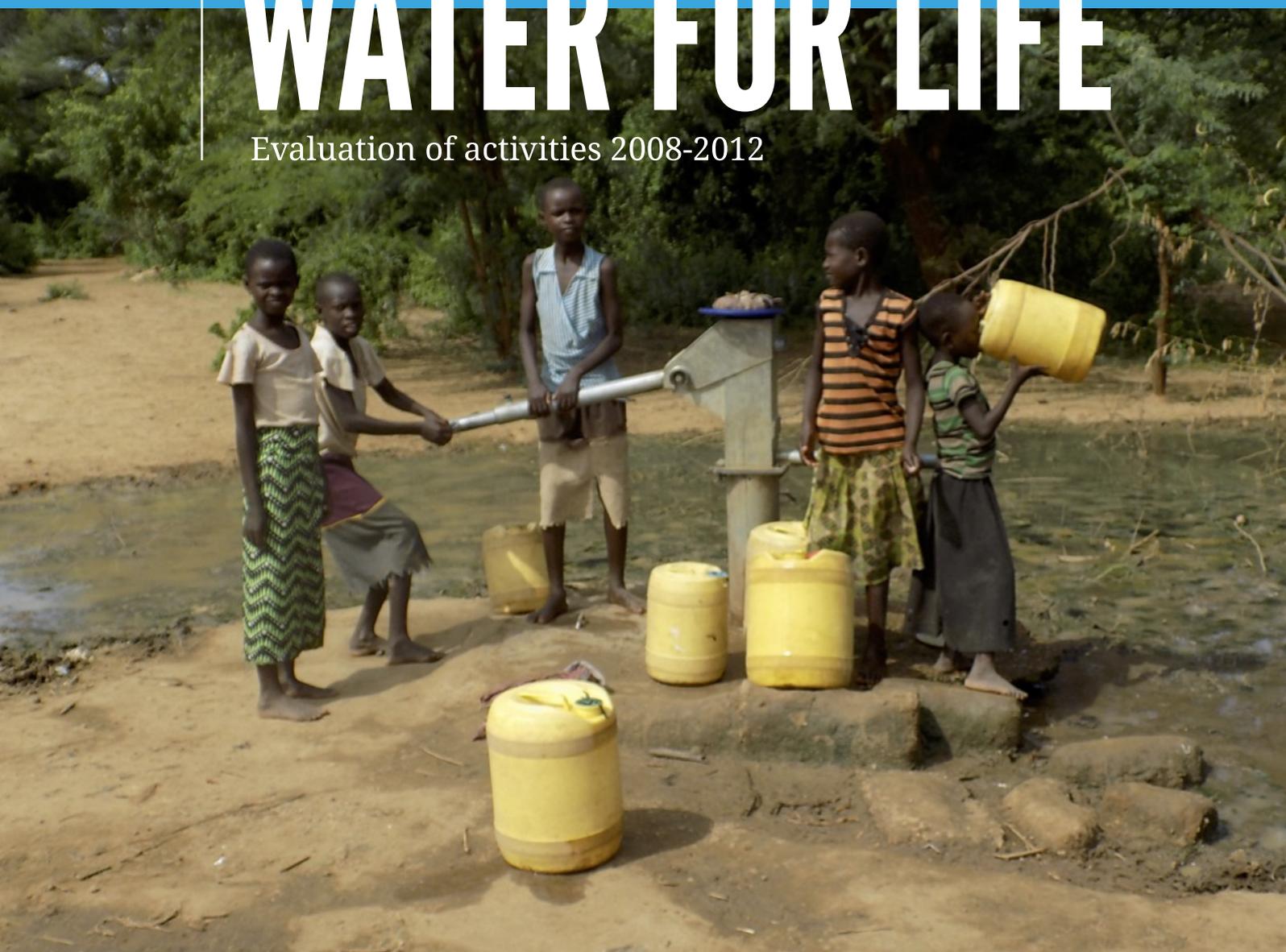


PREPARED FOR CWS

2016

WATER FOR LIFE

Evaluation of activities 2008-2012



Independent Evaluation by: SH Consulting

Prepared by: Simone Holladay, Alice Achoki, Nick Stephanou

41% of rural households in Kenya do not have access to an improved water source.

Executive Summary

CWS developed its expanded Water for Life initiative in 2005, in response to the growing need to improve access to water for vulnerable households and communities in East Africa. With support from the Osprey Foundation, implementation began in 2008, with a focus on communities in arid and semi-arid regions of Kenya. The initiative's primary goal and significant achievement has been to ensure that rural and vulnerable populations receive access to improved water sources, thus increasing the quality and quantity of water available for household use.

While Kenya has seen significant improvements to water sources since the 1990s, rural households continue to lag behind their urban counterparts, with 41% of rural households not having access to improved water sources .

The Water for Life programs aim to meet a clear unmet need, CWS has successfully sought to address short-term or emergency water needs as an entry point for more comprehensive and community-based activities, through which more sustainable water solutions could be identified and implemented.

Over time, CWS established a set of guiding principles for its water sector interventions, which intended to reinforce existing integrated sustainable development efforts, and at the same time ensure that improved access to water has a positive ripple effect in key human development sectors (including health, food security, conflict management, livelihoods, education and environmental sustainability). Secondary goals of the project were to improve access to sanitation and hygiene education as well as contribute to environmental conservation and water resource management

With the implementation of expanded Water for Life activities now underway for seven years, there is an opportunity to take stock of program accomplishments, identify lessons learned, and consider strategic implications for CWS and its partners going forward. For these reasons, CWS has commissioned an external evaluation of its Water for Life program looking at programmatic activities from 2008-2012.

Findings indicate considerable gains in community empowerment and water project management and development. While the projects were designed to be one year activities, there are clear opportunities to provide additional knowledge and continue growing water networks that will improve the likelihood of sustaining the efficient use of water.



From the top: Community members in Simailele South Turkana. Photo Credit: N. Stephanou 2015

Scope of the Evaluation

The scope of the evaluation was to study and assess the project's achievement, comparative advantage/ uniqueness, changes, the project's measurement processes, lessons learned, relationships with stakeholders- including community engagement and empowerment, in order to further understand what elements of the program should be scaled-up. For the evaluation, CWS sought to focus on the project's primary goal of increasing access to improved water sources.

The evaluation drew upon the expertise of 5 people with Kiswahili language skills and knowledge of Kenya and sustainable water use activities as well as evaluation experience. This evaluation included a desk review, key informant interviews and group discussions, as well as ten water site visits and observation checklists.

The evaluation team spoke with key stakeholders, including CWS project staff, partner organizations, local water boards/ community water management committees, water point management and community members.

The evaluation took note of linkages that were made to CWS's cross-cutting development priorities, including: disaster risk reduction, women's empowerment, livelihoods, and humanitarian protection.

Evaluation Questions

1. *Achievement vis a vis the theory of change and approaches used.*
2. *Measurement of progress, outcomes and impact*
3. *Relationships with key partners and their influence on results*
4. *Lessons Learned*
5. *Key Recommendations and unique components*

[Click here to see methods and tools.](#)

Methods and Fieldwork

How many communities sampled?

Ten remote sites, spanning over 800 km visited in the sample: Mbangulo, Kanduti, Ulungu, Kitui; Kapua, Turkana Central; Simailele, Turkana South; Nabeye, Turkana South; Chepakul, West Pokot; Amudat, Uganda; Kadokoi, East Pokot; Bagaria, Nakuru. Two locations not visited included Goa, in Turkana Central where partners advised the evaluation team that road conditions were not suitable. Chepakul, West Pokot due to time constraints.

How were communities selected?

Twelve projects in arid and semi-arid countries were randomly selected from a list of 63 projects. Under-represented projects in Uganda and West Pokot were selected purposively.

Who was interviewed?

Key informant Interviews: Four heads of Departments of the CWS field implementing partners from Farming Systems Kenya (FSK), Anglican Development Services (ADS). Yang'at, and Anglican Diocese in Kitui. Osprey Foundation representative, and CWS Regional Program Coordinator.

Community members: For each of the communities visited, the team interviewed members of water committees, water point keepers, and community members.

1. Achievement vis a vis the theory of change and approaches used.

A combination of desk review and field visits reveal that what CWS and partners were trying to achieve from 2008-2012 has proven very successful. Especially in the implementation of community water development activities. There is strong evidence of community uptake, participation and ownership of all the projects CWS has invested in.

Program goals have evolved overtime and the flexibility of one of the primary donors has allowed the program and theory of change to develop organically and achieve additional unplanned outcomes in community mobilization and community-based development- through the provision of water. Flexibility allowed CWS and partners to take the time to develop context appropriate water and sanitation solutions.

CWS and their partners identified communities that did not have access to water in their communities; lived with seasonal drought, water shortages, and some communities experiencing displacement due to inter-community conflict, cattle rustling, or flash-flooding.

All water management committees interviewed said that prior to 2008 they had to walk long distances to fetch water (5- 20 km). Some describing long hours and unsafe circumstances "children and adults would leave at 4pm and return at 10-11". Most communities mentioned the consequences- for example not being able to spend time on family and chores: "Sometimes we could not find water so meals were not cooked and no school. Sometimes construction of homes was not possible". Overall, communities expressed that now, they were no longer competing over water with their family members or neighbors over water.

Water for Life Program Highlights

From 2008-2012, CWS worked across 5 counties, in over 101 vulnerable communities to improve 164 water sources. Partners worked intensively with communities to develop tailored approaches which, were life changing for communities and community members.

Out of the randomly selected ten projects, only two places the water asset was not serviceable. From this small sample, we see an 80% success rate, which in any industry is very high.

CWS water activities are often the first easily accessible water options within communities. During every community focus group, improvements to health in terms of reduction of typhoid and cholera cases mentioned and attributed to the CWS presence.

Every community interviewed mentioned implementing some kind of WfL supported livelihood activity (gardening and livestock gardening being the most common, followed by beekeeping, cooking, construction).

Through CWS and partner support, all communities have become more aware of the importance of water conservation (save water) through the 2-3 months a year where they experience periods of drought/ water scarcity.

PRIOR TO 2008:

SOMETIMES WE WOULD NOT FIND WATER SO MEALS WERE NOT COOKED AND THERE WAS NO SCHOOL. SOMETIMES CONSTRUCTION OF HOMES WAS NOT POSSIBLE



CWS Water and Sanitation Projects

WATER PROJECT	#
SAND SLAB	68
SAND DAM	45
WATER TANK	26
BATHROOMS	12
BORE HOLE	4
VIP LATRINES	3
SPRING	2
EARTH DAM	1

Review of 2008-2012 planned and achieved project targets

- ▶ Increased supply of potable water for 30,000 households: Result: **Exceeded target.**
- ▶ Increase the number of viable water-sources within 120 communities (reaching approximately 30 communities per year), thus ensuring at least two viable water sources per community to protect them from water shortage crises. Result: **Partial achievement of target.**
- ▶ Improve knowledge and capacity for self-management of water and water-related environmental resources within the same 120 communities. Result: **Partial achievement of target.**
- ▶ Increase government recognition and support for community based water and water related development initiatives within 30 communities. Result: **Partial achievement of target.**

In terms of the least utilized infrastructure improvements- from the sample of sites visited, there seems to be limited uptake in the sanitation options provided particularly in the Turkana communities interviewed. There are cultural restrictions on handling of human waste. There could be the opportunity to test, identify and introduce other human waste interventions appropriate for Turkana communities.

Priority Recommendations on achievement vis a vis theory of change

The high level of achievements makes one think that little should be done in terms of changing the program. The soft skills in working with communities over time,, seems to improve uptake and maintenance. In order to learn more and possibly streamline the process, it would be good to have increased documentation and understanding of how CWS facilitated community empowerment (and water/ sanitation provision) happens.

As we see from the project documents and interviews with communities, WFL Water and Sanitation interventions have far-reaching impacts, many of which are outside of the water and sanitation sector and include impacts on the environment, human health, safety and security, businesses and poverty.

The issue of whether to consider water and sanitation to be a final product, or an intermediate product in the production of human and community welfare is common in the sector, and not an easy issue to resolve when developing theories of change and logic models.

With over 5 years of experience and some freedom to explore what can work in remote Kenya, CWS has made good progress on developing a preliminary Water for Life Logic Model. With regards to the logical framework, the evaluation team recommends that if Given that each partner/ location has their own results framework, it would be a good thing for CWS to harmonize the indicators and desired outcomes so that outcomes are comparable across partners to a certain degree. Partners could select from a set of indicators, information they would agree to capture using the definitions and methods provided by CWS.

Additionally, if livelihoods/ income generation is going to be a component that WFL emphasizes, the logic model should include an additional stream of activities, outcomes, focusing on livelihoods/ income generation in order for both improved planning and appropriate measurement indicators development. It is unclear by looking at the logic model whether there are income-generating activities planned.



2. Measurement of progress, outcomes and impact

With limited resources available towards assessment and measurement of progress the CWS team manages to produce regular narrative and financial reports.

Information is at the heart of project design, where partners and CWS complete a feasibility assessment using: population data, data on available infrastructure and discussions with community members. The feasibility assessment process or documentation is not uniform across all partners, however it is completed as a requirement to contract with CWS.

Measurement on progress and outcome is defined in the proposals and agreement letters between CWS and partners and to date has been qualitative in nature and based on the Most Significant Change (MSC) approach. Communication between CWS and Partners is regular, particularly when the project is active, mostly done by email and phone, communication with communities is most active when the water activities are being designed and implemented.

Questions to ask before planning an impact evaluation:

- ▶ What innovative component of Water for Life do we want to study?
- ▶ Is this program geared for scale up?
- ▶ Is there other evidence of impact measurement for similar interventions in the rural Kenyan context?

The evaluators believe there is likely an under-reporting of activities, outputs and possibly overall outcomes. It is clear that the approach used by CWS is complex and multi-faceted and the Logic Model will help to articulate and highlight more achievements as the program continues. For example, liaison with community health workers should be considered as an achievement and opportunity given that there are 6000+ in the country and a fixture in many communities.

A more harmonized monitoring and evaluation framework based on the logic model will help guide future data collection reporting, and help ensure that the information collected is relevant, utilized and comparable across partners. With additional resources dedicated to Monitoring and Evaluation, there is an opportunity to plan for the capture, flow, and management of information emerging from communities/partners. As we see from the section on achievements, there are many interesting qualitative stories that emerge from the evaluation, and it is interesting to imagine what these stories would look like aggregated, across all Water for Life communities in order to tell a uniform story, representative of the complete set of programs.

In terms of impact evaluation, if CWS would like to assess impact, in a rigorous "quasi-experimental" way, it would need to compare the CWS *Community Empowerment* intervention group (*treatment*) baseline and outcomes with similar communities NOT receiving the CWS *Community Empowerment* intervention (*control*), using statistical methods to ensure proper matching of communities and adequate sample size that will give information on the characteristics of interest.

All partners described CWS reporting (assessment, financial and narrative) requirements as being clear from the onset. In terms of financial reporting, by 2011, partners had adopted the standard budgeting and reporting template. From the sample of budgets analyzed, partners were in line with the budget apportionment as specified by CWS and had often allocated more than 60% to community and under 30% to Programs and 10% to Admin costs. There is still work to be done in getting all partners to code expenditures in the same way.



Priority recommendations in measurement of progress, outcomes and impact

With a commitment towards hiring additional assessment/monitoring and evaluation support and finalizing a logic model and selecting appropriate indicators, and working with partners to adopt new approaches, there is an opportunity to strengthen the quality (relevance, validity, reliability) of the information generated by Water for Life.

A monitoring framework and plan including details in indicators, their definitions, frequency of collection, sources, and reporting methods will clarify and facilitate information management. A monitoring framework and plan will help guide the decision related to impact evaluation and also support the implementation of an impact evaluation should it happen. It will also provide partners with their reporting obligations from early on in the project.

Moving forward it is suggested that CWS document and track baseline and/or feasibility information in a spreadsheet/ database or online format to facilitate compilation, calculations and standardized reporting. A spreadsheet of projects exists, but it is unclear how up-to-date it is.

DATA DREAMING: WHAT INFORMATION WOULD HELP US SEE PROGRESS & CHANGE?

Project Administrative Data	Community Level	Household Level
Precise Location of activity (GPS)	School enrollment	School enrollment for girls and boys
Satellite imagery of locations	Seasonal variation in water volume	Household Asset Mix Cost of water per household
Population of community, with source/ date.	Estimated water volume	Time/ distance to water point
Location Name (available)	Estimated income from water	Child illness
School Name Any contact information	Time/ distance to water-point	Household Income and Expenditure (a very complex measure that requires a diary)
Government contact	Types of livelihood activities	Types of livelihoods activities that are common in the area
Matched funding Types of training provided	Capacity assessment/ Community skill set	
Pre-coded Description of	Community assets	
	Community water management contact information	
	Cost of water per household, per use	
	Communal income (or assets) from livelihood activities could be	
	Documenting traditional knowledge on weather forecasting and drought	

3. Relationships with key partners and their influence on results

It is imperative to mention that the Water for Life program continues to show success and sustainability due to the supportive, cordial, understanding and pro-active relationship between CWS, its implementing partners, community members, and in some locations government officials

In working with partners CWS has at times mentored organizations and community members to advocate, fund raise, setup organizational structures. Most partners are deeply connected to communities and don't hesitate to travel long distances to follow-up on issues if they arise. Partners interviewed described the relationship with CWS as "proactive and cordial" and as having a "very good understanding and commitment to its values".

From the visits to the field, the evaluation team strongly recommends the close relationships are maintained well into the future in order to sustain the credibility and trust built up over the years, and identify ways to cascade the knowledge gained through the CWS relationship other similar communities.

Interviews with community members and water management committees highlight the interactions with community and environmental health workers, (who make up a cadre of about 6000 + community workers around the country) identifying ways to use those relationships to strengthen the water and sanitation in arid-communities community of practice Kenya, could be something to consider in increasing advocacy at the grass-roots level.



4. Lessons Learned

There were several lessons learned on the participatory nature of water development and the community empowerment outcomes that emerge when taking the time to find appropriate solutions. The interventions went beyond a standard drilling operation, often taking considerable effort and having far-reaching consequences.

There are several examples of an increased sense of planning and organization within groups and target communities where members have as a result of the Water for Life activity- organized strong social structures to mobilize the community on social and economic development priorities. It became evident from the findings that a common pattern was evolving from all the sites visited. As we saw in under the "achievements" question, communities have grown, they are healthier, more secure, more food secure and school enrollment is increasing.

However, this population increase is beginning to exert pressure on each project's water supply as the demand increases and some communities have started to notice.

Meanwhile, there is a fine balance between when is the right time to hand-over ownership of the project in order to avoid the pitfalls of donor dependency. Striking the balance will likely involve more local involvement, local water knowledge networks, capacity building, clear expectations and a transition strategy/ approach.

Identifying ways to train on more efficient use of water, will require simple justifications on solutions, particularly as related to water conservation.



5. Key recommendations and unique components

CWS has already adopted many of the relevant best practices described by multilateral donors/ thought leaders in the the Water and Sanitation sector. However, after just one year of WfL project support, there is a need for additional work to be done in terms of improving the local operator's capacity and performance.

As seen in two of the project sites, equipment, such as borehole pumps or piping will break and without spare parts. This problem very challenging to overcome without adequate resources, and it is not uncommon to see abandoned pumps around Kenya. It is likely because of partner's continuous engagement that the WfL success rate is higher than normal.

When asked about further assistance, community responses were similar: Would it be possible to get more water to cover for the gap and to expand livelihood opportunities. They also asked if they could get refresher training on WASH, basic agriculture techniques and some mentioned conservation. Having heard about new financing schemes happening in Kenya, community members also expressed interest in basic training on new ideas and opportunities eg. table-banking, market linkages and other ways to add-value to the availability of water and access to land.

Three types of reform measures are predominantly used to help improve the performance of water and sanitation sector in terms of issues related to efficiency and equity:

- * decentralized delivery, typically relying on community demand, participation and management.
- * improving operator performance, and
- * service provision by the private sector or small-scale independent providers



While the WfL approach is meant to be short-term and solution-oriented, interviews with communities and partners are consistent in their request for continued engagement. It is suggested that ongoing (beyond one year) capacity building support be provided to communities, and at the same time, a more explicit transition approach, where communities know they will be graduated from assistance.

There are several themes that emerge when discussing the future of the program including and community's transition into independence. Short duration of the program, the need for more Government involvement, and more training and capacity building/ knowledge sharing.

With this in mind, additional consideration could be made in regards to:

1. The project design phase

Building on the intensive approach used, formalize a results based-management approach by empowering communities, with additional skills to identify needs, mobilize and solve problems, adequately building in the time it takes to manage projects in a participatory manner.

2. Formalizing a community empowerment training program

With benchmarks and formal graduation, training guides, curricula and handbooks that can be shared at the community level and at schools. It would include modules on inevitable breaks, establishing a parts fund, and more capacity building in money-management, local mobilization and fund-raising with Governments and Civil Society.

3. Developing a community of practice- with CWS

Support for increased local and regional mobilization/ knowledge networks may provide a way forward. Water Mentors: Communities/ community members who have graduated all phases move on to working with other communities seeking solutions. CWS/Partners to continue providing some level of technical support to the projects for monitoring/assurance/value-added advisory purposes

4. Formal Handover

A formal graduation or declaration as a result of the program might also help in increasing the independence of communities.

Recommendations on sustainability and technical improvements

SUSTAINABILITY	TECHNICAL IMPROVEMENTS
Consider a results based management approach in planning out remaining water activities	Construct concrete in the shape of a trough around shallow well points to provide water for livestock.
Improved documentation and community of practice with sharing information back to communities.	Adopt the culture of compost making.
Development of simple, useful training guides, curricula and handbooks that can be shared at	Introduce the practice of crop mulching to preserve moisture content.
All locations are keen on additional training and capacity building in improving agricultural and forestry activities, hygiene,	Encourage seed banking to reduce the cost of buying seed.
Consider approaching other WASH donors in the humanitarian and development sector. This could include Government of Kenya, but	Emphasize the importance of agro-forestry as it improves the micro-climate of the area.
Understand pricing a little more consistently and Cost reflective pricing, with provisions for the poor	Provide funnels to the locations to stop water being wasted.
	Increase the number of manual 'money-maker' pumps as they are durable and very effective.

Links to evaluation details.

[INTERVIEW GUIDES AND TOOLS](#)

[FINDINGS PER EVALUATION QUESTION WITH DESK REVIEW](#)

[PHOTOS PER LOCATION](#)

2016

SH CONSULTING



Website Address Coming Soon