



# Module on Integrity Concepts and Tools Bangladesh context



Module on  
**Integrity Concepts and Tools**  
Bangladesh context

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# Structure

1. Introduction to integrity and TAPA concepts
2. Institutional framework in Bangladesh
3. Promoting integrity and introducing change processes
4. Orientation and guidance on integrity tools and resources

# Usage of this Module

## **Implementer**

NGO Forum for Public Health will introduce this Module to BAWIN members

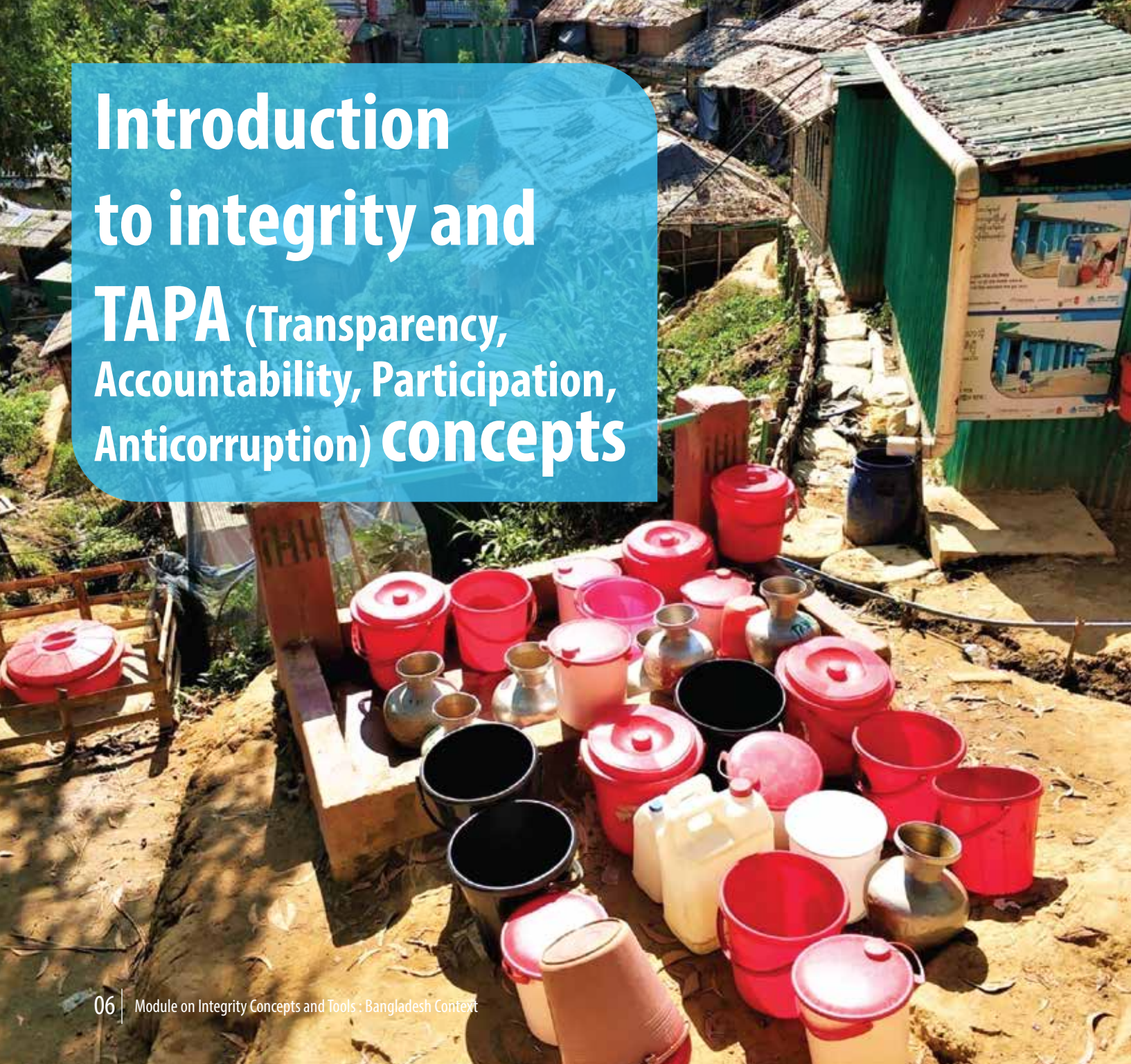
## **Target Group**

NGOs working on WASH, WRM and CC in Bangladesh and wanting to integrate integrity into projects.

## Purpose of this Module

This Module makes **content** available to provide an understanding of the concept of integrity and overview of **tools** in order to raise awareness, do advocacy for these issues and to integrate and mainstream integrity into **projects** & raise **funds**.

# Introduction to integrity and TAPA (Transparency, Accountability, Participation, Anticorruption) concepts





## We are facing a global water crisis

*Over 2 billion people live in countries experiencing high water stress (UN, 2018).*



Global water crises—from drought in the world’s most productive farmlands to the **hundreds of millions of people without access to safe drinking water**—are the biggest threat facing the planet over the next decade.

Carl Ganter, Founder and Director, Circle of Blue.  
Water Crises are a Top Global Risk.  
World Economic Forum, January 2016



Corruption as  
one of the  
factors  
making the  
crisis worse

### Corruption in water:

- Exacerbated the water crisis
- Diminishes trust in government institutions and public processes
- Worsens the situation of those communities that are already suffering
- Hinders full and fair enforcement of laws and regulations,
- Siphons money from its intended allocation,
- Destabilizes distribution processes and inflates costs.

**>> Undermines achievement of SDGs and adaptation to climate change.**

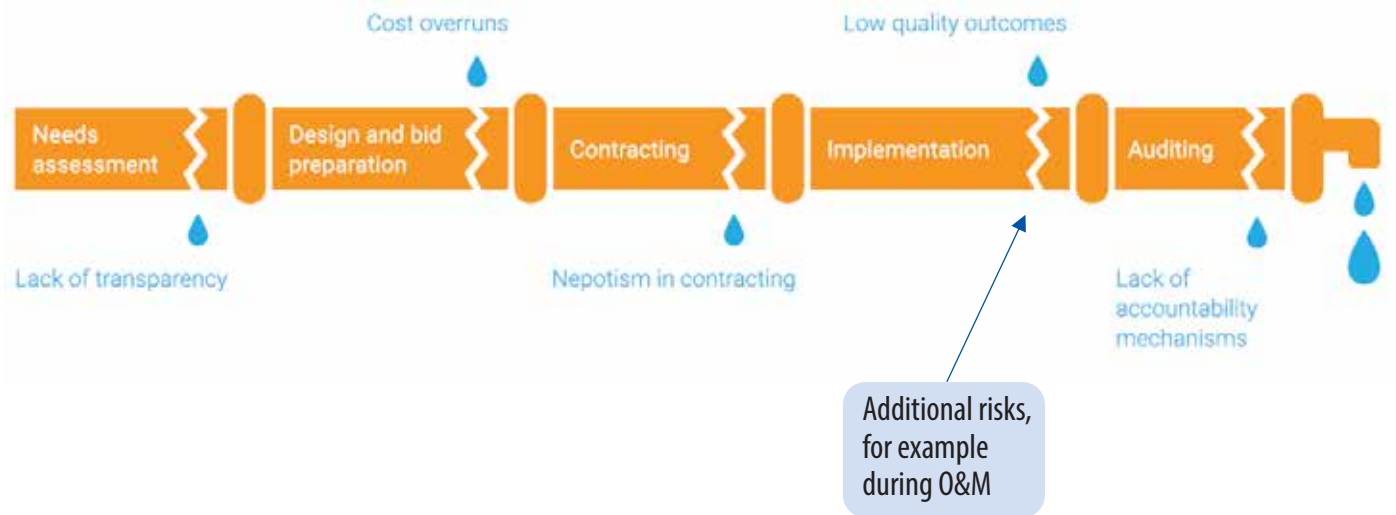
# WASH Sector in Bangladesh

There is inequality in WASH allocation, where cities and towns have received the highest percentage of the allocated funding compared to rural, char, hilly, and coastal areas.

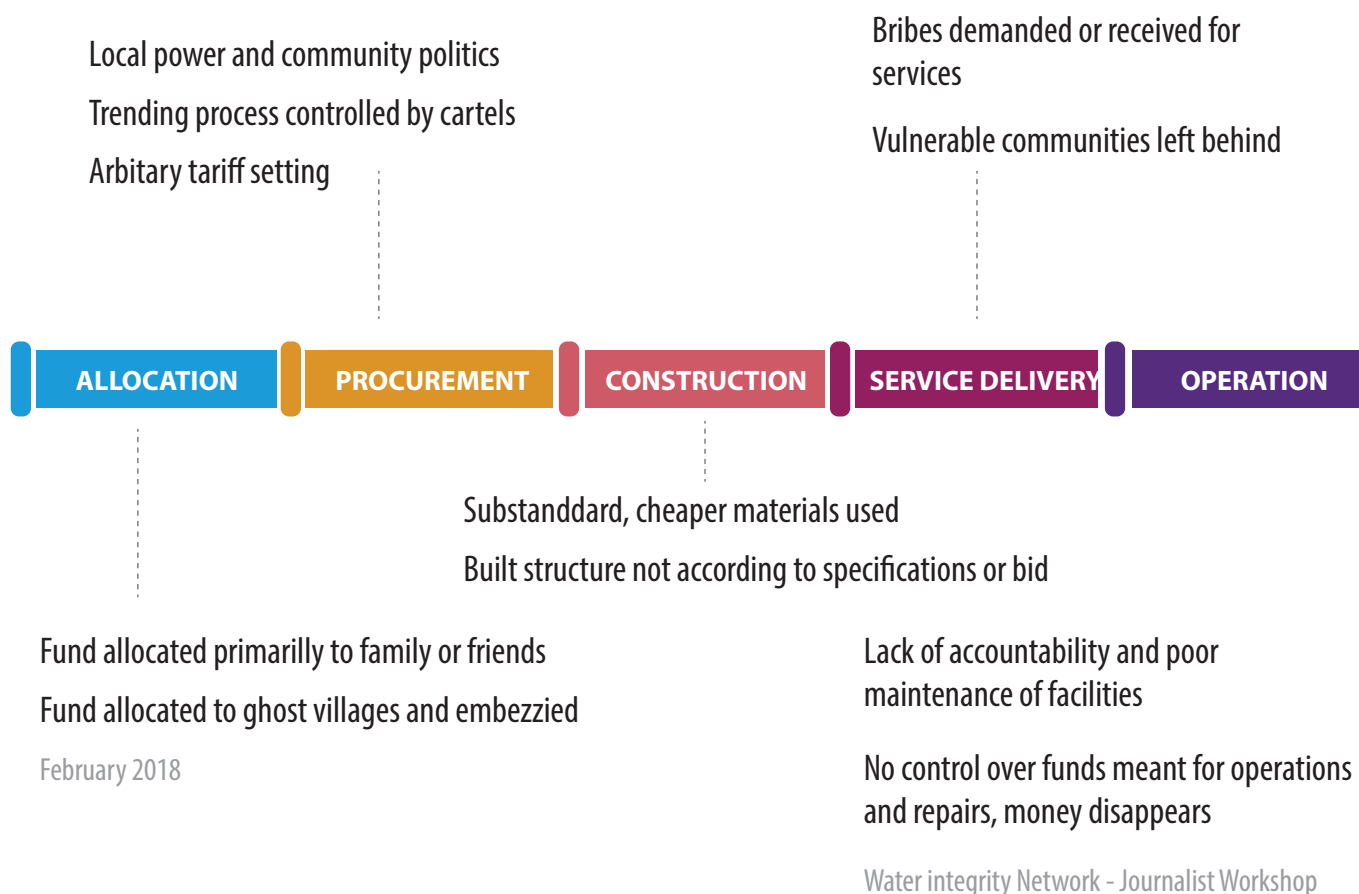
The gap of deliveries between urban and rural areas are widening over the years. In five years' period there happens to be almost no change in shares of urban (80% - 83%) and rural (20% - 17%) allocation.

The highest ADP allocation goes to metro cities (WASAs) while the secondary towns and hard to reach area remain at the bottom. But the main challenge of WASAs is non-revenue water (NRW). There are technical reasons and **lack of integrity** involved in making NRW high.

# Funding is disappearing down the drain



# Examples of corruption issues across the project cycle (rural)



# From corruption to integrity - Some basic concepts



Watch this video by clicking on the image to learn what integrity is and why it is important to do something about it.

<https://www.youtube.com/watch?v=g598ntSCNEE>



Watch this video by clicking on the image and learn about the integrity management toolbox.

<https://www.youtube.com/watch?v=elMAF93GdgA>

## What does Integrity Mean?



### **Integrity:**

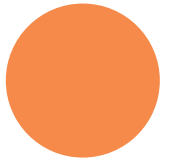
**Water integrity means using powers and resources ethically and honestly for the provision of sustainable and equitable water and sanitation services. It is built through Transparency, Accountability, Participation and the proactive implementation of strong Anti-corruption measures.**

# Consequences of non-integrity or lack of integrity

<b>Personal</b>	<ul style="list-style-type: none"><li>• Risk of prosecution</li><li>• Loss of reputation</li><li>• Loss of money</li><li>• Low self-esteem</li><li>• Loss of trust etc.</li></ul>
<b>Organisation</b>	<ul style="list-style-type: none"><li>• Risk of prosecution for illegal transactions and economic crimes</li><li>• Risk of being blacklisted (some organisations and government institutions publicly disclose information on blacklisted companies on their websites)</li><li>• Loss of reputation</li><li>• Less contracts with transparent and responsible organisations</li><li>• Low motivation and working morale of staff, resulting in poor quality work</li><li>• Increased costs (money spent on bribes, gifts, etc.)</li><li>• etc.</li></ul>
<b>Society</b>	<ul style="list-style-type: none"><li>• Lower coverage and/or quality of public service delivery -&gt;</li><li>• Pain and costs associated with diseases and deaths</li><li>• Pollution or over-abstraction of water sources</li><li>• Lower labour force productivity</li><li>• Lower investments in public services sector</li><li>• etc.</li></ul>



# From Challenges to Opportunities



## CHALLENGES

### Personal

- Risk of prosecution
- Loss of reputation
- Lower income
- Low self-esteem
- Etc.

### Organisation

- Risk of prosecution
- Loss of reputation
- Less contracts
- Unmotivated staff
- Higher costs
- Etc.

### Society

- Lower coverage and/or quality of water and sanitation service delivery
- Investment inefficiency
- Pollution of water sources
- Etc.

Integrity Management:  
**Turning Integrity  
Challenges into  
Opportunities**

## OPPORTUNITIES

### Personal

- Lower risk of prosecution
- Higher reputation
- Higher income in the long run
- Higher self-esteem
- Higher job security

### Organisation

- Avoiding legal prosecution
- Better reputation
- More contracts with due diligence procedures
- Motivated and qualified staff
- Lower costs
- Integrity as selling argument

### Society

- Higher coverage and/or quality of public service delivery
- More investments in the sector
- Equity and justice

# Transparency, Accountability and Participation

Visit Module 1 of  
CAP-Net Course to  
learn more

## Transparency:

The duty to act visibly, predictably and understandably to promote participation and accountability.



<https://cap-net.org/integritybasics/>

<https://cap-net.org/wipc/>  
<https://cap-net.org/the-network/online-courses/>

## Accountability:

The obligation of an individual or organisation to accept responsibility for its actions and to disclose the results in a transparent manner.



## Participation:

Information is accessible to third parties with possibility to file complaints and influence.

# The Integrity Wall

Visit  
Module 1 of  
CAP-Net Course to  
learn more

The Integrity Wall is based on the idea that we can all build up **Transparency, Accountability, and Participation**, and strengthen **Anti-corruption** (TAP-A) mechanisms at different levels, to cement integrity, and keep out corruption in the sector. In combination, these four pillars create a framework for integrity.

<https://cap-net.org/integritybasics/>  
<https://cap-net.org/wipc/>  
<https://cap-net.org/the-network/online-courses/>

TRANSPARENCY	ACCOUNTABILITY	PARTICIPATION	ANTI-CORRUPTION
Means ensuring that people know their rights, can see how decisions are taken, and how money is spent.	Means making sure decision-makers take responsibility and achieve fair, efficient and sustainable results.	Means consulting all relevant people when making decisions that affect them.	Means making rules stronger and enforcing them properly.
Increase transparency by assessing extent of corruption, making information available, and clarifying decision-making processes.	Increase accountability by monitoring performance more clearly and clarifying lines of responsibility.	Increase participation by building understanding and ensuring places at the table for different stakeholders.	Fight corruption by speaking out, protecting whistle-blowers, and strengthening oversight and law enforcement.
<p>For example:</p> <ul style="list-style-type: none"> <li>• Strengthen 'right to information' laws and processes</li> <li>• Research extent of corruption and social and economic damage</li> <li>• Publish budgets, plans, contracting documents, in accessible formats</li> <li>• Develop advocacy and encourage media reporting</li> <li>• Clarify and communicate rights and obligations of actors and institutions</li> </ul>	<p>For example:</p> <ul style="list-style-type: none"> <li>• Clarify lines of responsibility in governance and funding systems</li> <li>• Strengthen sector monitoring and reporting on human rights and SDG targets</li> <li>• Audit finances and make results public</li> <li>• Support citizen monitoring of budgets, procurement and projects</li> <li>• Build stakeholder feedback and review mechanisms</li> </ul>	<p>For example:</p> <ul style="list-style-type: none"> <li>• Include water user associations in decision-making</li> <li>• Build capacities for stakeholder involvement</li> <li>• Promote social inclusion and address gender disparities</li> <li>• Balance stakeholder interests in policy-making and legislation</li> <li>• Ensure places at table for civil society, private sector, and excluded groups</li> </ul>	<p>For example:</p> <ul style="list-style-type: none"> <li>• Enforce zero tolerance for corruption: nobody above the law</li> <li>• Build links and joint action with anti-corruption bodies</li> <li>• Encourage and protect whistle-blowers</li> <li>• Implement and enforce rules on conflicts of interest, collusion, and favouritism</li> <li>• Strengthen role of regulators and law enforcement systems</li> </ul>

# How to implement TAPA

An integrity framework like the TAP-A can be applied and used to examine corruption and integrity issues and improvements at any level: for individual water sector organizations, for networks of organizations, for a sub-sector as a whole, for a region, river basin, or country. . . It's important to consider the right tools and get a strong overview of the most pressing integrity risks in each context.

For **individual organizations**, and utilities in particular, the **Integrity Management Toolbox** can be a supporting tool to discuss integrity risks and set up processes to mitigate them. The Toolbox describes possible integrity risks a typical organization may face, including malpractice or wrongdoing related to accounting, human resources, and general operations. The Toolbox has been adapted for use also by River Basin Organizations.

For **networks of organizations**, and multi-stakeholder partnerships, especially in the private sector, the **Water Stewardship Integrity Framework** contains guiding questions and examples of typical integrity risks and tools.

# Institutional framework in Bangladesh

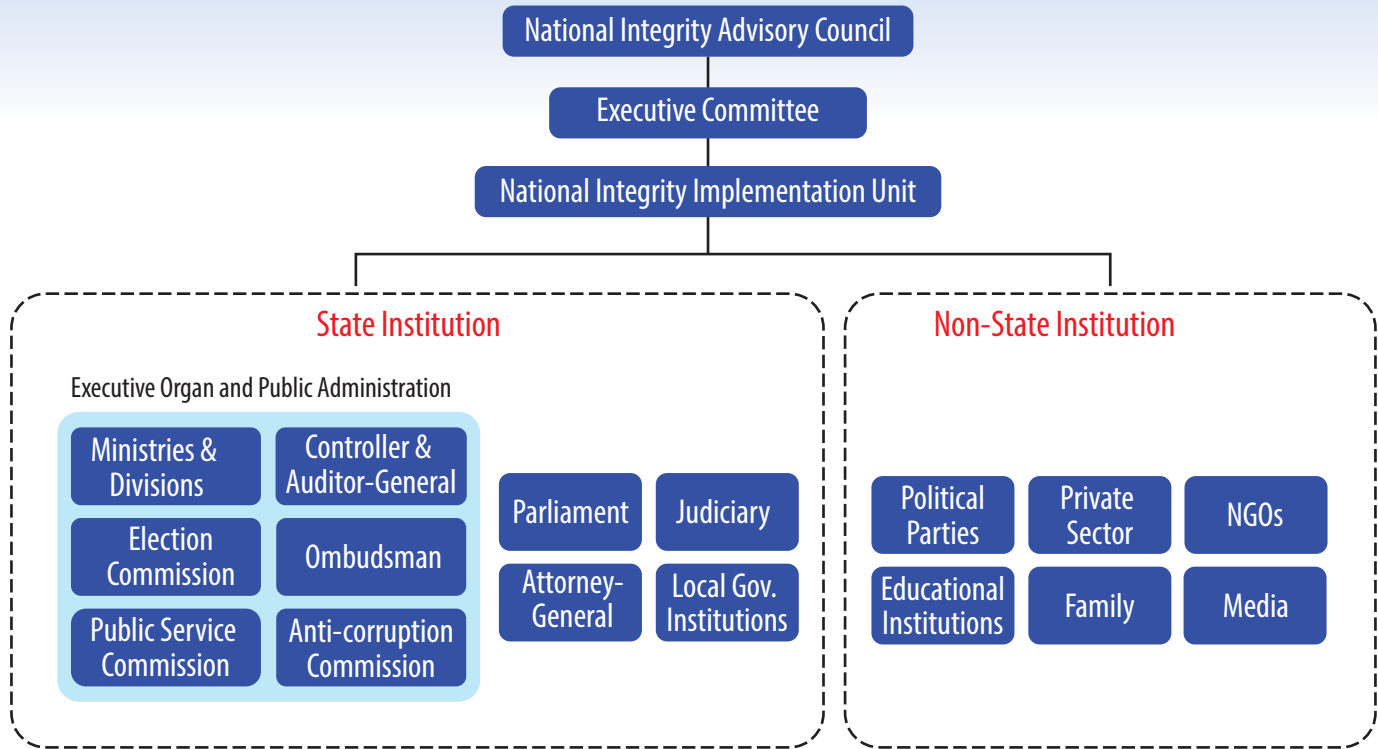


# National Integrity Strategy (NIS)

- Bangladesh has taken steps towards the eradication of corruption including becoming a signatory nation to the United Nations Convention against Corruption in 2007, and establishing an Anti-Corruption Commission;
- **The National Integrity Strategy (NIS)** of Bangladesh was approved in 2012.
- The NIS aims to unite Bangladeshi society to achieve the integrity of the nation by enhancing awareness of government institutions as well as of the entire nation;
- The NIS targets various stakeholders, the public administration has a leading role in NIS implementation.

*(JICA, 2017)*

# Institutions related to the NIS



*Adapted from JICA, 2017*

## Major Concerns for Water Sector Integrity in Bangladesh: Corruption, lack of Accountability and People's Participation

Many water development projects experience allegations over misuse of public resources and corruptions. The Task Force of Bangladesh Water Development Board reviewed many such cases and some of which later telecasted in electronic media. Corruption over purchase of dredging machines, excavation of Jamuna river channel near Sirajganj, corruption over canal excavation in Chandpur all are investigated by BWDB's internal (by the Task Force) investigation teams. But the rectification measures are weak and delicate that does not enforce enough penalties which may provide strong warnings to stop further corruptions. These areas should be taken care of more seriously.

The practice like giving rewards for good deeds is also missing in the institutions. Measures could be taken in this regard.

The opinions of local people (including women) are vital in designing projects. In most of the cases, people's participation still not is happening in a serious manner

Country Baseline Assessment  
WATER SECTOR INTEGRITY IN BANGLADESH, 2014  
WIN, BAWIN, TIB



## WASH sector in Bangladesh : Inequalities in Resource Allocation

- There is inequality in WASH allocation, where cities and towns have received the highest percentage of the allocated funding compared to Rural, Char, Haor, Hilly, and Coastal areas.
- The gap of deliveries between urban and rural areas are widening over the years. In five years' period there happens to be almost no change in shares of urban (80% - 83%) and rural (17%-20%) allocation.
- Disparities in access to water and sanitation facilities vary between the rich, poor and persons with disabilities. 'Pro Poor Strategy for Water Supply and Sanitation Sector 2020' clearly defines that 'extreme poor' will be able to access full (100%) subsidy from the state.
- The highest ADP allocation goes to metro cities (WASAs) while the secondary towns and hard to reach area remain at the bottom. But the main challenge of WASAs is non-revenue water (NRW). There are technical reasons and lack of integrity involved in making NRW high.

# Integrity Management Practice in Bangladesh

- Since 2014, under the collective umbrella of the Bangladesh Water Integrity Network (BAWIN), key partners, the Water Integrity Network, TIB, NGO Forum for Public Health, and cewas have been implementing an Integrity Management Project with WASAs-Khulna (KWASA), Chittagong (CWASA) and Rajshahi (RWASA).
- These WASAs are supported to apply integrity management practices applying the [Integrity Management Toolbox \(IMT\)](#) assessing the risks of the utility and selecting tools to improve integrity and performance to contribute to the achievement of the SDGs.

# Khulna WASA (KWASA)

- As the pioneer, KWASA identified a list of integrity risks related to management, engineering, and commercial issues.
- The key impacts in the first stage included improving the meter reading process and steps taken to reduce meter readings' falsification and introducing online procurement processes. In the second stage (2017 – 2021), KWASA took part in an integrity management assessment and generated a baseline.
- A new roadmap has been developed in early 2020 to address **low staff competence on public procurement rules (PPR), poor performance of contractors, inaccurate meter reading procedure, and inefficient billing system.**

# Chittagong WASA (CWASA)

- CWASA has been implementing an integrity roadmap since 2019. In terms of the impact, it helped in strengthening accountability mechanisms in the field inspection process.
- They introduced a field inspection reporting format and filled it with their inspection findings and sent to their upward level. The compiled inspection report submitted to ministry with Annual Performance Agreement (APA).
- CWASA also improved the customer complaint mechanism system by moving into a digital system.
- Besides, the utility has also introduced a DMA system to ensure staff accountability which results reduction of Non Revenue Water (NRW).
- In 2019, CWASA received the National Integrity Award from the Government of Bangladesh.

# Integrity in School WASH

In November 2017, WIN started financing a project titled 'Integrity in school WASH'. DORP, a member of BAWIN, implemented the project in two (2) hard-to-reach Upazilas (Bhola Sadar and Ramgoti) under Bhola and Laxmipur districts. The intervention strategy and implantation process followed on Transparency Accountability and Participation (TAP) parameters to establish an appropriate approach to integrate the issues of education, WASH, gender, and budget.

## Main objective of the activity (Bangladesh specific)

- Integrity assessment of School WASH services
- Encouraging communities and schools to understand and strengthen integrity in WASH services in schools.
- Advocate for just allocation of resources for School WASH and menstrual hygiene

## Most important results

- The project helped in building an engagement mechanism for various stakeholders to discuss integrity and WASH services
- District authorities when possible are making budget available for School WASH
- An advocacy initiative launched with parliamentarians and the media
- A generic integrity tool focused on School WASH developed that has a strong gender focus

# Promoting integrity and introducing change processes



# Why promoting integrity?

## **Incentives** for organizations and individuals

- Responding to **increasing awareness** of ethical misconduct
- Improving **reputation**
- Complying with with legal framework to **reduce risks** for prosecution and/or sanctions
- **Improve performance** indicators  
Develop a **competitive advantage**
- **Improving** your creditworthiness



# Who is Promoting Integrity?

- Those who implement change are often called **Change Agents** because they are very motivated to make a difference and not afraid of obstacles
- **Change agents** know that implementing change takes a long time and that they need the buy in from all relevant stakeholders  
(check tools on stakeholder engagement)  
<https://www.waterintegritynetwork.net/stakeholder-engagement-tools/>
- Change agents see the opportunity to drive change in other WASH areas as well (balance of gender, menstrual hygiene, inclusion of WASH facilities adapted for people with disabilities or from different cultural identities).

# The 7 R's of Change Management

1. The REASON behind the change?
2. RISKS involved in the requested change?
3. RESOURCES required to deliver the change?
4. Who RAISED the change request?
5. RETURN required from the change?
6. Who is RESPONSIBLE for creating, testing, and implementing the change?
7. RELATIONSHIP between suggested change and other changes?

# Getting started . . . what are we good at and where do we see gaps?

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Start the discussion by identifying the added value of your organization: What are you good at, what is your motivation, what are your objectives, how can you best partner up with others, where can you build strategic alliances with others?

In order to select the most appropriate tools, training concepts etc., you also need to analyse where your needs and gaps are (or where the **needs and gaps** of your target group are)

You can do this assessment within your own organization or with partners / stakeholders from the sector depending on **who** your target group is and **where** you want change to happen.

# Gap analysis

- Pick a specific problem area (this can be linked to a risk category that has been jointly assessed)
- Identify common goals (make sure they are realistic)
- Determine the current state of the organization or a particular project (this can be done through an assessment)
- Determine the desired state of the organization or project

The SWOT Analysis is a useful tool for analysis (needs to be implemented together with the stakeholders!). It helps you assess where you stand by focusing on Strengths and Weaknesses in the internal environment and Opportunities and Threats in the external environment. Find out more on the next slide.

# SWOT analysis for a specific topic

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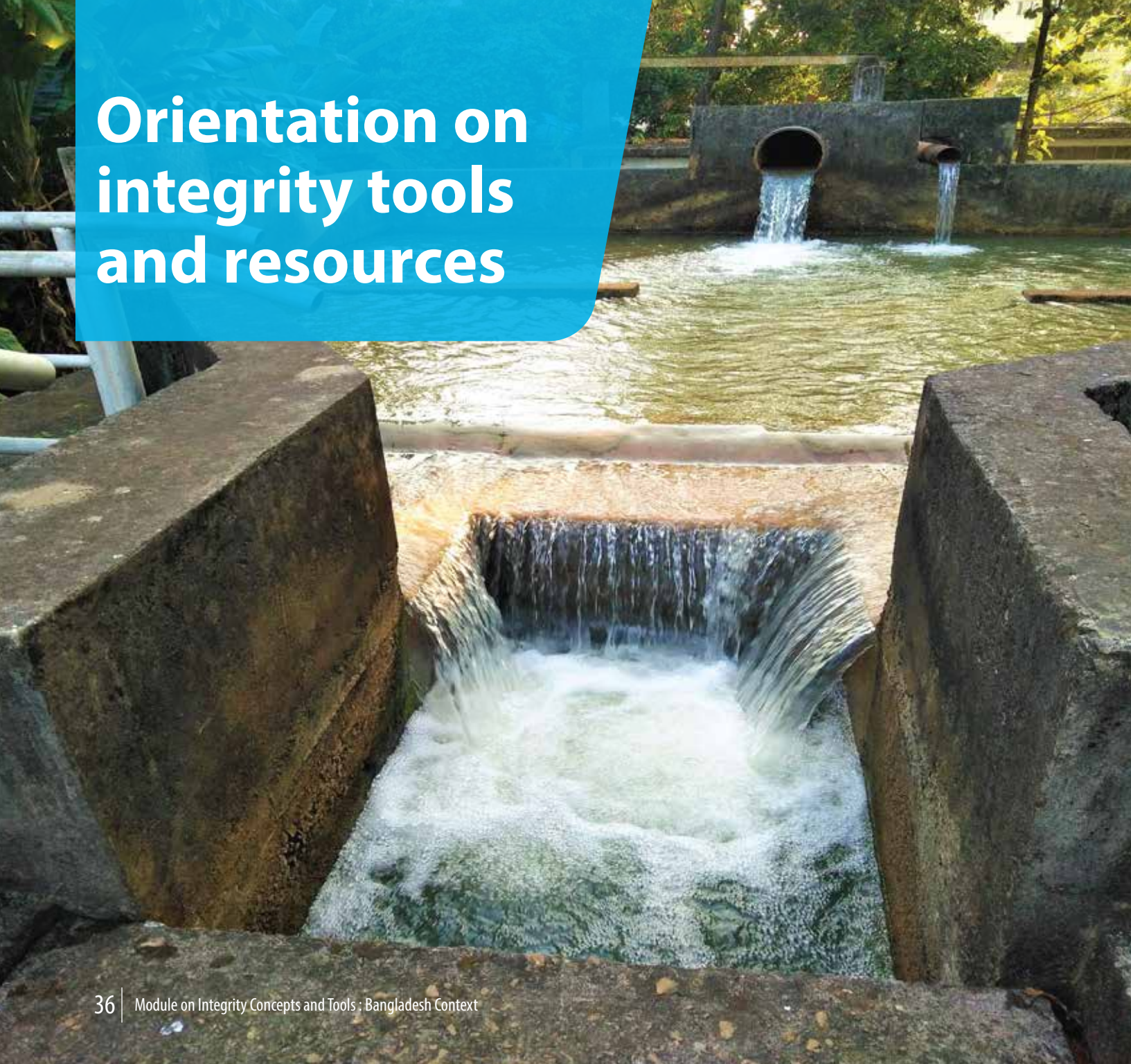
**S** - What are the internal strengths of the target group or organisation?

**W** - What are the internal weaknesses of the target group or organisation?

**O** – What are external opportunities?

**T** – What are external threats?

# Orientation on integrity tools and resources



## Assessment tools:

- **Annotated water integrity Scan for integrity assessments and programme planning:**  
<https://www.waterintegritynetwork.net/assessment-tools/annotated-water-integrity-scan/>  
*Download a factsheet with more information on AWIS here. Contact WIN if you are interested in organizing a training around AWIS.*
- **Water Governance Assessment guide :**  
<https://www.waterintegritynetwork.net/assessment-tools/user-guide-to-assessing-water-governance/>  
*Download a factsheet with more information here.*

To find out whether these tools are useful for your purpose and your target group, download more information on assessment tools (Who they are for, what they do) here

## Action tools-I:

- **Stakeholder engagement in general:**  
<https://www.waterintegritynetwork.net/stakeholder-engagement-tools/>
- **Integrity Framework for Water Stewardship Partnerships:**  
<https://www.waterintegritynetwork.net/stakeholder-engagement-tools/integrity-framework-for-water-stewardship-initiatives/>

## Action tools-II:

- **IM Toolbox for water sector organisations :**  
<https://www.waterintegritynetwork.net/action-tools/imtoolbox/>  
*Download a factsheet with more guidance on the IM Toolbox here.*
- **Integrity, Quality, Compliance for Water Project Management :**  
<https://www.waterintegritynetwork.net/action-tools/iqc-water-project-management/>  
*Download a factsheet with Action Tools description and guidance here.*

## Want to learn more?

For a more comprehensive understanding on water integrity, you can take a full course and upon completion of the course, you will receive a certificate. Insert link

## Want to facilitate your own workshop?

Then take a look at [our toolbox for facilitators](#) or this perspective  
« [Train the trainers](#) »



# What comes next

Assess where you want to get into, assess demand, purpose, resources and where NGO Forum / WIN can provide support.

## **Interested in studying more?**

Visit CAP-Net Course

*Integrity basics: Understanding Corruption in Water and Sanitation - Cap-Net*

## **Interested in applying specific trainings, tools and assessments? Want to find out how to include integrity in project/programmes?**

Contact WIN / use links provided in this Module

## **Interested in learning more?**

Visit the *WIN website* for background information, downloadable material and take a look at the *publications*

# Lessons learned in improving integrity management

- There is no magic bullet but with strong leadership, commitment, building coalitions, using available tools and processes, change can be brought about
- Even in contexts of systemic corruption
- Any actions should be appropriate to the context, and based on a risk assessment relevant to the context
- Requires a change management process – cannot be a once-off event
- Combining top down and bottom up processes can be effective
- Multi-stakeholder partnerships are powerful drivers of change
- Civil society and the media have a critical role to play
- The voices of women and the youth can have strong input and impact

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Source:

WIN (2018) *How to Promote Water Integrity - Lessons Learned*

<https://www.waterintegritynetwork.net/?docs=11858>

WIN(2019)*Making Integrity Work: Lessons from the MCWIP Programme with Helvetas, Caritas, and Cewas* <https://www.waterintegritynetwork.net/?docs=16178>