

SUPPORTING SUSTAINABLE WATER MANAGEMENT AND GOVERNANCE FOR THE POOR IN DROUGHT AND FLOOD-PRONE AREAS IN KENYA



PROJECT EVALUATION REPORT

January 2010



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EXECUTIVE SUMMARY

This report is a mid-term project evaluation on Sustainable Water Management and Governance for the Poor in Drought and Flood-Prone Areas in Kenya. It is implemented by UNICEF Kenya Country Office in close collaboration with the Government of Kenya, the European Commission and partners in some of the Arid and Semi-Arid Land (ASAL) districts of Kenya. They include Mandera, Wajir, Garissa, Ijara, Moyale, Marsabit, Isiolo, Samburu, Laikipia and Tana River. Acacia Consultants were commissioned by UNICEF to undertake the assignment. The fieldwork took place between November 27th and 28th 2009 and from December 13 to 21 2009.

In a bid to improve the management and service delivery of water in the country, the Government of Kenya undertook reforms in the water and sanitation sector. This involved the decentralisation of various institutional structures with distinct roles and responsibilities. However, most of the institutions lacked the capacity to effectively translate policy objectives to improved service delivery. Consequently, the water sector reforms were yet to fully realise the objectives for which they were instituted in July 2004.

The overall objective of this project is for water sector reform institutions to carry out their functions effectively in ASAL areas of northern Kenya with the specific objectives of improving:

- (i) participation of the targeted beneficiaries in decision-making activities related to the management of water resources;
- (iii) capacity of institutions and agencies in the sector.

To achieve these, the project aimed at the following:

- Making communities knowledgeable in water sector reforms, as well as the new institutions and their roles,
- Communities demanding and receiving services from water sector institutions,
- Enhancing capacity for Water Resource Management,
- Strengthening stakeholders' capacity in health and sanitation sector, and
- Effectively managing Project Support Operations.

The project contributes to the following (UNDAF) outcomes:

- 1: Increased access to basic social services,
- 2: Improved governance;
- 3: Mitigating the spread and impact of HIV/AIDS;
- 5: Reduction of morbidity and mortality resulting from malaria; and
- 6, 7 and 8: Enhanced institutional and technical capacity for disaster management.

UNICEF is implementing this project through partnership with NGOs. It provides the overall planning, coordination, accounting, reporting, monitoring, contracting and management of the project. The entire implementation was carried out within its existing management structures. The Government of Kenya, through the relevant ministries responsible for Water, Health, Gender and Social Services is a key partner. At regional level are the Water Resources Management Authorities (WRMAs) and Water Services Boards (WSBs) while members of the community in the project area are the primary stakeholders and beneficiaries. The project total cost is €2,497, 415 of which €1, 873, 06 (or 75 percent was funded by the European Commission) while the balance was sourced from SIDA and UNICEF. The implementation was between November 1 2006 and October 31 2009.

The purpose of this evaluation is to assess and document the results achieved by the programme and recommend further improvement of water governance in ASAL areas. While considering the time allocated for fieldwork and the vast nature of the project area, five districts were sampled, namely: Garissa, Ijara, Tana River, Isiolo and Laikipia. The evaluation entailed literature review and fieldwork involving: (i) focused group discussions with WUAs and WRUAs; (ii) key resource persons interviews; (iii) field ground truthing/validation; iv) photography and; v) questionnaires.

KEY FINDINGS:

Relevance: This review found the project relevant in that:

- It supported water and sanitation sector reforms in 10 ASAL districts located in different parts of northern Kenya. These are found in fragile ecosystems characterised by frequent droughts and periodic flooding. According to UNCRD (1999), the project area is located in agro-ecological areas IV to VII. These are regions with high water demand and deficit.
- Globally, the importance of safe drinking water and adequate sanitation is recognised in the Millennium Development Goals (MDGs). The tenth goal is to reduce the number of people without access to sustainable portable water and adequate sanitation by half by 2015. Additionally, MDG 7 deals with environmental issues and their contribution to improved livelihoods.
- The Water Act 2002 provides a legal framework within which sector reforms are to be undertaken in the country. Through the Act, new institutions with clearly separated functions have been established. Subsequently, devolved decision-making management systems through autonomous regional bodies have been established but they are still evolving and some are not well understood. The project supports this process and beneficiaries seeking services from these institutions.

EFFICIENCY:

Financial resources are well managed and utilised as per budgetary stipulations. In addition, qualified and competent human resources were employed and they matched with the functions undertaken.

- Further, this study has established that training was arranged and conducted in-situ, thus taking skill development to the grassroots, instead of ferrying beneficiaries to urban centres to acquire the requisite training. This arrangement not only ensured cost efficiency but also covered a higher proportion of the target group since the training sessions were open to all members of the community.
- Only six of the 10 districts have had at least two to three years of implementation, with three districts commencing mid and late last year. Implementation is yet to take off in Laikipia due to lack of appropriate partner. The process used by UNICEF to appraise implementing partners was time consuming, though effective.
- The proposed extension to cater for areas where implementation was delayed was found appropriate as no-cost one-year extension was granted.

EFFECTIVENESS:

- While considering the result areas cumulatively in the three-year implementation period, result area 1 on “Communities are Knowledgeable in Water Sector Reform Process, the New Institutions and Their Roles” reached 123,679 beneficiaries. This result area mainly sought to create awareness and impart essential knowledge on water sector reforms. The performance was well above the anticipated coverage as indicated in reviewed targeted-oriented results, which aimed at reaching 70,000 people across the 10 districts. The performance would have been higher if all the 10 districts were at the same level of implementation.
- Indirectly, many more people might have been reached through their respective WUAs and WRUAs. According to WUAs records from Ijara and Tana River districts, which are part of the Lower Tana sub-region that covers 77,400km², the total number of population served adds up to 163,650 persons (See Appendix 6) – an average 81,825 people for each district. Assuming similar coverage is indirectly attained in the other eight districts, the entire project area (10 districts) coverage estimate, therefore, is 818,250 people.

- This study has revealed that the community members who have undergone training on water sector reforms are knowledgeable about the roles of many of the institutions, in spite of them being multiple and newly-created.
- Field information revealed that public health officers (PHOs) have been exposed not just to sanitation and hygiene training, but also water governance and reforms. At community level, sanitation hygiene awareness was reported to have been undertaken across all WUAs and WRUAs participating in the project. Other issues such as gender, HIV and AIDS, governance, conflict resolutions, environment, etc., were well integrated in the awareness campaigns and training sessions.
- This methodology synchronised well with the approach adopted by the implementing partners who opted for participatory training (use of drama and plays). This approach underscores why the project managed to reach many more people than initially projected.
- The effectiveness with which UNICEF carried out the assessment of partner organisations was found to be excellent as the groups provided evidence of competence in their respective fields and so far, none has breached the PCA.

IMPACT:

- Re-registration of former self-help groups as associations under the Societies Act was undertaken immediately after the realisation that their former status did not grant them legal recognition. As associations, the communal organisations are recognised as legal entities that can sue or be sued in a court of law.
- Half of the community water associations interviewed had submitted their proposals for funding from WSTF through their DWOs to take to WRMA. Through training on resource mobilisation, the communities learnt of other sources of funding like the CDF, ALRMP II, and internal funding through annual registration fees and money from water levy.
- WUAs and WRUAs are aware what service they need, and from whom it can be sought.
- The water governance project relates to the WASH projects in that it is possible to apply for financial support to WSTF where WASH is funding all water development projects.
- Increased awareness on water issues has resulted in increased service demand, thus increased service delivery. For instance, Garissa WRMA Station emerged second out of the nine stations in service provision.
- Through training, this study encountered informed CAACs able to discharge their duties fairly well. They know their catchment in terms of scope and the available resources.
- Capacity of WUAs and WRUAs in water-related conflicts has been improved and the knowledge gained directed towards resolving issues affecting the management and access of water facilities.
- From the community point of view, sanitation and hygiene training by the project has resulted in general improvement of health standards as cases of water-related diseases have considerably reduced.
- At policy implementing level, the intervention has improved working relationships, especially between Public Health Department, local authorities, water office and water authorities (WRMA and NWSB).
- Increased coverage of latrine use is another benefit. For example, in the past two years, latrine coverage in Garissa has risen from 30 to 34.2 percent, which DPHO attributes to the training. This has also brought down the prevalence of diarrhoea since latrine usage and diarrhoea are linked.
- Public health standards are being developed and popularised among stakeholders.
- There was overwhelming evidence of integrating HIV and AIDs and gender-related issues in the project. While it was not easy to discuss HIV/AIDS openly among Muslims, Gedilun's WUA was a manifestation of the awareness created. Members noted that one could contract the virus if he or she came into contact with blood from infected person(s) or having unprotected sex with an infected person. The community observed that HIV and AIDS was being experienced in marriage and everybody risked contracting it if necessary prevention measures were not observed.

Gender equity was being ensured at all management levels of project activities. It was observed there was improved participation of women and youth who had been previously excluded. Communities were aware of the need to include all.

SUSTAINABILITY:

Working with and strengthening WUAs, WRUAs and waste management committees means that the skills acquired would be available within the community. This ensures continuity even after the water governance project is concluded. The communities are assuming responsibility for their decisions and contributing to project impact and sustainability. The partnership forged between a community and water institutions is a key project strategy for sustainability.

Moreover, training on governance is a prerequisite for sustainable development through the creation of structures that instil accountability, good practices and is the best way of enhancing citizen participation in processes that affect their livelihoods. The reforms provide opportunity to strengthen community for sustainable growth, even after the life of the project. Also, the integration of cross-cutting issues allows viewing the reform process from a holistic perspective as issues that infringe on the rights of some members of the community are identified and mitigated against, while respecting the people's traditional beliefs and practices.

However, UNICEF should encourage scaling down and eventually phasing out within the phase of no-cost extension, which is planned to last one year.

LESSONS LEARNT:

Some of the key lessons are:

- Good governance is a prerequisite for sustainable development. Where it is skipped or insufficiently addressed, development interventions are slow and at times impractical.
- Participatory training enhances adoption of skills. In spite of the high illiteracy levels amongst the beneficiaries, the training methodology adopted, which included visual aids, dramatisation and use of other PRA interactive techniques, enhanced awareness and effective transfer of desired information and skills. The community members are utilising the same in the management of the water resources and conservation of the catchment areas.
- Taking training to the grassroots means that one is targeting direct project beneficiaries and gatekeepers.
- Involvement and education of leaders on water governance accelerated the reform process. The local leaders are playing a key role in promoting good water governance and sanitation practices. For instance, some chiefs are using their positions to enforce good practices like promoting construction of toilets.
- Water governance impacts directly on sanitation and hygiene. If the project is expanded, the burden of water-borne diseases on the community would be lessened.

CONCLUSIONS:

Some of the key conclusions from this evaluation are:

- Project activities have been carried out as planned in six of the 10 targeted districts where implementation started between two and three years ago. In four districts, the implementation kick-off was late but the implementation pace impressive. If this is maintained, the project should satisfactorily realise all the anticipated results, thereby contributing to the project goal(s).
- Though initially unintended or not considered in the project design, the project has established an opportunity linking governance with WASH.
- The reforms were on time and presented an opportunity to strategically link WUAs with WRUAs to reap the benefits of increased knowledge of institutional setup and functions. Increased demand for service has been observed based on the number of funding proposals being presented to WSTF and the development of SCMPs.

RECOMMENDATIONS:

- The one-year no-cost extension phase is necessary but short. Therefore UNICEF ought to move with speed to ensure the activities planned for the districts lagging behind are implemented on time, with strict adherence to quality and quantity design specifications. Assessment to identify a partner for Laikipia district should be hastened as there may be no time left for implementation.
- The water governance project, which was software by design, should strive to expand the hardware component by taking deliberate action directly linking with WASH Programme. This will give an opportunity to put the acquired capacity into practice.

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LIST OF ACRONYMS AND ABBREVIATIONS

ALRP II	Arid Lands Resource Project II
ASAL	Arid and Semi-Arid Lands
CAACs	Catchment Area Advisory Committees
CDF	Constituency Development Fund
CIFA	Community Initiative Facilitation & Assistance
DPHO	District Public Health Officer
DSG	District Steering Group
EC	European Commission
EHSWG	Environmental Hygiene & Sanitation Working Group
EMCA	Environment Management and Coordination Act 1999
ENNDA	Ewaso Ng'iro North Development Authority
FGD	Focused Group Discussions
FONI	Friends of Nomads International
GIS	Geographical Information System
IEW	Institute for Environment and Water
KEWI	Kenya Water Institute
KFWG	Kenya Forest Working Group
MDGs	Millennium Development Goals
NGOs	Non-Governmental Organisations
NIB	National Irrigation Board
NWCPC	National Water Conservation and Pipeline Corporation
NWSB	Northern Water Services Board
OCA	Organisation Capacity Assessment
PCA	Programme Cooperation Agreement
PHO	Public Health Officer
PISP	Pastoralist Integrated Support Programme
RACIDA	Rural Agency for Community Development
SCMP	Sub Catchment Management Plan
UNCT	United Nation Country Teams
UNDAF	United Nations Development Assistance
UNICEF	United Nations Children Fund
WAB	Water Appeal Board
WASTF	Water Services Trust Fund
WDC	WRUA Development Cycle
WRMA	Water Resources Management Authority
WRMAs	Water Resources Management Authorities
WRUAs	Water Resources Users Associations
WRUAs	Water Resources Users Associations
WSBs	Water Services Boards
WSTF	Water Services Trust Fund
WUAs	Water Users Associations



1.0 INTRODUCTION

1.1 Background

Supporting Sustainable Water Management and Governance for the Poor in Drought and Flood Prone Areas in Kenya is a programme implemented by UNICEF Kenya Country Office in close collaboration with the Government of Kenya, European Commission (EU) and partners in 10 ASAL districts of Kenya. These are Mandera, Wajir, Garissa, Ijara, Moyale, Marsabit, Isiolo, Samburu, Laikipia and Tana River.

UNICEF is the United Nations' agency mandated to advocate for the protection of children's rights and help meet their basic needs, while expanding their opportunities to reach their full potential. Guided by the Convention on the Rights of the Child, UNICEF strives to establish children's rights using international yardsticks on child protection. UNICEF's role is to mobilise political will and material resources to help countries ensure children come first. UNICEF is committed to ensuring special protection for the most disadvantaged children.

In a bid to improve the management and service delivery of water in Kenya, the Government undertook reforms in the water and sanitation sector. This involved the decentralisation and establishment of institutions with distinct roles and responsibilities. However, most of the institutions lacked the capacity to effectively translate policy objectives to improved service delivery. Consequently, the water sector reforms were yet to fully realise the objectives for which the institutions were gazetted in July 2004.

Thus, the Sustainable Water Management and Governance Programme has been working towards supporting the water and sanitation sector reforms in 10 districts in Arid and Semi Arid Lands (ASALs).

1.2 Project Objectives, Results and Activities

The overall objective of the project is to reform institutions carry out their functions effectively in the arid and semi arid areas of northern Kenya while its specific objectives are to improve:

- i. participation of the targeted beneficiaries in decision-making relate to the management of water resources, thereby enhancing services delivery; and
- ii. capacity of institutions and agencies in the sector.

To achieve these objectives, the project had the following outcomes:

- Communities enlightened on water sector reforms, new institutions and their roles,
- Communities demand and receive services from water sector institutions,
- Enhanced capacity for water resources management,
- Stakeholders' capacity in health and sanitation sector strengthened, and
- Project Support Operations effectively managed.

The activities planned for successful implementation of the project results are depicted in Table 1, below.

Table 1: Project Results and Activities

Project Results	Activities
Communities are knowledgeable in water sector reforms, new institutions and their roles	Provide support to dissemination of new policy and information on the water sector reforms at the community level
	Support water sector stakeholders' public hearings and discussions forum
Communities demand and receive services from water sector institutions	Prioritise training needs in governance for various communities in the area of jurisdiction under the Northern Water Services Board (NWSB)
	Develop participatory training programmes and materials
	Conduct training on rights-based roles and responsibilities of water service providers and communities
	Train water user associations in governance
Capacity for Water Resource Management enhanced	Engage communities in dialogue with Northern Regional Water Management Authority
	Support water catchment areas advisory committees carry out their action plans
	Support communities' capacity to utilise and maintain GIS and Database
	Train communities in environmental conservation and appropriate & affordable technologies
Stakeholders' capacity in health and sanitation sector strengthened	Support completion of national sanitation policy
	Carry out awareness training for Public Health Department (PHD) staff on reforms taking place in other sectors
	Strengthen PHD ability to carry out its functions at community level
	Develop and disseminate standards for school, sanitation and hygiene promotion
	Strengthen linkages among stakeholders and support Environmental Hygiene & Sanitation Working Group (EHSWG)
Project Support Operations Effectively Managed	Develop a plan of operation
	Mainstream gender, HIV and AIDS, governance, poverty and environmental issues in all programme activities
	Adapt and implement a monitoring and evaluation system
	Support recruitment and deployment of project staff, logistics and equipment

1.3 Project Implementation Design

The project is essentially software in nature, designed to equip key stakeholders with the appropriate skills to understand the reforms recently introduced by the Government of Kenya in the water sector. These sector reforms are intended to decentralise the management of water resources through various institutional arrangements. UNICEF is implementing this project through partnership agreements with key NGOs and non-profit organisations. It provides the overall planning, coordination, accounting, reporting, monitoring, contracting and management of the project. The entire implementation was carried out within the existing project management structure.

The Kenya Government, through the ministries responsible for Water, Health, Gender and Social Services, is the key partner. At the regional level are the Water Resources Management Authorities (WRMAs) and Water Services Boards (WSBs) while the community in the project area are the primary stakeholders and beneficiaries.

1.4 Project Cost

The project total budget is €2,497, 415, of which €1, 873, 06 (or 75 percent) was funded by the European Commission while the remainder was sourced from SIDA and UNICEF.

1.5 Purpose and Scope of the Assignment

1.5.1 Purpose of the Assignment

This was a mid-term project evaluation. The purpose of the evaluation was to assess and document the results achieved by the programme and recommend further improvement of water governance in ASAL areas.

1.5.2 Scope of Work

The evaluation included an overview of the entire EU-UNICEF-supported governance project over the last three years. The evaluation considered inputs, institutional capacity and deliverables. The evaluation mainly focused on:

- Relevance, efficiency and effectiveness of approaches used in programme implementation.
- Reviewing the extent to which the programme has achieved its objectives
- Identifying key impacts of the project in the management of water resources
- Highlighting key lessons learned from the project for future reference.
- Making recommendations on how to improve project implementation for sustainable impact

1.6 Project Timeframe

The project implementation was from November 1 2006 and October 31 2009.

2.0 EVALUATION METHODOLOGY

To comprehensively respond to the key evaluation questions, the consultant applied the following methodologies:

- Literature Review,
- Fieldwork involving: (i) focused group discussions with WUAs and WRUAs; (ii) Key resource persons' interviews; (iii) field ground truthing/validation and photography.

2.1 Literature Review

This included project documents, district development plans, policy and legal documents and any other relevant materials on the subject matter and or on project area. Some of the project documents reviewed included: Project proposal to EC, partner progress reports, UNICEF Annual Reports, training reports and modules.

Other documents reviewed were:

- Water Act 2002,
- National Sanitation and Hygiene Policy (2007),
- Public Health Act,
- EMCA 1999,
- Forest Act 2005,
- Water Resources Management Rules 2007,
- Water supply for Livestock Development, Wildlife and Rural Communities in the Ewaso Ng'iro Basin (Nareda, 2002),
- National Water Resources Management Strategy,
- Ewaso Ng'iro North Catchment Area Strategy,
- WRUA Development Cycle (WDC), amongst others

Relevant information from the literature review has been incorporated in this report and cited where applicable.

2.2 Fieldwork

The fieldwork took place between November 27 and 28 2009 and from December 13 to December 21 2009 (See Appendix 2, Page 46). During the fieldwork, focused group discussions were held with beneficiary community organisations (WUAs and WRUAs). Information was sought from non-beneficiaries of the project to support field observation as baseline data was lacking. For example, out of the 10 community organisations that benefited from the project and the consultant held FGDs (i.e. 4 WRUAs and 6 WUAs), one of the WUAs and WRUAs was drawn from non-participating community organisations.

Besides the community water organisations, key resource persons were interviewed, including key stakeholders such as public institutions and implementing organisations. These included District Water Officers (DWOs) and District Public Health Officers (DPHOs), Water Resources Management Authorities (WRMA) and Northern Water Services Board (NWSB). Partner organisations included FONI and IEW.

2.3 Sampling Method

The project's geographical area (all 10 districts) is virtually inhabited by pastoral communities and is listed as the most poverty-prone districts with poverty levels exceeding 50 percent . Five districts were sampled for the fieldwork and sampling took cognisance of the following:

- The amount of time allocated for fieldwork and the entire assignment, as well as the expansiveness nature and accessibility of the districts,
- Socio-cultural profiles,
- Ecological considerations (arid and semi-arid districts),
- Intensity/implementation level of programme activities.

Based on the above considerations, the following districts were selected:

- (i) Garissa: To represent districts within which considerable activities are reported to have been undertaken. The district also represents pastoral ethnic community of north eastern Kenya. Due to geographical connectivity, Ijara and Tana River districts were also included in the sample. The Tana River falls in the Coastal Water Services Board while all the others are in NWSB.
- (ii) Isiolo representing the central arid Kenya and diverse ethnic mix (the Borana, the Turkana and the Meru).
- (iii) Laikipia representing the contrast of project performance and adaptability between arid and semi arid contexts. It also represents ethnic diversity (the Kikuyu and the Meru) and land use – predominantly agro-pastoralists.

The specific sites visited, beneficiaries and partner/key stakeholders interviewed were determined after discussions with partner organisations and other key stakeholders.

2.4 Data Analysis

Essentially, qualitative data analysis method was used to compile information gathered from WUAs and WRUAs as well as key resource persons. Some few cases of quantitative analysis and presentation of data were sourced from secondary data.

2.5 Limitations of the Study

There were some challenges during the course of the evaluation but most were surmountable. Time was limiting as the fieldwork had been allocated just one week, which proved insufficient given the expanse nature of the project area. This was resolved through careful selection of the sample districts as explained above.

Insecurity prevented field workers from visiting two community groups in Isiolo district as cases of cattle rustling and ethnic clashes were reported at the time of the study. Rainy conditions were encountered in Hola and the study team had to put together a “bridge” to cross a flooded section of the road connecting Hola to Ijara. The team was stranded for more than three hours. The other part of the itinerary went on as planned.

3.0 FINDINGS OF THE STUDY

3.1 Relevance of the Project

3.1.1 Overview

Since the late 1980s, governments in Africa have pursued political and economic reforms geared towards the promotion of economic development, poverty reduction and encouragement of popular public participation and good governance. However, recent assessments indicate that outcomes have been far from satisfactory. Where better results have been observed, serious questions on sustainability remain (Mugerwa, 2003). Over the same period, issues on new approaches to environmental resource management and improvement have dominated the global stage, placing more emphasis on the need to integrate environmental conservation and poverty into local development planning and implementation. Increased involvement and participation of local communities has been underpinned by this. In 1987 the human-centered approach to sustainable development was recommended. This UNICEF project directly addresses issues of sustainable development.

3.1.2 Relevance at Global Level - The Millennium Development Goals

Globally, the importance of safe drinking water and adequate sanitation is recognised in the Millennium Development Goals (MDGs), whose tenth goal is to reduce by half the number of people without access to sustainable, portable water and adequate sanitation by the year 2015. Additionally, MDG Seven deals with environmental issues and their contribution to improved livelihoods. This evaluation observed that by implementing the project as described in the proposal, UNICEF is addressing a problem that is global and communal at the same time.

3.1.3 Relevance of the Project in the Kenyan Context

New policies and laws strongly provide for the involvement and participation of the community. These include:

- Water Act 2002,
- National Sanitation and Hygiene Policy (2007)
- Forest Act 2005,
- EMCA 1999
- Draft Wildlife and Management Policy and Bill, etc.

The water Act and National Sanitation and Hygiene Policy are more relevant to this evaluation and are discussed below.

3.1.3.1 Water Act 2002 and Water Sector Reforms

Water Act 2002 provides a legal framework in line with the new policy change. Through the Act, new institutions with clearly separated functions have been established. Devolved decision-making management systems, through autonomous and regional bodies, have been established as depicted in Table 2, below.

These reforms started in July 2004 are not only misunderstood by the general public but also by officers who are supposed to implement them. Moreover, many of the institutions are still evolving and do not have the capacity to effectively and immediately translate policy objectives into action. The project intent on enhancing sustainable development and management of the water resources in the arid districts of northern Kenya is, therefore, timely and appropriate.

Table 2: Water Institutions under Water Act 2002

Institution		Roles and responsibilities
1.	Ministry of Water and Irrigation (MWI)	<ul style="list-style-type: none"> • Development of legislation, policy formulation, sector coordination and guidance, monitoring and evaluation.
2.	Water Resources Management Authority (WRMA)	<ul style="list-style-type: none"> • Planning, management, protection and conservation of water resources. • Planning, allocation, apportionment, assessment and monitoring of water resources. • Issuance of water permits. • Water rights and enforcement of permit conditions. • Regulation of conservation and abstraction structures. • Catchment and water quality management. • Regulation and control of water use. • Coordination of IWRM Plan.
3.	Catchments Area Advisory Committees (CAACs)	<ul style="list-style-type: none"> • Advising WRMA on water resources issues at catchment level.
4.	Water Resource Users Associations (WRUAs)	<ul style="list-style-type: none"> • Involvement in decision making process to identify and register water users. • Collaboration in water allocation and catchments management. • Assisting in water monitoring and information gathering. • Conflict resolution and co-operative management of water resources
5.	Water Services Regulatory Board (WSRB)	<ul style="list-style-type: none"> • Regulation and monitoring of Water Services Boards. • Issuance of licenses to Water Services Boards. • Setting standards for provision of water services. • Developing guidelines for water tariffs.
6.	Water Services Boards (WSBs)	<ul style="list-style-type: none"> • Responsible for efficient and economical provision of water services. • Developing water facilities. • Applying regulations on water services and tariffs. • Procuring and leasing water and sewerage facilities. • Contracting Water Service Providers (WSPs).
7.	Water Service Providers (WSPs)	<ul style="list-style-type: none"> • Provision of water and sewerage services
8.	Water Services Trust Fund (WSTF)	<ul style="list-style-type: none"> • Financing provision of water and sanitation to disadvantaged groups.
9.	The Water Appeals Board (WAB)	<ul style="list-style-type: none"> • Arbitration of water related disputes and conflicts.
10.	National Water Conservation and Pipeline Corporation (NWPC)	<ul style="list-style-type: none"> • Construction of dams and drilling of boreholes
11.	Kenya Water Institute (KEWI)	<ul style="list-style-type: none"> • Training and Research
12.	National Irrigation Board (NIB)	<ul style="list-style-type: none"> • Development of Irrigation Infrastructure

3.1.3.2 National Sanitation and Hygiene Policy (2007)

The policy recognises that 80 percent of the diseases prevalent in Kenya are preventable because 50 percent are water and sanitation hygiene-related. Through pursuance of result number 3, namely; “Stakeholders’ capacity in the health and sanitation sector strengthened”, the project was supporting policy initiatives in promoting appropriate capacity which was gradually being directed towards improving water and sanitation hygiene in urban and rural areas in project area.

3.1.3 Relevance to UNICEF Policies

UNICEF is committed to nurturing and caring for children who they uphold as the cornerstone of human progress. The organisation was created with that singular purpose in mind – to work with others to overcome the obstacles that poverty, violence, disease and discrimination place in children’s development path. UNICEF also works to prevent the spread of HIV and AIDS among young people because it is prudent to keep them free from harm to enable them protect others.

In this project, UNICEF is supporting the reforms in the water and sanitation sector in the arid and semi arid areas of Kenya where a large portion of the population has been, and is still facing, socio-economic problems including high level poverty, acute food and water shortage, illiteracy and poor health. These problems directly inhibit the welfare of children.

3.1.4 Contribution to United Nations Development Assistance Framework

The United Nations Development Assistance Framework (UNDAF) is a strategic programme for the United Nations Country Teams (UNCT). It describes the collective response of UNCT to priorities in the national development framework, which may have been influenced by UNCT’s analytical contribution. Its high level expected results are called UNDAF outcomes. The project contributes to the following (UNDAF):

- 1: Increase access to basic social services,
- 2: Improved governance;
- 3: Mitigate the spread and impact of HIV/AIDS;
- 5: Reduction of morbidity and mortality resulting from malaria; and
- 6, 7 and 8: Enhance institutional and technical capacity for disaster management

3.1.5 Relevance of Targeted Project Area

The project supported water and sanitation sector reforms in 10 ASAL districts located in different parts of northern Kenya. These are regions found in fragile ecosystems characterised by frequent droughts and periodic flooding. According to UNCRD (1999), the project area is located in agro-ecological areas IV to VII. The ecological characteristics are summarised in Table 3.

The area is mainly drained by Ewaso Ng’iro and Athi Rivers and their tributaries originating from the Aberdare Ranges and Mount Kenya. Besides surface water, ground water is in abundance, confirmed through the existence of springs, drilling of boreholes, sub-surface base flow along sandy river beds and digging of shallow wells. Most of the underground water recharge comes from direct or indirect infiltration of rain water. Due to ecological fragility of the project area, protection of catchment areas and management of the water resources is poor and complex. The situation is exacerbated by low literacy levels and degraded rangelands as a result of overstocking and poor land husbandry practices. The management of water resources is further compounded by the frequent conflicts over the resource that dominates livestock production in northern Kenya districts. Although pastoralists have their traditional arrangements of ensuring environmental management, conflicts over natural resources have weakened this coping mechanism, threatening the management of common resources. Environmental degradation is endemic, worsening the availability of water resources in project area.

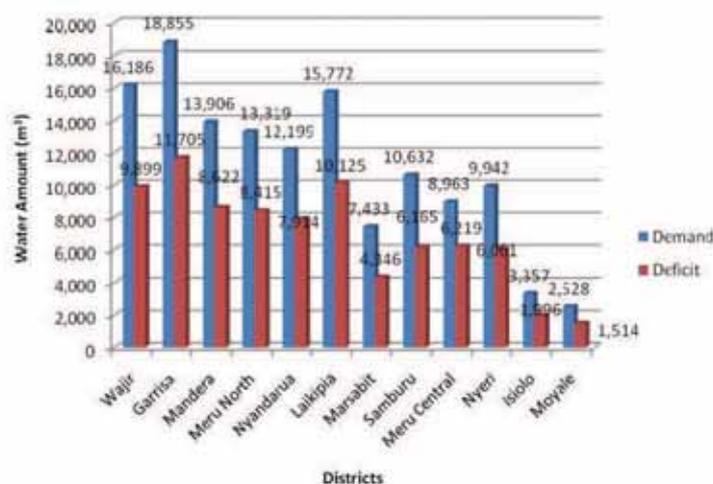
Table 3: Agro-ecological Areas Within Project Area

Agro-ecological zones	Ecological Characteristics
IV	Semi-humid to semi arid areas of the basin. Average rainfall is 600-110 mm. Moisture availability range from 50 to 65. Vegetation is normally dry forest and moist woodland
V	Arid with an average rainfall of 300 to 550mm. Moisture availability ratio is 25-40. Vegetation is bushland and scrubland.
VI	This is arid with average annual rainfall of 300-550mm. Moisture availability is 15-25. Vegetation is bush land and scrubland.
VII	This zone is arid with an average annual rainfall of 150 to 350 mm. The moisture availability ratio is less than 15. The vegetation is desert scrub.

As a consequence of poor water quality and quantity, poor sanitation is experienced. Poor housing and lack of latrines in homes have also contributed to sanitation problems in the area. A Water Feasibility study involving 12 districts located in the ENNDA Basin, of which eight are covered by this project, shows that water demand and deficit is highest in most of the arid districts compared to the humid ones. See Figure 1, below.

Figure 1: Water Demand and Deficit in Districts in Ewaso Ng’ro North Basin

Source: Nareda, 2002



Thus, project results number 3 on Enhanced Capacity for Water Resource Management and its subsequent activities was found relevant and responsive to environmental and water resource management knowledge gap.

3.1.7 Relevance in Partnership Building

At the national and district level, the project partners include Government ministries responsible for Water, Health, Gender and Social Services in both planning and implementation. This is a good indication that the project enjoys good working relationship with the line ministries as it is pursuing actions relevant to the Government agenda. At the catchment level, the key partners are Water Service Boards and Water Resource Management Authorities. These are public agencies mandated to manage water resources and development. In the actual implementation, UNICEF partners with local NGOs with the requisite capacities to undertake specialised services geared towards accomplishing the four key project results. While capacity building is intended to

empower WSBs and WRMAs to perform their new tasks and roles better, the communities, who are end users were also being empowered with essential knowledge and skills, and involved in better management of the catchment area and water resources. Thus, partnership building was found relevant as it addressed all project results and beneficiaries' interests.

3.2 Project Organisation and Implementation Efficiency

3.2.1 Financial Management

Partners were implementing the project based on agreed budgets and plans. Activity budgets were contained in action plans submitted to UNICEF by the implementing partners undertaking specific and approved activities. Once the action plans and budgets were approved, the two parties (UNICEF and partners) entered into an agreement stipulating the consented modus operandi implementing the action as provided in the Programme Cooperation Agreement (PCA). No expenditure was liquidated without field validation where action was being implemented and confirmed by occasional field monitoring by UNICEF. None of the partners has violated the rules as non-conformity would mean ruining the reputation of the organisation.

Moreover, the selection of NGOs partnering with UNICEF was based on capacity assessment report on both private and public organisations conducted by Ernst and Young in 2007. UNICEF partners were also subjected to NGO profile checklist (See Appendix 3, Page 47).

This study revealed that vetting enhanced the performance of partner organisations, improved cooperation and lowered transaction or decision costs which would otherwise be faced in a poor and not-well-thought-out partnership engagement. So far, finances have been spent only on the purposes they were intended for, while the budget lines had been maintained as depicted in Appendix 4, on Page 55).

Partner organisations also had in-built systems of ensuring efficiency in financial management. For example, the Institute for Environment and Water (IEW) has put in place a stringent mechanism to ensure that its budget line ran at par with the approved one. Financial requisition was based on supported expenditure and activities authorised by the project manager in line with the action plan. Field expenditure was fully accounted and in case of any variation, clear explanations were provided before approval. The financial management was administered by the East African Wildlife finance department.

3.2.2 Human Resources

This study found out that partner organisations had hired qualified staff for the implementation of project activities. For instance, the following personnel were mobilised by IEW to support project implementation:

- Project Manager: Bachelor of Arts in Education, Master of Arts in Gender and Development and Higher diploma in Project Management; eight years teaching experience and three years in gender, water and sanitation;
- The Hydrologist: BSc in Hydrology and pursuing Master of Science in Environmental management, 18 working experience with MWI;
- The Environmental Officer has experience in managing natural resource projects in Somalia and Kenya and is currently chair of the Kenya Wetland Forum and member of KFWG;
- The Water Engineer: Bachelor of Science and Master of Science in Water engineering with over 20 years working experience, also worked as a technical assistant with Kenya Water and Sanitation Programme (KWSP)
- The Environmental Lawyer has Bachelor's and Master's degrees in environmental law. Such capacity brought into the programme relevant skills and competences which ensured work was done according to expectations, minimising prospects of repeating tasks.

3.2.3 Efficiency in Training Arrangements

This evaluation has established that training was arranged and conducted in situ, taking the skills to the grassroots instead of ferrying beneficiaries to urban centres. This arrangement was not only cost-efficient but also increased the number of beneficiaries covered. Thus a high proportion of the targeted communities were trained as the sessions used participatory techniques – plays and drama that were accessible to all members of the community. Thus training was relevant in terms of skills building and information sharing.

3.2.4 Project Implementation Timeliness

According to the project design, the EC understanding was that UNICEF was to directly implement the project. However, UNICEF is not an implementing agency and has no capacity to do so. Therefore, no activities were implemented in the first quarter of the first project year which was scheduled to run from November 2006 to October 2008, as discussions were held on the mode of implementation. Agreement on how this could be done through partners was agreed in the second quarter of the year but was impeded by the need to assess partners, which took longer than anticipated. Field implementation commenced in the third quarter of the first year in Garissa, Tana River and Ijara districts. In Mandera, Wajir and Marsabit, implementation has been going on in the past two years with Moyale, Samburu and Isiolo projects starting in 2009. In Laikipia district only a mobilisation workshop was conducted and as yet, no appropriate partner has been identified. Further delay was experienced slightly due to the 2007 General Election and subsequently, post election violence.

In spite of these start up delays, it has been established that remarkable progress has been achieved. For example, IEW activities in Garissa, Ijara and Tana River districts and Rural Agency for Community Development (RACIDA) implementing in Mandera and Wajir districts recovered the lost time and over 50% of the planned activities completed by the end of the third quarter of implementation year. The Isiolo area experienced significant implementation delays due to lengthy assessment of partners. For instance, it took UNICEF a year from September 2008 to August 2009 to approve Friends of Nomads International (FONI). However, the implementation progress was impressive owing to the competence and efficiency of the partner organisations picked. FONI implemented the first quarter activities and presented their action plan for the second quarter after signing PCA in August 2009.

As a result, UNICEF requested and was granted by the EC a one year non-cost extension. Much of the effort within this phase will be to accelerate performance in the districts that started late, such as Isiolo, Samburu, Moyale and Marsabit. In Laikipia, no progress has been made, but UNICEF initiated the assessment process of potential implementation partner on January 17th 2010.

3.3 Effectiveness of the Project

3.3.1 Overview

The Supporting Sustainable Water Management and Governance for the Poor in Drought and Flood-Prone Areas project has as its specific objective: “Water sector reforms for institutions to carry out their functions effectively within the Northern Water Services Board.” As indicated in Table 1, above, the project has five results and activities which, if successfully implemented, will contribute towards achieving the project goal. Appendix 5 on Page 64 shows that all the activities have been implemented over the three-year period. However, as indicated above, only five districts, namely Garissa, Ijara and Tana River under IEW; and Mandera and Wajir under RACIDA have had the benefits of activity implementation within the three-year period. In these districts, all activities earmarked for implementation had over 50% completion by the time of this evaluation. The need for continued technical and organisational support and follow-up so as to enhance the results achieved was imminent. In some cases, the intake and adoption of skills and knowledge was impacted negatively by droughts that prevailed from early 2006 to the end of 2009 when the country started experiencing some above-average rainfall in most of the areas.

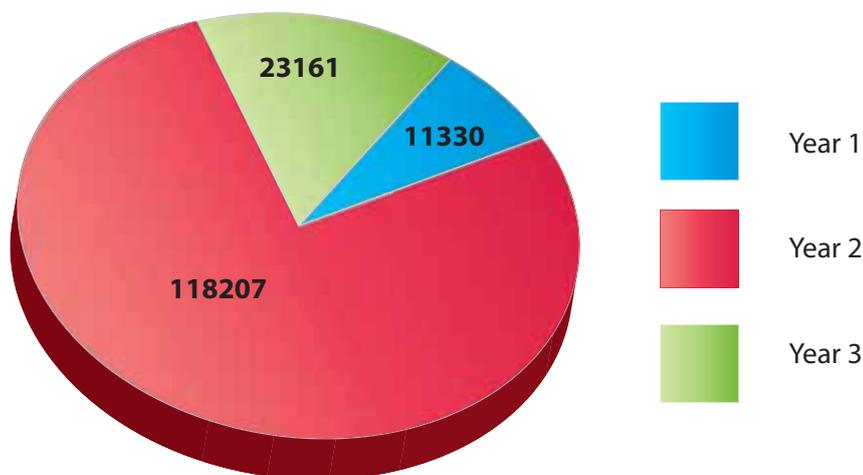
Appendix 5 shows that significant progress had made in implementing the planned activities over the three years period. In Marsabit District, UNICEF has been working with Pastoralist Integrated Support Programme (PISP) for the past two years but in Isiolo, Moyale and Samburu district, FONI, Community Initiative Facilitation & Assistance (CIFA) and CODES have been implementing the project for less than one year. FONI has just secured the second PCA (in January 2010) and achieved about 85 percent of the expected outputs. But Isiolo, Moyale and Samburu are 2.5 years behind schedule, while Marsabit district is roughly about one year. Going by the FONI experience, the speed at which the new districts are performing is impressive. This study rates the entire performance at around 66 percent. It is the reviewer's view that if the current performance rate is maintained, there is the likelihood of achieving between 85 to 90 percent performance rates by the end of the one year non-cost extension phase.

The assessment of effectiveness in implementation performance of the project along the five key project results is discussed below:

3.3.2 Project Performance Across all Key Result Areas

The information drawn from UNICEF Annual Progress reports and from partners' reports, as indicated in Figure 2, shows that the second year was when many beneficiaries were reached across all the four key result areas. However, information from the field suggests that there was intensified activity but unfortunately, most of the partners' reports, as well as UNICEF's third year progress report presented data in a prose form without providing actual quantities achieved. Indeed, much of the quantifiable data in Year 3 is from IEW. For the first year, the achievement is impressive considering that about half of the year was rather slow as a result of the project design challenge that had UNICEF as the primary implementer.

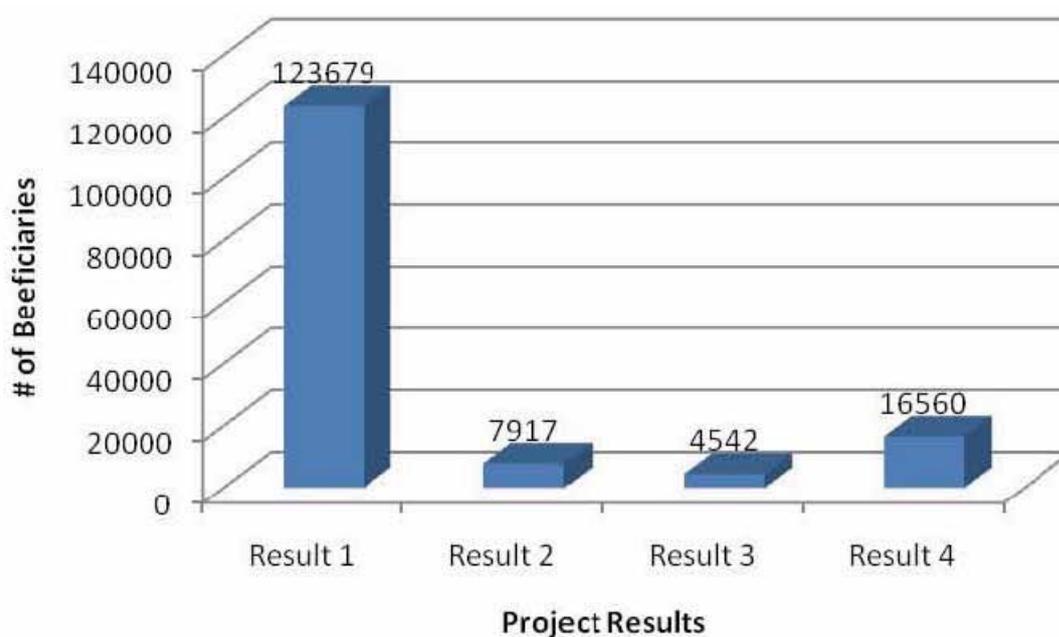
Figure 2: Beneficiaries reached across the four key result areas



While considering the result areas cumulatively in the three-year implementation period, results area 1, Communities Are Knowledgeable in Water Sector Reform Process, the New Institutions and Their Roles, reached 123,679 beneficiaries or 81 percent. The result area sought mainly to create awareness and impart essential knowledge on water sector reforms. The performance is well above the anticipated coverage as indicated in reviewed targeted-oriented results which aimed at 70,000 people across the 10 districts. This high performance was attributed to the participatory training approach strategy adopted by IEW and RACIDA. The training adopted a strategy of taking information and knowledge to the people in open forums rather than confining them to a central place where only representatives could afford participation. Use of songs and poems as a vehicle for reaching out to people made the meetings attractive to the community. Such performances are seldom staged in community meetings in rural areas due to lack of theatres that are usually found in urban centres and access is limited to only those able to purchase tickets.

The overall project performance would have been higher if all the 10 districts were at the same level of implementation. This also means that had the other four districts lagging behind managed same level of activity implementation, the performance would have risen by between 30 and 40 percent.

Figure 3: Level of project implementation by Result Areas



Indirectly, many more people may have been reached through their respective WUAs and WRUAs. According to WUAs records in Ijara and Tana River districts, which are part of the Lower Tana sub-region covering 77,400km², the total number of population served adds up to 163,650 persons (See Appendix Six, Page 70) – an average of 81,825 for each district. Assuming similar coverage is indirectly attained from the other eight districts, the entire project area coverage estimate is about 818,250 people.

3.3.3 Effectiveness in Information Delivery

This information is drawn mainly from the four districts that were visited and data gathered on the delivery of information to beneficiaries by the implementing partners.

3.3.3.1 Communities are Knowledgeable in Water Sector Reforms, New Institutions and their Roles

This result aims at:

- Creating awareness and understanding of the water sector reforms among communities to maximise on development of knowledge among the target communities, and
- Enhancing support and compliance with policy objectives.

The evaluation revealed that the community members who had gone through awareness and training on water sector reforms were also knowledgeable on the roles of the different institutions, in spite of them being several and newly created. For instance, in Isiolo district which was just two months into the implementation, WRUA members had only participated in two trainings organised by FONI on resource mobilisation and water governance, but articulated their roles very well. They said they were expected to ensure that water is efficiently used by users, resolving water-related disputes at the catchment level, managing and protecting catchment and recruiting

more members so as to ease regulation, among other functions. According to informants, “WRMA ndiyo wenye kusimamia rasilimali ya maji, nao WSB wanatupatia huduma ya maji” (WRMA are responsible for managing water resources while WSB provide water services), noted Florence K. Martin of Kithima & Aturi Water project, which is a member of Isiolo WRUA.

WUAs and WRUAs who visited Garissa, Ijara and Tana River districts presented similar experiences. With no baseline information to measure the extent to which the community has become knowledgeable on water reforms after the intervention, a control was carried out with WUAs that had not been included in the project. Members of Balich WUA in Balich village in Garissa confirmed that they were not aware of WRMA or issues regarding water sector reforms. The group had been organised by Action Against Hunger, which left shortly after the initiation of the programme, citing insecurity.

“We do not know anything about WRMA. No one has informed or trained us about reforms. What we observe when we go to Garissa is that water quality has improved remarkably of late. There must be some changes taking place there!” – Balich WUA members on 14/12/09

3.3.3.2 Communities Demand and Receive Services from Water Sector Institutions

This result sought to:

- Empower community organisations managing water resources develop quality proposals for funding,
- Enable community projects develop mitigation measures,
- Enable projects organise better and legally register as WUAs, WRUAs or WSPs.

A total of 10 community water organisations (WUAs and WRUAs) were visited in four districts. Out of these, eight were project beneficiaries. Only two or about 20 percent of the groups interviewed had not formally registered for reasons not related to lack of information but due to change in leadership. According to the new committee, WUA was in the process of registering the association. The eight community water organisations had a total membership of 1,155, of which 428 were men, 670 women and 57 youth representatives. Half of the groups had submitted their proposals for funding with WSTF and CDF. Madogo WRUA in Garissa had received Ksh1 million initial funding for training and developing their sub-catchment management plan (SCMP).

3.3.3.3 Enhancing Capacity for Water Resource Management

This result was aimed at equipping community organisations with water resource management-related issues as well as equipping CAACs with the relevant capacity to effectively discharge their functions. Evidence of training on catchment conservation and protection, development of appropriate WRUA action plans for catchment improvement and strategies to mitigate destructive activities were encountered throughout the fieldwork. In Garissa, Ijara and Tana River districts, this was achieved through conducting WRUA-specific catchment assessments, mapping jointly with WRMA officials and through community barazas. Community organisations visited also confirmed having participated in catchment exchange visits. For instance, Gananamaro WRUA confirmed that five of its members had visited a WRUA in Meru and ten others went to Kitimui WRUA in Kitui. This provided them an opportunity to learn the efforts of other community organisations in conserving their catchments and managing better their water resources. In Meru specifically visitors learnt that WRUA was buying out farmers who had encroached on springs and swamps in an effort to rehabilitate their catchment area. Interviews with community organisations revealed that they had gained insights into the following:

- Functions of WRUAs and how they relate with WUAs and other institutions in the water sector,
- Knowledge of their catchment areas in terms of environmental challenges and potentials,
- How to develop SCMPs and,
- Financial mobilisation,
- Conflict resolution in use and management of water resources.

3.3.3.5 Strengthening Stakeholders Capacity in Health and Sanitation Sector

The following objectives were anticipated from this result:

- Successful completion of the National Sanitation Policy and promotion of its ownership and commitment from the key players,
- Awareness creation and training PHOs on water sector reforms, coordination of sector response and activity implementation at community level,
- Development of sanitation and hygiene standards, and
- Strengthened ESHWG.

Field information revealed that PHOs have been exposed not only to sanitation and hygiene training but also water governance and reforms as well. According to Ali Abdillahi, the acting PHO of Ijara District, they underwent a four-day training session in water governance and reforms in 2007. The training was through a workshop and field exposure. Together with DPHO and other two PHOs, they were trained on PHAST methodology.

“Participatory methodologies – on behavioural changes on water governance” – was an eye opener for PHOs. We learnt about PRA application tools such as seasonal calendar, vane diagram and stakeholder analysis” – Ali Abdillahi, Acting PHO, Ijara District, 18/12/09

At community level, sanitation hygiene awareness creation was reported to have been undertaken across all WUAs and WRUAs participating in the project. Sanitation training was specific: For example, in training for WRUAs and WUAs near urban areas and their outskirts, the emphasis was on solid and liquid waste management. For those in the villages, the focus was on latrine practices and promotion of environmental health.

“We had a day of drama on sanitation and HIV/ AIDS. Then Gedilun 50 WUA members were trained on water and environment management, pollution of water...” – Gedilun WUA members, 19/12/09

3.3.3.6 Effective Management of Project Support Operations

This result sought to facilitate project implementation through technical and logistical backstopping. It also supported integration of issues including gender, governance, poverty and environmental issues in all project activities. There exists an excellent working relationship between the partner organisations and relevant public institutions, notably WRMAs, WSBs, District Water Officers (DWOs) and DPHOs. They were found to be knowledgeable and contributed immensely to the project through their expertise in the learning process.

As captured across the four result areas, cross-cutting issues were neatly integrated in the awareness campaigns and training sessions.

“UNICEF and Board have been working very closely. When Caroline came on board, she became part of the partnership.” – Mohammed M. Shure, Chief Executive NWSB 15/12/09

3.3.4 Effectiveness of the Training Approach and Methodology

According to a livelihood survey undertaken by Acacia Consultants Ltd for Tearfund (2008) in the northern Kenya districts, illiteracy amongst adults is more than 82 percent. This is a major challenge for the implementation of a technical intervention, which is software in nature. The training method adopted by the implementing partners was found to be effective as it employed participatory approaches through drama, poems and other visual aids. This training methodology triggered interest and was a major crowd-puller. Through drama and poems, the message was successfully delivered as community members explained what they learnt during fieldwork. They confirmed that the drama and poems were conducted in local language(s), so people were able to access and internalise the lessons. The training/facilitation style departs from the formal “teacher-student” relationship to interactive learning using PRA approaches and techniques for training adult learners.

This training methodology combined well with the approach adopted by the implementing partners taking training to the people and holding the sessions in the open. This approach underscores the project success in reaching more people than initially projected.

3.3.5 Effectiveness of Partnership Approach

UNICEF is not an implementing agency and taking up this role would have compromised its essential role of quality assurance and coordination. The timeliness and speed with which it facilitated changes in the initial design and flexibility influenced the impressive implementation of the project.

The effectiveness with which UNICEF carried out the assessment of partner organisation was found to be quite effective as the organisations provided evidence of their competence in respective fields and none has so far breached PCA. However, the process of assessment was unnecessarily long. For instance, it took one year for UNICEF to complete institutional assessment of FONI. This was at the expense of service delivery to the beneficiaries. Less rigorous yet efficient and effective Organisational Capacity Assessments (OCA) are available and should have been applied.

The project design provides for a strong partnership with key stakeholders. This is obvious in the areas visited during the review of this project. This made a strong case for bringing on board public institutions which were, and still are not at ease with reforms especially with decentralisation which some view as losing power. Through this partnership, community organisations (WRUAs and WUAs) are benefiting from the synergy, especially on skills and knowledge, institutional recognition, support and networks development.

3.3.6 Quality of Monitoring and Evaluation Tools

Project logical framework (logframe) provides an effective tool for measuring implementation performance and the realisation of outputs and results. The initial project document had no logframe but detailed action plans. Generally, targets had not been considered while the few indicators given provided no mechanism for progress measurement. Key risks and assumptions, like the drought and insecurity noted, and which would have negatively impacted on the realisation of outputs in some areas, had not been addressed. Moreover, no baseline survey was carried out prior to project intervention to provide an analysis of the situation before. Due to inadequate project design, some of the interventions / activities had no express measures. This was a major omission.

However, this study has established that an attempt was made to address this omission much later and a revised logframe with measurable results indicators and targets introduced. However, without the benefits of a baseline survey, the amendments remained non-effective. Thus, to address this omission, the consultant adopted tools that helped measure project progress. This was done through the use of control group i.e. project non-beneficiaries. During focused group discussions and key informants interviews, non-project community organisations were sampled, helping in data comparison.

For project monitoring and evaluation, UNICEF monitoring system was mainly based on the effectiveness of work plans and field supervision. Quarterly project reports were also effective progress monitoring tools. However, use of a quick checklist for field activities using easily identifiable and measurable indicators could have complimented field supervision. Nevertheless, the implementing organisations should also have had a monitoring checklist to guide them in tracking progress and hitches encountered on the ground in order to provide the required backstopping as and when required.

3.3.7 UNICEF and EC Visibility

At the ground level, where implementation was taking place, a strong bond was created between the implementing organisations, community water organisations, public institutions and water authorities. The beneficiaries clearly understood who the key players were and their role(s). This was as a result of implementing organisations doing a great deal of explaining to beneficiaries on the institutional arrangements under which the project was being carried out. In addition, all the training and promotional materials bore UNICEF and EC labels. As such, the visibility of UNICEF and EC was evident.

3.3.8 Challenges Affecting Implementation of Project Activities

The identification of appropriate implementing partner organisations presented a challenge to UNICEF. The process was slow, especially in vetting, causing significant delay in the implementation. For example, Isiolo, Samburu, and Moyale implementation was delayed by one year. In Laikipia, UNICEF has not identified implementing partner and the search was still on during the evaluation.

Drought/flood cycle is another challenge that stifled the effectiveness of the training and follow-up. For instance, in the case of Kotile WUA in Ijara District, the training period was not appropriate as drought ravaged the area at the time of training. Migration in search of water and pasture was the pastoralists' main preoccupation, and were unable to concentrate on the training. Flooding problem was also experienced, particularly in Ijara, making the area inaccessible. As such, activities were rescheduled.

Since the reforms were new and not properly understood even by organisations that were expected to implement them, coupled with the fact that institutions were newly established and evolving, made the implementation pace slow. Fortunately, public officers were eager to learn to enable them meet their performance contracts. According to initial project design plans, CAACs were to be facilitated to organise demonstrations through WRMA offices, but they were then newly appointed and lacked funding and capacity to do so (and were hardly aware of their roles). As such, IEW had to change tact by first inducting them on the functions expected of them and the physical scope of coverage of their catchment area.

Illiteracy, cultural attitudes and practices were other hurdles encountered. Participation of women and discussion on HIV and AIDs was initially opposed. Latrine construction was also affected as the prevailing cultural practice was to defecate in the open, and the belief that adults and children's faeces should never mix. These challenges were gradually surmounted through awareness creation on gender and HIV and AIDS, sanitation and hygiene training. The use of visual aids and drama in training methodologies helped deal with the problem.

3.4 Impact of the Project

3.4.1 Overview

According to this evaluation, project impacts have been viewed through the assessment of systematic analysis of the effects in beneficiaries' lives. Short and long term impacts, as well as direct and indirect, and intended or unintended impacts, have been considered in the assessment. Further the dimensions of the impacts, whether positive or negative have been accounted. Project effects are discussed and presented according to the results anticipated after successful implementation of the activities, as depicted in Table 1, above.

3.4.2 Communities are Knowledgeable on the Water Sector, the Institutions, Their Roles and Responsibilities

The impact deriving from empowering beneficiaries in understanding reforms in the water sector and their responsibilities was pointed out by community members during this fieldwork. The re-registration of former self-help groups/ projects as associations under the Societies Act was immediately effected after the realisation that their former status did not confer them legal recognition. As an association, however, community institutions are recognised as legal entities that can sue and be sued in a court of law. Some community groups that have been running as self-help groups for many years, e.g. Isiolo WRUA registered with the Department of Social Services in 2003 but re-registered with the Attorney General's office in 2009. A list of the community water organisations incorporated as associations in Tana River district is appended (See Appendix 7, Page 72). The registration helped the new associations in understanding their roles, resulting in better relationships with other water institutions (WRMA, DWOs etc) as they respect each other's rights and obligations. The project governance improved, for instance, in conflict resolution as this was adequately addressed, while recording-keeping in community organisation had improved. Plans for use of water resources were adequate and overall improvement of financial management was noted as discussed below.

"The water governance project was timely as issues to do with institution arrangements and roles needed to be clarified. Initially, communities used to go to the DWO's office for issues under WRMA. Today, the community is aware that it is WRMA that issues permits, besides other roles played.

Abdi Omer- Sub Regional Manager, 15/12/09.

3.4.3 Communities Demand and Receive Services from Water Sector Institutions

WUAs and WRUAs and the community members in general have come to understand issues regarding water resources and their catchment. Half of the community water associations interviewed had submitted their proposal for funding to WSTF through their DWOs to forward to WRMA. For example, Madogo WRUA in Garissa had secured Ksh1 million funding from WSTF for training and developing Sub-Catchment Management Plan (SCMP) and also submitted more proposals. According to WRMA office in Garissa, 17 WRUAs have been formed since 2006, out of which nine have submitted their funding proposals. A total of 405 proposals had been received from the entire Lower Tana sub-region, with 80 percent of the applications coming from areas supported by the UNICEF water governance project.

*"We have now opened a bank account where we keep the money that we raise from selling water at 0.50 cents per 20-litre jerrican. This money can be borrowed by members in case of an emergency. So far, a member has borrowed 10,000/= for school fees....This money is used for maintenance. Before the training, in case of a breakdown, we used to call for a baraza through which we raised money for repair."***Chewani WUA, 17/12/09**

Through training on resource mobilisation, communities were aware of other funding organisations like CDF and ALRMP II, as well as raising funds internally by charging annual registration fees and water levies. In addition, training on financial management changed the attitude of members who viewed water resources as meant for social good only, not as an economic resource. Members reported their willingness to pay for water use after learning about O&M. Consequently, WUAs had bank accounts opened for the safe custody of the money collected from their members. For example, Chewani, Saka and Gedulin WUAs opened bank accounts immediately after training, while Madogo WRUA had to open a Current Account besides the existing Saving Account as a funding condition by the WSTF.

Other impacts include:

WUAs and WRUAs were aware of their service needs and sources. For instance, Chewani WUA occasionally treated their water, especially during wet periods. Water treating chemicals were obtained from DWO.

WUAs and WRUAs have been recognised by other stakeholders in water resource management. According to Saka Chief: "I am delighted with the group (Saka WUA) as they are able to take up some of the burdens I used to shoulder," he said, referring to the community's ability to work on their proposal and submitting directly to DWO's office, or organising community cleanup in Saka Trading Centre.

Increased willingness and compliance to get water permits by WUAs and WRUAs. According to Lower Tana sub-region, the compliance rate had reached 45 percent, largely due to the water governance project awareness creation.

The water governance project linked the community with WASH programme. Many were able to apply for financial support to WSTF, which disburses WASH funds to support water development projects.

Increased awareness on water issues has resulted in increased service demand, thus increased service delivery. For instance, Garissa WRMA Station emerged second out of nine stations in service providing performance.

3.4.4 Enhanced Capacity for Water Resource Management

This study has revealed that the capacity of community organisations and public institutions have been improved and are now able to perform their roles and functions in accordance with reforms and provisions of the Water Act 2002. The Act states that the functions of CAACS shall, in relation to the catchment area for which it is appointed, advise Authority officers at the appropriate regional office concerning:

- water resources conservation, use and apportionment;
- granting, adjustment, cancellation or variation of any permit; and
- any other matters pertinent to the proper management of water resources.

"I was newly appointed to CAAC and the project enabled me know my catchment area...I now know the water and environmental problems in the catchment. I have been able to explain to my people about reforms and decentralisation. Some have developed and submitted their proposals for funding. Three households in my area have put up roof catchment, water conflicts have reduced, the community is aware of resources in their catchment and their status and above all, they have come to know one another and are working together." – Abubakar Issac, CAAC member, Garissa; 17/12/09

These functions are involving and require the holder to have a proper knowledge of the catchment area in terms of the resources available, their status, utilisation and potential. However, as IEW came to realise, CAACs were newly appointed with no projection of what was expected of them. Through training by IEW, this study encountered informed CAACs able to discharge their duties well. They know their catchment in terms of scope and resources available. This was achieved through resource assessment and mapping of the catchment area. The empowered CAACs worked closely with WUAs and WRUAs, helping implement their action plans and assisting in applying for financial assistance to WSTF. A link had, therefore, been developed connecting the community with WRMA.

“This project enabled us reach where we would otherwise not have, as we had no vehicle to take us. This enabled us to get to know our catchment area. We have built essential contacts for passing or receiving information. For instance, in case of flood menace, we call our contact people and inform the community about the inherent dangers. We have also collected essential data and carried out UTM coordinates. During the exercise, we established arsenic presence beyond the required amount in three of the 10 boreholes sampled. Arsenic is heavy metal soluble in water and causes body rashes, and at a critical level, it is cancerous.” – Daniel, WRMA officer, Garissa 17/12/09

Besides CAACs, most WRMA officers encountered some challenges in the implementation of the reform policy as they were not quite clear. They had little information about their catchment and had no resources to take up catchment resources inventory. Through this project, WRMA has updated GIS database and created data storage infrastructure. This was made possible during catchment resource assessment and mapping exercise. However, there is no arrangement in place to enable WRUAs collect information and build own database. Also, there is no monitoring system in WRMA for reviewing its activities for coordination purposes.

The capacities of WUAs and WRUAs in water-related conflicts have been promoted and the knowledge gained is being directed towards resolving issues affecting the management of water facilities and access. In Garissa municipality, a better relationship has been achieved between agriculturalists and pastoralists as a result of reconciliation efforts carried out by Madogo and Gananamaro WRUAs. The bone of contention has long been the closure of stock routes by agriculturalists cultivating along the river, consequently denying pastoralists and their animals' access. So far, 12 out of 26 routes have been opened after the organisations' interventions that include tree nurseries establishment and sensitising the community on the environmental conservation.

3.4.5 Strengthening Stakeholders' Capacity in Health and Sanitation Sector

Sanitation and hygiene training by the project has resulted in the general improvement of health standards as cases of water-related diseases have reduced. This is a view shared by most community members of Saka WUA, which is managing a water supply system from an engine provided by UNICEF (from a different project offered as a donation to a local school). This has ensured water quality by cleaning the area around the borehole and prohibiting activities that could pollute water, such as washing clothes near there. According to the local health officer, water-related diseases have dropped by about 60 percent.

Note: A plastic knob burnt at the edge to block the water flowing out. When slightly pulled outwards, the water flows but when pushed inside, the knob is shut. It's simple to operate just as a water tap.

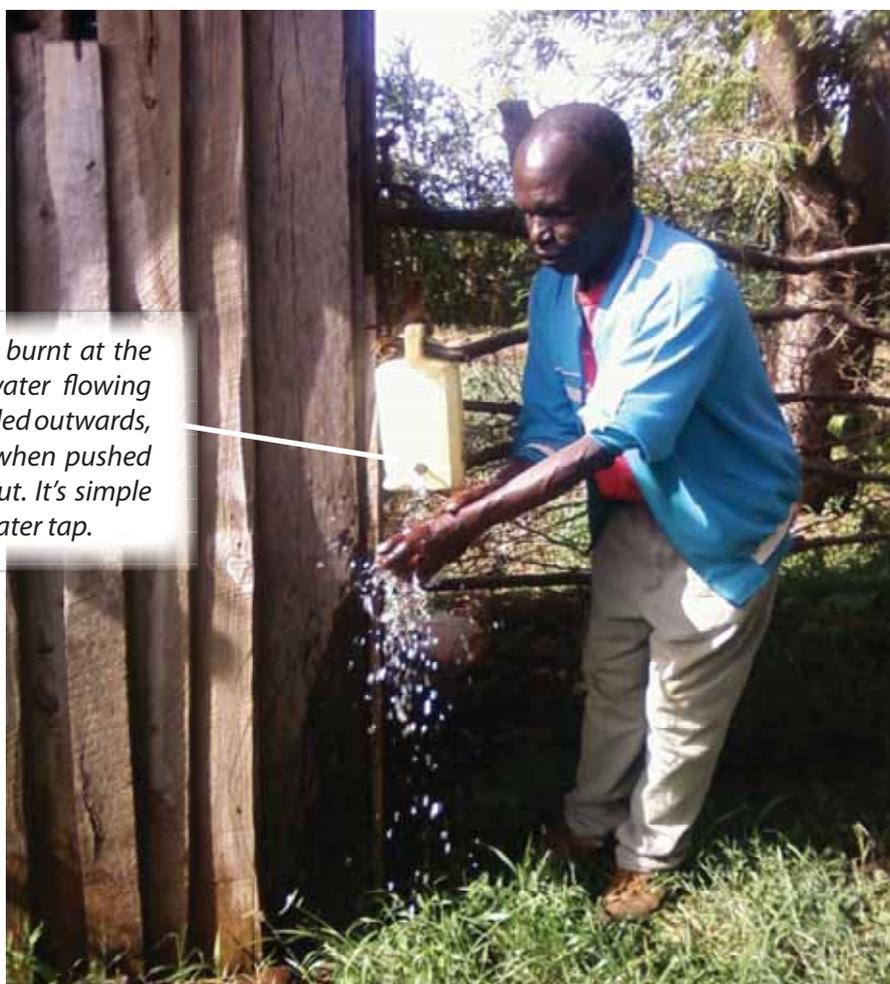


Photo 1: A man washes his hands after visiting the toilet using an improvised plastic washing tap.

Other impacts associated with this intervention at the community level include:

- Behaviour change through proper use of latrines as opposed to the practice of defecating in the bush. For example, Korakora WUA has constructed 10 latrines after the training; Matangala WUA, a pastoral community and Kotile have completed six latrines. A member of Isiolo WRUA has turned a plastic container into a hand-washing tap strategically positioned so that one is motivated to wash hands after visiting the toilet (See Photo 1, above). Other basic sanitation and hygiene practices include boiling or treating drinking water, which was not widespread amongst non-project community groups.
- Solid waste clean-ups around rural trading centres,
- Resisted effluent discharge into water resources. In Garissa, Madogo WRUA opposed direct discharge of effluent from four sewers into the river. This has since stopped and proper drainage put in place.

At policy implementing level, the intervention has resulted in an improved working relationship, especially between Public Health Department, local authorities, district water office and the water authorities (WRMA and NWSB). While these institutions were working individually some years back, the training has brought them together as all have found areas of common interest in water, sanitation and hygiene issues. Moreover, through WESCOORD, strong cooperation has emerged to the extent of sharing resources and pushing for issues that bind them together, like urban sanitation and water supply at the District Steering Group (DSG) where they work as partners. In Tana River and Bura, the Laza Cleaning Committee is very active, with the Department of Public Health hosting the Secretariat while the council is the chair. This committee was put in place in October 2009 and, according to DPHOs for Tana River and Bura districts, the training received from the governance project has immensely contributed to the success the cleaning committee is realising.

In another concerted effort between WRMA and DPHO Garissa, the DSG eventually agreed to take up issues relating to the quality of water that the Arid Lands Programme was supplying to the communities under emergency interventions. This was achieved after the two offices complained about the low water quality supplied and highlighting the health risks associated with raw water. Monitoring of the water quality has been enhanced and sustained to reduce incidences of water-borne diseases. Appendix 8 shows the commitment of WRMA and key partners in ensuring supply of quality water.

“River Tana water makes us contract diseases because it’s dirty, especially during rainy seasons. However, we do not boil drinking water as it loses taste. Moreover, we have no time to wait for the water to boil anyway” – Abdi Serar, Pump Attendant, Raya WUA- non-project WUA. 14/12/09

Other impacts include:

Increased coverage of latrine use. For example, in the past two years, latrine usage in Garissa has risen from 30 to 34.2 percent, which the DPHO attributes to the training. This has also brought down the prevalence of diarrhoea since latrine use and diarrhoeal infections are linked.

Increased environmental concerns. In the case of Garissa, stakeholders in waste management have been searching for support to secure appropriate waste management facilities and eventually the American Marines volunteered to build six refuse chambers. The impetus for this is traced to the training. The utilisation of the chambers by the community called for concerted effort by the office of PHO, local authority and the community members where they devised strategies for mobilising the larger community members through the Imams. Community members respect messages coming from religious leaders. Imams continue to remind people on the proper waste management on a monthly basis. The mobilisation groups have also continued sensitising market community to do clean up campaigns (see caption). Recently, these groups organised a major campaign and six lorry-loads of waste collected. Moreover, the committees continued monitoring the market users and those found not complying risk having their kiosks closed down, as happened recently to 67 kiosks operators. As such, the market community has put in place self regulatory mechanisms which are working well. Appendix 9 confirms the new-found commitment amongst market committee to clean up the market. The clean-up campaigns in the municipality featured in the local dailies.

“Garissa is becoming a millennium city. One of the waste management committee is a member of the District Millennium Development Committee. Together, they have developed a plan which will also involve UNICEF”
– **Ahmed A. Arab, DPHO, Garissa, 15/12/09**

Communication in DPHO offices and among other stakeholders has become more effective. At the DPHO offices, the trained PHOs are able to articulate their issues more accurately and develop implementable action plans. PHOs who never participated in the training and incoming DPHOs are also learning from reports generated by those trained. Improved action plans means that the scarce resources allocated to the department are used more productively in a result-oriented manner. In an effort to make Garissa a Millennium City, a partnership approach has been adopted, with environmental and sanitation issues dominating (See Appendix 10). Availability of computers donated by UNICEF to DPHOs offices assisted in the reporting and documentation processes.

Public health standards are also being developed and popularised among stakeholders. In Garissa town, public health standards have been developed and must be fulfilled by the business community before a business permit is issued (See Appendix 11, Page 62). Non-conformity to these standards can lead to prosecution. For example, two businesses have been shut and owners fined Ksh2, 000. For them to win their business licence, they have to ensure that effluent from their premises drains into the town sewerage system.

Follow-up issues on water governance project are likely to emerge. A funding arrangement has been developed between UNICEF and the Department of Public Health to support the implementation of action plans developed during the water governance project. The funding is facilitating the department put into use the knowledge and skills acquired. The funds have so far been utilised for the purpose for which they were meant. This has served to motivate other stakeholders in this collaborative venture. KFS and the Millennium Committee are already planning to plant trees to create shades along the streets.

3.4.6 Effective Management of Project Support Operations

This result sought to facilitate the project to technically and logistically implement its activities to realise the desired results. The strategy aimed at enhancing service delivery across all the result areas. In addition, the result area also supported the implementation of cross-cutting issues. The project had an agreed plan of operation that aligned project implementation, despite being implemented by different partners. This strategy was also found to limit deviation from the intended course while PCA regulated and ensured the rules in project implementation were adhered to.

On cross-cutting issues, evidence of integration is overwhelming. While discussing HIV and AIDS openly among Muslims is a sensitive issue, the Gedilun WUA experience was a manifestation of the awareness created. Members noted that one could contract the virus if they had unprotected sex with an infected person or had unscreened blood transfusion. The community observed that HIV/ AIDS was being experienced in marital homes and everybody risks contracting the disease if necessary prevention measures are not observed. This is an important insight considering that the community is culturally polygamous.

On gender mainstreaming, this study revealed positive effects are being realised. In all WUAs and WRUAs visited, they had a mixed committee of men and women. Further, it was established that in the area of IEW training, beneficiaries are well disaggregated by gender where male beneficiaries represented 59 percent, 35.1 percent females and children accounted for 5.5 percent.

3.5 Project Sustainability

Sustainability considered whether the positive outcomes of the project are likely to continue after external funding ends, and whether longer term impacts on the wider development processes could be sustained by the target beneficiaries.

Working with and strengthening WUAs, WRUAs and waste management committees means that the skills acquired will circulate among the community, ensuring continuity even after the water governance project phases out. The training approach was visualised and emphasised on do-it-yourself basis. This is easily replicated by other members of the community. Further, the project has created a strong relationship between the community organisations and relevant public institutions. Public institutions, like the community are not time-bound. According to institutional reforms in the water sector, the functions are neatly weaved together in an endless seam where each institutional activity contributes to sustainable management of water resources. There exists, therefore, a symbiotic relationship whose purpose is to maintain and harmonise co-existence of the institutions involved.

At community level, the training instilled a consciousness among community members who recognise that as consumers they should pay for the water used. This has inspired a willingness to pay for the water used if the infrastructure is to be sustained.

Moreover, governance is a prerequisite for sustainable development through the creation of structures that instil accountability and good practices and ensure the best ways of empowering the citizens' participation in making decisions that affect their livelihoods. The reforms provided the opportunity to strengthen community institutions and public institutions for sustainable growth, even after the life of the project. The integration of cross-cutting issues allow a review of the reform process from a holistic point of view as issues that infringe on the rights of some members of the communities are identified and gradually sorted, while observing the community's traditional beliefs and practices.

However, UNICEF should integrate the process of phasing down and eventually phasing out within the phase of no-cost extension which is projected to last one year. Phasing down refers to the process of scaling down intervention activities in the project area. From the outcome of this evaluation, the process could start in all the districts that have undergone an implementation period of two to three years as the institutions built or strengthened appear to be working and just require minor reinforcements, especially in ensuring that they receive the funding requested for, or utilising funds effectively.

Phase-out, on the other hand, is complete withdrawal of UNICEF from project activities. This should be carefully done and guided by PCA drawn by the two parties, unless otherwise UNICEF quits due to external factors. The following indicators need be assessed:

- Has the target community acquired sufficient capacity (organisational and technical) to continue with the project activities or even to support new innovations,
- Through UNICEF's networking and coordinating functions, is there any other stakeholder to link with WUAs or WRUAs,
- Have the two parties successfully accomplished the projects activities.

From this evaluation, most of these aspects have been achieved in the areas where the implementation has been going on for two to three years. However, there is a strong need for follow up and backstopping, which should be achieved in the extension phase granted to UNICEF.

3.6 Lessons Learnt

Learning is an important component of effective project management and implementation. Lessons learnt should be an integral part of all the stages of project management cycle. A lesson is a new idea, process, experience or understanding which goes to improve the way the project is managed and contributes to greater effectiveness and wider impact on an activity. Usually interventions do not turn out exactly as planned; sometimes the needs are not immediately clear or cannot be easily understood. Circumstances also change. For instance, there may be new people in the community, fresh needs may crop up, old problems that had been sorted may recur or problems might affect people differently. In this context, a project must make a deliberate effort to extend lessons, document and incorporate them in the project cycle and share with partners and other stakeholders to contribute to the enhancement of final products. The following are the lessons learnt across all result areas:

- Governance process is a prerequisite for sustainable development. Where it is missing or insufficiently addressed, development interventions are slow and sometimes impractical.
- Behaviour change is positively influenced by knowledge. This is the strength that UNICEF is promoting through its partner institutions.
- Participatory training enhances skills development. In spite of the high illiteracy levels amongst the beneficiaries, the awareness creation and training methodology adopted by the implementing partners which included visual aids, dramatisation and other PRA interactive techniques ensured effective transfer of desired information and skills which community members are utilising in the management of water resources and conservation of catchment areas.
- Interventions need be cognisant of the seasonal calendar of the project area so that implementation is not affected by social or seasonal activities.
- Governance process is vital in fostering transparency and demanding people's rights. The UNICEF process of popularising reforms by building capacity of key stakeholders has increased accountability and ownership of the programmes. This in turn has enhanced community influence, which means its members are increasingly demanding better services, or in some way scrutinising the institutions responsible for service delivery.
- Taking training to the grassroots means that one is targeting local people, who are the gatekeepers as well.
- Dissemination of policy issues to the community gives community members an opportunity to understand what is required of them. This also spurs support for the implementing institutions as the community shall be coming from an informed stand-point.
- Multi-sectoral approach enhances service delivery. The programme has brought together relevant ministries and other public institutions and the community in achieving good results through harnessed synergy.
- Governance has resulted in better utilisation of scarce resources while improving transparency and accountability.
- Water governance has impacted positively on sanitation and hygiene. If the project is expanded, the burden of water-borne diseases on the community will decrease.
- Communication has been made more effective and easy among all stakeholders in the project. Inter-departmental communication is also running smoothly and contributing to improved public service delivery and general performance.
- Human rights approach in the training has improved the quality of life of the poorest by promoting equitable development.

4.0 CONCLUSIONS AND RECOMMENDATIONS

4.1 Conclusions

Sustainable Water Management and Governance is a UNICEF project designed to support water and sanitation sector reforms in the arid and semi arid areas of Kenya. The project has been implementing its activities in 10 selected districts for past three years since its inception in November 2007. Some of the key conclusions from this evaluation are:

- The project activities have been implemented as planned in six of the 10 target districts which started between two and three years ago. In four districts, commencement was late but the pace impressive. Because of this delay, the no-cost extension granted is in order. During the extension period, and if the pace of implementation is maintained, the project should satisfactorily realise all the anticipated results, thereby contributing to the project goal(s).
- Though initially unintended or not considered in the project design, the project has established an opportunity linking governance project to WASH Programme.
- The reforms were on time and presented an opportunity to strategically anchor WUAs and WRUAs to harvest the benefits of increased knowledge of institutional structures and functions. Increased demand for service has been observed from a number of funding proposals presented to WSTF and the development of SCMPs.
- UNICEF's assessment process in the selection of partner organisation(s) was stringent and effective in bringing on board institutions that are competent and functioning properly. However, the process is lengthy and time-consuming. There exist other alternatives such as the effective Organisation Capacity Assessment (OCA) that is quicker and reliable.
- The project has comprehensively integrated all cross-cutting issues including gender mainstreaming, human rights, environment, HIV and AIDS and advocacy in project implementation. However, on reporting, some partner organisations do not give emphasis to some of these issues. For instance, the reports by partners on the beneficiaries reached are not disaggregated by gender (women, male and children), apart from IEW.
- A strong working relationship, which is reciprocal in nature, has been established between the community organisations (WUAs and WRUAs) on the one hand, and the relevant public institutions in water and sanitation issues on the other. This institutional arrangement is essential for project sustainability.
- Information pathway between WRMA and community organisations (WUAs and WRUAs) has been established and is operational. However, there is no system in place to assist WRUAs collect essential data and create their own database. In addition, there is no effective monitoring system to help WRMA monitor and assist WRUAs in the implementation of their activities.
- UNICEF has taken the opportunity provided by the project to enhance reforms in the water sector. In this pursuit, UNICEF recognised and amplified the role that public institutions play and appreciates the synergy produced when working in partnership as policy issues are better articulated and implemented. Likewise, it has dawned on public institutions that they benefit from UNICEF's collaboration to best serve the marginalised communities in the arid districts.
- The intervention by UNICEF was timely considering that the reforms, institutional structures and functions were not clearly understood by WUAs and WRUAs. As such they were poorly conceptualised by the public institutions upon whom the onus of implementation rested.

4.2 Recommendations

- The one year no-cost extension phase is adequate. However, UNICEF will need to move with speed to ensure the activities planned for the districts lagging behind are implemented on schedule and with due consideration for quality and quantity as per project design. An assessment to identify the Laikipia implementing partner should not take long as has been the case in the other districts as there may be no time left for implementation.
- The water governance project, which by design was in software, should strive to expand the hardware component by taking deliberate action to directly link it to WASH programme. This will give an opportunity to put the acquired capacity into practice.
- WRUAs should be helped build their own database about the catchment areas if they are to be expected to effectively discharge their functions. In addition, it is important for WRMA to establish a monitoring plan and system in order for them to understand and coordinate activities undertaken by WRUAs. This would minimise chances of conflict of interests and at the same time coordinate catchment activities and developments. UNICEF could play a big role in facilitating a monitoring system.
- UNICEF should review the partner assessment process to ensure it is timely but not cumbersome. Use of simple OCA tools should help in this process.
- The project should sustain the sensitisation campaigns on gender, HIV and AIDS and other harmful cultural practices so that meaningful progress is achieved for the entire society.
- Follow-up and backstopping should be observed by groups receiving or submitting proposals for funding. This is an essential phase of the community transformation which, if not well guided, could result in the disintegration of the associations upon which much effort and resources have been spent. The WRUAs should also be supported to develop their SCMPs.
- Continuous strengthening of the Programme Management should be scaled up in the next phase as exit strategy. It is important that the phase out is worked out carefully and in stages to minimise the impacts associated with partnership parting in order to ensure sustainability of the community institutions built or strengthened through this project.
- While focus should be directed to districts that have just started project implementation, some resources should be available to assist in technical and organisational backstopping in the districts that have been in the implementation phase since the inception of the project.

5.0 REFERENCES

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8. UNICEF: Project progress Reports (1st, 2nd and 3rd Years).
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LIST OF APPENDICES

APPENDIX 1: TERMS OF REFERENCE

2.1 OVERALL OBJECTIVES

As part of its programme, UNICEF Kenya Country Office, in close collaboration with the Government of Kenya, EU and partners seeks to engage a consulting firm to provide an evaluation of the sustainable Water Management and Governance for poor in Drought and flood prone areas of Kenya. The Government of Kenya in an effort to improve the management and service delivery of water in the country undertook reforms in the water and sanitation sector. The reforms introduced by the Government involved decentralisation of the management of water resources through the establishment of various institutional infrastructures with distinct roles and responsibilities. However, most of the institutions lack the capacity to effectively translate policy objectives to improved service delivery. Consequently, the water sector reforms are yet to realise the objectives for which they were instituted. The EU-funded project, Sustainable Water Management and Governance project was initiated to support the water and sanitation sector reforms in ten districts in Arid and Semi Arid lands (ASALs). The purpose of the proposed evaluation is to assess and document the results achieved by the programme and recommendations for further improvement of water governance in ASAL areas.

2.2.1 PURPOSE

To conduct a comprehensive evaluation on sustainable Water Management and Governance project which will provide information on the project effectiveness, efficiency, significance, relevance and highlight key lessons learned that contribute to improvement of the project in the future.

2.2.2 OVERALL SCOPE OF WORK:

The evaluation will include an overview of the entire EU UNICEF Governance project over the last two years. The evaluation will consider inputs, institutional capacity, approaches and deliverables. In order to obtain the necessary data desk reviews, interviews with key informant, partners, beneficiaries and focus group discussions will be held with NGOs, community members who have been participating in the EU governance project. The evaluation will mainly focus on:

- Relevance, efficiency and effectiveness of approaches use in the programme implementation.
- Evaluate the extent to which the programme has achieved its objectives.
- Identify key impacts of the project in the management of water resources.
- Highlight key lessons learned from the project for future reference.
- Make recommendation on how to improve project implementation for sustainable impact.

2.2.3 METHODOLOGY

The successful consultants will meet with the clients – Chief, WASH UNICEF and other Programme staff to review the assignment and clarify TOR requirements. The consultant will then develop review methodology/tools/processes which must be approved by client. Thereafter the consultant (s) will start the assignment which may include but not limited to;

- 1 week of desk review and synthesising project document
- 1 week field visits to at least four districts to visit project sites, meet beneficiaries, including communities and local leaders
- Preparation and submission of a draft report
- Facilitate a one-day presentation and feedback meeting with the community key informants and staff to be organised in Nairobi
- Preparation of Final report

2.2.4 EXPECTED OUTPUT/DELIVERABLES

- Final evaluation report (two bound hard copies and 2 copies on CD detailing the scope of evaluation including lessons learnt, conclusion and recommendations).

2.2.5 REPORTING AND ACCOUNTABILITY

The consulting firm will be supervised by Chief Wash

TIME FRAME

- The consultancy will be four weeks starting October 20, 2009.

2.2.6 QUALIFICATIONS

- Registered as legal entity within Kenya
- Have a minimum of five years experience of work in a field related to the assignment.
- Team members should demonstrate past experience in project evaluation
- Team leader must have an advanced degree in social sciences
- Excellent written and oral communication and analytical skills

2.2.8 EXISTING INFORMATION SOURCES

The consulting firm will be guided by but not restricted to the following documents:-

- EU Project proposal
- Project Progress Reports
- Reports from partners
- National Sanitation and Hygiene Policy
- Water Act 2002
- Public Health Act

APPENDIX 2: FIELDWORK PROGRAMME

Date	DESTINATION	TIME	ACTIVITY	REMARKS
Friday 18/12/09	Ijara	0800-1000	Travel to Ijara	Working in Ijara
		1030-12.00	Interview with DWOs office	
		12.00-12.30	Interview with DPHO	
		13.00-15.00	Interview with Kotile WUA	
Saturday 19/12/09	Ijara	0700-0900	Travel to Gedilun	Working in Ijara
		0900-1030	Interview with Gedilun WUA	
		1030-12.30	Travel back to Masalani	
	Nairobi	12.30- 23.00	Travel back to Nairobi	Travelling to Nairobi

APPENDIX 3: UNICEF NGOS PROFILE

Checklist for NGOs/CBOs

1. This checklist should be completed by the UNICEF Programme/Project Officer in consultation with the NGO. It should then be reviewed by the management in the country office and placed in a master file. It is good practice to also check references with other organisations with which the NGO collaborates and with its bankers.

Section I – General Information

2. Name and Address of the organisation's (local address and/or overseas address/telephone/fax/e-mail details if available): _____
3. Name of Head of the organisation/Title: _____
 - a) Registration details (with copy of registration certificate if registered):
 - b) Date Registered : _____
 - c) NGO Registration No _____
 - d) Registered under (The NGO Coordinating Bureau, National Council of NGOs,
 - e) Ministry of Culture and Social Services etc.) STATE:
 - f) PIN Number: _____
 - g) Date of Last Filing of Returns to GOK: _____
4. List of organisation's Officials (with titles) who will be involved in implementation of the project proposed for UNICEF funding: _____
5. Name/Title of Official responsible for requesting assistance and accounting for it: _____
6. Name and address of bankers (with name of manager/address and telephone number): _____
7. Their sources of core funding or income over the period of the last three years: _____
8. List of organisations with which the NGO/collaborates/has collaborated in the past three years with their names and contact address/telephone number/e-mail address if available:

Section II – Assessment of NGO/CBO capacity to implement UNICEF-assisted projects (if any of the points below are not applicable for any reason, please state so. Otherwise please respond with as much information and detail as possible and please do not restrict your answers to "Yes" or "No").

9. Are their mission, mandate and values consistent with those of UNICEF?

Yes No

10. Comments: _____

11. Does transparency exist about the organisation's policies, activities, structure, affiliation and funding?

Yes No

Comments: _____

12. Provide information on the organisation's scope of work and geographical area of coverage and human resources?

13. What is the composition of the board?

14. Are there any evaluations of projects executed by the NGO/CBO available? (please attach)

Yes No

15. Comments :

16. Did UNICEF co-operate with the NGO/CBO in the past? Yes No

17. Are records of this past co-operation available within the UNICEF and the CBO?

Yes No

18. Comments: _____

19. If the NGO/CBO is new to UNICEF, has information been obtained through informal Consultations with other United Nations Agencies, NGOs/CBOs, or beneficiaries?

Yes No

20. Comments: _____

21. Does the organisation have the capacity to implement the project agreement?

Yes No

22. Comments: _____

23. Is the organisation open to participation by children and women and other beneficiaries in project planning and management?

24. Yes No

25. Comments: _____

26. Does the organisation reach out, is it representative of poor people, or those that are hard to reach?

Yes No

27. Comments: _____

28. Does NGO/CBO have credibility with families, the community and the government?

Yes No

29. Comments: _____

30. Does the NGO/CBO actively engage in networks and alliances, including with the local community?

Yes No

31. Comments: _____

32. Does the NGO/CBO engage in policy dialogue and advocacy, at the appropriate level?

Yes No

33. Comments: _____

Section III

Assessment of NGO/CBO operational/financial capacity to implement UNICEF-assisted projects (if any of the points below are not applicable for any reason, please state so. Otherwise please respond with as much information and detail as possible and please do not restrict your answers to “Yes” or “No”).

1. Are last year’s audited accounts on file? (please attached copy if available)

Yes No

Comments: _____

2. Are there any outstanding liabilities from the NGO/CBO?

Yes No

Comments: _____

3. Does the NGO/CBO have good general management, financial management and internal control systems in place:

Yes No

Comments: _____

4. What is the strength of its finance department in terms of staff, their titles and areas of work?

Yes No

Comments: _____

Section IV

Please provide copies of as many of the following supporting documents as possible (included in this list are all of those referred to in Section II):

DOCUMENT

- | | | | | |
|--|--------------------------|-----|--------------------------|----|
| 1. The organisation's official registration with government | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |
| 2. It's organisational chart with a list of their key personnel and their functions. | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |
| 3. The organisation's by-laws. | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |
| 4. The organisation's financial report for the last year | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |
| 5. The organisation's most recent audit report | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |
| 6. The organisation's annual report for the past two years | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |
| 7. Evaluations of the organisation's activities (if any) | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |

Section V

Evaluation by UNICEF's programme staff with recommendations on the suitability or otherwise the organisation for UNICEF's support.

Overall rating Poor Satisfactory Good Very Good

Comments: _____

Signature: _____

Name in Print: _____

Title: _____

Date: _____

Section VI

Evaluation by UNICEF's operations/finance staff re the adequacy of its financial capacity in terms of financial management & accounting and internal control processes and procedures. This may be completed in two stages: (1) based upon review of the documents provided and (2) following a visit to the organisation at a later date.

1. Comments: (based on review of documents received)

2. Comments: (based on visit to the organisation)

3. Overall rating Poor Satisfactory Good Very Good

Signature: _____

Name in Print: _____

Title: _____

Date: _____

Section VII

Comments/Observations of the Programme Officer re suitability or not of the NGO for UNICEF assistance:

Signature: _____
Name in Print: _____
Title: _____
Date: _____

Section VIII

Comments/Approval or otherwise of the Head of Office or his/her designate, re suitability of NGO for UNICEF assistance:

Signature: _____
Name in Print: _____
Title: _____
Date: _____

Contract n° 9 ACP RPR 39 / 51 -														
Implementation period of the contract (01/11/2006-30/10/2009)														
Progress Report: period (01/11/2008- 30/04/2009)	Budget as per contract/rider				Reallocation and use of contingencies		Expenditures incurred							
	Unit	# Units	Unit cost (in EUR)	Costs (in EUR)	allowed reallocation	use of contingencies	Per currency			Total for the period in EUR		Cumulated costs (before current report) (in EUR)	Cumulated costs (from start of implementation to present report included) (in EUR)	
							Name of currency: US\$			Units total # for all currencies	Total cost of the period (in EUR)			(h)= Sum (g ₁₃ g _n)
Exchange rate of the period (01/11/2006-31/10/2007):							0.79							
							Unit cost (US\$)	Total cost (US\$)	Total cost (in EUR)	(g ₁)= (f ₁)*(Fx-rate ₁)	Sum (d ₁₃ d _n)	(i)	(h)+(i)	
	(a)	(b)	(a)*(b)	(d ₁)	(e ₁)	(f ₁)=(d ₁)*(e ₁)	(g ₁)= (f ₁)*(Fx-rate ₁)	(h)= Sum (g ₁₃ g _n)	(i)	(h)+(i)				
1. Human Resources														
1.1 Salaries (gross amounts, local staff)														
1.1.1 Technical	Per month	36.00	4,701.00	169,236			9,462.70	28,388	22,427		3	22,427	136,416	158,843
1.1.2 Administrative/support staff	Per month	36.00	2,000.00	72,000			2,736.68	13,683	10,810			10,810	4,977	15,787
1.2 Salaries (gross amounts, expat/int. staff)	Per month													0
1.3 Per diems for missions/travel														
1.3.1 Abroad (staff assigned to the Action)	Per diem													0
1.3.2 Local (staff assigned to the Action)	Per diem	36.00	527.00	18,972			1,292.33	7,754	6,126		6	6,126	7,377	13,503
1.3.3 Seminar/conference participants	Per diem													0
Subtotal Human Resources				260,208	0	0		49,825	39,362			39,362	148,770	188,132

Contract n° 9 ACP RPR 39 / 51-												
Implementation period of the contract (01/11/2006-30/10/2009)												
Progress Report: period (01/11/2008-30/04/2009)	Budget as per contract/rider						Reallocation and use of contingencies			Expenditures incurred		
2. Travel												
2.1. International travel	Per flight			0					0	0		
	Per month	36,00	736,00	26,496					2,170	1,714	3	1,714
Subtotal Travel				26,496					2,170	1,714		1,714
												10,732
												10,732
												12,446
												12,446
3. Equipment and supplies												
3.1 Purchase or rent of vehicles	Per vehicle	2.00	35,000.00	70,000					0	0	1	0
3.2 Furniture, computer equipment		20.00	1,000.00	20,000					0	0		0
3.3 Machines, tools...				0					0	0		0
3.4 Spare parts/equipment for machines, tools				0					0	0		0
3.5 Other (please specify)				0					0	0		0
Subtotal Equipment and supplies				90,000					0	0		0
												74,787
4. Local office												
4.1 Vehicle costs	Per month	36,00	833,00	29,988					3,00	1,689.83	3	4,005
4.2 Office rent	Per month			0					0	0		0
4.3 Consumables - office supplies	Per month			0					0	0		0
4.4 Other services (tel/fax, electricity/heating, maintenance)	Per month			0					0	0		0
Subtotal Local office				29,988					5,069	4,005		4,005
												0
												4,005
5. Other costs, services												
5.1 Publications				0					0	0		0
5.2 Studies, research				0					0	0		0
5.2.1 Develop participatory training tools and materials		1.00	20,000.00	20,000					0	0	0	0
												20,000
												20,000

Contract n° 9 ACP RPR 39 / 51-													
Implementation period of the contract (01/11/2006-30/10/2009)													
Progress Report: period (01/11/2008- 30/04/2009)	Budget as per contract/rider						Reallocation and use of contingencies		Expenditures incurred				
5.2.2 Develop standards for school sanitation and hygiene promotion	1.00	18,361.00	18,361										0
5.3 Auditing costs									0	0			0
5.4 Evaluation costs	2.00	14,000.00	28,000						0	0			0
5.5 Translation, interpreters			0						0	0			0
5.6 Financial services (bank guarantee costs etc.)									0	0			0
5.7 Costs of conferences/seminars			0						0	0			0
5.7.1 LFA planning workshops for partners	Per district	7,000.00	70,000		2,046.78	1.00			2,047	1,617	1,617	32,894	34,511
5.7.2 Training in harmonised accounting	Per district	5,000.00	50,000			1.00			0	0	0	686	686
5.8 Visibility actions			0						0	0			0
5.8.1 Media events	Per video	6,000.00	36,000			0.00			0	0	0	372	372
5.8.2 Promotional Video	per event	5,000.00	5,000										0
5.8.3 Social Marketing events one per district	per event	2,500.00	25,000										0
<i>Subtotal Other costs, services</i>			252,361	0	0	0		2,047	1,617	1,617	53,952	55,569	0
6. Other			0	0	0			0	0				0
6.1.1 Review workshop for communication for NWSB	per workshop	6,000.00	6,000										0
6.1.2 Develop and produce IEC materials (media /radio spots)	Per media spot	310.00	93,000			1.00			1	1	10,694	10,695	0
6.1.3 Develop and produce IEC materials (Posters/publications)	Per public action	2,000.00	20,000										0
6.2 Support water sector stakeholder public hearings and discussion forums													0
6.2.1 Community level	per	500.00	90,000		623.2	12.00		7,479	5,908	5,908	16,837	22,745	0

Contract n° 9 ACP RPR 39 / 51-												
Implementation period of the contract (01/11/2006-30/10/2009)												
Progress Report: period (01/11/2008- 30/04/2009)	Budget as per contract/rider					Reallocation and use of contingencies						
management, and legal issue. 40 groups per district												
6.5.1 facilitate dialogue between communities and the WSTF and water service Boards	per meeting	400.00	250.00	100,000		80.00	218.12	17,450	13,785	80	6,320	20,105
6.5.2 Support water catchment advisory committees to carry out their actions. Field days and demonstrations	Per event	400.00	182.00	72,800		1.00	5,620.41	5,620	4,440	1	4,440	4,440
6.5.3 Training of 10 districts to utilise GIS databases. 5 trainings for all districts	Per training	5.00	5,000.00	25,000							0	0
6.5.4 Train communities in environmental conservation and appropriate and affordable technologies	Per training	10.00	4,000.00	40,000		2.00	4,700.81	9,402	7,427		7,427	7,427
6.5.5 Support completion of national sanitation policy process	Per meeting	2.00	20,000.00	40,000		1.00	6,600.00	6,600	5,214	1	5,818	11,032
6.5.6 Training of PHOs on results based planning and management, participatory approaches and communication. 10 PHOs per district. 5-day workshops	Per district	10.00	5,000.00	50,000		1.00	0.00		1		17,166	17,167
6.5.7 Carry out awareness training for public health department staff on reforms taking place in other sectors. One workshop per district attended by 10 PHOs, 10 Education Officials, 10 Water Service Boards/Service Providers/Association Members	Per district	10.00	5,000.00	50,000		1.00	3,919.22	3,919	3,096		3,096	3,096

APPENDIX 5: ACTIVITIES IMPLEMENTED CUMULATIVELY OVER THE 3 YEARS PROJECT PERIOD

Intervention Logic	Targets	Year 1	Year 2	Year 3
Overall Objective Sustainable water management and governance for the poor in Arid and Semi Arid areas of Kenya	<ul style="list-style-type: none"> Reduced water related diseases Reduced conflicts over natural resources 			
Specific Objective Water Sector reform institutions carry out their functions effectively within the northern water services board	<ul style="list-style-type: none"> Better managed, reliable services, able to supervise water service providers, receive and process community water project proposals in a timely manner and provides necessary technical support (to be quantified and qualified) 			
Results 1. Communities are knowledgeable in water sector reforms process, the new institutions and their roles	<ul style="list-style-type: none"> Number of community dialogues conducted with Boards Number of community members who received reader friendly copies of the reform documents published and distributed Number of Public Barazas organized 			
Activities: Activity 1.1. Provide support to the dissemination of the new policy and information on the water sector reforms at the district/community level		500 water sector stakeholders from WUAs, WRUAs, WSPs, WRMA officers, Government, NGOs, CBOs, Water Regulatory Boards, religious and political representatives from 10 districts are skilled and knowledgeable about the reforms in the Water sector.	-200 communities conducted dialogue with representatives of the Boards and other stakeholders reaching a total of 1,200 participants -	-Educating the members of the public on the functions of the new institutions, the responsibilities of the WSPs and the beneficiary communities
Activity 1.2. Support water sector stakeholders' public hearings and discussions forum		20 community stakeholder forums (two per district) reaching out 1200 community members -40 participants had education visit	-100,000 have been made aware on the reforms and their involvement in the reform process - 78 communities in 6 districts received governance training	-Support information transfer through community meetings, publications, radio and stakeholders' forums.
2. Communities ability to demand and receive services from water service institutions enhanced	<ul style="list-style-type: none"> Number of community action plans developed Number of new proposals submitted for funding Communities aware of where to seek funding 	-10 LFA workshops conducted		
Activity 2.1 Prioritize training needs in governance for various communities in NWSB area of jurisdiction.		-2,000 community participants involved in carrying out a needs assessment of each of the 10	-4 communities funded by the Dutch Government, CDF and the	

Intervention Logic	Targets	Year 1	Year 2	Year 3
	and partnerships	districts	communities themselves (Mandera)	
Activity 2.2 Develop participatory training programmes and materials.	<ul style="list-style-type: none"> Number of new Water service providers established Number of community leaders and groups trained on rights and governance 	<ul style="list-style-type: none"> More than 270 TOTs given refresher training in all the 10 districts 30 new TOTs trained in Ijara district. 	-The project funded the software components-training and organisation of the communities.	
Activity 2.3 Conduct training on rights-based roles and responsibilities of water service providers and communities.	Community Health Committee empowered to organize and plan with community groups	-.	-322 community representatives and local leaders, catchment committees and other stakeholders trained in water rights and good governance in 6 districts -180 Leaders in 6 districts trained in Rights and Good Governance	-Rights based trainings held
Activity 2.4 Train Water user associations in governance.			- 700 WUA representatives trained in environmental and legal issues including accountability.	- Supporting activities to determine specific needs of the communities
3. Capacity for Water Resource Management enhanced	<ul style="list-style-type: none"> Water sector workers have capacity to plan, implement, manage and monitor sector activities Number of learning exchange visits conducted Number of field days/demonstrations on conservation techniques carried out 			
Activity 3.1 Engage communities in dialogue with northern regional water management authority.	<ul style="list-style-type: none"> Number of Water Resources Users Association registered and managing catchment areas 	WRMA held workshops at district levels on the reforms and their expectations of the communities and provided guidelines on how to engage with Government and other water sector bodies	- Facilitated interaction between the Regional Authorities and communities - 21 community groups in 4 districts conducted dialogue with the WRMA and plan a management programme for their areas	
Activity 3.2 Support water catchment advisory committees to carry out their action plans.				- facilitated CACs in the development of community based catchments management

Intervention Logic	Targets	Year 1	Year 2	Year 3
				plans - CACs supported to disseminate policy directives, make pilot demonstrations and conduct field days to promote practices and create awareness.
Activity 3.3 Support communities' capacity to utilise and maintain GIS and database.				-GoK/UNICEF country programme supported GIS database in 7 out of the 10 districts.
Activity 3.4 Train communities in environmental conservation and appropriate & affordable technologies.			-Most communities controlling access to water points -Communities accessing funding from CDF kitty and lining the pans with plastic sheeting to reduce losses to infiltration - 200 communities' representatives of trained in environmental conservation techniques.	
4. Stakeholders' capacity in health and sanitation sector strengthened	<ul style="list-style-type: none"> Common understanding of the Policy blue prints among stakeholders reached/developed <ul style="list-style-type: none"> -Completion, printing and distribution of 3,000 copies of the National Sanitation and Hygiene Policy Advocate for a national hygiene promotion <ul style="list-style-type: none"> -Development, printing and distribution of 20,000 hygiene education posters on hand washing -Development of participatory sanitation and hygiene promotion 	3 vehicles purchased (2 for MoH and 1 for UNICEF) -20 computers bough and distributed to DPHOs in the 10 districts		
Activity 4.1 Support completion of national sanitation policy		-3,000 copies of the policy printed including Communications material - Facilitated all consultation meetings leading to the launch of the Policy	-Supported distribution of the 3,000 policy copies and communication materials -	
Activity 4.2 Carry out awareness training for Public Health Department (PHD) staff on reforms taking place on		-2 trainings for PHOs DHMT ¹ on Results Based Management and reforms in the	- 125 public Officers trained in Results Based Management	-Advocacy meetings and mass media presentations

¹ District Health Management Teams

Intervention Logic	Targets	Year 1	Year 2	Year 3
other sectors and	tools for ASAL areas and distribution of 100 copies of the tools to practitioners	other sectors were conducted for 100 officers.		done
Activity 4.3 Strengthen the PHD ability to carry out its functions at the community level	-Completion of the School Health policy -Number of decisions of ESHWG implemented -Manuals on designs of water and sanitation technologies	5 awareness trainings for 30 participants each for PHOs, Education Officials, WUAs, WRUAs WSPs in 5 of the 10 districts are ongoing. - A study on Participatory Training Tools for the promotion of hygiene and sanitation in 10 project districts conducted.		
Activity 4.4 Develop and disseminate standards for schools, sanitation and hygiene promotion.			-Database on diseases related to sanitation hygiene computerized -Hygiene promotion materials printing completed	-Supported participatory process in the development of school sanitation and hygiene strategy
Activity 4.5 Strengthen linkages among stakeholders and support ESHWG		- Quarterly ESHWG meeting supported.	-Quarterly ESHWG meetings supported -ESHWG completed study on the development of sanitation technologies	-Quarterly ESHWG meetings supported -ESHWG completed study on the development of sanitation technologies
5. Project support and operations effectively managed	<ul style="list-style-type: none"> Timeliness in the implementation of project activities based on plan of operation 			
Activity 5.1 Develop a project plan of operation.				
Activity 5.2 Mainstream gender, HIV, Governance, Poverty and environmental issues in all programme activities		-Cross cutting issues included in all activities -Sustainability is core requirement	Cross cutting issues included in all activities -Sustainability is core requirement	Cross cutting issues included in all activities -Sustainability is core requirement
Activity 5.3 Adapt & implement a monitoring and evaluation system		UNICEF monitoring approaches adopted	UNICEF monitoring approaches adopted	UNICEF monitoring approaches adopted
Activity 5.4 Support the recruitment and deployment of project staff, logistics and equipment		-Transport provided for local travel for staff implementing project activities -Vehicle costs were covered for travel to all 10 targeted districts.		

APPENDIX 6: POPULATION SERVED IN IJARA AND TANA RIVER DISTRICTS THROUGH WUAS GARISSA

DIVISION	LOCATION	WUA NAME	CERT NO	NO OF PEOPLE SERVED	NO OF HH	CONTACT PERSON
Galmagalla	Gubis	Dekaharga		6000	250	Abdi Mohammed 0720998536 Abdi Jele 0710307279
Balambala	Dujis	Dujis		5000	500	Ahmed Abdille Barre 0738412874 Abdulahi Omar Ali 0735665508
Galmagala	Bulla Golol	Muftu	CD/2/9978	500	89	Victor Aduku 0722850062
Galmagala	Bulla Golol	Harera	CD/2/9984	600	100	
Jarajilla	Welmarer	Welmerer		20000	1900	Ibrahim Sheikh Farah 0720258633
Dertu	Dertu	Dertu		30000	280	Sheikh Abdi Muhamood 0735461223 Muhamood Muhamed Hassan 0738443553
Bura	Nanighi	Jembele	CD/2/9966	5000	450	Abdulahi Kuno Said 0717166484
Galmagalla	Galmagalla- Dekaharga	Dekaharga		10000	400	Abdulahi Bare 0729276079
Central	Korakora	Korakora		800		Abdikadir Mohamed 0713477777
Galmagalla	Bulogolol	Bulogolol		1800	200	No contact info
Jarajilla	Yumbis	Yumbis		1700	107	Sher shurie Abdi 0725843569
Sankuri	Saka	Dahley	CD/2/9960	11000	1000	Chairman 0725450383
Balambala	Balambala	Kasha		3000	400	Bishar Abdi 0717313936
Dadaab	Dadaab	Dadaab		35000	1240	Abdirashid Sheikh Mursal 0723866568
Sankuli	Sankuli	Sankuri		400	500	Mohamed Sanweine 0720094762
Balambala	Balambala	Balambala		4500	150	Khalif Abdi Abass 0721238976
Fafi	Masabubu- Garasweino	Garsaweino		3500	350	Muse Dahir 0726989792
Kumahumato	Kumahumat o	Kumahumato		3000	150	Sahal ali
<i>Sub Total</i>				<i>141800</i>	<i>8066</i>	

APPENDIX 7: WUA REGISTRATION STATUS, Tana River DISTRICT

DATE REGISTERED	REFERENCE NO	COMMUNITY LOCATION	DIVISION	WRUA NAME	REGISTERED UNDER
15/10/2008	TRD/BAN/CBO/4773	Kamagaru	Bangale	Al-amin moju	Social services
5/11/2008	TRD/MADO/CBO/4787	Madogo	Madogo	Farburo-areri.	Social services
24/09/2009	TRD/WEN/CBO/5025	Kinakomba	Wenje	Moyowa d.i.a.	Social services
30/06/2008	CD/2/9262	Boulargy/kora kora	Central	Iskashato	Social services
29/10/2008	CD/2/9507	Dertu	Dadaab	Dertu	Social services
14/07/2008	CD/2/9290	Liboi	Liboi	Liboi location	Social services
27/10/2008	BSS/LR/IJR/CB/2/407/008	Masalani	Masalani	Ijara	Social services
27/10/2008	CD/2/9503	Lagtulla	Bangale	Bangale	Social services
20/05/09				Rhorweyne	AG
03/05/2009				Jilango	AG
14/05/2009	0378581			Raja	AG
28/05/2009	0380857			Salama	AG
09/04/2009	0376822			Madogo	AG
30/10//2009	0392525			Ganamaro	AG
22/04/2009				Lake kenyatta	AG
18/05/2009				Anaam	AG



**WATER RESOURCES MANAGEMENT AUTHORITY
TANA CATCHMENT AREA**

Tel: 046-2102191
Fax:
E-Mail: wrmalowertana@yahoo.com

SUB-REGIONAL OFFICE
P.O. BOX 426-070100
GARISSA

REF. NO: WRMA/GSA/ADM/02(85)

DATE: 28th September 2009

TO WHOM TO MAY CONCERN

RE: SUPPLY OF RAW WATER FROM RIVER TANA

As you all aware that water level in River Tana has gone so low in the recent past due to prolonged drought/dry spell, both quantity and quality of water in the river has been affected.

This makes the amount of water in the river too little as compared to the usual normal amount and hence increasing the likelihood of contamination and therefore possibilities of increasing incidences of water related diseases.

Many organizations, GOK departments and individuals are currently involved in providing emergency water supply to the communities in Garissa and its environs to support live. In most cases, this water is drawn directly from River Tana and supplied untreated.

While WRMA supports provision of water during this trying time, it is from this background that we are advising those involved to take precaution to ensure no contaminated water is supplied to the people.

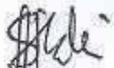
It has been reported in most part of the country currently that is outbreaks of water-related diseases such as cholera. These outbreaks are attributed to low quantity of water in the streams/reservoirs.

To avoid this situation in this area and ensure continuous supply of good quality water to the needy we are **strictly advising** anybody/organization involved in this activity to liaise with MD-Garissa Water and Sanitation Company (GAWASCO).

The Company has the capacity to provide good quality water to both town residents and organizations/GOK departments/vendors currently undertaking drought intervention measures.

The company has placed outlets strategically for water trucking/tankering actors.

In light of the above, this office has put in place a river surveillance team to inspect abstractions. Any water vendor supplying, selling or pumping raw water for domestic purposes will be liable for prosecution.



A/O ABDI
Sub-Regional Manager
Lower Tana-Garissa

C.C

DC-Garissa

DWO-Garissa (follow-up on our discussion)

MD-GAWASCO (follow-up on our discussion)

DMO-Arid Lands, Garissa

Red Cross

OCPD-Garissa

MOH-Garissa

✓ DPHO-Garissa

UNICEF

APPENDIX 9: MEETING OF MARKET COMMITTEE, GARISSA DISTRICT

Market Committee. 11/12/09.

1. Samuel Irungu - clo
2. Salatho Hussein - Hotel
3. Yusuf Mohamed - Hotel
4. David Mawere - Retail Shop
5. Rahman Sheikh Hussein - cereals.
6. Shamsa Bishar - Hotel -
7. Rose Wanjiru - Hotel.
8. Idris Ali Korow - Hotel
9. Elias Mwangi - Clothes.
10. Chege Paul - cereals & chairman

Came for the market cleanup and opening of the closed hotel.

They promised to continue with the cleanup and maintain cleanliness in the market and surround.

Advice and monitor the fellow group workers in the market stalls, help each other and do collaborative support to their health improvement.

APPENDIX 10: PROPOSAL DEVELOPED FOR FUNDING FOR MAKING GARISSA A MILLENNIUM CITY

TOGETHER LET US MAKE GARISSA THE CLEANEST, GREENEST AND MOST INVESTOR ATTRACTIVE MUNICIPALITY IN EAST AFRICA BY 2015

A proposal developed for funding

By

Millennium Villages Project, District Public Health Officer, Garissa Municipal Council and
Senior Deputy Provincial Commissioner Lower North Eastern *Regional Commis*

November 2009

1. Background information

Polythene (polythene bags and plastic bottles), garbage pollution and the rapid spread of *Prosopis juliflora* (Mathenge) are the major constraints in making Garissa the cleanest, "greenest" and most investment attractive municipality in East Africa by 2015. Upon entering the town, which was once called "*Garissa aday*" (meaning the attractive clean Garissa) one is welcomed by Marabou stock and other scavenging birds and livestock over garbage heaps. Moreover, thin black and clear plastic bags on trees and shrubs fluttering in the wind and plastic bottles litter along the roads/streets, in markets and at garbage sites. These unfriendly solid and liquid wastes take many years to degrade, are sources of foul smell and carry high price in terms of environmental sustainability. Polythene and garbage pollution do not just create ugly sites but also are time bombs in the spread of diseases, leads to the death of scavenging livestock, clog drainages, are washed into the River Tana, chokes the soil resources. The waste also discourages the much needed investment for the many unemployed local youths.

It is cheap and convenient to use plastic carriers. A thin poly bag for Kenya shillings (Kshs.) five to twenty but some shopkeepers/supermarkets issue it free-of-charge if one purchases many items. Moreover, landfill sites needed to dispose solid waste is very costly. Similarly, there are either no environmental laws in place or there is laxity in the effective implementation of existing local/national policies. Furthermore, the public culture of save disposal has been eroded over time and therefore there is need to a change in order to create the Garissa we want. What bothers Garissa Municipality, the Government, partners and local community is how to sustainably dispose off and manage the bags, empty water bottles, other garbage and control "Mathenge" within the only municipality in North Eastern Province.

2. Goal: To reduce by half waste from garbage, polythene and "Mathenge" impacts within 12 months

3. Objectives:

- (i) to improve the quality of health and cleanliness of the Municipality and "green" while combating the spread of "Mathenge"
- (ii) to develop action plan in making Garissa the cleanest, "greenest" and most investment attractive Municipality in East Africa by 2015

4. IMPLEMENTATION OF ACTIVITIES

4.1 Improve the quality of health, cleanliness of the Municipality and “green” Garissa town while combating the spread of “Mathenge”

4.1.1 Every week let us clean our Municipality to create the Garissa we want

What and how to clean?

Support local community by adopt practices that contribute to the reduction of garbage, polythene bags, plastic bottles and *Prosopis juliflora* “Mathenge” (an invasive weed) in order to clean our city and reduce spread of diseases.

Where to clean?

Institutions – schools, hospitals, mosques, markets, slaughter house, along roads/streets and in individual compounds

What to do?

- Organize meetings with stakeholders and partners interested in order to plan and implement
- Involvement of hotels and restaurants
- Intensification of garbage collections – distribution of litter bins
- Encourage community to pick up litter/polythene bags
- Recycle the use of carrier bags instead of getting new ones
- Advertise in the Star FM
- Launch Garissa bi-monthly clean day – give people off to pick litter/poly bags
- Research on recycling of poly bags and use of “Mathenge” branches. e.g. making of hand bags, mats
- Research to find out estimated polythene bags/plastic bottles thrown away each month and what local community feel about in its management
- Find cheap but environmentally friendly alternative to poly bags and plastic bottles
- Bi-monthly “Harambee” to collect/cut any thing that makes Garissa filthy - zone by zone
- Beautification and promotion of tree planting
- Provision of tools for cleaning
- Mobilization of community especially the youth
- Competition between zones/locations and institutions – monthly prize giving/awards

4.1.2. Activities and budget

Activity	Estimated persons/items to be involved	Responsible institutions	Budget details	Total (Kshs)
Speeches by Imams	60 mosques	GMC, DPHO, MVP	Lunches (60 x 300 x 12 months)	216,000
Sanitation incentive to clean up action groups	60 individuals once every two months	DPHO, GMC, CDF	60 x 300 x 6 months	106,000
Formation/strengthening of school environmental/health clubs	10 schools	DFO, DPHO, Head teachers/patrons, GMC	6 meetings x 30,000	120,000
Revitalize Red Cross Volunteers through incentives	30 volunteers	DPHO, KRCS, MVP, GMC	30 x 300 x 4 quarters	36,000
Sensitize workshop for councilors & chiefs	20 Councilors and Chief	GMC, DPHO, MVP, GAWASCO	20 x 1000 x 80,000 x 4 quarters	80,000
Awareness creation and sensitization to community	25 campaigns	Chief, DPHO, GMC, MVP, CDF, Star FM	25 campaigns x 4,000	100,000
Resource mobilization meetings	20 private, CBOs, NGOs, GoK institutions	DPHO, GMC, MVP, CDF	4 meetings x 25,000	100,000
Garbage transit chambers	4 chambers	GMC, CDF, other partners	4 x 200,000	800,000
Support CBOs in waste collections	5 CBOs (one per municipal zone)	GMC, CDF, other partners	5 x 100,000	500,000
Desilting of open drains	25 persons	GMC, CDF, GAWASCO		250,000
Support the beautification of the Municipality	5 community tree nurseries	DFO, NEMA, GMC	5 groups x 20,000	100,000
Total				2,408,000

4.2 Develop action plan in making Garissa the cleanest, “greenest” and most investment attractive Municipality in East Africa by 2015

Solid waste disposal and management, unemployment and the spread of *Propolis juliflora* (Mathenge) invasive weed are three major issues that require urgent action in Garissa. It is the responsibility of the Municipality; the Government and development institutions to join hands in order to “green” and clean the town and make Garissa investor attractive so as to improve the health and livelihoods of the local community.

The goal is to reduce by half the impacts of solid waste and “Mathenge” within 12 months and unemployment by a third within three years.

Objectives of the meeting

- to bring together all the key development agencies/institutions in the Municipality for resource mobilization
- to discuss with all the stakeholders on the state of solid waste in the Municipality
- to “green” the Municipality and combat the spread of “Mathenge”
- to develop action plan in making Garissa the cleanest, “greenest” and most investment attractive Municipality in East Africa by 2015

APPENDIX 11: PUBLIC HEALTH STANDARDS FOR BUSINESS PREMISES IN GARISSA MUNICIPALITY



MINISTRY OF PUBLIC HEALTH & SANITATION

Telegrams: "MINHEALTH," Garissa
Telephone: Garissa(046)2103570
Fax: (046)2103052

DISTRICT PUBLIC HEALTH OFFICE
P.O. BOX 256,
GARISSA.

When replying please quote
Ref: GHO/FI/VOL.II (49)

FOOD PREMISES REQUIREMENTS:

1 Retail Shops:

The following requirements have to be provided by the owner or operator of business before given hygiene licenses:

- i. Good permanent building structure
- ii. Provision shelves
- iii. Provision tressles
- iv. There should be standard dust bin
- v. Proper natural and artificial ventilation and lighting provision
- vi. Good arrangements of stocks
- vii. Provision toilet

2 Food Premises (Hotels):

- i. Provision permanent well painted building structure
- ii. Proper drainage system for liquids waste
- iii. Provision standard dust bin/ proper storage of solid food waste
- iv. Provision food hygiene license
- v. Provision of medical certificates for all food handlers
- vi. Provision protective clothes for food handlers
- vii. Provision of proper adequate natural and artificial ventilation and lighting
- viii. Provision of water resistant table top covers for all tops
- ix. Provision of adequate safe drinking water –preferably running water
- x. Provision adequate clean utensils
- xi. Provision of hot water/ detergents for cleaning
- xii. Proper adequate toilet facilities

3 Food Premises (Butcheries):

- i. Proper permanent structures
- ii. Medical certificates for food handlers
- iii. Protective garments
- iv. Proper ventilation and lighting
- v. Provision food/ meat safe
- vi. Proper chopping block-clean
- vii. Provision hack saw
- viii. Provision food hygiene license
- ix. Provision of standard dust bin
- x. Running clean safe water
- xi. Safe meat display cover
- xii. There should be tiles on the walls and counter top.

4. Lodging and Boarding:

- i. Food hygiene license provision
- ii. Proper permanent painted clean finish of buildings
- iii. Proper ventilation of both natural and artificial lighting
- iv. Proper and adequate sanitary facilities
- v. Provision of stable proper adequate beds
- vi. Provision of clean adequate beddings
- vii. Standard dust bins provision
- viii. Provision of safe water

5. Whole Sales

- i. Proper permanent with clean painted with good finish
- ii. Provision of adequate natural and artificial ventilation/ lighting
- iii. Provision of shelves and tressles
- iv. Provision standard dust bin
- v. Provision of hygiene license
- vi. Prevention/ control insects & vermin
- vii. Provision of clean and adequate sanitary facilities
- viii. Should adequate working space
- ix. Provision of fire extinguishers

6. Millers Posho Mills/ Bakeries

- i. Permanent structures with good paint and proper clean finish
- ii. Medical certificates for workers
- iii. Protective equipments (garments)
- iv. Food hygiene licenses
- v. Protection of machines (machine guards)
- vi. Provision standard dust bin
- vii. Provision sanitary adequate facilities
- viii. Provision safe drinking water
- ix. Provision proper ventilation/ lighting (air extractor/ hood)
- x. Provision of adequate working space
- xi. Provision of stresses
- xii. Provision fire extinguishers
- xiii. Provision of proper drainage system

7. Fuel Station

- i. Adequate space
- ii. Provision of grease traps
- iii. Protective garments for workers
- iv. Fire extinguishers proper and adequate
- v. Proper sanitary facility (adequate)
- vi. Proper drainage system
- vii. Standard dust bins

APPENDIX 12: LIST OF CONSULTED PERSONS

Name	Designation	Contact	Name	Designation	Contact
			Korakora WUA		
	Balich Water Users Association Attendants:		Hussein Ali	Secretary	
1	abdi Imani Abdulllah	Chairman	105	Hussein Abdullahi	Chairman
2	Yakub Fara Jari	Vice Chairman	106	Farah Ali Hussein	Treasurer
3	Yusuf Baar Noor	Secretary	107	Ibrahim Hussein	Member
4	Yakub Issack	Vice Secretary	108	Halima Muse	Member
5	Mohamed Elmi Iohus	Member	109	Ithilo Ali Mathabe	Security
6	hussein ali	Member	110		
7	Muse Duale	Member	111	Ebla Ali Nunow	Member
8	Dayol Dilis	Member	112	Ebla Acher Bulle	Member
9	Luli Dubow Hassan	Member	113	Imam Ali Gure	Member
				Chewani WUA	
10	Doll Dekar	Member	114	Naphtal Semi Dhadho	Chairperson
11	Rahma Gurr	Member	115	Margrat K. Maitha	Secretary
12	Mohammed Abdul	Member	116	Surutani J. Kalliani	Treasurer
13	Ali Aden	Member	117	Rukia Jillo	Vice Chairpeson
14	Eno Sako	Member	118	Mohamed Maro	Member
15	Habibe Abdi	Member	119	Hamisi Doyo	Member
	Gananamaro WRUA		120	Zainabu Ali	Member
16	Mohammed Abdi Hirromoge	Chairman	121	Amina Hidararu	Member
17	Hussein Osman Farah	Secretary	122	Lydia Diramo	Member
18	Mohamud Aden Elmi	Committee Member	123	Toash Gobu	Care Taker
19	Reiman Hussein	Committee Member	124	Martina Hadoyo	Care Taker
20	Sahara Gure Arye	Committee Member	125	Moses Kingi	Care Taker

	Name	Designation	Contact		Name	Designation	Contact
63	Osman Ali Hanti	V/Secretary		176	Kalicha Komora		
64	Maalim Suleiman Banisa	Procurement			Saka Water Users Association Attendants:		
65	Ibrahim Hanti	Finance		177	Abdullahi Abdi Nuur	Chairman	
66	Adan Dube	V/ Procurement		178	Abdi Fatah Gedi Ali	Chief	
67	Ware Elema	Member		179	Kassim Abdi Nuru	Coporal	
68	Hassan Kote	Member		180	Burow Dubat Sabul	Agricultural Officer	
69	Racho Godana	Member		181	Kheir Dagan e	Committee	
70	Banisa Dende	Member		182	Mamin Ismail	Secretary	
71	Denu Godana	Member		183	Mohammed Harun	Nurse In charge	
72	Daud Ware	Member		184	Mohammed Ibrahim	Chairman OVC	
73	Hantiko Hanti	Member		185	Isnino Abdika him	School Treasurer	
74	Alia Ware	Member		186	Ebla Boya	Women Group	

	Name	Designation	Contact		Name	Designation	Contact
75	Haine Kote	Member		187	Owliya Olow	Member	
76	Mohamed Hanti	Member		188	Rukia Aflow	Member	
77	Bosar Kolde	Member		189	Abdi Sigale	V/Chairman	
78	Thomas Makanga	District Water Engineer		190	Haji Gedi Hassan	Village elder	
79	Martin Kamau	Acacia, Nairobi		191	Hassan Hussein	Member	
80	Ally Tifow	UNICEF		192	Abdi Hussein sheikh	Member	
81	Caroline Mungara	IEW		193	Aden Haji Osman	Village elder	
82	Ismail Alango	Member		194	Abdi Mohammed	Member	
83	Mohammed Galole	Member		195	Dahir Boor Haji	Youth Cairman	
84	Abdi Muicha	Member		196	Nur Sabul	Village elder	
85	Alii Ware	Member		197	Isinino Mohammed		
86	Mzee Algi	Member					
87	Dokota Boda	Member					

	Name	Designation	Contact	Name	Designation	Contact
88	Haji Worabo	Member				
89	Maka Kalme	Member				
90	Alii Anyale	Member				
91	Hussein Ade	Member				
92	Kunyo Jilbo	Member				
93	Wallo Hanti	Member				
94	Ijema Tore	Member				
95	Hamida Hassan	Member				
96	Rahima Hassan	Member				
97	Boda Hanti	Member				
98	Manne Dube	Member				
99	Osman Halakhe	Member				
100	Bocha Alango	Member				
101	Umar Alii	Member				
102	Harufa Ismail	Member				
103	Wallo Godana	Member				
104	Zeinab Boba	Member				