



## **First Regional Training Workshop on Water Integrity for Western Africa Region held in Accra, Ghana**



Organized by: Water Integrity Network (WIN)

From 08<sup>th</sup> to 12<sup>th</sup> of April 2013



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## Acronyms

AU	African Union
AVRL	Aqua Vitens Rand Limited
Cap-Net	Capacity-Building for Sustainable Water Resources Management
CBO	Community-Based Organization
CHRAJ	Commission on Human Rights and Administrative Justice
CONIWAS	Coalition of NGOs in the Water and Sanitation Sector
CSO	Civil Society Organization
CWSA	Community Water and Sanitation Agency
EAC	East African Community
ECOWAS	Economic Community Of West African States
GDD	Ghana Dams Dialogue
GII	Ghana Integrity Initiative
GNA	Ghana News Agency
GUWL	Ghana Urban Water Limited
GVWC	Guma Valley Water Company
GWP	Global Water Partnership
IUCN	International Union for Conservation of Nature
IWRM	Integrated Water Resources Management
KWS	Kambia Water Supply
LCBC	Lake Chad Basin Commission
LVBC	Lake Victoria Basin Commission
MA	Municipal Assembly
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MLGRD	Ministry of Local Government and Rural Development



MWR	Ministry of Water Resources of Sierra Leone
MWRWH	Ministry of Water Resources, Works and Housing of Ghana
PET	Public Expenditure Tracking
PURC	Public Utility Regulatory Commission
SADC	Southern African Development Community
SALWACO	Sierra Leone Water Company
SIWI	Stockholm International Water Institute
TAP	Transparency, Accountability and Participation
TI-SL	Transparency International-Sierra Leone
UNCAC	United Nations Conventions Against Corruption
UNDP	United Nations Development Programme
VBA	Volta Basin Authority
VIPP	Visualisation In Participatory Planning
WIN	Water Integrity Network
WRC	Water Resources Commission
WSDB	Water and Sanitation Development Board



## **Executive summary *(to be translated in French/English)***

The first West African Sub Regional Water Integrity Capacity Building Workshop for Ghana and Sierra Leone was held at the Mirage Royale Hotel, East Legon, Accra, Ghana from 8th to 12nd April, 2013. The training was attended by 29 participants. Representatives from 2 basin organisations namely the Volta Basin Authority and the Lake Chad Basin Commission LCBC) were present at the workshop. The participants were drawn from government, water companies and Civil Society Organizations (CSOs). The training was on promoting and developing water integrity in the sub-region. It was organized by the Water Integrity Network and its partners and facilitated by two personalities from the International Union for Conservation of Nature and the Volta Basin Authority, who had earlier been trained at a Training-of-Trainers workshop at Nairobi, Kenya in June 2012.

The workshop focused on the seven (7) modules contained in the Water Integrity Training Manual. These seven modules were presented and discussed during the workshop starting with the introduction to Integrated Water Resources Management (IWRM), water governance and institutions. Secondly, corruption in the water sector was presented and discussed. The third module concerned identifying corruption risks in the water sector while the fourth, fifth and sixth modules concerned means of controlling or eliminating corruption in the water sector. In particular, the fourth module looked at how anti-corruption laws, institutions and instruments can be used to curb corruption in the water sector. The fifth module discussed the issue of transparency and access to information, while the sixth examined the question of accountability in the water sector. The seventh and final module discussed how integrity can promote IWRM and how IWRM could also promote integrity, i.e. using integrity in the IWRM model. In the course of all these presentations, participants interacted freely by giving examples/cases studies relating to the subject being presented. This helped to capture their interest in the training programme throughout the programme. It was guided to ensure focus and remain on time.

It was reported that about 30% of the funds allocated to the water sector goes elsewhere, emphasizing the need for improved transparency and accountability in the water sector. Therefore, the main objectives of the workshop were to build capacity for effective development and implementation of anti-corruption action plans and produce “water integrity ambassadors” who will help create awareness and familiarization on the Water Integrity Training Manual, its tools, mechanisms and approaches to strengthen water governance. The major target was for participants to use their new capacities to improve water integrity in their daily work and implement the country action plans prepared at the end of the workshop.

The two facilitators (Dr. Daniel K. YAWSON of International Union for Conservation of Nature and Dr. Jacob W. TUMBULTO of the Volta Basin Authority) presented all the seven models in the pre-designed Water Integrity Manual using basic participatory and interactive methodologies such as PowerPoint presentations and Visualisation in Participatory Planning (VIPPP) cards on collecting participant’s views, flipcharts, group exercises, experience sharing, individual exercises and role plays. These were supported by case studies.

The first presentation on Module 1 focused on water governance and institution. The focus was for participants to understand the basic anti-corruption trends and how water governance



requires laws and institutions. The training stressed that Integrated Water Resources Management (IWRM) was about holistic management of water, taking into consideration all dimensions: the entire water cycle, all sectors, spatial and temporal scales. Water governance was defined as the broad range of political, social, environmental, economic and administrative systems that are in place to regulate the development and management of water resources and provision of water services at different levels of society. The Dublin Principles on IWRM were closely linked to water sector governance as some of them placed emphasis on participatory approach, involving users, planners and policy-makers at all levels.

Module 2 on corruption in water sector was next presented. Group work on identifying examples and nature of corruption in the sector was undertaken by all participants in country groups. This module had 4 sessions. Corruption was defined as the abuse of power for private gain. The presentations addressed the types, causes and forms of corruption. It was further noted that corruption in the water sector adversely affects the poor and the marginalised the most. Regarding the costs of corruption on the water sector, the presentation identified the impacts in financial, economic, environmental and socio-political terms. Drivers for corruption identified included increased monopoly and discretionary power, which are common in water institutions. Limited demand for accountability in developing countries in relation to the service providers/consumers. Accountability was another driver identified as well as a weak civil society and undeveloped concept of customer rights. Participants, regrouped by countries identified examples and nature of corruption in the water sector and shared these with the other group. It was noted that corruption occurs between public and public, public and private, public and consumer. A framework of corruption in sub-sectors of the water sector matrix was developed by participants who cited examples of corruption in the water sector from both countries.

The third Module presented which had the objective of assessing the potential corruption risks and putting in place preventive measures and identifying risks and actions to reduce such risks, consisted of 3 sessions. It was noted that there is no single agreed upon methodology for corruption risk assessment in the water sector but some useful frameworks and tools were presented in this module. The participants in the course of the group work identified examples and nature of corruption in the water sector. They also discussed and established that corruption risk areas to be in services delivery, operations and maintenance, tendering and procurement, payment for services, policy-making and regulation, planning and budgeting and construction.

The fourth Module on integrity and accountability focused on international and local legal anti-corruption instruments. The other areas were the role of institutions in the water sector. International Conventions were said to be providing a framework of rules and standards that facilitate international cooperation and providing stimulus for local action. The International Conventions discussed included the African Union (AU) Convention on Preventing and Combating Corruption (AU Convention) 2003, the ECOWAS Protocol on the Fight Against Corruption (ECOWAS Protocol) 2001, and the United Nations Convention Against Corruption (UNCAC), 2003. The United Nations Conventions Against Corruption (UNCAC) was cited as one that could be applied to the water sector to improve integrity. The UNCAC was said to have four key areas of Prevention, Criminalisation, Asset Recovery and Technical Cooperation. Participants from Sierra Leone noted that their country had ratified all the international conventions on corruption. What remains is to see how to apply these laws to curb corruption in the country. In the course of discussions participants noted several points of entry for such conventions in the water sector among them participation which was also a key principle in the IWRM. On the role of law and



institutions, it was noted that the law provides for rights and duties in the water sector. It was highlighted that corruption weakens the rule of law by impeding people's access to water, or proper implementation of IWRM policies.

The fifth Module which consists of four sessions placed emphasis on the need for transparency and access to information to make the participation of citizens have public oversight and improved transparency. The characteristics of new water infrastructure projects which tended to be complex, infrequent, large, site specific and unique which makes unit costs difficult to estimate were highlighted. Open access to information relevant to construction of works during the different project phases in the project cycle was seen as essential to ensure cost efficiency and value for money.

Module 6 on integrity and accountability in the water sector brought out political will as one key pillar in the fight against corruption in the water sector. The presentation outlines a number of tools for strengthening accountability in areas such as procurements, awareness creation, and preventive strategies such as naming and shaming. The two-country groups discussed, identified and presented a variety of anti-corruption tools that could be applied in the water sector. These included integrity pacts, raising citizens voice and complaints mechanisms, access to information, promoting transparent procurements systems, access to information and citizen participation, use of score and community cards. Other tools identified were access to budgets and participatory budgeting, public expenditure tracking and integrity pacts.

Module 7 emphasis that IWRM and water integrity are two different faces of the same coin in particular in the area of planning and implementation. The session emphasised the need to ensure enough commitment from government to facilitate the needed reform processes in the IWRM process that supports water governance.

In summary, all the participants regrouped by countries developed country action plans, identifying corruption risk areas within their countries and strategies for implementation. They committed themselves to implement these country action plans. The trainees hoped that this will not be the end of the process and were looking forward to the way-forward beyond the implementation of the country action plans. Finally, an evaluation of the course revealed that over 80 percent of the participants confirmed acquiring new information highly relevant to their work. All the expectations expressed by the participants before the start of the Workshop were met.



## Introduction

Despite recent progress in democracy and human rights in a number of African countries, corruption remains one of the biggest challenges throughout the continent, and the water sector is no exception. The Global Corruption Report (2008) points out that the water sector is at high risk for corruption since, for example: (1) Water is multifunctional in society and cuts across many institutions leading to coordination challenges and exploitation of legal loopholes; (2) Water management is largely viewed as a technical area with limited considerations for social and political dimensions, including corruption and its social and economic cost; (3) Water infrastructure development involves large flows of public and private financial resources and projects tend to be complex and opaque, making procurement lucrative and manipulation difficult to detect; and (4) Water is scarce, and becoming more so leading to higher corruption risks emerging in control of water resources and their distribution. Other factors that can drive corruption includes, for example, low salaries and insufficient checks and balances.

Corruption in the water sector takes place at every level – from local to regional – and ranges from petty to grand scale corruption. It can take place between many different types of actors, such as public agencies, private companies and water users. Aid resources provided by multi- and bi-lateral agencies in an effort to improve water management have not been immune to corruption and misuse either. The institutions intended to provide checks and balances within the system, if they exist, are generally under-resourced and lack independence. For instance, in Ghana, Commission on Human Right and Administrative Justice (CHRAJ) has no deputy commissioner for some time now.

The impacts of corruption in water are severe. Those with the weakest voice and limited ability to demand more accountability are affected more than others. In many cases, this concerns the poor segments of society, increasing found in urban and peri-urban areas. It fuels social and economic inequalities since poor people are denied a vital resource for improving livelihood opportunities as well as basic services. It was noted that in Ghana the poor who do not have house connections for water pay more per liter of water as they buy from water vendors. Improved integrity, accountability and application of anti-corruption measures are each fundamental to the effort to reduce poverty, and to allocate and distribute water resources and services in fair, affordable, sustainable, and efficient ways. This is also in line with the principles of Integrated Water Resources Management (IWRM) which advocate for participation of and coordination between disparate government, private sector and civil society stakeholders that rely on or manage water resources and services.

Many African countries are currently undergoing extensive water reforms. Putting to practice a combination of integrity and IWRM principles in the water management and services sectors, therefore, offers an important "window of opportunity" for the introduction of various accountability and transparency measures as the effort to improve water governance engages stakeholders with key roles in improving integrity. This requires strong regional- and country-based coalitions that promote good practices, monitor change and impact and that are able to





develop and implement strategies that build on the knowledge, strength and capacities of different stakeholders.

In 2010, the Stockholm International Water Institute (SIWI) in collaboration with its partners, the Water Integrity Network (WIN) and the Capacity-Building for Sustainable Water Resources Management of the United Nations Development Programme (Cap-Net/UNDP), therefore elaborated a Capacity-Building Programme on Water Integrity for the stakeholders of the water sector in sub-Saharan Africa. WIN is in charge of coordinating the activities of the programme in the West African Region. Through partnership with the Economic Community Of West African States (ECOWAS), Volta Basin Authority (VBA), the East African Community (EAC)-Lake Victoria Basin Commission (LVBC) and Southern African Development Community (SADC), this programme attempts to seize this opportunity to contribute to highest sector performance in terms of effective investments, equity, and sustainability in the spirit of the Millennium Development Goal (MDG) Declaration.



## 1.1 Background

This is the first in the series of Regional Training Workshop for the Western Africa Region with the purpose of preparing, facilitating and finalizing the report of the workshop after training of the stakeholders/participants from the water sector on Water Integrity from the countries Ghana and Sierra Leone as well as representatives from VBA, Lake Chad Basin Commission (LCBC) and ECOWAS.

The main objective of the Regional Training Workshop was to build the capacity for effective development and implementation of anti-corruption action plans, and produce “*water integrity ambassadors*” for the Western Africa Region. Indeed, the training was aimed at creating awareness and familiarization of the participants with the Water Integrity Training Manual, its tools, mechanisms and approaches to strengthen integrity, accountability and transparency in water sector and services.

This workshop on Water Integrity for the West African Region was held from the 08<sup>th</sup> to the 12<sup>th</sup> of April 2013 at the Mirage Royale Hotel, East Legon, Accra, Ghana, and the expected key outcomes at different levels were:

- At the personal level: To strengthen water-sector stakeholders’ awareness and understanding of corruption risks and ways to promote good practice and put in place integrity mechanisms.
- At the operational level: To strengthen capacities of water sector actors to ensure integrity in their daily work within their organizations.
- At country and inter-country level: To encourage and stimulate dialogue and learning on how corruption can be addressed in the water sector at a regional and national level, drawing on local experiences for new and appropriate approaches.
- At the regional level: To build capacity for Regional Economic Commissions and other regional actors to work with integrity issues in the water sector with their members and member states.

## 1.2 Objectives of the training programme

The first Regional Water Integrity Capacity Building Programme for West Africa had the following objectives;

- a. To build the capacity for effective development and implementation of anti-corruption action plans, and produce “water integrity ambassadors”.
- b. To create awareness and familiarization of participants with the Water Integrity Training Manual, its tools, mechanisms and approaches to strengthen integrity, accountability and transparency in the water services.
- c. to develop capacities of different stakeholder groups and government levels to improve transparency and accountability practices in the water sector in Africa.



### 1.3 Expected outcomes

The main outcome of the 3 year programme to which the training is contributing, is to have the “People in Sub-Sahara Africa enjoy a better quality of life through the implementation of integrated, equitable and sustainable water resources management”.

The specific outcomes of the programme are aimed at the following:

- 1.3.1. Outcome 1: An improved dialogue and learning on how water-related corruption can be addressed at the regional, national and local levels drawing on local experiences for new and appropriate approaches; and
- 1.3.2. Outcome 2: Participants apply their new capacities in transparency and accountability practices to improve upon integrity in their daily work and in their home countries.

With regards to the training programme, the following were the expected outcomes/outputs that were contributing to the above overall programme outcomes:

1. The majority (>80%) of participants can identify corruption risks and adequate anti-corruption mechanisms at the end of the 5-day course.
2. The majority (>80%) of participants think that the training course has increased their understanding of corruption.
3. The majority of participants (>80%) come up with examples from their daily work during the group work sessions to which they could apply the information from the training course and confirm that this is new to them.
4. The majority (>80%) of participants of specialized trainings think that they have ‘greatly’ developed new capacity.

### 1.4 The trainers

The facilitators for this training were Dr. Daniel Kwesi YAWSON from the International Union for Conservation of Nature (IUCN) and Dr. Jacob Waake TUMBULTO from VBA. Both of them were trained in the Training-of-Trainers held in Nairobi, Kenya between the 18<sup>th</sup> and the 22<sup>nd</sup> of June 2012.

Dr. YAWSON is the Coordinator of the IUCN-Komadugu Yobe Basin (KYB) Project since 2005. He accomplished his Ph.D. degree in Water Resources Engineering in 2002 at the University of Dar es Salaam, Tanzania. He had his M.Sc. degree also in Water Resources Engineering from the same university after a B.Sc. degree in Civil Engineering from the then University of Science and Technology, Kumasi, Ghana. Before joining IUCN, he was a hydro-ecologist with IWMI and he is a good hydrologic modeler. He is specialized in Water Resources Management and Water Governance.

Dr. TUMBULTO has been a University lecturer, a researcher and a consultant in hydrology and water resources management. He holds a Ph.D. degree Hydrology from University of Ghana, Legon (2006), M.Sc. in Water Resources Engineering from the University of Saskatchewan, Canada and a B.Sc. degree in Civil Engineering from the then University of Science and Technology Kumasi, Ghana. He has worked at the Water Research Institute of the Council for Scientific and Industrial Research as a Research Scientist in Accra, IUCN Regional Office in Ouagadougou, and was the Coordinator of the Volta HYCOS Project initially based in Foundation ZiE. He is currently the Director of the Volta Basin Observatory in the VBA in Ouagadougou.



## 1.5 The participants

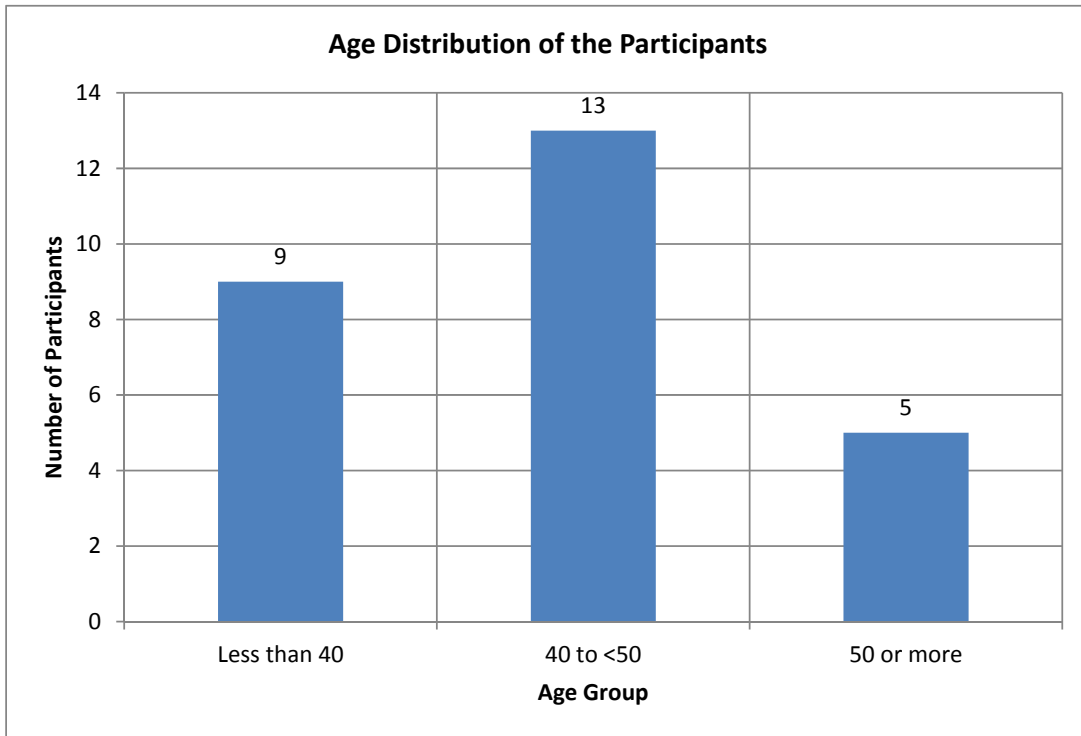
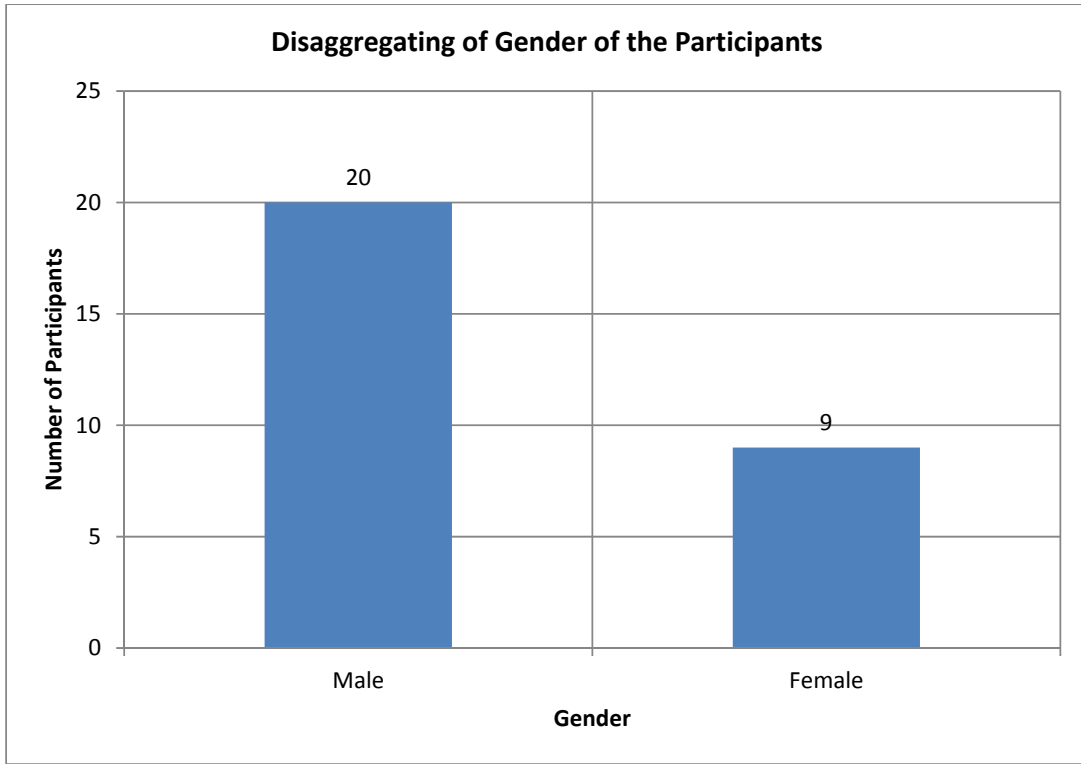
The first West African Sub-Regional Water Integrity Capacity-Building Workshop for Ghana and Sierra Leone was held at the Mirage Royale Hotel in Accra, Ghana from 08<sup>th</sup> to 12<sup>th</sup> April, 2013. The training was attended by 29 participants. Representatives from 2 basin organisations, namely; the VBA and the Lake Chad Basin Commission (LCBC) were present at the workshop as well as Economic Committee of West Africa States, (ECOWAS) represented by Global Water Partnership-West Africa (GWP-WA). The participants were drawn from government, water companies and civil society organisations as depicted in Table 1 below.

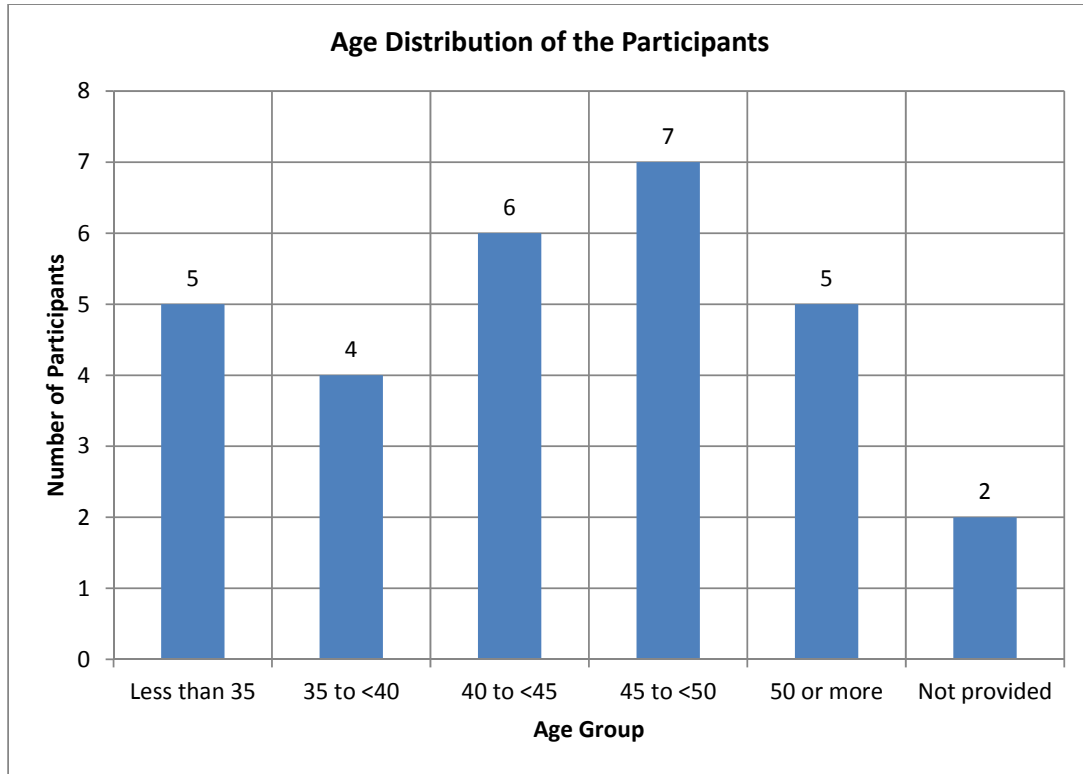
Ms. Francoise-Nicole Ndoume of WIN and Mr. James Leten of SIWI were present at the workshop to give the needed supervision role. The list of the participants and their contact details is presented in Annex 4 of this report.

**Table 1: Institutions and Organizations where Participants were drawn from**

No.	Name of Institution or Organization	Number of Participants
<b>Ghana</b>		
1	Coalition of NGOs in the Water and Sanitation Sector	1
2	Commission of Human Rights and Administrative Justice	1
3	Community Water and Sanitation Agency	1
4	Ghana Dams Dialogue	1
5	Ghana Integrity Initiative	2
6	Ghana News Agency	1
7	Ghana Urban Water Limited	3
8	Public Utility Regulatory Commission	1
9	Ministry of Water Resources, Works and Housing	1
10	Water Resources Commission	1
<b>Sierra Leone</b>		
11	Guma Valley Water Company	2
12	Kambia Water Supply	1
13	Ministry of Local Government and Rural Development	1
14	Ministry of Water Resources	4
15	Sierra Leone Water Company	2
16	Transparency International-Sierra Leone	2
17	WASH Journalists Network	1
<b>Regional Body</b>		
18	Global Water Partnership-West Africa	1
19	Lake Chad Basin Commission	1
20	Volta Basin Authority	1
21	Water Integrity Network	1
22	Stockholm International Water Institute	1

In all, 69% of the participants were male and 31% were female. Out of the 27 participants from the total of 29 who provided information on their ages: 33% were below the age of 40 years, 48% were from the age of 40 to less than 50 years, and the remaining 19% were of 50 years and above. This information is represented in the bar charts beneath. A second age distribution chart has been included to cover the following ranges: those below 35 years, from 35 to less than 40 years, from 40 to less than 45 years, from 45 to less than 50 years, and from 50 years upwards.







## **Methodology of the training (*lay emphasis on the modifications brought to the inception phase methodology*)**

The two facilitators/trainers presented all the seven models in the pre-designed Water Integrity Manual using basic participatory and interactive methodologies such as PowerPoint presentations and Visualisation in Participatory Planning (VIPP) cards on collecting participant's views, flipcharts, group exercises, experience sharing, individual exercises and role plays. These were supported by case studies.

At the beginning of the Regional Training Workshop, the participants were asked to pencil down their expectations for the workshop. At the end of training, these expectations were collectively assessed by all in a plenary session to ascertain whether they have been met or unmet. The result is as shown in the table below. It was instructive to note that none of the expectation was unmet.

**Table 2: Expectations from the Participant for the Workshop**

Participant	Expectation(s)	Met	Unmet
A	<ol style="list-style-type: none"> <li>1. Expect the workshop to illustrate the depth of corruption in the water sector</li> <li>2. To recognize corrupt practices with the water sector</li> <li>3. To help develop module to minimize/prevent corruption in the water sector in my country</li> </ol>	M M M	
B	Clear appreciation of corruption in the water sector and how to prevent them or reduce them to the barest minimum	M	
C	Provide tangible solutions to combating corruption in the water sector	M	
D	<ol style="list-style-type: none"> <li>1. I expect to know the corruption risks in the water sector and possible intervention areas to address such risks</li> <li>2. I expect to know the institutional frameworks for water governance and how these institutions work towards addressing corruption issues in the water sector</li> <li>3. It is also my expectation that I will be able to identify key partners in the water sector and acquire the skills and knowledge to work with them</li> <li>4. I expect to know the transparency and accountability mechanisms in water governance</li> </ol>	M PM M M	
E	To learn and gain from the workshop issues relating to the workshop topic which could help my sector – water sector to be corrupt free, good practice and sustainable service delivery at all levels	M	
F	Corruption avoidance, in all aspects, in the water sector: monitoring, legislative, punitive measures, transparency and incentives to avoid	M	
G	<ol style="list-style-type: none"> <li>1. The workshop will provide better management skills of water resources and how these resources can be sustainable</li> <li>2. The workshop will provide means of reducing corruption in the water sector in my country and bring a clear view of the problems and impact of corruption in water utilities</li> <li>3. Better understanding of water governance as several countries lack the required knowledge of water governance and this will generally improve the water sector in my country</li> </ol>	PM M M	
H	<ol style="list-style-type: none"> <li>1. To learn from the experiences of other participants</li> </ol>	M	



Participant	Expectation(s)	Met	Unmet
	2. To share knowledge and skills 3. To properly understand the content of the Training Manual 4. To develop a viable action plan to further promote related work in my country	M M M	
I	1. The training manual would be completed 2. Participants will be given the opportunity to contribute meaningful to the discussions 3. The participants will respect the views of other participants 4. Participants give a detailed report to their organizations? 5. To have an in-depth knowledge and understanding on the different modules	M M M M PM (time short)	
J	1. Capacity built 2. Good participation	M OM	
<b>Shock!!! where M = met; OM = over met; PM = partially met; and U = unmet</b>			

The modification to the method employed in the training was to make the sessions as participatory as possible by making participants actively contributing alongside when presentations were being made, howbeit in a controlled manner not to derail the presentations in themselves. In this way, the sessions became interactive and all-inclusive.

Some of the activities of the workshop were reported in the media as the workshop was under way. Here are few of these as posted on the Internet in Ghana:

1. <http://www.ghanabusinessnews.com/2013/04/11/stakeholders-deliberate-on-promoting-water-integrity-in-africa/>
2. <http://www.ghana.gov.gh/index.php/news/general-news/21274-first-regional-workshop-to-promote-water-integrity-underway-in-accra>
3. <http://www.modernghana.com/news/458141/1/water-corruption-accounts-for-30-per-cent-revenue-.html>

Two newspaper publications were also released in Freetown, Sierra Leone on 09<sup>th</sup> and 10<sup>th</sup> April 2013 by Mr. Mustapha Sesay of WASH Journalists Network, a participant at the workshop.

When a generalized question was posted about the training, one participant said “I learnt a lot of skills and tools to use in future work for the consumption of the public”. Another put it as “The different concepts used were very elementary and simplified using examples and country scenario”. Yet, another said “Would help identify corruption within my work and the strategies to be used to circumvent them”. “Very good. We have retrained and had lots of laughter”, “Technical representation at the workshop very good making the ideal rich”, “Information and knowledge acquired could help in reducing petty corruption in my organization”, “It was holistic with maximum participation and cooperation from both participants and facilitators”. “The modules are very exhaustive and those who developed them should be commended for their time and efforts”, “The workshop is relevance and useful to my job but requires more follow-ups workshops and training for participants”, “A pictorial view of corruption practice should also be included”, “The workshop content was detailed and quite enriching” and “The manual has been explicitly clear on the modules and will be a good guide for future activities” are other views expressed by other participants on the question.





Participants were asked to comment on the pedagogic and methodological approach used during the workshop and the responses were: “The discussions and experience-sharing process were very frank and good”, “Very participatory made the workshop interesting. Knowledge-sharing also important”, “Very participatory and sleep-preventing”, “The manual covered almost all topics related to corruption in the WASH sector”, “Group discussion was very relevant and useful”, “Generally, issues were very clear”, “The presenters went beyond their presentations and allowed for humour and participation of participants in their presentations”, “Experience-sharing was useful. Although, there was not much differences but acronyms were different. The group works and exercises were useful”, “Enough time should have been allocated to the mentoring and pedagogic period (instructional period)”, “The training approach was very participatory and enabled easy and better understanding of the content” and “Some of the group work should have been tailored to address organizational issues”.

Similarly, comments on the evaluation to the individual sessions were: “We were able to encourage participants to get involved. Respected participants’ views and very knowledgeable in the topics”, “My expectations have been met and I therefore have a clear appreciation of corruption in the water sector”, “The sessions were important and useful but required a refresher training for an in-depth understanding of the presentations”, “A more in-depth knowledge of corruption, anti-corruption and integrity issues has been gained” and “The dynamism of corruption makes the mapping a bit theoretical”.

As to whether the Regional Training Workshop had changed the perception of how Water Integrity trainings should be conducted from the view-points of the participants, one participant said “It has introduced participatory skills and dramatization of corrupt practices”. The responses from others were as follows: “By encouraging introduction from the various stakeholders which enhances learning new strategies and concepts for targeting corruption”, “The concepts, terms and what it takes to talk about such topic are very good for my work”, “Before now, I consider integrity interaction to be alone, but I now know it supposed to be integrated, cooperative and collaborative between and among different stakeholders”, “The issues/risks relating to corruption needs to be addressed individually rather than taking it all together”, “Water integrity training should be also held in country with various stakeholders to put into context the corruption in individual countries”, “Very participatory with a lot of real examples”, “Such trainings should be rotational such as follow-ups to enable us know how far the action plans have been carried out”, “Really appreciate the drama and being able [to] engage all participants”, “A lot. Follow-up training needed. Training to be conducted in our institutions”, “Very simple with the slide and the inclusion of drama was innovative”, “Bringing different experiences from the two countries”, “It should involve cross-sectoral and multinational participants for cross-fertilization and experience-sharing”, “Have learnt how other countries espouse their anti-corruption practices. Various examples have been shared”, “Participants from different related institutions were able to go through the training jointly. The delivery of the training in a participatory manner enabled wider, practical and diverse understanding” and “A comprehensive assessment of corruption and measures to address them especially the planning cycle”.

On elements that participants thought were missing in the training and/or should have been given more attention, the responses were: “The timeframe for the workshop is limited considering the modules. More writing materials are needed for documentation of fact so that one can made reference to them”, “Governance”, “Although case examples were provided by participants, case studies were missing from the presentations, which would have formed the basis for discussions”, “The one for each other to consider the other as partners in development.



Also policy issues are not government confined, but beyond government quarters to include CSO, media and the citizens”, “Providing the enabling environment for corruption not to thrive”, “More emphasis on the internal management structure which also are a corruption risk. (A look at transparency risk companies internally)”, “We should meet in Burkina Faso for the regional workshop”, “There should have been opportunities for more role plays on the different modules”, “Visits to water treatment plants would have enhance the programme. Conference room was too small”, “Accommodation for the Accra participants were not met making it difficult for participation due to traffic and office work. Per diem inadequate”, “More role plays. More exercise”, “Maybe the country level legal framework and policies could be explored in subsequent meetings”, “Transparency and access to information”, “Specific scenarios of corruption that has happened over the years”, “Workshop should be held in other countries e.g. The Gambia, Burkina Faso, Sierra Leone”, “Enough time for participants to express their views on issues of some practical experiences relevant to the subject matter”, “No comments. The training was well-delivered” and “Practical illustration of measures to address them which could be factored in the action plans. WIN could support specific country programmes as case studies. Field trip should be part of the programme. Change of roles in the drama so that participants from the government take up the role of CSO, and vice versa.

Other methods were also employed to make the participants to richly contribute to knowledge-gathering. For instance, when participants were asked why do we have to access or analyze corruption risks, following were provided in a group of two:

#### Group One

1. To identify areas that are prone to corruption;
2. To allow early warning indicators to be identified;
3. To understand the different forms of corruption;
4. Proper planning so as to help curtail all the risks that may be involved;
5. To identify institutional gaps in the water sector;
6. Corruption in the water sector affects other sectors since it is cross-sectoral. It affects health sector, sanitation and education. It weakens the socio-economic fabric of the country;
7. With lots of investment in the water sector there is every need to assess the risks so as to prevent corruption from happening; and
8. We have decided to fight corruption in the water sector.

#### Group Two

1. To enable us map out mechanisms for preventing corruption;
2. Identify at which levels corruption occurs;
3. Identify the extent of corruption and how it affects service delivery;
4. To assess to what extent people abide by rules and regulations;
5. To categorize various types of corruption in order to tackle them base on available resources;
6. To improve credibility or image of the organization with respect to donors;
7. To assist with monitoring and evaluation;
8. To enable us prioritize intervention strategies;
9. To strengthen accountability; and
10. May lead to re-structuring of the organization.



Again, when participants were asked to define accountability, the following were provided:

1. Giving account of your stewardship;
2. Informing of one's actions;
3. Is something you are responsible for and must be prepared to justify your action;
4. Is the process of justifying the responsibility and actions;
5. Giving account/providing explanation of one's action;
6. Assessing the actions of public officials and asking questions about certain decisions;
7. The involvement of your stakeholders, shareholders, management team and civil society from the beginning of a process to the end such that there is total involvement;
8. The efficient and effective dual management of the social contract based on trust, honesty and transparency built on a foundation of sound management and measureable performance;
9. Responsible for one's actions;
10. Stating a record of how funds are used;
11. Is the process by which all actions in a particular sector are held responsible for their actions and be accountable to those they serve;
12. Part of democratic principle in which public officials/government have to justify their actions to those that they serve;
13. Could mean the process of showing responsibility/express transparency for actions which could be in the form of project implementation, etc.;
14. Is the process of exacting good performance from those in positions for the improvement of society;
15. Duty bearers responding to their constituents on their stewardship;
16. Being responsible for one's actions;
17. Expressing how money, time and resources are used openly to stakeholders;
18. I would say accountability is where people elected into office are to account to the people who elected them into office;
19. Being accountable/responsible for stewardship role assigned to you;
20. Is a means to request public officers to answer for their activities and operations;
21. The art of reporting or giving account on a power entrusted to you by a group or an individual;
22. Meeting expectation with transparent means; and
23. Is the process by which one reports on his/her activities or is the process that one reports on his stewardship.



## **Brief summary of the different days** (*translation in French/English*)

### **Day 1: 08<sup>th</sup> April 2013**

The workshop began with a short opening ceremony. At this ceremony, the first welcome address was delivered by Mr. James Leten of the Stockholm International Water Institute (SIWI), the Programme Manager for Water Integrity on Capacity-Building who represented the organizers (i.e. SIWI and WIN). Mr. Leten disclosed in his welcome address that about 30 percent of the budget allocated to the water resources in most African countries is lost as a result of unethical practices by various officials. He further stated that about twenty billion United States Dollars is lost through corrupted practices over the last decade in Africa. According to him, the time has come to take a line of action so as to halt this unethical practice and reverse the status quo so that funds for the Water Service Delivery in the continent are utilized for the correct purposes. It is with the view to reversing this situation that the Economic Committee of West Africa States, (ECOWAS), the Southern African Development Community (SADC) and the East African Community (EAC) are, with the help of their partners, implementing this capacity-building programme. He said the training is to ensure that “water integrity ambassadors” are built who can champion this issue in their respective countries.

Mr. Sidi Coulibaly of GWP-WA represented the ECOWAS/GWP-WA/IUCN partnership. He was happy to participate in the programme and wished the workshop results will be achieved at the end of the training in the interest of water resources management. Next to take the floor was the Executive Director of Ghana Integrity Initiative (GII), Mr. Vitus Adaboo Azeem. He gave a goodwill message and recalled the losses from corruption especially in the water sector and noted the importance of controlling corruption so as to improve upon water service delivery in the country for the benefit of the poor and the vulnerable in particular. The Honourable Minister for the Ministry of Water Resources, Works and Housing of Ghana was represented by Mr. Ben Ampomah, the Acting Executive Secretary of the Water Resources Commission (WRC) of Ghana. The minister’s address highlighted the water sector reforms undertaken by Ghana for some time now with the view to improving upon water resources management in the country. On behalf of the Minister, Mr. Ampomah wished all the participants a successful workshop and declared the workshop opened.

The first Module was on Water Governance and Institution and it is aimed at giving an understanding of basic anti-corruption trends in the water sector.

#### *Module 1: Water Governance and Institution*

This module consists of 3 sessions (session 1: Introduction to IWRM; Session 2: Introduction to water Institutional governance; and session 3: Institutional frameworks for water resources and water services). In the first two sessions, discussions were on the key principles of IWRM which



hinges on a holistic management of water and the importance of governance. The presentations on the module covered following:

- IWRM and water governance
- Water governance dimensions
- Principles of effective water governance
- Institutional reform and IWRM

The presentation stressed that IWRM was about holistic management of water, taking into consideration all dimensions: the entire water cycle, all sectors, spatial and temporal scales. Water governance was defined as the broad range of political, social, environmental, economic and administrative systems that are in place to regulate the development and management of water resources and provision of water services at different levels of society. Water governance requires laws and institutions.

Water governance has four dimensions; social, economic, political empowerment and environmental sustainability. The social dimension refers to the equitable use of water resources. The economic dimension informs on efficient use of water resources and the role of water in overall economic growth. The political empowerment dimension points to granting water stakeholders and citizens at large equal democratic opportunities to influence and monitor political processes and outcomes. The environmental sustainability dimension shows that improved governance allows for more sustainable use of water resources and ecosystem integrity. Transparency, accountability, participation, access to justice and responsiveness were identified as the bedrock principles of effective water governance.

Integrated Water Resources Management (IWRM) was explained to have emerged during the last decade as a response to the 'water crisis,' the widespread concern that our freshwater resources were being placed under pressure from population growth and increasing demand for water as well as increasing pollution. The Dublin Principles on IWRM were closely linked to water sector governance and these principles are as follows:

- Principle 1: Freshwater is a finite and vulnerable resource, essential to sustain life, development and the environment;
- Principle 2: Water development and management should be based on a participatory approach, involving users, planners and policy-makers at all levels;
- Principle 3: Women play a central part in the provision, management and safeguarding of water; and
- Principle 4: Water has an economic value in all its competing uses and should be recognized as an economic and social good.

Session 3 on Institutional framework for water resources and water services had the objective of having participants to work on the knowledge of the roles and functions of water resources and water services institutions in their own countries and having a working knowledge of the factors that enable effective water governance.

Participants in their country groups, named the main pieces of legislation and policy that govern water resources and water services, the main water resources and water services institutions and the main tools and mechanisms used for water-related decision-making and regulation. This was after a presentation on the components of good water governance was given in plenary. Each country drew an organogram/ picture of how they all the institutions fit together and interact. They then identified the potential governance and institutional weaknesses and gaps and generated ideas as to how to address the gaps/weakness.



Examples were presented from South Africa and Ghana. A case study from Ghana was presented to demonstrate roles and functions of water resources and water services institutions. It was outlined that the institutional setup in Ghana had communities that demand, receive and maintain facilities but often lack knowledge and have negative attitudes; that the central government was in charge of policy formulation, monitoring, regulation and financing but lacked adequate financing, staffing, capacity. The Local government on the other hand provided services but was faced with inadequate financial resources, weak technical and management skills, clarity on roles, procurement and contract management. CSO's and Community-Based Organization (CBO)'s on the other hand complimented government service delivery, and played a watch dog role but lacked adequate financial, technical capacity; experience in governance and accountability. Lastly that the private sector provided services on demand but lacked adequate technical and management capacity which were well defined on promoting issues of water sector integrity.

Contributions to the presentation suggested that roles of how institutions could respond to water governance issues needed to be spelt out clearly. From the organograms presented by the two country groups, it was observed that institutional frameworks are very strong at national and mid-level but have weak links to the users. There were stronger and weaker linkages between certain institutions across the regions. It was seen that the water resources and water services institutions are often separate and distinct yet if IWRM is to be implemented there is need for major reforms which are already taking place in all regions.

In summary, it was noted that all institutions needed mechanisms to enable the voice of citizens/users to be taken into account in the planning, allocation, regulation, management and provision of water resources and water services. It was further noted that water institutions needed to work together to achieve a joint vision and objectives for equitable, sustainable and effective water management and service delivery. They should have clear and separate roles and responsibilities between and within institutions and effective regulation systems which requires both the capacity to regulate and political will to ensure compliance. It was noted that in Ghana, there is a separate regulatory commission for setting utility tariffs among other functions which has no direction relation with the service providers.

Module 2 on promoting integrity and accountability in the water sector was also tackled on the first day as well. This module had 4 sessions including definition of terms and concepts of corruption in the water sector; How and why?; costs and impacts of corruption. The highlights of the presentations are as follows:

- What is corruption?
- Corruption in the water sector
- Costs and impacts of corruption

The fourth session was handled on the second day.

Corruption was defined as the abuse of power for private gain. The presentation also addressed the types, causes and forms of corruption. It was emphasised during the presentation that on waste of financial resources, corruption served to diminish the total amount of resources available for public purposes; corruption distorted allocation; failure to lead by example; and loss of natural resources were identified and discussed as the major costs of corruption. It was further noted that corruption in the water sector hurts the poor the most. This is because poor people have few means to enter alternative markets when corrupt public systems fail to deliver.



On the costs of corruption on the water sector, the presentation identified that the impact of corruption can be in financial, economic, environmental and socio-political terms, and can also involve issues of security.

As such, corruption was said to:

1. Drain much-needed investment from the sector and distorts prices and decisions.
2. Affect both private and public water services and hurts developing and developed countries alike.
3. Lead to contaminated drinking water and destroy ecosystems.
4. Aggravate social tensions, political frictions and regional disputes.
5. Increase operating cost.

There are factors that increase the likelihood of corruption in the water sector. Those identified included:

- Large-scale construction and monopolies.
- High level of public sector involvement.
- Technical complexity, which decreases public transparency and leads to an asymmetry of information.
- High demand for water services, which reinforces the power position of suppliers and encourages bribery.
- A high frequency of interrelations between suppliers and consumers, which fosters an atmosphere of discretionary action

Sub-sectors in the water sector with large opportunities for corruption included:

- 1 Water resources management (WRM)
- 2 Drinking water and sanitation services
- 3 Irrigation in agriculture
- 4 Hydropower

Identified examples and nature of corruption in the water sector revealed that corruption occurs between public and public, public and private, public and consumer.

A Framework of corruption in sub-sectors of the water sector matrix was developed giving a cross section of cases from the two countries. The participants shared their results with the other group. It was observed that forms of corruption are similar across the subsectors, the most common being nepotism, embezzlement, kickbacks and vote buying.

#### *Costs and impacts of corruption*

The costs and impacts of corruption were highlighted by the participants during brainstorming to include loss of funds, no WASH services, diseases, poverty, and high operational costs of services. The examples were characterised as social or economic impacts. It was noted that the water sector loses about 30% of the resources due to corruption. It was concluded that the poor suffer most as a result of corruption. Many developing countries will not achieve the MDG targets due to corruption.

A key first step in developing pro-poor anti-corruption approaches in the water sector was to identify the meaning and intention of 'pro-poor':

1. Pro-poor institutional water reform.
2. Providing safety nets for those that are marginalized.
3. Strengthening information and participation of poor citizens.



4. Putting information in the hands of citizens/users is the key to holding government and providers accountable.
5. Empowering the poor to act and addressing the lack of knowledge.
6. Improving the poor's knowledge of their rights to water, of institutional roles and responsibilities.
7. Knowledge of corruption hotspots affecting the poor in the water sector.

## **Day 2: 09<sup>th</sup> April 2013**

A recap of day one's activities was presented by a representative from Sierra Leone. Subsequently, the last session on module 2 was presented to conclude that module. This was on Drivers of corruption. The drivers for corruption identified included increased monopoly and discretionary power, which are common in water institutions. Limited demand for accountability in developing countries in relation to the service providers/consumers. Accountability was another driver identified as well as a weak civil society and undeveloped concept of customer rights. Participants, regrouped by countries identified examples and nature of corruption in the water sector and shared these with the other group.

The key focus for day 2 was on assessing potential corruption risks and putting in place preventive measures as well as examining various laws, instruments and institutions on water integrity.

### *Module 3: Identifying Corruption Risks*

Module 3 had 3 sessions namely: Why assess corruption risks?; Using the corruption interactions framework; and Corruption risk mapping. The 3 sessions were aimed at assessing potential corruption risks and putting in place preventive measures and identifying risks and actions to reduce such risks.

The presentation brought out potential corruption risks and that putting preventive measures in place was easier and much more cost effective than trying to clean up corruption after it became established. It was noted that no single agreed upon methodology for corruption risk assessment in the water sector exists but some useful frameworks and tools were presented in this module.

The risk analysis model above was used to measure the levels of risks on different themes such as participation and accountability.

Group Exercise and discussion and presentations on identifying corruption risks and measures to overcome the identified risks.

The participants as usual went into country groups. The objective of the group work was to identify examples and nature of corruption in the water sector. The groups assessed the risk areas, main risks per area, early warning systems, main sources of information needed to prevent/detect corruption, and anti-corruption measures. In all, the groups discussed and found corruption risk areas to be in the service provision, operations and maintenance, tendering and procurement, payment for services, policy making and regulation, planning and budgeting and construction. The presentations and discussions showed that participants have understood how to identify corruption risks and how they could be overcome.

### *Module 4: Integrity and accountability in Water*





Module 4 on integrity and accountability in water was also completely discussed during the second day. The key issues of the module which had 3 sessions are as follows:

- Legal anti-corruption instruments with the key focus area of analysing how the law provides for rights and duties in the water sector;
- The role of institutions with the key focus area of the role of water sector organisations, working rules or establishments;
- Assessing legal and institutional frameworks for integrity and accountability with a focus of national and international legal instruments that enhance accountability in the water sector; and
- The presentations showed that international conventions were international obligations that contained both binding and non-binding provisions. International agreements or conventions were said to be important for many reasons. They provided a framework of rules and standards that facilitate international cooperation; a checklist for reforming governments; a basis for governments to monitor one another; and tools for civil society groups to hold their governments accountable. It was said that Conventions also create an important stimulus for the local action that is ultimately needed to improve transparency, accountability and access to information. The international conventions discussed included the African Union (AU) Convention on Preventing and Combating Corruption (AU Convention) 2003, the ECOWAS Protocol on the Fight Against Corruption (ECOWAS Protocol) 2001, and the United Nations Convention Against Corruption (UNCAC), 2003. The Non-binding agreements take the form of guidelines, recommendations, principles, protocols, and model laws. Bindings agreements include conventions, treaties, multi-lateral and regional agreements.

The participants from Sierra Leone noted that their country had ratified all the international conventions on corruption. What remains is to see how to apply these laws to curb corruption in the country.

The UNCAC, it was explained has four key areas, namely; Prevention, Criminalisation, Asset Recovery and Technical Cooperation. Under prevention, it was highlighted that this section addressed anti-corruption bodies; public sector ethics and procedures; public procurement and financial management; and public reporting. The section further emphasized the role of citizens including participation; access to information; complaint channels; and public education. It also outlines the need for private sector standards. Under criminalization, the UNCAC was said to be focusing on requiring member states to cover a wide range of offences notably bribery, embezzlement, illicit enrichment, trading in influence, abuse of functions, money laundering in their domestic laws. Under Asset recovery, the focus was on state parties detailing rules on the process and actions for cooperation. Lastly, under technical assistance, the Convention was said to outline areas for training and assistance and the channels for collecting, exchanging and analyzing information on corruption.

#### *The role of institutions*

In the presentation, it was noted that the law provides for rights and duties in the water sector. It was highlighted that corruption weakened the rule of law by impeding people's access water, or the proper implementation of IWRM policies. Ultimately, corruption was said to undermine public policy embedded in legal frameworks.



It was noted that one step forward in the fight against corruption was to develop an institutional framework that supported transparency and accountability. Institutions were defined as “organisations, working rules or establishments founded for a specific purpose of public interest based on an accepted custom, law or relationship in a society or community”.

It was further noted that the control of public officials, and all of those in public functions, usually took different accountability strategies to be embedded in most water sector institutions.

### **Day 3: 10<sup>th</sup> April 2013**

The recap of day two was postponed to the next day.

Module 5 which has four sessions was tackled on the third day.

Participants were asked to discuss in their country groups what laws existed in the water sector in their respective countries. The participants during their presentations concluded that most of the laws in the water sector were old and needed to be reformed. The issue of punishment not being commensurate with the offence in bribery cases was also discussed. Participants were further requested to identify gaps in their legal frameworks.

#### *Module 5: Transparency and Access to Information*

The following 4 sessions are contained in module 5:

- Transparency and access to information with a focus on information and participation for public oversight and improved transparency
- Transparency in water infrastructure development with a key focus on discussing access to Information relating to construction works
- Freedom of information in action with a key focus on discussing simple actions to improve water integrity
- Taking action to strengthen transparency and integrity

#### *Transparency and access to information*

Article 19 of the Universal Declaration of Human Rights (1948): It was observed that freedom of information laws aim to make governments more accountable in their actions, such as in service delivery. It was noted that access to official records enable the public to scrutinise the performance of government agencies and officials.

Participants noted that participation in water budgeting and policy development by selected representatives of the civil society can facilitate pro-poor focus on government spending. Farmers' participation in site selection of intakes and pumps and irrigation asset management helps to assure that they are properly represented when it comes to accessing water. Civil society participation in performance and financial auditing, water pollution mapping and performance monitoring of water utilities creates important additional checks and balances. Transparency and stakeholder participation build trust and confidence required for governance. The example of how a village chief unilaterally sited a community dam on his personal farm which is located upstream, there reducing the capacity of the dam and depriving other community members of its use was given by the facilitators.



### *Transparency in water infrastructure development*

The presentation noted that new water infrastructure projects tend to be complex, infrequent, large, site specific and unique which makes unit costs difficult to estimate. Open access to information relevant to construction of works during the different project phases in the project cycle was essential to ensure cost efficiency and value for money.

Regarding actions to strengthen transparency and integrity, public meetings, access to information laws, community participation methodologies, raising citizen's voice, participatory budgeting, complaints and ombudsman's offices and e-procurement were identified to be important tools to improve the levels of transparency and integrity in the water sector.

### *Freedom of information in action*

This third session of module 5 was discussed in a participatory manner and participants were given case studies related to access to information.

Some simple actions to improve water integrity were presented as:

- Keeping technologies and designs as simple, practical and relevant as possible.
- Planning water service with the community, involving leaders, rich and poor, men as well as women.
- Simplifying information, plans, designs, reports and accounts so that they are understandable by all stakeholders.

### *Institutional framework for water resources and water services*

Examples of some of the tools that can be used to increase access to information were given. Specific examples were presented on access to information laws, community participation methodologies, integrity pacts, raising citizen's voice using the community score card, etc.

The first session of module 6 on integrity and accountability was presented on day 3. It covered: Concepts, coalitions, contracts and compacts: What is accountability all about?

The key focus for this session was to look at areas of accountability in the water sector:

- Introduction
- Political will
- Definitions
- Strategies, measures and tools for strengthening accountability

### **Day 4: 11<sup>th</sup> April 2013**

A recap of the activities of day 2 and day 3 was given by a representative from Ghana.

The key focus for Day 4 was to continue with discussions on Module 6: Integrity and Accountability in the Water Sector:

- The remaining 3 sessions of this module, Sessions 2 to 4 covered the following: Strengthening accountability: Tools and actions. The key focus area for this session was preventive and positive approaches to deter corruption
- Strengthening accountability: Tools and actions continued. The focus for this session was to look at preventive and positive approaches to deter corruption



- Leveraging accountability: Citizen actions, citizen voice. This session focused on specific water sector anti-corruption tools

It was noted that political will was indispensable to any anti-corruption effort and citizens have a big role to play in generating the political will through demand creation, communication, campaign, advocacy and engagement. Accountability, political accountability, administrative accountability and financial accountability were also accordingly defined.

Some of the strategies, measures and tools for strengthening accountability which came out in the presentation were as follows:

- Working on parallel fronts to influence policies and laws, their implementation and monitoring, supporting action groups and NGOs, stakeholder and community participation, coalitions, research and tools.
- Preventive and positive approaches are needed to deter corruption. Do not concentrate on “name and shame” or sensational investigations.
- Preventive and positive strategies also imply that it is important to seek quick wins which achieve visible results, build confidence and credibility and allow time to address longer-term structural and institutional problems.
- Seek greater transparency through; for example, establishing complaint systems, ombudsman services and investigating alleged corruption. This can focus on transactions that commonly take place in the sector, such as beneficiary selection, tendering, construction, operation and so on.
- This could focus on transactions that commonly take place in the sector, such as: beneficiary selection, tendering, construction, operation and so on.
- Awareness raising and capacity building. Strong institutions are essential to blocking corruption. Weak institutions can undermine even healthy policy changes. Focus is needed on strengthening the capacity of institutions and their personnel.
- Apply and adapt existing tools. Many tools and specific strategies have been developed to reduce corruption and improve transparency.
- The application of tools and strategies does not automatically mean that the effort will succeed. It is important to implement strategies and to check their real impact which usually implies some monitoring.

#### *Last session of module 6*

Stakeholder participation is a very broad term which is concerned with how different stakeholders and their institutions are involved in the governance process. Important questions to consider include the following: Are different departments in the government involved? Are community groups and the poor really involved in planning, implementation, management, and decision-making?

Good governance is participatory, in that it should include relevant stakeholders taking part in joint decision-making.

The first three sessions of Module 7 were also presented on the fourth day as well. The three sessions presented are as follows:

Session 1: IWRM and water integrity

Session 2: Water integrity in IWRM: Planning and implementation



### Session 3: Preventing and mitigating risks, and planning

#### *IWRM and water integrity*

It was noted that IWRM is a process, and more specifically, it is a management process; and that the move towards IWRM is a shift from water development to water governance. IWRM involves understanding the many competing interests in how water is being used and allocated and responding accordingly and that the IWRM reform provides a unique window of opportunity for transparency and accountability.

While it is true that more interrelations will occur with IWRM practice, the goal is to identify and apply pro-integrity, pro-accountable measures for water management.

#### *Water integrity in IWRM: Planning and implementation*

The IWRM planning process was reviewed. The following were important elements for consideration:

- Obtain government commitment to reform, establish an adequate management team to facilitate the reform process and regular stakeholders consultation and raise IWRM awareness to assure support and promote a transparent and accountable planning process;
- Adopt transparency as guiding principles for all water governance - Access to information;
- Make reforms in the private sector, use tools & methods to support the facilitation process and apply anti-corruption tools and methods to the IWRM cycle.

#### *Preventing and mitigating risks, and planning*

Under this session, a recap of the three primary learning objectives was presented. These also constitute the 3 steps involved in promoting water integrity and are:

- Understanding corruption and anti-corruption in the context of water governance (Modules 1 and 2),
- Diagnosing and identifying corruption risks (Module 3), and
- Promoting transparency, accountability and integrity in water (Modules 4, 5 and 6).

In Module 3, corruption risks were identified and corruption risk maps were developed and 'early warning signs' or 'red flags' identified.

In Module 5, the groups identified the information that is needed to reduce certain corruption risks and discussed how access to information could be strengthened within their own organizations in their countries.

In this Module 7, the participants practised on their by completing the column 'proposed measures' to address the identified corruption risks.

#### *Drama*

Both the Ghana and Sierra Leone country groups staged plays, one depicting petty corruption at a very low level and the other grand corruption at a higher level. The play by the Ghanaian group looked at petty corruption involving a water meter reader (service delivery sector) and a



consumer. The meter reader had offered to act so as to reduce the bills of a consumer who had been complaining about his mounting monthly water bills. The meter reader managed to change the meter reading for the consumer to have lower bills for a fee. He was however caught during the process of monitoring and control of payment.

The play from the Sierra Leonean group depicted corruption at the ministerial level, involving the minister, his directors and the operational engineers. The Minister insisted on obtaining his ten percent of the contract sum from a water project, the director and his engineers also awaited 10% each from the project. In the end the engineers failed to receive their share of the 10% and so they reported the case. Transparency International had to investigate the case. Attempts were made to bribe the reporter to be silent on the issue. Although the journalist collected the bribe, the case was still reported on.

#### **Day 5: 12<sup>th</sup> April 2013**

A recap of Day 4's activities was made by a representative from Sierra Leone.

Only one presentation was made to close the day. This was on developing country action plans. It was noted that in initiating the IWRM planning process, it was important to:

- Obtain government commitment to reform.
- Establish an adequate management team to facilitate the reform process and hold regular stakeholders' consultation.
- Raise IWRM awareness to assure support and promote a transparent and accountable planning process.

A reminder of the various tools for improving integrity and accountability was made. These included meetings, access to information laws, community participation methodologies, raising citizens' voice, participatory budgeting, access to budget, expenditure and performance information, Public Expenditure Tracking (PET), integrity pacts and the concept of a social witness, public meetings, communications, complaints and ombudsman's offices, and e-government. Participants then regrouped by countries and developed country action plans based on key corruption risk areas and proposed measures to curb the corruption. These action plans are to be monitored to assess progress being made in their implementation.

Evaluation forms were distributed to participants who filled them to assess how the training went. The filled forms were collected by the workshop secretariat.

A short closing ceremony was also performed at the end of the training. The facilitators took the opportunity to thank the participants for their cooperation and active participations during the entire duration of the training. The participants equally expressed their appreciation to the organizers and the facilitators for such an insightful training workshop. Ms. Francoise-Nicole Ndoume then gave the final word on behalf of the organizers and brought the workshop to a close, after distribution of certificates to all the participants.



## **Lessons learned** (*translation in French/English*)

The following are some key lessons learnt from the training programme:

- Experience sharing between countries and between institutions was positive lesson worth noting. The opportunity for networking between countries and among institutions is another lesson that can be drawn from the Ghana-Sierra Leone training;
- Some of the case studies only concern the SADC region in the Training Manual and there is the need to properly develop case studies which are more relevant to the West African sub-region;
- It is necessary to follow up all the participants that will be trained to evaluate the extent to which the knowledge acquired will be used in their individual organizations;
- It was very lively and participatory for participants to freely share their experiences on the subject during the presentations. It is however necessary to watch out and introduce controls to avoid any talkative from taking over the session;
- The presentation of the rationale for the module as well as the learning objectives clearly outlined what each module is about and the expected salient points to be retained;
- One important lesson learned was also to have two main facilitators and resource persons on specific topics for presentation. E.g. on Corruption, anti-corruption instruments and tools, corruption in public procurement, etc.; and
- The development of national action plans rather than individual ones facilitate the coordination of synergies among stakeholders of the country and could easily open avenue for the setting up of national water integrity coalitions.



## Conclusions and recommendations

### Conclusions

The first West African Sub Regional Water Integrity Capacity-Building Workshop for Ghana and Sierra Leone was held at the Mirage Royale Hotel, East Legon, Accra, Ghana from 08<sup>th</sup> to 12<sup>th</sup> April 2013 was successful as it trained 29 participants on water integrity. The course was conducted on all the seven modules in the Training Manual on Water Integrity to participants. Participants learnt to understand corruption and anti-corruption in the context of water governance (Modules 1 and 2), diagnose and identify corruption risks (Module 3) and promote transparency, accountability and integrity in water (Modules 4, 5 and 6). The importance of all three activities in Integrated Water Resources Management (IWRM) was highlighted. The participants were given all the training materials for all the modules.

Several tools and actions that can promote water integrity were presented and discussed. These ranged from raising citizens voice and citizen's complaints mechanisms, promoting transparent procurements systems, access to information and community participation, access to budgets and participatory budgeting, public expenditure tracking and integrity pacts. It is hoped that the participants having learnt to identify corruption and anticorruption, being able to diagnose corruption risk areas, and being trained on measures for strengthening transparency, accountability and participation in water governance, they can apply these measures for improved water resources management.

### Recommendations

- The Water Integrity Training Manual lacks examples relevant to the West African area sub-region. Future updates could address this gap. The selection of participants for all future training should be done carefully taking into consideration those that have great potential of implementing action plans that are developed during the training. For this particular training, the selection from Ghana was rather very well balanced. Such a selection could assist in generating real action on the ground.
- All trained country groups need to be linked to regional coordinating mechanisms to continually share information with regards progress being made on implementing action plans developed during training. Emphasis should be placed on the fact that these are cost effective activities that do not need external funding but mainstreamed in an organisation/companies normal operations for the its own benefit on water integrity. Some participants however think that some external funding will be required at least initially for coordination and this could be sponsored in the form of the case studies.
- Field trip should be part of the programme.
- Consider water integrity training within the countries with various stakeholders to put into context the corruption in individual countries.





## Follow-up (actions and activities to be undertaken upon return to the home countries)

Each of the two countries (Ghana and Sierra Leone) was made to formulate an action plan to be implemented in their respective countries in order to help curb the corruption menace in the water sector. These action plans are presented in Annex 3 of this report. Focal points for follow-up were also identified.

The idea now is to develop a scorecard for each country. These scorecards will help to track and monitor the progress of these action plans that the countries have formulated themselves. The scorecards will be made simply and its monitoring could be done on a monthly basis through the focal points.

**Table 3: Format for the Development of a Scorecard**

Corruption risk	Proposed measure	Activity	Timeframe	Progress to date
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Table 3 depicts how the scorecard should look like. With this, there is highly likelihood that the action plans will be adhered to by the countries. The country's performances will be shared with all as an incentive for peer-reviewing. The Ministry of Water Resources, Works and Housing of Ghana and the Ministry of Water Resources of Sierra Leone were the focal points for the action plan implementation.



## Annex

### **Annex 1: Best Draft Case Studies identified by the Trainers for further Development (Knowledge Gathering Process)**

Case Study/Research Corruption Findings:

By GII with financial support from Bill and Melinda Gates Foundation through Transparency International

#### **Urban areas** (Nima, Madina and Ahoé)

- a. Although a high population (60-80%) is connected to the Aqua Vitens Rand Limited (AVRL) piped system, most of them hardly get water or never get water at all. Majority of urban dwellers depend on secondary or tertiary providers such as local borehole vendors, water vendors, tanker operators who charge exorbitant fees for a liter of water.
- b. Illegal connection as reported by respondents is fairly high (28%). Most of these connections which are mostly done by AVRL staff or local plumbers (who know where the main lines are laid) are as a result of high connection fees and the cumbersome process of getting connected to the piped system.
- c. High level of inequity in water services in terms of access and price. The poor actually pay a higher price per liter of water than those with piped connection because they depend on secondary providers who are charged commercial tariffs by AVRL.
- d. No mechanisms are in place for user consultation / involvement in decision making. (No meetings are held with users and utility accounts are not made public).
- e. Although rules and regulations are clearly established between the actor relationships in the water service provision, accountability (application of sanction, enforcement of laws, etc.) is low.
- f. Over 70% of the households interviewed indicated that they had some knowledge about corruption including the installation of inline pumps, bribing utility officials to speed up repairs.
- g. Water vendors and tanker operators are not effectively regulated and monitored even though they play a crucial role in the water supply chain.

#### **Small towns / Rural areas (Pantang, Adaklu and Bekwai)**

- a. Weak capacity of WATSAN committees to undertake effective operations and maintenance (poor financial management, inadequate funds mobilized to undertake repairs, etc.).
- b. Ineffective supervision and monitoring of WATSAN Committees and Water and Sanitation Development Board (WSDB) by the District Assemblies.



- c. Political Interference in the operation of the water systems.
- d. No user involvement in decision making (no meetings are held, etc.).
- e. Area mechanics are not effectively regulated resulting in them charging higher prices for repairs.
- f. Area mechanics do not have stock of spare parts and many of the spare parts are not available at the sales outlet. These spare parts have to be ordered from Accra resulting in increase in the breakdown time of the system and also receipts are not provided.

***TISDA recommendations on the findings of the survey:***

**Recommendations:**

GII recommends the strengthening of anti-corruption tools and the capacity of sector agencies to implement such tools as well as the introduction of anti-corruption clauses by donors in all cooperative agreements and also training of all staff to put policies into practice.

- a. AVRIL should simplify connection procedures and spread the connection fee over a period of time or adding small portions to the monthly bill so that majority of users can be connected to the piped system.
- b. Establish reporting to users so they get a better understanding of the situation and make the annual report publicly available.
- c. AVRIL should step up efforts to reduce illegal connections by actively searching for users who have connected illegally, then legalizing/disconnecting them as well educating users on the consequences.
- d. Secondary and tertiary providers should be regulated by AVRIL/GWCL including the establishment of contract with these providers.
- e. The WATSAN Committee and the Water and Sanitation Development Board should be legalized (including the establishment of a clear contract which sets out the rules of engagements, support arrangement and monitoring, control mechanisms etc.) and strengthened so as to ensure effective operation and maintenance of water systems.
- f. District Assemblies should establish proper procurement mechanisms and provide copies of price list and charges for water committee for cross checking with area mechanic.
- g. Build capacity of WATSAN Committees in good financial management so as to ensure an effective operation of the system.

**SIERRA LEONE**

Grand corruption: misappropriation of donor funds by the former Director General of the Sierra Leone Water Company (SALWACO). He escaped bail by fleeing the country. Like in Ghana, there is a prevalence of petty corruption; illegal connection, water theft, meter bypass, most of which is normally aided by staff of utility companies.



## Annex 2: Detailed Evaluation and Assessment

Twenty-three of the participants returned the workshop evaluation form. From the viewpoints of these participants, the workshop evaluation statistics are as below.

1. On the question on the relevance of the Regional Training Workshop to the participants' current works and functions: 65% scored it as *very high*, and the remaining 35% gave it as *high*.
2. On the extent to which participants have acquired information/content that is new to them: 43% assessed it as *very high*, 48% as *high*, and the remaining 9% as *medium*.
3. The usefulness of the information/content that the participants have acquired for their works: 48% gave it *very high*, and the remaining 52% rated it as *high*.
4. The question bordering on whether the Regional Training Workshop reached the participants' expectations and objectives: 35% answered as *completely*, 52% rated as *more than enough*, and the remaining 13% assessed as *just enough*.
5. (A) On the evaluation of the pedagogic and methodological approach used during the Regional Training Workshop
  - i) For the scope or topics covered: 57% scored it *excellent*, 39% scored it *very good*, and the remaining 4% scored it *poor*.
  - ii) For the practical relevance: 48% scored it *excellent*, 43% scored it *very good*, 4% scored it *poor*, and the remaining percent did not respond.
  - iii) For subject knowledge by the presenters: 35% scored it *excellent*, 57% scored it *very good*, and the remaining percent scored it *good*.
  - iv) For clarify of the presenters: 30% scored it *excellent*, and 70% scored it *very good*.
  - v) For group work and exercises: 39% scored it *excellent*, 48% scored it *very good*, and the remaining 13% scored it *good*.
5. (B) On the evaluation of the individual sessions (indicating the level of understanding that the participants acquired) where ranking were made from 1 to 5 with Rank 1 being *little understanding* and Rank 5 being *thorough understanding*
  - i) For the introduction to IWRM and water governance: 26% ranked it 5, 57% ranked it 4, 13% ranked it 3, and the remaining 4% did not respond.
  - ii) For the integrity and accountability in the water sector: 48% ranked it 5, another 48% ranked it 4, and the remaining 4% provided no response.

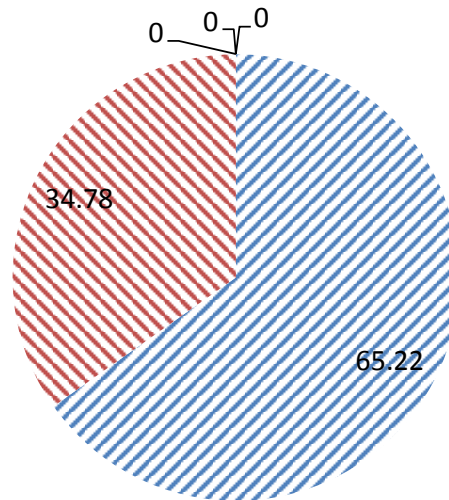


- iii) For identifying corruption risks: 39% ranked it 5, 43% ranked it 4, 13% ranked it 3, and the remaining percent did not respond.
  - iv) For the laws, institutions and instruments: 17% ranked it 5, 52% ranked it 4, 26% ranked it 3, and the remaining percent did not respond.
  - v) For transparency and access to information: 17% ranked it 5, 74% ranked it 4, 4% ranked it 3, and the remaining percent provided no answer.
  - vi) For accountability: 43% ranked it 5, 48% ranked it 4, 4% ranked it 3, and the remaining percent provided no answer.
  - vii) For the integrity in IWRM: 35% ranked it 5, 52% ranked it 4, 4% ranked it 3, and the remaining 9% provided no response.
6. On the presentation of the different sessions: 30% scored it *excellent*, 65% scored it *very good*, and the remaining percent scoring it *good*.
  7. On the participation possibilities during the Regional Training Workshop: 61% scored it *excellent*, 35% scored it *very good*, and the remaining 4% scored it *good*.
  8. Considering the length of the Regional Training Workshop in terms of hours per day: 39% assessed it as *excessive*, 48% assessed it as *adequate*, and the remaining 13% assessed it as *insufficient*.
  9. On the content of the materials in support for the different sessions: 30% scored it as *excellent*, 61% scored it as *very good*, and the remaining 9% scored it as *good*.
  10. On how the participants rated the conduct of the group works: 30% rated it as *excellent*, 61% rated it as *very good*, and the remaining 9% rated it as *good*.
  11. Additional question to the participants as to whether the Regional Training Workshop had changed their perception of how water integrity trainings should be conducted: 83% voted for *yes*, and the remaining 17% voted for *no*.

For ease of assessment, the above narrations have been depicted in pie-chart forms and presented as below:

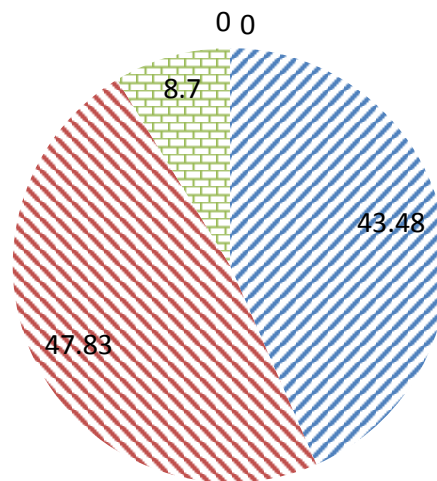


### 1 - Relevance of the Regional Training Workshop to current work or function (in percentage)



Very high High Medium Low None

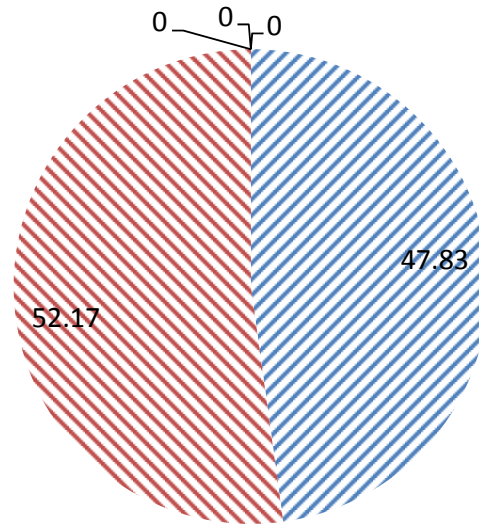
### 2 - Extent to which one had acquired information/content that is new to him/her (in percentage)



Very high High Medium Low None

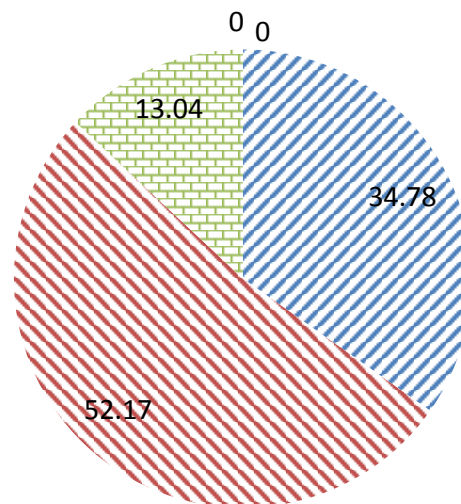


### 3 - Usefulness of the information/content that one had acquired for his/her work (in percentage)



Very high High Medium Low None

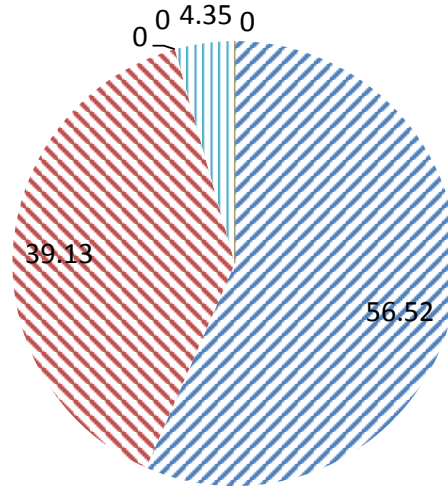
### 4 - Did the Regional Workshop reach one's expectations and objectives (in percentage)?



Completely More than enough Just enough Little None

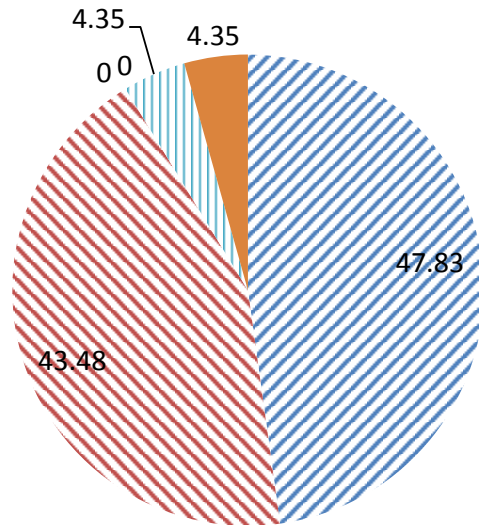


**5A(i) - Scope or topics covered (in percentage terms) with Rank 5 being excellent and Rank 1 being poor**



Rank 5 Rank 4 Rank 3 Rank 2 Rank 1 No response

**5A(ii) - Practical relevance (in percentage terms) with Rank 5 being excellent and Rank 1 being poor**

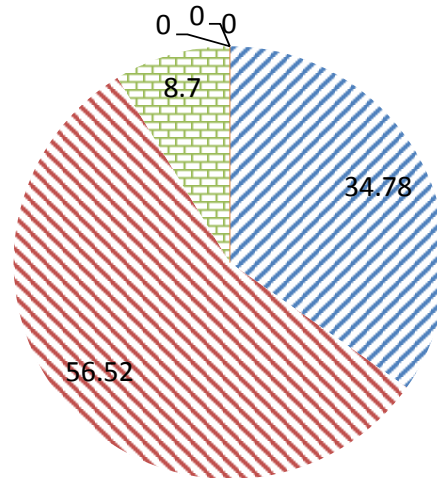


Rank 5 Rank 4 Rank 3 Rank 2 Rank 1 No response



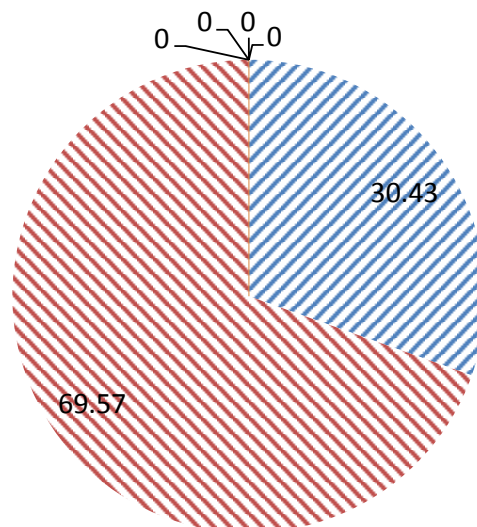


**5A(iii) - Subject knowledge by presenters (in percentage terms) with Rank 5 being excellent and Rank 1 being poor**



Rank 5 Rank 4 Rank 3 Rank 2 Rank 1 No response

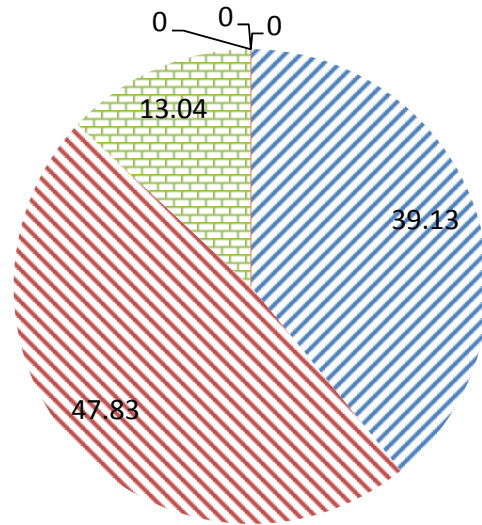
**5A(iv) - Clarity of presenters (in percentage terms) with Rank 5 being excellent and Rank 1 being poor**



Rank 5 Rank 4 Rank 3 Rank 2 Rank 1 No response

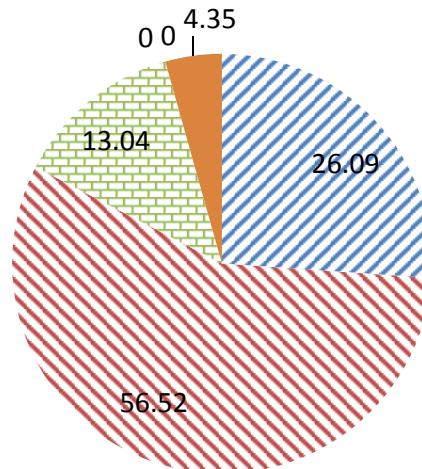


**5A(v) - Group work and exercises (in percentage terms)  
with Rank 5 being excellent and Rank 1 being poor**



Rank 5 Rank 4 Rank 3 Rank 2 Rank 1 No response

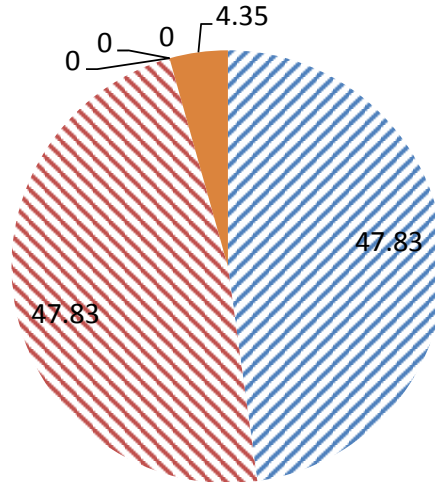
**5B(i) - Introduction to IWRM and Water Governance (in  
percentage terms) with Rank 5 being thorough  
understanding and Rank 1 being little understanding**



Rank 5 Rank 4 Rank 3 Rank 2 Rank 1 No response

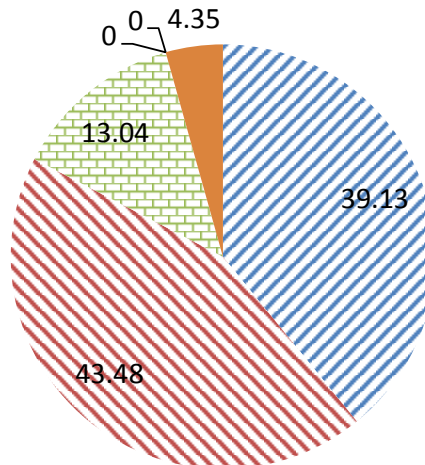


**5B(ii) - Integrity and Accountability in the Water Sector (in percentage terms) with Rank 5 being thorough understanding and Rank 1 being little understanding**



Rank 5 Rank 4 Rank 3 Rank 2 Rank 1 No response

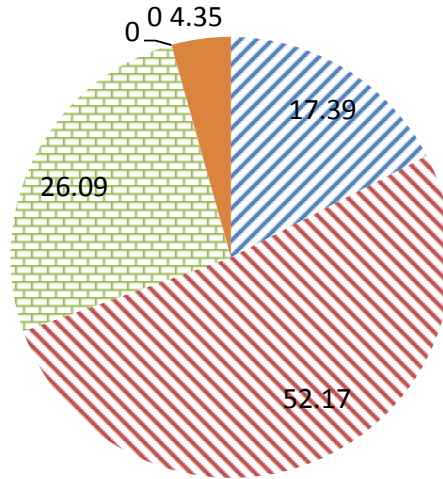
**5B(iii) - Identifying Corruption Risks (in percentage terms) with Rank 5 being thorough understanding and Rank 1 being little understanding**



Rank 5 Rank 4 Rank 3 Rank 2 Rank 1 No response

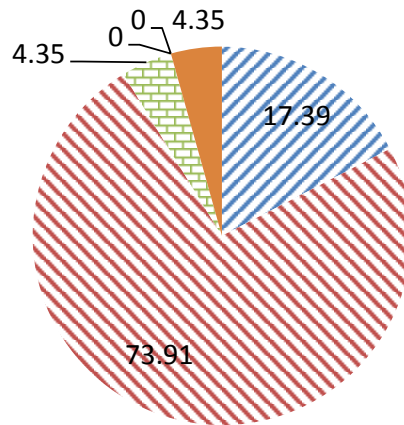


**5B(iv) - Laws, Institutions and Instruments (in percentage terms) with Rank 5 being thorough understanding and Rank 1 being little understanding**



Rank 5 Rank 4 Rank 3 Rank 2 Rank 1 No response

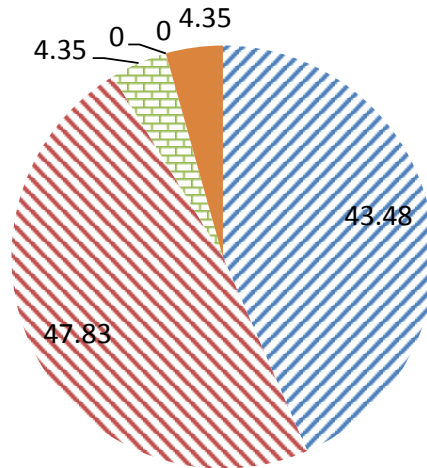
**5B(v) - Transparency and Access to Information (in percentage terms) with Rank 5 being thorough understanding and Rank 1 being little understanding**



Rank 5 Rank 4 Rank 3 Rank 2 Rank 1 No response

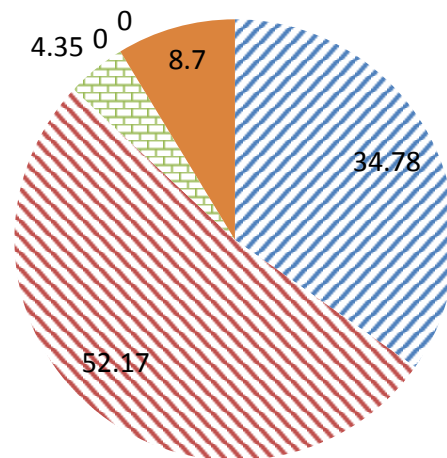


**5B(vi) - Accountability (in percentage terms) with Rank 5 being thorough understanding and Rank 1 being little understanding**



Rank 5 Rank 4 Rank 3 Rank 2 Rank 1 No response

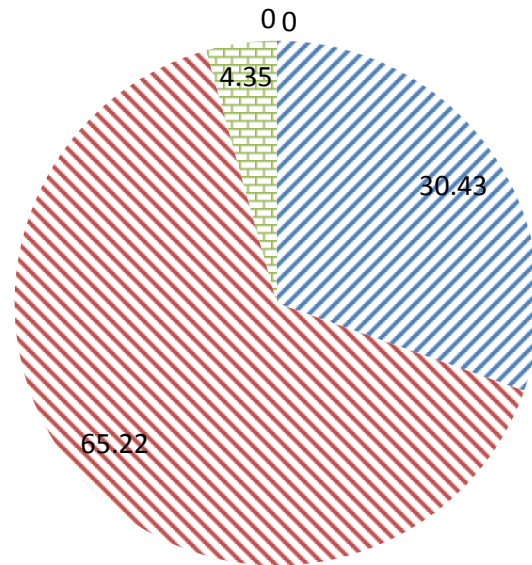
**5B(vii) - Integrity in IWRM (in percentage terms) with Rank 5 being thorough understanding and Rank 1 being little understanding**



Rank 5 Rank 4 Rank 3 Rank 2 Rank 1 No response

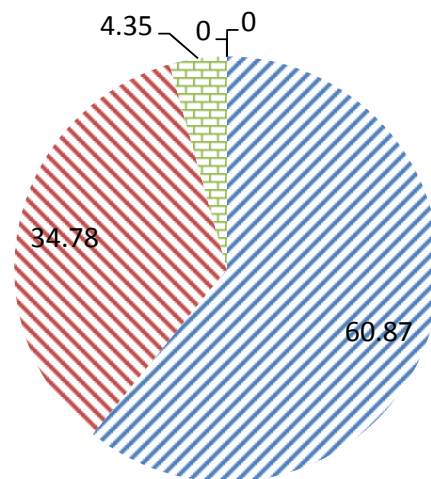


### 6 - Presentation of the different sessions (in percentage)



Excellent Very good Good Regular Bad

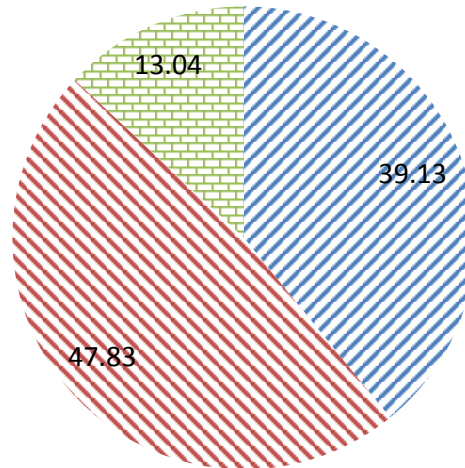
### 7 - Participation possibilities during the Regional Training Workshop (in percentage)



Excellent Very good Good Regular Poor

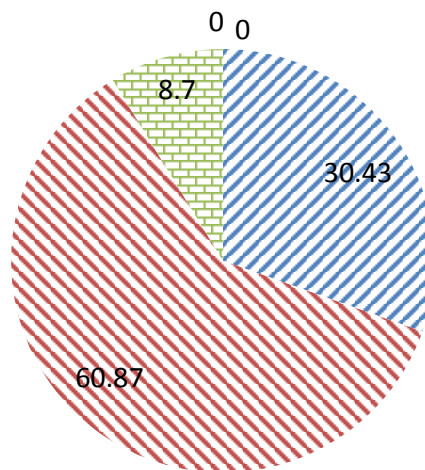


### 8 - Length of the Regional Training Workshop in terms of hours per day (in percentage)



Excessive Adequate Insufficient

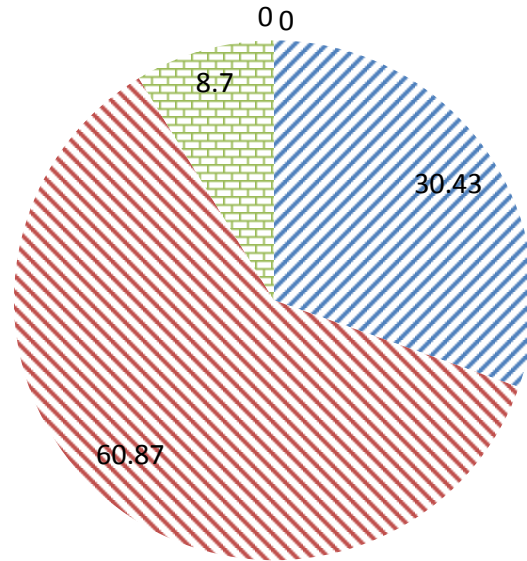
### 9 - Content materials in support for the different sessions (in percentage)



Excellent Very good Good Regular Poor

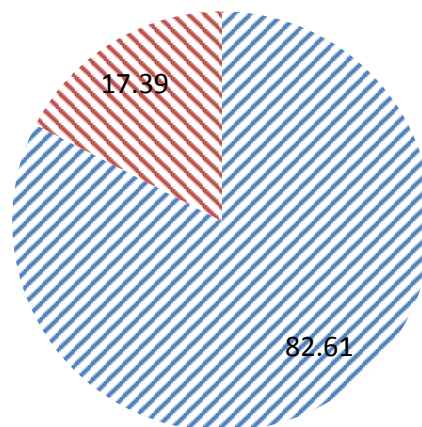


### 10 - Rating of the conduct of group work (in percentage)



Excellent Very good Good Regular Poor

### 11 - Has the Regional Training Workshop changed one's perception of how Water Integrity trainings should be conducted (in percentage)?



Yes No





### Annex 3: Action Plans of the Countries in terms of Follow-Up

<b>Action Plan for Ghana (Focal Point: Ministry of Water Resources, Works and Housing)</b>					
<b>Name of Country: GHANA</b>					
<b>Corruption risks</b>	<b>Proposed measures</b>	<b>Activities</b>	<b>Responsible</b>	<b>Timeframe</b>	<b>Resources required</b>
Bribery to influence the allocation of resources	<ul style="list-style-type: none"> <li>Implementation of National Anti-corruption action plan and code of conduct for public official</li> </ul>	<ul style="list-style-type: none"> <li>Organizing series of workshops for Minister, chief director and other management staff</li> <li>Creation of ethics desk is MMDAs</li> </ul>	MLGRD, MMDAs, CHRAJ, Media & CSOs	Within a (1) year	<ul style="list-style-type: none"> <li>Financial</li> <li>Human capital</li> </ul>
Distortionary decision - making (Collusion with leaders in selection and approval of plans/schemes)	<ul style="list-style-type: none"> <li>Implementation of Code of Conduct of Government officials</li> <li>National Anti-corruption action plan</li> </ul>	<ul style="list-style-type: none"> <li>Organizing series of workshops for Minister, chief director and other management staff</li> <li>Creation of ethics desk is MMDAs</li> </ul>	MLGRD, MMDAs, CHRAJ, Media & CSOs	Within a (1) year	<ul style="list-style-type: none"> <li>Financial</li> <li>Technical expertise</li> </ul>
Bribery to influence contract/bid organization	<ul style="list-style-type: none"> <li>Strengthening procurement process / Laws</li> </ul>	<ul style="list-style-type: none"> <li>Periodic Review the public procurement act</li> <li>Educate stakeholders</li> <li>Targeted Systemic investigations</li> </ul>	CHRAJ & EOCO	ONGOING	<ul style="list-style-type: none"> <li>Financial</li> <li>Technical expertise</li> </ul>
	<ul style="list-style-type: none"> <li>Increased access to more information regarding projects/procurement processes</li> </ul>	<ul style="list-style-type: none"> <li>Display of anti-corruption sign posters</li> <li>Formation of anti-corruption clubs in schools</li> </ul>	CHRAJ, GII, NCCE & GES	ONGOING	
	<ul style="list-style-type: none"> <li>Increased participation by relevant stakeholders</li> </ul>				
	<ul style="list-style-type: none"> <li>Punitive actions against defaulters</li> </ul>	Enforce existing regulations	CHRAJ & EOCO	Immediate for two years to be reviewed	
	<ul style="list-style-type: none"> <li>Encourage whistle blowing</li> </ul>	Provide adequate protection and incentives for whistle blowers	General Public , CSO, CBO & CHRAJ		
Payment for services	<ul style="list-style-type: none"> <li>Encourage the formation of client service units</li> </ul>	<ul style="list-style-type: none"> <li>Building of staff capacity on the client services unit</li> <li>Introduction of</li> </ul>	Responsible organizations & MMDAs	Within a year	



### Action Plan for Ghana (Focal Point: Ministry of Water Resources, Works and Housing)

Name of Country: GHANA

Corruption risks	Proposed measures	Activities	Responsible	Timeframe	Resources required
	<ul style="list-style-type: none"> <li>Electronic payment systems</li> <li>Bring services to the door steps of people</li> <li>Guideline for application and disbursement of funds</li> <li>Client services charter</li> </ul>	management information systems equipment <ul style="list-style-type: none"> <li>Installation of CCTV camera</li> </ul>			

### Action Plan for Sierra Leone (Focal Point: Ministry of Water Resources)

Name of Country: Sierra Leone

Corruption risks	Proposed measures	Activities	Responsible	Timeframe	Resources required
Limited and Inadequate Consultation & Information in Policy Design	<ul style="list-style-type: none"> <li>Participatory policy formulation;</li> <li>Wide dissemination of information.</li> </ul>	<ul style="list-style-type: none"> <li>Consultations with relevant stakeholders</li> <li>Focus Group discussions</li> <li>Panel discussions</li> <li>Environmental Impact Studies/ strategic environmental assessment SEA</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Water Resources</li> <li>Water Utilities</li> <li>Ministry of Information</li> </ul>	<ul style="list-style-type: none"> <li>12 Months minimum</li> </ul>	<ul style="list-style-type: none"> <li>Finance</li> <li>Technical Expertise</li> </ul>
Bribery to influence Resource Allocation & Payments	<ul style="list-style-type: none"> <li>Strong Internal Auditing procedures</li> <li>Transparent Allocation Procedures and Processes.</li> </ul>	<ul style="list-style-type: none"> <li>Effective Monitoring and Evaluation</li> <li>Participatory Budgeting</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Water Resources</li> <li>Ministry of Finance</li> </ul>	<ul style="list-style-type: none"> <li>6 Months minimum</li> </ul>	<ul style="list-style-type: none"> <li>Finance</li> <li>Technical Expertise</li> </ul>
Influencing Project Decision Making	<ul style="list-style-type: none"> <li>Wide consultation with project stakeholders;</li> <li>Benchmarking;</li> <li>Technical Audits</li> </ul>	<ul style="list-style-type: none"> <li>Focus Group discussions</li> <li>Project Peer Review mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Implementing Agencies</li> </ul>	<ul style="list-style-type: none"> <li>3 months</li> </ul>	<ul style="list-style-type: none"> <li>Finance</li> </ul>
Distortionary decision making (collusion with	<ul style="list-style-type: none"> <li>Active involvement of end users</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>			



## Action Plan for Sierra Leone (Focal Point: Ministry of Water Resources)

Name of Country: Sierra Leone

Corruption risks	Proposed measures	Activities	Responsible	Timeframe	Resources required
leaders in selection + approval of plans/schemes)					
Bribery to influence design					
Bribery to influence planning					
Bureaucracy					



#### Annex 4: List of Participants

No.	Full Name	Gender	Citizen	Organization	Telephone	E-mail Address
1	Andy Fosu	Male	Ghana	Ghana News Agency (GNA)	+233 279 393 939	andfosu@yahoo.com
2	Benjamin J. Arthur	Male	Ghana	Coalition of NGOs in the Water and Sanitation Sector (CONIVAS)	+233 206 527 445; +233 240 210 584	benjamin_arthur@hotmail.com
3	Charles Augustus Biney	Male	Ghana	Volta Basin Authority (VBA)	+226 50 376 067; +226 76 137 478	cbiney@gmail.com
4	Dorcas Nana Adwoa Hima Paintsil	Female	Ghana	Water Resources Commission (WRC)	+233 244 227 972; +233 302 763 651; +233 302 765 860	himapaintsil@yahoo.com
5	Emmanuel Ashia	Male	Ghana	Ghana Urban Water Limited (GUWL)		emmanuel.ashia@ghanawater.info
6	Enoch Ofosu	Male	Ghana	Ministry of Water Resources, Works and Housing (MWRWH)	+233 249 106 152	blessedenoch@yahoo.co.uk; blessedenoch@gmail.com
7	George Amoh	Male	Ghana	Ghana Integrity Initiative (GII)	+233 244 988 897; +233 205 896 978; +233 302 766 679	georgeamoh@ymail.com; tighana@4u.com.gh
8	Gifti Ofori Yeboah	Female	Ghana	Ghana Integrity Initiative (GII)		gifti.tighana@gmail.com
9	James Anertey Abbey	Male	Ghana	Ghana Urban Water Limited (GUWL)	+233 244 233 647; +233 204 233 647; +233 264 233 647	jambbey2000@yahoo.co.uk
10	Jonas Kakariba Jabulo	Male	Ghana	Ghana Urban Water Limited (GUWL)	+233 244 707 343; +233 264 707 343	jonasjab@yahoo.com
11	Mavis Andoh	Female	Ghana	Commission on Human Rights and Administrative Justice (CHRAJ)		
12	Millicent Roselind Mensah	Female	Ghana	Public Utility Regulatory Commission (PURC)	+233 277 321 849; +233 302 810 084	millirosa@netscape.net; milrosayo@excite.com; millilind@yahoo.co.uk
13	Richard Koranteng Twum Barimah	Male	Ghana	Ghana Dams Dialogue (GDD)		twumus@yahoo.com
14	Safaratu Muhanned Andani	Female	Ghana	Community Water and		safaratu2000@yahoo.com



No.	Full Name	Gender	Citizen	Organization	Telephone	E-mail Address
				Sanitation Agency (CWSA)		
15	Sidi Coulibaly	Male	Mali	Global Water Partnership (GWP)-West Africa		sidi_coul@yahoo.fr
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17	Abdulai Taylor Kamara	Male	Sierra Leone	Transparency International-Sierra Leone (TI-SL)	+232 77 483 252; +232 79 118 666	abdulaitaylorkamara@yahoo.com; akamara@tisierraleone.org
18	Aminata Paulina Koroma	Female	Sierra Leone	Ministry of Local Government and Rural Development (MLGRD)	+232 76 632 442; +232 33 122 933	aminatakoroma11@yahoo.com; koromaaminata72@gmail.com
19	Ishmail Kamara	Male	Sierra Leone	Ministry of Water Resources (MWR)		ish83ish@yahoo.com
20	Lamin Kaba Sorie Souma	Male	Sierra Leone	Ministry of Water Resources (MWR)	+232 33 451 767; +232 76 331 090; +232 79 319 574	laminsouma54@gmail.com
21	Lavina Eureka Authen Banduah	Female	Sierra Leone	Transparency International-Sierra Leone (TI-SL)		authen72@yahoo.co.uk; lbanduah@tisierraleone.org
22	Lena D. Thompson	Female	Sierra Leone	Sierra Leone Water Company (SALWACO)	+232 76 607 418	lenathompson@yahoo.com
23	Maada S. Kpenge	Male	Sierra Leone	Guma Valley Water Company (GVWC)	+232 76 547 857; +232 33 214 768	mkpenge@yahoo.com; maadakpenge36@gmail.com
24	Momodu Maligi (Hon.)	Male	Sierra Leone	Ministry of Water Resources (MWR)	+232 76 262 884	momodumaligi@ymail.com; momodumaligi@gmail.com
25	Mustapha Sesay	Male	Sierra Leone	WASH Journalists Network	+232 76 540 108; +232 77 540 108	mustaphasesay25@yahoo.com; mustaphasesay-25@yahoo.com
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## Annex 5: Programme of the Training

### Regional Water Integrity Capacity Building Programme in Sub-Saharan Africa Training of Stakeholders from Ghana and Sierra Leone

08<sup>th</sup> - 12<sup>th</sup> April 2013

MIRAGE ROYALE HOTEL, Accra - Ghana

**Draft Time-Table for Water Integrity Capacity-Building Programme**  
*Facilitators: Daniel K. YAWSON, Ph.D. & Jacob W. TUMBULTO, Ph.D.*

Timeframe	Activity/Session	Responsible Person
<b>Day 1: 08<sup>th</sup> April 2013</b>		
08:00 – 08:30	Arrival and Registration of Participants	
08:30 – 09:30	Opening Ceremony <ul style="list-style-type: none"> <li>➤ Welcome Address of WIN/SIWI</li> <li>➤ Welcome Address of ECOWAS</li> <li>➤ Welcome Address of the Representative from the Ministry of Water Resources, Works and Housing of Ghana</li> </ul>	F. Ndoume/J. Leten Mr. Sidi Coulibaly Mr. Alhaji Ziblim Yakuba, Ministry of Water Resources, Works and Housing
09:30 – 09:45	Tea/Coffee Break	
09:45 – 10:30	Module 1-Session 1: Introduction to Integrated Water Resources Management (IWRM)	Mr. J.W. Tumbulto
10:30 – 11:45	Module 1-Session 2: Introduction to water governance	Mr. D.K. Yawson
11:45 – 13:00	Module 1-Session 3: Institutional frameworks for water resources and water services	Mr. J.W. Tumbulto
13:00 – 14:00	Lunch Break	
14:00 – 14:30	Questions and discussion on Module 1	All
14:30 – 15:45	Module 2-Session 1: Defining terms and concepts	Mr. D.K. Yawson
15:45 – 16:45	Module 2-Session 2: Corruption in the water sector: How and why?	Mr. J.W. Tumbulto
16:45 – 17:00	Tea/Coffee Break	
17:00 – 18:00	Module 2-Session 3: The impacts and costs of corruption	Mr. D.K. Yawson
<b>Day 2: 09<sup>th</sup> April 2013</b>		
08:30 – 08:45	Recap of Day 1	A Participant
08:45 – 09:30	Module 2-Session 4: Drivers of corruption	Mr. J.W. Tumbulto
09:30 – 10:00	Questions and discussion on Module 2	All
10:00 – 10:15	Tea/Coffee Break	
10:15 – 10:45	Module 3-Session 1: Why assess corruption risks?	Mr. D.K. Yawson
10:45 – 11:15	Module 3-Session 2: Using the corruption interactions framework	Mr. J.W. Tumbulto
11:15 – 12:45	Module 3-Session 3: Corruption risk mapping	Mr. D.K. Yawson
12:45 – 13:00	Questions and discussion on Module 3	All
13:00 – 14:00	Lunch Break	
14:00 – 15:00	Module 4-Session 1: Legal anti-corruption instruments	Mr. J.W. Tumbulto
15:00 – 16:00	Module 4-Session 2: The role of institutions	Mr. D.K. Yawson
16:00 – 16:45	Module 4-Session 3: Assessing legal and institutional frameworks for integrity and accountability	Mr. J.W. Tumbulto
16:45 – 17:00	Tea/Coffee Break	
17:00 – 17:30	Questions and discussion on Module 4	All



Timeframe	Activity/Session	Responsible Person
<b>Day 3: 10<sup>th</sup> April 2013</b>		
08:30 – 08:45	Recap of Day 2	A Participant
08:45 – 09:30	Module 5-Session 1: Transparency and access to information	Mr. D.K. Yawson
09:30 – 10:00	Module 5-Session 2: Transparency in water infrastructure development	Mr. J.W. Tumbulto
10:00 – 10:15	Tea/Coffee Break	
10:15 – 12:00	Module 5-Session 3: Freedom of information in action (briefing and preparation)	Mr. D.K. Yawson
12:00 – 13:00	Module 5-Session 4: Taking action to strengthen transparency and integrity	Mr. J.W. Tumbulto
13:00 – 14:00	Lunch Break	
14:00 – 14:30	Questions and discussion on Module 5	All
14:30 – 16:45	Module 6-Session 1: Concepts, coalitions, contracts and compacts: What is accountability all about?	Mr. D.K. Yawson
16:45 – 17:00	Tea/Coffee Break	
17:00 – .....	Assignment for Group Work	All
<b>Day 4: 11<sup>th</sup> April 2013</b>		
08:30 – 08:45	Recap of Day 3	A Participant
08:45 – 10:00	Module 6-Session 2: Strengthening accountability: Tools and actions	Mr. J.W. Tumbulto
10:00 – 10:15	Tea/Coffee Break	
10:15 – 11:15	Module 6-Session 3: Leveraging accountability: Citizen actions, citizen voice	Mr. D.K. Yawson
11:15 – 11:45	Questions and discussion on Module 6	All
11:45 – 13:00	Presentation of Group Work	Group Leaders
13:00 – 14:00	Lunch Break	
14:00 – 15:30	Module 7-Session 1: IWRM and water integrity	Mr. J.W. Tumbulto
15:30 – 16:45	Module 7-Session 2: Water integrity in IWRM: Planning and implementation	Mr. D.K. Yawson
16:45 – 17:00	Tea/Coffee Break	
17:00 -	Short drama from the participants	All Participants
<b>Day 5: 12<sup>th</sup> April 2013</b>		
08:30 – 08:45	Recap of Day 4	A Participant
08:45 – 10:00	Module 7-Session 3: Preventing and mitigating risks, and action planning	Mr. J.W. Tumbulto
10:00 – 11:00	Module 7-Session 4: Developing action plans	Mr. D.K. Yawson
11:00 – 11:15	Tea/Coffee Break	
11:15 – 11:45	Questions and discussion on Module 7	All
11:45 – 12:00	Evaluation and closure	The facilitators
12:00 – 13:00	Closing Ceremony <ul style="list-style-type: none"> <li>➤ ECOWAS</li> <li>➤ Representative of the Ministry of Water, Resources, Works and Housing of Ghana</li> </ul>	Mr. Sidi Coulibaly TBC
13:00 – 14:00	Farewell Lunch	

**Note:**





Module 1: Water Governance

Module 2: Corruption in the Water Sector

Module 3: Identifying Corruption Risks

Module 4: Anti-Corruption Laws, Institutions and Instruments

Module 5: Transparency and Access to Information

Module 6: Accountability

Module 7: Integrity in Integrated Water Resources Management (IWRM)