



# Implementing TAP (Water Integrity) at utility level

**WATER INTEGRITY (WI) in the MENA region by promoting transparency, accountability and participation (TAP) in water utilities**



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*The activities are linked to ACWUA WANT, a regional capacity development program of the GIZ and ACWUA. It aims to develop instruments and advocate quality standards to enhance the technical and commercial performance of water and wastewater utilities, and to promote their application in pilot utilities through a blend of regional dialogue, training and networking.*

*Further Information on [www.acwua.org](http://www.acwua.org) and [www.mena-water-tap.net](http://www.mena-water-tap.net)*



## Water Governance - Why water integrity? What is Water Integrity?

Water is life. Water utilities serve the common good. Yet, sometimes, people take advantage of this situation to serve themselves instead. When they do this, they harm the water utility and all of the people it serves because they undermine sustainability. Lack of Integrity spills across the entire water value chain to create “muddy waters”.

### **General governance requirements that rule core processes in water utilities:**

- How funds from the national/municipal budget are allocated to the utility
- The way in which a utility is audited (internally and externally)
- How the utility conducts procurement of goods and services
- How the utility manages recruitment and promotions

### **Governance requirements imposed by actors in the water sector:**

- How water (quantity and quality) is allocated to the utilities and within utilities
- Which standards apply for sewage disposal and wastewater reuse
- How tariffs for water and sewerage services are set
- Which service standards apply
- How, when and what the utilities have to report to supervisory bodies



Water integrity means establishing Water TAP: Transparency - Accountability - Participation so that water is allocated and distributed in fair and efficient ways for all water users. It also means ensuring that the financial resources of the utility are protected and used for the intended purposes.

The Water TAP project is grateful to the Water Integrity Network (WIN) and other international partners, namely the UNDP Water Governance Facility, Stockholm for their valuable contributions and granting permission to use their training material and other sources



## Specific challenges in the MENA region

They include:

1. Weak governance structures in many MENA countries, e.g. lack of compliance mechanism, law prevalence and enforcement
2. Shortage of experts on governance, and integrity issues
3. Top down decision-making and hierarchical working structures
4. Low acceptance of reform systems
5. Low acceptance to address and tackle WI-issues (TAP, corruption) at all levels
6. Weak communication and cooperation at workplace
7. Weak culture of open debate; lack of trust; lack of mutual support; lack of confidence
8. Widespread culture of patronage-system and clientelism (supporting relatives, friends, old-boys networks)



## Water TAP - Guiding principles

- ✓ ownership of the process and results by the utilities
- ✓ all steps are implemented by the water utilities management and staff concerned
- ✓ Involve all management and operational levels, but at first, getting commitment by top management
- ✓ flexible approach, directed towards concrete TAP-actions
- ✓ identify incentive systems and positive impacts of TAP
- ✓ nomination of a WI-coordinator at utility level (to be the driving force)
- ✓ advice and guidance from WI-experts, exclusively from the MENA region
- ✓ GIZ and partners from the WIN secretariat supports the process by training-of-experts
- ✓ Create a regional learning and exchange platform

