

# The Integrity Management toolbox

Addressing governance and management challenges of community-managed water supply systems

## 1. What is the problem?

While community management continues to be the dominant model for rural water services in many parts of the world, it still faces huge challenges in terms of sustainability. In Kenya, more than half of the population lives in rural areas and relies on water from small scale water systems, often managed by community groups. However, many groups struggle to remain active and to operate their water system in a sustainable way. Studies of Caritas (2014) demonstrated that those groups often have poor governance, management and cost recovery systems, leading to non-functionality of infrastructures. Besides, they operate in isolation from the regulatory system, excluding them from accountability mechanisms that would ensure that services are provided according to the national standards.

## How does it work?

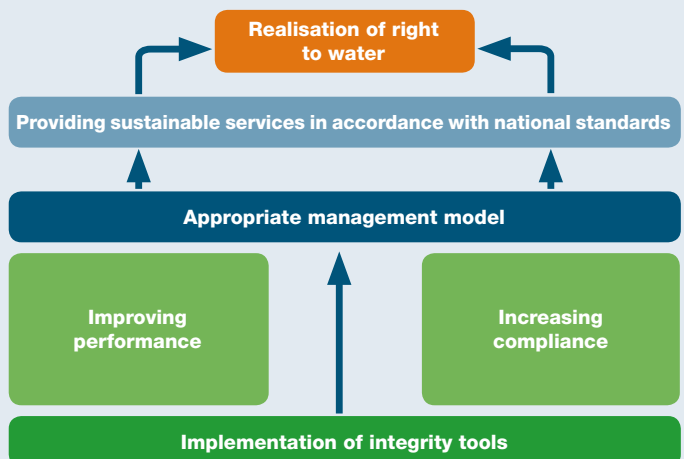
The Integrity Management (IM) toolbox is a long-term process of one year and comprises of the following:

1. The **preparation phase**, to analyse the context and engage the water sector institutions.
2. The **IM workshop**, a two-to-three-day workshop during which the community groups assess, in a participative and entertaining way, their governance and management problems as well as their compliance status, and select integrity tools.
3. The **implementation phase**, for the community group to implement the actions agreed upon during the IM workshop, supported through coaching, engagement and monitoring by the supporting agency and the local government.

## 2. How does the Integrity Management toolbox help?

The IM toolbox is a change management approach that accompanies community groups which are managing a water system in a change process:

- To improve their **performance**, in order to provide quality services to customers and ensure a sustainable access to water, and
- To become **compliant** by formalizing with the existing regulatory framework and linking up with the local government and the designated water service provider.



### 3. What is in the Integrity Management toolbox?



- A **methodology outline** and **guidelines for facilitators**
- Pre-drawn **water system cards** to visualise the water infrastructures, flow of water, the customers, money flow and problem areas
- Cards displaying **key stakeholders** of the Kenyan water sector, their mandate, and the **rules and regulations** they set
- Cards with 29 pre-defined **integrity problems** to select from
- Cards with 22 pre-defined **tools** to select from
- **Numerous other information cards** including background information on terminology, standards, legal procedures and management models
- **Materials for participative exercises**, such as a football pitch, tools matrix and an action plan

The IM toolbox provides tools to address management and governance problems related to:

- Administrative and public services
- Customer relations
- Financial management
- Governance and management
- Human resources management and employment
- Operation and maintenance
- Problems related to non-compliance
- Procurement and contract management

### 4. Scaling-up in Kenya

Caritas Switzerland, Oxfam GB and Caritas Ngong in close collaboration with County Governments, the Ministry of Water and Irrigation, the Water Services Regulatory Board (WASREB), the Kenya Water and Sanitation CSOs Network (KEWASNET) and the Water Integrity Network (WIN) are currently piloting the IM toolbox in Wajir, Kericho and Kajiado Counties in Kenya. Caritas and partners will embark on scaling up the IM toolbox and embedding it in the regulatory framework through WASREB as per mid-2017. The IM toolbox can easily be adapted and applied in other countries.

### What makes it different?

- It is a **long term process** and focuses on follow-up, accompaniment and slow withdrawal.
- It helps community groups to appreciate how the management of water services can be improved based on **good business practices**, and to recognise the economic value of water.
- It is **in line with Kenyan rules and regulations** and provides simple guidance on the path toward compliance to **support the overall sector's effort** towards the realisation of the Right to Water.
- It is **participative and fun**, even when addressing compliance issues or controversial subjects such as corruption.

### Acknowledgements

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