEGRITY

Strategy 2023-2033

Catalysing a Culture of Integrity: Water Integrity Network, October 2023

“Water is life. Progress in nutrition, health, education, work, equality, environmental protection and international cooperation are all related to the availability and sustainable management of water and universal access to effective systems for disposing of our waste. These are the objectives of Sustainable Development Goal 6. If we remain off track to deliver on SDG 6, then we jeopardize the entire 2030 Agenda for Sustainable Development. Yet, today, billions of people still lack access to safe water and sanitation, resulting in needless deaths, chronic disease, missed education and reduced productivity.”

António Guterres, UN Secretary General

UN 2017: Sustainable Development Goal 6 Synthesis Report on Water and Sanitation, p5
https://sustainabledevelopment.un.org/content/documents/19901SDG6_SR2018_web_3.pdf

FOREWORD

Over the past sixteen years, WIN has grown into a mature and well-respected NGO working closely together with its partners to place the issue of integrity in the water and sanitation sector higher on the global agenda. WIN has achieved meaningful results on the ground in a number of countries and organisations.

WIN has recognised that the task of building integrity takes time and commitment. As a small organisation, WIN has created a niche for itself as a catalyst for the promotion and implementation of integrity actions in the water supply and sanitation sector. We rely strongly on our partners and other stakeholders as we strive together to achieve integrity.

WIN developed this Strategy 2023 - 2033 with input from our partners and key sector stakeholders through extensive interviews and focus group discussions, and under the guidance of a Steering Committee that included the Supervisory Board and a representative of the WIN members. We have decided on a 10-year strategy, to give time for integrity actions to take hold in the countries and organisations implementing them. WIN will monitor progress towards its vision along the way and make adjustments as needed.

I would like to thank all those who contributed to this strategy and hope they will stay engaged as implementation proceeds.

Over the next decade, WIN will build on the lessons of the past 16 years and the solid foundation that it has already built. We will move even more strongly into catalysing implementation of integrity practices at all levels. We will focus our implementation support efforts on a limited number of partners, while broadening the access of all stakeholders to our upscaled integrity tools and training. We will strengthen the evidence base on the effectiveness of integrity initiatives in the water and sanitation sector, while continuing to act as a thought leader and innovator around options and approaches to improving integrity. We will engage with diverse stakeholders in the water and sanitation sector, and we will share our learning as we move ahead.

We look forward to reporting on progress in the coming years.

Dr Letitia A Obeng

Chair, Water Integrity Network Supervisory Board

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ACKNOWLEDGEMENTS

A huge thanks to the many people who gave their time and energy to developing this strategy, including all those who offered their insights through interviews and focus group discussions, the members of the steering committee, and the WIN staff. Thanks too to Chris Albertyn who facilitated the process and brought his considerable experience and wisdom to the process.

LIST OF ACRONYMS

BAWIN	Bangladesh Water Integrity Network
CoST	Infrastructure Transparency Initiative
CSO	Civil Society Organisation
ESAWAS	Eastern and Southern African Water and Sanitation Regulators Association
GCF	Green Climate Fund
IADB	Inter-American Development Bank
IMT	Integrity Management Toolbox
IMT-SWSS	Integrity Management Tool for Small Water Supply Systems
InWASH	Integrity for Water, Sanitation and Hygiene
IPCC	Intergovernmental Panel on Climate Change
MEL	Monitoring, Evaluation and Learning
OECD	Organisation for Economic Cooperation and Development
SDG	Sustainable Development Goal
S&WI	Sanitation and Water Integrity
SWIRL	Sanitation and Water Integrity Research Laboratory
TAPA	Transparency, Accountability, Participation, Anti-Corruption
ToC	Theory of Change
WASREB	Water Services Regulatory Board (Kenya)
WIL	Water Integrity Learning Partnership
WIN	Water Integrity Network
WIN-A	Water Integrity Network Association
WIRI	Water and Sanitation Integrity Risk Index
WIGO	Water Integrity Global Outlook

SUMMARY

In the 2023-2033 period, WIN will achieve impact by scaling its thought-leadership and leveraging its strong network of partners. By 2033, WIN will stand as a globally recognised knowledge broker, known to provide the tools and insights required for catalysing measurable progress towards a culture of integrity in water and sanitation.

WIN will seek to scale up its impact by prioritising work in four output areas:

- Knowledge creation and dissemination, maintaining WIN's role as a thought leader, and providing information on water and sanitation integrity to those in the sector;
- Working in-depth with local partners in focus countries and in country-level projects to drive, support and learn from integrity implementation interventions and to build integrity capacity;
- Creating change at the regional and global level through advocacy, awareness raising and partnerships with key stakeholders, and
- Upscaling impact by making WIN tools, services and technical support available to partners, governments, civil society organisation (CSOs), regulators and utilities, and other key stakeholders.

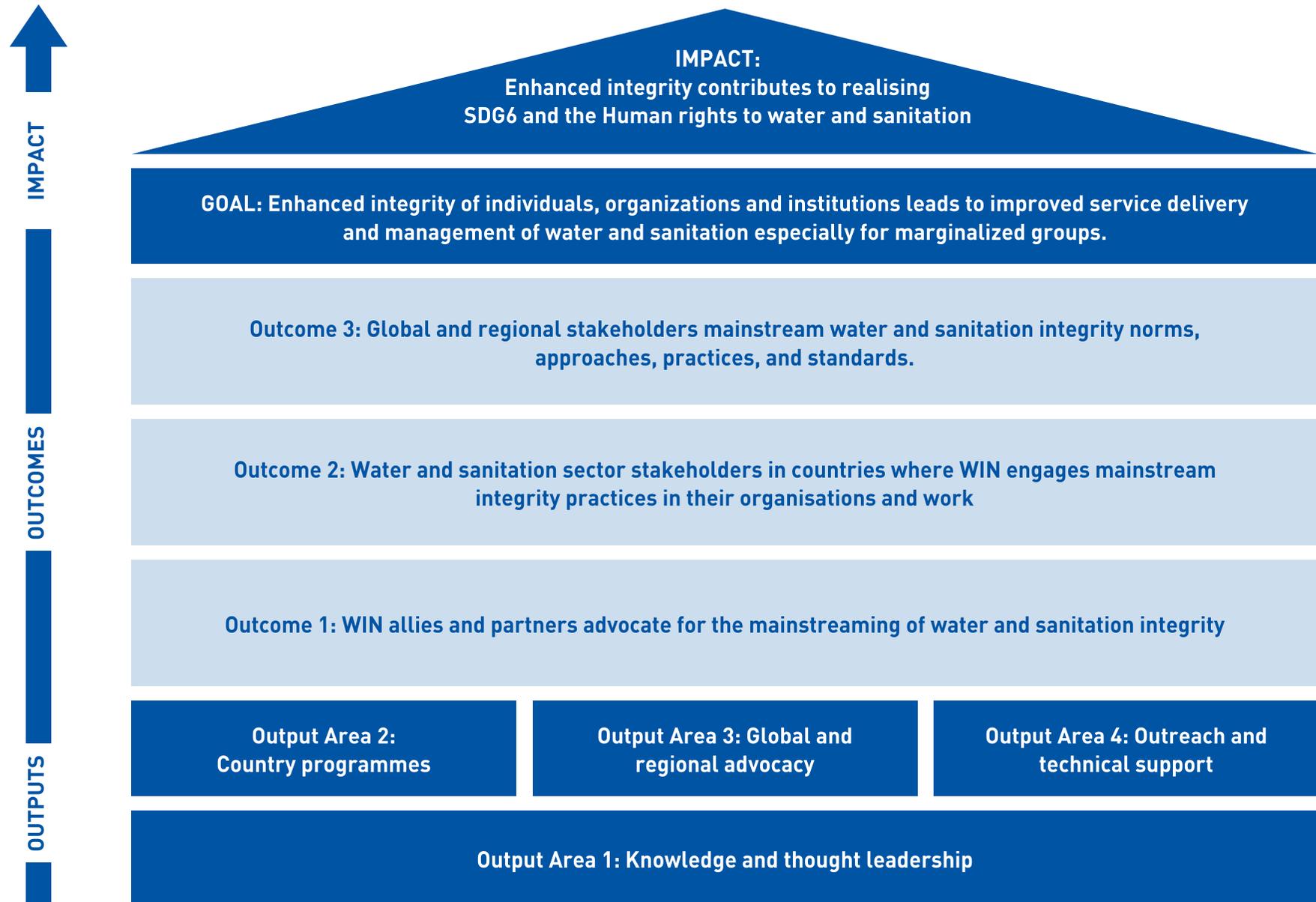
Central to its strategic direction is the desire to capitalise on existing tools and networks, whilst striving to enhance learning, multi-stakeholder engagements, awareness raising and integrity promotion. WIN will also consolidate and upscale existing tools whilst fostering new insights through research. Continued engagement at country-level through an incrementally growing network of partners will be a key pillar, with strong involvement of civil society. In its advocacy, WIN will raise awareness of the pervasive nature of corruptive practices, whilst demonstrating the immense benefits which promoting a culture of integrity holds for everyone involved. Through trainings and other capacity building services, WIN will encourage a wide range of stakeholders to strengthen integrity in their spheres of influence.

Central to WIN's commitment to catalysing measurable change is the development of an adjusted monitoring framework, developed jointly with partners based on this strategy. Its engagement at country-level will be underpinned by multi-year visions through clearly defined theories of change. The interplay between country, regional and global level will remain central to WIN's work, as WIN strives to bring successful local initiatives to global attention, whilst promoting centrally compiled best practices for in-country implementation.

WIN recognises the need for adaptability and flexibility to respond dynamically to changing needs, opportunities and challenges as they arise. WIN will conduct strategic reviews after four and eight years to adjust the strategy in line with changing contexts as needed. Throughout, the organisation remains committed to work that is pro-poor, non-discriminatory, inclusive, collaborative, evidence-based, action-orientated, impact-orientated and sustainable. Sustainable management of water resources is particularly pertinent in the context of the urgent climate, ecological, and social crises the world is facing. By championing integrity and supporting stakeholders to build integrity practices, WIN will make a critical contribution to efforts targeted at achieving the SDGs, almost all of which are dependent on effective water and sanitation management.

The challenges facing the water sector are immense and no single actor can solve them alone. Only through concerted efforts by all stakeholders—including governments, public institutions, businesses, private organisations, and civil society—can these challenges be confronted. WIN invites you to join this journey, and to promote a culture of integrity in pursuit of a socially just world in which everyone has access to decent water and sanitation services.

FIGURE 1: WIN'S THEORY OF CHANGE



1. SETTING THE SCENE

1.1 Water Integrity in a Global Context

Since the development of the last strategy for WIN in 2017, major changes have swept the world, including the global COVID-19 pandemic, visible impacts of climate change, and increasing recognition of the speed with which humans are exceeding the boundaries of sustainable development.

We are in a rapidly changing world, grappling with climate change, shifts in economic and political power, growing divergence and polarisation of political views, social, cultural and workplace shifts, and changing demographics including aging populations in the global north, significant youth bulges in Asia and Africa, and major movement of migrants and refugees. The World Economic Forum Global Risk Report 2022¹ notes that, over a 10-year horizon, respondents place climate action failure, extreme weather, and biodiversity loss as the top three most severe risks. Digital inequality and cybersecurity failure are identified as critical short- and medium-term threats.

Many of these changes have implications for the governance of water and sanitation, and raise the urgency of cultivating a culture of integrity. Most of them exacerbate the already existing challenges of meeting SDG 6 and realising the human rights to water and sanitation. The IPCC Sixth Assessment Report (March 2022) indicates that more than half the world's population already faces water scarcity for at least one month every year and warns of the global risks of "increasingly severe, interconnected and often irreversible impacts of climate change on ecosystems, biodiversity, and human systems". In addition to having too little water, too much water (floods) and polluted water are expected to combine to cause the displacement of at least 700 million people by 2030, people who will need water and sanitation in their new homes. According to the World Bank,

water deficits are accountable for 10% of the rise in global migration.²

Together, these issues threaten reliable access to water for domestic and economic purposes and raise the linked challenge of potential food insecurity. Water is a key input in agricultural production, and changing rainfall and increasing temperatures are threatening the yield capacity of existing agricultural areas. Already conflicts over water are growing. While financing is increasingly available to help countries adapt to climate change, including in relation to water, such new streams of funding carry their own integrity risks that must be addressed.

There are also significant concerns about the rise in authoritarian governments, widespread digital surveillance and the closing down of civic space, together serving to reduce opportunities for transparency and accountability. The CIVICUS Monitor ratings of November 2021 indicate that 117 out of 197 countries have serious civic space restrictions.³ Given the importance of civil society in the battle for integrity in water and sanitation, this poses a significant challenge.

Despite these challenges, there are positive trends that support improved integrity: improvements in gender and racial equality, reduction in global poverty rates, and increasing life expectancy.

Opportunities for improved access to water and sanitation and for meeting SDG 6 also exist. By 2030, two-thirds of the world will live in cities, mainly in medium-sized cities of under 1 million. Urbanisation brings major economic opportunities, and opportunities to provide improved public services such as including water and sanitation. However, it is the medium-sized cities, especially in Africa and Asia, which struggle to find the necessary capital and governance capacity to provide reliable services to all of their residents.

Online connectivity is also substantially increasing around the world – by 2030, around 125 billion devices are expected to be connected to the internet, up from 27 billion in 2017. This will continue to bring benefits in terms of access to information and the provision of platforms for

1 https://www3.weforum.org/docs/WEF_The_Global_Risks_Report_2022.pdf

2 <https://www.worldbank.org/en/topic/water/publication/ebb-and-flow-water-migration-and-development>

3 <https://findings2021.monitor.civicus.org/in-numbers.html>

engagement and voice for citizens and organisations, but it will also enhance the shift towards well-organised digital crime. This poses both opportunities and challenges for improving integrity in water and sanitation. WIN sees significant opportunities for harnessing the positive aspects of digitalisation in public services as well as the use of digital communications for scaling up its networking, tools and training, knowledge management, and coordination with partners, media and outreach. Digital technologies can provide the means for increasing transparency and accountability and deepening the government-citizen relationship through, for example, online open contracting or online data sharing and technology-enabled advances in citizen engagement.

Despite the closing of civic space, around the world young people are mobilising on critical issues such as climate change and are making their voices heard, both online and in real life. They are making clear their determination to change the world for the better, creating new, innovative and scalable solutions and demanding responsibility from governments, companies and employers. The recent Youth Development Index (YDI) study shows that young people are deeply interested in both politics and civil society, as revealed through campaigns, protests, conscious consumer behaviour, and active digital communities across the world. In the water and sanitation sector, the World Youth Parliament for Water is one example of this mobilisation and commitment to action.

It is in this global context that WIN has developed its Strategy 2023 – 2033: Catalysing a Culture of Integrity, recognising that improved integrity brings real opportunities for achieving SDG 6 and the human rights to water and sanitation within a wider context of a changing world.

1.2 Promoting Integrity to Reduce Corruption

Societies and organisations in which integrity is valued and practised can target their resources more effectively to enable the critical transitions needed in addressing the urgent climate, ecological, and social crises the world is facing, and more specifically, in addressing the significant sanitation and water challenges reflected in SDG 6.

Integrity is an aspirational goal where the public interest, honesty, impartiality and fairness override any personal desire for gain. Integrity is implicit in the human rights obligations, explicit in the administrative justice laws of many countries, and operationalised in the governance principles of transparency, accountability, participation and anti-corruption. For WIN, it implies the ethical and honest use of vested powers and resources for the delivery of sustainable and equitable water and sanitation services. Such services need to be to the benefit of all, particularly the most marginalised and vulnerable in society.

Integrity violations contribute to poor water and sanitation services provision across the world and the unsustainable management of fresh water resources. They exacerbate existing inequalities in access to water and sanitation and result in violations of the human rights to water and sanitation. This directly impacts on the daily lives and well-being of people, and has significant financial, economic and environmental costs.

INTEGRITY FOR WATER AND SANITATION

WIN defines integrity as “the use of vested powers and resources ethically and honestly for the delivery of sustainable and equitable water and sanitation. Integrity is implicit in the human rights obligations, explicit in the administrative justice laws of many countries, and operationalised in the governance principles of transparency, accountability, participation and anti-corruption.” (Water Integrity Network, Water Integrity Global Outlook 2021, p.22)

Corruption, on the other hand, defined as “the abuse of entrusted power for private gain” (Transparency International), covers “all forms of extortion, fraud and embezzlement as well as the covert exchange of favours through patronage, misinformation, clientelism and nepotism or acts of political manipulation. Corrupt use of data to mislead or use of language to conceal unethical or corrupt practices can also be considered corruption.”

The decision to incorporate a specific water goal (SDG 6) as one of the 17 Sustainable Development Goals was a clear recognition that water is, in many ways, a precondition to achieving many of the goals. The SDGs in general, SDG 6 in particular, and the human rights to water and sanitation, will not be reached without strengthening integrity and addressing corruption in water and sanitation.

Traditional responses to fighting corruption have often centred on the creation of more rules, but in many contexts, overly rigid compliance regimes and tougher enforcement have been found to be of limited effectiveness. The OECD Council on Public Integrity recommends, instead, shifting the focus to “cultivation of a culture of integrity across the whole of society”.⁴

In any context, there will be those who seek to take advantage and personally benefit if they can, just as there will be some people, even in the midst of corruption, who are incorruptible. The behaviour of a large section of the population is influenced by context, and their perception of the behaviour of others. The challenge in cultivating a culture of integrity is to hold the first group accountable and to ensure that they face consequences, to support the second group, and to persuade the third group that acting with integrity is their best option.

Integrity is dependent on strong governance and systems where transparency, participation and accountability thrive. While the systemic nature of corruption and integrity failures in many countries may be difficult to address, there are multiple ways in which progressive and committed actors (in governments, water and sanitation institutions, NGOs and civil society organisations, the private sector, the judiciary and the media) can advance integrity in water and sanitation, despite the existence of wider systemic corruption.

Since 2008 and the publication of the first global report by Transparency International specifically mentioning corruption in the water sector⁵ the focus of WIN and its partners has been on reducing the risks of corruption and on deliberately building a culture of integrity. WIN’s experience since then has demonstrated that positive actions have and can be taken to enhance integrity and to reduce corruption risks.

4 <https://www.oecd.org/gov/ethics/recommendation-public-integrity/>

5 <https://www.transparency.org/en/publications/global-corruption-report-2008-corruption-in-the-water-sector>

2. LOOKING FORWARD

2.1 How Far WIN Has Come

On 22 August 2006, during the Stockholm International Water Week, a group of water practitioners concerned about the impacts of corruption in the sector launched the Water Integrity Network. For 8 years, the network was hosted by Transparency International, until, in 2014, it became an independent not-for-profit organisation established under German law, the WIN Association. Since then it has matured as an international non-governmental organisation (NGO), collaborating with a diverse worldwide network of partner organisations. The network ranges across international, regional and local organisations, and includes government agencies, civil society organisations, academic and research institutions, funding bodies, and other networks in water and sanitation.

WIN's approach is founded on the understanding that integrity, while an important value in and of itself, is also a means to an end. It is an important tool in creating a climate resilient, inclusive and just world in which everyone has access to decent water and sanitation services, and in which water resources are managed sustainably and in the interests of the common good.

WIN has positioned itself as the leading advocate and facilitator of integrity in water and sanitation, leveraging and scaling up its efforts via networks with other organisations.

The WIN strategy for the period 2017 – 2022 was titled “Partnering for Change”, and built on the work done by WIN in the previous decade in raising awareness around integrity. The strategy aimed to drive further change through advocacy, tools implementation, and capacity development at multiple levels, seeking to generate reliable data on the extent of corruption in the water sector and on resulting economic and social damage. In this, the network of partners formed an integral element of delivering on the strategy.

A mid-term review, conducted in 2019, found that, given its size and the resources it deploys, WIN was achieving good results, making inroads to raising awareness on the need and value for water integrity, stimulating integrity-related conversations and actions, and achieving impact at the country level in particular. However, it found room for improvement on measuring impact.

In 2022, a review based on interviews and focus groups noted that WIN could “justifiably report that its activities are ‘opening doors, putting integrity on the map, and influencing sector discussions’, despite the challenges of operating under the global COVID pandemic”.

Between 2017 and 2022, WIN continued to build momentum on the issue of integrity in water and sanitation, through work at the country and regional level and on the international stage. WIN has seen a significant shift, with sector players moving from asking what integrity is to stating openly the importance of integrity. During this period, WIN has increasingly been recognised as an important and trusted thought leader and driver of integrity practices.

At the global and regional levels, WIN engaged new network partners, both within and outside the water sector, while continuing to engage with long-standing partners such as the Stockholm International Water Institute, Cap-Net, the Inter-American Development Bank, and Sanitation and Water for All. Stepping outside the water and sanitation sectors enabled WIN to broaden its partnerships, engaging, for example, with the Infrastructure Transparency Initiative (CoST), ICLEI (local governments for sustainability) and the Green Climate Fund (GCF). Global level exposure was heightened by the launch of the Water Integrity Global Outlook 2021, focused on integrity in urban water supply and sanitation, and innovations such as the Water and Sanitation Integrity Risk Index (WIRI) for measuring corruption risk in water and sanitation in urban areas, which is being taken forward with support from the Inter-American Development Bank (IADB). WIN's engagement with Sanitation and Water for All (SWA), resulted in integrity being on the agenda of the Sector Ministers' Meeting in Indonesia in 2022.

WIN is now active at the regional level in Asia, Africa and Latin America and seeing increasing recognition of the challenges of improving integrity. The Asian Water Development Outlook 2021 formally acknowledged the need for integrity and the Asia Pacific Water Summit in 2022 raised the issue of integrity and corruption. The Eastern and Southern Africa Water and Sanitation Regulators association (ESAWAS) is working closely with WIN around integrity for regulators and regulation in their region of operation. WIN signed a formal memorandum of understanding with the African Minister's Committee on Water. In Latin America, a close partnership with the IADB has enabled WIN to work with a wide range of utilities and regulators and to develop further innovative approaches such as the Water and Sanitation Integrity Risk Index and the Integrity Assessment tool.

At the country level, multi-year projects have allowed for the deepening of relationships with both civil society and government partners, and the upscaling of integrity work. In Kenya, for example, the head of the national regulator, WASREB, recently acknowledged how effective the application of the WIN Integrity Management Toolbox for Small Water Supply Systems (IMT-SWSS) has been across 87 water schemes. While the Covid-19 pandemic made working at the country level difficult both for WIN and for in-country partners, and delayed some projects, the organisation managed to adopt new working methods and to keep the work moving. The move to virtual approaches, despite its challenges, also enabled WIN to involve a wider range of partners in meetings, webinars, and learning events.

Internally, WIN has consolidated an inclusive organisational management and governance approach, which has enabled the diverse team to produce high quality and innovative work, and both expand and deepen the network. A diverse and engaged Board has supported WIN's work and guided the development of the new strategy.

WIN has begun to expand beyond a core focus on integrity in water supply and sanitation, looking into integrity in water-related climate change adaptation, sanitation, the water-energy-food nexus, water stewardship, and integrity in water and sanitation infrastructure. WIN has also deepened its mainstreaming of gender and social inclusion across all of its work, revising, for example, the Integrity Management Toolbox to ensure that it takes gender issues into account, and examining gendered forms of

corruption with a particular focus on sextortion.

Integrity and corruption are not always easy topics on which to engage stakeholders. Despite the opening up of the conversation over the past decade, resistance to the topic remains. Against that background, it is an achievement that WIN has engaged with a range of stakeholders, established trust and strong working relationships, and offered value to diverse network partners.

2.2 Vision, Mission and Values

Vision

WIN envisions a world in which integrity governs the delivery of water and sanitation for all, including the poorest and most marginalised.

Mission

WIN champions integrity and supports stakeholders to build integrity practices in water and sanitation, with a particular focus on the benefits this brings to vulnerable groups. WIN catalyses collective action, supports organisations in developing their capacities, and provides thought leadership, evidence and practical tools for reducing corruption and harnessing the power of integrity.

Guiding Values

WIN's work is:

- Pro-poor, aimed at ensuring sustainable and decent services for people living in poverty and vulnerable groups in particular;
- Based on the key elements of the human-rights based approach: non-discrimination, participation, empowerment, transparency and accountability;
- Inclusive, ensuring that all people benefit from our work and that it contributes to leaving no-one behind in access to water and sanitation;
- Collaborative, bringing together a wide range of partners to work together with WIN and with each other in addressing the integrity challenges in water and sanitation;

- Evidence-based, making conscientious, explicit and judicious use of the best available evidence from multiple sources;
- Aimed at creating sustainable change and impact, and
- Conducted with professionalism and a commitment to high quality work.

2.3 WIN's Approach

WIN's approach over the next ten years will build on the achievements and progress since its inception. WIN will catalyse integrity initiatives through a combination of thought leadership, implementation with and by partners, and a strong focus on achieving integrity in practice. The period will see a number of important milestones that WIN will need to engage with, such as the UN session on water in 2023, and the SDG deadline of 2030. The climate change Conferences of the Parties (COP) will also be increasingly important as WIN expands its work on climate change adaptation and integrity. The adaptive nature of WIN's strategy allows for a response to the global agenda beyond the SDG timeframe.

The approach taken will depend on the relative maturity of the area of work. For mature areas of work, such as work using the Integrity Management Toolbox with utilities and small water supply systems, and the work on school sanitation, the approach will be focused on promotion and upscaling. For emerging areas, such as work on integrity and climate change adaptation, WASH in informal settlements, integrity and regulation, infrastructure, and sextortion, the focus will be on deepening the work and creating uptake through thought-leadership and advocacy. For those areas that are still incipient, such as integrity and water allocation, pollution, and budget allocation, the aim will be to find additional resources to be able to address them. WIN's ability to address these various issues effectively will be informed by the resources available to WIN and the leveraging of powerful partnerships. Across all areas, WIN will strive to maintain its position as a thought leader and advocate for integrity.

TABLE 1: MATURITY LEVEL OF AREAS OF WORK AND APPROACHES TO ACTION

STATUS OF WORK	AREAS OF WORK	APPROACH
Mature	Integrity Management Toolbox for Utilities or InWASH Integrity Management Toolbox for Small Water Supply Systems Annotated Water Integrity Scan and School Sanitation	Consolidate Promote Utilise Upscale Improve Evaluate
Emerging	Water and sanitation financing Climate change adaptation and integrity Informal settlements Water, Energy, Food Nexus Water stewardship Sextortion Integrity management for regulators Water and sanitation infrastructure	Deepen Develop Test Promote Create uptake Evaluate Improve Innovate
Incipient	Water allocation Water pollution Budget allocation and tariff setting	Conceptualise Explore Innovate

WIN will deepen its engagement with key partners, working together to develop, promote and implement integrity solutions. At the same time, WIN will reach out widely to governments, civil society, the private sector, regulators, and utilities to catalyse the uptake of integrity practices. WIN will work more strongly at the regional and sub-regional level as well as continuing to work at the country level. An effective communication and outreach strategy will be at the core of WIN's partnership and advocacy efforts as a means to catalyse and leverage influence. By engaging partners through multiple channels, both on- and offline, WIN will increase its visibility and promote change.

There is a major opportunity in harnessing the energy of young people as key drivers of changes in attitude and behaviour. WIN will encourage partners to mainstream youth outreach, gender and social inclusivity in the work done together. WIN's work is rooted in an understanding that lack of integrity affects different groups in different ways, and, with partners, WIN will deepen its understanding of and focus on issues of gender and social inclusion in relation to integrity.

Country level work will continue with a dual purpose, bringing about positive change in the water and sanitation sector at the local level, and learning lessons that can be upscaled within countries or to other countries and regions.

WIN will work with civil society organisations from the local to the international level, government agencies and utilities, research organisations, international organisations, organisations representing youth and women, and private sector players in three different, targeted ways:

Close allies already have capacity on water or sanitation integrity and have included it in their programmes. These advocate for, and develop capacity on, sanitation and/or water integrity along with WIN.

Strategic partners agree to contribute their expertise and include sanitation and/or water integrity in their programmes, which can be supported by WIN and/or close allies. Through their programmes, these organisations multiply the impact of WIN.

Implementing partners implement integrity actions in partnership with WIN, in particular at country level. WIN's engagement at country-level will

be underpinned by multi-year visions through clear theories of change.

The interplay between country, regional, and global level will remain central to WIN's impact, striving to bring successful local initiatives to global attention, whilst promoting centrally compiled best practices for in-country implementation.

2.3.1 Integrity and TAPA

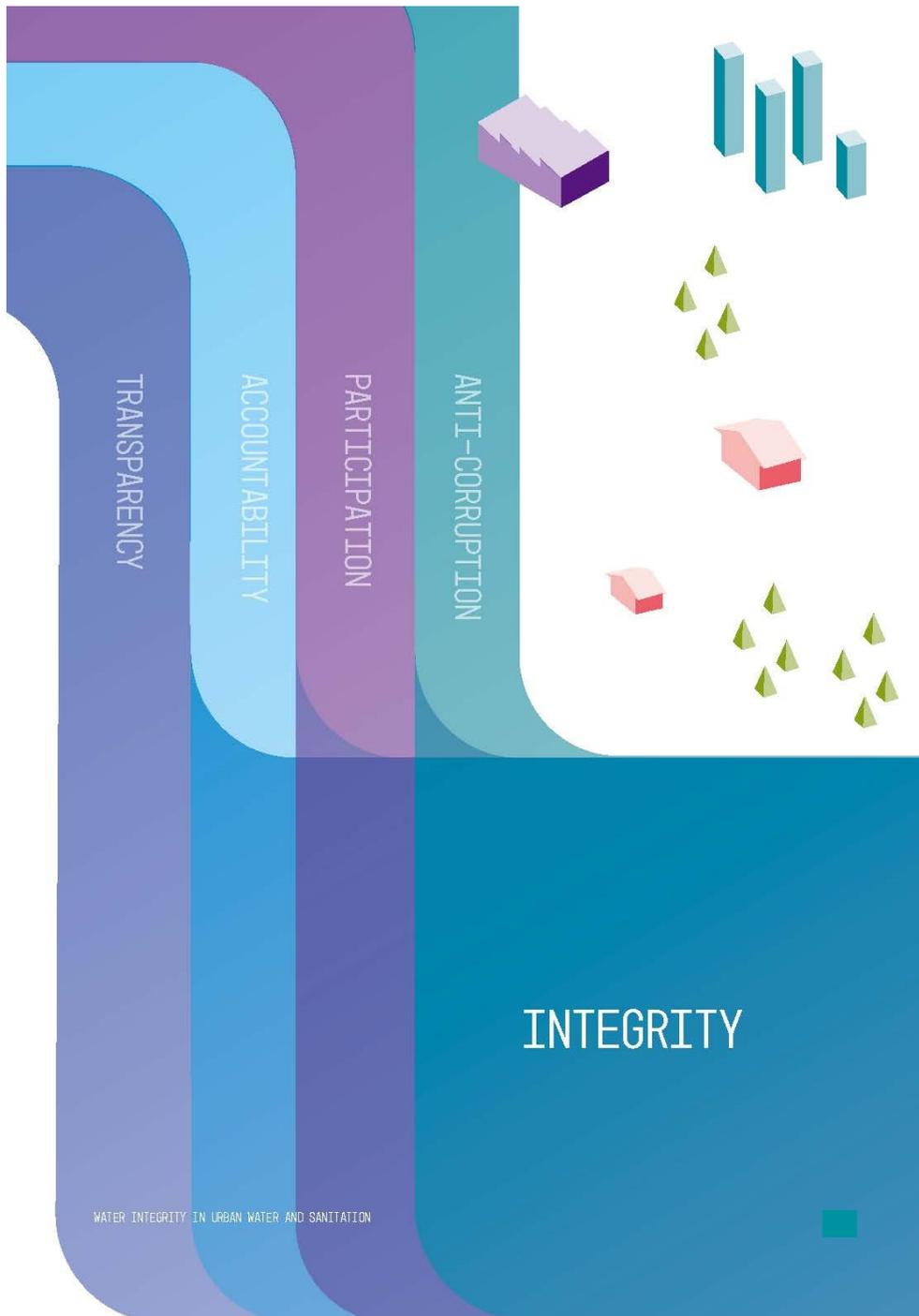
WIN uses the "TAPA" framework for its work in catalysing integrity in water and sanitation: Transparency + Accountability + Participation + Anti-corruption. The TAPA framework echoes key principles of the Human Rights Based Approach as well as the good governance principles put forward in SDG 16 and others more specific to the sector, such as the OECD Principles on Water Governance (especially Principle 9). This framework guides a wide range of organisations, including WIN and its partners, as a means to think about integrity systematically, and to plan concrete actions.

TRANSPARENCY: Means that everyone has access to relevant information, including information about budgets, plans, and implementation progress, in a manner that is accessible and meaningful

ACCOUNTABILITY: Means that all organisations, including government, service providers, NGOs and development partners understand and fulfil their responsibilities in ensuring that everyone has access to decent water and sanitation services, that they can demonstrate to stakeholders that they are carrying out their responsibilities, and that there is the possibility of sanctions where this is not happening. It also includes the requirement that government, in particular, should be responsive to the needs of water and sanitation users and stakeholders.

PARTICIPATION: Implies that all stakeholders, including marginalised and resource-poor groups, are meaningfully involved in deciding how water is used, protected, managed and allocated, and how sanitation services are provided. Addressing issue of gender and social inclusion is critical in ensuring effective participation.

ANTI-CORRUPTION: Comprises actions that reduce or minimise opportunities for corruption, and result in action taken where corruption is discovered.



2.3.2 Theory of Change

Over this ten-year strategy period, WIN understands the need for its interventions to be dynamic and responsive to changing needs, opportunities and challenges—they will not follow a pre-defined path towards a specifically defined end-point. Rather, WIN will adapt and adjust as it learns and as contexts evolve, seeking to scale up integrity solutions where possible. Interventions in complex contexts can have tipping points where a small catalytic change can have a significant effect on outcomes. It is often only in retrospect that these changes can be understood.

Mindful of unpredictable and constantly changing social, geopolitical and environmental contexts, the Theory of Change enables WIN to be both flexible and nimble in strategically directing the resources at its disposal. Ongoing reflection and learning will enable WIN to respond to a changing environment and to continue to revise and enhance its interventions.

The experience of the last six years has given rise to the following lessons that underpin the strategic direction for WIN in 2023 – 2033:

Catalysing change: WIN, as a small organisation with a diverse set of partners has the power to catalyse integrity actions through

Leading the pack: WIN has a unique mandate: championing integrity in water and sanitation. In this regard, it plays a critical role as a thought leader and knowledge broker. In facilitating the impact of this role, excellent and innovative communication is critical.

Building integrity: WIN should focus on building integrity, which is more than just the lack of corruption, and on the particular impacts of improved integrity on vulnerable and marginalised groups.

Shifting the discourse: The work of WIN and other organisations over the past decade or more have substantially changed the discourse and the willingness of actors to engage on issues of integrity and corruption in the water and sanitation sectors. Nonetheless, it remains a sensitive topic in many places and ongoing advocacy and awareness raising is needed to keep the issue on the agenda and to provide information on the ways in which integrity can be built.

Achieving impact: Providing evidence of the impact of activities undertaken in the integrity/anti-corruption field remains a challenge that WIN needs to address further. This should build on a strong theory of change for WIN's work, including at the country level, and a monitoring framework for impact and outcome.

Multi-year country programmes: Country programmes are best supported by a theory of change, with a multi-year vision of change, and with strong integration into the overall programme of WIN in order to better understand the cumulative impact, and for sharing lessons between countries and between country and the regional/international level.

Building the network: WIN should continue to strengthen the network and to dedicate time and effort to those partners that show commitment and capacity to act as multipliers.

Tools and training: WIN should focus on the consolidation and upscaling of its existing tools, as well as keeping innovation of tools alive, not least in relation to digitalisation. Effort should be put into developing a structured capacity-building programme to enable the upscaling of integrity work across a range of levels and organisations.

Figure 2 provides a schematic summary of how WIN's activities will contribute towards systemic change in values and governance, contributing to the realisation of SDG6 and the human rights to water and sanitation. Through its staff, and in collaboration with partners and allies, WIN will catalyse the capabilities and knowledge of people and organisations seeking to enhance integrity in their own practise, and in society generally.

Over the years, WIN has refined a series of deliverables, which can be categorised into four output areas:

Knowledge and thought leadership: At its foundation, WIN produces and disseminates applied knowledge in the form of research, evidence, integrity management tools, guidelines, training courses, and a range of publications and media. WIN offers thought leadership through its publications, including the Water Integrity Global Outlook, policy briefs and case studies. Through research, evaluation and reflection with partners WIN is able to learn and build knowledge in the sector, and adjust and prioritise collective

interventions accordingly.

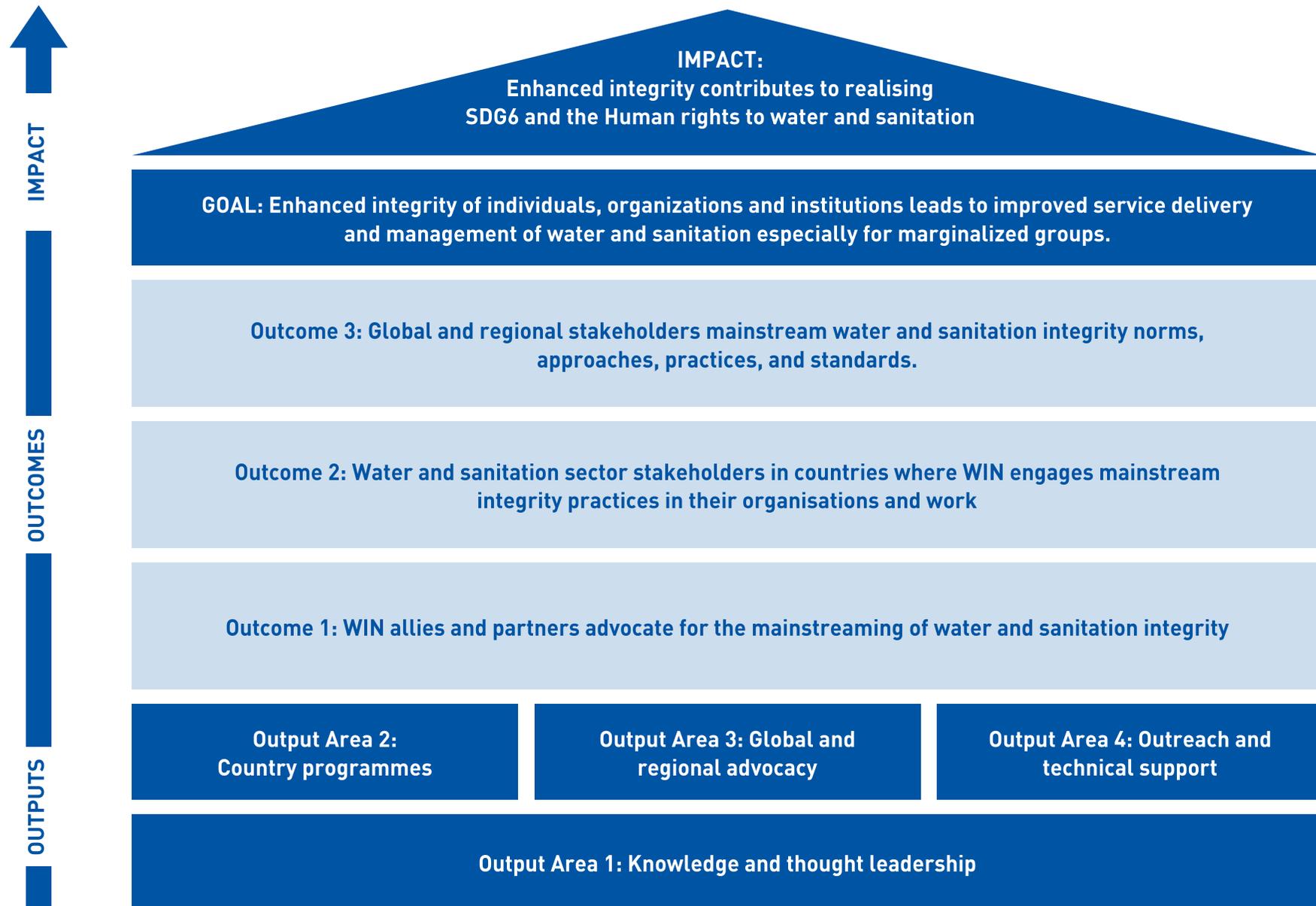
Country programmes: Secondly, selected country-level partnerships are environments for working in depth with partners to develop knowledge, awareness and capacity through local-level multi-stakeholder interventions, networking and advocacy. These partnerships offer real-time learning opportunities for deepening understanding (in country and globally) of how different actors can most effectively combine in different contexts in order to advance integrity, anti-corruption and improved service delivery.

Global and regional programmes: Thirdly, international and regional attention to integrity challenges and solutions not only offers opportunities for learning, it provides broader platforms of support and impetus to the actions of integrity champions at all levels.

Outreach and technical support: In its fourth output area, WIN is active in developing partnerships with regional policy, regulatory and training organisations in supporting them to utilise the tools, indices and other knowledge resources developed, thereby scaling-up to train and influence incremental numbers of actors. WIN also promotes awareness and action at regional and international levels through advocacy, via purposeful participation of its staff in communities of practice, conferencing, webinars, and through social and other media.

WIN is widely recognised for the suite of bespoke integrity management tools it has developed and continues to adapt, providing practical support at multiple levels, from rural small water supply systems, through to working with international financial institutions in rolling out tools for use by regulators and water utilities.

FIGURE 2: WIN'S THEORY OF CHANGE



The first significant outcome of this combination of outputs is that WIN's partners and allies are actively advocating water integrity and are increasingly motivated to take collective action⁶ through engagement with WIN. Once mobilised by WIN and partners, and through accessing and using the networking and resources that WIN offers, water and sanitation sector stakeholders, in countries where partners work and at global level, will mainstream integrity practices in their work and increasingly integrate sanitation and water integrity perspectives into their practice.

For example, sector stakeholders could be motivated by evidence pointing to positive impacts of integrity management through collective action, such as better and more inclusive service delivery, improved performance/creditworthiness, or enhanced public trust in public institutions. A growing number of managers of sanitation and water utilities, from small rural water supply systems through to large-scale metropolitan services will deploy bespoke integrity management tools, procedures, indices and mechanisms to strengthen the integrity and efficiency of their service delivery. WIN's growing partnerships with regulators will build integrity within regulators while also leveraging scale and impact of the integrity narrative with those who are regulated.

In combination, these integrity actions will evidence collective action by governments, civil society and private organisations that are promoting integrity in water and sanitation management and service delivery. These actions will be sustained through the building of leadership and values that champion integrity, realising the goal of improved service delivery and management of water, especially for marginalised groups.

Over the long-term, these outcomes will contribute towards the desired impact of systemic change in values and governance that are necessary to realise SDG6 and the human right to water.

⁶ "Collective action" is a collaborative and sustained process of cooperation between stakeholders.

⁵ <https://www.transparency.org/en/publications/global-corruption-report-2008-corruption-in-the-water-sector>

3. IMPLEMENTING THE STRATEGY

This strategy provides the guiding framework for WIN's work in the coming ten years with reviews and course correction conducted after four and eight years respectively. It will be operationalised through annual plans which set out the activities and budgets for the year.



Early in the implementation of this strategy, WIN will review and adjust its monitoring framework according to the new strategy and put emphasis on operationalising the measurable outcomes. These will be specified jointly by WIN and partners for each of the partnerships and country programmes. This process will include:

- Linking the outcomes to overall goals in the water sector, in particular the SDGs and the human right to water and sanitation.
- Specifying outcomes with regards to progress on water integrity
- Monitoring, where possible, the impact of WIN's work on improving integrity.
- Targeting and measuring outcomes and impact at different levels, e.g. at country level or organisation level.

Measuring integrity and corruption and their impact continues to pose a challenge. WIN will address this by defining a combination of quantifiable indicators and assessment frameworks that can be used.

3.1 Resources

In order to achieve the outcomes set out in the Theory of Change, WIN needs sufficient human and financial resources. In 2022, WIN had a budget of around 2 million Euros and a staff of 11 supported by interns and consultants. This level of resources will be used as a base scenario to set targets for a four-year period, to be revised after this period for the following four years. However, given the enormous and urgent needs to improve water integrity globally, a much higher level of effort is needed.

In its advocacy work, WIN will dedicate more effort to increasing funding for water integrity initiatives. WIN will also aim for a 50% rise of its funding over the strategy period to enable an increase of its efforts and targets. WIN will also aim to increase the funding available to in-country partners by supporting their efforts to raise funds for their own programmes. It is also foreseeable that additional funding will become available for water integrity action programmes by or with partners, wherein partners and other stakeholders may pay for some of the inputs and services provided by WIN, e.g. trainings or policy advice. While remaining a not-for-profit organisation, WIN will execute paid services in accordance with applicable German (fiscal) law. Increased funding will require an increase in staff capacity and in the capacity of partners to carry out projects with WIN.

The expertise of staff and close allies is also an important resource. WIN will therefore continue to pay due attention to knowledge sharing and development, ensuring that required training is provided to guarantee high levels of competence. As WIN diversifies into new topics, it will need to tap into appropriate expertise and resources.

4. OUTCOME MONITORING (as updated in 2025)

IMPACT: Integrity contributes to the realisation of SDG6 and the Human rights to water and sanitation

No specific indicators. WIN's impact will be achieved as a result of achieving the 3 envisaged outcomes.

GOAL: Enhanced integrity of individuals, organizations and institutions leads to improved service delivery and management of water and sanitation especially for marginalized groups.

OUTCOME 1: WIN allies and partners advocate for the mainstreaming of water and sanitation integrity

Indicators	Target 2033	Means of verification	Risks and assumptions
<p>O1.1: Motivation of WIN allies and partners engaging in collective advocacy to advance the water integrity agenda</p> <p>i) Stage 1: with WIN's push</p> <p>ii) Stage 2: with WIN's support / help</p> <p>iii) Stage 3: proactively, without WIN</p>	<p>WIN allies and partners proactively engage in collective advocacy to advance the water integrity agenda. (<i>Baseline 2023: WIN allies and partners accept the need to mainstream water integrity but rely on WIN to facilitate collective action and provide technical leadership</i>)</p>	<p>Outcome monitoring tool</p>	<p>Assumption: WIN-S is able to change its modus operandi, collaborations, and outputs to gradually pass on the leadership to its allies and partners.</p> <p>Assumption: WIN's partners and allies have the resources and can maintain the 'bandwidth' to consistently promote the integrity narrative as a mainstreamed part of their areas of focus.</p>
<p>O1.2: # of advocacy initiatives including integrity launched by WIN network partners</p>	<p>12 (<i>Baseline 2023: 0*</i>)</p>	<p>Programme and project documentation; partner reports; partner survey; case studies.</p>	<p>Assumption: WIN-S has sufficient influence with partners to affect their advocacy and communications work</p> <p>Risk: WIN-S and partners do not have adequate resources to respond to all enquiries and requests for support.</p>

* The baseline indicator 0 does not imply that, as of the beginning of 2023, there are no existing instances. This indicator is measuring how many new instances will occur over the years.

OUTCOME 2: Water and sanitation sector stakeholders in countries where WIN engages mainstream integrity practices in their organisations and work

Indicators	Target 2033	Means of verification	Risks and assumptions
O2.1: State of water and sanitation integrity practice among targeted water and sanitation stakeholders.	Targeted water and sanitation stakeholders have mainstreamed integrity in all their work (<i>Baseline 2023: Targeted water and sanitation stakeholders at the national level accept the need for integrity mechanisms and welcome WIN's support</i>)	Outcome monitoring tool	Assumption: Sustained leadership in organisations to enable mainstreaming of integrity perspectives into organisational procedures, practice and communications. Assumption: WIN partners have resources and “bandwidth” to share evidence
O2.2: # of targeted water and sanitation stakeholders that introduce new anti-corruption or pro-integrity policies, mechanisms, strategies for which WIN has made at least a moderate contribution.	30 (<i>Baseline 2023: 0</i>)	Outcome monitoring tool; tool adoption and usage evidence; partner reports; case studies. Scored as per the contribution rubric	Risk: political changes within countries where WIN engages might hinder the progress towards the mainstreaming of integrity practices

OUTCOME 3: Global and regional stakeholders mainstream water and sanitation integrity norms, approaches, practices, and standards.

Indicators	Target 2033	Means of verification	Risks and assumptions
O3.1: State of water integrity norm adoption and standards development amongst target global and regional bodies.	Global and regional stakeholders incorporate water and sanitation integrity norms, standards, and/or practices into their policy recommendations. (<i>Baseline 2023: Water and sanitation integrity is considered as a peripheral or tangential aspiration in the context of broader global norms and goals</i>)	Outcome monitoring tool	Assumption: Regional and global stakeholders will reference and publicly acknowledge WIN's contribution to the mainstreaming of integrity norms, approached, practices, and standards. Risk: influencing agendas and policy recommendations of regional and global stakeholders requires a high level of engagement, strategy, and resources. At the moment, WIN can count on a limited amount of resources allocated to this outcome. Future funding will be vital for its achievement.
O3.2: # of policy, process etc recommendations by regional or global water and sanitation stakeholders on integrity practices for which WIN has made at least a moderate contribution.	4 (<i>Baseline 2023: 0</i>)	Outcome monitoring tool; partner reports; policy documents; case studies. Scored as per the contribution rubric.	

OUTPUT INDICATORS

OUTPUT 1: Knowledge and thought leadership

Indicators	Target 2033	Means of verification	Risks and assumptions
<p>OP 1.1: # of new innovative learning and knowledge products produced by WIN or its partners</p> <p>i) explicit GESI focus</p> <p>ii) WIN target country specific</p> <p>iii) regional / global focus</p>	<p>i) 6 (<i>Baseline 2023: 0</i>)</p> <p>ii) 12 (<i>Baseline 2023: 0</i>)</p> <p>iii) 9 (<i>Baseline 2023: 0</i>)</p>	Produced WIN's learning and knowledge products	<p>Assumption: WIN has sufficient funding to maintain this level of output</p> <p>Risk: WIN loses its position as a thought leader due to changes in the water and sanitation sector institutional arrangements and/or internal weaknesses</p>
OP 1.2: # of instances of WIN or its partners' contributions (at least significant) to joint publications or joint advocacy initiatives (blogs, journals, thematic brief, white paper, public consultations, position papers, op-eds, petitions, campaigns, etc.) - Does not include event participation, presentations	66 (<i>Baseline 2023: 0</i>)	Archived contributions with a clear input from WIN	
OP 1.3: # of instances of WIN or its partners being invited to share integrity knowledge & experience ('thought leader') at high-level/influential forums and platforms at country, regional, or global level (including giving presentations, being a knowledge management partner, moderation)	110 (<i>Baseline 2023: 0</i>)	Invitations to events, presentations, events minutes or reports	
OP 1.4: # of methods and tools that are new, updated, reformulated, co-developed or translated to assess integrity risk	15 (<i>Baseline 2023: 0</i>)	Manuals, reports, handbooks detailing the new methods and tools	

OUTPUT 2: Country programmes			
Indicators	Target 2033	Means of verification	Risks and assumptions
OP2.1: # of national meetings, events or committees that WIN or country partners gain a seat at the table, which includes key decision makers	50 (<i>Baseline 2023: 0*</i>)	Partners' reports, invites to events, event's agendas, media coverage, press releases	<p>Assumption: Sustained leadership in organisations to enable mainstreaming of integrity perspectives into organisational procedures, practice and communications.</p> <p>Assumption: WIN partners have resources and “bandwidth” to share evidence</p> <p>Risk: Political changes within countries where WIN engages might hinder the progress towards the mainstreaming of integrity practices</p>
OP2.2 # of applications of integrity methods and tools by WIN or country partners to assess or strengthen integrity by/of utilities / regulators / municipalities / river basin organisations / small water supply systems / community-level groups	24 (<i>Baseline 2023: 0*</i>)	Tools tracker, partner reports	
OP2.3: # of policies, procedures, recommendations, and public consultations at country-level on strengthening integrity in water and sanitation with at least a moderate contribution by WIN or its partners	15 (<i>Baseline 2023: 0</i>)	WIN annual report, copy of submitted contributions, reports from partners, reports to donors	
OP2.4: # of WIN or WIN partners' activities that are articulated specifically around marginalised groups	40 (<i>Baseline 2023: 0*</i>)	Progress reports, media coverage, audiovisual material.	

*The baseline indicator 0 does not imply that, as of the beginning of 2023, there are no existing instances. This indicator is measuring how many new instances will occur over the years.

OUTPUT 3: Global and regional programmes

Indicators	Target 2033	Means of verification	Risks and assumptions
OP3.1: # of regional and international W&S networks/processes, in which WIN or its partners are an active contributor (i.e. participate actively to the working groups' or steering committee meetings by addressing integrity aspects to W&S work)	7 (<i>Baseline 2023: 4</i>)	Monitoring file according to the contribution rubric	<p>Assumption: targets were set according to an estimate of the future demand, but this can vary over time</p> <p>Risk: for some regional and global stakeholders it might not be possible to sign a formal partnership agreement with WIN. In this case, alternative ways of collaboration will be sought.</p> <p>Risk: regional and global stakeholders adapt their agendas according to the political, economic, and social conditions. Water and sanitation might be deprioritised in the future, but it is hard to predict. WIN's objective is to maintain water and sanitation integrity on the agenda.</p>
OP3.2: # regional/global partners formally signed up to WIN	30 (<i>Baseline 2023: 0</i>)	Signed MoU, partnership form completed, or similar formal arrangements	

OUTPUT 4: Outreach, communication, and technical support

Indicators	Target 2033	Means of verification	Risks and assumptions
OP 4.1: # of individuals with strengthened capacity in water and sanitation related integrity through WIN or its partners' in-person or online (synchronous) events	80 (<i>Baseline 2023: 0</i>)	Reports from trainings and other capacity building activities	<p>Assumption: Targets are developed on current experience of the communication environment which may change substantially over the next 10 years</p> <p>Risk: Integrity assessments are replaced by better approach over time</p>
OP4.2: % of all individuals trained on strengthening the capacities of W&S stakeholders on integrity who identify as women or non-binary (covering synchronous and asynchronous trainings)	50% (<i>Baseline 2023: 0</i>)	List of participants in train the trainer activities	<p>Risk: Staff turnover in trained organisations leads to a knowledge drain.</p>

OUTPUT 4: Outreach, communication, and technical support—CONTINUED

Indicators	Target 2033	Means of verification	Risks and assumptions
OP4.3: # of utilities / regulators / municipalities / associations/ river basin organisations / small water supply systems/ community groups that have undergone integrity management processes led by WIN or national partners	56 (<i>Baseline 2023: 0</i>)	Reports and training curricula	<p>Assumption: Targets are developed on current experience of the communication environment which may change substantially over the next 10 years</p> <p>Risk: Integrity assessments are replaced by better approach over time</p> <p>Risk: Staff turnover in trained organisations leads to a knowledge drain.</p>
OP4.4 # of completed integrity assessments (integrity self scan or part of IMT - InWash) undertaken by utilities	90 (<i>Baseline 2023: 0</i>)	Results from the Integrity Assessment or the IM workshop	
<p>OP4.5. Trainings:</p> <p>i) # of online training courses (asynchronous) designed or co-designed by WIN/ partners with an integrity component</p> <p>ii) Total # of participants enrolled</p> <p>iii) Total # of participants finishing the course</p>	<p>i) 9 (<i>Baseline 2023: 0</i>)</p> <p>ii) 1500 (<i>Baseline 2023: 0</i>)</p> <p>iii) 1000 (<i>Baseline 2023: 0</i>)</p>	Training curricula, list of participants	
<p>OP4.6: Communication:</p> <p>i) # website posts</p> <p>ii) # events (including integrity talks, conferences, online and in-person events)</p> <p>iii) # participants in WIN's events (online & in-person)</p>	<p>i) 112 (<i>Baseline 2023: 0</i>)</p> <p>ii) 40 (<i>Baseline 2023: 0</i>)</p> <p>iii) 2000 (<i>Baseline 2023: 0</i>)</p>	Website updates, newsletters, social media posts, annual reports	



The Water Integrity Network (WIN) supports evidence-based advocacy and collective action to build integrity and reduce corruption in the water and sanitation sectors worldwide.

Updated—July 2025

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Cover photo:

Photo: Jewel Chakma—Making decisions—WIN photo competition entry