

ANNUAL REPORT 2024

Water Integrity Network



Final version. Approved by WIN Supervisory Board – July 1, 2025.

ANNUAL REPORT 2024

Water Integrity Network

Thank you to our partners for their work and collaboration in promoting clean and honest governance for the water and sanitation sectors.

Thank you to our donors and supporters for making this work possible.

Note

Every effort has been made to verify the accuracy of the information in this report. All information is believed to be correct until May 2025. Nevertheless, the Water Integrity Network cannot accept responsibility for the consequences of its uses for different purposes and in different contexts. This work is licensed under CC-BY-NC-SA 4.0 DE.

2025, Water Integrity Network

The Water Integrity Network (WIN) advocates for integrity in the water and sanitation sectors to reduce corruption risks and improve services, for the benefit of all. Access to safe water and sanitation are fundamental human rights. Our goal is to contribute to the realisation of these rights, as well as ensure the sustainable use of water resources in the face of the climate crisis.

<https://www.waterintegritynetwork.net>

Contents

1	INTRODUCTION – 2024: BIG CHANGES, BIG CHALLENGES	4
2	WHAT WE LEARNED IN 2024 ABOUT GLOBAL SECTOR CHALLENGES	6
2.1	Finance: integrity is key to bridge the funding gap and ensure water resilience.....	6
2.2	Regulation and integrity go hand in hand.....	7
2.3	Management models and technology: more focus needed on integrity of non-networked systems	8
2.4	Up next: climate adaptation and water integrity.....	10
3	WHAT CHANGED IN 2024: PROGRESS AGAINST STRATEGY	11
3.1	Outcome 1	11
3.2	Outcome 2	13
3.3	Outcome 3	14
4	NETWORK, GOVERNANCE AND STAFFING.....	16
4.1	Supervisory Board and new Chair.....	16
4.2	Water Integrity Network General Assembly of Members	16
4.3	Water Integrity Network Partners.....	17
4.4	Funders.....	17
4.5	Staff.....	17
5	FINANCIALS.....	19
5.1	Budget execution	19
5.2	Income and expenditure	21
5.3	Balance sheet	22
6	MONITORING ANNEX.....	23
6.1	Outcome level.....	23
6.2	Output level.....	25

1 INTRODUCTION – 2024: BIG CHANGES, BIG CHALLENGES

The convergence of record-breaking heat, political upheaval, and shrinking civic space in 2024 created a perfect storm that tested the resilience of water governance systems worldwide.

In 2024, the consequences of climate change for water security became increasingly stark. The [World Meteorological Organization confirmed 2024 as the hottest year on record](#) and the continuous stream of images of water-related disasters from across the globe brought the message home. In WIN's focus countries, partners grappled with unprecedented flooding in parts of Bangladesh and unprecedented drought across Mexico. Though to a lesser extent, severe and unexpected flooding also affected Kenya and Uganda.

This environmental upheaval unfolded against a backdrop of remarkable political shifts and activity. In this election 'super year' more than half of the world population went to the polls. Many people also went to the streets. There were major protests against corruption in three WIN focus countries: Bangladesh, Kenya, and Uganda. The impact was undoubtedly most momentous in Bangladesh with the overthrow of Prime Minister Sheikh Hasina's government.

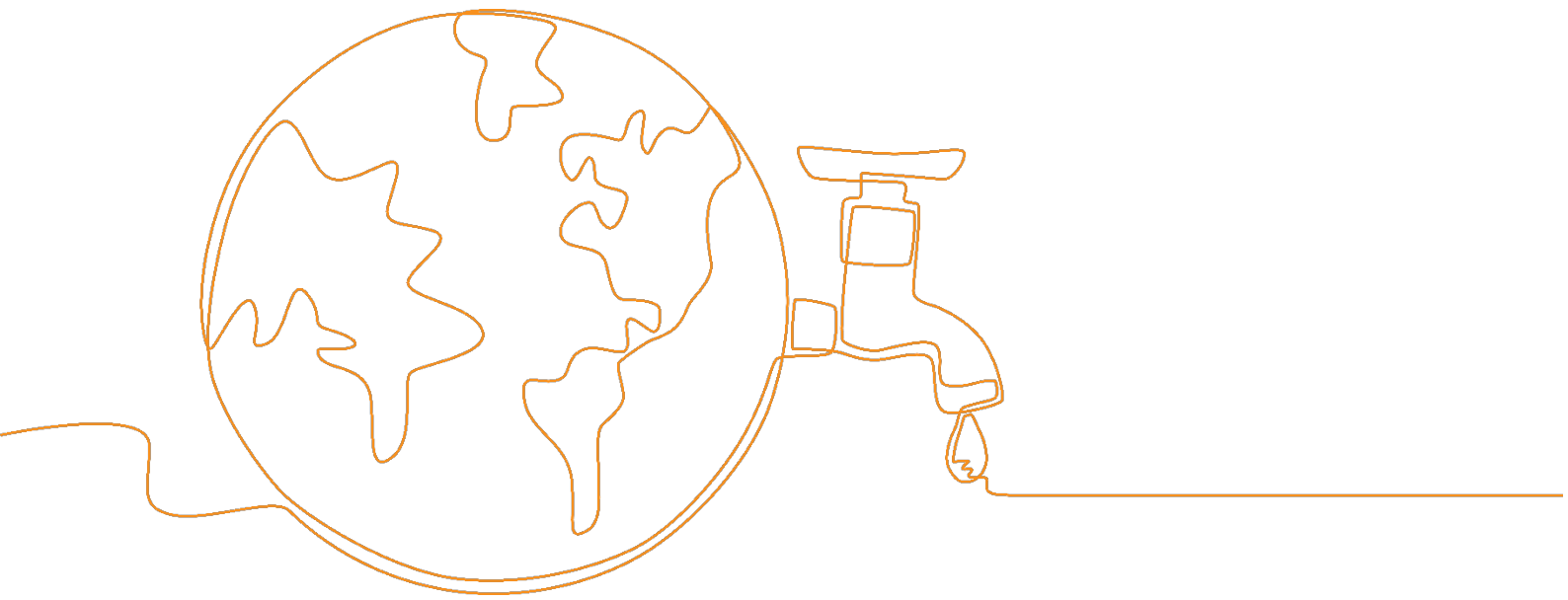
The environmental changes and global political shifts accelerated changes to water governance, water institutions, and anti-corruption institutions in many countries. In WIN focus countries the impact of the changes is still to be examined. In water and sanitation: Bangladesh has new leadership and is [rethinking its regulatory framework for sanitation](#), Kenya is amending the water law and reorganising sector institutions, and Mexico also has new leaders in the main water institutions and introduced a new Water Bill for discussion in 2025. In anti-corruption: the newly formed Anti-Corruption Commission Reform Commission is proposing reforms for the Anti-Corruption Commission in Bangladesh; and Mexico created a new Secretary of Anti-Corruption and Good Government emphasising preventive action against corruption but eliminating the National Institute of Transparency for Access to Information and Personal Data Protection (INAI) in the process.

Elections and political developments worldwide severely affected both the environment for civil society work and the funding landscape that sustains it. On the margins of the World Water Forum, the [disruption of the People's Water Forum in Indonesia](#) and pushback to an intervention by the Special Rapporteur on the Human Rights to Water and Sanitation, was a sobering and concerning example in the water sector. In its global analysis for 2024, [Frontline Defenders](#) notes that "In every region, governments and non-state actors turned to judicial systems to disrupt, tie up, stigmatize, bankrupt and imprison HRDs [Human Rights Defenders], regardless of the human rights they were defending." Similarly, [CIVICUS](#) also notes concerning attacks on journalists and protesters, and especially climate change and environmental protesters.

Against this backdrop of restricted civic freedoms, the year's theme of "water for peace" took on new importance. It also took on new urgency in light of the updates to the [Pacific Institute's Water Conflict Chronology](#) published in August 2024, which showed a 50% increase in water-related conflicts from 2022 to 2023, [led by Israeli attacks on Palestinian water supplies](#). Weaponisation of water is antithetical to what we stand for as an organisation aiming to help realise the human rights to water and sanitation and ensure the sustainable use of water resources in the face of climate change.

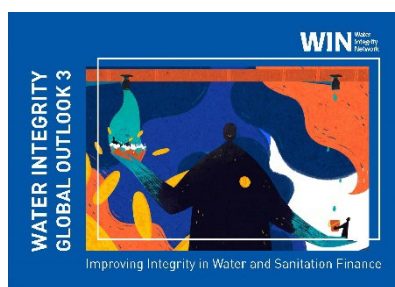
How to respond to such tremendous challenges? Mismanagement, unprofessionalism, malice, and corruption can only hold us back. This moment demands nothing less than unwavering integrity in our work—and integrity, we have learned, requires robust support, enhanced capacity, and proactive planning to flourish. Your continued support and commitment to integrity makes a difference.

This annual report documents our 2024 learning and collective efforts as a network to meet this moment with the seriousness and commitment it demands.



2 WHAT WE LEARNED IN 2024 ABOUT GLOBAL SECTOR CHALLENGES

2.1 Finance: integrity is key to bridge the funding gap and ensure water resilience



In 2024, WIN published the [Water Integrity Global Outlook: Integrity in Finance for Water and Sanitation \(WIGO Finance\)](#) and the companion [WIGO for Latin America](#), including case studies on integrity in WASH finance at three different levels. The reports confirm that corruption and integrity failures in water and sanitation financing compound losses and lead to inefficient use of funds and poor service delivery, disproportionately affecting the most vulnerable.

WIGO Finance shows that, in the context of shrinking civic space, climate change, and rapid digitalisation, **working for integrity in water and sanitation is beneficial, realistic, and urgent**. Some priorities include:

- Putting integrity first to build strong foundations for financing: prioritising work to strengthen and safeguard public financial management even in emergencies, not just seeking or hyping risky new financing.
- Identifying and addressing specific water and sanitation sector integrity risks across the budget cycle, and not relying exclusively on overarching national oversight institutions to do the work – water and sanitation actors have a responsibility to act.
- Building a collaborative ecosystem for integrity: opening avenues for engagement with civil society and emphasising the role of civil society for accountability.

Importantly, WIGO introduces pathways for change stemming from research on effectiveness of anti-corruption initiatives, the 3Rs - No Reprieve, No Room, No Reason. **Integrity work that supports water and sanitation programme goals will *combine* all three of these pathways.**

- The **No Reprieve** pathway emphasises efforts to detect malpractice and the application of sanctions (it can include for example – using big data to better identify red flags, protecting whistleblowers or punishing abuse).
- The **No Room** pathway: relies on structural, legislative, regulatory or managerial interventions to narrow the opportunities available to corrupt actors (it can include for example – clarifying rules and responsibilities, establishing standard operating procedures that limit discretion, or enacting open contracting).
- The **No Reason** pathway undermines the accepted ubiquity of corrupt practices and disrupts the ways in which pressure and rationalisation drive integrity failures. It is about building a culture of integrity, changing social and institutional norms, and setting clear expectations for integrity (it can include for example – researching social norms, training and awareness raising, and rewarding integrity).

Going further on water and sanitation finance: opinions, blogs, and publications of 2024

<https://www.waterintegritynetwork.net/water-integrity-global-outlook-finance>

WIGO Latin America cases:

- » The case of SEDAPAL in Lima: safeguarding financing for services in informal settlements - how utilities can apply the 3Rs
- » The case of community and municipal partnerships in Ecuador and new models for local financing

On the responsibility of sector stakeholders:

<https://blog.susana.org/articles/managing-corruption-risks-in-my-sanitation-programme-not-my-problem-or-is-it>

On Non-Revenue Water and the need for integrity capacity:

<https://www.waterintegritynetwork.net/post/reducing-non-revenue-water-by-improving-integrity-practices>

2.2 Regulation and integrity go hand in hand

In 2024, WIN's research highlighted the **essential and insufficiently recognised role of regulators** to address current sector challenges. Regulators are a key pin in the effective use of finance and the sustainable delivery of services. And they are calling for recognition, training and support, as we discovered in a training needs assessment for regulators in Eastern and Southern Africa carried out in collaboration with ESAWAS.

Many identified integrity failures in the sector are linked, directly or indirectly, to weaknesses in the regulatory environment, such as insufficient regulatory independence and significant capacity constraints. This was confirmed in research on [financialisation in the UK water sector](#), on [decentralised regulation in Brazil](#), and on [regulation of urban sanitation in Bangladesh, Rwanda, Tanzania, and Zambia](#).

The latter research also shows the symbiotic relationship between regulation and integrity. Broad regulatory mechanisms to monitor and improve urban service provision contribute to integrity and need a boost. More specific mechanisms that target integrity risks across the project cycle and counter technology biases that marginalise city residents are also necessary. This is what WIN will now continue to advocate for as core partner to the new joint [Call to Action for Strengthening Water and Sanitation Regulatory Systems](#).

Going further on regulation and integrity: opinions, blogs, and publications of 2024

<https://www.waterintegritynetwork.net/blog/categories/regulation>

Integrity Talk 12: Regulation for and with integrity: <https://www.waterintegritynetwork.net/post/how-to-regulate-for-integrity-and-with-integrity>

Integrity assessments of regulatory frameworks for urban sanitation, focusing on Citywide inclusive sanitation – 4 country reports and synthesis: <https://www.waterintegritynetwork.net/post/integrity-for-cwis-from-containment-to-disposal>

2.3 Management models and technology: more focus needed on integrity of non-networked systems

Non-networked and small systems supply water and sanitation to large swathes of the population and especially to more vulnerable populations. They are vital and everywhere – in rural areas and in rapidly growing cities. And yet they are still neglected or criminalised, often fail prematurely, and are often outside any regulatory framework or support system. They cannot be ignored; they must be recognised instead with due attention to integrity risks that can affect technology choices and durability, capacity and involvement of communities, policy and planning choices, as well as regulation and oversight.

In 2024, we focused more closely on citywide inclusive sanitation (CWIS), service in informal settlements, and continued work on community-based supply. From this research and work on developing tools, what appears most useful is a strong and common understanding of needs and issues, including integrity issues, as well as more responsive, longer-term engagement and participation of users and communities (not just through consultations).

Misunderstandings and mistrust between stakeholders working in this space are consequential. We saw this starkly in the process of developing an [online course on service delivery in informal services with a focus on Lima in Peru](#). We purposely brought together academics and the formal service provider for the city, SEDAPAL, and we worked with NGOs, other providers and subcontractors, and community members to share different perspectives and challenges. It was at times tense, but the resulting course is better for it. The integrity perspective helps to bridge divides and enables new analyses for innovative solutions.



Lima, Peru – M. Lopez for WIN during preparation of course on service delivery in Lima settlements.

Working with the Integrity Management Toolbox for Small Water Supply Systems has been a practical means to establish communication channels and look at underlying issues of service provision in remote or rural areas. This was highlighted in a new [guide for small water committees in Mexico](#) developed by partner Controla Tu Gobierno and in work on new adaptations of the tool.

After having previously been used mainly in Kenya, Ethiopia, and Mexico, the tool was adapted and used in two communities in Bangladesh, where the committees involved focused primarily on keeping better track of payments. It led to more engagement from the community and higher willingness to pay. More broadly, even in an exceedingly complex and uncertain political environment, it has also strengthened involvement of local authorities, who increased budget allocations for water in annual development plans.

Going further on non-networked service provision:

<https://www.waterintegritynetwork.net/blog/categories/community-water>

New free online courses on human rights to water and sanitation in informal settlements and on service delivery in human settlements in Lima:

<https://www.waterintegritynetwork.net/training>

Guía integral para la administración de los Sistemas y Comités Autónomos de Agua (Controla Tu Gobierno):

https://controlatugobierno.org/wp-content/uploads/2024/07/GUIA-SCAA_web-1.pdf

Public participation and community engagement in domestic water supply management in Kenya: Progress and directions:

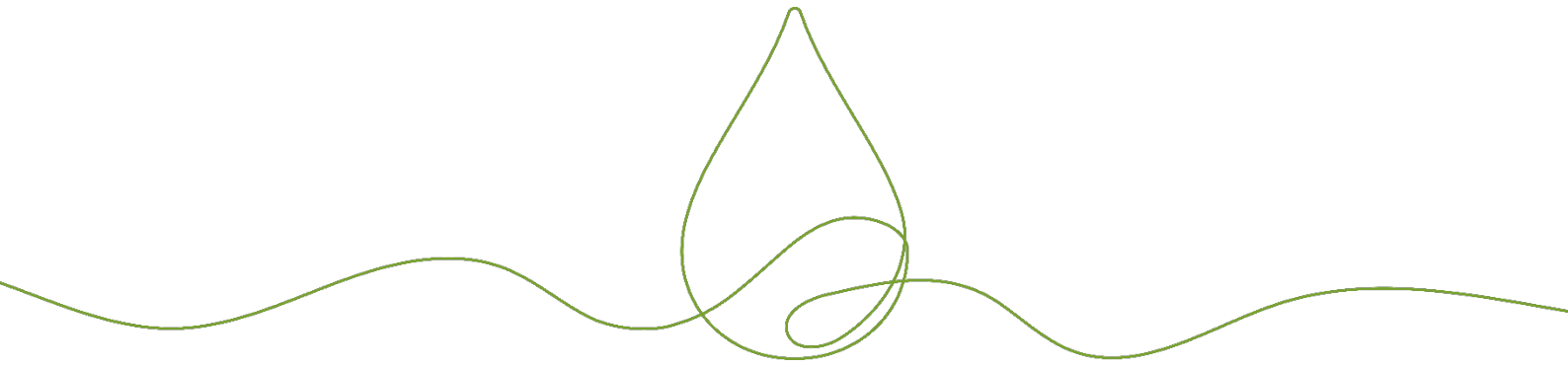
<https://doi.org/10.5287/ora-j16ejjdpb>

Leave No One Behind: Urgent Calls for Policy Reform and Improved Implementation from Communities Advocating for the Human Rights to Water and Sanitation:

<https://endwaterpoverty.org/wp-content/uploads/Leave-No-One-Behind-Policy-brief.pdf>

2.4 Up next: climate adaptation and water integrity

To best respond to the challenges we saw emerge or grow in 2024, WIN will need to focus more on what was to date an incipient area of work: integrity in water resource management. That is why we launched research on integrity and climate adaptation and worked to develop partnerships and identify funding opportunities for research and advocacy. We look forward to engaging on these topics further from now on and welcome contributions and partnerships.



3 WHAT CHANGED IN 2024: PROGRESS AGAINST STRATEGY

3.1 Outcome 1

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

By providing consistent platforms for learning, practical tools for action, and ongoing opportunities for peer connection, WIN successfully mobilised allies and partners as integrity advocates across three continents. One key lesson for WIN is that persistence is key and it pays off. Major advocacy victories—like a national petition against sextortion and the introduction of a new bill against the practice in Kenya—are the results of years of mobilisation of WIN partners in the water sector ANEW, KEWASNET and their partners.

Communities championing water integrity

A most significant policy breakthrough occurred in Mexico with the [Chiapas Water Agenda](#): a call for 15 concrete commitments to guarantee water and sanitation rights and recognise community management, and the work of women and indigenous leaders. The Agenda emerged from three Water Encounters held in 2023 and supported by WIN, bringing together over 500 representatives from community organisations, authorities, and legislators. In 2024, partners successfully obtained endorsements and formal support from 14 state and federal deputies, 8 state authorities, and 9 electoral candidates; and influenced the development of the new water law.

Grassroots advocacy also flourished across Bangladesh through comprehensive community engagement programmes. [Integrity awareness events led by WAVE Foundation](#) reached 1,250 people, who pressed water utilities KWSA and RWSA to commit to updating their Citizen Charters and improving communication. In rural northwest Bangladesh and urban informal settlements, DASCOH and Bangladesh Water Partnership worked with marginalised residents to assess issues and explore ways to hold officials accountable for service delivery.



First 'Encuentro por el Agua', part of the preparatory process for the Chiapas Water Agenda – Photo by Cantaro Azul, 2023

Youth engagement and leadership development

Young advocates emerged as powerful integrity champions. Kenya's youth parliament model proved particularly effective for sustained advocacy, enabling young leaders to track budgets and monitor accountability over time. KEWASNET, KWAHO, and USAID also organised events enabling over 500 young leaders to connect climate action with water integrity.

In Bangladesh, DASCOH trained youth as community integrity champions, preparing them for direct engagement with officials through democratic dialogue processes.

This youth-focused approach was further amplified through WIN's Integrity Talk series, where 60 participants joined a [dedicated session on youth engagement](#) to learn from other youth initiatives for accountability and integrity in water and sanitation, in Kenya, Bangladesh, and Nigeria.



Kenya Youth Parliament workshop on election promise monitoring. Photo by KEWASNET, January 2024

Global multi-stakeholder action

With international partners, WIN is also making sure integrity is on the agenda at major forums and in new initiatives. In 2024, WIN became a core partner of the "Global Call to Action on Strengthening Water and Sanitation Regulatory Systems" alongside WHO and UNICEF to influence global policy frameworks. Partners like the OECD Water Governance Initiative and the Inter-American Development Bank also promoted integrity tools and advocated for water integrity in new publications and events, including a [guide to integrity tools for Latin America](#), and a [Handbook on what works for local implementation of water governance principles](#).

3.2 Outcome 2

Water and sanitation sector stakeholders in countries where WIN engages mainstream integrity practices in their organisations

In 2024, WIN achieved significant progress in mainstreaming integrity practices within water and sanitation organisations, demonstrating that practical tools and targeted support can transform how sector stakeholders operate.

Utilities taking lead in managing integrity and changing practices

Water utilities across Latin America moved from acknowledgment to action. Bolivia's SeLa Oruro is training staff and working on implementing merit-based appointments and complaint management systems. Ecuador's Aguas Jipijapa utility developed action plans covering commercial operations, human resources, and community relations. In Bangladesh, impact evaluations showed positive changes in customer relations, billing, and staff accountability at KWSA and CWSA utilities.

Several additional utilities have also just launched integrity management work using InWASH: HOMA WASHCO and KIWASHCO in Kenya and the Rangpur City Corporation in Bangladesh.



InWASH workshop – SeLa Oruro, Bolivia, January 2024









InWASH workshop – KIWASHCO, Kenya June 2024

Practical tools facilitating uptake of integrity principles and practices

WIN's specialised integrity tools proved adaptable across contexts. The IMT-SWSS tool successfully transferred from Kenya to Bangladesh through south-south collaboration, with implementation in two rural communities. In Mexico, Controla Tu Gobierno's comprehensive guide for small water systems (including input on the IMT-SWSS), developed with seven management committees, generated nationwide interest and is already being used to update decades-old procedures.

New tools are being developed to facilitate integrity risk assessments and management at different levels and by a wider range of stakeholders. A second pilot of the Framework for Integrity in Infrastructure Planning (FIIP) demonstrated the importance of key thematic areas, such as climate and gender and inclusion issues, in the design and preparation of water projects. The regulatory assessment framework focusing on CWIS and related training material and results from Bangladesh, Rwanda, Tanzania, and Zambia are being used by ESAWAS and ITN-Buet to build capacity of national stakeholders.

 <p>InWASH Toolbox for utilities or water and sanitation operators to assess and improve internal management practices.</p>	 <p>Integrity Management Toolbox for Small Water Supply Systems Toolbox for community-based and remote water supply.</p>	 <p>Framework for Integrity in Infrastructure Planning Indicator framework to identify risks in planning phase.</p>	 <p>Annotated Water Integrity Scan Big picture, participatory assessment.</p>	 <p>Water Integrity Risk Index Data-based, trackable index, using open procurement data.</p>	 <p>Integrity Tools for Regulators Support to assess internal processes and regulatory mechanisms, utility benchmarking.</p>
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3.3 Outcome 3

Global and regional stakeholders mainstream water and sanitation integrity norms, approaches, practices, and standards

WIN pursues its mission to mainstream water integrity by securing strategic positions within the global water governance ecosystem. The aim is to be ever present where decisions are made on standards and resources, and to make integrity standard practice in global decision-making. By working with international networks and practitioners, WIN also aims to create self-reinforcing system where good practices spread through peer networks rather than requiring external intervention.

In 2024, WIN held steering committee positions on Sanitation and Water for All, the OECD Water Governance Initiative, End Water Poverty, and the Open Government Partnership, among others. WIN was newly elected to the GWOPA steering committee and newly appointed to the Urban Water Catalyst Initiative (UWCI) Sounding Board. GIZ's Theresa Huebscher, a programme lead for UWCI, explicitly acknowledged: "Integrity will be a topic of high significance for UWCI." This statement represents more than recognition—it demonstrates how WIN's presence is ensuring integrity considerations are built into major urban water initiatives from the ground up.

Development banks backing integrity measures and tools

At the launch of the Water Integrity Global Outlook, the World Bank publicly proposed new integrity measures for recipients of its funding, signalling a shift in how the world's largest development financier approaches water projects. France's Development Agency (AFD) integrated integrity work into their support for partners in Kenya, while the Inter-American Development Bank (IDB) advanced the Framework for Integrity in Infrastructure Planning (FIIP) as a potential model for broader adoption.

The multiplier effect

What makes these achievements particularly powerful is their multiplier effect. WIN's direct programming reaches communities and dozens of utilities, themselves serving millions of users across the globe. When integrity standards also become embedded in development bank requirements, university curricula, and peer learning networks, the impact scales exponentially. Every professional trained with integrity competencies (and in 2024 alone, there were more than 600 WIN training participants), every project funded with integrity requirements, and every partnership that transfers integrity practices strengthens a culture of integrity for the sector.



"It was my pleasure to join the launch of New Water Integrity Global Outlook report on water and sanitation finance. In my intervention, I highlighted the need for strong Public Finance Management (PFM) systems and increased transparency and accountability in the water sector organizations. An **immediate ask from all water utilities and organizations is to prepare and disclose their audited financial statements, and use New International Benchmarking Networking (IBNET)** for reporting. I also called for **shift from financing goods and services to financing results and outcomes**, and increasing use of The World Bank's Program for Results (PfR) for water sector programs by client countries is a step in that direction. This will mitigate some of the corruption and integrity risks in the water sector as highlighted in this report from Water Integrity Network (WIN). **We can't meet Water SDGs unless leaders and water managers ensure a culture of integrity in the entire value chain of finances in the water sector.** They can count on The World Bank support to build fit for purpose PFM systems."

Saroj Kumar Jha, Global Director and Head of Water, Global Practice, The World Bank (Source)



4 NETWORK, GOVERNANCE AND STAFFING

4.1 Supervisory Board and new Chair

Ede Ijjasz was elected as new Chairperson of the Water Integrity Network by the General Assembly at its meeting on November 19, 2024. He is taking over the role from Letitia Obeng, who led the board with wisdom and dedication since end 2020. It was a privilege to work with Letitia over the years, and we thank her sincerely for her contribution to water integrity.

At end of 2024, the Supervisory Board counted 5 members: Ede Ijjasz-Vasquez (Chairperson), Peter Conze, Robert Gakubia, Jane Nabunnya representing IRC, and Alana Potter.

4.2 Water Integrity Network General Assembly of Members

The Water Integrity Network counts 15 formal members, including organisations:

- Aquafed
- End Water Poverty
- IRC
- SIWI
- International Youth Parliament for Water
- IWMI
- GWOPA

And individuals:

- Peter Conze
- Robert Gakubia
- Dick van Ginhoven
- Ede Ijjasz-Vasquez
- Vasudha Pangare
- Alana Potter
- Fermin Reygadas
- Oriana Romano

4.3 Water Integrity Network Partners

WIN works with a broad network of allies and partners, including civil society organisations, international NGOS and development partners, governments, and funders.

Over 60 of these partners have formally committed to integrity as network partners, including 18 new partners in 2024:

- Integrity Social Development Effort (ISDE), Bangladesh
- Association Santé Vie Meilleure (SM-VM), Togo
- SANA International, Kenya
- Terra-1530, Moldova
- Water and Sanitation for Urban Populations (WSUP), United Kingdom
- Life of Pachamama, Colombia
- Small Water Service Providers' Association, Kenya
- Population and Development Initiative, Tanzania
- African Agency for Integrity Development (AAID), Uganda
- Bangladesh Water partnership (BWP), Bangladesh
- Organisation Camerounaise pour le développement durable (OCDD), Cameroon
- FEI Consulting, United States
- Christian Agenda for Development (CAD), South Sudan
- Water Sector Workers Association of Kenya (WASWAK), Kenya
- DASCOH Foundation, Bangladesh
- Rural Aid Pakistan, Pakistan
- Social Economic Development Society (SEDS), Bangladesh
- Green Resources, Rwanda

4.4 Funders

We are grateful for the support of our funders, who make our work possible and contribute to driving change in the water and sanitation sectors through integrity.

Special thanks to Sida, the Inter-American Development Bank, the Agence française de développement, the Hewlett Foundation, the Hilton Foundation, Vitol Foundation, the New Venture Fund, and the TU Berlin.

4.5 Staff

WIN's Executive Director is Barbara Schreiner.

In 2024, the WIN team comprised 10.1 FTE based in Berlin, Germany and Nairobi, Kenya.

WIN has been running a highly successful programme for interns for several years. These interns greatly helped the WIN team in 2024 in researching and promoting integrity across the globe and we hope that they will take the integrity message forward in whatever they do. Thank you to:

- Dan Kioko (Kenya)
- Adrian Artilles Saez (Spain)
- Marcelo Bruno Hernandez (Costa Rica)
- Isabel Castro Dominguez (Colombia)
- Aleksandra Vartsaba (USA)
- Sarah Philina Metzinger (Germany)

5 FINANCIALS

WIN's financial statements for 2023 were audited by dhpG Berlin GmbH.

Approval by Board: 1 July 2025

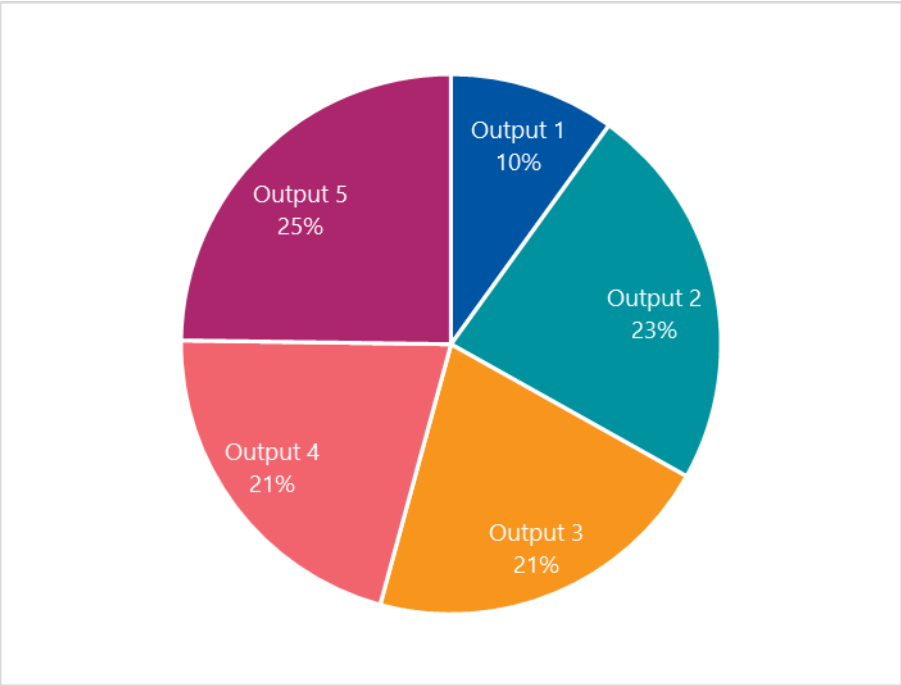
Discharge of Executive Director: 1 July 2025

5.1 Budget execution

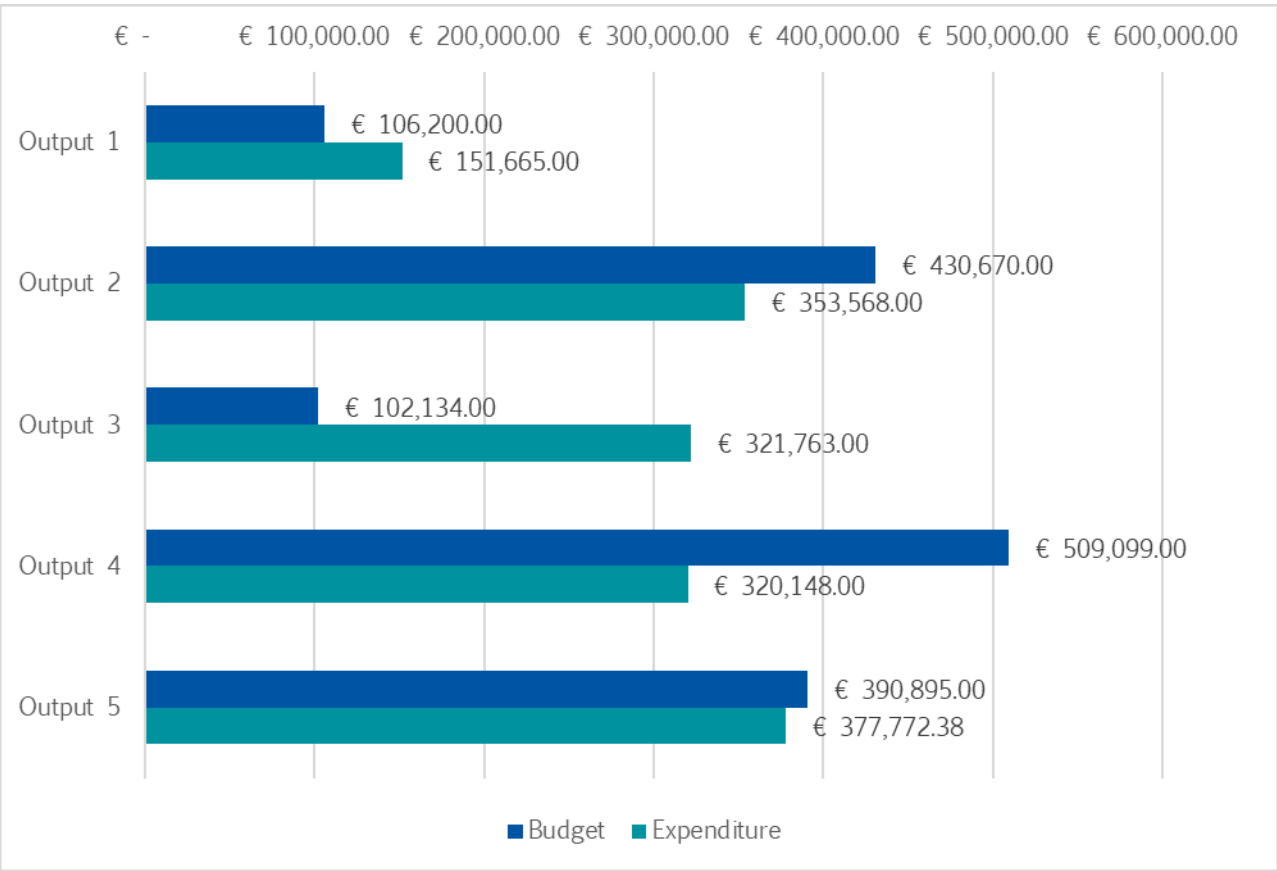
The budget for 2024 was approved by the General Assembly in November 2023. The planned total expenditure of €1,901 million was based on the successful years prior to 2023 and the expected subsidies. However, the budget had to be adjusted in February 2024 after it became apparent that some major funding agreements would not be concluded due to international political developments that had a negative impact on the non-profit sector. At €1,525 million, actual expenditure in the reporting year was largely in line with the budget estimates of €1,539 million made in February.

	Budget adopted by GA 11/2023	Revised budget adopted by SB 02/2024	Total expenditure	Deviation from budget 02/2024
OP1: Knowledge & Leadership	154,950 €	106,200 €	151,665 €	45,465 €
Tools	10,200 €	11,040 €	28,819 €	17,779 €
Research & Evidence	51,200 €	38,600 €	77,078 €	38,478 €
Capacity Building & Knowledge Management	26,160 €	25,110 €	21,895 €	-3,215 €
Comms support	67,390 €	31,450 €	23,873 €	-7,577 €
OP2: Country Programme	552,041 €	430,670 €	353,568 €	-77,102 €
South (East)-Asia	212,443 €	141,477 €	100,835 €	-40,642 €
East-Africa	233,378 €	211,363 €	131,475 €	-79,888 €
Latin America	73,860 €	49,620 €	100,232 €	50,612 €
General Country Support	28,340 €	24,190 €	20,223 €	-3,967 €
Comms support	4,020 €	4,020 €	803 €	-3,217 €
OP3: Regional & Global Programmes	167,725 €	102,134 €	321,763 €	219,629 €
OP4: Tools, Services & Assessments.	566,980 €	509,099 €	320,148 €	-188,951 €
OP5: Governance & Management	459,517 €	390,895 €	377,772 €	-13,123 €
TOTAL	1,901,213 €	1,538,998 €	1,524,916 €	-14,082 €

Expenditure per output as percentage of total (2024)



Budget versus expenditure (2024)



5.2 Income and expenditure

		2024	2023
INCOME			
1. Income from grants		1,245,346.22	1,147,538.90
2. Service income		251,088.67	113,883.35
3. Other income		24,739.83	35,822.37
4. Work in progress		-6,588.57	54,819.25
Total operating income		1,514,586.15	1,352,063.87
EXPENDITURE			
5. Expenses for purchased service / funds to partners		524,492.43	318,646.95
Gross profit		990,093.72	1,033,416.92
6. Personnel expenses			
	a. Salaries	652,199.98	671,213.90
	b. Social security contributions	129,971.72	139,986.35
7. Amortisation of intangible and depreciation of tangible assets		10,648.98	9,821.50
8. Other operating expenses		236,296.89	206,124.16
9. Other interests and similar income		-13,568.07	0.00
10. Taxes on income and earnings		3,578.55	388.06
Operating expenditure		1,019,128.05	1,027,533.97
11. Earnings after taxes / net income or loss		-29,034.33	5,882.95
12. Other taxes		-49.09	0.00
13. Result carried forward from previous year		63,435.36	57,552.41
ANNUAL RESULT		34,351.94	63,435.36

5.3 Balance sheet

		Closing balance (31/12/2024)	Closing balance (31/12/2023)
ASSETS			
A. LONG-TERM ASSETS			
I. Intangible assets			
	Acquired concessions, industrial property rights and similar rights and assets as well as licenses to such rights and assets	1,498.00 €	3,083.00 €
II. Tangible assets			
	1. Technical equipment and machinery	4,334.00 €	6,391.00 €
	2. Other equipment, factory, and office equipment	38,918.00 €	45,209.00 €
B. CURRENT ASSETS			
I. Work in progress		48,230.68 €	54,819.25 €
II. Receivables and other assets			
	1. Accounts receivable	166,661.35 €	362,068.16 €
	2. Other assets	15,382.11 €	23,166.76 €
III. Cash and bank balances		1,244,571.55 €	1,042,173.47 €
IV. Deferred charges		6,602.12 €	5,571.24 €
TOTAL ASSETS		1,526,197.81 €	1,542,481.88 €
EQUITY & LIABILITIES			
A. EQUITY			
I. Association capital		19,405.22 €	19,405.22 €
II. Reserves		481,320.49 €	481,320.49 €
III. Annual result carried forward		34,351.94 €	63,435.36 €
B. PROVISIONS			
1. Tax provisions		90.53 €	464.94 €
2. Other provisions		48,299.42 €	58,160.72 €
C. LIABILITIES			
1. Accounts payable	Of which all with a residual maturity up to a year	932,870.55 €	905,516.97 €
2. Other liabilities		9,859.66 €	14,178.18 €
TOTAL EQUITY AND LIABILITIES		1,526,197.81 €	1,542,481.88 €

6 MONITORING ANNEX

6.1 Outcome level

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

Indicator	Status and achievement in 2024
<p>O1.1:</p> <p>Motivation of WIN allies and partners engaging in collective advocacy to advance the water integrity agenda.</p> <p>Stage 1: with WIN's push; Stage 2: with WIN's support / help; Stage 3: proactively, without WIN</p>	<p>In 2024, WIN partners integrated integrity advocacy into their own initiatives, as in the Chiapas agenda in Mexico or introduction of a petition and sextortion bill in Kenya.</p> <p>WIN partners also worked with youth groups, with only limited WIN support, to hold governments and service providers accountable in both Kenya and Bangladesh.</p>
<p>O1.2:</p> <p># of advocacy initiatives including integrity launched by WIN network partners</p>	<p>At least 5</p> <p>Bangladesh partners focused on social accountability work in three advocacy initiatives: DASCOH facilitated two democratic dialogues between rural community members and committees managing small water supply systems; WAVE Foundation organised high level public hearings, well covered in the media; and BAWIN and NGO Forum held a national roundtable to engage government and other stakeholders on key integrity issues.</p> <p>Cantaro Azul and partners in Mexico advocated for the Chiapas agenda, reaching leaders and electoral candidates at different levels. WIN gave feedback and support to Cantaro Azul on its communication strategy, which focused on visibility, awareness-raising, and action around water justice. It resulted in over 100 pieces in national and international media, and a variety of other materials as well as workshops, press conferences and meetings with authorities.</p> <p>Kenyan youth parliaments lobbied local authorities to get information on budgets and advancement of water projects.</p>
<p>O1.3:</p> <p>% of WIN network partners with integrity included in their advocacy/communication process</p>	<p>Not measurable.</p>

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

Indicator	Status and achievement in 2024
<p>O2.1: State of water and sanitation integrity practice among targeted water and sanitation stakeholders.</p>	<p>Initial progress has been made in that many targeted stakeholders are openly recognising integrity issues and the importance of integrity management. However, they express a desire for more capacity to act on the issues in a more targeted manner. This is the case of service providers in Bangladesh, Bolivia, and Ecuador. It also is the case for organisations supporting regulators like ITN-Buet and ESAWAS.</p> <p>In Mexico, the guide for sustainable management of small water systems which includes integrity management guidelines generated significant interest from water management committees across the country.</p>
<p>O2.2: # of targeted water and sanitation stakeholders introducing integrity practices (new anti-corruption or pro-integrity policies, mechanisms, strategies) for which WIN has made at least a moderate contribution.</p>	<p>At least 2</p> <p>In Bangladesh, two SWSS adopted basic practices like recording and receipting income as well as regular reporting at community meetings.</p> <p>WIN partner Cantaro Azul ensured that one of the 15 commitments in the Chiapas Water Agenda to advance water justice is to "Democratize the water sector through citizen participation, anti-corruption efforts, and accountability". It was presented in strategic spaces and signed by key stakeholders, including legislators, state authorities, research centres, and civil society representatives.</p>
<p>O2.3: % of targeted stakeholders implementing integrity practices in sustainable manner</p>	<p>Not measurable.</p>

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

Indicator	Status and achievement in 2024
O3.1: State of water integrity norm adoption and standards' development amongst targeted global and regional bodies.	Several global organisations have made statements proposing new integrity measures, contributed to risk assessments and highlighted the importance of integrity (the World Bank, ESAWAS, GWOPA) but efforts are still required for integrity mechanisms to be fully mainstreamed or scaled.
O3.2: # of policy, process and recommendations by regional or global water and sanitation stakeholders on integrity practices for which WIN has made at least a moderate contribution.	At least 3 Integrity issues and WIN case studies were included in Roadmap for advancing sanitation regulation by UNICEF, ESAWAS and WHO. OECD Water Governance Initiative and the Inter-American Development Bank also promoted integrity tools and advocated for water integrity in new publications and events, including a guide to integrity tools for Latin America , and a Handbook on what works for local implementation of water governance principles .

6.2 Output level

Output 1: Knowledge and Thought Leadership

Output indicator	OP 1.1 (a): # of new innovative learning and knowledge products produced by WIN with an explicit GESI focus
Target	1 product
Progress made	<p>At least 3 products:</p> <ul style="list-style-type: none"> • Interview on learnings from campaigning against sextortion in water and sanitation in Kenya and the recent introduction in parliament of a sextortion bill. • Analysis of the 'day zero' situation in Mexico with a focus on GESI issues and the need for equity in allocation. • Case study of SEDAPAL's efforts to assess and address integrity risks in service provision by subcontractors in informal settlements in Lima.

Output indicator	OP 1.1 (b): # of new innovative learning and knowledge products produced by WIN that are WIN target-country specific
Target	1 product
Progress made	<p>1 product:</p> <ul style="list-style-type: none"> • Guest post by ITN-Buet on integrity risks and how a new regulatory system for sanitation should respond.
Output indicator	OP 1.1 (c): # of new innovative learning and knowledge products produced by WIN with a regional/ global focus
Target	1 product
Progress made	<p>At least 4 major reports and related publications:</p> <ul style="list-style-type: none"> • Water Integrity Global Outlook: Finance. • Water Integrity Global Outlook for Latin America: Finance. • CWIS series: An analysis of integrity risks across the CWIS value chain, 4 country integrity reviews of sanitation regulation (Bangladesh, Rwanda, Tanzania, Zambia), a synthesis report and brief. • Global lessons from research on financialisation in the UK water sector and the regulatory response.
Output indicator	OP 1.2: # of instances of WIN's contribution (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.)
Target	6 contributions
Progress made	<p>At least 8 significant contributions:</p> <ul style="list-style-type: none"> • Support to the Chiapas Water Agenda led by Cantaro Azul, related reports, and campaign for recognition of the water crisis in Chiapas, its human rights implications, and the need for engagement with women and marginalised communities. • Support to the publication of the Guía integral para la administración de los Sistemas y Comités Autónomos de Agua - Complete Guide for the Administration of Autonomous Water Committees (Controla Tu Gobierno) and to three related communication campaigns (1. Regaining the trust of the

	<p>communities in water committees; 2. Encouraging women's participation in water committees; 3. Water as a cause for celebration).</p> <ul style="list-style-type: none"> • Co-development of guide to water integrity tools for Latin America, published by the Inter-American Development Bank (Poner manos a la obra con la integridad: herramientas para evaluar, gestionar y fortalecer la integridad en organizaciones del sector de agua y saneamiento en América Latina y el Caribe). • Input to, review and dissemination of Leave No One Behind position paper led by End Water Poverty and published at World Water Forum. • Joint statement on the shutting down of the People's Water Forum in Indonesia. • Joint statement on the changes in the strategy of the Gates Foundation. • Research for and input at FAO dialogues on water tenure. • Case studies submitted to OECD Handbook on Water Governance Principles and participation in launch and dissemination at World Water Forum.
Output indicator	OP 1.3: # of instances of WIN being invited to share integrity knowledge & experience ('thought leader') at high-level/influential forums and platforms at country, regional, or global level
Target	10 invitations
Progress made	<p>At least 14 invitations for presentations and major contributions:</p> <ul style="list-style-type: none"> • Supported partner presentations of the Chiapas Water Agenda including at the Congress of the Union, the Comisión Estatal de los Derechos Humanos de Chiapas, and the Chamber of Deputies. • Participation in Oxford University workshops on community responsibilities (in Oxford and Nairobi) (part of the REACH research programme) which led to a publication on participation. • Participation as panellist in webinar led by GWOPA/UN-Habitat and IDOS on sanitation and gender. • World Water Forum – participation as panellist in the OECD launch of the Handbook on Water Governance Principles. • Presentation and panel discussion at the UNDP Regional Conference on Water Integrity held in Tunis on water integrity and the roles of different stakeholders.

	<ul style="list-style-type: none"> • Presentations in sessions on water and conflict led by SIWI at the Stockholm World Water Week focusing on the toxic triangle of corruption, conflict, and climate change. • Presentation at the National Youth Climate Change and Water Security Innovation Summit in Kenya on water integrity and climate adaptation linkages. • Presentation on WIGO at the 5th Annual Conference on Water Finance and Investment. • Participation in the development of the Call to Action on Strengthening Regulatory Systems for Water and Sanitation as core partner. • Presentation at a WHO global meeting on strengthening water and sanitation regulatory systems. • Presentation at the ESAWAS conference for regulators. • Presentation of WIGO and WIGO LA at a forum organised by the Peruvian Ministry of Housing, Construction, and Sanitation. • Intervention at the Regional Workshop on Equitable Access to Water and Sanitation under the Protocol on Water and Health: Strengthening regional WASH efforts through Protocol tools. • Participation in and training for service operators at the GWOPA General Assembly in Cairo.
Output indicator	OP 1.4 Number of methods and tools that are new, updated, reformulated, co-developed or translated to assess integrity risk
Target	2 methods and tools
Progress made	<p>At least 2 main tool developments:</p> <ul style="list-style-type: none"> • Development and use of the CWIS regulatory framework assessment methodology. • Update and second pilot test of the Framework for Integrity in Infrastructure Planning (FIIP). • Additional minor adaptations to IMT-SWSS for Mexico and full adaptation for Bangladesh.

Output 2: Country Programmes

Output indicator	OP2.1: Number of country level projects co-developed with WIN partners and allies with an integral gender and social inclusion component
Target	4 projects
Progress made	<p>4 projects</p> <ul style="list-style-type: none"> • In Bangladesh, DASCOH trained women on social accountability tools to hold water committees responsible • Bangladesh Water Partnership worked with informal settlement residents to identify integrity failures prohibiting their access to water • In Mexico, Cantaro Azul translated parts of the Chiapas report into Indigenous languages and created audio recordings for dissemination among Tsotsil- and Tseltal-speaking communities. • In Kenya, gender-focused projects were implemented by NIA and KEWASNET jointly, as well as by CESPAD
Output indicator	OP2.2 # of funding proposals / fundraising initiatives / proposals co-developed by WIN and country partners and allies
Target	3 funding proposals
Progress made	<p>3 proposals submitted:</p> <ul style="list-style-type: none"> • Swedish Postcode proposal with Kenyan partner CESPAD – not accepted. • IFF proposal with Tanzanian ally – not accepted. • IDB proposal with Mexican partners – decision pending.
Output indicator	OP2.3: # of policy, procedures, and recommendations at country-level on strengthening integrity in water and sanitation
Target	3 sets of recommendations
Progress made	<p>3 sets of recommendations:</p> <ul style="list-style-type: none"> • Briefing on sextortion developed for ANEW and used for input into petition to Kenyan parliament. • Chiapas agenda supported by WIN includes concrete recommendations for policy on recognition and support for community-managed services and the human rights to water and sanitation (see also output indicator 1.2). • WIN published a synthesis report, Regulating Urban Sanitation to Prevent Integrity Failures, based on detailed studies that it conducted in Tanzania, Rwanda, Zambia, and Bangladesh. These reports examine the current regulatory framework for urban sanitation and provide lessons learned and tailored recommendations for the promotion of Citywide Inclusive Sanitation (CWIS) and integrity more broadly.

Output indicator	OP2.4: # of instances of country partners presenting integrity work at regional/global events
Target	3 presentations
Progress made	<p>2 global presentations supported by WIN:</p> <ul style="list-style-type: none"> Eusebio Perez Aguilar, President of the Association of Water Committees of Chenalhó (one of the first indigenous water committee associations in Mexico) presented the Chiapas Agenda at the World Water Forum at a session on the role of marginalised people in water policy making. Malesi Shivaji of KEWASNET led the discussion on sexual corruption during the session on Protecting the Rights of Women and Children co-hosted by WIN at the World Water Forum

Output 3: Regional and Global Programmes

Output indicator	OP3.1: # of regional and international W&S networks/processes, in which WIN is an active contributor
Target	3 working groups/ steering committees
Progress made	<p>WIN regularly takes part in more than 7 steering committees:</p> <ul style="list-style-type: none"> In 2024, WIN was appointed or elected to 3 new influential steering committee or advisory boards: the Urban Water Catalyst Initiative sounding board and the GWOPA steering committee. WIN also became core partner of the Call for Action on Strengthening Water and Sanitation Regulation (led by the WHO). It continued to participate in other sector groups as steering committee member including at Sanitation and Water for All (and chairing the Governance and Finance Sub-Committee), Asia Pacific Water Forum, OECD Water Governance Initiative, and End Water Poverty. The Executive Director is also a member of the Steering Committee of the Open Government Partnership. WIN also presented work and actively contributed as member to the Bonn Water Network, the German WASH Network, the SWA Finance Working Group and the Alliance for Water Stewardship.
Output indicator	OP3.2: # of regional/global partners formally signed up to WIN
Target	10 partners
Progress made	<p>18 new formal partners joined WIN:</p> <ul style="list-style-type: none"> Of which 1 global organisation (WSUP).

Output 4: Outreach, Communication, and Technical Support

Output indicator	OP 4.1: # of individuals trained on strengthening capacities of W&S stakeholders on integrity
Target	6 individuals
Progress made	<p>At least 80 trained individuals at different synchronous trainings:</p> <ul style="list-style-type: none"> • Kigali regulator training on CWIS – 15 participants. • GWOPA training for utilities on integrity management – 24 participants. • ESAWAS online training on CWIS regulation – 36 participants. • IMT-SWSS facilitator training in Bangladesh – 9 participants
Output indicator	OP4.2: % of all individuals trained on strengthening the capacities of W&S stakeholders on integrity, who identify as women or non-binary
Target	50% of training participants
Progress made	<p>40% (where data is available)</p> <ul style="list-style-type: none"> • Kigali regulator training on CWIS – 15 participants (4 women, 11 men) • GWOPA training for utilities on integrity management – 24 participants (13 women, 11 men.) • ESAWAS online training on CWIS regulation – 36 participants (no data) • IMT-SWSS facilitator training in Bangladesh – 9 participants (5 women, 4 men)
Output indicator	OP4.3: # of utilities / regulators / municipalities / river basin organisations / small water supply systems that have undergone integrity management processes led by WIN or national partners
Target	5 systems
Progress made	<p>At least 11 systems, including 4 new service providers with more than 40000 users:</p> <ul style="list-style-type: none"> • 3 major service providers continued an ongoing integrity management process or INWASH evaluation (SeLA Oruro, Bolivia; EPMAPASP Jijjapa, Ecuador, CWASA, Bangladesh). • 4 major service providers launched new integrity management processes (HOMAWASCO, Kenya; KIWASCO, Kenya; Rangpur City Corporation, Bangladesh; Myensingh City Corporation, Bangladesh).

	<ul style="list-style-type: none"> 4 new communities worked with the IMT-SWSS (Santa Catarina, Acolman, Mexico; Ixcatepec, Mexico; Pirijipur, Godagari Upazila, Rajshahi district, Bangladesh; Kakonhat (Godagari Upazila, Rajshahi district, Bangladesh).
Output indicator	OP4.4: # of completed integrity assessments undertaken by utilities
Target	8 assessments
Progress made	<p>4 assessments</p> <ul style="list-style-type: none"> 1 implemented in SeLA Oruro (Bolivia), 2 implemented in Kenya (KIWASCO and HOMAWASCO), 1 implemented in Bangladesh (RpCC)
Output indicator	OP4.5 (a): # of training courses designed or co-designed by WIN with an integrity component
Target	1 training course designed
Progress made	<p>2 online courses finalised and launched:</p> <ul style="list-style-type: none"> Human settlements in Lima: corruption, integrity, and access to water and sanitation Integrity and Regulation in Citywide Inclusive Sanitation (CWIS)
Output indicator	OP 4.5 (b) # of participants enrolled in existing trainings, and number of participants finishing the course.
Target	125 enrolled, 75 completed courses
Progress made	<p>643 enrolled participants in 5 online courses, with incomplete data on course completion:</p> <ul style="list-style-type: none"> Online training on CWIS regulation (via ITN-Buet) - 93, no data on completion. Integrity Basics (via Cap-Net) - 160 registered, 62 completed the course. Informal settlements (via Cap-Net) (EN) - 100 registered, 51 completed the course. Informal settlements (via Cap-Net) (ES) - 39 registered, 22 completed the course. MOOC Lima (via Cap-Net) (ES) - 251 registered, 60 completed the course (course only opened in December).

Output indicator	OP4.6 (a) # website posts
Target	8 blogs
Progress made	<p>At least 10 blog posts (in addition to other publications falling under Output 1):</p> <ul style="list-style-type: none"> • 3Rs for successful water and sanitation projects: What it takes to stop throwing money down the drain in water and sanitation work • Big Cities and Water Scarcity: Issues of Accountability (Integrity Talk 11) • How to regulate FOR integrity, and WITH integrity (Integrity Talk 12) • Integrity for Water and Sanitation Financing: Practical Solutions to Address Corruption and Ensure Every Dollar Invested Counts • On international Human Rights Day we're calling out the destruction of water systems: this is hydrocide • Pumps and pipes aside, we need to finance a different kind of infrastructure • Reducing Non-Revenue Water by Improving Integrity Practices • To provide reliable and sustainable water and sanitation, dive into open contracting (guest post by OCP) • Water for peace, water for war? • Youth for Integrity in Water and Sanitation (Integrity Talk 10)
Output indicator	OP4.6 (b) # events (including integrity talks, conferences, online and in-person events)
Target	3 events
Progress made	<p>At least 9 events:</p> <ul style="list-style-type: none"> • Integrity Talk 10 (youth for integrity) - 60 participants. • Integrity Talk 11 (water scarcity in big cities) - 68 participants. • Integrity Talk 12 (regulation)- 63 participants. • Info session with KWAHO on IMT-SWSS - 30 participants. • WIGO Launch - 199 participants. • WIGO LA launch - 94 participants. • New partner meeting – about 10 participants. • World Water Forum Session: Protecting the rights of women, children, and marginalised people – about 80 participants.

	<ul style="list-style-type: none">• SWIRL workshop on financialisation in the UK- 8 participants
Output indicator	OP4.6 (b) # participants in WIN's events (online & in-person)
Target	100 participants
Progress made	About 600 people took part in various events (see output indicator 4.6 (b))