2011-2014

Regional Capacity Building Programme Promoting and Developing Water Integrity in Sub-Saharan Africa

Stock Taking Programme Report

UNDP
WATER GOVERNANCE FACILITY
SIWI
Empowered lives. Resilient nations.

WIN Water Integrity Network
Fighting corruption in water worldwide

WATER**net**
SADC

Cap-Net
UNDP
Empowered lives. Resilient nations.

ACRONYMS

AMCOW	African Ministerial Conference on Water
AWIS	Annotated Water Integrity Scans
AUABC	African Union Advisory Board on Corruption
AUCPCC	the African Union Convention on Preventing and Combating Corruption
Botswana IWRM-WE Plan	Botswana Integrated Water Resources Management and Water Efficiency Plan
BMZ	Germany's Federal Ministry for Economic Cooperation and Development
Cap-Net UNDP	International network for capacity building in sustainable water management of the United Nations Development Program
Cewas	International Centre for Water Management Services
CKNet	Collaborative Knowledge Network of Indonesia
DFID	UK Department for International Development
DGIS	Netherlands Ministry of Foreign Affairs
EAAACA	East African Association of Anti-Corruption Authorities
EAC	East African Community
ECOWAS	Economic Community of West African States
ECOWAS-WRCC	ECOWAS Water Resources Coordination Centre
GPAD ECA	Governance and Public Administration Division of the Economic Commission for Africa
GWP	Global Water Partnership
GWP/ PNE Benin	Global Water Partnership, Partenariat National De L'eau Du Benin
GWP-WA	Global Water Partnership-West Africa
IRC	International Water and Sanitation Centre
IUCN	International Union for Conservation of Nature / World Conservation Union
IWRM	Integrated Water Resources Management
LA-WETnet	Latin America Water, Education and Training Network
LVBC	Lake Victoria Basin Commission
LVEMP II	Lake Victoria Environmental Management Project
LVWATSAN II	Lake Victoria Water and Sanitation Programme
MDGs	Millennium Development Goals
MG	Management Group
MOU	Memorandum of Understanding
NBA	Niger Basin Authority

NGO	Non-governmental organisations
RSAP III	Third phase of SADC Regional Strategic Action Plan on Integrated Water Resources Development and Management (2011-2015)
REC	Regional Economic Commissions
REDICA	Central American Network of Educational Institutions
REMID	Reseau Malien Pour Le Dialogue Multi Acteurs Sur L'eau Et L'assainissement, WIN coalition in Mali
SAG	Strategic Advisory Group
SADC	Southern African Development Community
SDC	Swiss Development Cooperation
Sida	Swedish International Development Cooperation Agency
SIWI	Stockholm International Water Institute
SPMU	Stockholm-based Programme Management Unit
The Programme	Regional Capacity Building Programme Promoting and Developing Water Integrity in Sub-Saharan Africa
TISDA	Transparency and Integrity in Service Delivery in Africa
UNDP	United Nations Development Programme
UNDP WGF	United Nations Development Programme Water Governance Facility at SIWI
UNCAC	The United Nations Convention against Corruption
Waternet	Regional network building capacity for water resources management in southern Africa
WIN	Water Integrity Network

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A. ACKNOWLEDGEMENT AND THANKS

Mr. James Leten
Programme Manager
Water Integrity Capacity Building

'Tackling corruption in the water sector is a matter of urgency. Approximately 11 per cent of the world's population, 783 million people, do not have access to safe drinking water. More than 40 per cent of these people live in sub-Saharan Africa. We cannot allow funds for life saving water provision to be lost to corruption. It hinders development and deters investors.
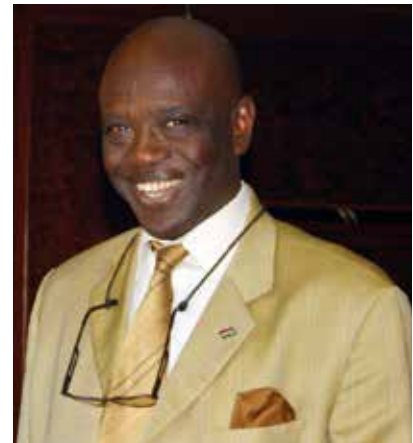
We face many challenges across Africa as far as water is concerned. Water integrity is a big issue and a sensitive issue. The participants who have been trained during this Programme must continue to share what they have learned and we need to continue the work to involve more stakeholders, institutions and governments.

The work of this Programme and the Statement from the 1st African Water Integrity Summit has been recognised by the AMCOW General Assembly during the meeting of African Ministers' Council on Water in May 2014. In its decisions, the GA notes the outcomes of the Summit and calls for water and sanitation to be included in AMCOW events, the 7th World Water Forum and all consultations on the Post-2015 development agenda.

The Regional Economic Communities ECOWAS, EAC-LVBC and SADC in partnership with UNDP WGF, WIN, WaterNet, SIWI and Cap-Net UNDP have done important work in promoting integrity and empowering water sector professionals. These continued efforts are vital to our goal of providing safe water for all. This process must not end up on the shelf like so many processes in Africa. We have made a start with the past three years of work and we now need a clear and committed roadmap for the way ahead.'

Bai Mass Taal
Executive Secretary
African Ministerial Council on Water (AMCOW)

B. EXECUTIVE SUMMARY

This report comes at the end of the three-year Programme 'Regional Capacity Building Programme, Promoting and Developing Water Integrity in Sub-Saharan Africa'.

A dynamic collaboration of implementing partners (UNDP-WGF, WIN-S, WaterNet, SIWI and Cap-Net UNDP) and their respective networks has facilitated mobilisation of expertise and resources across the sub-Saharan region. With our regional partners East African Community – (EAC-LVBC), ECOWAS and SADC we are tackling the difficult issue of water integrity head on and catalysing change.

Training a community of water integrity ambassadors

Since the Programme began in June 2011, we have empowered a growing community of skilled water integrity ambassadors and actors with methodologies and tools to identify and reduce integrity risks.

A total of 579 participants attended 20 training sessions and workshops. 19 people came from the regions to our 'Training for Trainers'. Subsequently, in the EAC-LVBC region 147 people attended seven trainings, in the ECOWAS region 289 people attended seven trainings and in the SADC region 143 people have attended six trainings. This means we have exceeded the original Programme target of 525 participants to be trained.

Our implementing partners WaterNet, Cap-Net UNDP, WIN, UNDP-WGF and SIWI have organised the training of trainers, training sessions targeted at specific professional groups, meetings, and coalition building workshops.

We are pleased to highlight the Programme's reach, both geographically and within the water sector. We have trained people holding a range of responsibilities, up to the level of minister, and from the areas of regulation, control, planning, policy development and decision-making. We also trained stakeholders less directly involved in water management but with key roles in strengthening or demanding accountability e.g. media, water users associations and advocacy organisations.

We have spread our net wide, and we are receiving information on efficacy of water integrity tools from across the water sector, from across the African continent and from different institutional scales e.g. regional, basin and national institutions.

April 29-30, 2014, the first African Water Integrity Learning Summit hosted by the government of Zambia, marked the end of the first phase of the Programme, Summit participants issued a statement calling on the political leaders of AMCOW to recognise integrity as a core element of good and sustainable water governance, and as a tried and tested tool. AMCOW's General Assembly did so on May 30, 2014 (ref. General Assemblies' decisions).

The Summit showcased initiatives that produced visible benefits in communities and countries, sometimes in the face of strong resistance. Participation of informed stakeholders and a strong civil society were identified as key driving forces for change towards integrity in Africa. Finally, the Summit concluded that further investments are needed to close the capacity gap in the region. The institutional capacity for development, implementation and enforcement of effective policies poses a critical bottleneck. Our proposals for the second phase of the project address all these findings.

Open discussion: a foundation for change

Participants in the training developed individual water integrity action plans and implemented them in their home institutions on their return, sharing the results with us. The feedback we received, some of which you can read in the testimonies from participants in this report, describes changes that are being incorporated into procedures and ways of working. These are powerful first steps towards ensuring that investment in the water sector has the intended outcome.

In the trainings and workshops, speakers and topics were carefully chosen and group dynamics arranged to support people in open discussion of sensitive

'It takes more than one person for the corrupt process to go on. Also corruption is everyone's business. We all believe that in trying to minimise or control corruption, we are actually saving money for the water sector to help everybody including the poor.'

Charles Biney
Executive Director
of the Volta Basin Authority
in Ouagadougou. Participant.

The implementing partners

integrity topics. Participants deliberated on ways that corruption plays out in daily life including collusion, bribery, abuse of discretion and nepotism. The training also gave participants a realistic understanding of the work ahead and what is required in terms of institutional strengthening.

The openness and raising of awareness achieved in these discussions, on what have traditionally been topics that people avoided, is a powerful outcome. In addition, participants have the opportunity to continue their discussions on our alumni platform, finding support, and sharing observations and experiences, long after the training has finished.

International financial leverage and strength in partnership

Sida's sponsorship of the Programme allowed us to successfully leverage significant funding from other sources. This amounts to approximately 1,202,000 EUR in terms of support for the Programme from African and European states and from partner non-governmental organisations (NGOs).

We want to share another strength of our working in partnership, how each region has helped us learn different lessons about the best way forward.

A major lesson from our work in the ECOWAS region was that we need to implement national and regional strategies, addressing institutions and helping build coalitions around these integrity action plans.

In the SADC region we found inspiring leadership on integrity. This demonstrated how strong political support is vital for integrity to progress and that we need to prioritise water integrity awareness at the highest decision-making levels.

An initiative in the EAC-LVBC region addressed specific aspects of gender in relation to integrity. The training highlighted the fact that gender inequality, balance of power and unethical practices are interrelated, opening doors to combined efforts tackling both subjects from different angles.

The EAC-LVBC work also highlighted the value of collaboration on programmes with infrastructure components. Linking integrity trainings to infrastructure investments means that good water integrity practices and tools can be integrated into a project from the outset, allowing people to learn 'on the job'.

A strong foundation

Reaching this point is an important milestone and the progress is down to our strong partnerships and far-reaching networks.

We are continually finding different and better ways of addressing the barriers to water integrity. Our networks are growing, as is our joint strength of purpose. This is not the end of the story; it is a foundation for more progress.

We will continue to work with all partners and stakeholders, making use of our growing, shared training resources, knowledge and funding. Enhancing integrity requires continuous efforts, discussion and commitment. As several of our partners have highlighted powerfully in their statements, we urgently need to stop leakages in the flow of investment into the water sector. In the current funding crisis, it is imperative that we do everything possible to safeguard the water resources, and thereby the futures, of the most vulnerable.

C. PARTNER STATEMENTS

C.1 Marianne Kjellén, Programme Director
UNDP Water Governance Facility at SIWI

Integrity and anti-corruption are increasingly recognised as critical areas in water governance. Corruption not only squanders scarce financial resources but also deviates action from commonly agreed and stated goals, including the Millennium Development Goals. The World Bank has estimated that about one third of the resources invested in Water Supply and Sanitation are illicitly diverted for private gain.

Trust: a cornerstone of development

Integrity is a smart way to make greater financial resources available for development. Also, integrity and accountability lead to trust. Trust is a major asset in development and, contrary to what is sometimes stated, trust is the best lubricant of the economy. For society to function at its best, mutual trust is needed; trust between sectors, between the public and private actors, between service providers and consumers, between users of a shared resource, and between people.

The UNDP Water Governance Facility at SIWI and its partners have joined forces to make sure the principles underlying integrity are positioned on water governance agendas. These principles are transparency, access to information, participatory decision-making, accountability and the rule of law. They need to be systematically factored into water development projects, policy reforms and institutional transformations.

In the Water Integrity Capacity Building Programme we trained integrity ambassadors throughout the water sector in East, West and Southern Africa. Our alumni network and April's Water Integrity Learning Summit have helped to build a thriving international community. As noted in the Summit statement, the Programme has laid the groundwork for capacities in the regions and now the momentum must be sustained

Together we are stronger

We rely on strong and active engagement of our influential Regional Economic Commissions and national institutions. I would like to take this opportunity to thank ECOWAS, EAC-LVBC and SADC for their work and collaboration, and our team of implementing partners: WIN, WaterNet and Cap-Net UNDP.

Finally, I want to emphasise how working together allows us to pool knowledge, to develop synergies according to our different skills, and to jointly create a better world, by way of more equitable and efficient water governance.

Wishing you great progress in all your integrity initiatives.

Marianne Kjellén
Programme Director,
UNDP Water Governance
Facility at the Stockholm
International Water Institute

Phera Ramoeli
SADC Senior Programme
Officer and Chair of the SAG

C.2 Phera Ramoeli, SADC Senior Programme Officer and Chair of the SAG

It is well documented that corruption and lack of integrity in the development and management of water threaten to undermine investment in the water sector. The Southern African Development Community, like most African regions, is still lagging behind in the attainment of the Millennium Development Goals.

If we do not address corruption, we risk losing future investment that is vital to mitigate against adversities of climate change and variability such as floods and droughts. Investment that is also vital to enhance livelihoods and drive the economies of the SADC member states.

Capacity building: supporting SADC's stand against corruption

The SADC member states took a lead in addressing corruption across all sectors by developing, negotiating and adopting the SADC Protocol Against Corruption. The protocol came into force in 2005. The Water Integrity Capacity Building Programme supports and complements the work we are doing in the region.

The future of the Capacity Building Programme within SADC

We need to urgently address corruption in all its manifestations by embedding aspects of the water integrity training in development projects.

Capacity building at all levels is essential so practitioners and decision-makers are equipped to deal with integrity issues. We need to support our member states so they develop appropriate policy, strategies, standards of conduct, systems of government, and control systems that deter corruption.

We hope that the Water Integrity Capacity Building Programme will be incorporated into all our infrastructure project preparation as well as the resource mobilisation for infrastructure programme areas.

The SADC Secretariat, through the Water Division within the Directorate of Infrastructure and Services, is pleased to have been able to facilitate the Programme and will continue to mobilise resources to support it.

We look forward to supporting further vital capacity building work.

C.3 Canisius Kanangire, Executive Secretary of the Lake Victoria Basin Commission

Unethical practices have many negative impacts on the development and implementation of any project. More funds are being allocated to the water sector but corruption threatens to undermine these investments.

Water: a vital and vulnerable resource

Corruption in the water sector takes place at various levels, from regional to local, and from small to grand scale. Transparency International's Global Corruption Report 2008, found corruption at every point along the delivery chain in drinking water and sanitation services: from policy design, to budget allocations, to operations and billing systems. In water resource management, corruption was found at different points in the process e.g. allowing industries to discharge untreated water and allowing over-abstraction of water.

The cost of corruption

Transparency International's Global Corruption Report 2008 also suggests that in developing countries, corruption is estimated to raise the price for connecting a household to a water network by as much as 30 per cent. We cannot ignore this cost.

The effects of corruption in our region are devastating. Integrity and trust in the water sector are undermined. We see increased costs of water treatment, decrease in fish stocks, increased algal blooming, increased investment costs, increased disease and poverty.

Empowering our water professionals

Our training gave water sector professionals, academics and officials practical ways to fight corruption. I myself was very encouraged that the discussions about corruption during the training were so open, honest and constructive.

As I told the participants, in them we now have ambassadors of integrity in the water sector in the East African region. Increased integrity in the water sector will mean we have the finances and opportunity to help more people access safe water supplies.

I am confident that we, with our partners, can continue to make bold moves towards ensuring that integrity becomes a priority for everyone working in the water sector.
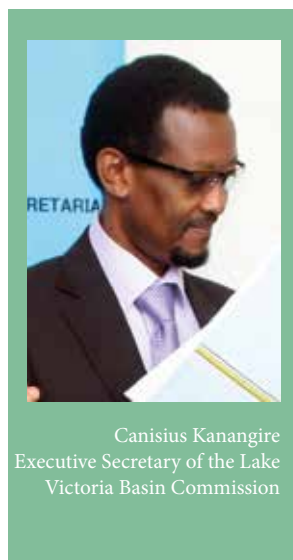
Canisius Kanangire
Executive Secretary of the Lake Victoria Basin Commission

Innocent Ouedraogo
Interim Director
Water Resources
Coordination Centre –
ECOWAS

C.4 Innocent Ouedraogo, Interim Director, Water Resources Coordination Centre – ECOWAS

Integrity gaps in the water sector have disastrous consequences: loss of life; degradation of resources and environment; and distortions of development efforts. It is therefore imperative that integrity and accountability are promoted as prerequisites for good governance in the management of water resources and services.

This concern is the core of our Water Integrity Capacity Building Programme. We train policy and decision makers, regulators, auditors, planners, and also representatives of consumer associations, river basin authorities, the private sector, civil society, and media.

Water Integrity in action in West Africa

In 2013, five regional trainings were conducted under the auspices of the Centre for Water Resources Coordination of ECOWAS, the Global Water Partnership - West Africa and WIN.

Participants came from Benin, Burkina Faso, Cape Verde, Cote d'Ivoire, The Gambia, Guinea Conakry, Liberia, Mali, Niger, Nigeria, Sierra Leone and Togo. They sharpened their knowledge and skills, learning tools and methodologies to curb corruption in the water sector. They also shared experiences and best practices, and developed national action plans.

Working together to take the programme forward

It is now important to follow up on the outputs of the workshops, at both country and regional levels. This is necessary for us to put water integrity where it belongs, at the top of national and regional agendas. It is crucial that we make use of the momentum of the discussions on the Post-2015 Development Agenda.

To achieve all this we need to continue to strengthen stakeholder capacity; to promote multi-stakeholder dialogue; and to work together on strategies to raise funds for follow up actions for phase II of the programme.

 Teun Bastemeijer
Chief Advisor Strategic
Outreach and Programmes,
WIN e.V.

C.5 Teun Bastemeijer, Chief Advisor Strategic Outreach and Programmes, WIN

In Africa and many countries around the world, water crises are not primarily due to resource scarcity but to governance failures. Corruption is both a major cause and an effect of poor governance in the water sector.

Poor water governance with corruption at its core is a major cause of destruction of the land, water and environmental resource base in countries and river basins. Without addressing these issues sustainability of human and economic development cannot be ensured.

The cooperative efforts through the Water Integrity Capacity Building Programme in Africa are part of WIN's strategy of broadening the partnerships base for water integrity action at different levels, both as an essential pre-condition and as a set of tools to improve the performance of the water sector.

At the first Water Integrity Forum held in Delft, The Netherlands, in June 2013, 60 organisations found that concerted action was needed to broaden the base and increase the pace of making water integrity part of policies, strategies, programmes and business models.

As well as fostering dialogue with specific networks, organisations and institutional stakeholders, WIN wishes to help seize opportunities to promote water integrity though partnerships in the corporate world. These include capacity development, training and developing standards for private companies, and bringing the water integrity perspective into multi-stakeholder processes.

Together with SIWI and other partners, WIN is supporting the OECD led Water Governance Initiative, which was launched following the 2012 World Water Forum.

With investments in the water sector growing, corruption risks are on the rise. More permanent investments in capacity building for good governance and water integrity are needed. WIN hopes to help convince decision makers that this need is urgent and that investments in water integrity in particular need to be prioritised.

Without integrity, no sustainability!

C.6 Jean-Marie Kileshye Onema, Network Manager, WaterNet

The Water Integrity Capacity Building Programme has come at an opportune time and addresses needs that have been articulated and prioritised by SADC member states. The translation of existing political will into action requires skills, capacity, and integrity of both the institutions and the people tasked with integrity work. This is where the capacity building programme comes in.

Jean-Marie Kileshye Onema
Network Manager
WaterNet

A structural problem

We take the view that corruption is as much structurally conditioned as it is a result of individual practice. We seek to reduce structural opportunities for corruption, as well as motivational factors.

Through the programme we have targeted water sector stakeholders at regional, basin and national level. Cross-country learning and sharing between participants from a diverse range of institutions greatly increased the success of the trainings.

Breaking the taboo on discussing corruption

The involvement of the SADC Water Division in the training encouraged open and constructive discussion on a topic that many usually shy away from. The speakers explained how the programme contributes to targets outlined in the SADC Regional Strategic Action Plan on Integrated Water Resources Development and Management (RSAP III) and to commitments made by SADC member states in general. This helped build a sense of ownership.

Rennie Chioreso Munyayi, WaterNet's project manager in charge of the Programme highlighted a comment from Rodgers Mozhentiy, a participant in the training for local government and water utilities, which stands out: 'You have spent the week imparting us with knowledge, skills, tools… now your part as trainers is done. It's up to us as the ambassadors of this training to take the process forward in our countries and in our institutions.' This is an appropriate place to thank Rennie for her dedicated efforts in the execution of the Programme.

So has the Programme had an impact? The answer is a clear yes. It is successfully raising awareness of integrity, accountability and corruption in the water sector and triggering action within institutions.

Themba Gumbo
Director
Cap-Net UNDP

C.7 Themba Gumbo, Director Cap-Net UNDP

2013 has been a fruitful year for the collaboration between Cap-Net UNDP and the UNDP Water Governance Facility at SIWI. We've focused together on the crosscutting themes of water integrity and the human rights based approach.

Mapping water integrity

Cap-Net UNDP has 23 associated partner networks, from Latin America through to Southeast Asia and the Pacific.

We are partnering with the UNDP-WGF in sub-Saharan region on water integrity since many years. As partners, associated with our partner network WaterNet, we conducted a mapping study in the SADC region some years ago. We have continued this work in Latin America with partner network LA-WETnet. The Cap-Net UNDP affiliated network CKNet in Indonesia initiated a Southeast Asian regional programme for capacity development in water integrity.

Cap-Net UNDP also joined in the UNDP-WGF project in the Arab region with participation by our partner network Awarenet.

Being a partner in projects in various regions adds to the global experience in water integrity work. The mapping allows identification of areas of strength and weakness, and of capacity development priorities.

A human rights based approach

In addition to the collaborative work on water integrity, Cap-Net UNDP is engaging with the UNDP WGF and other partners and networks, such as WaterLex and REDICA to develop and roll out a capacity development programme on human rights based approaches to water. A training manual is being developed and will be tested in 2014 through a pilot training of trainers.

Extending our reach with distance learning

We want to reach more stakeholders by increasing the use of e-learning/virtual learning strategies. To this end we have begun initiatives to develop a self-paced learning tool on water integrity, based on a training manual developed in collaboration with the UNDP WGF at SIWI, WIN and WaterNet.

The results Cap-Net UNDP has achieved within the water integrity capacity development project are a strong foundation on which to continue work throughout 2014. We are looking forward to continuing to deliver tools for rapid and effective awareness raising and capacity development on integrity issues.

D. WELCOME PAGES

Welcome to this stock taking report on the *Regional Capacity Building Programme: Promoting and Developing Water Integrity in Sub-Saharan Africa*. The report covers the 3-year work programme 2011-2014. On these pages you will meet the team working to ensure that money invested in the water sector goes where it is supposed to go: towards making sure everyone has access to water, a most basic and necessary commodity and a human right.

This Programme reached across the African continent with trainings and workshops. You can read first hand accounts from the people that we are happy to be able to call our new water integrity ambassadors. A key part of this document is the case studies and personal statements, where those we trained tell us about their experiences of putting theory into practice: both their triumphs and the challenges they face.

In this report you are going to get to know the work of our committed and hard working partner organisations: our regional partners EAC-LVBC, ECOWAS and SADC; and our implementing partners WaterNet, Cap-Net UNDP, WIN, UNDP-WGF and SIWI.

We detail the outcomes, what we've learnt and how we can build on this opportunity to support countries and institutions with water integrity. Thank you for reading.

'The training was a great opportunity to learn the technical aspects of water integrity, particularly the management of it. We covered what you need to focus on to create measureable systems to ensure value for money, to further enhance the water sector and to create sustainability. Sometimes as political leaders we think that strong will and a thirst for change is enough. I am very grateful for this chance to learn the technical systems to make sure that not only do we do things, but that we do things right.'

Momodu Maligi, Minister of Water Resources, Sierra Leone. Participant in the Accra April 2013 training.

'Integrity is a key element that is needed to improve indicators for access to drinking water. All stakeholders must play their role in integrity. The government is the first actor who has the responsibility to promote integrity… Major efforts should be made to ensure that existing laws are enforced. Access to drinking water is a political duty for rulers and a democratic right for citizens, who must also understand that they have duties in this regard, because if they are not involved in the management and maintenance the sustainability of the service will not be ensured.'

Antero Veiga, Minister of Environment, Housing and Territorial Management of Cape Verde speaking at the Praia 16th December 2013 training.
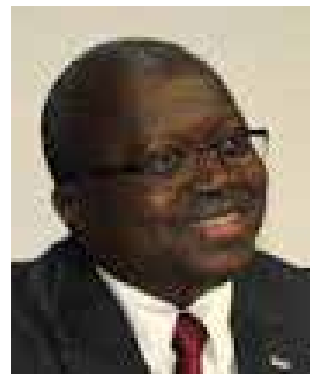
E. THE PROJECT IN BRIEF

Rationale

The need to tackle unethical practices in the water sector is urgent. Try to imagine for a moment that you do not have access to a safe water supply: the implications for human health, livelihood, eco-systems and security could not be more serious.

The water sector is identified as a high-risk in Transparency International's Global Corruption Report 2008. It found that unethical practices in the water sector put the lives of billions of people in jeopardy. Corruption is a leak through which money pours and which threatens to undermine financing of this crucial area.

The challenge

Water is a difficult sector to safeguard for many reasons:
- Water has many different uses on many different scales.
- Large flows of public and private money are involved in the water sector.
- Management of water resources is complex, as is infrastructure development.
- Traditionally, social and political concerns such as corruption have not been a priority because technical solutions are often paramount.
- Where water is scarce, accountability is low and salaries are low, so the potential for exploitation and dishonesty in water control and distribution increases.

The demand for capacity building

In 2008, to find the best way to engage with these problems, the UNDP-Water Governance Facility at SIWI, together with Cap-Net UNDP and WaterNet, mapped regional and national policies, institutions, laws and regulations, as well as projects active in promoting transparency, accountability and integrity in the water sector in the SADC region.

One of the key recommendations and demands, was for capacity building of staff at national, regional and local level, including within various river basin organisations, government and municipal entities. This need for capacity building support was given further weight by findings of Transparency International's Global Corruption Report 2008 and other studies by WIN.

The Programme was initiated after requests from regional partners, in order to seize the opportunity to contribute to higher sector performance in terms of effective investments, equity, and sustainability, in the spirit of the Millennium Development Declaration and Millennium Development Goals (MDGs).

A plan to provide integrity training that would develop capacities within stakeholder groups and across government levels was put into action in 2011, facilitated by Sida. The Sida financing of 16.5 million SEK, approximately 2.4 million USD, was enough to fund implementation of the Programme, a three-year project. This funding also leveraged additional financing.

The method

Trainings were devised with combined expertise from UNDP-WGF, SIWI, WIN, WaterNet, Cap-Net UNDP and local and regional networks.
It covered:
- the ability to recognise vulnerable areas and corruption risks
- knowledge on how water related corruption can be addressed
- an overview of available tools and methodologies for reform
- applying new capabilities to improving integrity in daily work and in home organisations

Ownership of the project: Our regional partners

The Programme was successfully driven forward by the strength of partnerships that spread across the African continent. EAC-LVBC, ECOWAS, and SADC mobilised their networks and expertise to actively target water sector stakeholders with tailored training and workshops. The training gave people the tools to recognise vulnerable areas and to put practices in place that will safeguard investments in water.

EAC, ECOWAS and SADC countries have themselves committed to integrity and accountability through good governance and promotion of transparency and accountability. Their secretariats endorsed the Programme to strengthen existing regional efforts to eliminate unethical practices in water management and service delivery.

"When corruption is internalised in society, many people and institutions are conditioned to accept it as the norm but this is at a high economic and social cost."

Tsitsi Matope
Special Assignment Editor for the Lesotho Times.
Participant.

Legend:
- SADC
- EAC
- ECOWAS
- SADC & EAC
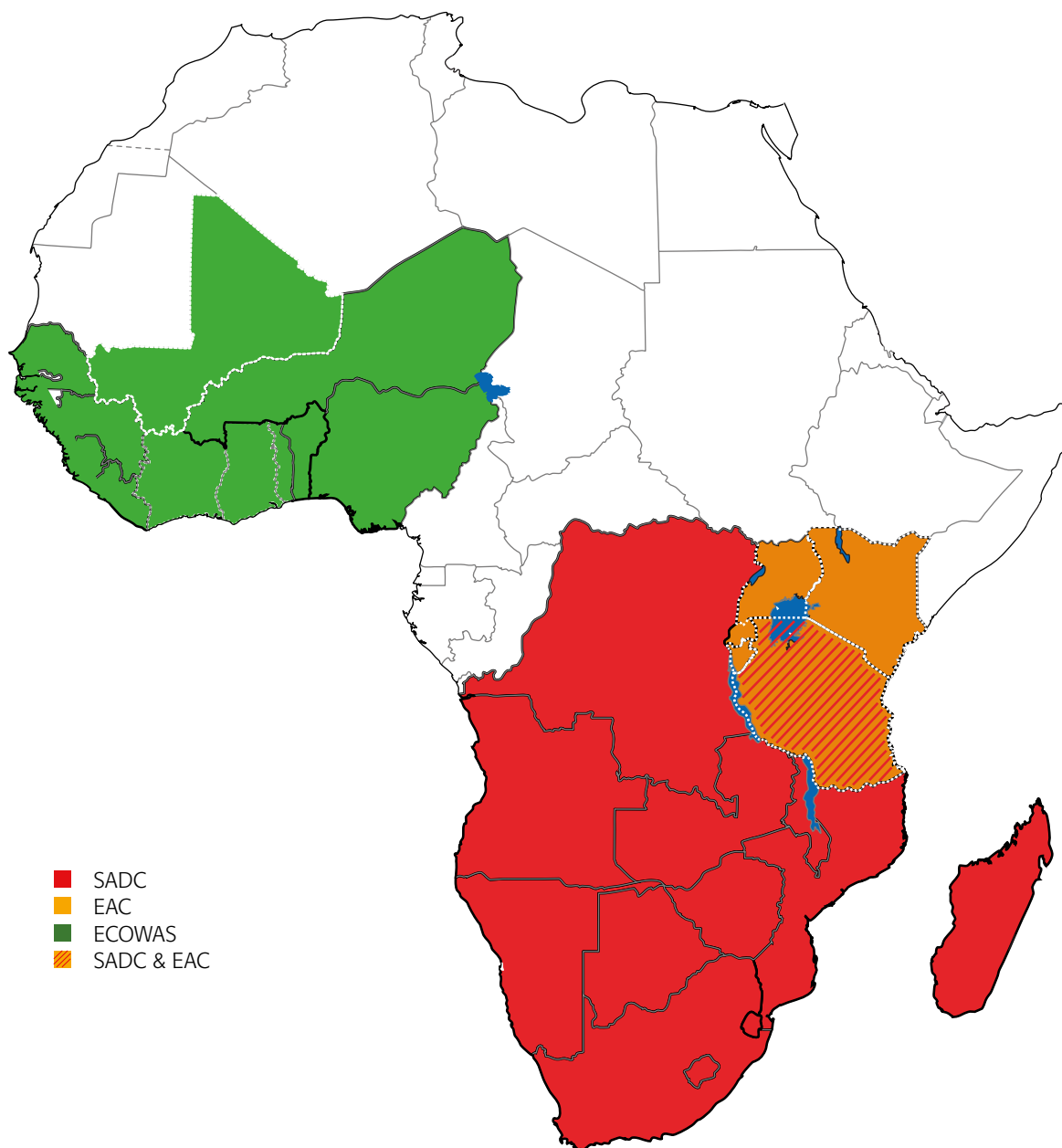
Geographical scope

As the map shows, the Programme covered areas in three regions of sub-Saharan Africa: EAC, ECOWAS and SADC regions.

Management structure

We have three regional partners who are the political leaders and owners of the Programme : ECOWAS, Lake Victoria Basin Commission of EAC, and SADC. We have three implementing partners: WIN, SIWI and WaterNet, each working with one of the regions. The Programme receives strategic orientation from the SAG, which has representatives from each regional partner among its members and from Cap-Net UNDP.

The Management Group (MG) is in charge of implementation of the project. Its executive arm is the Stockholm-based Programme Management Unit (SPMU), which reports to Sida and is responsible for coordination of the Programme. See Programme Management Structure section for full lists of members of SAG and MG.

F. SECTOR DEVELOPMENT

In view of the threats posed by corruption, regions are engaged in their own initiatives. We pay close attention to this so as to complement existing work, make best use of resources and avoid duplication of effort.

After the publication of the Africa Water Vision 2025 in 2000, AMCOW provided a framework within which action on the Africa Water Vision could be coordinated across the countries and sub-regions of Africa. This is according to the AMCOW 2012 Africa Status Report on IWRM.

As a result of the Programme the AMCOW General Assembly included water integrity in its decisions at the meeting of African Ministers' Council on Water in May 2014. In its decisions, the GA noted the statement of this

Programme's first African Water Integrity Summit and called for water and sanitation to be included in AMCOW events, the 7th World Water Forum and all consultations on the Post-2015 development agenda.

The majority of countries have established transparent WASH service provision targets and have put in place supporting policies. Many monitor these targets. Increasingly, countries also confirm that the rights to water and sanitation are adopted in laws or policies, according to the UN GLAAS Report 2012.

This shows a new focus on water in general and, we believe, better-targeted investment and more efficient water management.

East African region

The United Nations Convention against Corruption (UNCAC), the African Union Convention on Preventing and Combating Corruption (AUCPCC), triggered Partner States to set up strategies to combat corruption. The East African Community of five countries took further steps in addressing corruption across all sectors by developing, negotiating and adopting the EAC Treaty in 1999 as well as the Protocol for sustainable development of the Lake Victoria Basin in 2003.

EAC-LVBC is currently coordinating implementation of the second phase of the Lake Victoria Water and Sanitation Programme (LVWATSAN II) as well as the Lake Victoria Environmental Management Project (LVEMP II).

As part of these programmes we are implementing selected capacity building aimed at strengthening governance, transparency and accountability within water utilities, water supply organisations, among water users, and basin officers. Issues of transparency, accountability and integrity are comprehensively covered especially under LVWATSAN II because corruption occurs in water supply through tendering, service provision etc.

'I shared the training with all my colleagues and we have started tender files. This means that all offers are analysed and all contracts signed in a totally transparent way. We will be monitoring integrity in future procurement.'

Kavandari Deo
National Coordinator of LVWATSAN II implemented by REGISESO under the Ministry of Energy and Mines, Burundi

Major donor initiatives on water integrity in the EAC-LVBC region

The Programme has been accepted by the one of the highest policy bodies of EAC-LVBC i.e. the Council of Ministers for the LVB. In addition, high-level participants such as governors and mayors have testified to the importance of the Programme for our region.

The EAC-LVBC key strategy currently is to make sure that the Programme is incorporated in all our new projects e.g. the upcoming Transboundary Border Towns programme supported by the German government-owned development bank KfW and by the European Union.

The EAC partner states are part of the programme 'Strengthening Capacity for East African Association of Anti-Corruption Authorities (EAAACA) to prevent and combat corruption in East Africa', supported by the Government of Sweden. Key objectives include strengthening the capacities of EAAACA member authorities to combat and prevent corruption as well as to improve communication among stakeholders on strategies for preventing and combating corruption.

The partner states are also part of the Regional Anti-corruption Programme implemented by Governance and Public Administration Division (GPAD) of the Economic Commission for Africa (ECA) in Collaboration with the African Union Advisory Board on Corruption (AUABC).

ECOWAS region

The ECOWAS Protocol on the Fight against Corruption was adopted in December 2001 with the objective of strengthening effective mechanisms to prevent, suppress and eradicate corruption through cooperation among states.

The protocol obliges states to adopt the necessary legislative measures to criminalise active and passive bribery in the public and private sectors; illicit enrichment, false accounting, as well as acts of aiding and abetting corrupt practices, and the laundering of the proceeds of corruption; to ensure the protection of victims; and to provide each other with judicial and law enforcement cooperation. The protocol further calls upon states to harmonise their national anti-corruption laws,

to adopt effective preventive measures against corruption and to introduce proportionate and dissuasive sanctions.

Major initiatives on water integrity in the ECOWAS region

WIN

The Water Integrity Network has been working and investing in water integrity activities in the ECOWAS region since 2009. An informal regional coalition of partners is hosted by 2iE, which also cooperates with WIN in developing web-based and other training programmes. With the support of the Dutch Foreign Ministry, WIN will, in collaboration with the GWP/ PNE Benin, implement a three-year programme on Water integrity in Benin from 2014 till 2016.

Transparency International

From 2009 till 2012 Transparency International implemented, in collaboration with its national chapters Ghana Integrity Initiative and Forum Civil Senegal, the TISDA Project on fighting corruption in basic service delivery in the water sector in Ghana and Senegal. Activities were supported financially by the Gates Foundation.

ECOWAS Water Resources Coordination Centre

The ECOWAS Water Resources Coordination Centre (ECOWAS-WRCC) was launched in 2004 to coordinate and implement the regional policy on water. A strategic plan for the period 2007-2015 was prepared and adopted, outlining two strategic themes for interventions on the governance of cross-border water resources. These were: support of cross-border basin organisations and assistance with integrated water resource management (IWRM) processes in different basins, and advancing regional integration in the water sector.

ECOWAS-WRCC has developed a regional framework and a range of tools to enable countries and basin organisations to progress towards concrete actions to implement IWRM.

Currently the ECOWAS-WRCC is implementing several projects with the support of donors such as the World Bank, Sida and the UK Department for International Development (DFID). No specific mention is made to the promotion of water Integrity but the focus is rather on general good governance in the water sector.

Other projects include CIWA West Africa, Sida funded work on IWRM by ECOWAS-WRCC and DFID funded work on implementation and dissemination of water infrastructures management guidelines. These all address water resource management in the region generally but not integrity work specifically.

SADC region

The SADC member states took a lead in addressing corruption across all sectors by developing, negotiating and adopting the SADC Protocol Against Corruption. The protocol was adopted in August 2001 and came into force after attaining the two-thirds ratification by signatory member states in 2005.

Major SADC region donor initiatives on water integrity

The SADC Water Division is currently coordinating implementation of RSAP III. RSAP III is the framework for action to achieve the sustainable development of water resources in the region through the development of water infrastructures on the basis of sound water governance and water management.

The SADC water division is implementing selected capacity building programmes aimed at strengthening governance within river basin organisations guided by the RSAP III. Issues of transparency, accountability and integrity are comprehensively covered. The SADC water division aims to incorporate the Programme into all infrastructure project preparation programmes as well as resource mobilisation for infrastructure programme areas.

DFID's Anti-Corruption Strategy for Mozambique (similar strategies have been developed for Malawi and Zambia)

In Mozambique, DFID is supporting integrity and value for money in areas such as:

- Fiduciary Risk Assessments (FRAs) and Annual Statements of Progress (ASPs), which identify and monitor corruption and fraud risks for financial aid to the government.
- Audits e.g. procurement, value for money, etc. of programmes where necessary. Beneficiary monitoring of government services, through which communities and citizens can report on the quality of service provision in sectors such as health and education. This helps to identify misuse of public funds, including of financial aid.

Anti-corruption efforts by the government of Mozambique

- The National Directorate of Water (DNA) of the Government of Mozambique has contracted IRC to develop a sector anti-corruption strategy in order to strengthen transparency, accountability and integrity in the country. IRC is providing support to a team of Mozambique experts led by a team leader based within the Group for Planning and Control (GPC) in the National Directorate of Water (DNA).
- The anti-corruption strategy and plan are being developed through corruption risk mapping, water integrity surveys and documentation of good practices at national and decentralised levels in Mozambique.

The World Bank has been promoting integrity and accountability in the SADC region through various programmes e.g. the Global Social Accountability Programme, which is now in its second phase. Sectors supported by this programme include Health, Education, Water and Sanitation, etc.

UNDP has been supporting anti-corruption programmes across the SADC region. Specific countries of reference include Namibia and South Africa.

G. OBJECTIVES, OUTPUTS AND METHODOLOGY

Overall objective and outcomes

Working together with our partners, the overall programme objective has been "to develop capacities of different stakeholder groups and government levels to improve transparency and accountability practices in the water sector in Africa".

We are contributing to the overall development objective of "People in sub-Saharan Africa enjoy a better quality of life through the implementation of integrated, equitable and sustainable water resources management".

Our main outcomes are:

Outcome 1: Improved dialogue and learning on how water related corruption can be addressed at the national, regional and local levels, drawing on local experiences for new and appropriate approaches.

Outcome 2: Participants apply their new skills and knowledge of transparency and accountability practices to improve integrity in their daily work capacity and in their home organisations.

The regional approach

Our regional approach provides the following benefits:
• Shared learning and exchange of good practice between countries has been extremely beneficial.
• A regional approach avoids given countries feeling singled out or reproached and makes them more likely to engage.
• Our work has been expedited by working with different types of regional and sub-regional bodies, which have al-

'During the training participants shared work-plans of the measures they would implement after the training workshop and shared experiences of similar work in their respective countries.'

Goodwell Lungu
Water Integrity Trainer and Executive Director
Transparency International Zambia

ready adopted anti-corruption or water-sector specific declarations, conventions, protocols, processes and objectives.
• Working with regional organisations means water integrity work can eventually be scaled up to a regional level.
• Countries can be encouraged to live up to commitments by peer pressure, review mechanisms or governance indices.

Outputs and the methodology employed to achieve those outputs

The basic methodology for the Programme has been participative, interactive trainings. The table shows the output and the respective programme component employed to deliver it.

PROGRAMME OUTPUT	PROGRAMME COMPONENT
OP 1: Strengthened water-sector stakeholder awareness. Better understanding of corruption risks, how to promote good practice and how to implement integrity mechanisms.	Foundation training course offering conceptual grounding in integrity, accountability and anti-corruption in managing water resources and services.
OP 2: Strengthened capacity of water-sector actors to ensure integrity within their work and organisations at the operational level.	Advanced technical trainings for special target groups aimed at stimulating action within the participants' own organisations. Accompanied by other forms of capacity aid, such as technical support, 'alumni organisation', and secondments.
OP 3: Better dialogue on addressing corruption in the water sector at regional and national levels.	Annual regional meetings to provide platforms for dialogue and sharing of country-level experiences and knowledge on effective implementation of anti-corruption tools and practices.
OP 4: Capacity building in the Regional Economic Commissions and other regional actors to support their work with members on water integrity issues.	The RECs and regional actors have hosted and partnered this programme. By their staff participating in the trainings, their capacity to work with water integrity has been strengthened.
OP 5: Increased size of the pool of Water Integrity course facilitators and strengthened capacities to effectively disseminate and replicate anti-corruption capacities.	We have carried out training of trainers, dialogue facilitators and technical support people early in the Programme. This has driven high quality delivery of the above Programme components. The number and experience of facilitators we now have means we now have the capacity to deliver more training, reaching further and more deeply into the water-sector to effect change.

The sequence that has been followed can be summarised as follows:

Training Preparation	Training + Development Action Plan	Implementation Action Plan	Sharing experiences
• **Adapt training material** • **Select participants**	• **First trainings** • **Training of trainers** • **Development of indvidual action plans**	• **Implementation in participants' own organisation** • **Technical support to implementation**	• **Use of online knowledge and experiance sharing platform** • **Learning summit**

Structure of the training courses

Our trainings were developed around a fundamental belief that any behavioural change for improved integrity must be based on a stepwise approach:
- Understanding corruption and anti-corruption in the context of water governance.
- Diagnosing corruption risk areas.
- Strengthening transparency, accountability and participation in ethical water governance through reform and practical application of measures.

19 trainers were trained across the three regions. Ten trainers were trained for the EAC-LVBC region, two for the ECOWAS region, to complement the existing large pool of WIN trainers, and seven for the SADC region.

579 participant stakeholders (not including trainers) were then trained in the three regions: EAC (147 in seven trainings), ECOWAS (289 in seven trainings) and SADC (143 in six trainings).

In addition, outside of the Programme, an additional 60 stakeholders and students have been be trained in the ECOWAS region via online courses on water integrity provided by the 2iE institute. 2iE is based in Burkina Faso and trains engineers with a variety of specialisms including water and sanitation. These trainings are on-going.

The calibre, drive and contributions of those who took part have been crucial to the success of the trainings. Participants were chosen in partnership with the regional partners to be representative of different responsibilities, geographical area and scope, and of different roles within and related to the water sector.

The training challenged everyone to consider and debate potential solutions and bring their own experiences to the discussion. Participants developed anti-corruption action plans specific to their roles in their home organisations.

We took a system-based approach, rather than focusing on individual blame. We made sure that participants recognised that the only way to end opaque, dishonest, unresponsive or otherwise morally compromised practices is to apply systems of transparency, participation and accountability.

'Training is the key. Training and more training. We need to train as many people as possible to reach the critical mass necessary for bringing about change.'

Richard Kimwaga
University of Dar es Salaam, Tanzania
Participant in the Johannesburg
October 2012 training

The anti-corruption plans, a crucial link

These plans, developed during the course, provide an opportunity for immediate application of learning. They are made up of a number of demand-driven activities and designed by the participants, who were appointed by high-level management within their home organisations.

To ensure that the plans were of high quality, they were peer-reviewed in group-work, reflecting on the key integrity issues involved. Pre-existing Water Integrity initiatives at sub-regional level or country programmes were considered to ensure synergy of efforts.

In many successful cases, the plans have been integrated into the job specification of the participant and into the working practises of the organisation.

Initiatives in post-training support and discussion

This includes networking with other participants, mentors and resource persons. Funding the water integrity action was outside the scope of the Programme so the implementation of the action plans was primarily the responsibility of participants' home organisations and should not have depended on external financial support.

The alumni platform and the learning summit

SIWI developed an online alumni website to facilitate on-going discussion and learning between participants. It is hosted at SIWI in Stockholm. This was the main post-training support planned, another is the Learning Summit of April 2014.

For each of the three regions a discussion forum was established, two for the ECOWAS region, one in English and one in French. Each region identified a discussion facilitator who was contracted by SIWI to spend time generating and facilitating discussions and also responding to questions from members.

The platform has been successfully used to gather feedback on the courses. More than 95 training participants joined the platform. Discussion threads so far have included a press report on water integrity, as well as some of the results of implementing good practices from an action plan. A discussion thread of alumni comments is shown below.

Water integrity training for Water Resources Experts in Kigali, Rwanda December 16-17, 2013

"I am taking this opportunity to thank the funder and the organisers of this training. Actually the training has opened the minds of every participant because almost all of us were not aware of the kind of corruptions present in the water sector."

Martha Raymond Ngalowera
December 17, 2013

"Many thanks to the organisers and facilitators of this training. It has been a big eye opener to so many integrity issues."

Richard Musota
December 17, 2013

"Dear All, on behalf of SIWI, who is organising this training in collaboration with LVBC we are very happy to hear that you found this training useful. I can tell from the quality of the group work and your action plans that you had a very stimulating training. I am aware that you are soon going back to your everyday work and busy schedules but I encourage you to use this platform to stay in touch and to help and support each other in becoming the water integrity ambassadors of East Africa."

Maria Jacobson
December 20, 2013

"Many thanks to the organisers of the training. This was a huge opportunity to become aware of the existing types of corruption in water resources management and also in our everyday life."

Emmanuella Murekatete
December 23, 2013

Implementing our water integrity action plans

"It is a great idea on sharing some of your experiences after these trainings. We are on discussions within the EAC region to see how we can organise alumni meeting/workshops so as to share and give feedback on your involvement as an ambassador of the water integrity. We are also planning to document all case studies from participants and put them in our websites and elsewhere."

Omari Mwinjaka
October 29, 2013

"I'm just today back in my office and I'm going to share my colleagues what learnt from there and start the implementation of my action plan."

Twebaze Kamara Julia Billiart
March 22, 2013

"Thank you so much for the coordination role Cate. I am happy to inform you that we are indeed ambassadors in the water sector. First of all I sent a message online to all users in the ministry about the water integrity course and I got feedback. I also presented a topic on water integrity to the private water operators."

Yvonne Dukundane
November 4, 2013

"Water integrity is a very important aspect since it involves the collective efforts in our community to improve the management of the scarce water resource."

Abel Mosha
June 13, 2013

"Indeed water integrity is very important. Looking back at the training, the increasing demand of the scarce water resources make it more valuable hence the increase in corruption practices. Under these circumstances it is essential that governance mechanisms to ensure that everyone receives access to water services are efficient and transparent! Communities need to actively participate in the management activities."

Cate Zziwa Nimanya
June 13, 2013

"As part of our action plan to promote water integrity in Uganda, NETWAS committed to document and share some of the good practices in improving governance of water. I'm attaching some of the cases so far documented, mostly relating to community involvement in management of their water sources. This is one way to improve participation of all stakeholders in management of their scarce resources."

Grace Orishaba
June 14, 2013

"I was very touched by what we discussed in Mwanza about water integrity! The key issue is that we need to involve the people in all aspects of water management. This will help our people in getting what is due to them. Secondly, communication should be integrated to create a one-stop centre for example if we call a meeting on HIV we can talk about water integrity too."

Daniel Kasala
June 17, 2013

Coalition building: ECOWAS region

Taking advantage of any window of opportunity for the introduction of accountability and transparency measures requires strong regional and country based coalitions. These are necessary to promote good practice, monitor change and impact. They must also facilitate development and implementation of appropriate strategies that build on the knowledge, strength and capacities of stakeholders.

The ECOWAS region took the initiative in focussing on building national coalitions, using national action plans. Multi-country partnerships were observed as having broad impact and creating an enabling environment for sustainable outcomes. They also provided a rich environment for dissemination of lessons learned and in this way created greater impact.

The ECOWAS region aimed to capitalise on the experiences of the partners at national level, helping to enhance their actions and efforts. We have also worked on putting in place national coalitions for integrity in places where the political environment is enabling and coalitions do not yet exist. This has become a regional network in line with WIN's overall approach in capacity development.

Distance learning: furthering our reach

Distance learning

Complementing the Programme, in West Africa, WIN's partner 2iE in Ouagadougou, Burkina Faso is conducting online training courses for local elected officials and 2iE students. The integrity modules have been adapted for online courses and six additional facilitators have been trained for the implementation of the online courses.

'Assisting with the training of stakeholders in my work with ministers in West Africa I saw individual countries coming up with pragmatic, doable action plans. These action plans for the West Africa sub-region are about to be rolled out in full.'

Daniel Kwesi Yawson
Water Integrity Trainer and project coordinator at the International Union for Conservation of Nature (IUCN), Kano, Nigeria

'We shared the training with staff at the office of the Minister of Hydraulic Resources and Electricity and are planning workshops in 11 provinces. As well as a committee that will promote integrity we are working on a risk assessment for corruption and a strategic document to eliminate that risk.'

Judith Bandila
Senior Hydrologist in the Ministry of Hydraulic Resources and Electricity in Democratic Republic of Congo. Participant.

H. PROGRAMME MANAGEMENT STRUCTURE

The Programme has been hosted and coordinated by UNDP WGF at SIWI and implemented in partnership with WaterNet, Cap-Net UNDP, WIN and SIWI's capacity building department. UNDP WGF is hosted by SIWI and allows linkages with other UNDP governance initiatives and UNDP country-offices in the region.

Collaborative management Structure

STRATEGIC ADVISORY GROUP

| EAC-LVBC | ECOWAS | SADC | CAP-NET UNDP |

STRATEGIC ORIENTATION

| SIWI | WIN-S | WATERNET |

COORDINATE IMPLEMENTATION

UNDP WATER GOVERNANCE FACILITY

IMPACT ASSESSMENT
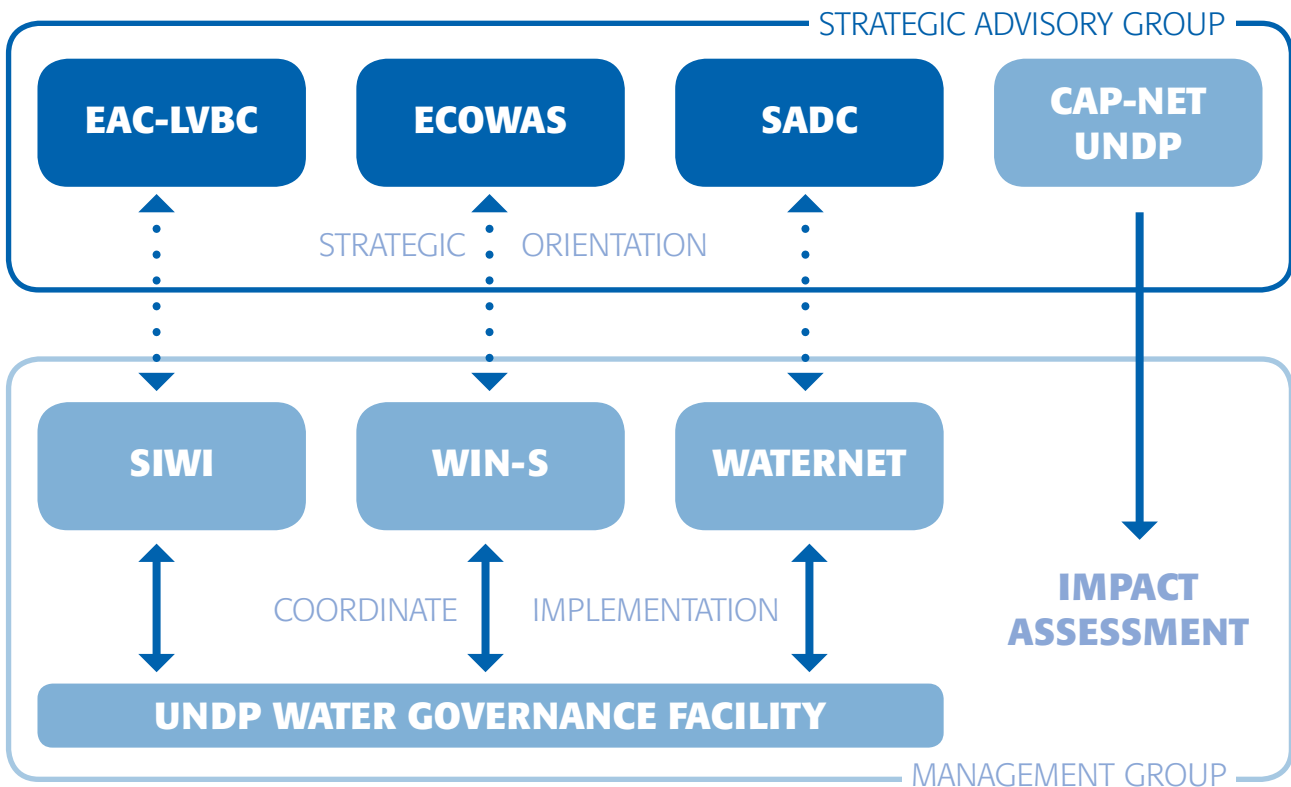
MANAGEMENT GROUP

Stockholm-based Programme Management Unit

SIWI set up the SPMU under the auspices of UNDP-WGF. The SPMU is responsible for programme coordination and reports to Sida. It is the executive arm of a management group formed by the different implementation partners.

Management group

This is composed of representatives of the implementation partners and considers management issues. The group had responsibility for implementation of the Programme.

Members of the management group are as follows:
- Rennie Chioreso, WaterNet
- Françoise Ndoume, WIN
- Maria Jacobson (previously Ana Cascao), SIWI
- James Leten, UNDP WGF

Strategic advisory group

The SAG is not a formal Board of Directors and does not have fiduciary responsibility for the Programme. It provided orientation to the Programme, and particularly to the MG. It ensured the Programme met the stated objectives, while optimising opportunities and adapting appropriately to changing realities and demands.

Members of the SAG are as follows:

Phera Ramoeli, Senior Programme Officer, SADC Water Division, chair of SAG
Canisius Kanangire, Executive Secretary of LVBC
Innocent Ouédraogo, Director of ECOWAS-WRCC
Teun Bastemeijer, WIN
Jean-Marie Kileshye Onema, WaterNet
Dam Mogbante, GWP-WA
Themba Gumbo, Cap-Net UNDP
Marianne Kjellén, SIWI
Håkan Tropp, SIWI
As observer, Elphas Ojiambo, Programme Manager at Sida

Collaborating partners: regional partners

The Programme was shaped in response to regional needs as expressed by AMCOW, EAC-LVBC, ECOWAS and SADC. Its success relies on political ownership at the regional and national level. Our political partners facilitate this ownership. They also play an important role in promoting, coordinating and facilitating the trainings and in knowledge and experience sharing.

Collaborating partners: implementing partners

It has been the responsibility of the implementing partners, WaterNet (SADC region), WIN (ECOWAS region) and SIWI (East African region) to implement the Programme in their respective regions. They provided the Programme Manager with annual work plans, progress and financial reports and oversaw the quality of outputs and outcomes for their respective regions.

The ECOWAS region decided that the ECOWAS-WRCC would manage a steering committee of representatives from WIN, IUCN/PACO, GWP-WA, the West African River Basin Networks organisations and civil society. The conclusions of this steering committee inform the SAG.

The implementing partners counted on the technical assistance of institutions including IUCN, GWP and independent consultants.

'I want to join others who have congratulated the organisers of this important training for the good work they have done. Corruption is a monster in our society and has denied our people services they pay for in the water-sector. Our people still die of preventable water borne disease yet every year there is a budget towards safe water provisions. Let us fight corruption.'
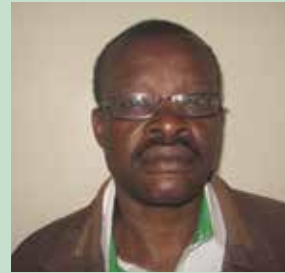
Peterlis Opango
Water Quality and Pollution Control Officer in the Water Resources Management Authority, Kenya.
Participant.

I. OBSERVED OUTCOMES

This is an overview of the total trainings and of a specific outcome assessment that was completed in 2013. Measuring outcomes for an awareness raising and capacity building programme like this is an important, and difficult, task because of the professional diversity of the participants and their wide geographic distribution.

The capacity building trainings led to development of action plans by participants. Details of some of these action plans are also presented here.

I.1 Training of trainers

19 Anglophone trainers were trained: ten in the EAC-LVBC region, two in the ECOWAS region and seven in the SADC region.

With respect to francophone trainers, the strategy was changed in West Africa. A large pool of trainers was already available via WIN. This was further enlarged by selecting appropriate candidates from the regional trainings.
WIN also contributed to enlarging the pool of trainers by training tutors for the distance-learning course.

22 trainers are now available in the ECOWAS region.

I.2 Stakeholder training participation

The Programme trained, a total of 579 actors from the water sector were trained from the countries shown below: 147 in seven trainings in the EAC-LVBC region, 289 in seven trainings in the ECOWAS region and 143 in six trainings in the SADC region. 19 trainers were trained at the beginning of the programme.

The vast majority of the participants in all regions reported that the training course had increased their understanding of corruption risks and taught them to identify corruption risks and adequate anti-corruption mechanisms.

'We are developing rules and guidelines for procurement. We have examined the procedures we follow when setting up evaluation committees for tenders. We have also looked at how we nominate individuals to represent us in activities outside the country, making sure we involve the most relevant people who can do the best job.'

Sindy N. Mthimkhulu
Senior Water Engineer, Water Control Section of the Department of Water Affairs, Swaziland

"We should insist that people of ministerial level go to the training. They need to realise the weight that they can put behind the work that we are doing to try and make a difference in peoples' lives."

Millicent Mensah
Manager of Water Inspectorate, Public Utilities Regulatory Commission, Accra, Ghana

'Most people in my village are now aware of their rights.
If consumers know about their rights with regards to water, they can demand information about delivery of water and sanitation.
This helps ensure that organisations on the supply side practice integrity.'

Moses Bigabwa Bategeka
National Water and Sewerage Cooperation, Uganda

participants % per country

gender balance in the programme
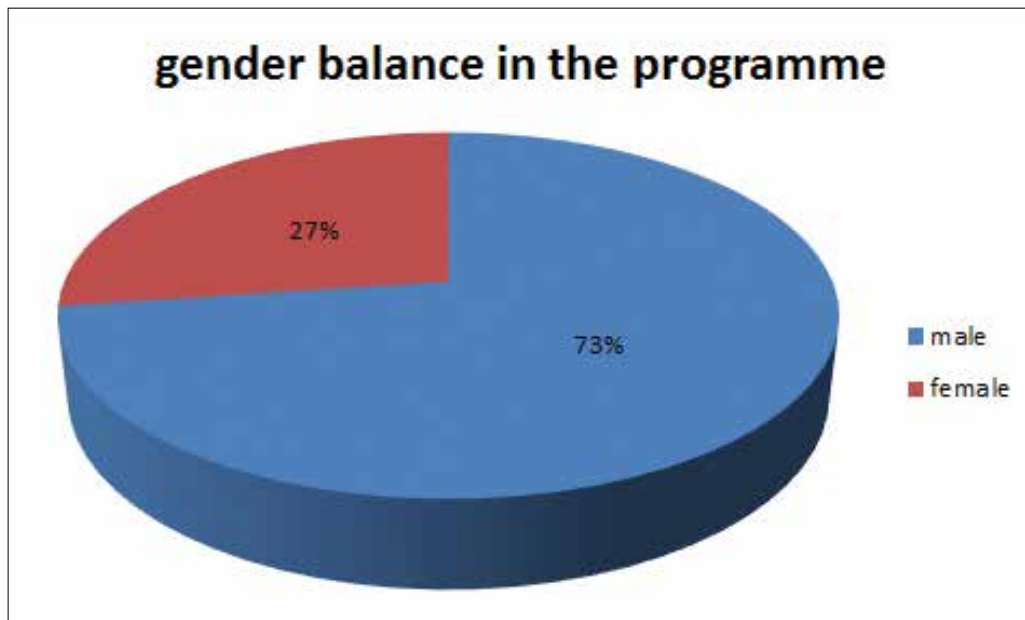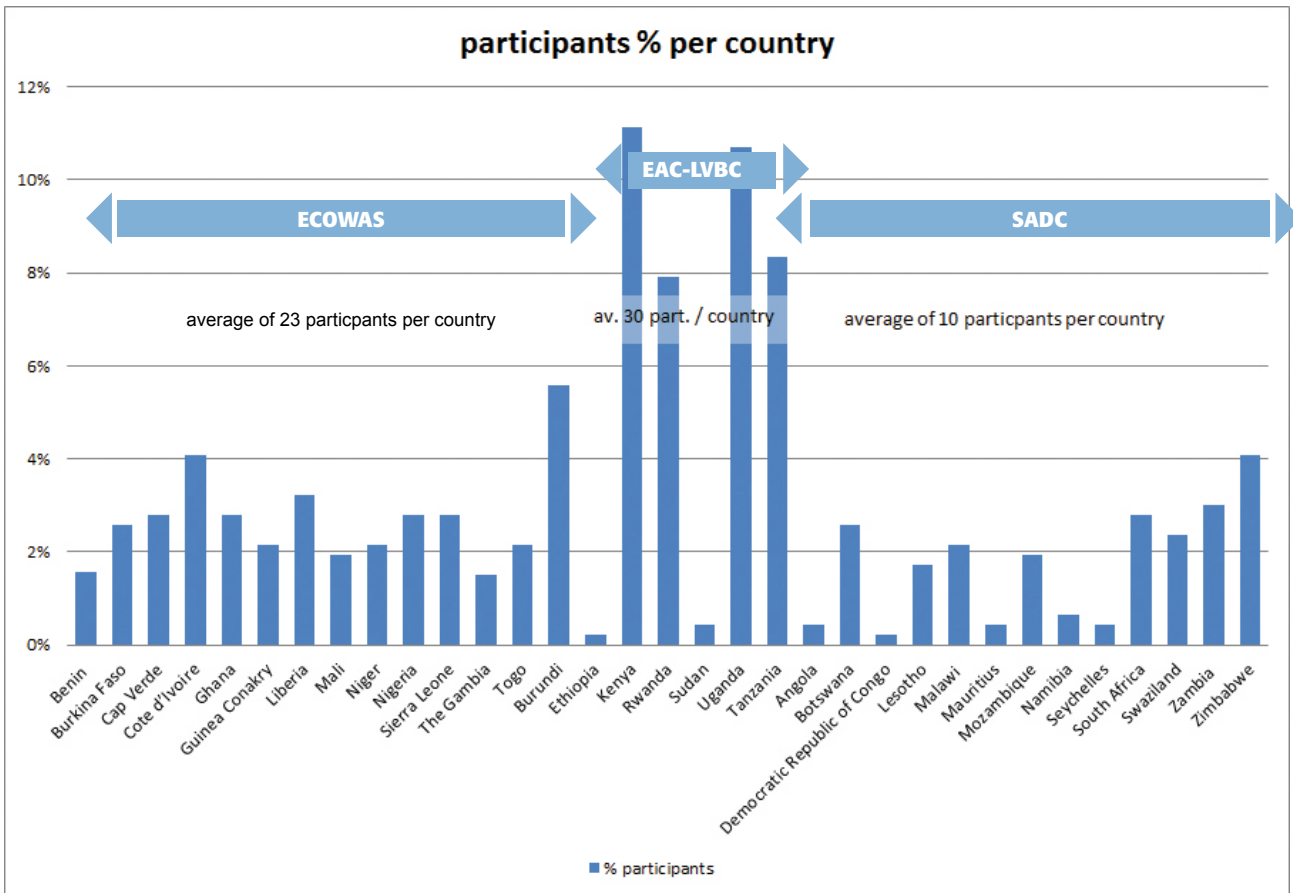
The goal of parity between female and male participants was not achieved. 115 female and 282 male stakeholders were trained. Although this is disappointing, it is an accomplishment to have achieved this balance given that we are working with a very male dominated sector in the region.

In East Africa it was noted that there was very little participation from women, mainly because they are not well represented in the water sector. Those who did attend the trainings were reluctant to join in discussions. Providing targeted trainings to increase numbers and to encourage active participation by women became a priority. As a result LVBC organised trainings that addressed both water integrity and gender. These were very successful.

Distribution of participants by profession

EAC-LVBC: 91 men, 56 women
ECOWAS: 219 men, 70 women
SADC: 112 men, 31 women

The goal of parity between female and male participants was not achieved. 157 female and 422 male stakeholders were trained. Although this is disappointing, it is an accomplishment to have achieved this ratio given that we are working with a very male dominated sector in the region.

In east Africa it was noted that there was very little participation from women, mainly because they are not well represented in the water sector. Those who did attend the trainings were reluctant to join in discussions. Providing targeted trainings to increase numbers and to encourage active participation by women became a priority. As a result LVBC organised trainings that addressed both water integrity and gender. These were very successful.

Distribution of participants by profession

Government department and ministries, academic institutions, NGOs and projects, international donors and media were all represented at the trainings.

total participants per region, per sector

	ecowas	eac-lvbc	sadc
private sector total	17	6	5
civil society total	79	39	23
public sector total	193	102	115

fraction of decision makers

high level decision makers, ; 18%

Others 82%
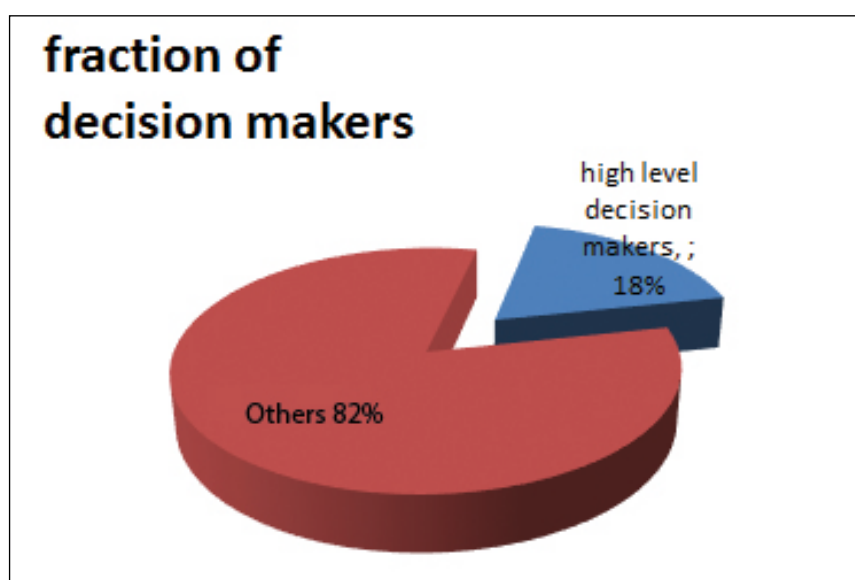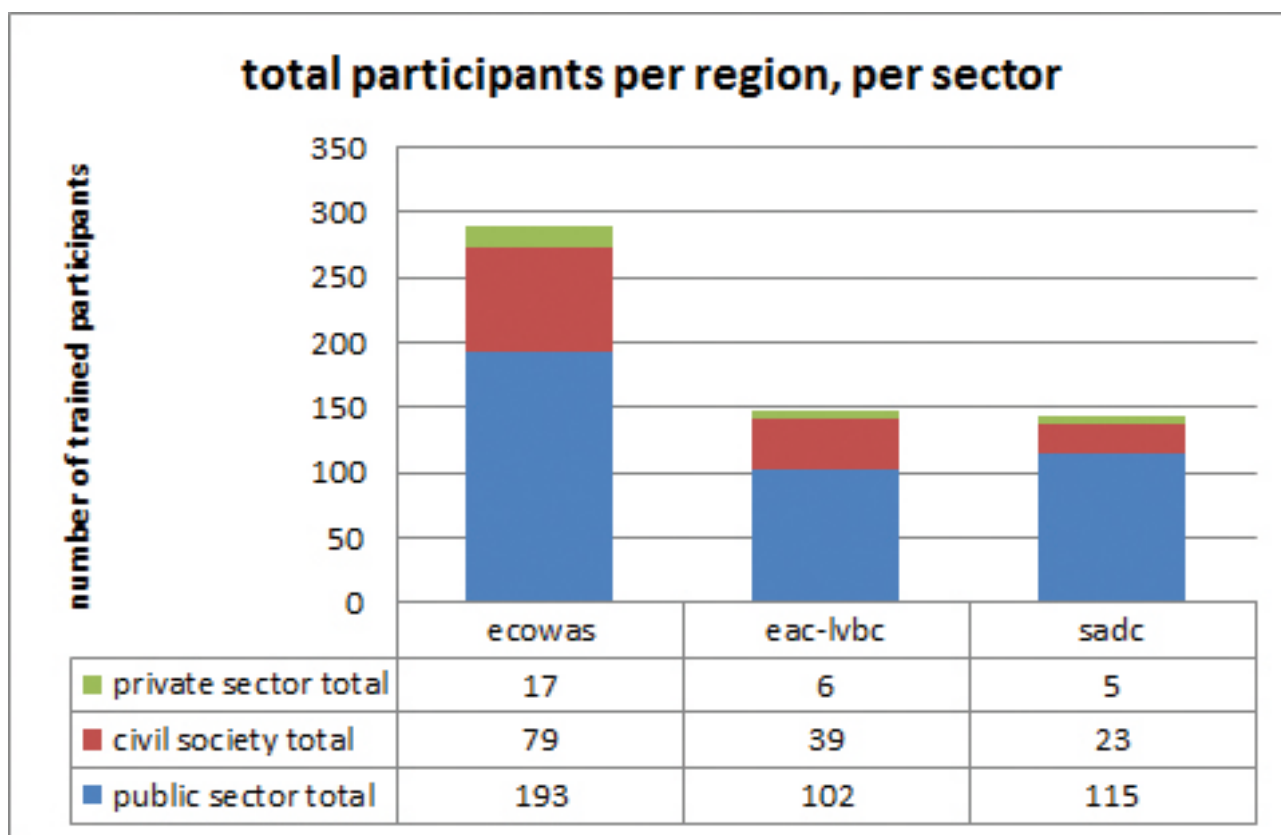
I.3 How we assessed outcomes

An assessment was done in the SAC and EAC-LVBC regions more than seven months after trainings to gauge the impact achieved by the training on participant daily work practices and within home organisations.

The study was prepared for the first water integrity forum in June 2013, a survey was conducted for the following three courses held during 2012:

- Training of Trainers for the Regional Water Integrity Capacity Building Programme in sub-Saharan Africa, June 18-22, 2012 in Nairobi, Kenya.
- First Regional Training Workshop on Promoting Integrity and Accountability in the Water Sector, SADC region. October 22-26, 2012, Johannesburg, South Africa.

- Regional Training Course on Water Integrity. July 23-27, 2012, Kampala, Uganda.

We obtained responses from 20 countries. The majority of the participants, as well as respondents, were managerial level or higher technical level people from government departments and ministries.

Altogether 24 per cent of those contacted responded. In the past, Cap-Net UNDP has found responses in this sort of monitoring usually fall between 10 per cent and 20 per cent. One can, as such, consider this as a good response rate.

I.4 Multimedia promotion of the programme

The Programme has been widely reported in the internal communications of partner organisations and more widely in the mainstream media. This section shows a small selection of media reports and a promotional video focusing on one of the trainings.

YouTube video of the workshop held in Ouagadougou
www.youtube.com/watch?v=DGaJz-Afuuw&feature=em-up-load_owner

WBS TV broadcast on the Water Integrity Training for East Africa in July 2012, Kampala, Uganda
www.youtube.com/watch?v=SketsI1tZVo

UBC TV broadcast on the Water Integrity Training for East Africa in July 2012, Kampala, Uganda
www.youtube.com/watch?v=mnEGuLb71RQ

Web published articles
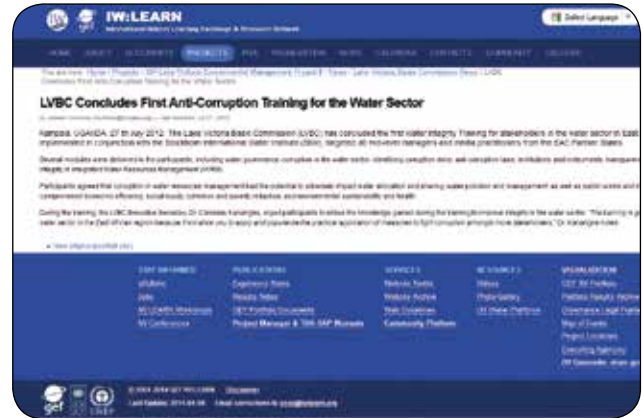
Print report on www.infrastructurene.ws
www.infrastructurene.ws/2012/08/08/east-africa-lvbc-chief-tips-water-officers-on-integrity

Print report on International Waters Learning Exchange &Resource Network
http://iwlearn.net/iw-projects/3399/news/lake-victoria-ba-sin-commission-news/a604d631209cbf7fb4be6dc38e2712cd
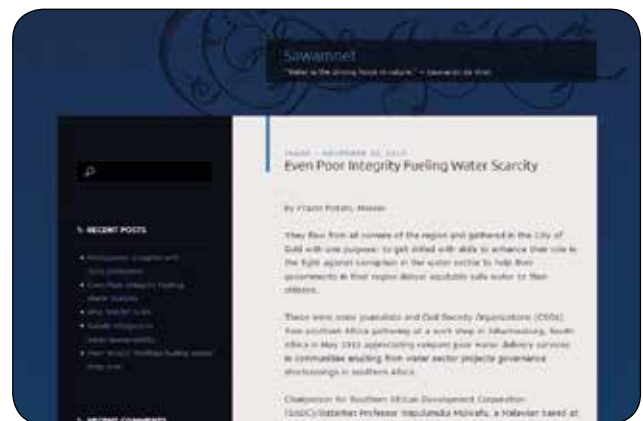
Print report on allafrica.com
http://allafrica.com/stories/201208070079.html

Article by Frazer Potani, journalist and participant, about the training targeting civil society and the media in Johannesburg
http://sawamnet.wordpress.com/2013/11/20/even-poor-integrity-fueling-water-scarcity

I.5 Outcome of water integrity trainings: knowledge sharing by participants inside and outside their organisations

All respondents shared the knowledge they gained through the course using different methods, tools and platforms within their own organisations and/or outside.

Methods, tools and platforms used in sharing knowledge include displaying material in the office, summary report to the board of their own institution, internal communication tools, staff meetings, presentations and lecturing. Training, presentation and lecturing by participants has helped distribute knowledge to different target groups like students, river basin organisations, and water utility companies.

37 per cent of respondents raised the water integrity profile by disseminating knowledge through community dialogue and mass media e.g. radio and magazines. Details of other knowledge sharing strategies used are given in the table below.

"Accountability and integrity are both a function of increased efficiency."

Dhumani Gwetu
Water Supplies
Engineer,
City of Bulawayo,
Zimbabwe. Participant

Table 3. Knowledge sharing methods adopted by the participants

METHOD	WHERE SHARED/TO WHOM	% CASES
Sharing the material, displaying materials in office	In own institution	4%
	With CSO, with ministry	9%
Internal communication tools, summary report to the board, presentations, informal discussions, discussion in staff meetings	With contract team/ board members/ colleagues of own institution or ministry	41%
Presentations at:	Staff training and departmental meetings	4%
	Ministries e.g. to Water and Energy Officials and the National Water and Sanitation Council Officials	9%
Trainings and Lecturing conducted for:	RBO, water utility companies	14%
	Heads of government institutions in charge of networks and platforms	4%
Revising curriculum in university to include water integrity	Students/ teachers	4%
Regional conferences		4%
Community dialogues and exchange of ideas e.g. informing consumers about demand and service delivery	To community at water committee, provincial water coordination	13%
Sharing expertise through mass media e.g. radio and magazines		18%
Sensitising communities about right to access to information	Community and public	4%

I.6 Action by participants after the course

A summary of the post-training activities and results as reported during the survey is given in list form here:
- Facilitation of workshops e.g. training in Accra-Ghana.
- Follow-up meetings and development of follow-up mechanisms.
- Regional training plans involving all countries and national workshop planning.
- Introducing standard procedures in water bill payment systems for customers, and day to day staff activities.
- Situation analysis of own institution/country.
- Educating communities on their right to access information.
- Preparing and revising action plans.
- Conducted interviews with OCEP, Observatory Code of Professional Ethics, a public structure to fight against corruption and OLCAC, a NGO against corruption.
- Carrying out an assessment of procurement procedures of the Ministry of Water Development and Irrigation.
- Setting up evaluation committees for tenders.
- Discussing in detail as senior management how we nominate individuals to represent us in activities outside the country.
- Planning/conducting internal staff training.
- Committing to total transparency in own job.
- Translation of code of water into local language.
- Taking prompt action to reduce water losses and illegal connections/metering problems etc.
- Incorporating a section on water integrity and good governance in the Botswana Integrated Water Resources Management and Water Efficiency Plan (Botswana IWRM-WE Plan).
- Discussions on improving water integrity and implementing water integrity plans.
- Increased awareness of staff members on transparency in accounting.
- Enhanced awareness of corruption and integrity issues.
- Observed improvements within their organisation.
- Reduction in complaints from customers.

Post-training outcomes for ECOWAS participants within and outside their organisations

The trainings have catalysed far-reaching discussion and action among stakeholders from public sector, private sector, NGOS and media. Some outcome highlights are presented here:
- 12 National Action plans were developed by the stakeholders to promote Water integrity at national level, 88 per cent of our goal.
- Mali finalised its strategic planning exercise with an action plan, consolidating work with WIN.
- The National Water Partnership in Benin launched a broad consultation process for the formalisation of the Water Integrity Coalition in Benin, developed a roadmap for the formalisation of the coalition and the terms of references for conduction of the strategic planning exercise.
- Water integrity modules were integrated into the curricula of students of 2iE in Ouagadougou Burkina Faso.
- The Niger Basin Authority has shown strong interest in integrating water integrity tools and mechanisms in its projects and programmes.
- REMID Mali, the WIN coalition in Mali, finalised its strategic planning exercise, developing an action plan that was taken on by Malian participants to the training in Burkina Faso.
- Cooperation with local organisations and officials has been strengthened in Burkina Faso, Niger, Togo and Guinea Conakry with a view to building informal coalitions.

Additional post-training feedback from EAC-LVBC participants

- Most participants were not aware if they were involved in bribery, either if they were bribing or being bribed. The majority now have say they are addressing integrity issues directly in their work places.
- There has been more accountability and transparency in many districts and towns involved in the implementation of the LVWATSAN II and where most trainees come from e.g. information on tenders are displayed.
- Activities are increasingly followed up e.g. constructions. Community members spend time with contractors to check what is done on the ground.
- Community groups are more aware of issues of corruption, their rights and how to complain to anti-corruption agencies. Groups are being formed to address issues of corruption e.g. clinics for pregnant women and medicines which are supposed to be free.

I.7 Challenges reported by participants in implementing action plans

Participants have reported on challenges they have come up against during action plan implementation:
- Lack of finance is cited as a major and common concern.
- There is little culture among players in the sector to discuss the subject.
- There is a lack of motivation from other staff in the institution and sector.
- It is difficulty to arrange meetings with high-level officials.
- There is a lack of motivation or interest among officials and community leaders in raising water integrity concerns in the sector.
- There is difficulty in communication and networking.
- There is reluctance among some officials to address the subject. They have an 'other institutions can do it, not us' mentality.
- It is difficult to change minds about corruption because it is so engrained.

J. TESTIMONIES FROM PARTICIPANTS

In this section, some of the participants share their experiences of the training and of implementing what they learnt in water integrity, as well as their hopes for the future. There are also quotes from participants throughout the rest of this report.

As well as quotes from a wide range of water sector professionals, you will find longer testimonies from four participants. Full testimonies of all participants quoted in the report can be found in the appendix.

J.1 A selection of quotes from participants

"After the training, I worked on a section about water integrity and good governance for the Botswana Integrated Water Resources Management and Water Efficiency Plan that the Centre for Applied Research (CAR) prepared with the Department of Water Affairs and Kalahari Conservation Society in Botswana. Good governance and water integrity were included as a cross cutting theme in the plan."

Dr. Jaap Artzen, Director
Centre for Applied Research, Botswana

"After the training I shared information with the National Director of Water Resources of the Ministry of Energy and Water. I organised a public debate for sharing, discussion and collection of suggestions on my presentation of the case study."

Afonso Cupi Baptista
WASH Programme Manager at
Development Workshop, Angola

"The listeners say that my work is good. There is a lot of interest… victims of bad practices and who have suffered discomfort in their life because of problems with water supply. Also policymakers who need to find solutions."

Ernest Bigoro Ndayisaba
Environmental journalist,
Radio Bonesha, Burundi

"We have put in place Standard Operation Procedures (SOPs), which the utility staff can follow in their daily work and customers can follow in regards to utility regulations."

Eng. Wawa Nyonyoli
Ag. Utility Manager, Sengerema Urban Water
and Sanitation Authority (SUWASA), Tanzania

> "One notable case [of a lack of integrity] involved a citizen report card exposing illegal water connections in Bombo Town Council in Luweero District. Another one was a misallocated borehole, to another village, which we were able to take action on together with district stakeholders."
>
> **Grace Orishaba**
> **Program Officer, NETWAS Uganda**

J.2 Full testimonies of a cross-section of participants. See Appendix for full testimonies for other participants quoted in the report.

Assessing the risk of corruption

In the post-training feedback Judith Bandila explained that she had taken actions to:

- Set up a committee in each province to promote integrity.
- Start the inventory of corruption risks and develop a strategic document for elimination of those risks.
- Conduct debriefing session and awareness interviews for the consideration of integrity in politics and current management of public water services.

Judith Bandila
Senior Hydrologist in the Ministry of Hydraulic Resources and Electricity, Democratic Republic of Congo

Statement

"We shared the training with staff at the office of the Minister of Hydraulic Resources and Electricity and are planning workshops in 11 provinces and as well as a committee that will promote integrity. We are working on a risk assessment for corruption and a strategic document to eliminate that risk.

Already we have gained the attention of policymakers on the importance of promoting integrity, transparency and accountability in the water sector. However, finding the finances to promote integrity and to implement the action plan is a challenge."

Integrity in River Basin Institutions and in the procurement process

Spreading integrity

"The training enabled me to suggest ways that we as an organisation could improve transparency and accountability while staying within our budget.

I have also been able to assist River Basin Institutions in establishing transparent mechanisms to ensure accountability. The Swaziland government has funded this activity. Before funding is made available, we have requested clear action plans that were published for the entire membership of the River Basin Institutions to see. This means the board can be held accountable on progress and spending.

Sindy N. Mthimkhulu
Senior Water Engineer, Water Control Section of the Department of Water Affairs, Swaziland

Integrity in procurement and hiring

We are developing rules and guidelines for procurement. We have examined the procedures we follow when setting up

evaluation committees for tenders. We have also looked at how we nominate individuals to represent us in activities outside the country, making sure we involve the most relevant people who can do the best job. I can see that we are now slowly beginning to create platforms to update each other on our activities, including monthly meetings between senior staff.

Challenges and future needs to promote integrity

One of the major challenges as I see it is that procurement is centralised and sometimes purchases are not made according to the specifications and requirements of particular departments. Also, ministries are so far not showing enough initiative on, or interest in, water integrity.

It would be useful for training to be directed at institutions that are very active in the water sector e.g. the River Basin Institutions and the National Water Authority.

We need a budget to promote discussion with other players in the water sector. We need legal instruments i.e. regulations, to guide water resource management. This would support the implementation of the Water Act 2003. We also need monitoring and evaluation to find out how effective water integrity instruments are. This all needs to be publicised so that stakeholders and the public can see how things are being done."

Delving more deeply into water integrity issues

"I learnt a lot from the Civil Society Organisations Journalists training in Water Integrity. In fact it opened my eyes to reporting on water, sanitation and hygiene, backing my stories up with better-researched facts.

Previously I would just jump on any story concerning water and sanitation and only write about what was happening on the surface e.g. by presenting statistics. A lot has changed since the training.

It has helped me to come up with stories with a human face in relation to water and sanitation. I am now able to delve more deeply into topics and get more facts to back up my reporting. I am also able to share my experiences in the water and sanitation reporting with others, fellow journalists. Institutions have been more willing to involve me in events that mean I am also able to get more information.

One vital lesson I learnt was that the water sector in the region where I come from is prone to corrupt practices, lack of transparency and accountability, which in the end denies poor masses access to safe, clean water.

In my action plan I indicated that I would network with others in the WASH sector to help me come up with stories that would persuade policy makers to do something in WASH.

Statistics in Malawi indicate that we are doing better in water, sanitation and hygiene but often that is not what I see on the ground. A lot of people are still struggling to get access to safe water. This relates to water integrity because governments in sub-Saharan Africa would like to paint a good picture, to show that they are doing something.

Frazer Potani
Award winning Malawian
freelance journalist

A lot of taxpayers' money is being allocated to water and sanitation, especially from donors. This is not always reflected in what is happening on the ground. Resources devoted to WASH in the region are minimal and this is affecting WASH programmes in the remote areas.

One of the challenges as a freelance journalist in Malawi is that editors prefer stories on high politics and political personalities than issues to do with WASH. The good news is that after that training an online network was established called SAWAMNET. This is a network of journalists in southern Africa, which Malawi is pioneering/coordinating, to publish stories on water sanitation and hygiene. Stories can be sent to the coordinator to be published online and I have been highlighting these stories online."

Implementing institutional integrity

"This was the most appropriate training for the water sector that I have ever attended.

Before the training a review of the sector, which included integrity, had shown there were big problems. Nobody ever thought that there could be issues of concern of this magnitude in the water sector with fraud, corruption, etc.

When I attended the training course, issues of accountability became clear as did the need for system integrity and integrity of individuals. Institutional integrity became a very topical issue in our discussions. The words became a reality rather than just buzzwords.

I trained with a professor from Malawi and people from Botswana and Zambia among others. I was then a speaker at a follow-up workshop organised by the participants from Zambia, which wants to make similar reforms to those we have carried out and wanted to share our experience. I gave a narrative presentation of our reform of the water sector, highlighting issues of accountability and integrity and how we approach them.

In my action plan I looked at ensuring that we plan and budget for activities, which enhance aspects of integrity. We audit our accounts annually and present audited financial accounts. The training reinforced the value of doing this and doing it on time.

We have subdivided the main board into functional board committees so issues are discussed in depth. We have an audit committee, which deals with issues of finances. HR committee for recruitment etc., planning board committee which looks at stakeholder issues and make sure people are doing what they are supposed to do. We don't want just want to rubber stamp community projects, we want real involvement. The executive i.e. employees, reports back to the board. The board supervises the executive and reports to the parent ministry of water. In this way we are determined to ensure accountability.

The other thing we now do is to include stakeholders in identifying water projects that they need, not dictating to them. We assist them in proposing their ideas, they present their requirements and we provide funding for it, or find external funding. It becomes their project too.

We have small communities and vulnerable groups in Zimbabwe, which have no clean water. Those who use water for commercial activities e.g. farmers, pay a levy and every year we re-invest a portion of this back into the system. We try to address the issue of social equity.

Engineer Munashe Mvura
Chief Executive for Upper
Manyame Sub-catchment
Council, Zimbabwe

One project that is due to finish next week (March 2014) is with a community called Gilstone: a primary school within a poor community. We have provided a generator to extract water from the borehole, a natural purification system, elevated storage reservoirs and a standpipe delivery system. Children now wash their hands before going to school. We also constructed a block of blair-toilets (pit-toilets, lined with bricks, utilising natural decomposition of faeces) and refurbished the existing toilets.

The major challenge ahead is ensuring that the entire water sector practise water integrity. Being aware of the issues may not mean someone will be compliant. We need regulation to make sure people respect these issues and we have to monitor attitudes through meetings and processes. If you do not continue to flag these issues people will revert to old, corrupt practices.

We want to make the system strong enough to stop corruption. We are planning to approve many new policies in the board. Board members have to be governed and know their responsibilities. The executive i.e. employees, needs to be guided and monitored through authorisation policies whether the process is procurement, recruitment or water allocation.

We need capacity building. Sometimes we may lack expertise or technical knowledge about how things are done. Sometimes we need guidance and instruments that help us find responses to water integrity problems.

In my organisation I would like more people to be given the training. There are other water-sector institutions that need to be trained. There are new people in the ministry who could do with training on water issues. We need to ensure that the water sector as a whole 'walks the talk' on water integrity."

Bringing integrity to bear on illegal mining in Ghana

"The lectures and information given during the training were very informative.

One big issue in this country where water quality is concerned is what illegal mining is doing to our water resources. At the end of the day it affects the operations of public utilities. In fact we have very big challenges because sometimes they cannot produce enough water for the population.

What happens is that sometimes the water gets so polluted and there is so much mud in the water that the treatment plants cannot deal with the pollutant load. So some of the water treatment plants in the mining areas have to be temporarily shut down. In these areas some plants have alternative water resources e.g. boreholes, but sometimes they do not have an alternative so there is no treated water.

The training has helped me in my work. Coincidentally about the same time I did the training the government became passionate about the issue. They set up a task force consisting of the Bureau of National Investigation, the Police and others to deal with the issue. It helped to have people at a very high level concerned about the illegal mining issue.

Millicent Mensah
Manager of Water Inspectorate, Public Utilities Regulatory Commission, Accra, Ghana

Tackling corruption needs teamwork. We need more support to create water integrity. We had training with colleagues from Sierra Leone. They had a minister on the training. I think that we should insist that people of ministerial level go to the training. They need to realise the weight that they can put behind the work that we are doing to try and make a difference in peoples' lives."

K. BUDGET

Sida provided the core funding for the Programme. This amounted to 16.5 million SEK, approximately 2.4 million USD or 1.8 million EUR. During implementation this leveraged additional funds of approximately 1,202,000 EUR of cash and in-kind contribution from donors and partners as detailed in this section.

The contract between UNDP Water Governance and Sida states that Sida shall make available an amount not exceeding 16.5 million SEK for the implementation of the programme. Sida will withhold 600,000 SEK for an in-depth review and/or evaluation during the third year (Article 7). This leaves 15.9 million SEK or 1,796,900 EUR .
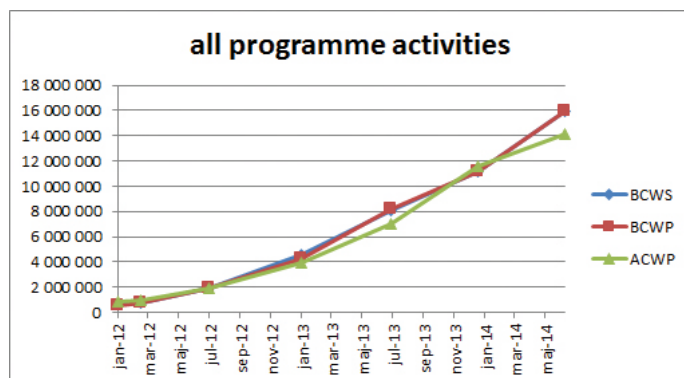
Earned value analysis

The best way to get an overall picture of the programme budget and spending for activity implementation is through an Earned Value Analysis. This provides an objective overview of implementation performance and progress. The present analysis only considers the core funding provided by Sida not the funds leveraged.

To allow an Earned Value Analysis, one measures:
- Budgeted Costs of Work Scheduled (BCWS). This is the sum of budgets for all work packages scheduled to be accomplished within a given time period.
- Budgeted Costs of Work Performed (BCWP). This is the sum of budgets for completed work packages and completed portions of open work packages.
- Actual Cost of Work Performed (ACWP). This is the actual cost incurred in accomplishing the work performed within a given time period. For equitable comparison, ACWP is only recorded for the work performed to date against tasks for which a BCWP is also reported.

The following figures show the progress and performances of implementation for the whole of the Water Integrity programme, for the Stockholm based Programme Management Unit (SPMU), and for implementation partners in the ECOWAS, EAC-LVBC and SADC regions, WIN, SIWI and WaterNet respectively.

BCWS shows the plan of how the money was to be spent during the work programme. The overall implementation budget for activities is given as 14.932 million SEK. The discrepancy here with the 15.9 million SEK figure is due to administrative costs and budget for contingencies.

By January 2014, almost 75 per cent of the activities had been implemented. The steep blue graph in the SPMU chart between January and June 2014 is due to a very important and budget intensive activity that will take place in April 2014, namely the 1st African Water Integrity Learning Summit.

The BCWP is a function of the actual implementation of the work Programme in terms of timing. The difference between BCWP and BCWS provides the Schedule Variance. A positive Schedule Variance Indicates that implementation is ahead of schedule, a Negative Schedule Variance Indicates that implementation is behind of schedule. Even though rescheduling was often a necessity, one can say that, as of June 30, 2014, overall the programme partners had been able to implement the activities according to scheduled work plans.

The ACWP shows the actual cost incurred all along the Programme implementation. The difference between BCWP and ACWP provides the Cost Variance, which indicates implementation efficiency. A Positive Cost Variance indicates that implementation is under budget or that utilisation of allocated resources allocated is good. A Negative Cost Variance Indicates that the implementation is over budget, or that utilisation of allocated resources allocated is not good.

The chart showing overall programme activities indicates an underspending of 11 per cent in July 2014, providing 1, 775, 446 SEK for activities to introduce Phase II of the programme. Even though the travel budget was under budgeted, this underspending could be realised thanks to additional funds that the Programme was able to leverage, as detailed below. One lesson from the first three years I that organising trainings appeared to be more expensive than budgeted for, in all three regions. The main cause of that was the significant increase in travel costs during the past four years.

The availability of additional funding meant we did not have to make sacrifices on the number of participants to be trained, nor on the quality of the trainings, which would have reduced the impact of the Programme.

All programme activities		jun-14
Work Performed as scheduled (%)	SWP%	100%
Budgeted Costs of Work Scheduled (BCWS BCWS		15 900 000
Work performed (%)	AWP%	100%
Budgeted Costs of Work Performed (BCW. BCWP		15 900 000
Actual Cost of Work Performed (ACWP) ACWP		14 124 554
Cost Variance (CV)	CV	1 775 446
Cost variance % (CV%)	CV%	11%
Schedule Variance (SV)	CPI	0
Schedule Variance (SV%)	CPI	0%

all programme activities

SPMU		
Work Performed as scheduled (%)	SWP%	100%
Budgeted Costs of Work Scheduled (BCWS	BCWS	3 253 938
Work performed (%)	AWP%	100%
Budgeted Costs of Work Performed (BCW.	BCWP	3 253 938
Actual Cost of Work Performed (ACWP)	ACWP	3 644 430
Cost Variance (CV)	CV	-390 492
Cost variance % (CV%)	CV%	-12%
Schedule Variance (SV)	CPI	0
Schedule Variance (SV%)	CPI	0%
Schedule Variance index (SVI)	CPI	1,00
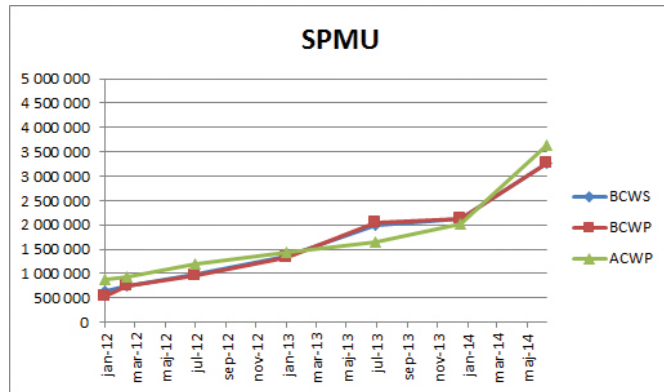
ECOWAS		
Work Performed as scheduled (%)	SWP%	100%
Budgeted Costs of Work Scheduled (BCWS	BCWS	3 991 242
Work performed (%)	AWP%	100%
Budgeted Costs of Work Performed (BCW.	BCWP	3 991 242
Actual Cost of Work Performed (ACWP)	ACWP	3 906 406
Cost Variance (CV)	CV	84 836
Cost variance % (CV%)	CV%	2%
Schedule Variance (SV)	CPI	0
Schedule Variance (SV%)	CPI	0%
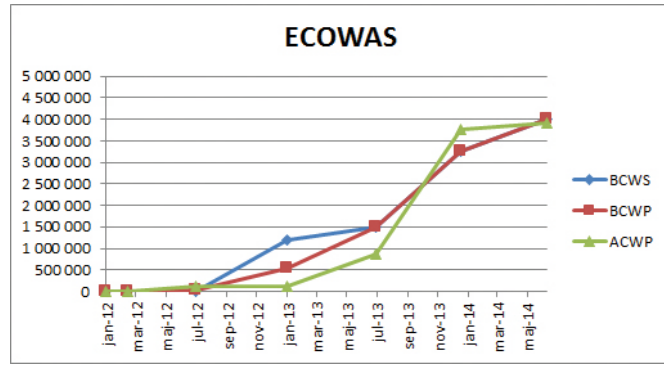
LVBC		
Work Performed as scheduled (%)	SWP%	100%
Budgeted Costs of Work Scheduled (BCWS	BCWS	3 562 106
Work performed (%)	AWP%	100%
Budgeted Costs of Work Performed (BCW.	BCWP	3 562 106
Actual Cost of Work Performed (ACWP)	ACWP	3 293 981
Cost Variance (CV)	CV	268 126
Cost variance % (CV%)	CV%	8%
Schedule Variance (SV)	CPI	0
Schedule Variance (SV%)	CPI	0%
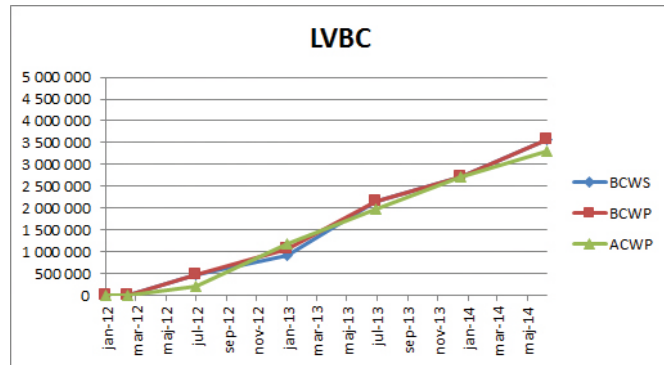
SADC		
Work Performed as scheduled (%)	SWP%	100%
Budgeted Costs of Work Scheduled (BCWS	BCWS	4 124 694
Work performed (%)	AWP%	100%
Budgeted Costs of Work Performed (BCW.	BCWP	4 124 694
Actual Cost of Work Performed (ACWP)	ACWP	3 279 738
Cost Variance (CV)	CV	844 957
Cost variance % (CV%)	CV%	20%
Schedule Variance (SV)	CPI	0
Schedule Variance (SV%)	CPI	0%
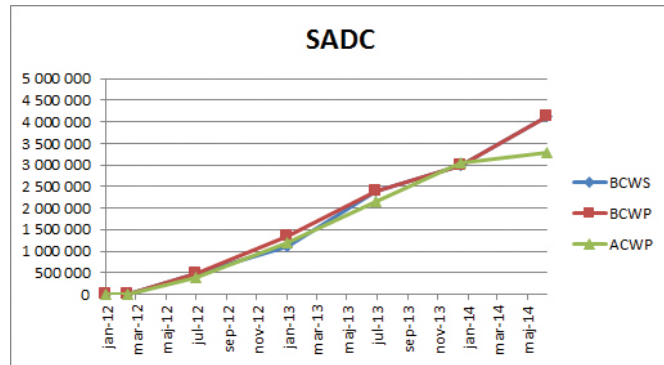
Regional differences

Based on the above figures, one can conclude that the Programme as a whole was able to manage the Sida funding in an efficient way. There are differences however in relation to specific institutional contexts in the regions. The following charts show these differences. Activity planning and budget use was well under control in sometimes challenging conditions. It required concerted efforts in adjusting timing of training events to reconcile the agendas of different stakeholders. In terms of budget management, and as detailed read in the section on financial leverage, the regions were supported by other financial resources.
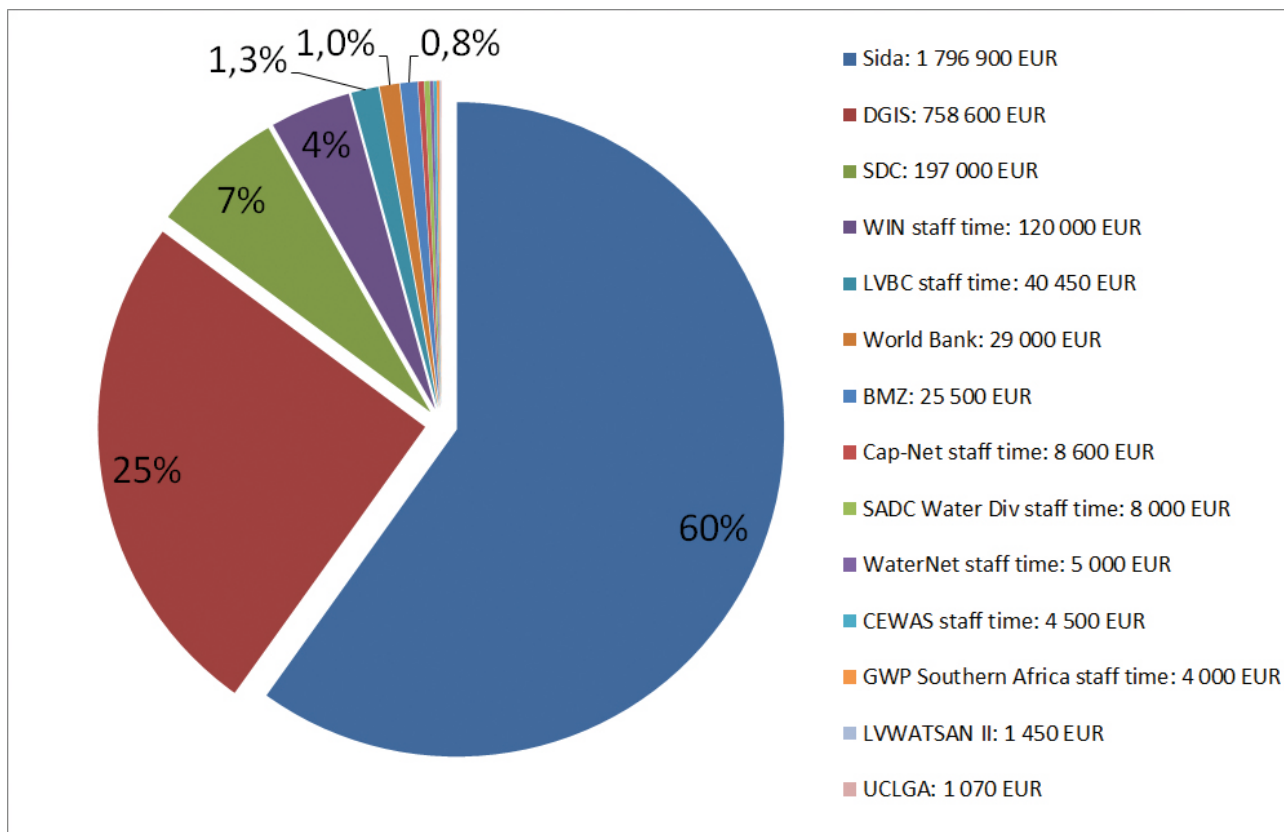
The ECOWAS region was heavily supported by WIN's core budget with respect to management staff time, so that programme funding could be totally dedicated to the actual training activities. In the SADC and LVBC regions, important in-kind staff time was contributed to the programme and additional resources were mobilised for training activities, i.e. from Cap-Net UNDP and Lake Victoria Region Water and Sanitation Initiative and others (see section on financial leverage).

The Programme has been audited twice by independent auditors, with positive conclusions. The auditor's recommendations helped strengthen the management capacity of the SMPU.

Audit responsibilities were also delegated to our implementing partners in the regions, WIN and WaterNet. In that respect, the Eastern African region is different from the other regions in the sense that EAC-LVBC, as regional political partner, also took on implementing responsibilities as well as the associated audit responsibilities. This was a positive experience for LVBC as for the consortium of implementing partners.

Financial leverage of the water integrity capacity building programme

Sida was the main donor for the water integrity capacity building programme during the past three years with a contribution of 15.9 million SEK or 1,796,900 EUR. However, alongside our development partners, we have successfully leveraged significant funding from other sources. This amounts to approximately 1,202,000 EUR in terms of additional support for the programme. The DGIS and SDC support is from funds that are not specifically allocated to capacity building activities. The majority of funds from these two sources will be spent on activities following the first phase of the Programme.

- Sida: 1 796 900 EUR
- DGIS: 758 600 EUR
- SDC: 197 000 EUR
- WIN staff time: 120 000 EUR
- LVBC staff time: 40 450 EUR
- World Bank: 29 000 EUR
- BMZ: 25 500 EUR
- Cap-Net staff time: 8 600 EUR
- SADC Water Div staff time: 8 000 EUR
- WaterNet staff time: 5 000 EUR
- CEWAS staff time: 4 500 EUR
- GWP Southern Africa staff time: 4 000 EUR
- LVWATSAN II: 1 450 EUR
- UCLGA: 1 070 EUR

TOTAL: Approx. 3 million Euros

East African region – approx. 71,000 EUR

- Partner states i.e. country contributions/LVBC staff time (20 per cent of their time in a month) totalling 40,450 EUR.
- Funding from World Bank for the LVEMP II totalling approx. 29,000 EUR.
- Funding from LVWATSAN II totalling approx. 1,450 EUR.

ECOWAS region – approx. 719,500 EUR

Funding for WIN from Germany's Federal Ministry for Economic Cooperation and Development (BMZ) used for the programme is as follows:
- 5,500 EUR for the printing of the French version of the water integrity manual
- 20,000 EUR for the conduction of water integrity activities in Benin i.e. training of facilitators on The Annotated Water Integrity Scan (AWIS) and training of media representatives on water integrity.

Funding from the Netherlands Ministry of Foreign Affairs (DGIS) for WIN will be used for the following: 302,000 EUR will be used to fund water integrity activities in Benin where capacity building activities is one priority component of the programme; 272,000 EUR will fund a water integrity initiative in Ethiopia between 2014 and 2016.

WIN also contributed staff time to a value of approximately 120,000 EUR

Meetings are being held with the African Development Bank this spring, to determine a follow-up to the current programme, the Water Integrity Learning Summit and the best way to build on the foundation achieved.

SADC region – approx. 411,270 EUR

- Cap-Net UNDP from DGIS funding: Approx. 96,600 EUR. Approx. 8,600 EUR in staff time. Approx. 88,000 EUR contributions to fund trainings in sub-Saharan Africa and mapping activities.
- SADC Water Division: Approx. 8,000 EUR in staff time.
- GWP SA, Global Water Partnership Southern Africa: Approx. 4,000 EUR in staff time.
- The international centre for water management services (Cewas): Approx. 4,500 EUR an in-kind contribution in terms of staff time.
- UCLGA, The United Cities and Local Governments of Africa: Five days of coordination work 1,070 EUR.
- WaterNet: 5,000 EUR in staff time.
- Furthermore WIN has a multi country partnership with the Swiss Development Cooperation to fund water integrity activities in Mozambique, Guatemala and Nepal. The amount of the programme intervention in Mozambique from SDC is 197,000 EUR.

L. ANALYSIS AND PROPOSALS

Trainings

The training activities, both training of trainers and training of participants, were an important part of the activities and budget in the three regions. Overall the responses from participants were very positive. The participatory approach successfully provided opportunities for exchange and feedback. Training workshops were tailored to each region. Some were organised along particular themes and encouraged in-depth discussion. Others had a geographical focus, building national and regional coalitions against unethical practices, around national water integrity action plans.

In all cases, the trainings provided a broad overview and gave the participants a general understanding of the risks of, and potential remedies for, unethical practices in the water sector.

A major output of the training workshops was the production of action plans. In east and southern Africa participants produced individual plans to be implemented on retuning to their home institutions. The ECOWAS region chose to have trainings focussing on a geographical scope, producing first drafts of what could become national water integrity plans. These included some individual action plans to promote national water integrity initiatives.

Many participants were keen to take up the challenge of ensuring follow-up in their countries, but appeared to need more post-training support in the implementation of their individual action plans.

Political will and strong AMCOW engagement

In general, as we have already touched upon, political commitment and engagement are preconditions for any intervention towards combating unethical practices and raising water integrity. The Programme reflects, and counted on, strong political engagement of the Regional Economic Communities. This is a success.

For the next phase, the question is, how we can take this political support further, to translate it into support from continental and national authorities for the coming African water integrity initiatives and national enforcement?

The first African Water Integrity Learning Summit in April 2014 called on governments, regional bodies and internationals organisations, the corporate sector and civil society to promote water integrity. The Summit Statement summarised the needs for the Programme, our achievements and the challenges now faced. The Statement was tabled by AMCOW at the African Ministers Council on Water in May 2014. In its decisions the AMCOW General Assembly noted the Integrity Summit Statement and called for inclusion of water and sanitation integrity in AMCOW's events, the 7th World Water Forum and the consultations on the Post-2015 development agenda.

"The training opened up a space for discussion on these issues, which have generally speaking not been widely talked about. What we see now is that there is willingness to speak about these issues amongst the people that have been trained, in the media etc. and this is very positive. It's a good start."

Wapulumuka Mulwafu, Professor of Environmental History. SADC-WaterNet Professorial Chair of IWRM. Chancellor College, University of Malawi

"The other thing we now do is to include stakeholders in identifying water projects that they need, not dictating to them. We assist them in proposing their ideas, they present their requirements and we provide funding for it, or find external funding. It becomes their project too."

Engineer Munashe Mvura
Chief Executive for Upper Manyame Sub catchment Council, Zimbabwe

Open and honest discussion

A major risk identified at the beginning of the programme was the sensitivity of the subject and that it could discourage participation from trainers and participants because it might jeopardise their professional futures. However, the Programme experienced marked enthusiasm and openness from the participants.

Many participants expressed that they found trainings helpful as an opportunity to discuss corruption and other unethical practices that some might perceive as embedded and part of the system. There is a demand for this kind of open discussion forum in order to speed up progress towards integrity and transparency in the water sector. This element of open dialogue is therefore something to be integrated into all regional and national integrity action plans. Opening the dialogue is an important role for the media.

Capacity building in institutions

To build on the first phase of this programme, the partners recommend going beyond the present approach, which mainly focuses on training individuals. We now need to move towards building capacity of institutions.

Developing concrete, issue-related action plans and providing peer knowledge and advisory support could place institutions in a stronger position to tackle integrity issues. In this way we would be supporting learning-by-doing or action learning. The selected institutions could be assisted by the Programme in mobilising co-funding for implementation of the action plans.

One example of a priority issue that action plans could address is construction of water infrastructure. Deciding on, developing, building and exploiting infrastructure involves multiple interactions between public and private actors, and also involves large flows of financing. As a result these projects are at high risk of unethical practices. Integrity action plans could be implemented in parallel to the infrastructure development.

Other concrete entry points that are equally important are transparency and registration of water meter readings, or ensuring transparency, accountability and stakeholder participation in strategic decision-making processes. Connecting integrity action plans to specific issues like water infrastructure also facilitates resources mobilisation.

Coalition building

From the beginning of the programme the ECOWAS region invested in building regional and national coalitions to raise levels of integrity. Practically, this manifested in strategic documents and action plans.

Uniting a multitude of stakeholders and creating alliances behind commonly agreed strategies and action plans crystallises unity and generates momentum. The next step for the programme, which at this point develops only individual action plans, should be developing action plans for a community, as already laid out. The community could be an institution, but it could also be a municipality, a sector or a nation.

These community action plans are also opportunities to generate political engagement, which is a clear pre-requisite for raising integrity, and which many participants highlighted as a need.

Gender and integrity

A very positive experience for the programme was the training organised by Lake Victoria Basin Commission addressing particularly water integrity and gender. This highlighted the fact that gender inequality, balance of power and unethical practices are interrelated. It made us realise that women will

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Engineer Munashe Mvura
Chief Executive for Upper Manyame
Sub-catchment Council, Zimbabwe

"The participants from Niger have developed a draft roadmap with five main points. We will give feedback on what we shared and learned. By exchanging experiences, our capacities have been enhanced by interacting with high profile experts who came to share their experiences with us."

Ms Aissata Fall Bagnan
former Minister of Health of Niger and Chairwoman of Association Nigérienne de lutte contre la corruption, ANLCC, Transparency International Chapter in Niger

"Everyone needs to understand that with increasing equity in the gender balance of the water integrity programme, dissemination and adoption of water integrity in the water sector will improve."

Dr Leah Onyango
Senior Lecturer at Maseno University, Kenya

be a very powerful force in spreading integrity values and principles. The feedback and energy from these particular trainings has shown us that there is an opportunity here that we want to explore further. The programme partners therefore advise that the next phase should further target female actors within the water sector and civil society generally.

The role of whistle blowers

The media has multiple important roles to play in promoting water integrity. It can promote open discussion in a variety of ways: print, online and broadcast. Journalists can champion consumers and under-privileged groups, can expose corruption and can educate consumers on their rights and on good practice. It is important to note here that access to water and sanitation is a human right. Examples of all of these roles in action are included in our participant testimonies.

An important integrity-related function that media participants were keen to discuss is that of whistle blower; people who are working within the water sector, who find corruption and who are prepared to speak out publically about it. However, exposing cases of corruption, conflicts of interest and abuse of powers, is also the responsibility of other members of civil society e.g. NGOs, ombudsman, regulators or anti-corruption commissions. It is crucial that whistle blowers are protected from political or hierarchical pressure in order that they can play this role. The programme partners therefore advise that the next phase should also target those actors which have able to provide this leverage effect e.g. media and regulators.

Post-training support

The online Water Integrity Alumni Platform was launched in February 2013. It consists of one over-arching discussion forum and three regional discussion sub-groups. This makes it easy to share documents and comments. It is a tool to connect the community of practitioners and allow exchanges of experiences and knowledge. A user guide was developed explaining how to join and use the platform but we have found that some participants still find joining the platform and the regional sub-groups challenging. Since the launch in February, around 95 people have joined and discussions have been initiated among them. (http://siwialumni.ning.com/group/water-integrity-alumni-platform)

The on-line platform has been used actively used as a means of communication between trainers and participants and

"…the Civil Society Organisations Journalists training in water integrity… opened my eyes to reporting on water, sanitation and hygiene, backing my stories up with better-researched facts."

Frazer Potani
Award winning Malawian freelance journalist

"The town Mayor and I appeared on local radio [on discovering an incidence of corruption] to make sure we reached a wide audience. I use the acronym TAP in my work: Transparency, Accountability and Participation."

Julia Kamara
Ministry of Water and Environment,
Kampala, Uganda

between participants. Even though restricted access to IT has prevented some alumni from joining the platform, for those who have joined and participated in online discussions, the platform has been an important tool for maintaining connections, maintaining the momentum and building a feeling of being part of a community of practitioners.

To facilitate increased access, and to increase participation and exchange, the Programme proposes using popular social media e.g. Facebook. Using platforms that many participants are used to, instead of an additional platform that requires an effort to join, will mean water integrity pops up regularly on users feeds and becomes more integrated in their daily life and work.

The success of the learning summit

The 1st African Water Integrity Summit provided an opportunity to share knowledge and provide strategic direction for the future among approximately 100 water professionals. It was also a high profile collaborative effort to build political momentum. The Summit can be considered a success, as explained in the following analysis.

Knowledge sharing

The Summit was the first time that water integrity ambassadors from 22 African countries met to exchange experiences, and to share case studies and good practice. Participants testified that they felt empowered to continue work to achieve water integrity in their respective regions. The vast majority of participants, 80 percent or more, felt that the Summit was relevant to their work and that the Programme had been successful.

Strategic direction

The shape of future work was discussed within Summit activities and addressed in the Summit Statement, the Lusaka Statement on Water Integrity. The role of the Programme, stakeholders across the regions, water management in general, reforms, civil society, availability of information, monitoring and regional bodies have been analysed and set out in the Statement. The Summit called on governments, regional bodies, international organisations, the corporate sector and civil society to promote water integrity and to maintain the momentum of the achievements so far.

Political momentum

As a direct result of the Summit, with the AMCOW General Assembly noting the Summit Statement, AMCOW called for the inclusion of water and sanitation integrity in AMCOW events, the 7th World Water Forum and the consultations on the Post-2015 agenda. Concluding the Summit, the executive secretary of AMCOW, Bai-Mass Taal, said 'I think we should explore all opportunities. In 2014 and 2015 there are a plethora of international forums such as the Africa Water Week, the World Water Week and the 7th World Water Forum, where we can continue the dialogue on water integrity and push it forward to a higher political level.'

M. LESSONS LEARNED AND PROPOSALS GOING FORWARD

During the Programme we have learnt important lessons, which will inform proposals for the second phase. We also benefit from recommendations of an external review commissioned by Sida.

The Programme primarily targeted water stakeholders as individuals, training them on key concepts and tools related to integrity and anti-corruption in water. This was successful in building awareness among a critical mass of 'water integrity ambassadors' and in initiating water integrity projects. However, many alumni expressed frustration with the absence of resources to support implementation of water integrity action plans after the training. Access to water integrity experts for support was one suggestion.

We want to provide additional support and build the foundations of an environment conducive to the work being done by our integrity ambassadors. To this end we propose directing increased resources towards placing water integrity on the political and policy agenda.

Crucially, the training approach will have a stronger focus on behaviour change by training of institutions rather than individuals and by supporting the implementation of water integrity action plans developed by institutions and by national, multi-stakeholder coalitions.

To maximise learning across the sub-region and beyond the programme more efforts will also be placed on knowledge management. We have found that the experiences of participants with water integrity are invaluable information and we want to make sure these are recorded and shared.

The first phase of the programme was implemented in three regions; Eastern, Southern and West Africa. There has been significant demand from stakeholders in Central Africa and the second phase will include this sub-region. The programme will also reach out to new target groups and geographical areas by organising short trainings back to back to other events.

Objectives

The overall objective of the second phase of the programme is to develop capacities of different water institutions and stakeholders to improve transparency and accountability practices in the water sector in sub-Saharan Africa.

The specific objectives of the next phase of the programme are:

- To raise political support for water integrity on the political and water policy agenda in sub-Saharan Africa
- To improve the capacity within water sector institutions and among water stakeholders to apply water integrity measures, which prevent opportunities for corruption within their operations.
- To expand the global knowledge base on water integrity and to stimulate dialogue and learning on how corruption can be addressed in the water sector at both regional and national levels.
- To ensure an element of the trainings and follow up activ-

ities will make use of more customised training material focusing on specific practically applicable tools. In addition, a module on behaviour change will be developed as part of the programme with complementary online material.

Partnership approach

Due to the success of our partnership approach in the first phase we will use the same structure. This combines water sector transparency, governance and capacity building expertise from UNDP-WGF, WIN, WaterNet and UNDP Cap-Net, with local contextual experience and outreach in partnership with regional and national institutions.

The Programme's close collaboration with RECs has proved very important in terms of putting water integrity on the political agenda in regional fora and ensuring water integrity is institutionalised beyond the lifetime of the programme. It also sends a clear message on engagement of top decision-makers to all involve with the Programme. In the second phase, the role of RECs as high level 'water integrity ambassadors' will be further pronounced. The RECs will be tasked with organising high-level awareness raising activities and with ensuring the programme is recognised at various political fora and high-level inter-governmental processes.

Geographical scope

Due to resource constraints, not all countries will be covered in all sub-regions. Countries will be selected based on the existence of influential local partners and the level of interest from the country. This could be indicated by the fact that corruption is on the national agenda, showing political will to address corruption, or that it is in the public discourse, and international donors are interested in investing in this issue in the country.

Institutions will be selected by their ability to maximise impact i.e. behaviour change, while also providing gender equality among trainees and working on the overall goal of poverty eradication. A stakeholder analysis will determine which organisations are most capable of leveraging improvement of water integrity in the country. The top leadership of any institution to be considered must demonstrate commitment to become 'agents of change'. Committing institutional core budget to implementation of the Water Integrity Action Plan will be considered clear and important commitment and a pre-requisite for involvement.

Second African Water Integrity Learning Summit

Due to the success of the 1st African Water Integrity Learning Summit, a second African Water Integrity Learning Summit will be held at the end of the second phase. It will aim to provide the same platform for energetic dialogue, knowledge-exchange and experience-sharing. It will also build on

the firm anchor we have for water integrity on the national political agenda in Africa.

An institutional approach

The second phase will be more explicitly focussed on behaviour change i.e. how to translate the skills from the trainings into actual pro-integrity action on the ground. To achieve this, the programme will train institutions rather than individuals. The selection of the institutions will be a crucial part of the programme. We will need to understand the processes that impact on integrity and mobilise those institutions which have the greatest leverage effect on integrity in the regions and which show commitment to mobilise resources for advance integrity. Substantial co-financing from the receiving institution, as indication of serious uptake of integrity as core institutional value, will be a pre-condition. Selected staff from these institutions will jointly assess internal and external integrity risks for their institutions and develop solutions for mitigating these risks, resulting in a water integrity action plan. The receiving institution should commit core budget in order to finance the implementation of the integrity action plan.

Financial management and planning

The management of the regional planning, reporting and finances should be strengthened in the second phase. Quality-assurance and accounting systems need to be fine-tuned.

Lessons learned from the first phase indicate that we need early planning of trainings to allow an integrated series of capacity building events with better pre-training and post-training support for participants. Hiring of trainers and invitation of participants need to be done in time to allocate appropriate funding.

Financial arrangements such as per-diem and other reimbursables should be detailed in contract templates, in alignment with international financial standards agreed among the partners. Procurement needs to be in line with SIWI rules. Any deviation from the budget above a certain limit must be authorised by the partner in charge of Programme-wide management. We found that some costs were extremely high in certain regions. Any unexpected costs in particular, and the Programme as a whole, must be regulated and audited centrally.

In order that the Programme is not subject to delays, it needs to be clear that disbursement of funds is conditional on financial reporting, an audit report and delivering the workplan from the previous stage. We need all partners to commit to prioritising this in order that resources and time are used efficiently.

Supporting the implementations of water integrity action plans

A significant part of the programme's budget will be allocated to professional mentorship to support the selected institutions 'on the job', in implementing their action plans. From the feedback we've had the first phase, it's clear that follow up is crucial to ensure sustainability of the programme and to achieve its objectives. Peer support will also be available through the SIWI Water Integrity Alumni Platform.

Complementary trainings

As well as the programme's core trainings, shorter trainings will be held back-to-back with other water events e.g. Africa Water Week or meetings organised by the RECs. Experiences from phase one showed that this is a cost effective way of reaching out to stakeholders who are beyond the immediate target groups of the programme.

Another successful experience from the Programme was providing training as a complementary activity to work being undertaken by other development partners e.g. activities on developing or managing infrastructure and water services. This strengthened the partner activity while increasing the relevance and reach of our training.

Knowledge management

Participant experiences of water integrity have been and will continue to be an important part of the knowledge we want to gather. Throughout the Programme, experiences and lessons learned will continue to be systematically captured and documented, while ensuring anonymity of the contributors. This component will be led by WGF at SIWI in collaboration with programme partners.

The information gathered will be accessible to participants via the alumni platform and to the general public via the website. It will be invaluable in explaining the issues when the Programme, participants and partners are working with high-level intergovernmental processes.

The SIWI Alumni Network will also continue to be used as a channel for learning and communication between participants from different countries, and between trainers and participants to support them in the implementation of their action plans.

APPENDIX 1: PROGRESS REPORTING TABLE

Please find bellow a report on the progress made per activity during
the Programme.

ACTIVITY	Deliverables & OVI
Activity 1 and 2: Adaptation of training material and training of trainers (TOT) **Anglophone training** 15 Anglophone trainers were trained in Nairobi, out of which 2 trainees were from Anglophone ECOWAS region. June 2012, In addition to those who took part in the TOT held in Nairobi 2012, several more trainers were identified during the LVBC workshops. **ECOWAS-francophone training** Due to delays in the West African Region with implementation of activities, ECOWAS and WIN decided to adjust their strategy and use the pool of WIN trainers in the region for the francophone training workshops. WIN has a pool of 12 francophone trainers and 2 Anglophone trainers in West Africa, all trained and familiar with the water integrity manual. Additionally, 6 trainers were trained by WIN for distance learning.	A minimum of 3 trainers on transparency, integrity, and accountability in water within each region available for the programme Training material was adapted. 19 trainers were trained. **>100% of output with respect to the TOT realised.**
Activity 1, 3 and 4: Adaptation of training material and training of Participants **ECOWAS Sub-region** *Progress made during period (quantitative and qualitative reporting)* Adaptation of the training modules was completed in 2012. Trainers, resource persons and participants were identified. In the ECOWAS region it was decided to group countries into two or three, putting them together according to similarities in language and water management structures. Five regional trainings were planned in the sub region: two training workshops for English speaking countries and three for French speaking countries. Accra, Ghana, 8-12 April 2013. This workshop was for Anglophone countries e.g. Ghana and Sierra Leone. The workshop brought together 30 participants drawn from government ministries and departments, regulatory bodies, anti-corruption and human rights commissions, academia, media and civil society organizations as well as representatives from the Volta Basin Authority and the Lake Chad River Basin Commission. Ouagadougou, Burkina Faso, 24-28 June 2013. The workshop brought together 32 stakeholders from Burkina Faso, Mali and Niger drawn from the public, private sectors, Civil Society, the media, anti-corruption bodies, regulatory etc. to reflect on corruption in the water sector, discuss tools and methodologies to curb it and share good practices. Monrovia, Liberia, 5-9 April 2013. The third West African Sub-Regional Water Integrity Capacity-Building Workshop and the second and last workshop for the Anglophone countries - The Gambia, Liberia and Nigeria - was held at the Palm Spring Hotel, Congo Town. The training was attended by 35 participants drawn from: government ministries and departments; parliament regulatory bodies; anti-corruption and human rights commissions; academia; and media and civil society organizations. Abidjan, Cote d'Ivoire, 16-20 September 2013. The second training workshop for the francophone stakeholders and the fourth in the series of five was conducted in Abidjan. The workshop gathered 35 participants from Benin, Cote d'Ivoire and Togo representing: public and private sector; civil society representatives; anti-corruption institutions; media; and regulatory bodies. Praia, Cape Verde, 16-20 December 2013. The fifth training workshop for West Africa on Water Integrity Capacity-Building Workshop for Cape Verde, Guiney Conakry, Guiney Bissau and Senegal trained 28 participants drawn from government ministries and departments, regulatory bodies, anti-corruption and human rights commissions, academia, media and civil society organizations. Ouagadougou, Burkina Faso, June 2014. 78 stakeholders attended the replication training. The aim was to enhance the access to water and sanitation as a human right in Burkina Faso and to formalise the water integrity coalition in Burkina Faso with: MPs; the office of the Prime Minister; media; Ministries of finance, water and justice; consumer associations; NGOs; Anti-corruption bodies; and the private sector. Abidjan, Cote D'Ivoire, June 2014. 57 stakeholders attended the training. Aims included: integrating the action plan into the IWRM action plan for the country; engaging the Ministries of Water and Forestry as focal points for the action plan; anchoring water integrity activities in the GWP of Cote D'Ivoire; integrating water integrity activities within ECOWAS projects and programmes; and ensuring technical and financial support for the national action plan.	A total of 525 people who are eligible participate at training courses until the end of 2013 Training material was adapted. A total of 579 people participated in training courses. EAC (147 in seven trainings), ECOWAS (289 in seven trainings) and SADC (143 in six trainings). 20 trainings were carried out in total. **> 100% of target was accomplished.**

Main challenges and lessons learned
- Ensuring post workshop continuity and supporting participant action plan implementation has been a challenge as it is not currently within the remit of this programme.
- Ensuring follow-up and coordination of implementation of action plans is a challenge.
- Participant feedback is that securing funds for the implementation of the national action plans is the main challenge.
- Ensuring the final beneficiary countries are able to define achievable actions within the timeframe of the Programme.
- The lack of a framework agreement, Memorandum of Understanding, between WIN as the lead of the regional partners and the ECOWAS WRCC (Water Resources Coordination Centre). We could not achieve this because internal procedures within ECOWAS were too time consuming.
- Unforeseen logistical challenges in the region e.g. cancellation of flights without notice and limited travel options. 18 participants could not attend the workshop in Cape Verde due to several flight cancelations by Air Senegal, the only airline operating on this route.
- Securing funds for implementation of the national action plans.
- Ensuring integration of the action plans within national IWRM plans.
- The participatory approach used during all the workshops was highly successful. The workshops were perceived not just as training sessions but also as platforms for experience sharing and exchange.
- The costs of the trainings in West Africa were higher than expected also the number of beneficiary countries in this sub region was higher than in other regions. This was not taken into account in the budget.
- There are a lot of best practises on curbing corruption in the water sector in the region but they are not documented. Efforts should be made in documenting those best practises and disseminating them around the region. The Ziga dam experience on curbing corruption in a big infrastructure project was documented and disseminated among the stakeholders of the sub region
- The examples in the Training Manual on Water Integrity related mostly to experiences of Southern Africa and it would be good to adapt the Training Manual to the legal and administrative environment of West Africa.

Eastern African Sub-region
Trainings: stand-alone trainings
Bugolobi Kampala, Uganda, 23-27 July 2012. Water Integrity Training course completed with 35 participants. 7 each from Burundi, Kenya, Rwanda, Tanzania and Uganda.
Mwanza, Tanzania, 10– 12 June 2013. 34 Mayors and Town clerks from Burundi, Kenya, Rwanda, Tanzania and Uganda.
Bujumbura, Burundi, October 29-31. 'Water Integrity, gender and the role of civil society' targeted 23 civil society stakeholders. This training had a specific focus on gender and how it relates to corruption and integrity in water.
Kigali, Rwanda, December 16-17. 21 water resources experts were trained on Integrity in Water Resources Management. This was held back to back to a LVBC meeting to facilitate development of a Water Resources Management Plan.
Nairobi, Kenya, March 10–12 2014. 24 participants were trained from the public sector, civil society and the private sector. The training included the following topics: gender and its importance in development; how to identify key gender issues and their implications; transparency and Access to Information; and planning and budgeting processes at the local government level.

Joint training events: Integrity modules were added to training events in Uganda and Kenya.
Kampala, Uganda, 22-26 July 2013. IWRM and Climate Change organized by IWRM Net and CapNet, 35 participants from government and civil society in Nile basin countries: DR Congo, Ethiopia, Kenya, Rwanda, Sudan, Tanzania and Uganda).
Narok, Kenya, 29-30 July 2013. Mara Trans boundary For Human Health and Biodiversity (MRB-TB-HH) trained 15 stakeholder participants.
Additionally, consultative meetings between LVBC Secretariat and UN-HABITAT were organised to discuss joint trainings.
- The 11th and 12th Sectoral Council of Ministers for LVBC recognised the importance of the Water Integrity Training Programme.
- In addition, during the training of the Governors, mayors, and directors, there has been recognition of the importance of the Programme. The participants expressed the need for the program to be up-scaled to tackle corruption issues, in particular now that the focus of the EAC is on infrastructure development.
- The Programme was able to develop and document local experiences of water integrity to identify new and appropriate approaches in the region and nationally.
- LVBC and SIWI also participated in the end of Programme evaluation conducted by Piers Cross, where he was also introduced to various participants on the programme.
- There was a joint training workshop planned with LVWATSAN – UNHABITAT for January 2014. This could not take place due to the short amount of time available for planning.

ACTIVITY	Deliverables & OVI
• A meeting aiming for high-level commitment on water integrity activities within and beyond the Programme, to provide directors, secretaries and ministers with additional information on how water integrity can be fostered and help curb corruption was planned for March 2014. This could not take place due to the tight schedule for the Ministerial meeting. • Alumni Network. The Water Integrity Alumni Platform has been actively promoted during trainings and is used as a means of communication between trainers and participants and between participants. **Main challenges and lessons learned** • Participatory approach. The participatory training approach was highly successful. Participants developed, and gave group feedback on, their anti-corruption plans. Progress on the implementation is being shared on the Water Integrity Alumni Platform, which all participants joined during the training. • Reporting. The feedback from LVBC on the financial aspects of the trainings took a long time. This delayed disbursement of funds and, consequently, implementation of activities. • Costs for trainings. The costs for organising trainings were much higher than expected. SIWI and LVBC are analysing what caused this discrepancy between budgeted and actual cost. To save costs in the future, we could consider reducing the number of stand-alone trainings, with participants from all five members countries travelling to one place. Instead we could have more national trainings and joint training events with other organisations. • Organised social events during the trainings such as dinners are important for participants to interact in an informal way and should be budgeted for. • Length and location of trainings. Lessons learned from the training in Mwanza is that stand alone trainings need to be at least 3 full days in order to give enough time for action planning. In this particular training many participants arrived late or had to depart early because of problems with Precision Air, the only airline that flies to Mwanza. Future trainings should be located in towns serviced by Kenya Airways, a more reliable airline. • The lengths of the trainings should in general be reassessed. The feedback from participants was that two or even three days is too short. This was particularly pronounced in the case in the training where we included a focus on gender. We suggest that future trainings should be longer, between four to five days. • Follow up and implementation of action plans. It is very important not to see the trainings as isolated one off events but as part of a longer programme. • Planning the trainings well in advance would allow us to build relationships with the participants and their organisations. This would also increase the likelihood that individual action plans are successfully implemented after the training. • Follow-up and overall coordination of the action plan implementation is a continuous challenge. Currently, the only support the programme offers is the Alumni Platform. This places a lot of responsibility on the alumni. • Language. Participants from Burundi have difficulties understanding and express themselves in English. They need the training manual in French. We should also consider having a facilitator who can translate or summarize key messages in French. The francophone trainers of the ECOWAS region could discuss different implementation options. **SADC Sub-region** *Progress made during period (quantitative and qualitative reporting)* Briefing notes and outlines of studies of good practice from the SADC region were drafted and were used as tools for trainers, trainees and decision makers. **Johannesburg, South Africa**, 17-18 Sept 2012. The Regional Consultative Stakeholder Workshop/ training for decision makers was held. A regional training workshop was held in Johannesburg targeting senior and middle level management from the Ministries of Water and the Global Water Partnership - Southern Africa (GWP-SA) national focal people. Johannesburg, South Africa, 22 to 26 October 2012. Regional Training Workshop: Promoting Integrity and Accountability in the Water Sector – SADC Region. 26 participants from 11 SADC countries were trained **Johannesburg, South Africa**, 8-12 April 2013. Promoting Integrity and Accountability in River Basin Organisations. 21 participants from 9 SADC countries were trained. Johannesburg, South Africa, 20-22 May 2013. Strengthening Civil Society and Media's Role in Promoting Integrity and Accountability in the Water Sector. 22 participants attended the training from 10 SADC countries. **Johannesburg, South Africa**, 29 July- 2 August 2013, Regional training on Strengthening Capacity of Local Authorities and Water Utilities to Enhance Integrity and Accountability in Water Service Provision. 29 Participants from 13 SADC countries attended this training. Pretoria, South Africa, 30 June-4 July, August 2014. Promoting integrity and accountability in the water sector: Anti-Corruption Agencies' regional training workshop. 29 participants attended. **Main challenges and lessons-learned** • The participatory approach and the participants' experiences were crucial to the success of the training workshops.	

• The costs of flights within the SADC region are high. In addition, the cost for dinner and incidentals was under budgeted for. Financial contributions from CapNet allowed us to stay within budget targets. • Although the subject of corruption is sensitive the leadership from the SADC water division made it possible for objective discussions to take place. This is a key lesson for future training workshops. The SADC water division set the tone for all three training workshops by making a presentation during the introduction, which contributed immensely to building trust among participants during the trainings. • The programme has not been able to reach out significantly to non-water sector personnel such as the anti-corruption units and commissions. We suggest organising a facilitated dialogue between such a group and decision makers from the relevant water ministries, RBOs, water utilities, municipalities and local government instead of a training workshop. • There is need to link all the participants who have undergone water integrity training at country level. It was evident during training that there was no country interlinks even for purposes of information sharing. • Considerable follow-up mechanisms need to be put in place, as means to encourage participants to implement their action plans, but also to learn from their experiences.	
Activity 5: Coordinate and host online learning and knowledge sharing platforms *Regional* The online Water Integrity Alumni Platform was launched in February 2013. It contains one overall discussion forum and 3 regional discussion sub-groups making it easy to share documents and comments. The most active sub-group is the East Africa sub-group It has been used actively as a means of communication between trainers and participants, and between participants. • A coordinator was appointed in January 2013 for the East Africa groups, to moderate discussions and provide support to the alumni in the implementation of their action plans. • A consultant was engaged by PMU to facilitate the online learning platform for the SADC region. • GWP/WA was contracted to serve as the coordinator of the sub-regional online platform. **Main challenges and lessons learned** • The main challenge was to promote the platform as a useful tool so that discussion is vibrant and serves the users. The 3 regional facilitators have helped with this. • The first hurdle is for participants to register with the forum. A user guide was developed but some participants found joining the platform and the regional sub-groups a challenge. We needed to provide support for this first step, contacting the different partners and assisting them in registering. • We need to ensure that participants have all registered and are using it as a tool for discussion. We also need to upload relevant, regional training materials. • Additionally, continuous animation of this kind of platform is required. The platform was used by the participants around the short before and after the training they participated to, but not anymore after a medium term of +/- 2 months.	One online platforms used by each of the programme partners until end of 2013 The online platform is up and running. Approx. 95 participants have joined the platform and use it. 100% of the output realised.
Activity 6: Organize learning summit ECOWAS Sub-regional learning summit initiative The participants requested a West African regional learning summit. **Ouagadougou Regional Learning Summit** The Regional Learning Summit for ECOWAS alumni was held from the 16th to the 19th of April 2014. 15 participants came together to share their experiences of the implementation of their action plans and to reflect on strategic orientations for phase II of the programme in West Africa. The following priorities were identified: • Advocacy - lobbying to promote water integrity within the of SDG discourse • Capacity building for stakeholders to equip them with tools and methodologies to diagnose, and tackle corruption in the Water and Sanitation Sector • Institutional capacity-building for better coordination of the water integrity related activities by institutions **Lusaka: First Learning Summit on Water Integrity** From the 29th till the 30th of April 2014, in Lusaka, Zambia, the 1st Learning Summit for the capacity development programme in Sub-Saharan Africa took place. Partner Meetings – LVBC, SADC, ECOWAS and SIWI participated in the Summit where lessons from various issues related to water integrity were shared among the Partners. 97 stakeholders attended. Please see separate Summit report for more details.	One learning summit organized in year 2 with a minimum of 75 participants 15 participants attended the ECOWAS regional summit.
Activity 7: Coalition building This is particular to west Africa and outside of the programme expectations. *ECOWAS Sub-region* The implementation of the Regional Capacity building in West Africa should enhance the realisation of the WIN's strategic orientations. The need to strengthen WIN's existing regional and country initiatives/coalitions in Benin, Burkina Faso and Mali will be a continued focus.	

ACTIVITY	Deliverables & OVI
The ambition was to: • Conduct online courses with 2IE in Burkina Faso for local elected officials and young professionals and students. • Finalisation of the inception report of the Water Integrity Programme with Benin. • Enhance the regional coalition with a distance-learning programme under the lead of the Win partner 2IE. • Organisation of the Training of Trainers for the online courses to increase the pool of experts. • Finalisation of the strategic planning exercise for the coalition in Benin. • Finalisation of the strategic planning exercise for the coalition in Mali. *Progress made during period (quantitative and qualitative reporting)* • A total of 22 facilitators trained on water integrity tools and methodologies in the sub-region via online courses developed in partnership by 2IE and WIN-S for students of 2IE. The ToT for the facilitators of the online courses trained six facilitators. This adds to the WIN pool of experts on water integrity tools in the sub region and brings the number of facilitators in the region to 22. • A multiyear and multi country water integrity programme for Benin has been developed and funds secured: the partners are WIN and GWP-PNE Benin, and it is funded by the Ministry of Foreign Affairs of the Netherlands (DGIS) in the Netherlands. The framework agreement between PNE Benin and WIN-S was signed and the administrative contract for the implementation of the programme is under discussion. • Water and sanitation experts from Benin attended the Sept 2013 regional workshop in Cote d'Ivoire, including representatives of the National Water Partnership PNE–GWP Benin. A national action plan for the promotion of water integrity was developed, for implementation by a formal Water Integrity coalition in Benin. • The Strategic planning exercise of the REMID/Mali Water Integrity Coalition in Mali was developed and an action plan finalised. **Main challenges and lessons learned** • The turnover of the staff within the partner organisations in the region creates a challenge in relationship building. • Time constraints on partners in the region are severe. Most are involved in several projects and processes. • The on-going political crisis in Mali makes the partners reluctant to take on further commitments. The repercussions of this are felt in the fund raising efforts of the REMID.	
Overall Management activities *Outcomes assessment* Lessons from the Capacity Building programme detailed in this section were shared with water sector professionals at the Capacity Development symposium and the Water Integrity Forum in Delft, April - June 2013. *Monitoring the outcomes of the completed training courses* CapNet and WaterNet collaborated on an outcomes assessment survey. Former participants were contacted to evaluate the outcomes of three chosen trainings. The outcomes assessment was carried out in the first quarter of the year. A self-assessment tool was used. Reflective narratives captured any changes observed by participants, and the influence and impact of the training workshops. The main activities carried out by the programme Alumni identified are as follows: • Awareness raising • Management briefing meetings and dissemination of training materials • Sector dialogue • Special sessions on Water integrity e.g. the Zambia Water Forum and Exhibition and public debate with key decision makers in the water sector • Application within own institution • Assessment of procurement procedures • Sector risk assessments	Programme-wide realisation = 100%

- Development of strategic documents for elimination of risks
- However, the response rate from Alumni has been poor (less than 50%). Of the few who responded to the questionnaire the following were the key challenges highlighted
- Lack of initiative and interest among the departments in the ministries related to the water sector to drive the agenda post training
- Lack of financial resources to implement significant national level activities such as development of national level strategies and frameworks for the implementation of water integrity instruments in the water sector
- Inadequate capacity to carry out further training at the national level

Proposed strategies for increased impact at the national level:
- Strong high-level repeated support on strengthening integrity in water governance and broader national level strategy for all sectors, including water
- High-level water Integrity ambassadors at the national level to drive the cascading of the programme at the national level
- Training should be connected with national institutional reform. Platforms need to be identified at the national level and within organisations. The role of high profile, highly-respected ambassadors is pivotal to success.

Programme Coordination and Management
- The programme was represented at the World Water Forum in Marseille in 2011.
- For implementation of training workshops SIWI replaced the agreement between SIWI and LVBC with a legally binding contractual agreement. The focus was changed so SIWI organised the training and delegated financial management, to LVBC, in-line with the aim of strengthening involvement of LVBC in multiple programme areas. The Partnership Programme Agreement more clearly outlines roles and responsibilities.
- A report on the Programme was published in the SIWI WaterFront no. 4 of December 2012.
- Strategic advisory group meetings have been organised on the margins of World Water Week 2012/2013/2014.
- Strategic advisory group meeting was organised on the 18th of May during the African Water Week 2012.
- Communication with the AMCOW secretariat has been established and has led to AMCOW engagement with, and involvement in, the 1st African Water Integrity Summit. The Summit was recognised by the General Assembly in the Dakar declaration of the African Ministers Council on Water May 2014.
- A report on the programme was published in the UNDP-WGF newsletter of October 2013 and In the SIWI newsletter of December 2013.
- The programme was published in several of the UNDP-WGF newsletters and in the SIWI newsletters.

APPENDIX 2: LUSAKA STATEMENT ON WATER INTEGRITY

First African Water Integrity Learning Summit
"Accelerating Towards a Water Secure World"

April 29-30, Lusaka, Zambia

Lusaka Statement on
Water Integrity

Water is a fundamental resource for sustainable development. It is essential to economic growth, to eradicate poverty, to secure water, food and energy for a rapidly growing population and sustaining ecosystems for future generations. In most countries, water crises are not due to resource scarcity but primarily due to governance failures. Fragmented institutions obstruct accountability in a sector with high investment and aid flows, making it particularly vulnerable to corruption. Lack of water-related integrity incurs huge cost for societies, in lives lost, stalling growth, wasted talent and degraded resources. There is no sustainability without integrity.

The extent of the African water challenge was summarised in AMCOW's 2012 snapshot: 344 million people in Africa rely on unimproved water sources. Corruption drains billions from the water sector, while more than 300 million people in sub-Saharan Africa live in water-scarce environments, and 115 people die every hour from diseases linked to poor sanitation, poor hygiene and contaminated water.

In 2000, the African Water Vision 2025 named inappropriate governance and institutional arrangements as one core 'human threat' to sustainable water management: The vision called for fundamental changes in policies, strategies and institutional arrangements, for the adoption of participatory approaches, as well as for openness, transparency and accountability in decision-making processes. The importance of good water governance has been recognised in the preparations of the Sustainable Development Goals (SDGs), in numerous international and regional declarations and conventions, as well as in stakeholder fora including the 6th World Water Forum, the Water Integrity Forum 2013 and the OECD Water Governance Initiative.

The UNDP-Water Governance Facility together with its partners UNDP Cap-Net, WaterNet, WIN and SIWI, implement-ed the 3-year Regional Capacity Building Programme promoting and developing water integrity in Sub-Saharan Africa from 2011-2014. Through partnership with ECOWAS, EAC-Lake Victoria Basin Commission and SADC, the programme trained around 500 water professionals. The first African Water Integrity Summit brought together 90 experts and stakeholders from 22 African countries and 30 in total, to share their experiences, lessons learned and identify integrity challenges as we move forward.

To build a water secure future for all, the summit finds

- Stakeholders across the regions have successfully pioneered initiatives for more integrity, sometimes in the face of strong resistance. Their courageous actions have created visible improvements for the benefit of their communities and societies at large. Decision-makers at the highest level should take note of their successes, demonstrate clear commitment to the promotion of water integrity, support integrity ambassadors and ensure that anti-corruption policies are developed, and effectively implemented. Condemning corruption in public is not sufficient when implementation and enforcement of rules is neglected, undermined or obstructed at the same time.

- There is no water integrity without water. Challenges posed by depleting water resources, fast population growth and urbanisation, rapid destruction of productive aquatic eco-systems and climate change all threaten to overwhelm water management systems. Managing and maintaining the integrity of water resources is part and parcel of managing water with integrity.

- Ongoing water reforms in many countries and regions in Africa offer a unique opportunity to improve the in-tegrity of the water sector. Poverty and vulnerability to corruption are fundamentally linked; and integrity is a condition for financially viable and sustainable water service delivery. Therefore, water security, poverty erad-ication and economic growth can only be achieved if water policies go hand in hand with promoting integrity. Water integrity should be mainstreamed in all sector policies and institutions, in legislation, regulation at vari-ous levels, in investment projects and programmes, and in business models in water service provision. Organisations, including our own, need to consider water integrity in the development of organi-sational policies, strategies and action plans

- Participation of informed stakeholders and a strong civil society are driving forces for change towards integri-ty. Water governance has to be inclusive, actively carry the debate to weak stakeholders, and address the op-portunities and challenges that come with the inclusion of the private sector. Data and information should be freely accessible, understandable and usable, as the basis of transparency and accountability. Clear results frameworks and integrity indicators need to be developed to support both decision making, and to monitor in-tegrity levels. Basic standards of financial management and accounting should be required and enforced by all donors and fund providers as a condition for their support.

- The lack of integrity reflects a multi-dimensional capacity gap across all African regions: gaps in basic skills and capacities of local communities, needed for meaningful

participation, in professional skills for informed decision making and efficient service delivery, and in technical skills for dedicated integrity professionals tasked with developing organisational frameworks, enforcing rules and building organisational cultures. Beyond personal capacities, in-stitutional capacities present a significant bottleneck and hamper the ability of na-tional and regional bodies to effectively coordinate their efforts. Investment in capacity development is re-quired across all levels, for communities, policy-makers, administrators, water professionals and the private sector. The momentum created by the regional capacity development programme should be translated into a sustained movement and expanded to neighboring regions.

- Integrity challenges go beyond corruption. Integrity affects water governance in terms of who gets what water, when and how. Lack of integrity undermines how costs and benefits are distributed among individuals, socie-ty and the environment. It also increases transaction cost, and discourages appropriate investment in infra-structure. Procedures that ensure integrity are not for free; continuous communication of rights and processes to stakeholders is critical to enforce rules in big investment projects, as is real-time monitoring of infrastruc-ture to uncover problems. But investments in integrity can reap high returns in improved revenues, efficiency gains, increased investment and growth.

- Regional bodies are well placed to act as drivers of change; raising awareness; linking and harmonising ef-forts across regions; support capacity development, and nourish political will in member countries. They play a critical role in advocating for the inclusion of water integrity in international and regional fora, including AMCOW, the 7th World Water Forum, and the international consultations on the Post-2015 development agenda. Future capacity development efforts should also include regional technical agencies and implementing bodies such as regional development banks, transboundary river basin organisations and regional courts.

The costs of inaction are too high to remain passive. The Summit and its partners call on governments, regional bodes and international organizations, the corporate sector and civil society to promote water integrity. The regional programme has laid the groundwork for capacities in the regions; now the momentum created by the first generation of African water integrity ambassadors need to be maintained, sustained and nourished, and build upon to ensure a water secure world for all.

APPENDIX 3: CASE STUDIES FROM INTERIM REPORT

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Integrating water integrity into the national IWRM plan
SADC Dr Jaap Artzen. Director,
Centre for applied research, Botswana

"After the training, I worked on a section about water integrity and good governance for the Botswana Integrated Water Resources Management and Water Efficiency (IWRM-WE) Plan that the Centre for Applied Research (CAR) prepared with the Department of Water Affairs (DWA) and Kalahari Conservation Society (KCS) in Botswana. Good governance and water integrity were included as a cross cutting theme in the plan.'

The official Botswana IWRM-WE Plan 2013 has the following:
1. "Water resources need to be wisely used and governed" is one of the five IWRM-WE principles of the plan.
2. 2. Governance and water integrity is one of the cross cutting issues in the plan along with climate change, poverty environmental health and gender. There is a section on ''government and water integrity'' (page 90 vol 1).

Source: Department of Water Affairs, 2013. Botswana IWRM and Water Efficiency Plan. Government of Botswana.

Assessing the risk of corruption.
Judith Bandila, Senior Hydrologist in the Ministry of Hydraulic Resources and Electricity in the Democratic Republic of Congo

In the post-training feedback Judith Bandila explained that she has taken actions to:
- Set up a committee in each province to promote integrity.
- Start the inventory sector in risk of corruption and develop a strategic document for elimination of those risks.
- Conduct debriefing session and awareness interviews for the consideration of integrity in politics and current management of public water services.

Statement

"We shared the training with staff at the office of the Minister of Hydraulic Resources and Electricity and are planning workshops in 11 provinces and as well as a committee that will promote integrity we are working on a risk assessment for corruption and a strategic document to eliminate that risk.

Already we have gained the attention of policymakers on the importance of promoting integrity, transparency and accountability in the water sector. However, finding the finances to promote integrity and to implement the action plan is a challenge."

Water integrity in Angola
Afonso Cupi Baptista,
WASH programme manager at
Development Workshop, Angola

"After the training I shared information with the National Director of Water Resources of the Ministry of Energy and Water. I organised a public debate for sharing, discussion and collection of suggestions on my presentation of the case study. We also conducted a training session on promoting integrity and accountability for our technicians in water and sanitation projects.

The integrity work complements wider developments in the water sector in Angola. The Angolan Community Water Management Model, MoGeCA, was approved in 2012 and our work at Development Workshop includes promoting public understanding of the policies, which have been adopted across the country.

In another initiative, the Government is aiming to involve the private sector in the delivery of water supply services. This strategy foresees outsourcing of local management of water services.

The Community Water Management Model is compatible with the aims of the government's initiative to involve private operators. We feel that outsourcing to community-managed associations is an effective approach to meeting those goals. We hope that de-centralisation in the system will introduce greater flexibility and greater adaptation to the needs of consumers. There is an opportunity for increased transparency and for the participation and role of local and regional authorities to be strengthened, as responsibilities for decision-making are devolved. Overall our expectation is that sustainability and cost-effectiveness will be increased. It is vital that water integrity is integrated into the new systems and relationships that are forming in the sector.

The main challenge, as I see it, is the lack of discussion among players in the sector about water integrity and lack of engagement from some ministry departments related to the water sector. We need funding to promote discussion among players in Angola, especially during this time of fundamental change in the sector."

Educating consumers on their rights
Moses Bigabwa Bategeka,
National Water and Sewerage Cooperation,
Uganda. Network Operations Manager in the Kampala area

"As well as working in the above capacity, I serve on a procurement committee. At the village level, I serve as the secretary of the water committee.

I've shared the information from the training with my co-workers and many other people in my different roles. I was part of the team that formulated the terms of reference for the National Water Council Committees, which is aimed at increasing stakeholder's participation in water and sewerage services delivery.

Most people in my village are now aware of their rights. If consumers know about their rights with regards to water, they can demand information about delivery of water and sanitation. This helps ensure that organisations on the supply side practice integrity. It isn't easy to convince everyone that this is an important subject though. Sometimes management would like to pass responsibility to other organisations.

My vision of the way forward is to promote engagement at the highest level. We need to target management, ministers, legislators and the judiciary with training, and to ensure that water council committees educate consumers on their rights."

Monitoring integrity in water projects and tenders
Kavandari Deo, National Coordinator of LVWATSAN II implemented by REGISESO under the Ministry of Energy and Mines, Burundi

"I shared the training with all my colleagues and we have started tender files. This means that all offers are analysed and all contracts signed in a totally transparent way. We will be monitoring integrity in future procurement.'

- The ministry of energy and Mines in Burundi started a partnership with radio Bonesha FM to produce a radio show about water integrity with participants from Rwanda and Burundi. It will cover disposal of wastewater, protection of water quality, monitoring information and public information about activities in the water sector.
- We have used transparency in respect of the rules and procedures of the Bank (Fad).

- We have signed a contract for the design of short and long-term interventions. The consultant is now at the field sites to start the design process.
- We invited expressions of interest for the recruitment of a consulting service for the hygiene and sanitation promotion. After assessment of the bids, we have a no-objection from the bank. We have sent a request for a proposal to the retained bidders. The opening date of the bids was February 14, 2014.
- We have a no-objection for the acquisition of sanitation equipment, which will be delivered to towns. Assessment of the bids for the implementation of these short and long-term works will be also done in a transparent manner.

Promoting discussion between managers and procurement teams
Goodwell Lungu, Water Integrity Trainer and Executive Director, Transparency International Zambia

"As a trainer I worked with directors, procurement officers, water policy makers and local government officials. During the training participants shared work-plans of the measures they would implement after the training workshop and shared experiences of similar work in their respective countries. For the idea of water integrity to really take root in society we need more discussions with top-level policy makers and water practitioners.

I shared what I learned during the training with officials from the Zambian Ministry of Water, Water Utility Companies and the National Water and Sanitation Council. Now there are frequent discussions with managers and procurement officials on improving water integrity and implementing water integrity plans in towns like Lusaka and Choma."

Challenges of fighting corruption: legalities and risk
Wapulumuka Mulwafu, Professor of Environmental History. SADC-WaterNet Professorial Chair of IWRM. Chancellor College, University of Malawi

"The training programme was good. It is building on some existing initiatives in the SADC region such as the WaterNet masters degree in IWRM. At the University of Malawi, we launched a programme last year titled 'Water Resources Modelling and Governance' and we have a module on water integrity. My honest view is that most participants enjoyed talking about the topics and gave excellent examples but there are two major challenges.

Legalities of fighting corruption

1. First, there is the difficulty of implementing the ideas because of legal implications. Proving a case of corruption must be done by the courts of law where indisputable evidence should be presented. One of the most publicised cases of corruption is in the Lesotho Highlands Water Project. The chief executive received bribes from multinational corporations in exchange for contracts and preferential treatment in securing tenders in the bidding process. He underwent trial and was found guilty of fraud. After some years, he was released and now he is involved again in water related issues.
2. Risks in fighting corruption.

Second, fighting corruption is not only expensive but also risky. We need to find a way of allaying the fears

of participants/water integrity ambassadors so that they can move on with the fight against corruption.

One of the examples of risk given during the training was from a journalist who was covering a story on destruction of forests. They were chased away by the people that were involved in corrupt practices i.e. the citizens working hand in hand with government officials who were giving access to the forest to the companies for illicit logging.

How to encourage behaviour change

Corruption is an attitude issue and a cultural issue, as well as an issue of building systems and processes that ensure integrity. People have to change their perceptions and attitudes. For example, in some cases there's a fine line between corruption and a gift. If somebody does something you may be accustomed to having to say thank you, giving a gift, but this may imply corruption.

You need adequate resources to fight corruption. There's always a risk that the person fighting it may end up being corrupted because those involved will have resources i.e. money, and will want to cover it up. The people that are fighting it need to be well remunerated so they are not vulnerable. The training opened up a space for discussion on these issues, which have generally speaking not been widely talked about. What we see now is that there is willingness to speak about these issues amongst the people that have been trained, in the media etc. and this is very positive. It's a good start."

Collaboration between the Ministry of Mines and Radio Bonesha
Information from an interview with Ernest Bigoro Ndayisaba, environmental journalist at Radio Bonesha

The Ministry of Energy and Mines in Burundi has started a partnership with radio Bonesha FM to plan a radio show about water integrity and are looking for funding. Participants will be from Rwanda and Burundi.

The proposal is for two projects. One to promote awareness and educate on the protection of Lake Tanganyika. The other is an advocacy project, promoting stewardship of biodiversity, sources of drinking water, springs and basins. The programmes will cover disposal of wastewater, protection of water quality, monitoring information and public information about activities in the water sector.

Ernest has been working on radio programmes about integrity in the use of water resources.

He has been broadcasting in French and in the Kirundi language, with participants from Burundi and Rwanda, including as part of the partnership with REGIDESO, Burundi's water and electricity company, on how water is managed.

Topics he has covered in his radio broadcasts have included: waterborne disease; protection of water sources; the proper use of water infrastructure; and the popularisation of the code of water in Burundi, including the issue of integrity.

The Burundi Water Code is a general law covering the standards, the guiding principles in the sector and the legal and institutional frame of water sector, to enable the good governance of potable water services for Burundian population and sustainable management of water resources in the country.

A recent programme focused on protection of lake Tanganyika and how harmful activities that pollute the groundwater are. Pollution from rainwater gutters and from faeces, due to the lack of public toilets in the city of Bujumbura, has been found in the lake.

Statement

"The listeners say that my work is good. There is a lot of interest, especially from students who are carrying out research in their academic work. Others who are interested are victims of bad practices and who have suffered discomfort in their life because of problems with water supply. Also policymakers who need to find solutions.

I would like to produce a regular programme on integrity in the water sector, but would need a production contract and costs come to approximately 300 USD per programme."

Working with the community to strengthen water integrity. Engineer Wawa Nyonyoli, Ag. Utility Manager, Sengerema Urban Water and Sanitation Authority (SUWASA), Tanzania.

'We have put in place Standard Operation Procedures (SOPs), which the utility staff can follow in their daily work and customers can follow in regards to utility regulations.

We have done indoor training for our staff on: taking accurate meter reading; updating customers data as per the new connections in computer systems for bill officers; identifying/detecting illegal connections and non revenue water for site technicians and plumbers; proper installation of water meters; and introduction of customer relations instead of just viewing the utility as the supplier.

Now we are in the final stage of preparing a Customers Service Charter (CSC) that will enhance customers' good relationship with the utility company.

The management and staff have also agreed together to react promptly to customer problems e.g. water pipes breakdowns, leakages and reports of unreliable water supply from customers. We also act immediately when customers apply for new connections.

We have agreed to use the media to educate and sensitise communities on how to register properly and legally. We're also publicising the need to pay bills on time and to the right person at the utility office. We are also telling customers to get proper receipts and to report any disruption to their water supply services as soon as it happens.

We have a strategic plan for reduction of customer complaints. We record them in the complaints register and they are then resolved.

Out team is working well together, working on integrity better than before the water integrity workshop training.

We need to continue to do the best we can for all water departments and sections to make sure we practice honestly, transparently and effectively in terms of water supply services.

We also need to cooperate with the community and work together to eliminate grand and petty corruption, which is forbidden in the National Policy too."

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Gender in water integrity
Dr Leah Onyango, Senior Lecturer at Maseno University. Chairman in the Department of Urban and Regional Planning. Collaborator and consultant with LVBC, Kenya

"After the training I revised our programme at the university to include a topic on water integrity. I trained managers from utility companies in East Africa in water integrity and I was pleased to see growing awareness. It's a difficult subject for people to talk about and we need to continue to work on that.

The water sector in Africa is generally dominated by men. Men deal with the hardware component of water development. However the provision of domestic water is the responsibility of women. Women therefore relate more intimately with shortage and inadequacies in domestic water supply and this is often caused by lack of integrity in water development. Women can therefore make good ambassadors of water integrity because they know where the shoe pinches when integrity is compromised in the water sector.

I would like to see water integrity embedded as a major topic in all water related training and incorporated into events such as World Water Day. It also needs to be clearly acknowledged by all actors in the water sector that women relate directly to water shortages and inadequacies. Everyone needs to understand that with increasing equity in the gender balance of the water integrity programme, dissemination and adoption of water integrity in the water sector will improve."

Implementation of my water integrity action plan
Grace Orishaba, Program Officer, NETWAS Uganda

"I was one of the participants in a regional capacity building program on water integrity in East Africa (WIN, 2012) in Uganda. Together with other participants, we developed action plans as our commitments based on the knowledge acquired, to improve on the advocacy interventions in our work areas. I have developed a passion in implementing transparency and accountability programs in WASH.

In an effort to improve integrity in the water sector in Uganda, NETWAS has implemented a number of projects, some solely and some in partnership with other NGOs. Through these endeavours many social accountability tools have been implemented. Successful case stories have been documented and shared with the wider WASH stakeholder community.

Among the key topics I wanted to address in my action plan was identifying corruption risks in project implementation. To build awareness we used specific advocacy tools like the citizen report card, community scorecard, planning maps and Gantt charts. Local communities were given a platform to learn, share, inform and were empowered to demand for improved WASH services from service providers.

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Action plans were developed and implemented and I have seen change. I identified a number of local good practices. These have been documented and some shared at different forums. As a result I have seen commitments to change spreading.

One notable case involved a citizen's report card exposing illegal water connections in Bombo Town Council in Luweero District. Another one was a misallocated borehole, to another village, which we were able to take action on together with district stakeholders.

Also we looked at involvement of traditional herbalists in promotion of WASH activities in Nebbi District Local Government. They were not previously involved in WASH promotion and have a large influence. I am happy to say that there are very many other cases of good practice which are being shared regionally and which are examples for others to follow.

The support needed now

At NETWAS specifically, we implemented all the above within on-going projects which were already donor funded. Now most of these projects are ending and phasing out. This means we need to look for donors who can fund water integrity projects and integrate the action plans.

The support needed therefore is linking NETWAS to donors who have a passion and interest to continue implementing such work in Uganda.

Mostly, I believe we need an institutional approach looking at institutionalising proven and effective integrity tools. There is a need for more training specifically targeting government officials e.g. departmental heads, since they directly participate in the procurement processes that may involve corruption tendencies. This will enable them to know where risks are and how they can be handled."

Delving more deeply into water integrity issues
Frazer Potani, Award winning Malawian freelance journalist

"I learnt a lot from the Civil Society Organisations Journalists training in Water Integrity. In fact it opened my eyes to reporting on water, sanitation and hygiene, backing my stories up with better-researched facts.

Previously I would just jump on any story concerning water and sanitation and only write about what was happening on the surface e.g. by presenting statistics. A lot has changed since the training.

It has helped me to come up with stories with a human face in relation to water and sanitation. I am now able to delve more deeply into topics and get more facts to back up my reporting. I am also able to share my experiences in the water and sanitation reporting with others, fellow journalists. Institutions have been more willing to involve me in events that mean I am also able to get more information.

One vital lesson I learnt was that the water sector in the region where I come from is prone to corrupt practices, lack of transparency and accountability, which in the end denies poor masses access to safe, clean water.

In my action plan I indicated that I would network with others in the wash sector to help me come up with stories that would persuade policy makers to do something in wash.

Statistics in Malawi indicate that we are doing better in water, sanitation and hygiene but often that is not what I see on the ground. A lot of people are still struggling to get access to safe water. This relates to water integrity because governments in Sub Saharan Africa would like to paint a good picture, to show that they are doing something.

A lot of taxpayers' money is being allocated to water and sanitation, especially from donors. This is not always reflected in what is happening on the ground. Resources devoted to wash in the region are minimal and this is affecting wash programmes in the remote areas.

One of the challenges as a freelance journalist in Malawi is that editors prefer stories on high politics and political personalities than issues to do with wash. The good news is that after that training an online network was established called SAWAMNET. This is a network of journalists in southern Africa, which Malawi is pioneering/coordinating, to publish stories on water sanitation and hygiene. Stories can be sent to the coordinator to be published online and I have been highlighting these stories online."

Hope of actualising water integrity in the West Africa sub-region
Mr Daniel Kwesi Yawson, project coordinator at the International Union for Conservation of Nature (IUCN), Kano, Nigeria. Trainer in Nairobi, Kenya

"In my own workplace, following my implementation of the action plan prepared during the training, I've seen staff members become more aware of the checks and balances we have in place in the office to ensure transparency.

Assisting with the training of stakeholders in my work with ministers in West Africa I saw individual countries coming up with pragmatic, doable action plans. These action plans for the West Africa sub-region are about to be rolled out in full.

For example, the Nigerian delegation to the training submitted an information memorandum of the plan to the country's National Council on Water Resources, the highest decision-making body on water resources for the country.

This means that there is hope of actualising the concept of water integrity in the sub-region. The individual country action plans need to be vigorously pursued to achieve its intended purposes.

My vision of the way forward is to create a peer-review mechanism that can be used as a scorecard to challenge and/or motivate countries to meet their pledges or targets."

Julia Kamara
Sociologist in the Ministry of Water and Environment, Kampala, Uganda

"After the water integrity course I wrote a report and presented it at the monthly project meeting. I had already sent an Epop

message to all ministry staff about water integrity. This is an instant internal communication, which reaches all staff in all regional offices, from top policy levels down. One of our commissioners replied, emphasizing the main points in my message and this again reached all staff.

I gave a presentation on water integrity within the Lake Victoria Region Water and Sanitation Initiative, and circulated it to all the staff in the ministry of water and environment. I am also pushing to include water integrity on the software activities for the urban department and the ministry of water and environment's software working-group.

I was also part of the group training private water operators.

I see increased awareness on water integrity both at the ministry and in the towns where I am operating: Ntungamo, Bukakata, Buwama, Kayabwe and Mayuge.

Local action

On Friday 14 ,2014, I went to Mayuge Town council, which is one of towns involved in the Lake Victoria water and Sanitation project Phase II. The African Development Bank funds this project and it is an East African Community Project under the Lake Victoria Basin Commission.

The main issue for discussion was to promoting awareness on how the communities can apply for connection to the water supply system. One community member had already confused the community, asking them to pay 100,000 Uganda shillings to be able to get connected to the water supply system. The actual cost should be 50,000/=Uganda shillings.

We took immediate action, calling the stakeholders and informing them of the facts. The town Mayor and I appeared on local radio to make sure we reached a wide audience. I use the acronym TAP in my work: Transparency, Accountability and Participation.

I would like training to be given to my colleagues at regional level so they practice water integrity during project implementation in the community.

To tackle this we need people to be on increased salaries that match the cost of living. We need contract management without monopolistic tendencies. Then we need an awareness campaign with posters and serious sanctions that are imposed in order to enforce water integrity."
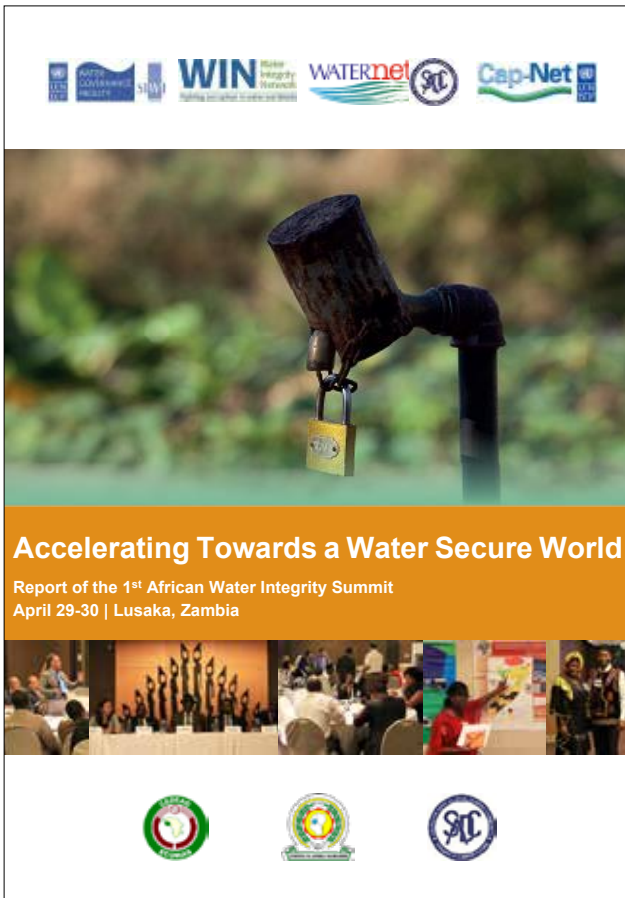
Country case study presented by
Thobile Simelane and Mduduzi Mdluli, Swaziland Water Services Corporation, Department of Water Affairs, prepared with assistance from Rennie Chioreso

For years the Swaziland Water Services Corporation (SWSC) was faced with many challenges related to meter connections. The revenue declined despite tariff increases, growth in number of connections and network expansions. There was a cash flow crisis, which raised questions regarding the integrity of the meter readers i.e. accuracy and completeness of the monthly meter readings. There were strong suspicions of collusion between metre readers and customers to keep bills low. In an effort to address the challenge in 2007 the executive team deployed 20 senior managers to read meters together with meter-readers.

The following anomalies were uncovered:
- Some meters reported as stuck were actually not stuck.
- Some properties that were always reported to have their gates locked or having vicious dogs, neither had the fence and at times nor the vicious dogs.
- Unregistered meter connections (not in the Billing system) were discovered on site.
- Water was still being supplied to some meter connections reported to have been previously disconnected for non- payment.
- A number of pipe leakages contributing to Non Revenue Water (NRW).
- Some bulk meters had a conversion factor of x10 and were billed as x1.
- Wrong sizing of meter connections resulting in over/under registration of consumption.
- Illegal connections (meter tempering, bypasses etc.).
- Findings prompted SWSC to do the following:
- Purchase Trimble GPS handheld units and captured coordinates of all meter connections.
- New meters captured at point of installation.
- Purchased new meter reading handheld gadgets, which have GPS functionality.
- Captured coordinates of network furniture (e.g. Isolating valves, PRVs, fire hydrants, piping network, etc.).
- Meter replacement program of old meters i.e. the few that were older than 30 years.
- Regular/weekly meter reading and monitoring for bulk meters.
- Meter replacement for wrong sizing and correct billing for x10 meter factor.
- Establishment of a Water Loss Control Section and procurement of Leak Detection devices.
- Installation of Zoned/District Meters (DMA's) for water balancing purposes.
- Lessons learned and some successful actions
- GPS coordinates – Physical location database for meter connections and network furniture (also on the Billing system and GIS system).
- Reduced meter discrepancies hence reduced apparent losses.
- Increase in revenue (sales) and collection efficiency (receipts).
- Allowance for regular meter reading staff rotation.
- Regular meter audits/spot checks, online services.
- Customer Service Charter, 24-hour call centre and telemetry.
- Regular road shows campaigns to encourage citizen participation.
- Whistle blowers hotline to report illegal connections.
- NRW – 2007 stood at 48 per cent; currently it is at 33 per cent; Target 25 per cent.
- Regular staff training, meetings and relationship building (especially for meter readers).
- Automatic Meter Reading (AMR) still on pilot for bulk meters and DMA's.
- Performance Measurement system (PMS) and regular reviews of KPI's for teams.

APPENDIX 4: CASE STUDIES FROM THE SUMMIT

Accelerating Towards a Water Secure World

Report of the 1st African Water Integrity Summit
April 29-30 | Lusaka, Zambia

This Appendix contains the extracts of the case studies from the 1st African Water Integrity Summit.

Case Studies by Theme

Social Accountability

Infrastructure

Capacity Building

Case Studies by Region

Eastern Africa

Western

Southern

Challenges next doors

Case Studies as featured in the Summit

Keynotes and Stimulus Talks

Background Discussants: Thematic Sessions

Background Discussants: Regional Sessions

Posters

Mamadou Lamine Kouate

Fight against the practice of corruption in the construction of large dams. The experience of the Ziga dam

Construction of the Ziga Dam, a large-scale infrastructure project financed by twelve donors, posed a significant integrity challenge. The case study presents the process developed and implemented to secure effective implementation of the project plan. The process served as a model for projects across the region.

Case Facts	
Country/Region:	Burkina Faso
Water Function:	Water supply
Organization:	ONEA
Issue:	Infrastructure Investments
Keywords:	Dam construction, donor coordination, project monitoring

The Drinking Water Supply project in Ouagadougou, Burkina Faso, known as the "Ziga project" was planned and implemented due to the almost continuous shortage of water. Weak mobilization of available resources (12 million m3 / year mobilized against a need of 18 million / yr) was exacerbated by the increasing population of the city of about 3% per year.

Water needs in the city growing by 60% could hardly be maintained over the years, especially since the supply of drinking water to the city of Ouagadougou mainly relied on polluted boreholes in town and low quality water from Loumbila dam, 20 km north of the city. Repeated shortages characterized the lives of people in the city. Extensive feasibility studies pointed to construction of a larger dame using the Nakanbé river, one of Burkina Faso's main rivers, as the only viable economic solution to resolve the problem.

Constructing the Ziga dam necessitated the establishment of an agreed system of coordination, monitoring and evaluation, headed by the Minister of Finance and supported by National Director of Cooperation and the CEO of ONEÂ as focal points. Coordination of twelve donors was achieved through designation of the World Bank, with 75m USD the biggest financial contributor as "tête de file" (lead of consortium).

Joint supervision missions by donors on a quarterly and/or semi-annual basis ensure effectiveness, reporting was finalized and approved at the next meeting, regardless of other individual missions on specific points or details, and jointly signed by the stakehold-

ers. Validation mechanisms included checking the effectiveness of the implementation of previous recommendations.

Activities related to the project Ziga were divided into ten awards. All activities to be implemented under the project was carried out by service providers as a result of international tenders, disseminated on a large scale through international newspapers and according to the eligibility criteria set by donors.

Construction of large infrastructure projects has an impact on the human and physical environment. In this case it affected a rural area formed by 26 villages and surrounding soils, forests and facilities for people in the path of the pipes. A government plan to mitigate environmental impacts of such (PGAIE) was developed and implemented. It was developed on the basis of an Environmental Impact Statement (EIS) following a process consisting of participatory stock-taking, public inquiry, project establishment based on stakeholders and partners, and validation before implementation .

The management plan took into account a quarter of the population, 6134 people and their concessions were relocated with reconstitution of their revenues. Impact mitigation components covered biophysical restoration (reforestation etc.), health infrastructure (infrastructure construction, testing and treatment of endemic diseases), impacts on local development (financial tools, specific activities for women), population transfer and compensation. Pertaining to the technical design of some structures (dam and treatment plant), extensive and tense consultations with technical partners helped choose relevant technology options.

A core element was the bid evaluation and reporting thereon in accordance with the agreed procedures including the following measures:

- Participation of the Project Manager and International Technical Assistants to work with tender evaluation and their mandatory sign-off on decisions. An international expert has been specially recruited

to participate in and produce an independent report.

- The national members of the award committee (technicial side) are appointed by the Director General of oneâ thirty minutes before the public opening. The only members under national mandate are those in positions of official responsibility.

- In accordance with national provisions, two reports are produced: one on the evaluation of the subcommittee analyzing the tenders and signed as such by the technical experts involved in the work; the other on the analysis and deliberation of the contracting commission of ONEÂ and signed by the members with mandatory sign-off of the Project Manager and Technical Assistant overseeing the opening and processing of the bids.

- The reports were checked before they were signed and compliance with the established evaluation criteria ensured before their formal submission to the Central Directorate of Public Procurement (DCMP) of Burkina Faso and to the donors for approval.

- The workflow for the bid evaluation was done under strict confidentiality, prohibition of contact with bidders, and containment of all documents in one place.

Lessons Learned

- **Effectiveness of the coordination system:** The system of effective coordination, monitoring and evaluation has avoided obstructions at both donor and government level.

- **Creation of MOZ in ONEÂ:** The creation within the implementing agency of a structured entity dedicated to the project implementation was a provision that enabled the monitoring of work by officers of ONEÂ by increasing capacity and allowing ownership of facilities and equipment for optimal operation.

- **Quality of technical specifications.** The basis of a professional implementation is based on the technical records in good order. This was the case for this project; and now in hindsight; lengthy discussions on the technical choices and technologies were founded and helped to finalize the bid documents and firmly connect supply; fair costs; and finally, quality work at low cost.

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Impacts on the integrity

Professionalism: The construction project of the Ziga dam was performed with a high level of professionalism.

Contractual deadlines: In general, all components, regardless of the complexity of the work were executed in line with or before the contractual period. In this vein, the additional procedures and endorsements have not led to new extensions or provisions specific to this process. On the contrary, it has seen an acceleration of work inducing a time saving of execution time very beneficial to the project.

Durability of the work: Since completing the work, no damage was found, attesting to compliance with the standards and the strength of the work.

Maada S. Kpenge

Going against the Cabal at Guma Valley

Internally driven reforms are reawakening a comatose water public utility, and fight institutionally entrenched corruption. The case shares the personal experience of the Integrity Ambassadors that played a crucial role in the orchestrating the turnaround.

Case Facts	
Country/Region:	Guma Valley, Sierra Leone
Water Function:	Water Supply & Services
Organization:	Guma Valley Water Company
Issue:	Effective Anti-Corruption
Keywords:	Integrity Ambassadors, institutional capacity, collusion

Freetown, the capital city of Sierra Leone, is home to about 2 million people. Guma Valley Water Company (GVWC) is responsible for providing safe clean drinking water to the people of Freetown, a task that the company, ever since its inception in 1961, has struggled to perform successfully. Less than half of the population of Freetown receives pipe-borne water. People without access to the utility's service get their water from shallow unprotected wells and surface streams. The effect of lack of access to clean water on the health and socio-economic status of the people is huge. Freetown recorded the highest number of deaths in sub-Sahara Africa from the cholera epidemic that ravaged the country in 2012.

That same year, GVWC was literally a defunct public water utility: it was considered normal for employees to go without pay for several months, and was unable to buy water treatment chemicals and cover other necessary operating expenses. There was no provision for capital expenditure to repair broken down equipment or facilities, or extend the service to un-served areas as new settlements developed. In order to fully meet its operations and maintenance (O&M) costs, GVWC usually relied on funds transferred from the Government of Sierra Leone. In 2012, the Government transferred the sum of Le3.5bn—equivalent to US $800,000—into the company's coffers to help it meet the shortfall in its operating finances.

Ironically, while the company was also not doing well, the fortunes of some employees were thriving. Most of the employees were constructing homes and driving expensive vehicles. Donor funds were being used to deliver over-priced white elephant projects, which were poorly thought out, poorly implemented, and having no sustainable impact on the number of people given access to safe clean drinking water. Consequently, the Government of Sierra Leone started considering proposals to privatize the public utility.

Fast forward to 2014, after 15 months of internally driven transformation and change management programs, the company is now generating more than enough revenue to finance, not only its O&M costs, but also it is able to put some money aside each month for capital projects used to repair and extend pipe-borne water delivery services to under-served and un-served areas in the city. How we orchestrated this turn-around strategy in the company, in an environment where corruption is institutionalized, is the subject of the case study.

Dealing with the Cabal

How does one deal with institutionalized corruption? This the main challenge at GVWC. How does one deal with corruption so entrenched, so pervasive that employees and stakeholders do not even consider such activities as acts corruption? Such acts are often justified with statements like "this is our time", or "we may not have another opportunity".

What makes it really difficult to fight corruption in such environments is the fact that the people you rely upon as a manager are the very people who connive to fleece the company: Systems and procedures are breached, and monitoring mechanisms are undermined by the very people who are charged with the responsibility of protecting the company against such acts. In such settings the "hunter" of corruption can quickly become the hunted. He or she will have to endure smear campaigns and innuendo against their per-sons and their families. Also in such situations, the one fighting against corruption will often be seen as the impostor: the one who walks into a room and all conversations stop.

Sometimes, the cabal is not only restricted to direct reports, but also senior colleague. The intriguing thing is that even when suspects are brought to book to take responsibility for corrupt acts, one often watches in amazement as stakeholders put up defensive arguments in favor of the suspects, pick out holes in the

evidence or highlight potential violation of procedures, in trying to exonerate the people concern.

Going against a well-organized cabal is akin to fighting for ones' life, because one never knows to what extent people are willing to go to. Short of sacking nearly everyone concern, the people fighting against corruption are left with little choice but to continue to work with the very people they know to be corrupt. Bringing in new employees can help dilute the culture of corruption, but this is not something that can be implemented quickly.

Fixing the Billing System

The first thing we had to do was take control of the billing system. This single act immediately brought to an end nearly all illegal tampering with the customer information and billing system. A core issue regarded the biggest customers. It is not unusual for some of GVWC's officers to have negotiated deals with some of our biggest consumers in return for reduced bills. So we took the following steps:

- Analysed consumption patterns for the 200-hundred biggest customers over a 3 year period;

- Made site visits to individual consumers and laid the cards on the table, observed consumption by site and gauged it against actual billing amounts;

- Highlighted issues of low revenue;

- Negotiated minimum monthly bill amounts with individually customers or negotiated tariff rate with trade groups or associations;

- Reliable water supply services were guaranteed in return as an incentive.

- Once gains were made, we publicized it widely; gave monthly performance bonus to staff.

- New billing system being procured that will be tamper proof and an enumeration of Customer will be conducted soon.

As a result of the sustained improvement in performance, Development Partners have suddenly begun showing great interest in the utility, all wanting to offer funds for a complete revamp of the sector.

Now that we are generating a lot more revenue than we were doing before, a new challenge that has only recently emerged is spending money judiciously and strategically. Projects with no impact on core activities of the utility are now de rigeur, alongside rigged procurement and employment procedures.

Impact on Integrity

While integrity at GVWC has improved a notch, particularly in activities related to revenue collection, it is an on-going battle. Corruption on the expenditure side is on the increase.

The good thing is that most people have now seen the potential of the company and what can be achieved if corruption is minimized. For this, we engage in frequent workshops with the staff to help reinforce the message that we should all work for the good of the company and the people we are mandated to serve. Once stakeholders begin to see that staff is now doing the right things, instead of enriching themselves, they would want to help the utility succeed.

As well, GVWC are now attracting the best caliber Engineering Students from the local universities, something that we were not used to experiencing only a couple of years back. So integrity has taken hold in the company. We need to do everything possible now to nurture it.

Lessons Learned

- Fighting corruption in an environment where corruption is entrenched, or institutionalized, is very difficult;

- Proponents of change need change agents who believe in the vision and who will take the message out to the rest of the organization;

- Remember, when fighting corruption, do not succumb to pressure; live to fight another day;

- Dilute the corrupt gene pool with new employments, if possible;

- Stay clean; stick to your guns, but it will not be an easy ride;

- Enhance monitoring mechanisms; monitor activities yourself if necessary;

- Transparency, the sharing of information, as a tool in fighting corruption is quite powerful. A robust Management Information System that brings back performance data from all corners of the organization is another essential tool.

- Live by example; people watch what you do, instead of what you say.

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Orishaba Grace and Okaya Johnbosco

Dialogue Sessions Unearthing Allocation of Funds to Ghost Villages

During the construction of boreholes in Nebbi district, dialogue sessions conducted in sub-counties as integrity measure discovered that officials had allocated funds to non-existent villages, and moved to hold them to account. . The case initiated a process that aims to establish greater transparency and accountability in the district.

Case Facts

Country/Region:	Nebbi District, Uganda
Water Function:	Allocation of water resources
Organization:	Local communities
Issue:	Embezzlement of public funds
Keywords:	Planning; Ghost villages; dialogue sessions; accountability

Nebbi district earmarked over sh. 191million to drill and construct boreholes in the financial year 2013/2014. During one of the district dialogue sessions in Nebbi district, a controversy issue emerged over the borehole which had been approved for drilling and construction in the financial year 2013/14. The report indicated that some of the boreholes have been allocated in non-existing villages. As the sub-counties leaders claimed that, names of some of the beneficiary villages do not exist in their sub-county as indicated by the district officials. This led to a heated debate during dialogues and agreed to relocate back to its original village.

Water users pay contribution to acquire new water sources, but this money can't be traced since there is no accountability for use of the money. There are still some individuals who own boreholes and deny people from using them.

Initiatives and Impacts

- The imparted knowledge on Governance, Transparency and accountability through district and sub county dialogue sessions by CEFORD, with support from NETWAS and DANIDA.

- The strong leadership structures at district and sub county levels ranging from technical and political staff coupled with their willingness helped in making tough decisions and actions to correct mistakes.

- Continuous follow up by all stakeholders involved in the project starting with CEFORD, NETWAS, District and sub counties that help attain the desired results needed.

- Involvement of all stakeholders like media houses also helped through newspaper publications where one of the journalists documented and published this issue in the paper.

Lessons Learned

- People's integrity at work need to be at constant check so that everyone gives the right services to those entitled to.

- Once local communities are empowered they demand for improved water services

- District leadership is very key in the success of our intervention

- Political will is very key since it adds on the voice of the voiceless

- A lot is still desired by the local communities if all are to access safe water as a right.

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Andrew Dadirai

Integrity Ambassadors Changing Local Water Management Cultures

The case discusses the initiative of a local NGO engaging municipal councilors, local leaders, residents associations and the local population through multiple channels, in order to jointly act against corruption and improve local water supply and services.

Case Facts	
Country/Region:	Chitungwiza, Zimbabwe
Water Function:	Planning & Policy making processes
Organization:	ZiFEDA
Issue:	Anti-Corruption
Keywords:	Capacity building, awareness campaigns, resident's associations

Chitungwiza is a dormitory town of Harare whose population has soared in the past decade. It is one community whose residents have suffered some of the worst water related woes in Zimbabwe. While I have firsthand experience of the water challenges of the town, I was not sure whether to use it as my case study at the Water Integrity training. I was not the only one with difficulties coming up with case studies for presentations. It was part of the requirement of the workshop for participants to present their own case studies. The problem was not in finding cases of corruption in our countries' water sectors, but rather we were not sure of our security as ambassadors; we shared a common concern, fear of backlash. Those working in the water institutions felt most vulnerable especially after the organizers indicated intentions to publish our case studies in Regional Newsletters

Water is a politicized resource in Zimbabwe as in other SADC states, with the historical context playing and important role when it comes to how this precious resource is governed. While we were attending the workshop, back in Zimbabwe, general elections which included, councilors for Chitungwiza, were underway. The electoral process lacked transparency and accountability such that many voters doubted their integrity. The voters were so terrified to voice their displeasure in how elections were administered.

Rapid urbanization due to high rural-urban migration has given rise to illegal settlements stressing water resources in Chitungwiza. Corruption in the water sector in Chitungwiza has its roots in the political background of the country. Like many governments formed out of former

liberation movements in SADC, they tend to be autocratic and impose military leadership styles while lacking basic governing skills. The citizenry hardly demands accountability.

While public officers are supposed to be apolitical, in Zimbabwe, senior water managers are appointed by politicians in return for loyalty and have protection. The same applies to power companies. Those who are involved in grant corruption sing political hymns in order to cow down people from demanding accountability. Out of desperation to win votes and funding of elections, politicians offer protection to perpetrators of grant corruption. More so, Zimbabwean politicians now own several businesses in Chitungwiza and other parts of the country under the indigenization and economic empowerment policy. Their companies provide services to local authorities increasing the risk of corruption due to conflict of interests.

Chitungwiza is an extension Town of Harare which buys bulk water from Harare and resells to residents at a markup. It has the third biggest population after Harare of mostly poor people. The town has been affected by perennial water shortages and no lasting solution had been found. There was no meaningful dialogue between the stakeholders, service providers and consumers. The Town administration is broke and cannot service its huge debt for bulk water. The council is failing to recover costs of water distribution from residents. Senior management has been awarding themselves obscene allowances while the rest of staff has gone without pay for more than a year. Tender procedures have been flouted with impunity while service delivery has deteriorated significantly.

Many residents including churches and their leaders are beneficiaries of corruption hence they do not want to participate in anti-graft efforts for fear of exposure. Residents feel water bills are not justified and therefore resist paying. They have resorted to alternative water sources like bush pumps installed by NGOs at the height of the Cholera outbreak in 2008. Almost every residents and business premises have each an unprotected well from which they fetch water, some for consumption. The water has been tested and proved to be contaminated with sewer. Some public institutions including clinics, hospitals, and schools have electric boreholes which do not

supply adequate water.

Women and girl children who spent their most productive time in long queues waiting to fetch drinking water are the most affected. Some girls fail to attend school or go late. Unemployed youths have become water vendors. Children, the elderly, disabled and people living with HIV and Aids are greatly exposed to diarrhea and other diseases as a result of water problems. With the costs of health services beyond their reach many, people are dying in their homes.

Communities lack understanding of the long term effects of their actions. Residents themselves are both perpetrators and victims of corruption. They want to get rich without hard work. They refuse to pay bills, yet they collect their money from tenants and convert to personal use. House owners overpopulate their houses to earn for them to earn more money. High unemployment has led people to resort to accommodation services corruption.

Capacity building initiatives target various stakeholders in Chitungwiza:

1. Advocacy and Lobbying

A faith-based civic society organization called Zimbabwe Faith, Ethics and Development Association (ZiFEDA) lobbies for ethical conduct in church, private and public institutions. Zimbabweans are predominantly Christian, and most water managers also serve as church leaders. The churches are now involved in major development projects in Zimbabwe, thereby becoming key stakeholders in the fight against corruption. ZiFEDA conducts forums on good corporate governance as a corruption prevention strategy and publishes weekly articles in a national paper.

2. Chitungwiza Residents Association and Women's Community Representatives

Chitungwiza Resident Association has become a significant voice of Chitungwiza residents. This reputable association participates in council meetings. We discouraged residents to work with trusts led by former MPs and councilors who were fired for corruption, and assist the Association.

3. Local Authority Capacity Building Activities

Morale among water department workers in Chitungwiza is very low after eleven months without pay. Workers are not employed on merit, councilors are not qualified and the administration cannot employ performance based management systems. Its capacity to implement IWRM

is low. The Mayor has requested that we organize IAT for councilors and senior management as well as facilitation of the strategic planning for the town.

4. Social Accountability

NGOS colluding with town managers lead to newly installed but nonfunctional infrastructure, or plans that are never carried out. Some CSOs have done researches on water and health related problems but findings have not been shared with the communities. The Legal Resources Foundation educates residents on their civil responsibilities to be meaningfully involved community project budgeting and planning thereby preventing misappropriation of development funds by NGOs

5. Justice and Police Force

President Robert Mugabe has declared his government's zero tolerance to corruption and has demonstrated commitment by the current purging of corruption in parastatals and the water authority. We have seized the opportunity to engage the Chitungwiza District Magistrate's Court and Chitungwiza Police to ensure IAT. Both institutions have welcomed the idea and are committed to uphold the rule of law in Chitungwiza to ensure corruption is investigated and perpetrators punished. Zimbabwean laws do not provide protection for whistle blowers and we want to lobby for the same.

Impact on Integrity

- Key stakeholders in Chitungwiza agree on the need for integrity at all levels to ensure service delivery.

- Stakeholders expressed willingness to be trained in IAT. There is dialogue between service providers and consumer groups which is aimed at improving service delivery and hence the start of IWRM.

- The residents association's leadership is inspired to build their capacity to strengthen the citizen voice. A coalition of civic organizations is now in place giving the necessary civic voice to ensure integrity in Chitungwiza Town Council.

- We have achieved a working relationship with the administration which gives us an opportunity to impart technical skills in the various administration departments.

- On-going meetings with the Mayor and the Town Clerk tailored our course to the most critical areas of service delivery. We have agreed to train the councilors

- After the training, we will facilitate the Chitungwiza Strategic Planning. This is a great opportunity to integrate IAT in the entire system and solve water problems of one of the most troubled towns in Zimbabwe.

Lessons Learned

- An Integrity Ambassador must cultivate personal integrity and strong interpersonal skills.

- Corruption in the water sector is usually fed by corruption from other sectors of the economy and therefore, a multi-stakeholder participatory approach will help in fighting corruption.

- Religious leaders have an important role in building integrity of communities

- We must target political processes like election administration, and a culture of violence and intimidation that promotes corruption.

- NGOs /CSOs/ Media must be financially transparent and accountable both to donors and local communities they serve.

- Turn journalist from public relations managers for elite and corrupt politicians into advocates for the suffering masses, they play a key role.

- Communities need guidance and need to be made to account to each other for their behaviors so that they learn from their problems and find own solutions. As Water Integrity Ambassadors we are just catalysts of this process.

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Yusupha Bojang and Momodou Njie

The IWRM Roadmap for Gambia

The case study describes a systematic campaign building capacities at various levels and mitigating corruption to enhance integrity among various stakeholders during the roll-out of a major water policy reform in The Gambia.

Case Facts	
Country/Region:	Gambia
Water Function:	Water Resource Management
Organization:	Gambia Country Water Partnership
Issue:	Awareness
Keywords:	IWRM, Roadmap, policy implementation, sensitization

The Gambia's water resources endowments consist of surface water found in the river Gambia and its tributaries, a few coastal streams, and multiple aquifers found at different depths throughout the country. Major threats to the surface and groundwater resources are identified as: 1) depletion of water stock, 2) pollution of water resources and 3) corruption. Natural and human pressures pose a threat to long-term water security. The Gambia has developed an IWRM Roadmap that moves it closer to its IWRM vision. The national process is convergent with the Economic Community of West African States (ECOWAS) Regional Water Policy and Water Vision. A fair amount of work is needed however to align river basin organization and national approaches to water resources management. More effort is required to involve small-scale farmers, fishermen and other stakeholders in planning and decision-making processes.

In early 2008 the Government of the Gambia, began to implement a new national water policy. The implementation of the new policy requires development of appropriate legal and institutional arrangements, water resource management tools, and wide ranging human resource capacities necessary for application of IWRM in the Gambia. Arising from this need, government sought support from the African Water Facility to implement a water sector reform project.

The Roadmap calls for the establishment of a Country Water Partnership, which should serve as a neutral platform for all stakeholders in the water and water related sectors for the implementation of the IWRM Roadmap.

A set of (13) thirteen priority actions, deemed necessary to make the transition from current unsatisfactory management practices to full-fledge IWRM, constitutes the Gambia's IWRM Roadmap. The actions are group under five themes: 1) facilitation of the reform process, 2) stakeholder engagement, 3) rejuvenation of an enabling environment, 4) capacity building and 5) action plans and project development. Subject to untimely external inputs certain actions were delayed.

Integrity challenges in the management of water resources include

- Distorted or minimal information and unwillingness to share information (to keep dubious acts under cover, people are not willing to share information) ,

- Delay in works execution (Contractors divert funds paid to them for other issues),

- Delay in disbursement (corrupt officials withhold disbursement to create room for bribery),

- Inadequate consultations with relevant stakeholders (projects are plan without adequate and required involment of relevant stakeholders),

- Improper recruitment practices and low personnel capacities (contracts are awarded to relatives/friends, kickbacks are expected)

- Improper tender and procurement procedures (nepotism. Awards do not follow laws, key stakeholders seldom participate), extravagant paybacks

- Poor equipment for work executions, and inferior quality equipment for infrastructural projects,

- Environmental impacts from uncontrolled abstractions (indiscriminate drilling of boreholes, hand pump wells, without informing or approval from the relevant authorities) and agricultural chemicals hazards and pollutants.

Ignorance is a key factor for perpetuating poverty and barriers to development includes administrative, facilitation and socio-cultural. The Gambia is going through a decentralization process and an act of parliament was passed in 2002.

The initiatives embarked on the decentralized structures to propagate its establishment and capacity building for

an effective water integrity network in the Gambia.

The activities contributed significantly in building capacities at various levels and mitigated corruption to enhanced integrity among various actors. Activities aimed to

- increase community awareness and participation,
- improve information sharing and enhanced coordination among stakeholders,
- Improve data collection, management and sharing,
- Encourage whistle blowing offering protection
- Water committees sensitized and mobilized for enhanced awareness on anti-corrupt practices

The aims are pursued through the following activities:-

- Awareness and capacity building training workshops on national, regional and local level, incolving Municipal Councils, Technical Advisory Committees (TAC), Water and Sanitation sub-committees (WATSAN) of TAC, Multi-disciplinary Facilitation Teams (MDFT's), Ward Development Committees (WDC's), and Village Development Committees (VDC's),
- Participatory monitoring and evaluation using various monitoring and evaluation tools and mechanisms,
- Preparation and distribution of periodic reports, and regular consultations, knowledge and information sharing including feedbacks,
- Outreach materials developed and distributed including posters, t-shirts and leaflets
- Drama/ theatre groups were engaged and trained for performing corrupt and good practices depicting practical actions,
- Two hundred radio programme by one hour used community radio stations and private FM stations,
- Ten television programmes on water integrity with the Gambia Radio and Television Services which allowed viewers to make contributions, comments, asked questions and concerns,
- Retreats were conducted every six months, which allows stakeholders to review progress, strategy and performance and lessons learned were documented

It is planned to continue the awareness campaign.

Impact on Integrity

The initiatives have enhanced awareness, participation and sense of ownership among stakeholders. It increased efficiency in the management, development and coordination of water resources, increased access and reliability of water supply

1. Stakeholders at various levels are sensitized and mobilized. Corruption risks and causes were identified, mitigation mechanisms were devised.

2. Regular consultations and meetings are done as required, effective participatory monitoring and evaluation mechanisms are in place,

3. Free and transparent information flows between various stakeholders, data is collected and shared as required,

4. Appropriate recruiting procedures are adhered to, and contracts are transparent and realistic,

5. Decentralised procurement and multi quotations are encouraged, funds are disbursed as per work verified and in line with contracts,

6. Whistle blowing is encouraged at all levels.

Lessons Learned

- Women and youth groups were among the institutions that played pivotal roles in fighting corruption and all forms of malpractices in the management and coordination.

- Whistle blowing serves as a very effective tool to reveal corrupt practices which led to legal actions against the culprits. It also facilitated the recovery of illegally acquired equipment and materials by corrupt officials and other workers

- Social accountability facilitated the development of infrastructure as much needed funds were utilized appropriately, provided room for expansion and served as a vital tool to fight poverty.

- By extension, the programme assisted building integrity in other sectors. Stakeholders at the grass root observed irregularities in the management of other resources and mitigating efforts were undertaken.

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Sheillah Karimi

Scaling Up Water and Sanitation Services to the Urban Poor

The Urban Project Concept is a system of procedures and tools to implement projects based on a human rights approach for water service delivery in poor urban areas. Emphasis on citizen's role on one hand and the sector obligations and responsibilities on the other has provided powerful leverage to prioritize needs of the poor and establish minimum service delivery standards for all while ensuring improved transparency and accountability of project funds.

Case Facts

Country/Region:	Kenya
Water Function:	Water Supply & Services
Organization:	Water Services Trust Fund
Issue:	Pro-poor service delivery
Keywords:	Urban WASH services; Urban poor;

In the last 10 years the Kenya government embarked on far reaching reforms through an elaborate institutional framework aimed at improving water service provision. In the urban water sector, Water Service Providers (WSPs) were created to provide water services in urban areas; a regulator, Water Services Regulatory Board (WASREB) to regulate the service provision and a pro-poor fund, the Water Services Trust Fund (WSTF) to financially support service provision in under and unserved areas. The reforms incorporated principles of good governance, sustainability, cost recovery and human right approach into service delivery.

Despite the reforms, challenges of inefficiencies, accountability and transparency are still high in many of the sector institutions including the Water Service Providers. This poor governance has resulted in unequal access to water and sanitation more so to the poor living in urban areas. The gap in service delivery to the poor caused by among others the underperformance and poor governance of the water utilities has traditionally been filled by Informal Service Providers ((ISPs). These ISPs operated in unregulated environment with no one to check on minimum standards for service provision.

In 2007, the Water Services Trust Fund (WSTF) sought to fast track the water and sanitation provision in the low income urban areas by developing the Urban Project Concept (UPC) to respond to specific water and sanitation challenges of urban low income settlements.

The Urban Projects Concept (UPC) consists of systems, procedures, processes and tools that enable the fund to not only give financial support to the Water Service Providers to extend services to the urban poor, but to implement projects efficiently and effectively with utmost

transparency and accountability. The concept encompasses both the hard ware and accompanying measures. The projects incorporate simple, cost effective and sustainable technologies. Since 2009, UPC has reached 1.4 million people with affordable safe water and 400,000 people with basic adequate sanitation by December 2013.

The Challenges that UPC Addresses

Despite the considerable achievements of the water sector reforms in Kenya, flawed governance is still one of the limiting factors in to universal access for all.

Lack of reliable investment and baseline data for WSS makes it very difficult to make informed decisions on investments or to monitor implemented projects. Limited sector oversight and coordination on planning, investments, budgeting and monitoring that ensures alignment to sector objectives and strengthen mutual accountability and transparency.

The sector also lacked an up scaling concept that defined standards and guiding tools for the implementation of projects. This led to piecemeal pilot projects with limited impact.

Poor governance and corruption in many water utilities led to the wrong priorities and misappropriation of funds. The poor areas suffer most for such consequences. Furthermore, many of the financiers did not have clear funding and implementation procedures during project preparation, implementation and operations.

Limited financial and technical support to the water utilities to extend services in the low income urban areas, Efforts have always been put in the implementation of projects in these areas with little emphasis on operations monitoring after the completion of projects to determine the status and performance of the projects. Many utilities are indeed centralised without a strong presence in low income areas. Maintenance and repair requirements needs are not identified and why reported damage is not responded to.

UPC Activities

1. Financing of water and sanitation projects: Through calls for proposals (CfP) twice a year, urban WSPs are

invited to submit proposals for improvements in low-income areas. The CfP approach encourages efficient allocation of funds through transparent appraisal and funding criteria. The interventions funded include water kiosks, prepaid stand pipes, post paid yard taps, storage tanks, meters, pipeline, sewer lines, septic tanks and public sanitation facilities.

2. Capacity Building: WSTF recognizes that WSPs have limited capacity for proposal preparation and project implementation. WSTF designed tailor made curricula to address these gaps and increased WSPs awareness of the UPC as a financing mechanism through workshops. The WSPs who have qualified for funding are taken through the implementation process; a feedback workshop for those who do not qualify to help indentify and improve weak areas.

3. Field Monitoring: UPC lays a lot of emphasis on field monitoring and established controls to ensure that quality, time and costs are well managed. This is done with Field Monitor teams and regular field visits by the UPC team Internal Audit Department.

4. Water and sanitation database (MajiData): MajiData allows the public and sector institutions to access data on urban WSS. This database is now used to focus investments in the urban unserved.

5. Operations Monitoring: Comparing the project at three different stages: as planned; as built; as used as well as closer monitoring of the utility's financial performance.

6. All the above activities are guided by tools, guidelines and brochures that have been developed to guide in the project preparations, implementation, monitoring and evaluation. For example DVD-ROM for Implementation of Water Supply projects in low income urban areas; implementation of Public sanitation, Aquapix with various photos of watsan projects from different countries; Inventory and operations monitoring tool.

7. Community participation and empowerment: To ensure community ownership, the utility works with a project task team that comprises of stakeholders from the local government, public health, local administration, local development committees, women and youth representatives. This task force has a clear mandate to assist the utility in mobilizing and sensitizing the community on the project as well as secure land for investments.

Impact on Integrity

- Since 2007, UPC investments resulted in 500 new water kiosks; 530 yard taps; 26,000 water meters; 120 water tanks; 17,000km of pipeline, and 60 public sanitation facilities

- Increased transparency and accountability in tendering and implementing projects.

- Improved performance as well as image of the utilities to the public due to open sharing of project funds, community participation in the planning, implementing and monitoring of the projects.

- Improved coordination on the planning of investments for the urban. This leads to limited duplication and unaccountability.

- Refund of unused project finances amounting to 370,000 Euros

- Reduction of NRW due to reduction of illegal connections in low income urban areas.

Lessons Learned

- The Urban Projects Concept demonstrates the tremendous opportunities that exist for better services to the poor when anchored within overall the water sector framework

- Incorporating principles of transparency, accountability, non-discrimination, beneficiaries' participation results into better sector performance and progressive realization of the human right to water and sanitation.

- Water Utilities play an essential role in realizing right to water and sanitation as they have the ultimate mandate to provide the service.

- Procedures. Guidelines and closer monitoring are very important for ensuring transparency and accountability.

- Good transparency and accountability leads to increased donor confidence hence more finances to the sector

- Formalized and regulated water service provision with minimum standards can ensure equitable access to all.

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Rodgers Mozhentiy

Promotion of Transparency and Integrity Systems in Local Authorities

Development of local authorities' integrity systems for the enhancement of transparency and accountability to avert misappropriation of funds and corruption in the delivery of services for the benefit of the consumers and stakeholders

Case Facts	
Country/Region:	Zimbabwe
Water Function:	Planning and policy making processes
Organization:	Zimbabwe Local Government Association
Issue:	Transparency
Keywords:	Capacity gaps in local government; capacity development; code of conduct

Local Authorities in Zimbabwe face a major deficit in practicing transparency, integrity and accountability. A patronage culture of governance has been entrenched albeit the existence of legislation and policy measures. Most Local Authorities have weak code of conduct and ethics and in cases where strong documentation is available the implementation framework is vague with no appropriate measure to enforce what is dictated by the code of ethics.

This initiative was developed to redress these issues by giving technical assistance to local authorities for the creation of codes of conduct and ethics and appropriate training for application and execution. Further, given the inadequacy of the induction training Councillors receive, the initiative sought to enhance the capacities of the Councillors to integrate integrity issues in the budgeting and planning purposes.

Challenge 1: Deficient capacities and knowledge of Tender Procedures amongst Councillors in the Tendering and Procuring Committee.

There is no statutory educational requirement for Councillors that are elected into office and therefore, some of the Councillors do not have the requisite educational background to enable them to fully comprehend the tendering and suppliers selection process and albeit the committees are serviced by experienced professionals we still have a multitude of cases where Local Authorities lose millions because of poor decisions made at the tendering stage.

Challenge 2: Absence of Ethics and Prudence Systems.

Lack of transparency in decision making and service delivery processes have been major areas of concern by the public and the private sector. The patron-client relationship between local authority officials and politicians has worked to undermine accountability of key officials to the public. Once people gain political power, their attitude towards the people who brought them into office has been negative and counter-productive.

Challenge 3: Conflicting Legislation governing the tendering and procurement processes.

The division of functions between central and local government is a contradictory one in the administration of many countries. There are theoretical and practical contradictions that one must address in order to understand where we are and where we want to go in the maintenance of this symbiotic relationship between central and local government. Transitioning from centralized governance to decentralized governance requires a corresponding transition in the legislative frameworks governing the operations of Central and Local Government. In this regard, Local Authorities are requested to tender through the sate procurement board all their equipment and supplies. Where, the rules and regulations of the board are not conducive to the local authority and that most councillors are not versed with these requirements.

- Development of Local Authority Integrity Systems

- Training of Councillors on code of conduct and ethics

- Development of an ethics manual

Impact on Integrity

There is a string commitment to the code of conduct by councilors. There is significant reduction in violation of laid down procedures by elected councilors in the execution of their duties at community and Council level.

Council officials and local leadership structures will adhere to the rule of law. Communities want to see the rule of law replacing the rule of man in the governance of local affairs. RDC officials will be committed to agreed information and public disclosure processes in their work with communities and other key stakeholders.

Public, private sector and civil society institutions are engaged in successful partnerships for effective delivery of good governance entrenching transparency, accountability and integrity. Local communities have increased mechanisms for shaping the priorities of local institutions through reinforcement of their participation in local decision making and governance processes.

The targeted local governments are now able to efficiently sustain socio-economic development processes in their areas and deliver accessible and affordable quality services that respond to people's needs. There is more transparent and expenditure management system within the targeted RDCs and communities are being kept informed about local revenue earnings and budgets.

Lessons Learned

- Participation by the Local Communities is key to the achievement and sustainability of integrity systems in organizations

- The ethical dilemmas that are encountered in the day-to-day affairs of an organization cannot be resolved by legislation alone

- Transitioning towards good governance in terms of accountability, transparency and integrity is a process that requires a harmonious relationship between the policy makers (politicans) and Policy implementers (executive)

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Stevie Kazembe

Preventing Theft of Repair Materials to Avoid Prolonged Water Shortages

The case study describes a case that tested the Corruption Prevention Policies implemented by the Water Boards and Government of Malawi. The disruption of drinking water supply created sufficient public backlash to pressure the Water Board into enforcing its integrity rules.

Case Facts

Country/Region:	Lilongwe, Malawi
Water Function:	Water Infrastructure
Organization:	Lilongwe Water Board (LWB)
Issue:	Anti-Corruption in maintenance
Keywords:	Collusion; whistle-blower protection; enforcing anti-corruption policies

This Case Study happened at the Southern Zone of Lilongwe Water Board, a water utility company which supplies water to residents of Lilongwe, the Capital City of Malawi. Maintenance staff usually gives false information about the extent of pipe bursts and leakages to collect repair materials which are then used for personal gain. There is usually collusion among employees or with customers to divert repair materials, steal property and other assets of the Board to sell instead of using the materials to repair pipe leakages.

In this particular case, a 350mm diameter pumping main burst. This pipe delivers water to a 6,000m3 reservoir which serves over 10,000 connections in an area with a population of over 60,000 people, most of whom are low income earners. When this pipe burst, repair materials were quickly provided to the maintenance staff to repair the pipe. However, some materials (Couplings) were reported to have been misplaced somehow and could not be traced.

The repair works could not continue as these being high value materials, they could not be procured quick enough. Customers were kept for a whole day without drinking water and on the following day, these materials were still not found. A customer, who was affected by the water shortage, reported to have seen the Board's staff dropping some materials at a certain house. Upon thorough search of this house, the materials were found and the owner of the house admitted to have bought the materials from one of the maintenance staff members and that he resells them in his Hardware Shop in town. He was able to identify the member of staff who sold him the materials.

The pipe burst was only repaired on the third day and water supply resumed. The member of staff was subsequently dismissed upon a disciplinary hearing and the owner of the house was arrested for purchasing stolen goods with the case pending in court. The tough stance taken by the Board in dismissing this employ is in line with Lilongwe Water Board's Anti Corruption Policy where any member of staff proven to be indulging in any acts of corruption is dismissed. This was also a warning to all other members of staff indulging in the same malpractice that the consequence of their actions is dismissal from the Board.

The main challenge in this case is the tendency by maintenance staff to present false information on the extent of leakages in order to collect materials and divert them for personal use. The institutional policy is that all faults are reported to one control centre and are then given to plumbers to repair them. When they are repaired, plumbers report back to the control centre to clear the list. However, not all faults reported by customers get to the control centre hence plumber prioritise the faults not logged in order to collect materials. Additionally, they exaggerate the extent of faults to collect more materials for personal gain at the expense of a large number of people without drinking water.

The other challenge is that members of staff collude with customers to report non-existent faults. When such faults are reported, materials are collected which are not used but sold. Eventually, customers with real faults suffer as major pipe bursts and leakages are not repaired due to non-availability of materials. The Board also spends a lot of money procuring materials which are misused. In addition, some maintenance staff demand or solicit money and other benefits from customers to decide on which faults to repair quickly or not. This brings inequity in the provision of water supply as those without means to pay or bribe are not assisted and don't have access to drinking water. It's quite difficult to break the link between colluding staff and corrupt customers as they support each other in their dealings. Members of the public also aide this malpractice by agreeing to buy and resell materials meant to benefit a large group of people due to selfish reasons

LWB has a Corruption Prevention Policy in place so as to

prevent cases of corruption and fraud and thereby protecting its revenue, property and reputation and other assets. The Policy also helps develop and maintain an organizational culture, procedures and strategies which prevent corruption. This is in line with Malawi Government's zero tolerance to all forms of corruption.

The Board's Corruption Policy applies to Lilongwe Water Board Members, Employees, Clients (individual and corporate), suppliers of goods, services, works and any other persons or entities dealing directly or indirectly in matters or transactions for Lilongwe Water Board.

Members of the public report suspected cases of corruption or other irregularities against employees, clients or suppliers through telephone, letters or coming in person to the utility. The Board has an anonymous Tip-off program where the general public can report suspected cases of corruption and fraud as well as cases of illegal water connection, illegal drawing of water and stealing of LWB property. All reported tip-off anonymous cases are investigated upon and a reward is given to anyone whose report is proved true.

Implications of this issue in relation to integrity, equitable access to drinking water, cost of water, quality of water and inefficiency in delivery of water services were highlighted. Failure to quickly repair the leakage led to three days of no water to more than 10,000 customers. These customers are low income households who suffered a lot as they had to get water from expensive or unsafe alternative sources. The Board spent more financial resources as it had to hire water bowsers to supply a few customers.

Extra staff costs were incurred as the maintenance staff had to work through the night and were paid allowances. Customers were forced to walk long distances to purchase water at higher prices and resorted to breaking pipes in anger and the Board paid to repair these broken pipes. The Board lost revenue due to three days of no water sales. More importantly, lack of integrity on the part of staff, painted a poor picture of the Board's service delivery. Additionally, during repairs, debris and mud got into the pipes and customers got dirty water upon resumption of water supply, further damaging the reputation of the Board as a supplier of poor quality water.

LWB realized that the fight against corruption requires concerted effort with other players. Thus the Board works with the Anti-Corruption Bureau and the Malawi Police in matters where the expertise from either of these institutions is deemed indispensable. The Board uses institutional and legislative arrangements in its fight against corruption. These include the Water Works Act No. 17 of 1995 which provides for the establishment of water-areas and for the administration, development, operation and maintenance of waterworks of such areas and the Corrupt Practices Act No, 17 of 2004 which provides for the establishment of the Anti-Corruption Bureau and make comprehensive provision for the prevention of corruption.

Impact on Integrity

- The Board recognized the significant role whistle blowing plays in the prevention of corruption. Any person including an employee of LWB can raise a concern or submit a report about a suspected corrupt or fraud practice which forms a basis for investigation. Under its Corruption Prevention Policy, the Board upholds that no whistle blower will suffer any penalty or retribution for reporting a suspected or actual incident of corruption in good faith.

- The main challenge the Board faces in fighting corruption and fraud is that most corrupt practices are coordinated by one or more employees which makes it difficult to track. Collusion with members of the public where repair materials are sold is another challenge. Lack of uniformity and delay in handling the corrupt practices by the Board does not scare staff involved in the malpractices.

- The key success from this case study was that the employee who was found guilty of diverting the repair materials was consequently dismissed.

Lessons Learned

- Suspected corruption practices helped uncover this malpractice and helped in having the leak repaired.

- Boards should strengthen internal controls and monitoring mechanisms to curb theft of materials

- Integrity Committee for oversight can help delinking operational management from crucial decisions in the anti-corruption drive.

- There is need for the Board to further sensitize the public to report all suspected cases

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Social Accountability Approach to Rainwater Harvesting for Women in Mwihoko

Coached and trained by Soroptimist International Kenya and Nakuru Club, the Mwihoko Women Group have curbed corruption, assumed leadership, contributed funds and labor, and engaged the community and the village leadership, making the water & sanitation provision a joined effort of community members with local authorities.

Case Facts	
Country/Region:	Ndibai Village, Kenya
Water Function:	Rural Water Supply
Organization:	Women for Water Partnership/ Soroptimist International Union of Kenya
Issue:	Elite Capture
Keywords:	Rainwater Harvesting; Gender and Water, Social Accountability

Most of the 660 households in Ndibai get their water from a local river 20 minutes' walk away. Water is brought up from the river on peoples' backs, by bicycle or donkey cart, or bought at inflated prices from water sellers. When the river is dry, people tend to dig holes in the river bed at night and return in the morning when the holes have filled with some water. There is an issue with water quality in this area, since the water apparently has high salt and fluoride content.

The overall aim of the project is the improvement of the current situation where the issue of water is a matter of health due to the excessive consumption of fluoride and contaminated river water that has been fetched through many hours walking or cycling in unsafe and stressful situations by women and girls. A pilot project had been implemented by Melania Foundation providing 4 rainwater harvesting tanks; the project was then scaled up by to cover lager number of the community through the Women for water Partnership together with local partners including Soroptimist International Union of Kenya (SIKU).

The proposal for this project was written, on behalf of the Mwihoko Women's Group, by an organisation called Bridge Partners (BP). The father of the Executive Director of BP has a farm in Ndibai. Other members of the family sit on the Board of BP and the mother of the Director is the Treasurer. These facts about the local partner were not known at the beginning of the project on approval of the project, funds were transferred to BP, but the Executive Director did not involve the local community or SIKU

and took the project as a personal property, only involving those who would not question him.

Shortfalls found during the monitoring exercise by the WfWP Chair and the SI Kenya members were:

- Local authorities and other government institutions in the area, perceived the project as a private venture, so they did not give it attention. It was only after the project monitoring which discovered the gaps in the implementation and lack of community involvement, then the local authority and government department officers and the local community were enlightened of the project as a community based one and the importance of their involvement.

- The workmanship of the project was not as per the specifications of approved proposal, areas noted were, gutters and concrete base installed by women themselves and no materials or skilled labour had been provided by BP.

- No evidence of any filter systems having been installed

- The tanks were of different sizes. Some women (Chair, Treasurer and Secretary) had more than one tank while others had none. The rationale for different tank sizes was not clear.

- Most women had not received any training, although some had received a three day training

- Women contributions as envisaged in the project proposal (co-funding element). Amounts paid seem to have varied from Ksh 6,000 – Ksh 7,000. The funds had been withdrawn for the group bank account by the BP Executive Director without the group consent; no records were available on how the finds were utilized.

- The land on which Resource Centre is built is not owned by the Mwihoko women's group, but by the family of the Director of BP. The women had no access to the center; it was for the sole use of BP.

Project Activities

1. Training on life cycle water and sanitation: The Mwihoko Women group and local administrators were trained, the main objective was to equip the Mwihoko Women with knowledge and skills with which they can use to access clean drinking water and keep good sanitation. Trainings included maintenance of a clean environment around water springs, bore holes and even tap water, ways to access safe water and processes of purifying water, as well as adequate sanitation and proper hygiene to reduce illness and death from diseases such as diarrhea and dysentery. For example, participants learned about the need to cover and clean rainwater tanks during the dry season and how to use chlorine tablets to kill bacteria in water.

2. Resource centre/Production shed: Centre constructed for used as a training centre and production of materials for project implementation.

3. Sanitation component: 3 ecotoilets, a rainwater harvesting tank and a shower room were constructed to provide the women in Miti Mingi area with decent sanitation and to be used as income generating activity for the women group

4. Rainwater harvesting: 80 households were equipped with a rainwater harvesting systems including filters, serving 480 people. In 5 schools 10.000 liter tanks were established, providing at least 2.040 school going children with water.

5. Revolving fund (Capitalization): The revolving funds component was used to purchase goats and chicken which were distributed to all members. Apart from improving the nutrition of families through eggs and milk, the component included a system of exchanging male and female goats and sell excess eggs and animals. Proceeds from the sales are re-invested according to an agreed system which allowed the group to raise the 2336 EUR needed to purchase the land (1 hectare) on which the eco toilet is constructed.

This is a very useful project for the community. It has helped many families and schools access clean drinking water, which translated into a healthy community, reduced incidences of water borne diseases. It has released women from the chore of collecting water from long distances through a rugged landscape. The women and the community have been involved in all decision making enhancing social accountability. It clearly demonstrates the importance of community involvement for transparency and sustainability of projects, especially in water and sanitation.

Impact on Integrity

- After the project monitoring discovered the earlier fraudulent implementation, the local authority and government department officers and the local community were enlightened of the project as a community based one and the importance of their involvement.

- The community generated and awareness for their rights to water and the importance of monitoring and engaging with such projects

- After the community and Women capacity was enhanced in both administrative and financial management the project was highly improved and turned into a major success.

- Exposure to other initiatives in the country, this will enable the community to engage effectively during the county budgeting processes and ensuring that their needs are captured.

Lessons Learned

Transparency and accountability is key to success and sustainability of any project. Nevertheless, capacity and skill development was a crucial integral component of turning the project around.

The involvement of women improved the quality of the decision making and the management of water and sanitation.

Vetting and performance evaluation of NGO's and CBO is crucial to ensure delivery of services and implementation of projects as proposed.

Given the increasing competition for water resources, climate change, economic progress and population growth, all stakeholders must be fully engaged to address the needs of the community.

The need to engage the local community and government is very crucial as effective agreement cannot be obtained without all other parties to which water issues are important and who may share in the costs and benefits (both economic and social) that result.

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Water Integrity in Hadejia Jamaare Komadugu Yobe Basin (HJKYB)

Knowledge-based collaboration and the creation of national platforms for systematic stakeholder engagement will be required to establish sustainable integrated water resource management in transboundary river basins and provide water security in the face of rapidly increasing and competing demands.

Case Facts

Country/Region:	Hadejia-Jamaare-Komadugu-Yobe Basin, Nigeria
Water Function:	Integrated Water Resources Management
Organization:	HJKYB basin organizations
Issue:	Transboundary collaboration
Keywords:	river basin collaboration, water sector reforms; institutional capacities

Nigeria has been divided into eight hydrological areas/surface water provinces of which the Hadejia Jama'are Komadugu Yobe Basin (HJKYB) is within the hydrological area VIII. The HJKYB covers a total area of about 148,000 km2 in north east Nigeria (95% of basin area) and south east Niger (5%). One of its sub-systems has lots of water infrastructure used for domestic, economic and agricultural purposes. The basin is of strategic importance as a source of shared waters between 4 countries. It is a wetland in dry lands, has some 30 million people depend on its water resources, dependence increases as the water gets less and less, It drains into a Lake rather than the Atlantic Ocean and contains important areas, DWFC, HNW, Ramsar Site

This presentation examines the endemic and persistent water resources management problems facing the Hadejia Jama'are Komadugu Yobe Basin (HJKYB). It outlines various efforts dedicated by all range of stakeholders in addressing them through the IWRM approach. Community planning and involvement in the basin management ensures the needed buy-ins, transparencies and accountabilities for the HJKYB situation. It elaborates the achievements within the Basin particularly its infrastructural interventions, Institutional arrangement and the local capacity building activities as well as the economic importance of these activities to the inhabitants of the basin and the nation at large.

An Information memorandum on the country action plan for the water integrity developed during a Water Integrity Training in Liberia was submitted to the National Council of Water Resources for action as a first step towards achieving the set goals in December last year.

The challenges been faced within the basin center on:

- Inadequate knowledge base on the natural resources,
- Low political will,
- Sectoral water resources development,
- Long-term failure in the management of the river systems – dams operation failures,
- Poor coordination, Institutional weaknesses,
- Blockages channels by silt and typha grass,
- Flooding,
- depletion of the underground water,
- intense inundation and extreme desiccation,
- Tension and conflict and Ten-fold increasing poverty.

In salvaging the basin, attempts to raise the above issues were made by various institutions including donors and stakeholders consultative sessions (form the grassroots to the apex governing body). It required analysis of preparations of the CMP and water charter, biodiversity studies, feasibility studies for flow proportioning structures, socio-economic studies, flood management studies, fisheries studies and the formation of the HJKYB- Coalition and Trust Fund.

Other challenges for the sustainability are funding gaps, none replacement Board of Trustee (BoT), insufficient fund raising strategy and lack of follow-up with the states, conflict among riparian states, including the non-endorsement of the water charter by five out of the six riparian states. The constitutional system of government of Nigeria is based on the federal, state and local government legislations. There are tools and mechanism in legislations, policy guidelines, water resources management strategy document, master plan, action plan guideline and standards, national councils on water, environment,

State water regulatory agencies and States environmental regulatory agencies have backup policies, laws and institutional arrangements that can be utilized for achieving the integrity in the water sector there are, however, weakness in enforcement mechanisms, Low capacity-building and overlapping mandates.

On Accountability and integrity, even though there are anti-corruption and corruption preventive, policies, processes, institutional arrangements and laws in the country, there gaps in them that needed to be addressed and these are; Awareness is usually in form of jingles and adverts, No national communication strategy for water resources project, No National water users association network to communicate to the grassroots their rights and roles as per water supply and resources management, Revised National Water Resources Management Policy Draft, 2007 still yet to receive Federal Approval, The apex regulatory body for water resource management is IWRM Commission, the laws establishing this body has not been signed. These present a gap in the element of accountability and finally, lack of cognate experience or relevant training of personnel in the various anti-corruption units on water resources transparency and accountability.

The project enabled:

- Construction of 22 Infrastructural Projects and four channel clearance led to the reclamation of some 7000 hectares of farmland, increased fishing activities and increased livestock production. This has led to un-estimated increases in the incomes of the basin communities.

- Built the capacities of twenty eight (28) communities in joint community management of water resources infrastructures

- Rehabilitation and establishment of hydro stations 33 and four automatic loggers

- Rehabilitation and establishment of 49 met stations and one automatic weather station at BUK

- Capacity building and financial management and Contributions to KYB-WDI and SIWRMCs through fund support.

Creation of a National Platform will bring together various water users association tointeract and create awareness on rights and roles on water resources management, transparency and accountability; as in the HJKYB will address some of the key burning issues in Water Integrity.

Impact on Integrity

Impacts were most pronounced in data collection and monitoring for more tranparency, including

- Increased the eagerness of the organizations responsible for data management.

- Creation of partnership among national and international organizations that have a stake in the data management of the basin

- Signing of MoUs with NIHSA, NIMET, DCTA, SIWRMCs and MDAs for Hydro-Met Monitoring and other interventions

It also resulted in improved collaboration including

- Improving institutional arrangement within the basin, Initiation of Round-Table Discussions and formation of Regional CBOs

- Contributions to Kafin Zaki EIA and cooling down tension on the issue of dam construction

- Developing the Water Charter and CMP Endorsed by the Stakeholder States and FGN

- Collaboration and sharing with other Basins in the Country towards best IWRM practices in North Central and Cross River Basins

Lessons Learned

- Set Indelible landmarks in IWRM practices as in the HJKYB

- Bring the stakeholders together, build capacities and share national and international experiences

- Support Water Integrity and Accountability Strategy and Implementation. Collaborate with related institutions to advocate the passing of Water Bills and IWRM best practices

- Develop a strategic approach to funding the institutions responsible for implementation of work programmes such as a Road Map; develop CMP in the wider and the Water chapter for effective coordination.

- Ensure that private sector and civil service staff placed on preparing, selecting, supervising and monitoring and evaluation are well paid and socially taken care of to reduce corruption in the water industry, focus on disciplined leadership

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Arnauld Adjagodo

Contribution of accountability to improve the Public Service Water in Municipalities of Benin

The case described the use of awareness campaigns to increase stakeholder participation and accountability tools to improve public water service delivery in local communities in Benin. After a successful pilot, the project served as template for larger-scale measures in the country and region.

Case Facts	
Country/Region:	Benin
Water Function:	Planning and policy-making processes
Organization:	*Association des Femmes de Sinendé*
Issue:	Community participation
Keywords:	Audiences publiques; Cellules de veille citoyenne; Baisse drastique des conflits et divorces lies à l'eau

Since 1990, Benin has embarked on a democratic process. To deepen basic democracy, the state has enacted a decentralization process in 2002. In this system of governance, laws require elected officials and governors to inform the public and to account for their actions. According to Article 2 of the 1999 Law on decentralization "the community is the expression of decentralization and the privileged place for the participation of citizens in the management of local public affairs." However, the current situation shows that these texts are rarely applied.

Decentralization turns citizens from recipients of services designated to them by outsiders, to actors who can participate and enagage in decisions being made upstream and downstream affecting their well-being. But despite efforts to promote good governance, big challenges of raising citizens' awareness on the one hand and the culture of taking responsibility on the other hand remain.

In practice, there is little evidence for a culture of transparency and accountability. A study conducted in 2009 confirmed that the authorities do not feel obliged to report while people do not tend to ask. At various levels officials could not be held responsible by constituents who are the beneficiaries of public services. Moreover, many people do not even know that it is their right to demand accountability from elected officials. Both sides exhibited little awareness for their respective roles. Office holders act little as guarantor for the rule of law, providing and managing the frameworks for development and

transparency. Similarly, the public shows limited understanding of the concept of "citizenship" which contributes to the weakness of the monitoring of development activities. This leaves room for all kinds of malpractices in the provision of water and sanitation services to local communities.

Against this background, a partnership between local authorities of three towns and actors from the water and sanitation sector was formed in 2010, supported by the Royal Embassy of Netherlands and the Association of Dutch Municipalities (VNG International). The Association des Femmes de Sinendé was one organization involved in this "Domestic Accountability" initiative.

The initiative's main objective is to contribute to improving people's access to basic services through effective dialogue between municipalities and local civil society on the one hand, and to increase knowledge and expertise around the basic services on the other. The challenge was to advance the demand for accountability, to bring transparency to financial management and project management of water and sanitation facilities, as well as to improve the provision of basic services at the local level.

The initiative has helped to increase awareness of formal and informal mechanisms of accountability, including communal structures in place before, including Citizen Participation Cells and Water Consumers Associations. Given the limited resources of communities and the importance of access to information for improving governance, strengthening the capacity of information and communication services of the Municipality has been identified as a major challenge.

Production and appropriation of simple tools adapted to the context of rural community to facilitate the supply and demand accountability was also a major challenge. The 'Domestic Accountability' initiative was coordinated by SNV/Benin, with participation by stakeholders of the water and sanitation sector.

Engagements of the National Water Partnership of Benin aimed to

i) improve knowledge of municipal actors on the Pro-

gramme Budget by sector objective as part of accountability,

ii) facilitate information at national and local programming and achievements in water and sanitation, through the organization of television programs, radio, carrying information to the general public in French and local language media;

iii) support the development of the guide on accountability.

On the basis of a harmonized and participatory action plan, various activities were undertaken, including:

- the organization of interactive radio programs (2 contracts with radio stations) and public hearings (11) on the forecast, achievements and management of water and sanitation facilities;

- public awareness campaigns for participation in the meetings of the municipal council and their right of access to information on governance (7 giant posters distributed);

- establishment of Associations of Drinking Water Consumers (CAPE) in the districts;

- strengthening the actions of Cells for Citizen Participation, CPC (local citizen oversight bodies) and other organized groups of citizens;

- Capacity building of elected representatives and municipal officials for accountability;

- the establishment of a framework for cooperation among stakeholders in the municipality; and

- the development of information posters (21) on the achievements and programming for water and sanitation in the Municipality, in French and local languages.

Impact on Integrity

The campaign resulted in a number of visible outcomes:

- Increased number of observers at meetings of the municipal council (5 observers in April 2010 to 76 December);

- Increased number of articles on farming: from 14 in 2010 to 50 in 2011;

- Organisation of 35 village assemblies for drafting documents for municipal planning;

- Regular announcements and reports of decisions of the municipal council sessions in French and local languages;

- Provision of 20 facilities for washing hands in restaurants, following the demands of the people, supported by CPC pleas;

- Improved success rate in the Certificate of Primary Education in the municipality;

- Drastic reduction in the number of disputes and divorces due to lack of water;

- Improving recovery of fees and local taxes.

Lessons learned

- The legal anchoring and benefits of citizen participation were unclear to both local authorities and citizens;

- The establishment of a permanent dialogue between politicians and people around the public hearings creates trust and facilitates the management of local public affairs

- Organizing citizen can visibly influence public decisions;

- Elected officials can realize the benefits of accountability for their image, but citizens should ensure they do so not only for their own benefit.

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Joachim Ezeji

Strengthening Social Accountability in Small Town Water Services Using Water Users Associations

The case study underscores how integrity, transparency, ownership and sustainable management can be achieved through community participation. It emphasizes that community awareness and skills can be enhanced through strategic capacity building initiatives vital for managing such new projects in order to achieve these outcomes.

Case Facts

Country/Region:	Eleme, River State, Nigeria
Water Function:	Planning and Policy-Making Processes, Water Allocation
Organization:	Water Consumer Association
Issue:	Decentralized Services
Keywords:	Community Participation, Project Management, Operation & Management Planning

This case reviews an intervention aimed at reforming the comatose water and sanitation sector in Rivers State which has for well over three decades been riddled by inappropriate governance and institutional arrangements. Communities in Eleme were organized into Water Consumer Associations (WCAs) in order to enable them take the lead in ensuring continued access to water supply and curb the inherent public health and economic difficulties/hazards inherent in poor services. The welfare-based practices (free water services) replete with corruption were replaced with a demand-driven approach, and community level ownership and sustainability was strengthened through community participation and payment of user fees.

Social accountability elements were built into the reforms, especially through Operation and Maintenance Management Plans (OMM) encompassing

a) the establishment of a viable service level of the infrastructure. This involves defining the key outputs that are required from the utility in terms of both quantity (how much water per connection, per day) and quality (pressure, cleanliness, etc.);

b) the identification of the work load, materials and equipment requirement.

c) The estimation of human resource needs.

d) The scheduling and assigning tasks in order to ensure that all tasks are assigned to an appropriate work unit, and that schedules for completing tasks includes monthly and quarterly plans broken down into daily and weekly schedules.

Other component of the OMM expounded by the WCA includes the establishment of a monitoring and evaluation process in order to ensure that the OMM is working well. This process collects data on performance indicators at their current (benchmark) levels, and track changes in these indicators over time. It also included the re-adjust the workload or program as necessary etc. The case suggests that this is a viable model for social accountability and makes a case for its replication in other parts of Nigeria and Africa where small towns are ignored or neglected.

Prior to the project, the government and multinational companies made all decisions and the community was directed as to how they should participate. Projects of that era are noted as being products of poor participatory planning and design processes because the government or donors merely brought it, fixed support packages and work to tight schedules, often only "informing" community (male) leaders, and lacking time and resources to engage in true consultation and capacity development. Also, adequate financing and human resource development needed to sustain existing infrastructure and expand access to drinking-water services were lacking.

The challenge of financial resources required to operate, maintain, sustain and expand services are enormous in parts of Nigeria. The executive summary of the Nigeria water sector roadmap estimates a financial need of US$2.5billion through years 2011 to 2015, representing 2.3% of global estimate of $103billion per year needed to finance water, sanitation and wastewater treatment. But beyond finance and revenues is the challenge of corruption which negates resource efficiency and bolsters wastages and abysmal services. In Nigeria free water services are common place and where water tariffs are being paid they generally do not reflect the cost of water provision services and environmental costs. They retain the unviable distinction of perpetual operating deficits that constrain maintenance and new investments. Eleme community had this challenge and many more.

The project ensured that the community owns the project and willingly takes responsibility for it. It is important to highlight that the community is the end user of the

project. End user's needs, especially those of poor women and men are at the basis of integrated needs-based planning processes that are cost-effective, socially equitable and environmentally sustainable. In order to make sure that projects are sustainable, the community was involved in all stages of the project:

First, at project identification stage, community needs were identified by assessing their development priorities. What was really needed at that moment? Was there another immediate pressing need? Such need identification was made using a variety of approaches like the Participatory Rural Appraisal (PRA).

Second, during feasibility, design and planning phase the important principle for community involvement was to understand the problem area and collectively chart a way forward. It was imperative that the community took part in site selection, survey, environmental impact assessment and other discussions forming part of the feasibility and design. This meant spending time explaining the design to members of the community, and considering community preferences and practices. Issues like capacity, cost sharing and other relevant information were extracted or unveiled at this stage.

Thirdly, during construction the roles of who should do what were clear. Typical community roles during construction included labour and/or gifts to labourers. The management committee and other members of the community were involved in approving the work carried out. This gave some level of project control involved.

Fourth; during operation and maintenance the community has a greater role and responsibility in the management and operation of the water scheme through WCAs. This stage has often richly demonstrated to bring immense benefits in terms of increased ownership and sustainable management.

In order to mitigate prevalent infrastructure breakdown or outright abandonment of the water scheme in addition to the traditional challenges of corruption and non-payment of user fees, it was considered inappropriate to adopt 'Top down Approaches' in which the community was given whatever scheme the government or the multinational oil companies thought fit.

Effective participation in the project afforded the Eleme community greater control over decisions affecting their lives. By incorporating their ideas and values into the planning process, the prospects for appropriate and valued outcomes, and hence sustainability, were also much improved.

Impact on Integrity

- The community was really consulted and "felt" its needs were well identified, resulting in higher community participation.

- SUWASA ensured that membership of the WCAs was primarily made up of ordinary community members who were elected/nominated democratically by the community themselves in adherence to laid down criteria developed by the Rivers State Ministry for Water Resources and Rural Development.

- The WCAs were also actively involved in participatory planning, facilitation, financing, implementation, operation and maintenance of water facilities, ensuring transparency and accountability.

- The use of community participation via WCAs can enable the building of self-esteem, sense of responsibility, increased awareness of problems/issues and options for change and capacity to change happened. The expected outputs therefore were decisions and solutions that were identified and implemented for greater common good in the community.

Lessons Learned

- It is noted that the operation and management of water supply and sanitation services require awareness, skills and experience that many communities may lack. Community capacity needs to be strengthened to manage such new projects with ease.

- There is need to assist the community to develop suitable system for monitoring the performance of the water and sanitation infrastructure. This is important for management, re-adjustment or introduction of new approaches towards improving the project when in use.

- The establishment of WCAs guarantees continued water based on beneficiary/consumer contribution and payment schemes ('user must pay') alongside private sector participation and support.

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Evelyne Busingye

Community Involvement in Rural WASH Procurement

A structured process for community participation in WASH infrastructure planning, procurement, and construction increased local ownership, improved the quality of construction works and decreased misappropriation of funds.

Case Facts	
Country/Region:	Uganda
Organization:	JESE
Water Function:	Rural WASH services
Level:	Local Government
Issue:	Construction & Maintenance
Keywords:	Community-led procurement, participation, WASH infrastructures

Poor governance has been one of the major stumbling blocks to the economic development of Africa and it has been clear that a number of African countries including Uganda have not paid adequate attention to the proper management of public resources. In Uganda, all community supported construction works by the central and local Government, NGOs, and development partners in Uganda has to be done in accordance with the Public procurement and disposal of public assets act, 2003.

The act was enacted to decentralize the procurement and disposal of public assets process to the lowest local governments (district level). Whenever a new WASH project is to be commenced, a baseline study is carried out by the district to establish the WASH needs of the selected area. Once the baseline is conducted, a list of WASH infrastructures to be developed is drawn; thereafter a tendering process is arranged.

Despite the so many benefits associated with this decentralized process, the participation of the beneficiaries (communities) right from baselines, assessments, tendering and procurement process is limited. This has resulted to low public perception of the tender evaluation confidentiality, low ownership and management of the infrastructures by the communities.

It is against this background that JESE encourages the participation of the community and sub-county structures in the tendering process when outsourcing construction of water and sanitation infrastructures at community level. This has increased the trust and ownership of the infrastructures by the community members.

Challenges include

1. Bureaucratic procedures in the procurement process.

2. Limited access to information, tendering and procurement procedures by the community members

3. Duplication of bad works as there is a tendency of the same contactors winning contracts several times

4. Increased costs during construction as community members are not willing to volunteer despite the water source being for the community. They still believe the government has a lot of money that should be exploited.

5. Reduced ownership of the constructed facilities as community members perceive the structures to belong to the government or the development partner. Even when the water structure breaks down, the community leaders call on government officials to carry out the Operations and maintenance.

6. Poor workmanship as attributed to minimal supervision by the community people while the government officials have busy schedules and limited finances to carry out daily supervision.

Despite the decentralization, information sharing with the community structures remains low, resulting in low ownership of the infrastructures and increased misappropriation of funds by the government officials.

The tendering process employed by JESE being highly participatory ensures quality works are produced by the contractors, the local community owns the process right from the start they conduct daily monitoring on the progress of works and utilization of construction materials. In cases where some local materials are not used or there is a balance, the local community together with their leaders and JESE agree on how to relocate the materials for other works within the same community.

Since JESE introduced the involvement of the beneficiaries (community members) in the needs assessment, tendering, procurement, and monitoring of the community infrastructures, there has been a lot of success stories registered.

The process

1. A baseline study is carried out with village local council (LCI) chairpersons, key village informants, JESE

project officers and sub county technical staff to establish the needs of a particular locality.

2. A participatory auguring exercise establishes potential sites for water construction. For a sanitation facility like ecosan latrine, soil conditions such as collapsible soils, under laying rocks, water table and pupil stance ratio in schools are assessed.

3. After a baseline study, a report is produced reflecting the water and sanitation needs of a selected project area which is disseminated to the sub county and village stakeholders.

4. Community members from selected villages are invited for a meeting at the sub county and sensitized about their roles and responsibilities during the construction. Construction plans are formulated and BOQ's analyzed with the community beneficiaries for effective follow-up during the process.

5. Adverts for facilities to be constructed are sent to these pre-qualified contractors and to the sub counties. To ensure that activities are done according to sector policies and approved technical specifications, the District Engineer and officers are invited to participate in the tender evaluation exercise.

6. Once the bids are issued, the Sub county LCIII, the sub county chief, the parish chiefs, the sub county community development officer, the head teachers of participating schools and village representatives are invited for training in bid evaluation procedures.

7. Having completed the evaluation process, the winners are notified in writing and asked to write acceptance letter or otherwise. The directors from successful companies are invited to discuss the terms and conditions of the contract with the senior management at the head office.

8. The contractor is then given the list of materials to deliver to the community for acknowledgement by the chairperson LCI or the head teacher upon being received. The recipient is issued with materials utilization form to track the usage of the materials

9. Close supervision by the technician is ensured. A certificate of substantial completion is issued to the contractor upon completion of all works.

10. After a 3 months retention period, any defects are rectified by the contractor and the 10% retention money is released and a final completion certificate is signed to mark the end of the contract engagement between the contractor and JESE.

Impact on Integrity

- Reduced bureaucracies in access to information, tendering and procurement procedures by the community members

- Duplication of work eliminated as a result of involvement of the stakeholders in the tendering process

- Reduced costs during construction as local leaders mobilize community members to participate in the construction works, operations and maintenance of the structures.

- Enhanced ownership and sustainability of the constructed facilities as community members through their established water point user committees are willing to contribute to the operations and maintenance of the structures through the water user fees

- Improved quality of work owing to close supervision as emphasized during the bid evaluation exercise where communities are empowered to be the watchdogs and eliminate incidences of poor workmanship and ensure value for money.

Lessons Learned

- To ensure transparency, no corruption and value for money, participation of communities in overseeing procurement and tendering process is the option.

- Decentralization policies alone do not ensure that information is freely shared with the local level

- Communities have to be involved in processes from the start of the needs assessment

- Providing training in procurement procedures and sector standards for members of local communities is essential to ensure meaningful participation

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Coordinating Transboundary Water Management at the Horn of Africa

Long-term water security in the face of climate change and disasters will require sustainable and collaborative management of transboundary water resources. Models can be used to predict the amounts of future water that will be available for future investment, to improve planning and prevent corruption in water projects

Case Facts	
Country/Region:	Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan, South Sudan and Uganda
Water Function:	Integrated Water Resource Management
Organization:	InterGovernmental Authority on Development (IGAD)
Issue:	Transboundary collaboration
Keywords:	water basins, resource modelling; IWRM;

The InterGovernmental Authority on Development (IGAD) Sub-region comprises seven countries – Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan, South Sudan and Uganda. A combination of conflict, climate variability and change and rapid population growth has had an adverse impact on the Sub-region including worsening the effects of drought. Recent famines have been on a large scale, building on the endemic high levels of poverty and food insecurity. Levels of human development are low and social, economic and political inequalities among the people as well as among regions within the individual countries are pervasive. The IGAD Sub-region stretches over an area of 5.2 million km2 and has a population of about 194 million people.

The purpose of the water management model is to prepare a water allocation plan that takes into account the needs of the different water users/stakeholder in a basin. In addition, a water management model is useful in considering the impacts of different future scenarios (changes in hydrology, management decisions, socio-economic changes, etc) on the entire system. The model should then be used to test the impacts of proposed mitigation measures (like changes in water allocation to a given sector, changes in sector priorities or bulk water transfers into and out of a basin).

The main aims of the paper is to assess and analyzing the water resources of the transboundary hydrological basins for IGAD countries (Djibout, Ethiopia, Kenya, Sudan, South Sudan and Uganda) to contributes to better

understanding of the occurrence of catastrophic events (droughts, and flood).

The overall objective is to assess and analyze the water resources, socio-economic and environmental condition of the sub region and come-up with a set of strategy, recommendations, and action plans to enable member states to implement and operate an integrated transboundary water resources management process. For the Integrated Water Resources Management part, and to contribute towards promoting IWRM principles in transboundary water resources within the IGAD Sub-Region; planning joint development of major priority transboundary aquifer basins that offer noticeable potential for water based development activities; and initiating arrangements for joint planning and implementation of trans-boundary water development activities within major trans-boundary water systems.

In shared water basins, significant amounts of the water used in one country come from another. This fact formed the basis of formulating national water resources management strategies by the member states of IGAD. Based on the African Governments' policy of good neighborliness and promotion of regional cooperation among member states for optimal resource use, the policies and strategies of the IGAD member states adhered to the various currently accepted principles of international law on the use of shared water resources. Currently, in the absence of a joint organization for shared river water basins in the IGAD Sub-Region, water resources assessment, e.g. is carried out by each riparian. However, with the proposal of introducing common monitoring network, the several assessments of each riparian will have to be integrated into an overall river basin assessment for each shared river basin.

Several Challenges that are suggested in the paper include climate change and land use change. For water resources modeling in the IGAD Sub-region, several other challenges exist, such as:

- Inadequate infrastructure for water resources and hydro-meteorological management to support effective surface water and groundwater resources monitoring

- Variable and irregular climatological and hydrological

data availability: Availability of surface and ground-water resources is limited for most basins being modelled

- Variable rainfall patterns, leading to challenges in rainfall and water resource management

- Influence of climate and land use change: deforestation and land use management practices have a great influence on the hydrology and water resources hydrological simulation

- Limited information of monitoring and management of water resources systems in the IGAD Sub-region.

The main activities of the Integrated Water Resources Management for this research were to develop an IWRM model for the transbounday basins of the IGAD Sub-Region. The modeling of water resources management in IGAD region is challenging. The region mainly comprises of arid and semi-arid areas where access to water resources is limited both in space and time. The WEAP model was used to model this region. The model provides a mean of analyzing the effect of polices interventions (structural and non-structural) on water resources availability and demand in a region. The possible use of the model in testing the effect of alternative water management scenarios was investigated. The main idea with the development of the model was that the model will evolve and improve over time as more information about water resources, demand and other policy issues becomes available.

The models were set up for a base year of 2010 while simulations were carried out for 20 years ending in 2030. Water resources scenario assessments showed that all basins have considerable water resources which, if well managed, can serve the needs of the basin inhabitants. The main aims of the study are to analyze the water resources of the transboundary hydrological basins for IGAD countries and contribute to better understanding of catastrophic events.

Provision of potable water is a challenge even in countries such as Sudan where the River Nile should provide adequate fresh water. The problem is that only parts of the Sudan benefit from the freshwater from the river; other parts are dependent on groundwater which is vulnerable to climate change. Deeper and deeper boreholes are required to sustain the increasing demand but the aquifer recharge may not match the long term demands. This has led to salt water intrusion and drying up of production wells in some instances.

Impact on Integrity

The importance of transboundary water resources for sustainable development has been recognized. Strengthen national and regional legislation and put more emphasis on general audit functions.

Experiences suggest that water resources management have not been sufficient in making much required change, though in many cases measures are too new for a qualified assessment of their impact.

In several Sudan and Ethiopia there have been specific laws, policies, reforms, processes or organizations formed to promote integrity and accountability in public and private decision-making and water resource and services management. For example, at the IGAD sub-regional level very few countries have either signed or ratified the SADC Protocol Against Corruption.

Lessons Learned

Coordination is an important tool of integration because the arena of water management sometimes involves conflicting objectives. Coordination mechanisms can be formal, such as intergovernmental agreements, or informal such as local watershed groups meeting voluntarily.

Cooperation is also a key element in integration, whether by formal or by informal means. Cooperation can be any form of working together to manage water, such as in cooperative water management actions on a regional scale, often known as 'regionalization'.

Examples of regionalization include a regional management authority like the Lake Victoria Basin Commission, consolidation of systems like IGAD, a central system acting as water wholesaler, joint financing of facilities like in Nile Basin Initiative, coordination of service areas, interconnections for emergencies, and sharing of personnel, equipment, or services.

Climate change is a fundamental driver of changes in water resources and an additional stressor through its effects on external drivers. Policies and practices for mitigating climate change or adapting to it can have impacts on water resources, and the way we manage water can affect the climate.

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Lazare Nzeyimana and Per-Olof Seman

Strengthening the resilience of local communities to drought

This case reports on knowledge-based project that equipped local farmers with skills related to small scale water management and participatory management processes needed to develop resilient and adaptive water management approaches in the face of climate change and related challenges.

Case Facts

Country/Region:	Bugasera catchment, Rwanda/Burundi
Water Function:	Water resources management
Organization:	Sweco
Issue:	Adaptation to climate change
Keywords:	drought resilience; participation, climate change

The pilot project "Strengthening the resilience of local communities to drought through participatory management systems of rainwater harvesting in the watershed border Bugesera (Burundi and Rwanda)" is based on an approach to democratic governance and transparent water resources in the context of adaptation and resilience of local communities.

Recurring droughts are a reality in the border region between Burundi and Rwanda, affecting local communities centred on agriculture. According to FAO statistics, in the past three decades, about two million people have been affected by drought and death cases were recorded as well as massive population movements which created refugee camps in both countries. The situation will likely worsen in the future, as climate change is expected to negatively impact local rainfall patterns. The scenarios of regional climate models in East Africa are projecting Bugesera as an area of high vulnerability vis-à-vis climate extremes.

To prevent future disasters caused by droughts, the riparian communities of Lake Cohoha in the Bugesera region have established social and economic structures to better align the use of the key common resource – rain water collected and stored in tanks for the purpose of small-scale irrigation, watering, village fish farming and drinking water.

The development of management tools followed a participatory approach where all stakeholders presented their views and considerations to promote transparent management of the common resource. Management committees and monitoring have been set up in order to promote a culture of integrity in the management of community issues and can address all forms of corruption. Procedures, manuals and tools for monitoring and evaluation have been implemented in the spirit of avoiding any form of biased influence within the local and provincial community.

Aspects of water governance from the National Plan for Water Resources Management (IWRM) and good and transparent management practices materialized mainly through the public access to different forms of information. Capacity building on civic participation and democratic rights are an integral part of the project.

The project itself followed two parallel objectives: improving climate resilience on the one hand, and providing fair and transparent participatory management of water resources on the other, the latter including the aim of zero corruption in the water sector. By integrating the governance targets with the climate change adaptation aims, the project can serve as a model for integrated transboundary resource management.

Transparent management of shared natural resources in any community is still a problem that must be resolved to allow full and inclusive development based on objectives agreed and deemed important by communities of farmers, herders and fishermen. Creating such shared agreement in the project area is one principle challenge in the project area, given the multifaceted internal and external influence by policy makers, social forces within clans and the economic and indirect political powers of wealthy families and businesspeople with large agro-forestry-pastoral projects in the villages.

The project suggested that income generating initiatives to promote the local economy might be encouraged to break such patterns of influence. This innovative track for the increase in purchasing power is to start as early as possible because it will enable people to resist any attempts of bribery and buying consciences of the people, which will allow the full development of region.

Project Activities

- Mapping of common resources beneficiaries with their rainwater requirements to contribute to better management during dry seasons

- Implementation of tools for transparent management of the common heritage and procedures manuals in all instances of decision making in order to create an atmosphere promoting project sustainability and ownership of beneficiaries and indirectly prevent possible cases of corruption.

- Identification and implementation of construction activities to the integrated use of rainwater collected in agriculture and livestock through the identification of new crops / animals and seed varieties that can be adapted to changes in rainfall patterns or droughts.

- Promotion of the concepts of ecosystem services by establishing a management plan sustainable water resources in the watershed to allow adoption of new options for sustainable development. Thus biodiversity will be restored through conservation of water and soil leading to reducing poverty in households.

- Capacity building in disaster risk reduction by introducing a culture of prevention and disaster management and early warning systems. The activities undertaken by the people themselves are designed to plan, design and build new infrastructure in communities that can guarantee the availability of a water budget for consumption in periods of deficit.

- Ongoing activities of dialogue, communication and awareness around the themes of good ethics in the management of water in vulnerable communities. These activities are therefore a pillar of the concept of transparent management and minimizing the risk of corruption in the management of the common heritage is well implemented.

We also plan to promote the transfer of knowledge in the technical field with Burkina Faso - partnerships at the village level as well as academic research organizations are being set up between the Burundi - Rwanda and Burkina Faso.

We hope that this research project will contribute applied in the short and long -term to knowledge sharing and the development of a transparent and fair mechanism for resilience to climate change in the region of Bugesera.

Impacts on Integrity

The impact on the level of integrity demonstrated in the communities of bases is visible and the following indicators are to be credited to the project:

- Acceptance to make individual land available to the community project to accommodate dams

- Lack of cases of conflict related to the management of rainwater for purposes of smallholder irrigation, and watering of livestock

- Stakeholders including political and administrative authorities in the region of Bugesera are sensitized and instilled practices of good governance, transparent and democratic management of water resources and no known instances of corruption

- Acquisition and implementation practices of the values of good governance, the fight against all forms of social injustice that can jeopardize transparency in water management

- More openness in public debate and facilitating access to different forms of information to the public

Lessons learned

The participatory approach was based on two basic components - mapping needs and available local knowledge in management of water resources on the one hand, and the development of skills in transparent management of infrastructure for collecting rain water on the other.

Both are needed to introduce a system of integrated water resources management with an emphasis on multiple use of water for drinking water supply, food production and well-being of the ecosystem.

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Citizens Action Initiative supports Communities Demanding their Rights

The case study reports on an initiative to build awareness and capacities of marginalized communities to hold officials to account. The initiative employed a rights-based approach and sensitized stakeholders in collaboration with local civil society organizations.

Case Facts	
Country/Region:	Rumphi Distric, Malawi
Water Function:	Water Supply and Sanitation
Organization:	WaterAid, NICE, DFID, CAI
Issue:	Water Rights
Keywords:	Right to development, Awareness; Accountability

This Case Study is on Rumphi District in the northern region of Malawi, over 400 Km from Malawi's capital, Lilongwe and highlights that if people are empowered to know their rights and that development is also their right, they can take authorities to task, persuade them raise their integrity, be transparent and accountable and fulfil the people's demands for development including water access.

It further highlights that if people are fully sensitized about the benefits of development they can even participate in development programmes themselves.

The study presents findings followed after WaterAid in Malawi, and the National Initiative for Civic Education (NICE) with support from the British Government's Department For International Development (DFID) rolled out a Citizen Action Initiative (CAI) in several districts including Rumphi in Malawi under the Water and Sanitation Policy and Governance Project to bring close Malawi Government/service providers with the citizens to spearhead development.

The background of the study is that despite Malawi switching from one-party to multi-party democracy and embracing decentralization aiming at transferring some power from the Central Government to communities to spearhead development, authorities have continued to centralize their power ending up in imposing development on communities.

Lack of access to safe water, good sanitation and hygiene, lack of access to health services, lack of access to education, lack of good infrastructures such as bridges and roads and rampant acts of environmental degradation just mentioning a few.

WaterAid and NICE jointly launched a Citizens Action Initiative in communities in Rumphi which rolled a citizens-based transparency and accountability among all partner organizations.

The initiative created space for on-going dialogue between government/service providers' representatives and the citizens in the communities.

The initiative targeted at enabling the communities to demand their right of access to water sanitation and hygiene including other sectors' developments that were missing in their communities.

The project initially conducted a workshop for 9 implementing Civil Society Organizations (CSOs) to introduce and roll out the Citizens' Action Initiative and support the partners to develop action plans for implementing development in the communities

Communities especially the marginalized took government representatives/authorities of particular sector at a time to task, demanding development their development needs including access to safe water, good sanitation and hygiene. This was after the authorities realized that the citizens were aware that development was their right, hence responded positively to meet the people's needs.

To sum up it all while those in power in the region may still believe that they hold the key to decide what development initiatives in their society another truth remains that people in communities know what they need.

"People cannot be developed; they can only develop themselves by what they do."-

Julius Mwalimu Nyerere, first president of Republic of Tanzania

Impact on Integrity

- Communities, especially the marginalized were able to call for interface meetings with government representatives/authorities to inform the authorities what they were lacking in terms of development in various sectors.

- Where authorities asked communities to also contribute the development demands, the people were willing to play their role

- From just low water sanitation and hygiene access of an average between 20 and 25 percent in the communities, access to such services rose to between 60 and 70 percent

- The authorities' acceptance that they have on behalf of government deliver development in the communities saw the state being overwhelmed by development demands against inadequate resources for implementing the demands

Lessons Learned

- If people know their rights and that development is also their right, they can take authorities to task, persuade them raise their integrity, be transparent and accountable and fulfil the people's demands for development and water access

- If people are fully sensitized about the benefits of development they can even participate in development programmes themselves

- People in society are the best judges in terms of development priorities since they know what they are lacking

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Fostering Accountability of Implementing Agencies through Remote Monitoring

In an effort to ensure target beneficiaries receive intended donor support for rehabilitation or development works in insecure areas of Somalia. an established remote system is used for water infrastructure initial assessment, planning, implementation and monitoring. The project led to enhanced prioritization, increased reporting on interventions, increased quality of work, decreased cases of work incompletion and enhanced accountability of funds allocated

Case Facts	
Country/Region:	Somalia
Water Function:	Water Resourcen Management and Service Delivery
Organization:	FAO Somalia
Issue:	Monitoring in unsafe areas
Keywords:	Remote Monitoring; rehabilitation; agency accountability

The internal civil strife in Somalia has led to the col- lapse of its existing infrastructure necessitating huge financial investments being allotted to the development of infrastructure by various donors.

The cash based Intervention project implemented by various partners with immense participation from locals' stands out as one of the major investments in the rehabilitation of water catchments, feeder roads and canals in Somalia. However, due to the prevailing political and security situation in many part of Somalia which still remains unpredictable and ever changing. Actual field verification and monitoring of interventions undertaken is not only difficult but time consuming.

The difficulty in undertaking field verification of water interventions in the field has had far reaching effects and opened up avenues of corruption by implementing agencies, which delivered substandard or incompletion interventions. As a result, beneficiaries did not receive the intended donor support. The main objective of the project is •to foster accountability through monitoring and evaluation of levels of accomplishment of proposed/planned interventions by target NGO's.

Considering the challenges at hand, a monitoring system has been developed in an effort to ensure target beneficiaries receive intended donor support, through remote monitoring of rehabilitation or development works undertaken by the use of high resolution imagery.

The system not only serves as a tool for accountability by the organizations tasked, but also as an important source of information for planning. It involves a simplified 4 stage process. Firstly, an initial assessment of the infrastructure proposed for rehabilitation and determination of area of interest (AOI); secondly image suitability and acquisition; thirdly change detection analysis following rehabilitation works and lastly an evaluation of levels of accomplishment of proposed interventions.

A basic quality check is performed by importing areas of interest into Google Earth and displaying them on VHR satellite imagery. Screening of the satellite imagery highlights possible discrepancies between data provided and activity to be performed. If discrepancies are found, the implementation partner is contacted and asked to clarify which is a red flag, even if the agency will not be monitored afterward.

Areas of interest are subdivided into high priority and low
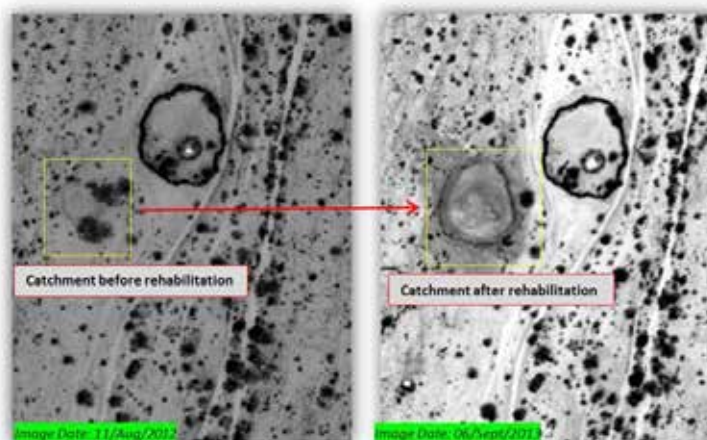
Figure 6: Example of a rehabilitate catchment through excavation

priority. Areas are defined as high priority using parameters such as ad-hoc indication from a compliance Officer, accessibility of the locations for field verifications, agency behavior in previous/recent commitments, and •discrepancies in GPS data provided by the agency itself.

An assessment of the status of the infrastructure before and after rehabilitation is undertaken (see figure above) and classes are assigned as rehabilitated, not rehabilitated and not assessed in the event that there was no available image or cloud cover hindrances.

Interventions summary report cards per agency are produced to evaluate the level of accomplishment of proposed interventions.

Remote monitoring cannot create full transparency to hold actors to account. The indicators considered for evidence of rehabilitation cover aspects such as catchment excavation or vegetation removal. Nevertheless, a judgment on the quality of the rehabilitation works can only be made through field assessment since this cannot be assessed using remote sensing data

With the demand for the monitoring information rising, the system envisions not only to create a platform for enhanced accountability, but a reliable tool for informed future intervention planning.

Impact on Integrity

Initial results include

- Increased reporting by implementing partners of planned and completed water interventions.

- Increased data demand on water infrastructure status, enhancing prioritization and avoiding "repeat work" which is a source of corruption.

Lessons Learned

- Use of remote sensing which can be freely or at low cost acquired should be embraced to compliment ground validation of water interventions and increase accountability is to be achieved.

- The monitoring activity has not been without its share of challenges. Lack of image cover for both the before and after dates, cloud cover and wrongly spatially positioned proposed point posed as major drawbacks for the monitoring activity.

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Community Water Supply Management: Kebkabiya Water Supply System Case Study

The case study reports on the collaboration between donor organizations and local communities in jointly developing an exit strategy for the donor from a crisis region and the handover of the water infrastructure to an empowered local community. These initiatives resulted in sustaining and improve of water services, raise the sense of ownership and expected to promote transparency, accountability, efficient and effective utilization of the available financial and water resources.

Case Facts

Country/Region:	Kebkabiya, Darfur, Sudan
Water Function:	Water supply
Organization:	Oxfam US, KSCS
Issue:	Donor exit
Keywords:	Internally displaced persons; community empowerment, cost recovery

The water supply system of Kebkabiya town, North Darfur state, Sudan, was established in 1980s by the National Water Corporation. It consists of open hand-dug wells, tube wells with motorized pumps, distribution network and tap stands. Few connections were made for some households and government premises. The system witnessed major scaling-up after 2003; when massive population movement occurred due to the well-known crisis in Darfur Region. The population of the town counts to 77,850 persons of which 49,000 are internally Displaced Persons (IDPs). Oxfam supported the upgrading of the water system through drilling of boreholes, construction of distribution networks, elevated tanks, collection points and hand pumps. The system was managed by Oxfam, a local NGO Kebkabiya Small Holders' Charitable Society (KSCS) and involvement of the communities for almost 10 years; where water was served free-of-charge.

In line with government policy to promote community participation in water management, Oxfam principles to empowering and building the capacity of communities and local partners to take control of their own lives, and shrinking of funds from the international community, Oxfam, KSCS -after a through consultation with the communities-, adopt an exit strategy that enhances the involvement of the communities in the operation and management of the water sys-tem in Kebkabiya. This is expected to sustain and improve water services, raise the sense of own-ership and if accompanied with good and agreed upon management tools and internal policies, will ultimately promote transparency, accountability, efficient and effective utilization of the available financial and water resources.

Given the long stand of the Darfur conflict, Oxfam and partners started to discuss durable solutions to ensure sustainability of water provision to the affected communities in Darfur. Based on Oxfam experience in remote management system that heavily centered around building local community's capacity to run and manage water resources, the cost recovery initiative was selected as the best option. In order to implement this initiative, Oxfam team have carried consultative visits and meetings with key stakeholders in Kebkabiya including the Commissioner, KSCS management and staff, IDPs, the Shartai and other stakeholders (July 2012).

Generally, the idea of laying the foundation for the system of Water Cost Recovery was well received and appreciated by all parties including IDPs. It was agreed that the community contribution should at least account to ensure 25% of the water running cost while Oxfam and KSCS to bear the remaining 75% in the first phase. It was also agreed that after 6 months the whole system will be reviewed and corrective actions will be taken to ensure smooth implementation of the cost recovery system.

Local communities (IDPs & host communities) in Kebkabyia were already involved in the management of water resources, for example in Alsalam (sub camp in Kebkabyia), all users pay a fixed amount per month (5 SDG) to cover the operation and maintenance costs of their systems. In return they receive continuous water service for human consumption and their livestock cattle/small animals and other productive uses. However, some families consider the tariff system unfair as everybody pays the same amount, irrespective of their consumption. Those not engaged in productive uses subsidizes those who are not.

In preparation of the cost recovery implementation, Oxfam held five meetings with related stakeholders resulting in:

- A collection of concerns raised that will be carefully studied and addressed by the program team in Elfasher and the country office.

- KSCS and Oxfam WASH Project Officers were tasked to drafting a project proposal for the cost recovery project. The project should include rehabilitation of the boreholes and network system that require this in order to prepare them for the cost recovery system.

- The meetings also agreed that KSCS project team will continue working with water management committees and community leaders to prepare the necessary ground for the cost recovery trial.

- KSCS is to prepare cost of operation and maintenance for the water sources in Kebkabiya on monthly basis and submit to Oxfam for payment until the budget for cost recovery project is availed.

Cost recovery as a top priority also emerged in a review conducted with the following objectives:

1- Reviewing the community management of Kebkabiya water supply system, institutional and technological tools adopted to ensure accountability and transparency.

2- Documenting success, lessons learnt and constrains impede integrity in community water supply management.

3- Explore the opportunities of replicating the approach in other similar context in the region and elsewhere.

The study adopted a methodology that combines questionnaire at household level, focus group discussions with different community segments, SWOT analysis and interviews; with key stakeholder, government officials and women groups. A financial analysis was conducted to forecast the feasibility of the system. Also, two cases of community cooperative water management projects were studied to investigate the capability of the communities to manage and afford the water fees. Moreover a one day reflection workshop was organized —with all stakeholders- to cross check and validate the preliminary results. The data was statistically analyzed and results presented.

Impact on Integrity

- The revenue collections was agreed to be accompanied by monthly internal auditing and end year external auditing, the results are to be publicized.

- The initiative explores adoption of ethical tools, continues training and capacity development, and experiments with green technologies such as solar power pumping to reduce operation cost and increase sustainability.

- The potential for the system to succeed depends on the willingness of the communities to pay the user-fees suggested; which related to the prices asked by private vendors and other relevant factors.

Lessons Learned

The main lessons learnt from the study include:

- The success of cost recovery needs strong system in place, complimented with staff commitment, proper community mobilization and awareness as well as closer monitoring and follow up of plans.

- Need to design relevant training on WCRS for both community committees' members and KSCS staff to ensure shared vision among key stakeholders.

- The most vulnerable groups of the community are the stronger supporters of the initiative as they are paying less than what they used to pay for water venders. Given the fact that they are living in the outskirts of the town and with the expansion of the system, they are better served.

- Constrains that impede the cost recovery imitative signified by the unpredictable security situation; Kebkabiya continue to receive influx of new IDPs who are supposed to get water free-of-charge.

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Integrity of the water in the Northern Sahara Aquifer System (SASS)

The integrated management of water resources in North-Western Sahara Aquifer System (SASS) has been managed by the Northwestern Sahara Observatory (OSS) is working with three national partners ANRH (Algeria), DGRE (Tunisia) and GWA (Libya) , which aims to good governance, strengthening the integrity of the water and the fight against corruption system.

Case Facts	
Country/Region:	Système Aquifère du Sahara Septentrional (SASS)
Water Function:	Wate Resource Management
Organization:	CERTE et OSS
Keywords:	Intégrité, Gouvernance, OSS, SASS

The North-Western Sahara Aquifer System (SASS) is one of the major aquifers in North Africa and among the most exploited of the circum-Sahara. It covers an area of one million km² of which 700,000 are in Algeria, 80,000 in Tunisia and 250,000 in Libya. The problem faced by the three countries considered is to ensure maximum water withdrawals for sustainable socio-economic development of the region without risking much degradation of the resource, and have the appropriate tools to meet issues arising.

A dynamic, multidisciplinary approach to the study of the resource basin has been promoted since 1992, covering technical, scientific, socio-economic, and institutional political aspects of joint management of shared water resources by the countries concerned. Based on bilateral joint committees for resource management, the observatory for the Sahara aquifer system has generated a real sense of the basin, brought the three countries together and supported them with a number of activities including:

- conducting syntheses (hydrological, hydrogeological, geological, ...) on the entire territory of the SASS;

- conducting socio-economic and environmental studies that emphasize the need for effective management of water resources and the inclusion of multiple environmental impacts caused by inappropriate agricultural practices

- establishment of a common integrated information system for the three countries, including a database WISDOM (Support System Water Management Northern Sahara), that is shared and accessible by each country;

- the establishment of a comprehensive mathematical model of management, and three sub-models to fine-tune the system globally and in three areas of high risk or potential (Djeffara Chotts North and West Basin);

- mapping areas at risk and those with high potential that could allow water transfers to areas that need it most;

- the use of Earth observation data to improve knowledge of the samples of water from SASS and the evolution of the occupancy

- establishment of a virtual globe coupled with a map server and to system geographic information accessible to the general public, and to locate large areas of operation SASS and view their main characteristics;

The North-Western Sahara Aquifer System (SASS)
Source: OSS

Establishment of a mechanism for consultation was approved by the policy level through a statement signed in 2006 by the ministers of water resources of the three countries. The Observatorie de Sahara Septentrional (OSS) and its Secretariat as core facilities have been operational since 2008; its strategy was adopted at the 4th session of the General Assembly in Tunis in April 2012.

The strategy is organized around four "axes":

- the scientific and technical axis is centered on sustainable and concerted management of natural resources, with two main themes: "Water" and "Earth" and two cross-cutting themes: "Climate" and "Populations";

- the informational axis is centered on the challenges of knowledge sharing and communication within a logical interface between scientific knowledge and decision-making in the management of natural resources.

- A water governance axis concerns equitable use of water resources in its social dimension, efficient use in its economic dimension, sustainability in its environmental dimension, and equal opportunity and democratic participation in the political dimension.

- A water integrity axis is concerned with transparency and the fight against corruption in involving all agencies and stakeholders during planning, allocation and management of the water supply and provision of water services.

A dedicated water integrity capacity development programme for Northern Africa is in preparation; implementation of the fourth axis will consider the lessons of the three regions presenting during the African Water Integrity Summit.

Impacts of the program

- The consultation mechanism supports information sharing, updating models and their operations, the development of common indicators, the proposed action plans for areas at risk, and in general, capacity building.

- Reduce the risk of corruption in procurement through binding agreements between the three countries.

- Better management of water supply, sanitation services and water resources are used to stimulate economic growth in the three countries. (tourism and agriculture in southern Tunisia development and oases)

- Sustainability in the governance of the water creates impacts for human health, livelihoods and eco-systems.

Challenges

- All decisions relating to the protection, management, use, distribution and conservation of water resources fall within the area of governance. Moreover, it is recognized that instead of talking about "water crisis", we should really talk about "crisis of governance and integrity."

- Water management is very important not just in countries or areas that suffer from water scarcity.

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Leclerc Diffo

Water Integrity awareness campaign for CSOs, the media and local officials in Cameroon

Understanding of the mechanism of integrity in the water sector acts as a catalyst for actors to call for more transparency, training and increased capacity on both the national and local level.

Case Facts	
Country/Region:	Cameroon
Water Function:	Policy-making and regulation
Organization:	CAMERWASH / EFACAM
Issue:	Integrity Challenges
Keywords:	Civil Society Organizations, capacity gaps

The water and sanitation sector has always been regarded by the public as a closed area. The arrival of the initiative for Water Integrity gives hope to local actors to gain a level control and introduce social accountability to the management of water.

As a result of decentralization efforts, more competencies have been transferred to local elected officials. Increasing their capacities for good governance and securing mechanism for integrity in the water sector becomes more important as responsibility for management of water points moves to the local community entities (CTD - Commune Territorialement Décentralisée). Training local actors and building the capacity of local authorities is required to ensure participation and citizen control.

The initiative was introduced by the Cameroon Journalist and Media Network for Water, Sanitation and Hygiene (CAMERWASH Cameroon) after participation in the Western African capacity development programme. The insights were shared with CAMERWASH network members, the media and local stakeholders in a dissemination workshop in Yaounde in March 2013 (a report is available on request).

The resulting campaign successfully started to raise attention for the little known governance issues in local actors in Cameroon and has been operated since then by CAMERWASH. The campaign created strong enthusiasm and increased emend for strengthening capacity and ownership around municipal officials and local stakeholders;

Primary integrity challenges in the water sector in Cameroon are:

- Corruption in the sector;
- Lack of training of actors and operators in the sector;
- Need to improve the legal framework
- Establishment of an effective regulatory body;
- Improving Accountability

Why do the initiators feel it is is it important to work in the area of water integrity and the fight against corruption in Camroon? The goals are to

- Contribute to the improvement of policies in the field of water management in Cameroon;
- Improve the fulfilment of people's needs in drinking water supply;
- Build capacity capable of matching the known rate of population growth and urbanization;
- Substantially reduce inequalities.

To raise awareness of local councilors for the existence and importance of implementing mechanisms for water integrity, briefings are organized in connection with meeting held by local councilors, mayors and actors' CSOs, and used to show a media presentation on water integrity. Attention on the part of local actors who participated in such briefings and workshops is renewed and kept through regular feedback and demand for further training

Actors interviewed as part of the programme are aware of the dangers of corruption in the water sector and the important role to play in preventing and fighting against evil in the sector.

Views expressed include

- Strong demand for training on the integrity of the water sector - all the actors encountered seek training and upgrading of skills and knowledge in the field;

- Continue advocacy to bring everyone to be aware of the relevance of integrity in the water sector. For this debate exchanges through the media and CSOs prove significant;

- Demand to bolster meetings and capacity building at the national level for a synergistic action to arouse public interest.

Challenges faced by water integrity ambassadors in Cameroon include

- Finding ways to break into policies and the political realm, which present a major obstacle in the country.

- Moving policy-makers and the legislature to appropriate mechanisms for integrity in the water sector;

- Strong demand for training with local officials for training, field actors and the local population is reassuring for future membership but might cause long waiting periods that could discourage these actors.

- It should also be recalled the difficulty experienced some local officials in the hinterland to access ICT

CAMERWASH

- CAMERWASH Cameroon is a platform consisting of media and journalists interested in WASH; and associations of civil society working in the WASH sector;

- Our slogan is: "Let us contribute to access to safe water, hygiene and sanitation in Cameroon and Africa"

Objectives include

- Carry the initiative through the establishment of a water integrity platform in Central Africa and advocate for a water capacity development programme in Central African where the issue is unknown and little implemented;

- Start an observatory on WASH in Cameron and Central Africa.

Main Activities

- Train stakeholders (especially local elected pursuant to the transfer of jurisdiction since decentralization);

- Intensify awareness of all stakeholders;

- Undertake advocacy and lobbying at the national level;

- Encourage the dissemination and publication of relevant conventions in the sector;

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Masengo Ilunga

Business Integrity Initiative (BIF) in Ekurhuleni Metropolitan Municipality

The municipality initiated the creation of a business integrity framework (BIF) that focuses on proactively identifying fraud and corruption risks, and supports risk management and good governance. A recent survey assessed the awareness of local residents with the measures, as well as their view on the level of transparency and integrity in the municipality

Case Facts

Country/Region:	Leondale, South Africa
Water Function:	Water Supply and Services
Organization:	Local municipality
Issue:	Business Integrity
Keywords:	*social equity; accountability; governance; integrity*

Leondale is a township in the Ekurhuleni Metropolitan Municipality (EMM), with a population of around 7 000. In terms of institutional arrangements, non-delegated decisions in Leondale related to services like water and sanitation are taken by the Council, which operates under the executive mayor at local government level. Water services in Leondale are managed within the provision of the National Water Act (Act No. 36, 1998)-NWA of South Africa. Through legislation, public accountability, participation and active involvement of Leondale residents in municipal affairs, are encouraged at council level. Water services are among the priorities and the needs for the community.

As per NWA, residents in Leondale receive a minimum of free 6 kl of water per month for basic services. This is enhance the fact that EMM, which over the last three year received a Platinum Award as a result of consistently maintaining the blue drop (drinking water) status for excellence for water quality management. In addition, the City of Ekurhuleni was the overall winner in 2012 for water conservation and demand management interventions. Majority of residents in Leondale agreed on the status of water quality management.

From the principles of good governance at local level, the municipality launched the development of the anti-corruption strategy dated nearly 4 years ago. It covers issues related to forensic audits, accounting and fraud investigations, disclosure service (fraud hotline) and management requests, etc. This applies to all townships (e.g. Leondale) and towns that fall under this municipality. Whistle blowing (through use of fraud hotline) is one of the mechanisms of the anti-corruption strategy for EMM.

This strategy applies to all service delivery aspects, i.e. water and sanitation, energy and electricity, finances, management, etc. Despite the anti-corruption campaign in the municipality, unlawful cases have been that cover among others fraud and corruption, unauthorised expenditure, non-compliance to policies and procedures.

The municipality initiated recently the creation of business integrity framework (BIF) that focuses on identify proactively fraud, corruption risks, risk management, prevention plan, good governance, ethics, etc. The implementation of BIF presents some challenges at EMM level. This could impact on its towns/townships like Leondale: e.g. insufficient integration and coordination of anti-corruption strategies (ACS), lack of monitoring and evaluation mechanisms, non adequate consultation process during the development of ACS and investigation delay in fraud cases. It has been noted management capacity due high volume of reported cases.

Despite the high quality drinking water that EMM has consistently maintained, the report of the auditor general indicated material losses related to water distribution for the total water purchased. There are backlogs in upgrading old steel water meters with new water meters. It may take up to 3 months for upgrade in Leondale. Unauthorized, wasteful and irregular expenditure have been noticed at EMM level that may impact on service delivery, in particular water services. Cases of fraud and corruption, unauthorised expenditure, non-compliance to policies and procedures still exist even among councillors however the legislative power is striving to root out these malpractices.

EMM publishes transparently on line annual reports related finances, governance, service delivery performance (that includes water services), organizational development performance, as well as the general auditor's report. Legislation governing the municipalities' operations relates to Municipal Financial Management Act (Act 56 of 2003).

Because EMM has initiated several activities, it was decided to talk to residents to confirm whether activities are happening on the ground and to access easily the reports published by EMM.

- It is an on-going activity for EMM to make sure that all households in Leondale have access water points. From a random selection, ten in ten people confirmed to have access to potable water. As per NWA, residents in Leondale receive a minimum of free 6 kiloliters of water per month

- War on water leaks is undertaken based on the triple R (repair leaking taps, reduce water consumption, recycle/reuse water).

- The ward committees in Leondale engage with residents to ensure residents' satisfaction. Ten in ten residents were very positive on water services provided by EMM in an equitable way. Leondale residents are aware of the budget allocation for water services from published/available reports.

- Transparency, accountability and collective participation are proof of good governance principles at local government level. Eight in ten residents agreed that EMM follows these principles.

- Information Communication Technologies (ICT) are used in the public interest to have access to reports on operational issues related to water services through the municipal web site (www.ekurhuleni.gov.za). Payment of water bills is made by registering on www.e-siyakhoka.co.za. Ten in ten residents are aware of this initiative.

- On a monthly basis, residents in Leondale are encouraged to check on the website the level of compliance of portable water quality in terms of standards set by the Department of Water Affairs. One in five residents checks water quality; however the majority rely on the hard copy report that accompanies the monthly water bill. Ten in ten residents are trust EMM for water quality.

- Water conservation and demand management interventions (i.e. improving metering and billing of bulk-water consumers reducing non-revenue water). Residents are urged to contact EMM for replacing old water meters to enhance reliability. Ten in ten residents are aware of meter replacement.

- The municipality initiated recently the creation of BIF that focuses on identify proactively fraud, corruption risks, risk management, prevention plan, good governance, ethics, etc.

Impact on Integrity

- In the last seven years, EMM has led investigations on around 200 alleged cases for fraud and corruption, unauthorised expenditure, non-compliance to policies and procedures. Residents in Leondale have easy access to information about these cases. The creation of business integrity framework (BIF) has been praised by communities. This framework is part of governance framework that intends to identify fraud, corruption risks, risk management, prevention plan, good governance, ethics, etc.

- Leondale residents as other communities make use of the disclosure service (fraud hotline) as part of the anti-corruption strategy by EMM.

- In the 2012, the auditor general found EMM in good financial position to ensure that water service was delivered at national level compliance. It is a reality that all residents spoken to were satisfied in terms water service delivery. Ten in ten drink water from taps without boiling for instance since it is safe.

- Accountability, social equity for water access, good governance and public participation in EMM affairs show the level of trust residents, especially in Leondale, have in EMM.

Lessons Learned

- Management and financial performance, accountability, transparency, integrity, good governance, social justice for water services are vital for the community. Most importantly the community should be involved to make sure water services are delivered to its satisfaction.

- Unauthorised, wasteful and irregular expenditure are big challenges in the municipality which may constitute a danger for service delivery in Leondale as well as other areas.

- BIF is a good initiative for the jurisdiction where Leondale falls, however mechanisms should be put in place to enable a successful implementation of BIF. Hence there is a need to improve the integration and coordination of anti-corruption strategies and in turnaround of fraud case investigation.

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Integrity Management Toolbox for Small and Medium Sized Enterprises

The case reports on the development and pilot test of a toolbox developed to tackle Integrity Management Risks at the operational level in Zambian water sector SME, using a stepwise approach that looks at the companies' business models and that identifies existing possibilities for improving integrity management within them.

Case Facts	
Country/Region:	Zambia
Water Function:	All functions
Organization:	SMEs in water-related services
Issue:	Integrity Management
Keywords:	Business Model Approach; Bottom Up; Actor specific; SMEs; Integrity Management; Awareness raising; Anti-corruption

Around the world, the water sector is faced with governance challenges and lack of integrity, which often results in conflict and significant shortcomings in water supply. The same is true for Zambia, where integrity and anti-corruption remain one of the least addressed areas in the governance of water resources and services. Although the country has relatively abundant water resources, the population's access to safe water and sanitation services is one of the country's major challenges. Zambia's water sector has undergone important reforms, but the reform process has been slow and major challenges remain. Among the most important reasons are the weak institutional and legal frameworks and procurement systems, the unregulated public-private sector contracting and the limited awareness and know-how necessary for addressing integrity issues at the operational level.

Apart from public water utilities, companies of Zambia's private sector play a crucial role in water sector development when it comes to procurement of goods and services. While most of the attention is directed at large multinational companies, small and medium-sized enterprises (SME) also provide a wide range of services and products to the water sector. Those artisans, sanitarians, manufacturers, construction contractors, consultants, drilling companies etc. - here referred to as water sector SME - are increasingly relevant for the country's water sector, as they provide water and sanitation services in low-income areas where public authorities lag behind.

There are a number of specific integrity challenges that result from increasing private sector engagement in the Zambian water sector, due to the private sector's profit-oriented nature and its lack of embedment in overarching policy structures. As private investment in the water sector is increasing, the private sector becomes increasingly exposed to risks of corruption. A challenge particularly related to the involvement of SME is that they are usually dependent on a few contracts or clients, which makes them easy prey for corrupt officials or useful allies when it comes to politically motivated decisions about water. SME are also particularly vulnerable to non-integrity because of their comparably weak negotiation power within the private and the water sector and due to their limited resources, which can make it necessary for SME to take up dishonest activities in order to survive.

However, capacities to tackle integrity-related issues at the operational level of SME are still very limited. In order to be able to achieve equitable, safe and reliable access to water and sanitation services, practical tools to tackle integrity risks at this level need to be made available to SME. Zambian water sector SME often adopt dishonest practices unintentionally due to a lack business management skills. Unintentional engagement in corruption may be due to weak management skills and institutional embedment and their subsequent lack of knowledge on Do's and Don'ts.

In order to address the above mentioned issues, WIN, cewas (international centre for water management services) and WASAZA (Water and Sanitation Association of Zambia) collaborate in the development of an Integrity Management (IM) Toolbox for Zambian Water Sector SME. This toolbox aims to tackle Integrity Management Risks at the operational level of Zambian water sector SME, using a stepwise approach that looks at the companies' business models and that identifies existing possibilities for improving integrity management within them. As such, the IM Toolbox is a practical bottom-up and actor specific approach to water integrity, that focuses on the local level of service provision and thereby complements the regulatory, institutional and policy framework on integrity available in Zambia.

Project Activities

IM Toolbox for Zambian Water Sector SME initiates and facilitates an Integrity Management Process along the following 7-STEPs:

STEP 1. Introduction and awareness raising for Integrity Management

STEP 2. Description of the SME's business model and internal value chain

STEP 3. Mapping of the integrity-related Zambian water sector

STEP 4. Identification and selection of integrity risks most relevant to the SME's business model

STEP 5. Selection of integrity instruments best geared to tackle the identified integrity risks

STEP 6. Elaboration of a concrete implementation plan

STEP 7. Implementation and monitoring of the Integrity Change Process

The Toolbox supports the initiation of a systematic change process towards an integrity-improved business model that results in improved performance. By so doing, the IM Toolbox also increases the SME's understanding that transparent, ethical, legally and regulatory compliant practices are not only necessary but also advantageous in many ways.

By encouraging SME to incorporate Integrity Management into their business models, the IM Toolbox improves the overall level of integrity of SME and thereby improves the companies' efficiency, effectiveness and performance:

- By avoiding bribery, SME can decrease costs (i.a for fines and legal expenses) and increase margins

- By building a reputation for ethically sound business, SME can increase the trust and loyalty of customers

- By using commitment to integrity as a unique selling proposition when applying for contracts, SME can win more projects.

The content of the IM Toolbox for Zambian Water Sector SME is currently being validated in the field and will be finalised by April 2014. The approach will then be piloted Zambian Water Sector SME between June and December 2014.

As the concept of the IM Toolbox can be transferred and adapted to into any geographical context, administrative level and target group, the approach has received substantial interest within the development cooperation and water sector community.

Impact on Integrity

- Improved the overall level of integrity of SME and thereby improved efficiency, effectiveness and performance:

A positive impact on the whole Zambian water sector is expected to result from the project:

- Firstly, the IM Toolbox will increase sensitivity to and awareness for integrity-related issues within the private sector and among consumers.

- Secondly, this increase of the private sector's sense of responsibility for quality service provision is expected to raise investment levels in the water sector.

- This will be further reinforced by the sudden availability of money that was previously lost to corrupt practices.

- Finally, the IM Toolbox will improve the level of competition within the private sector, which leads to a more affordable, reliable and safe service provision.

Lessons Learned

- Zambian water sector SME are faced by integrity risks that are owed to internal and external conditions. This duality needs to be taken into account when designing IM instruments, as external conditions can only be tackled by mitigating rather than preventive measures.

- The level of background knowledge on integrity differs widely within the target group. The challenge for bottom-up approaches is to accommodate all knowledge levels without becoming too complex or trivial.

- Integrity instruments for this target group need to incorporate business and strategic management tools that help to prevent unintentional integrity risks and redirect the SME's focus from short term incomes to long term business profitability.

- Awareness raising on the institutional framework as well as on the consequences of non-integrity needs to be a fundamental part of any tool that tackles integrity at SME level.

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Kamoza W. M. Msonda

Building Water Integrity Practices into National Water Development Plans

To improve the implementation of a National Water Development Programme, the government of Malawi built procedures for community participation into procurement and contracting processes for the drilling of boreholes across the country. The measures improved services delivered as well as transparency and accountability of the overall programme.

Case Facts	
Country/Region:	Malawi
Water Function:	Infrastructure Development
Organization:	National government
Issue:	Procurement
Keywords:	Water Integrity, borehole, groundwater, aquifer, corruption

Malawi is endowed with a variety of natural resources which include vast expanses of water systems. This includes lakes such as Lake Malawi and rivers such as the Shire River. These water systems cover over 21% of the country's territorial area. There are also widespread groundwater sources whose occurrences are associated with two major aquifers viz the basement complex and the alluvial aquifer giving varying borehole yields (National Water Policy, 2005).

Although the country is endowed with vast amounts of water resources, demand for clean and safe drinking water in Malawi is great as is the case in many countries in the southern African region. It is estimated that only about 30% of the population has access to safe and clean water. With Malawi's agricultural background, much of her population lives and works in rural areas. Consequently, the provision of potable water for domestic supply across the country is of special importance. Groundwater resources in Malawi have, therefore, for a long time been developed predominantly for domestic supplies. It is clear that groundwater supplies are required to serve the majority of the rural population.

It is under this background that the government of Malawi and development partners set up a National Water Development Programme (NWDP) which had a component of borehole construction in four districts. The NWDP was expected to run from 2010-2015 with funding from the government of Malawi and some development partners. The NWDP was well executed and its performance was very impressive. The communities in the four districts has benefited greatly from this programme after about 2700 boreholes were successfully constructed and commissioned in the four districts. This was because every step during the project implementation was done transparently and orderly. It can be stated that water integrity practices were followed in the construction of these boreholes.

1. Procurement

In 2003, Government began to strengthen the procurement of goods and services through the introduction of the public procurement law as well as the establishment of the Office of the Director of Public Procurement. Specific guidelines were put in place including the requirement that each public institution should establish an internal procurement committee through which services are procured.

During the implementation of this programme, procurement procedures were strictly followed. This included adverting, selection and proper monitoring of goods and services rendered. This meant that goods and services procured were of good quality and there was no misuse of funds and goods.

2. Supervision of works

The boreholes were drilled by contractors and supervised by different consultants. The Groundwater Division of the Ministry of Water Development and Irrigation provided backup supervision of works. Each Traditional Authority had Water Monitoring Assistants who were present at every stage of borehole construction. This ensured that the quality of boreholes was according to agreed specifications and standards.

3. Capacity building for beneficiary communities

Before boreholes were given to communities, the communities were requested to contribute 1% of the total cost of the borehole in monetary terms. This was done to show their commitment. The beneficiary community formed Water Point Committees. The community was given a starter pack of spare parts and spanners for the maintenance of the borehole. This would ensure that the lifespan of borehole is long enough.

Activities

1. Negotiations with development partners for funding

2. Setting up a programme/project office

3. Employing programme/project officers and also attaching government officers to the project

4. Renting of offices for the project

5. Procurement of goods and services such as furniture, vehicles, computers etc for the project office

6. Then initiating the implementation of the project as follows

   - Adverting for consultants, contractors, and Water Monitoring Assistants to kick start the borehole construction

   - Selection

   - Award of contracts

   - Borehole construction process

   - Training communities

   - Borehole survey

   - Borehole drilling

   - Civil works

   - Commissioning of the boreholes

Impact on Integrity

- Generally the case study shows positive impact on water integrity.

- There was some coordination amongst all institutions that were involved in the implementation of the borehole construction.

- Since boreholes of good standards were constructed, it can be assumed that there was no misuse and no corruption during the construction of these boreholes.

- The implementation of the project was done in a transparent manner.

Lessons Learned

1. If the systems are followed, it is possible to deliver quality services to communities. In this case boreholes of good quality and standards were constructed and the communities benefitted

2. It is clear from this case study that if there is close monitoring during project implementation, misuse of resources and corruption can be avoided

3. The rural poor people can benefit from government and development partner programmes if the programmes are transparently implemented

4. With proper personnel, proper planning and design of the programmes it is possible to implement water integrity principles

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Francis Oyoo, Irene Gai and Francis Oyoo

Human Rights-Based Approach to Sustainable Water Governance

Local communities embracing integrity to improve access to water

Case Facts	
Country/Region:	Elgeyo-Marakwet County, Kenya
Water Function:	Water supply
Organization:	Moiben WRUA
Issue:	Local participation
Keywords:	community participation, user associations

Moiben River under the jurisdiction of Moiben water resources user association (WRUA) is spread over a length of approx. 256Kilometres. It is divided into 6 zones (A-F). Prior to engagement with the project and their training, the Moiben WRUA had problems with leadership and management due to lack of knowledge leading to collapse of projects that had been initiated.

Trainings on leadership and financial management led to pro-active leadership and improved collaboration with the local community. In the month of May 2013, the WRUA members of zone B&C together with the entire community of Kimnai location decided to revive Mwangaza Water Project that had stalled due to poor management and lack of funds. It was noted that the community members who benefitted from training passed the same training to others and together they have decided to form a water committee that will deal with the situation and supply water to the community.

The leadership of this committee is spear headed by the WRUA members. It was also noted that the previous management of the water project that had stalled provided water to around 30 households only in the entire community since no one was willing to pay for the service. This was because their previous understanding of the right to water was that it was their right to be provided with water for FREE.

But after the training, the WRUA members understood that safe water has a cost due to the purification process, only that the right to water advocates that the cost should be affordable to every citizen. Armed with this understanding, the WRUA members at Kimnai organized to sensitize the rest of the community members where they agreed from the barazas that those members with water connections should pay a monthly fee of Kshs. 50. This money would be used in the maintenance and to increase supply of water to other households within the community. At the moment, 75 households are now accessing water through the project up from the initial 30houeholds.

In addition, WRUAs, government line ministries and other stakeholders have gained financial management skills which have assisted them to manage the funds they received from WSTF. *"Before this training, we used to hire an accountant to come and assist us with the accounting of funds. Now as laymen, we are able to keep financial records, be able to interpret them and also answer questions from on finance"* says an elated Secretary stipulating that they keep a cash book and an Analysis book for Vote head analysis.

They also have a procurement committee within the membership that assists in procurement process of project assets, materials and services.

Lessons Learned

- •The HRBA principle of empowering the Right Holders, enabled them to know their rights and demand for services and hold the Duty Bearers accountable

- The communities have been accountable with their fund which has qualified them to graduate to the next level of funding.

- The WRUA's have been able to apply their knowledge received from trainings on accountability and transparency by demanding for services from the relevant institutions which significantly improved service delivery.

- •The WRUAs have also displayed accountability and transparency by keeping proper books and updating members during their meetings as well as erecting signposts on project sites undertaken by WRUAs e.g. at spring sites displaying the support amount used for the construction, the donors that supported them and the management team for accountability.

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Kanzeheli Rosine Mideh

Demonstration of mechanisms to improve accountability to society

In Côte d'Ivoire, water services in urban areas are delivered by a private company under an exclusive monopoly contract. Quality management certification required by the French mother company led to the establishment of a more transparent and accountable service provision, with operational and pricing information published on the company website.

Case Facts	
Country/Region:	Cote d'Ivoire
Water Function:	Water service delivery
Organization:	SODECI
Issue:	Transparency in monopoly markets
Keywords: •	*Certification, monopoly contracts, accountability, quality management*

In Cote d'Ivoire, public services related to distribution of drinking water in urban areas are provided by a private company. The Société de Distribution d'Eau de Côte d'Ivoire (SODECI), is a subsidiary of the French SAUR group (Société d'aménagement Urbain et Rural de France) holds exclusive distribution rights since 1960. In 1999 it also received the exclusive right to provide public sanitation services in the city of Abidjan.

SODECI has implemented a quality management approach certified under ISO 9001 version 2008, documenting the intention management of the company to be a reference company for its service delivery, providing water and sanitation services to the utmost satisfaction of its customers.

In practice, we find, however, that access to information remains difficult. The population is still in a state of ignorance and impotent in the face of the ills that plague the sector.

The following major issues have been identified:

- Lack of access to information

- Lack of training for actors (journalists, civil society, etc.)

- Lack of organization of civil society

- Lack of trust in the relationship between the structure and population

The certification

Due to the ISO certification process required by the SAUR group, SODECI has developed an system for the production of information and channels for the distribution of such information including publication on the company website.

Equipped with more information, customers, normally confined to the role of water consumers and bill payers, are offered the opportunity for a more dynamic relationship. The SODECI websites provides a number of answers to user concerns, especially by explaining all services (connection, subscription, subscription renewal, termination, transfer, bill payment, payment deadlines, penalties for late payment, troubleshooting) including their pricing online.

The online information includes the following examples:

- The price of the normal connection is 147,630 FCFA TTC for a meter with diameter 15. The connection time is 15 days after the proposed technical specification by SODECI and acceptance of supplementary cost by the customer.

- The price of a subsidized social connection is 19 500 FCFA TTC, the site adds further information about the conditions, procedures and deadlines for such connections.

- Pricing information also refers to state regulation, and for example mentions that "The price and those of the different types of connections are set by the state."

- Information is provided on three television and radio broadcasts produced by the network of water journalists about corruption and integrity in the water sector.

In August 2009 by the Government furthermore created the National Regulatory Authority for Markets with responsibilities that include to:

- resolve disputes and disputes arising during the procurement and execution of public contracts and public service delegations subject of proceedings brought before it by the participants in the procurement process;

- monitor decisions on the settlement of disputes in the public markets;

- impose sanctions against applicants or holders of public contracts and public service delegated guilty of irregularities and fraud. This authority whose skills are not confined to the water sector has had to deal with complaints relating to that sector.

Even though the internet is not within the reach of all, the information produced as a consequence of the ISO quality management certification process, the and subsequent publication on the company website and the public mechanisms available have shown some impact in changing the relationship between SODECI and its customers and in service delivery. As one example, women stages spontaneous protests against untimely cuts in water services, a sign for increased demand for accountability.

Nevertheless, shortcomings remain that require further actions such as

- Restitution of training on water integrity through workshops;

- Establish training sessions and awareness for affected populations;

- Encourage the foundation of NGOs in the field of water integrity;

- Engage civil society in decision-making, particularly with regard to the price of water, participation in strategic directions and decisions)

- Ensure communication and transparency between SODECI and the population.

Impacts on Integrity

- On a personal level: increasing awareness and understanding of corruption risks and how to pro-mote good practice and implement integrity mechanisms for stakeholders in the water sector.

- At the operational level: Improved capacity of stakeholders in the water sector to ensure integrity in their daily work in their organizations.

- At the national level: a beginning of fostering dialogue and apprentice wise about how corruption should be fought in the water sector

- The network of journalists is a little better equipped to carry out surveys of investigation on water governance in Côte d'Ivoire

Lessons learned

In the context of an absolute monopoly, certification in accordance with an established standard can provide a useful tool to improve transparency and accountability, and to re4duce corruption in the sector.

The mechanism does, however, require complementary elements such as an effective regulator or civil society organizations to be fully effective.

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Integrity in water services versus integrity in water pollution – experiences from Lake Victoria

Collaboration between the civil society and an ombudsman appointed by the local water authority successfully improved integrity of the urban water services, reduced illegal connections and increased transparency. At the same time, major pollution issues threatening the water supply in the long term go unaddressed.

Case Facts	
Country/Region:	Sengerema, Uganda
Water Function:	Water supply
Organization:	SUWASA
Issue:	Corruption in water supply, water pollution
Keywords:	*ombudsman, complaint mechanisms, media, water pollution, civil society*

The case reports the experience of the Sengerema Urban Water Supply and Sanitation Authority (SUWASA) which reduced corruption and improved customer relations through appointment of ombudsman working with the civil society.

An ombudsman is a person appointed by the company responsible for investigating and resolving complaints from consumers or other members of the public against a company, institution, or other organization. He is appointed to receive and investigate complaints from the community regarding maladministration. By examining decisions, processes, acts, omissions, the ombudsman will check their compliance with the law or practices. If the malpractice is confirmed, remedial action will be taken. In SUWASA he works as a tool for improving transparency and accountability.

The role played by the ombudsman and civil society in combating corruption in Sengerema Water and Sanitation Authority can serve as a lesson for other Water Authorities.

The Sengerema Water Supply and Sanitation Authority improved its revenue since last year though a combination of measures promoted by the civil society including

- Reducing illegal connections: Civil Societies advised to take records both of water pumped and water supplied to identify illegal connections and leaks. This has improved the water supply system a lot. Seeing offenders fined motivates whistle blowers which contributed to reducing illegal connections

- Water supply saw a fall in complaints despite water shortage. A supply management approach was implemented that shifted between different town areas in a transparent manner with shifts announced on radio Sengerema. The public announcements also closed loopholes for corruption and reported malpractices.

- Public participation was improved and whistleblowers better protected by moving suggestion boxes from where water users were easily seen when dropping in their views and shifted to areas where they cannot be easily observed. A line for free calls to Radio Sengerema was established to talk of any corruption in water sector which has further improved transparency and accountability.

In sharp contrast to these successes with the urban water supply stands the deterioration water quality and water resources in the area.

Water quality at catchments along the shores of Lake Victoria in Sengerema District continues to worsen every year as a consequence of more concentrated rainfall and environmental destruction in the Lake shores. Pollution and degradation of environment in the Lake Victoria region is especially caused by horticulture and paddy farms which use agrochemicals that wash out into the lake and posing a big threat to water users including those in Sengerema. As one example, the Nyamazugo Water Pumping station which pumps water to Sengerema Town and villages around, is surrounded by paddy farms which use chemical fertilizers.

In addition, Sengerema District has 38 small islands in the Lake Victoria, which are used for informal fishing camps for a long time. They have no water and sanitation infrastructure and pollute water along the shores of Lake Victoria. During the peak season for harvesting silverfish (dagaa), the population in these islands shoots up putting more pressure on natural resources and ends up in disease outbreak. One case, Chemagati Island, with an area more less like a football pitch, has a