



CSO ANNUAL WATER AND SANITATION PERFORMANCE REPORT KENYA

Financial year 2015/2016
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Table of contents

Foreword	3
Table of contents	4
List of figures	6
Abbreviations and acronyms	7
Executive summary	8
1 Introduction	10
1.1 Background.	11
1.1.1 The Water Act 2016: devolution in practice for the water sector	11
1.1.2 Increasing socio-economic and environmental challenges for the water sector	12
1.1.3 Slow progress towards achieving water and sanitation coverage goals	12
1.1.4 Funding gap	12
1.2 CSOs and the Kenyan water sector	13
1.3 Purpose and scope of the CSO report 2015/16	13
1.4 Methodology	14
1.4.1 Data collection.	14
1.4.2 Continuous improvement: adjustments in reporting methodology.	15
1.4.3 Data validation.	15
1.4.4 Data analysis.	15
1.4.5 Limitations of the report.	16
1.4.6 Structure of the report	16
2 Investments in WASH and WRM subsectors	17
2.1 Where did CSOs invest during the financial year 2015/16?.	19
2.2 Extending water supply coverage	19
2.3 Extending sanitation coverage	20
2.4 Enhancing capacities of sector actors and institutions.	21
2.5 Increasing public awareness	22
2.6 Lobbying and advocating for changes in the legal and institutional framework	22
2.7 Improving or extending WRM infrastructure and conserving wetlands	28
3 Integrity, quality and compliance in project management	24
3.1 Overview of IQC performance	25
3.2 Insights by IQC success factor	27
3.3 Relationship between IQC and types of CSOs, project budget and project types.	28

4	Enabling environment for CSO project	31
4.1	Cooperation and participation	32
4.2	Integrity and accountability	33
5	Conclusions and recommendations	34
5.1	Key achievements of CSOs in increasing access to water and sanitation services	36
5.2	Challenges in reporting	36
5.3	The role of CSOs in the sector: towards better sector governance	37
5.4	The CSO role in service delivery: from substituting to engaging government	37
5.5	The role of CSOs in advancing water resources management	38
5.6	Project performance	39
5.7	Regulatory compliance and accountability	39
5.8	Integrity	40
5.9	Achieving the purpose and objectives of the CSO report.	40
6	ANNEXES	41
	Annex 1: List of participating CSOs	42
	Annex 2: List of nonparticipating CSOs.	45
	Annex 3: IQC management for Kenyan CSOs	48
	Annex 4: Overview of KEWASNET projects.	50
	Investments by KEWASNET	50
	Enhancing capacities of sector actors and institutions	50
	Increasing public awareness	51
	Lobbying and advocating for changes in the legal and institutional framework	51
	Annex 5: About KEWASNET, cewas and WIN.	53
	KEWASNET.	53
	cewas	53
	Water Integrity Network	54

List of figures

Figure 1:	IQC results from financial years 2015/16 and 2014/15.	9
Figure 2:	Development of CSO report over the past 3 years: number of participating CSOs and total financial contribution of participating CSOs to water and sanitation sector funding.	18
Figure 3:	Funding sources for CSO projects: size proportional to share of funding provided for CSO projects in water and sanitation sector.	18
Figure 4:	Share of investments by project type	19
Figure 5:	IQC results from financial years 2015/16 and 2014/15.	25
Figure 6:	IQC score for success factors context analysis and community engagement and government engagement by project type.	26
Figure 7:	IQC results from survey (self-reporting) compared with validation results for 25 CSOs; scores differ as compared to previous figure because results relate only to the CSOs that were validated.	26
Figure 8:	IQC score of participating CSOs by organization type	29
Figure 7:	IQC score of participating CSOs by type of organization	29
Figure 10:	IQC score of CBS compared to IQC score of other types of organizations by project budget	30
Figure 11:	IQC score by project type.	30
Figure 12:	Perceived interest of different institutions to cooperate with CSOs.	32
Figure 13:	Perception of effectiveness of incentives, regulations and control mechanisms to ensure accountability	33
Figure 14:	Perception how often different types of favours are expected from CSOs.	34

Foreword

“Ultimately, confronting the challenges faced by today’s developing countries requires rethinking the process by which state and non-state actors interact to design and implement policies, or what this Report calls governance.”

World Bank. 2017. World Development Report 2017: Governance and the Law. Washington, DC: World Bank.



Samson Shivaji
CEO of KEWASNET

This third edition of the annual Civil Society Organizations’ performance report in the water and sanitation sector (CSO Report) includes a variety of lessons from previous editions as well as feedback from various stakeholders. The last edition was the result of the initial deployment of the integrity, quality and compliance toolbox. This report provides deeper levels of analysis and further identifies additional elements for discussion.

With reporting from 94 organizations, this edition shows an almost 45% growth in participation over the preceding report. This growth, whilst phenomenal, still represents only 50% of the total number of surveyed organizations.

This could be attributed to the need to further build the understanding of the purpose of information sharing or to low acceptance of the recognized peer accountability mechanism. Furthermore, this report, like the preceding one, shows a low level of participant continuity: only 25 CSOs from 2014/15 reported this year. This limits our ability to compare data and analyse progress by year.

This report highlights a number of important pointers on the contribution of CSOs in the sector, including financing and increased coverage. However, analysis of the provided data demonstrates that there are important capacity deficiencies in presentation and inconsistencies across data sets. For instance, there are significant differences between the reported numbers of beneficiaries and those calculated for actual service extension. Large variations also exist in the number of direct and indirect beneficiaries of software projects. This reflects the need to enhance reporting capacities of CSOs, to apply existing standards for coverage and establish a harmonized system to reflect direct and indirect beneficiaries of software projects.

For the first time, the CSO report makes an attempt to investigate losses experienced in CSO projects as a result of leakages attributable to corruption. This will hopefully become an important talking point in the coming year and increase demand for greater accountability among CSO projects and the sector. Functioning complaint mechanisms and watchdog CSOs are needed to safeguard the potential benefits from devolution and to flag unethical behaviour or low willingness of public and private actors to engage with CSOs.

Our key objective in every annual report remains to provide a review of sector performance as reflected by the contribution and performance of civil society. We expect this report will foster continuous learning among CSOs and enhance the effectiveness, efficiency and sustainability of WASH and WRM projects. Beyond these reflections by CSOs, the report is intended as a useful point of reference for key stakeholders—including government at national and devolved levels, funding partners and private sector—to identify points of engagement, review weaknesses as well as interrogate the enabling environment within which partnerships work.

We remain committed to continuously improving each edition of the annual report and hope that stakeholders can continue to share suggestions for improvement. We invite comments and other critique through feedback@kewasnet.co.ke.

Samson M. Shivaji, CEO, KEWASNET

Abbreviations and acronyms

ASAL	Arid and Semi-Arid Land
AR	Awareness Raising
AWSR	Annual Water Sector Review
CIDP	Community Integrated Development Plan
CLTS	Community-Led Total Sanitation
CBO	Community Based Organization
CSO	Civil Society Organization
CMDRR	Community Managed Disaster Risk Reduction
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HRBA	Human Rights Based Approaches
HWTS	Household Water Treatment and Storage
ICC	Interagency Coordination Committee
IQC	Integrity, Quality, Compliance
IWRM	Integrated Water Resources Management
KEWASNET	Kenya Water and Sanitation Civil Society Network
MUS	Multiple Use of Water
NGO	Non-Governmental Organization
NSA	Non-State Actor
NEMA	National Environmental Management Authority
O&M	Operation and Maintenance
ODF	Open Defecation Free
PLWHA	People Living with HIV and AIDS
PLWD	People Living with Disabilities
PHAST	Participatory Hygiene and Sanitation Transformation
WASH	Water Sanitation and Hygiene
WASREB	Water Services Regulatory Board
WESCOORD	Water and Environmental Sanitation Coordination
WRM	Water Resource Management
WRUA	Water Resource Users Association
WRMA	Water Resources Management Authority
WSB	Water Services Board
WSP	Water Service Provider
WSTF	Water Services Trust Fund
WUA	Water Users Association

Executive summary

This third CSO Water and Sanitation Sector Performance Report provides an overview of the diversity of civil society organizations (CSOs) and their contributions to the development of the Kenyan water sector. It builds on information from 94 Kenyan and international NGOs: community based organizations, faith based organizations, trusts, foundations and other non-state actors who participated in the survey and the data validation process. The contributions of CSOs to the development of the sector are analysed based on the survey data of a total of 133 projects.

During the financial year 2015/16, the participating CSOs invested 2.95 billion KES in the water sector. These investments by CSOs are equivalent to 10% of the development budget for the water sector disbursed by the national government during the same financial year.

With these funds, participating CSOs extended access to improved water sources to 880,000 Kenyans and to improved sanitation facilities to 130,000 Kenyans. Hand washing facilities were routinely installed along with different types of public and private latrines. CSO projects further contributed to improving water resource management (WRM) practices and conserving wetlands in nine sub-catchments. They did so, for example, by training Water Resource Users Associations (WRUAs) or by engaging in catchment restoration and riparian zone protection to reduce water demand and abstraction and increase water use efficiency.

CSOs also contributed to capacity development initiatives: for example, supporting water user associations and committees; providing trainings on management, operation and maintenance (O&M) of water distribution systems; and reducing non-revenue water. Moreover, CSOs engaged in the development of required instruments for decentralized management of water and sanitation and advocated for inclusion of civil society perspectives in the devolution process. Only eight small lobby and advocacy projects were registered with investments of less than 50 million KES. These projects focused largely on county-level planning processes, policy development at county and national levels and multi-stakeholder processes.

Inconsistencies in how project beneficiaries are counted need to be addressed to further enhance the reliability of the CSO report. Nonetheless, the results of this third report provide a strong case for the relevance and added value of CSOs in terms of financial contributions, project results and the strong focus of their engagement to improve services for poor and marginalized groups.

The sustainability of these project contributions was analysed with regards to integrity, quality and compliance (IQC) for the second time for this report. Sustainability was evaluated across seven areas, referred to as IQC success factors. CSO projects continue to show good results for four of these success factors (context analysis and community engagement, project planning, project implementation, and reporting and learning) with scores between 74% and 77%. Results were slightly lower for the quality and compliance check success factor, at 66% of the possible score. The government engagement and project follow-up success factors still receive too little systematic attention—scoring 41% and 56% respectively (see Figure 1).



Figure 1: IQC results from financial years 2015/16 and 2014/15

In an endeavour to better understand the external drivers contributing to this mixed picture of CSO performance, the report also analyses the enabling environment for CSO projects in the Kenyan water sector. Results underline that government engagement is a key weakness of CSO projects. Nonetheless, 35% of CSO projects were reported to be co-financed by county government, especially for sanitation coverage. This still indicates a notable level of engagement. This report also shows that those projects that do engage stand to benefit from co-financing by county government and tend to have more sustainable project outcomes. CSOs need to continue improving the way they implement projects and to comply with legal and regulatory requirements. At the same time, permitting and approvals need to be simplified to facilitate more effective projects.

The report reveals that one key challenge for CSOs is that different forms of bribery (payments or gifts) were regularly expected when CSOs attempted to receive services. CSOs estimate that 10% of project funds were lost to corruption, amounting to approximately 300 million KES in the past financial year.

The conclusions point to several needed improvements: streamlined and improved monitoring and reporting on CSO projects, more horizontal learning between CSOs, concerted efforts to enhance knowledge on and compliance with national standards and regulation, and more frequent and thorough exchange on how to best manage situations when bribes or other forms of corruption are expected.

The report is being published after the long-awaited signing of the new Water Act in 2016, the framework for a new sector governance that is now more decentralized, as required by the Constitution. As the new governance framework is implemented, CSOs must adjust their role to engage more effectively with stakeholders across subsectors, and to use the new spaces opening for public participation at the county level. There is not one but many different roles CSOs need to play to advance the sector. Their contributions to foster and facilitate better governance and to develop much needed capacities need to be further extended.

1 Introduction

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1.1 Background

1.1.1 The Water Act 2016: devolution in practice for the water sector

The signing of the new Water Act in 2016 was a landmark for Kenya's water sector. The Act aligns water governance to the devolved structure of government established by the Constitution of Kenya 2010 and introduces several important changes to the institutional landscape.

In line with Article 185 of the Constitution, the Act delegates to county governments the mandate for water and sanitation service provision as well as the development of county water works. To exercise this mandate, counties can establish (and merge) water service providers (WSPs) that are owned by the county government, commercially managed, and licensed by the Water Services Regulatory Board.

The Water Act also delegates the responsibility to WSPs to hold, manage and develop county assets for water services provision. In rural areas where services are not commercially viable, counties are now responsible for facilitating access to services, for developing the required infrastructure for distribution, and for contracting community associations, public benefit organizations or private operators to manage such systems. This means that in their WASH and WRM projects CSOs need to more strongly engage with county governments, who are the primary duty bearers for realizing the human rights to water and sanitation.

The national government remains in charge of the regulation of water services and water resources. It also continues to manage national public water works, which extend across more than one county by nature of the water resource they use and are funded from the national government budget.

The Water Act provides the Cabinet Secretary for Water with the power to establish an undefined number of Water Works Development Agencies to manage such national public water works, thus replacing the current Water Services Boards.

The Water Act does not allocate detailed functions of national and county governments in water resource management but provides instead for a National Water Resource Strategy to address this.

The Water Act is currently still being challenged in court by the Council of Governors; some uncertainties remain as to the future governance of the sector. There is no doubt, however, that as devolution is implemented CSOs will need to adjust how they engage with government bodies and other stakeholders in the sector.

1.1.2 Increasing socio-economic and environmental challenges for the water sector

The socio-economic and environmental context poses its own challenges for the country. Kenya's freshwater resources are under increasing pressure from a thirsty agriculture, other economic activities, a rapidly growing population and urbanization. The highly variable rainfall in Kenya increases the risk of droughts and floods, which is compounded by inadequate storage capacity and infrastructure.

1.1.3 Slow progress towards achieving water and sanitation coverage goals

In 2015, Kenya missed the MDG as well as the National Water Services Strategy targets for water. Access to water and sanitation services is increasing very slowly: certainly not sufficiently to keep up with population growth. The last Annual Water Sector Review (AWSR) 2014/15 - 2015/16 (Ministry of Water and Irrigation, 2016) gives an overview of the status: National water coverage increased from 56.9% to 58.0% in 2015/16. While access to water supply services in urban areas increased by 1.3% in 2015/16 and now stands at 68.3%, progress in rural areas was much slower, with an increase of only 0.8%, putting it at 50.2%.

The trend towards access to (on-site) sanitation is even more concerning as coverage cannot keep up with population growth: national on-site sanitation coverage decreased by 0.5% to 66.4% in 2015/16. Urban on-site sanitation coverage decreased by 0.7% to 69.4% in the financial year 2015/16. Rural on-site sanitation coverage decreased by 0.4 % from 64.5% to 64.1% in 2015/16.

Kenya cannot continue at this pace if it wants to stand a chance of meeting the SDG targets of achieving universal access by 2030.

1.1.4 Funding gap

The current funding level is also not adequate for the sector in the long term if universal access is to be achieved by 2030.

The Kenyan water sector is facing a 90% financing gap in annual development budgets for the water sector, posing a key challenge in meeting the water-related objectives of the Vision 2030. Innovative resource mobilization strategies are urgently required to achieve these national development objectives and the newly established SDG targets that were endorsed by the Kenyan government.¹

1.2 CSOs and the Kenyan water sector

CSOs are essential contributors to the Kenyan water and sanitation sector. Many CSOs develop infrastructure to extend service to many users (hardware contribution). They also provide valuable software contributions: supporting advocacy, capacity development and coordination.

CSOs have embraced the task of extending service provision, especially in rural areas, in part because the government has not been able to facilitate the required investments to extend services. In this role, CSOs have made significant contributions to fill the sector's funding gap: CSO contributions amounting to 1.6 billion KES were included in the overall sector performance reporting for the first time in the last Annual Sector Review.¹ They will be higher in the next review.

However, the focus on extending water and sanitation access to the underserved has also kept CSOs from scrutinizing government, raising awareness about the chronic funding deficit, and ensuring available funds are effectively and efficiently used. With the implementation of the 2016 Water Act, CSOs more than ever need to develop required capacities among the public and sector organizations to foster good governance and enhance accountability. Moreover, they need to play both a facilitating and a watchdog role to ensure funds are invested to the benefit of the public.

1.3 Purpose and scope of the CSO report 2015/16

This report seeks to foster continuous learning among CSOs to enhance the effectiveness, efficiency and sustainability of WASH and WRM projects. It further aims at monitoring of and reporting on CSO contributions to enhance sector coordination to support an effective sector-wide approach towards sustainable water management.

For this purpose, the report specifically:

- analyses how non-state actors have contributed to the development of the Kenyan water sector during the financial year 2015/16;
- provides a quantitative assessment of the strengths and weaknesses in project management practices among water sector CSOs and makes recommendations for the CSOs based on the analysis; and
- assesses the enabling environment for CSO projects and develops recommendations for other sector stakeholders to ensure CSOs can effectively contribute to the operationalization of the 2016 Water Act.

1.4 Methodology

1.4.1 Data collection

This year's CSO Sector Contribution Report builds on reported information from 94 CSOs including 24 community based organizations (CBOs), 12 faith based organizations (FBOs), 34 Kenyan NGOs, 13 international NGOs (INGOs) and 11 other organizations (including trusts and foundations). A list of all participating organizations is presented in Annex 1. The data for this report was collected through an online survey.

The participating organizations provided information on types of project, output, budget and beneficiaries for a total of 133 WASH and WRM projects in 44 of the 47 counties. The projects were carried out in six project categories with the following objectives:

- extend (safe) water supply coverage
- extend sanitation coverage
- enhance capacities of WASH and WRM actors and institutions
- increase awareness on WASH and WRM among the public
- lobby and advocate
- extend or upgrade WRM infrastructure and conserve wetlands

To develop a comprehensive picture of the sustainability of CSO projects, each respondent was required to provide data on their project management practices using at least one project as an example. In this way, information on 97 projects was collected on seven integrity, quality and compliance (IQC) success factors of project management:

- Context analysis and community engagement
- Government engagement
- Quality and compliance check
- Project planning
- Project implementation
- Operation and maintenance, and monitoring
- Reporting and learning

See Annex 3 for definitions and further information on the IQC methodology.

Additional data was collected from 35 water sector stakeholders—including representatives from national and county governments, WSPs, donors, private sector and knowledge and research institutions—in face-to-face interviews at the Kenya Water Week in November 2016 to contribute to an analysis of the enabling environment for CSO projects.

1.4.2 Continuous improvement: adjustments in reporting methodology

To achieve the objectives of this report, the methodology from previous CSO reports has undergone continual improvement and revisions to allow for the collection of more consistent information on the inputs and outputs of CSO projects to the WASH and WRM subsectors.

Specifically, the modifications and adjustments have been made to this year's questionnaire to:

- capture and analyse disaggregated data on project hardware and software components;
 - include more project types to better classify the nature of project activities;
 - align the analysis and results of the report with the relevant SDGs and their targets; and
 - reflect the degree to which CSO projects are integrated into the new sector governance.
-

1.4.3 Data validation

The data obtained through the online survey was validated for 25 of the 94 participating organizations through field visits and revisions of available project documents. To increase reliability of the results, the information was triangulated, partly by comparing costs per beneficiary and per project outputs (e.g. per water point, training intervention or sanitation facility). Inconsistent information was verified with the respective organizations and corrected wherever required.

1.4.4 Data analysis

Quantification of results from CSO projects

Participating CSOs were asked to provide information on the number of beneficiaries from each project and on how the beneficiaries were quantified.

For projects to expand water supply and sanitation coverage, the results take into consideration only those projects that developed infrastructure that qualifies as improved—in line with the first step of progressive monitoring for SDG 6.1 and 6.2, which does not include water quality testing or wastewater management.¹ The number of project beneficiaries that was obtained by using census data and the number of households that benefited from a given project were specifically highlighted, as this approach is in line with the standards used in Kenya (e.g. by WASREB).

For WRM projects, CSOs were asked to specify in which sub-catchments projects generated benefits, to provide an indication of the contribution to SDG 6.6.

For all other projects the reported number of direct beneficiaries or people reached (in case of awareness raising projects) were added up to provide an indication of potential benefits, outreach, or both.

Quantification of IQC survey results

The responses to the individual questions on the seven IQC success factors were converted into numeric form using a simple scoring system, whereby the answers were ranked from 0 to 3—from worst to best. The obtained points were then aggregated for each of the seven success factors as well as for each individual project for which data was entered. The aggregation was performed by summing the points using equal weights.

Scores were computed to provide an indication of the extent of achievement of each success factor, and such score calculations were performed for individual success factors and for each project. Scores were calculated as a ratio of the achieved points to the maximum possible points and range from 0% to 100%.

1.4.5 Limitations of the report

Data quality

Most of the data used in this report is based on self-reporting from the participating CSOs. To reduce the risk that questions might be wrongly interpreted and to support data input, explanatory workshops were organised with staff of most of the participating organizations. Nevertheless, the data validation exercise did show that CSOs tend to report better results than were recorded on the ground. This variation needs to be considered for all numbers presented in this report. At the same time, the report analyses the variations themselves and presents them as important results regarding reporting quality by CSOs.

Comprehensiveness

In total, 187 of an estimated 300 Kenyan water sector CSOs were asked to participate in the survey. Of those, only 94 organizations answered. Several large WASH and WRM organizations did not respond. The report therefore only draws a partial picture of the contribution of WASH and WRM CSOs to the development of the Kenyan water sector. Those organizations that were contacted but did not complete the survey are listed in Annex 2.

To maintain an independent data set, KEWASNET projects were excluded from the analysis because they could not be independently verified. KEWASNET's projects amount to a total of 77,968,091 KES. The projects are focused on engagement in national- and county-level advocacy work, awareness raising and capacity development for the network members. A summary of KEWASNET's activities during the period covered by this report can be found in Annex 4.

Comparability

While this year's CSO sector performance report benefits from data from a larger sample size relative to that of the previous years, only 25 of the previously reporting organizations provided information on their projects again this year. On the one hand, this year's sample is more representative of the sector. On the other hand, any comparisons to last year's results need to be made with particular caution because the composition of the organization types and projects differ in the two samples.

1.4.6 Structure of the report

Chapters 2 to 4 of this report analyse the results from the CSO survey and interviews with key informants. The findings are presented starting with an analysis of the investments and the results of the work of CSOs in chapter 2. The outputs and outcomes of CSO projects are linked to the Water Act, the human right to water and sanitation and SDGs to indicate contributions to targets that have been endorsed by the Kenyan water sector. Chapter 3 points to strength and weaknesses in CSO project management by summarizing information on how projects are implemented with regards to IQC. To put the implementation of WASH and WRM projects into context, chapter 4 then presents findings related to the environment in which CSOs operate. Chapter 5 derives conclusions and recommendations, based on the findings presented in the previous chapters.

2 Investments in WASH and WRM subsectors

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CSOs are contributing a significant share of the investments to the development of water and sanitation management in Kenya. Those 94 CSOs that contributed data to the CSO performance report invested 2.95 billion KES during the financial year 2015/16. This amount equals 10% of the development budget for the water sector disbursed by the national government during the same financial year. In comparison to the previous CSO performance report, the financial contributions have increase proportionally more than the number of CSOs that participated (see Figure 2).

Eighteen projects were reported with a budget of more than 20 million KES, of which seven projects exceeded 250 million KES. The vast majority of projects have a budget smaller than 12.5 million KES.

Most of this money is provided by international donors and NGOs (see Figure 3), so can be considered international cooperation and capacity development support to the Kenyan water and sanitation sector in the sense of SDG 6.a.

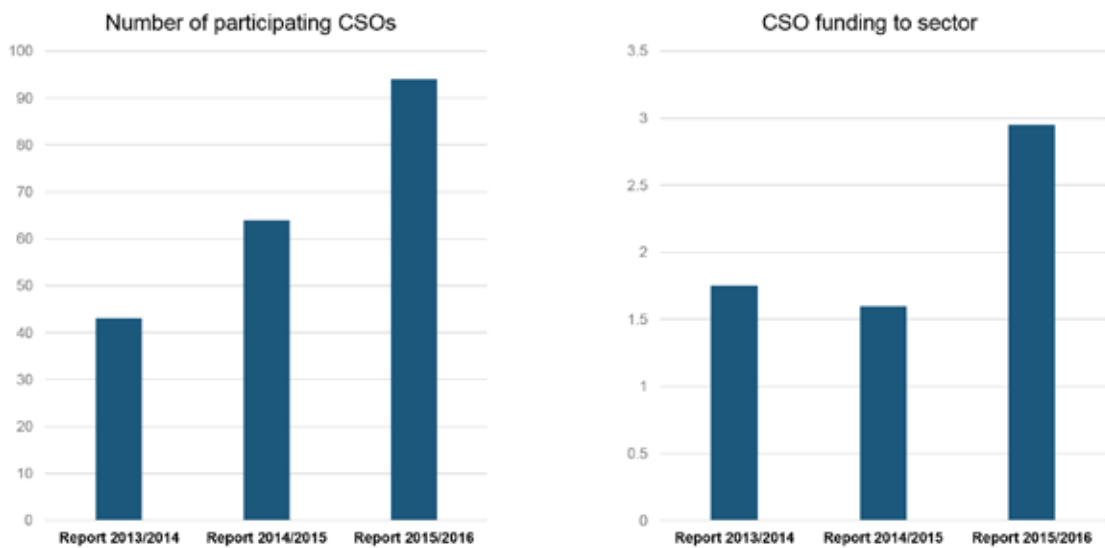


Figure 2: Development of CSO report over the past 3 years: number of participating CSOs and total financial contribution of participating CSOs to water and sanitation sector funding

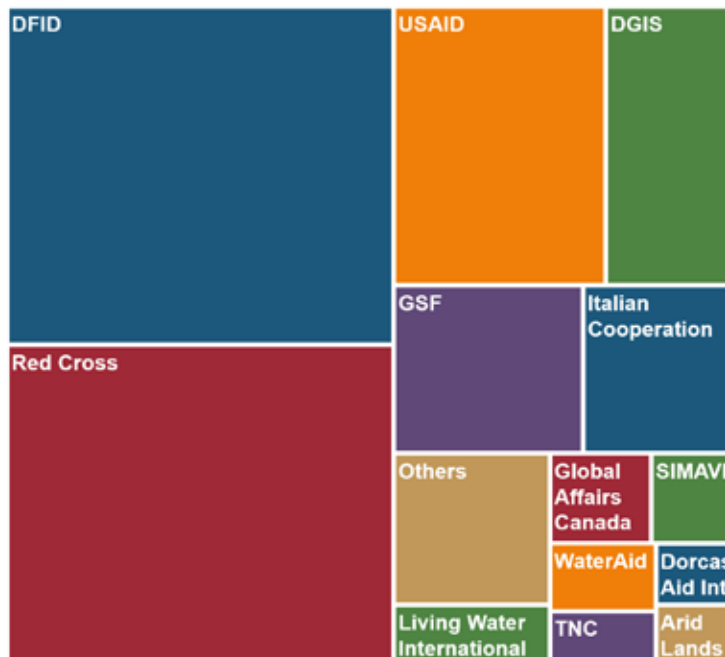


Figure 3: Funding sources for CSO projects: size proportional to share of funding provided for CSO projects in water and sanitation sector

2.1 Where did CSOs invest during the financial year 2015/16?

CSOs invested almost 70% of the available funds to extend (safe) water supply coverage, which is significantly more than the investments into water supply infrastructure during the previous reporting period (50%). The data shows that many water supply projects combine water supply hardware and software activities with sanitation and hygiene promotion.

Projects to extend sanitation coverage make up 10% of the investments; institutional capacity development, lobby and advocacy and awareness-raising projects together amount to 16% of the investments. Five per cent (5%) of investments from the participating CSOs were used to improve or extend WRM infrastructure and conserve wetlands.

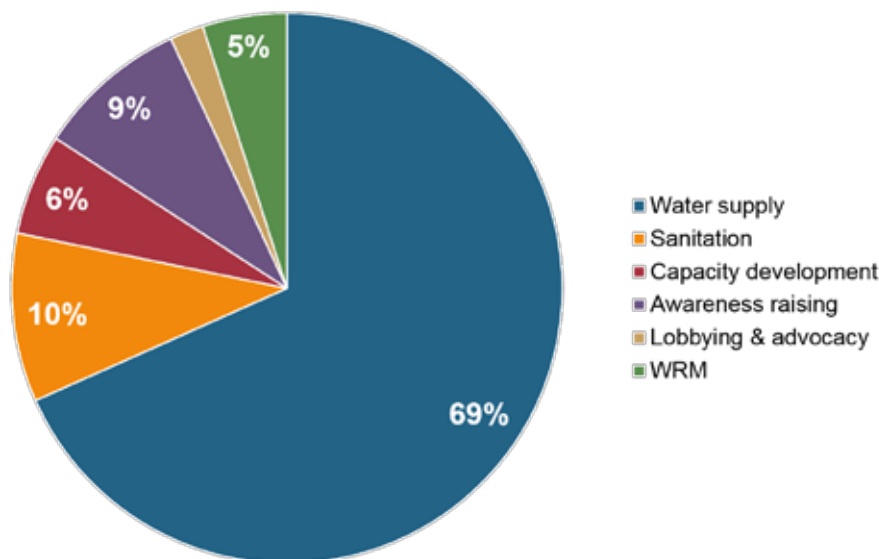


Figure 4: Share of investments by project type

Water supply infrastructure was newly developed in most cases. However, the figures vary significantly for different kinds of infrastructure. Eighty per cent (80%) of water points were newly developed but only 55% of all boreholes. In the case of sanitation projects, about 40% of school latrines were newly developed in comparison to more than 90% of all public latrines. In WRM and conservation projects only 55% of infrastructures were newly developed.

2.2 Extending water supply coverage



55 projects



1 million beneficiaries reported



70% of projects in rural areas

SDG 6.1

The survey showed that participated CSOs provided access to drinking water to 880,000 Kenyans via:

- 238 boreholes
- 109 public and private hand pumps
- 108 roof catchment and rainwater harvesting installations (plus 151 from WRM projects)
- 650 pipeline extensions and piped systems

Additionally, 35 different types of water catchments were developed and 35 springs protected.

The CSOs used different ways of calculating or estimating the number of beneficiaries. For example, 17 projects referred to calculations based on census data for the target area and the number of households that gained access (in many cases these were counted directly). This approach seems in line with WASREB's standards for calculating coverage, for example. These projects accounted for close to 300,000 beneficiaries. Other projects referred to their baseline-surveys or estimated beneficiaries from school WASH projects based on the number of enrolled pupils. However, there were also many CSOs that indicated that they were only able to provide rough estimates on the number of beneficiaries.

Out of 55 projects, 49 provided trainings to water management committees or water user associations. Less than half of the projects included trainings on operation and maintenance of the water supply infrastructure.

Moreover, many water supply projects included complementary activities on hygiene and sanitation promotion—for example, school WASH training in 23 projects, CLTS campaigns in 25 projects, PHAST in 14 projects and HWTS in 20 projects.

2.3 Extending sanitation coverage



17 projects



250,000 beneficiaries reported



66% of projects in rural areas

SDG 6.2

Based on the survey data it is estimated that coverage of improved sanitation facilities has been extended to approximately 130,000 people. Around 90,000 people gained access through school facilities. This estimate does not take into account the safe management of faecal waste along the entire sanitation chain from containment to final treatment and disposal, unlike what is suggested by SDG indicator 6.2.1.

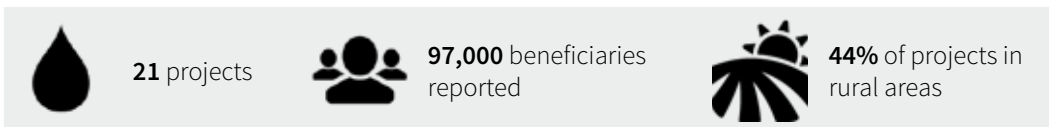
Of 17 projects, 15 provided hand washing facilities in line with the requirement set out in SDG indicator 6.2.1.

Three projects reported the development of traditional pit latrines for public use and in schools, which do not qualify as improved sanitation facilities.

Sanitation projects typically included hygiene promotion (including training of hygiene promoters), CLTS and PHAST campaigns. Eight projects further engaged in sanitation marketing and demand creation. Projects further facilitated school WASH and toilet maintenance trainings. Eight projects included waste collection campaigns.

Only one CSO reported the implementation of sewerage-related activities.

2.4 Enhancing capacities of sector actors and institutions



CSOs primarily support WASH actors and institutions with capacity building projects: ten out of 21 projects were aimed at WASH actors, seven projects were for both WASH and WRM actors, and only four were aimed exclusively at WRM actors.

The primary focus of capacity development projects is support to water user associations and committees. More than half of the projects trained water management committees and water users associations and five projects supported WRUAs. Other focus areas included:

- management related trainings (including among others monitoring and evaluation, integrity management, knowledge management) as part of half of the projects; and
- trainings on operation and maintenance of distribution systems and the management of non-revenue water in five projects.

CSOs contribute two-fold to creating sustainable water sector structures at decentralized levels, in line with the 2016 Water Act: They engage in the development of required instruments for decentralized management of water and sanitation (e.g. water investment planning, county water policies, sub-catchment management plans) and contribute civil society perspectives to such processes. Accordingly, four projects supported county-level planning and strategy development processes and four projects focused on voicing citizen interests in the development of sub-catchment management plans.

Another eight capacity development projects were workshops and trainings on sector governance or equity and inclusion, which are assumed to equally contribute to building a better understanding of the implications of the new Water Act. Furthermore, the AWSR (2016) recognizes a need for better coordination between MWI and county governments. Four projects helped address this challenge by supporting county-level coordination meetings and facilitating workshops to enhance coordination of sector institutions.

In this context, it further merits recognition that many projects from the other categories are mixed and that they also include capacity building elements, although they were not accounted for as primarily capacity building projects. This is especially the case for water supply projects (section 2.2), of which 20 projects included activities to enable communities to engage in the development of water and sanitation policies or strategies.

2.5 Increasing public awareness



23 projects



420,000 people reached



75% of projects in rural areas

Awareness-raising projects had a strong sanitation and hygiene focus. Only six out of 23 projects did not include specific hygiene-related activities. Aside from hygiene-related campaigns, training of hygiene promoters, school WASH trainings and CLTS are common project components.

HRWS

Twelve projects comprised campaigns on the human right to water and sanitation (HRWS), on equity and inclusion, or both—explicitly contributing to one of the sector’s priorities of progressively realizing the human right to safe water and sanitation for all. These activities also support the sector’s priority to enforce good governance in the water sector at all levels to improve overall performance and achieve value for money. (AWSR, 2016)

What stands out is the range of costs per person reached through awareness-raising projects—from less than 50 KES to more than 6,000 KES. This is attributed to different ways of estimating the number of people that are reached through each project. These range from counting workshop or event participants to counting the entire population in certain areas or towns (usually based on census data).

2.6 Lobbying and advocating for changes in the legal and institutional framework



8 projects



2 million beneficiaries reported

Most lobby and advocacy projects engaged in county-level planning, policy development at county and national level and multi-stakeholder processes. Only one out of eight projects targeted regulatory processes. Half of the projects complemented these efforts through the dissemination of information materials, position papers or radio programmes. Only two of the projects focussed on generating evidence for their lobby and advocacy efforts through either research or budget tracking.

All lobbying and advocacy projects had minor budgets. Only one project had a budget greater than 2 million KES. Despite such small budgets, five projects claimed to have more than 50,000 beneficiaries (three of these even claimed to have more than 250,000 beneficiaries). The figures on the number of beneficiaries should consequently be handled with due caution.

2.7 Improving or extending WRM infrastructure and conserving wetlands



9 projects



in 9 (sub-)catchment areas and rivers

SDG 6.6

The participating CSOs implemented projects that contribute to improving WRM practices and to conserving wetlands in the following sub-catchments:

- Lake Naivasha
- Upper Tana
- Morgo
- Kalawa Thwake
- Muuoni River
- Kambu
- Lake Victoria North
- Kipa
- Athi

Most of the nine WRM projects further contributed towards SDG 6.6 by training of Water Resource Users Associations (eight of the projects) and engaging in catchment restoration (seven of the projects) and riparian zone protection (six of the projects). In five of the awareness-raising projects CSOs further implemented catchment conservation campaigns.

As part of WRM projects, CSOs also developed infrastructure to enhance water use efficiency, water buffer infrastructure, rainwater harvesting installations and different types of water catchments. Seven projects sought to enhance water use efficiency and further disseminate improved irrigation technologies through promotion and training activities.

To capture the full extent of CSO contributions to conserving Kenya's water resources, it is important to mention the contribution of more comprehensive projects to extend water supply coverage: 11 such projects included trainings on non-revenue water, to enhance sustainable withdrawals and tackle water scarcity in the sense of SDG 6.4.

3 Integrity, quality and compliance in project management

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Many infrastructure projects are non-functional after just a few months or years. Capacity development initiatives, lobby and advocacy, and awareness-raising campaigns often fail to sustainably improve service delivery. This can be linked to integrity, quality and compliance (IQC) issues. When projects are not oriented to the real needs of the target group, for example, local context or operation and maintenance requirements are disregarded, tendering process are distorted, and sector governance is undermined by lack of cooperation with local authorities. It is therefore important to assess project practices related to IQC issues to have a better and more comprehensive understanding of CSO performance.

3.1 Overview of IQC performance

The figure below summarizes the survey results for the IQC success factors of all 94 CSOs participating in the survey for this year’s CSO performance report and the 64 CSOs that provided data for the previous report (2014/15). The results for the 25 CSOs that have reported information for two consecutive years are not markedly different than those of all CSOs reporting for 2015/16.

Average scores for IQC in project management are below 80% of the total possible score for all seven success factors. Practices related to context analysis and community engagement, project planning, implementation, and reporting and learning continue to show good results with scores between 74% and 77%. The score for the quality and compliance check for projects are lower at only 66% of the possible score, while government engagement and project follow-up (and monitoring) continue to receive little systematic attention, scoring 41% and 56% respectively.



Figure 5: IQC results from financial years 2015/16 and 2014/15

There is only slight variation per project type for the different success factors except for government engagement. For example, all project types score almost uniformly and relatively high on context analysis. Government engagement is critically low in all project types, but sanitation projects stand out with the highest score at 60%. Awareness raising, institutional capacity development, and WRM projects seem to especially struggle dealing with this IQC success factor with scores well below 40%.

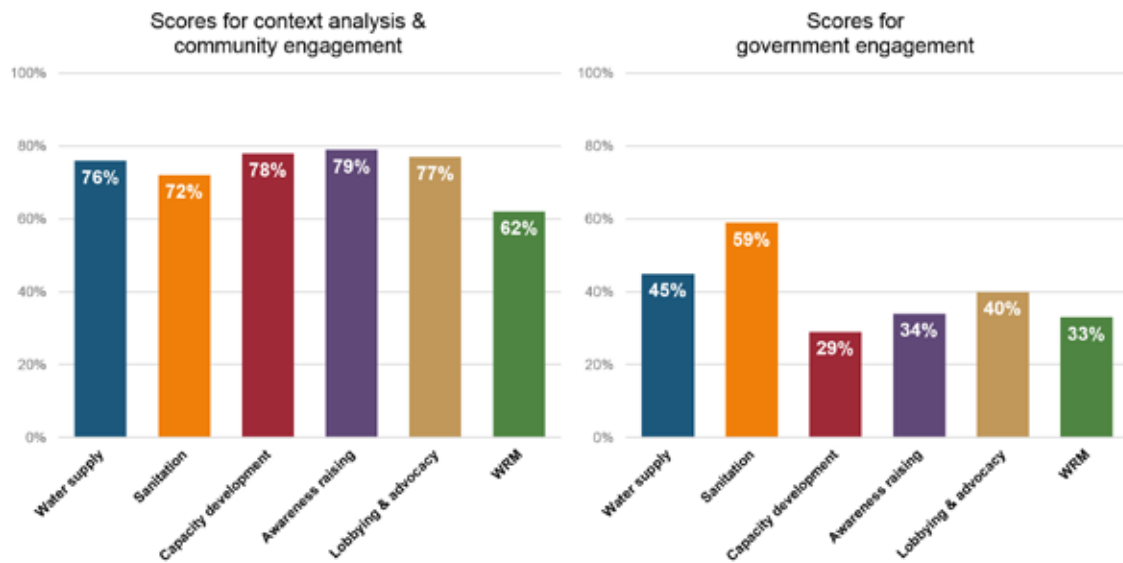


Figure 6: IQC score for success factors context analysis and community engagement and government engagement by project type

The survey responses of a sample of 25 organizations were validated in the field. Figure 7 shows that this sample of organizations was not able to generate proof for all responses, resulting in lower validation scores for six out of seven success factors.

The validation process revealed that quality and compliance checks (53%) and proper project follow-up and monitoring (46%) were significantly weaker than reported or not documented sufficiently in many projects. The biggest discrepancy between survey and validation scores is for the reporting and learning success factor (84% in survey versus 58% in validation), because many projects had not been evaluated and communication with project stakeholders was significantly weaker than reported in the survey. Survey results show that government engagement has the lowest score of all success factors. The validation shows that this self-assessment reflects reality well. This is surprising, as the discrepancy between reported and validated data for this success factor was biggest in CSO performance report 2014/15.



Figure 7: IQC results from survey (self-reporting) compared with validation results for 25 CSOs; scores differ as compared to previous figure because results relate only to the CSOs that were validated.

3.2 Insights by IQC success factor

The following table provides an overview of strength and weaknesses in each IQC success factor based on the survey data.

Success factor	Strength	Weaknesses
Context analysis & community engagement	<ul style="list-style-type: none"> All project types score almost uniformly and relatively high on context analysis 	<ul style="list-style-type: none"> Capacity gaps for follow-up (including O&M) after project completion are not identified sufficiently. This is in alignment with low scores on assigning future responsibilities at the outset of projects. 40% of projects see room for improvement in creating project ownership to successfully implement their exit strategy
Government engagement	<ul style="list-style-type: none"> 35% of projects are co-financed by county government Reporting is correct (only 1% variance during validation) 35% of projects are co-financed by county government Reporting is correct (only 1% variance during validation) 	<ul style="list-style-type: none"> Projects generally score lowest on this success factor Sanitation projects score higher (60%) than other types of projects 57 out of 94 projects do not have a signed MoU with county government In 32 projects Water Service Board development plans were not consulted
Quality and compliance check	<ul style="list-style-type: none"> 98% of the participating CSOs are registered 	<ul style="list-style-type: none"> CSOs comply with less than 80% of legal requirements in 40% of the projects 60% of water supply, sanitation and WRM projects cannot produce an approval protocol from WRMA
Project planning	<ul style="list-style-type: none"> Almost 90% of projects report to have the required financial management systems in place In more than 60% of projects, detailed implementation plans (including Gantt charts) are developed 	<ul style="list-style-type: none"> In 57% of infrastructure projects no detailed terms for operation and maintenance are developed during the planning stage Projects score 15% lower in the validation as compared to the survey data

Success factor	Strength	Weaknesses
Project implementation	<ul style="list-style-type: none"> • According to the survey data CSOs perform best in this success factor • In 80% of infrastructure projects detailed information are provided to contractors • 70% of projects regularly document monitoring of project implementation by a (technical) expert 	<ul style="list-style-type: none"> • 40% of infrastructure projects have no or insufficiently documented approvals from public authorities and do not document test results on functionality of their project outputs • Projects score 16% lower in the validation as compared to the survey data
Operation, monitoring and maintenance	<ul style="list-style-type: none"> • Projects on institutional capacity development and awareness raising score relatively high (around 80%) 	<ul style="list-style-type: none"> • Only one third of infrastructure projects establish proper fee structures with a transparent collection and accounting system • For less than half of the projects, agreed follow-up activities are monitored
Reporting and learning	<ul style="list-style-type: none"> • Meaningful reporting standards and indicators are established with project funders in more than 75% of projects 	<ul style="list-style-type: none"> • 25% drop in score during data validation because several projects have not been evaluated and communication to stakeholders are insufficient in half of the projects

3.3 Relationship between IQC and types of CSOs, project budget and project types

On average the participating CSOs achieved 68% of the best possible IQC score (100%). The projects of 17 CSOs achieved less than 50% and 42 CSOs reached scores of more than 75%.

CSO type

A closer analysis of the IQC results reveals that a wide range of IQC scores can be found across all types of CSOs that participated in the survey (see Figure 8). It is worth noting that only in the case of international NGOs project practices scored above 75% in most cases. Other types of CSOs have representatives that achieve high (>75%), medium (50% - 75%) and low (<50%) scores.

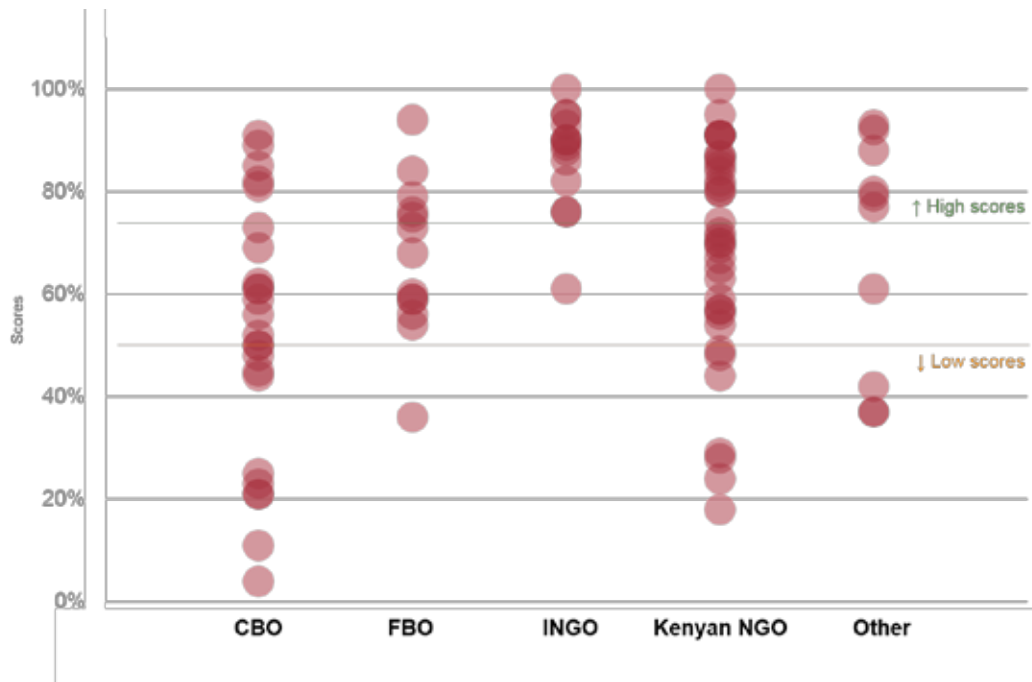


Figure 8: IQC score of participating CSOs by organization type

Project budget

Overall, projects with higher budgets tend to have higher IQC scores. In figure 9, this is given by the concentration of data points (i.e. darkest where highly concentrated).

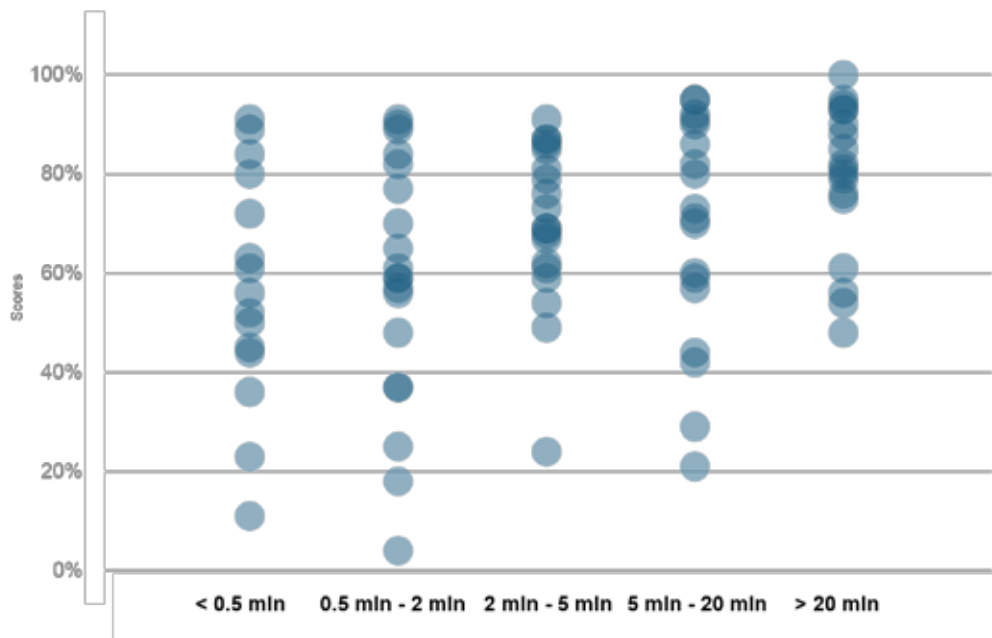


Figure 9: IQC score of participating CSOs by project budget

However, this does not hold true for very large projects that are managed by CBOs. They show a lower overall IQC score than smaller projects, a fact which may be attributed to the lack of capacity among CBOs to manage large and more complex projects.

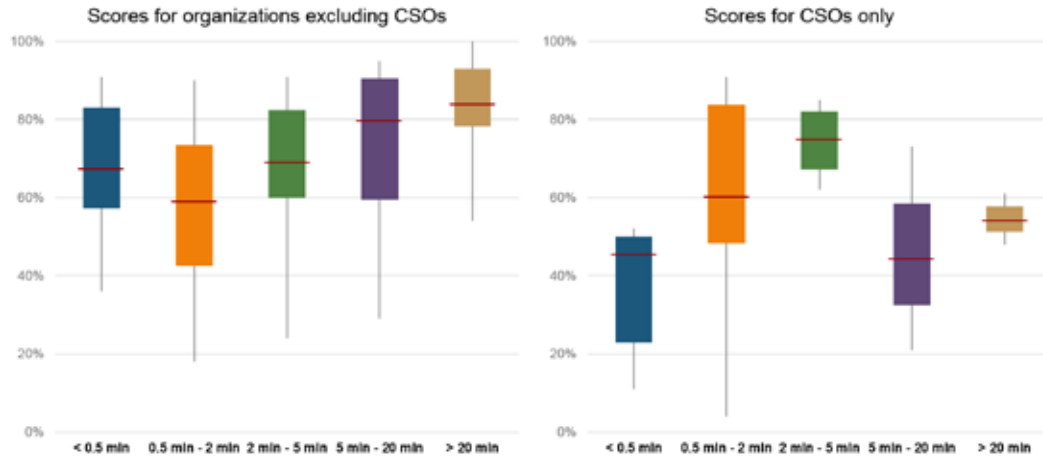


Figure 10: IQC score of CBS compared to IQC score of other types of organizations by project budget

Project type

Awareness raising, sanitation and capacity development projects report the best IQC performance, with scores of more than 70%. These types of projects get consistently high scores (around 80%) across success factors except government engagement. Sanitation projects also have high scores overall. These score best in government engagement but show rather mixed results in other areas. On the other extreme, survey responses related to WRM and lobby and advocacy projects resulted in average scores well below 60%. These project types do not achieve 80% of the possible score in any of the success factors and even score less than 50% in three.

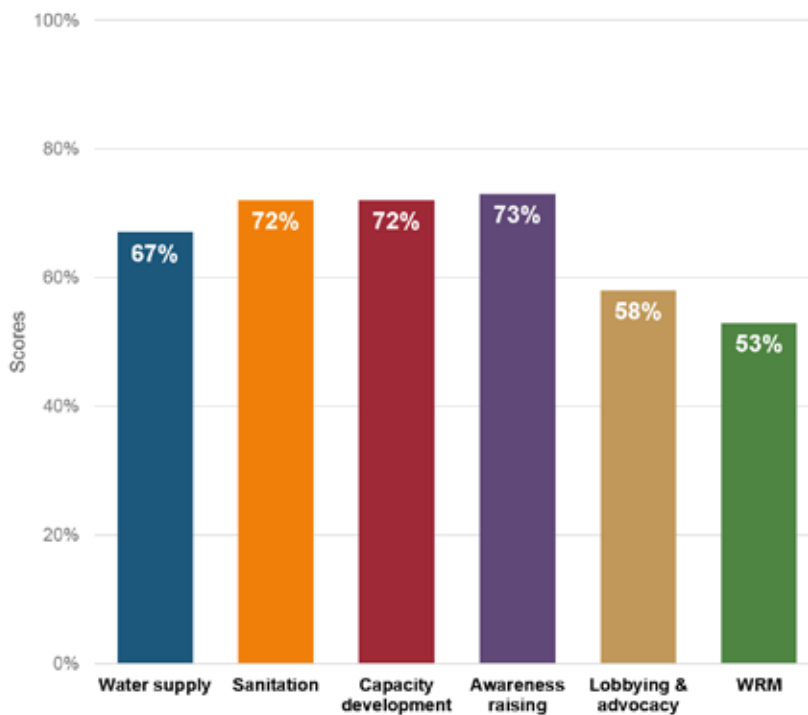


Figure 11: IQC score by project type

All project types score almost uniformly and relatively high on context analysis. Government engagement is critically low in all project types, where sanitation projects emerge highest with an average score of 60%; awareness raising, institutional capacity development, and WRM projects seem to especially struggle with this IQC success factor, scoring well below 40%.

4 Enabling environment for CSO projects

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The context in a country sets the stage on which CSOs can contribute. This environment consists of underlying structural factors, such as the economy, geography and institutional factors—all of tremendous importance to how effective, efficient and sustainable CSOs can work and contribute to the WASH and WRM subsectors.

Based on the CSO survey results as well as responses to a separate mini-survey by 35 sector actors from different constituencies, this chapter analyses how conducive the institutional environment is to facilitate sustainable CSO contributions. It focuses on:

- Cooperation and participation: Are CSOs able to participate in decision- and policy-making to enhance sector governance? Is there sufficient coordination and clarity of roles to ensure predictable leadership, coordinated decision-making and accountability?
- Integrity and accountability: What is the share of funds that is lost along the project value chain? Are CSOs properly scrutinized to ensure investments are used effectively and efficiently?

4.1 Cooperation and participation

SDG 6.b

Most respondents of the mini-survey reported that key water sector stakeholders are interested in coordinating their activities with CSOs to varying degrees (see Figure 12). CSOs and county governments appear to have a relatively high level of engagement already. Of reporting CSOs, 83% stated that they were involved in planning processes with county government, in all counties except for Kericho, Kirinyaga and Mandera. County governments co-finance 35% of CSO projects: more than one-third of water supply and more than 80% of sanitation projects receive financial contributions. This indicates both the changing role of county governments in service provision and the potential benefits for CSOs and their target groups from improved government engagement. These findings provide a first indication of the status of participation of local communities in improving water and sanitation management (SDG 6.b), because CSOs are generally well positioned to represent their interests.

Notably, WSPs seem to be rather divided in how they relate to CSOs. While 49% of respondents to the mini-survey indicated that WSPs are ‘very interested’ in coordinating their activities with CSOs, 17% of respondents perceived WSPs to be ‘not or hardly interested’.

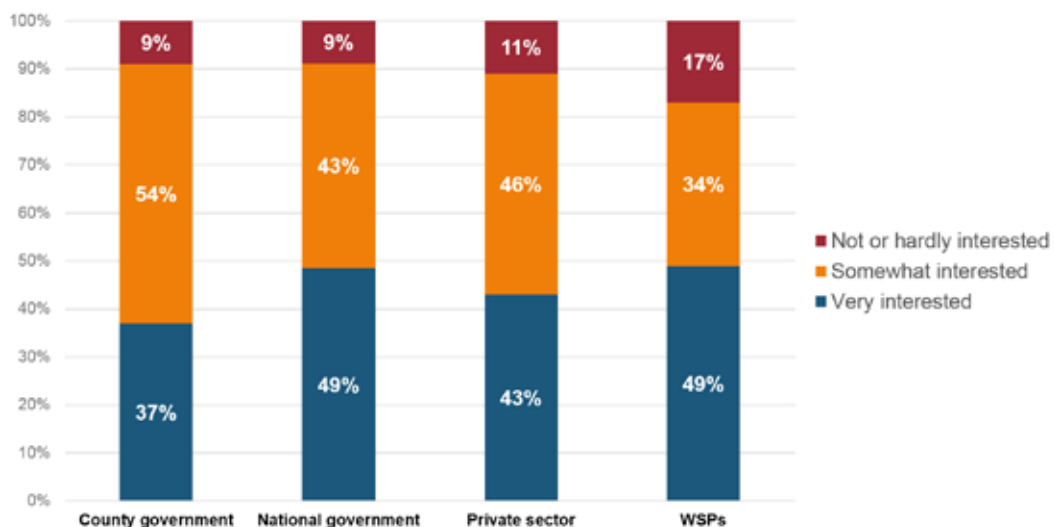


Figure 12: Perceived interest of different institutions to cooperate with CSOs

4.2 Integrity and accountability

More than half of all respondents to the mini-survey reported that different forms of bribery are to be expected when CSOs try to receive services or assistance from public institutions and agencies, suppliers, contractors or service providers: 57% of respondents declared that favours are expected either sometimes or often; 51% of respondents reported that informal payments are prevalent; and 46% reported that valuable gifts were also common.

SDG 16.6

In response to the full survey, 78 of the 94 CSOs provided estimates on the share of project funds that are lost due to illicit and corrupt practices. They estimated 10% of project funds are lost, amounting to approximately 300 million KES during the past financial year. Of the validated group of 25 CSO respondents, many revised their estimate of losses due to corruption upward, up to 14% of the budget. Based on these results and due to the sensitivity of this question, it can be expected that even more resources have been lost to corruption.

One participating CSO that implemented a project contributing to the conservation of a major wetland in Kenya through tree planting reported that no resources were lost due to corruption. During data validation, however, the project officer then reported a contract with a third party for 10,000 seedlings and seeds that resulted in a delivery of 4,000 seedlings and no seed. The contractor was nevertheless paid in full. This non-compliance resulted in the loss of 17% of the overall project budget.

These results coincide with perceived weaknesses in the incentives, regulations and control mechanisms to ensure the accountability of water sector CSOs in Kenya. Over 60% of respondents maintain opinion of different levels of weaknesses in this regard: 47% indicated that the existing framework is only somewhat effective and 15% consider them to be ineffective.

One example of such a mechanism is a verification of project results by the donor. In 25% of the projects, donors did not verify project outputs on the ground or directly with the target group, according to the participating CSOs. Another example is the enforcement of anti-corruption laws. With regards to such mechanisms, slightly more respondents to the mini-survey (40%) were inclined to believe enforcement is lacking compared to the number of respondents (37%) that maintained that enforcement is effective.

SDG 16.5

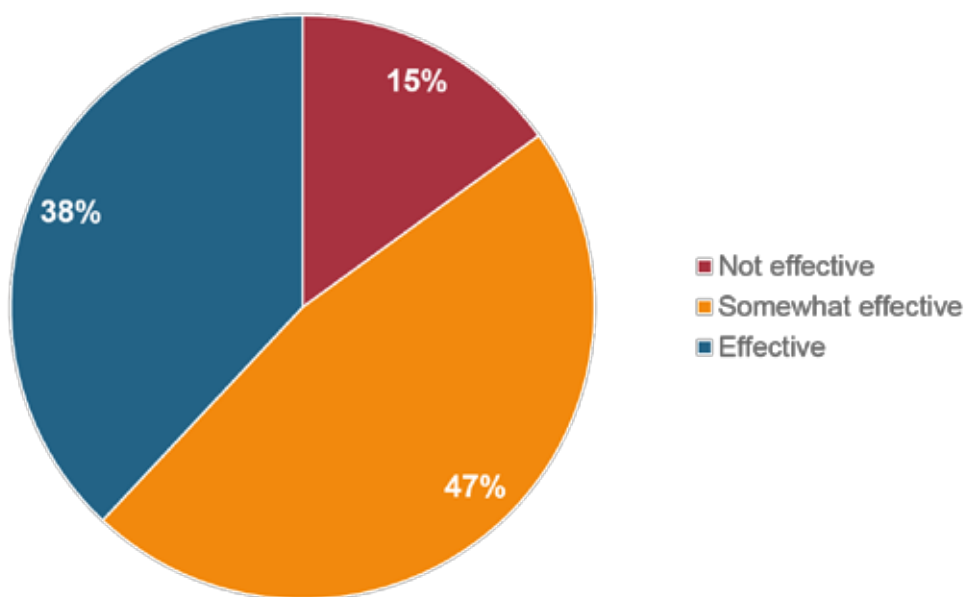


Figure 13: Perception of effectiveness of incentives, regulations and control mechanisms to ensure accountability

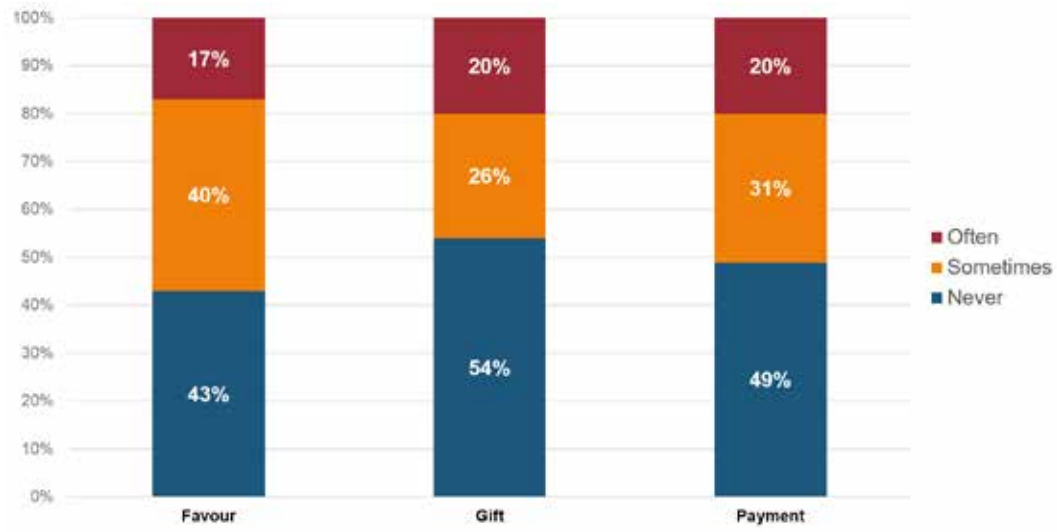


Figure 14: Perception how often different types of favours are expected from CSOs

5 Conclusions and recommendations

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5.1 Key achievements of CSOs in increasing access to water and sanitation services

The findings presented in this report show the importance of CSOs for the development of the Kenyan water sector. This is first and foremost manifested in the financial contribution of the 94 CSOs participating in this report, amounting to 2.95 billion KES or 10% of the development budget for the water sector disbursed by the national government during the financial year 2015/16. Close to 80% of these investments were used to extend water supply and sanitation coverage. With almost 80% of beneficiaries residing in rural areas, CSOs have made an important contribution to serving marginalized communities and reaching areas where service delivery is not commercially viable for commercial WSPs.

Besides extending services through infrastructure development, many of the 133 surveyed projects—including those to extend coverage—also contributed to developing much needed capacities, either through campaigns and other community activities or through workshops and trainings with specific stakeholders. Nevertheless, only 16% of the investments went into projects that were entirely dedicated to software interventions like capacity development, awareness raising, and lobby and advocacy.

In total, approximately 880,000 and 130,000 Kenyans gained access to safe drinking water sources and improved sanitation facilities respectively. To make these benefits sustainable, it is necessary to ensure sound management, operation and maintenance of the service infrastructure that has been established. This, however, is an area where CSOs perform poorly, with little to no resources at their disposal for continuous project follow-up.

5.2 Challenges in reporting

There are significant differences between the reported numbers of beneficiaries and those calculated for actual service coverage extension. Within this report it was not possible to verify whether CSOs apply existing standards for coverage in reporting. Large variations also exist in the number of beneficiaries of software projects (direct versus indirect beneficiaries).

Recommendations:

Development partners and KEWASNET need to strengthen CSO capacities on outcome monitoring and reporting.

Government should engage with CSOs to establish a harmonized system for measuring water and sanitation coverage, improvement in water security, and direct and indirect beneficiaries of software projects.

5.3 The role of CSOs in the sector: towards better sector governance

CSOs, government and development partners agree that CSOs have an important role to play in holding to account service providers and government at all levels as well as in facilitating citizen engagement in sector decision-making processes. However, theory and practice regarding this role are still miles apart. Lobbying and advocacy projects account for only 6% of CSO projects, reflecting 1.5% of the funding. CSOs are currently focusing most of their efforts on substituting government in accelerating provision of water and sanitation services. The same applies to efforts to enhance WRM practices, where CSOs take responsibility for riparian zone protection, tree planting or the construction of water catchments, rather than working with communities, government or public authorities to ensure they deliver their mandated services.

The scope of a stronger CSO engagement to improve sector governance and performance should span sector planning and policymaking all the way to service delivery, monitoring and reporting, for example, by ensuring that citizens are well represented in decision-making, that resources are mobilized and allocated according to the needs of the population, that services respond to customer needs or that the required capacities are developed. Reports on mismanagement and poor governance in the sector underline that more active engagement from CSOs in complaint mechanisms, social audits and other public scrutiny mechanisms is needed to safeguard the potential benefits from devolution, flag unethical behaviour or raise awareness on low willingness of public and private actors to engage with CSOs.

Recommendations:

CSOs need to gradually focus more intensively on strengthening citizen engagement and social accountability mechanisms at county and national levels.

Donors should support this paradigm shift by designing programmes and providing funding that allow CSOs to focus more on sector governance and accountability, and to develop the required capacities.

5.4 The CSO role in service delivery: from substituting to engaging government

The strong role CSOs currently play in service delivery, especially in rural areas, is among other factors linked to the shortcomings of government in serving these populations. A prerequisite for changing the focus of CSOs will be that county governments urgently accelerate service provision to rural communities. While devolution offers new opportunities to do so by bringing the responsibility of service delivery closer to the people, there are still big capacity gaps at county level that represent big challenges. At the same time, CSOs will only be able to improve the sustainability of services they support if they work with the counties and WSPs.

The scores for quality of government engagement in CSO projects are significantly lower this year than in 2014/15. This most likely indicates a more realistic self-assessment among CSOs as a result of increased awareness rather than an actual deterioration of the situation. Last year the validation process revealed a big gap between the self-reported data from CSOs and the validated data, whereas this year the results of self-reporting and validation were much more in line. They highlight a continued need for improvement in the ways CSOs engage with government. To turn these challenges into an opportunity and bridge capacity and financial gaps, county governments (in the lead), WSPs and CSOs should actively coordinate and engage with each other.

In areas where services are not commercially viable, CSOs will likely continue to directly provide service. Infrastructure developed by CSOs needs to come under the oversight of county governments and WSPs to ensure compliance with minimum standards of safely managed services (according to SDGs 6.1 and 6.2) and facilitate professional support for operation and maintenance. In such an arrangement, community groups or private operators may still be contracted for day-to-day management of systems. That more than a third of the reported CSO water supply projects and more than 80% of sanitation projects receive co-financing from county governments is an encouraging indication that various actors have started using the opportunities for better collaboration.

Recommendations:

CSOs need to develop and implement sound exit strategies to hand over their completed projects engage with county governments and WSPs as the responsible duty bearers and to ensure sustainability of water and sanitation services.

Donors need to provide adequate funding to include this in project budgets.

5.5 The role of CSOs in advancing water resources management

CSOs spent 5% of available funds for projects specifically dedicated to advancing water resources management, upgrading infrastructure and raising awareness for the conservation of wetlands.

At the operational level, the division of roles between county government and WRMA and the links between the WRM and WASH subsectors are still unclear. KEWASNET's WRM strategy makes this link by highlighting how WRM can focus on curbing misuse, protecting water sources, and ensuring adequate water quality. A detailed analysis of the CSO projects for this report shows that some CSOs already approach the topic in this sense: several WRM organizations reported that they implemented water supply and sanitation projects. Moreover, several WASH projects provided capacity development for WRM institutions and communities.

What is still missing is a way to clearly attribute the contributions of these projects to the availability and quality of water resources in the different catchments and sub-catchments across the county.

Recommendations:

The CSO community should clarify their objectives for water resource management and specify how their WASH and WRM projects will contribute to achieving these at national level and in the country's different (sub-)catchments.

The public sector should be duly engaged in this process to ensure that it contributes to better coordination between WASH and WRM sub-sectors among all actors.

5.6 Project performance

To enhance project performance, CSOs can build on knowledge and experiences gained from a wide range of projects. The findings of this report show that there are projects that perform well, fairly and weakly. High performers can be found across all types of CSOs. A larger share of international NGOs reported high IQC scores. Also, projects with bigger budgets tend to score higher in the IQC assessment. The only exceptions are large projects that are implemented by CBOs. It can therefore be concluded that limited resources to establish sound management mechanisms and weak organizational structures in smaller organizations are challenges to ensuring IQC, but that there are also positive examples of how it can be done. The observation that small, grassroots CBOs have low IQC scores in projects with small and very large budgets shows that simply providing more funds does not solve this challenge.

Recommendations:

CSOs need to engage in horizontal learning, where good performers can continue improving and weaker CSOs gain insights into how they can improve.

Donors should recognize high performers and allocate funding to projects with realistic timeframes and budgets for proper government engagement and to follow-up activities after handing over facilities. They also need to find a balance between demanding corrective action and appreciating open reporting of failures and integrity challenges.

5.7 Regulatory compliance and accountability

Laws and regulations require that a number of permits, licenses and approvals be obtained for different WASH and WRM projects. Many CSOs struggle to know what exactly is required for each project and to comply using a reasonable amount of resources. WASREB and WRMA have so far focused mainly on larger-scale (urban) water services and industrial and agricultural water use, making little effort to reach out to CSOs and their relatively small projects. Donors put little emphasis on project compliance with requirements and, in several cases, project results were not verified on the ground, meaning there are weak incentives for CSOs to go the extra mile.

Recommendations:

CSOs should improve knowledge of and compliance with national standards and regulations in WASH and WRM projects.

Donors should strengthen CSO accountability by benchmarking and verifying project results, to reward good IQC performance and demand corrective action where needed.

Government regulatory agencies need to engage more actively with CSOs and simplify standards and procedures for small-scale infrastructure and services.

5.8 Integrity

The estimates of funds that were lost due to corruption and the data on expectations for gifts or speed money by other actors show that illicit practices are still common in the sector and CSOs are no exception. The results speak to the need to strengthen accountability in CSO projects and to engage in an open discussion among sector stakeholders on how to address integrity and corruption hot spots.

Recommendations:

CSOs need to exchange experiences and develop strategies on how to manage situations when bribes or other forms of corruption are expected.

Other **sector actors** need to report more openly about corruption challenges in their projects and programmes and jointly take action against illicit practices.

Government needs to increase efforts to enforce existing anti-corruption and integrity rules and measures.

5.9 Achieving the purpose and objectives of the CSO report

The increasing number of CSOs that reported information was an important achievement for more effective sector coordination. This enabled a more reliable overview of CSO contributions to the Kenyan water sector. At the same time, there is a need to continue establishing incentives to ensure CSOs report on their contributions to the water sector.

Ensuring continuity of who reports (only 25 CSOs from 2014/15 reported again this year) is also a challenge that needs to be addressed. Discontinuity can be partly attributed to the organizational volatility of CSOs in Kenya, of which many are dependent on a single project and donor.

The improvements to the methodology made it possible to point out weaknesses and strengths of CSO projects and identify challenges resulting from the environment under which CSOs operate. While it must be expected that overall improvements in the management of CSO projects will take some more time, the CSO performance reports continue to establish a basis for meaningful monitoring of project performance.

The validation of survey data also shows that reliability of data can still be improved. CSOs tend to report better performance on IQC practices than what can be verified on the ground and the way they report beneficiaries is inconsistent.

Recommendations:

The methodology to assess project results needs to be further aligned with existing reporting standards in Kenya to facilitate integration of the results from the CSO report into sector-wide reporting.

Considering the differences observed between the self-reporting and validation results and the inconsistencies in reporting outcomes, the report's methodology needs to be further improved for trainings, campaigns, lobby and advocacy work and all data should be validated strictly.

The CSO report needs to move from an anonymous analysis of contributions towards a system to benchmark CSOs to set a strong incentive towards enhancing the effectiveness, efficiency and sustainability of WASH and WRM projects.

6 ANNEXES

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Annex 1: List of participating CSOs

Name	Type Of Organization	
Act Change Transform	Kenyan NGO	
Adeso	International NGO	
ADS North Rift Region	Faith Based Organization	
Adventist Development and Relief Agency	International NGO	
Agha Khan Foundation - Mombasa	Foundation	
AIC Cheptebo Rural Development Centre	Faith Based Organization	
Alfatah	Community Based Organization	
Amref Health Africa In Kenya	International NGO	KEWASNET member
Anglican Development Services North Rift, Kapsabet Zone	Faith Based Organization	
APHIAplus Western Kenya	International NGO	
Aqua Clara Kenya	Kenyan NGO	
Asante Foundation (Kenya)	Foundation	
Aspire	Kenyan NGO	
Caritas Kenya	Faith Based Organization	KEWASNET member
Caritas Malindi - Catholic Diocese of Malindi	Faith Based Organization	
Caritas Mombasa	Faith Based Organization	
Caritas Switzerland	International NGO	KEWASNET member
Catholic Diocese of Eldoret	Faith Based Organization	
Catholic Relief Services, on behalf of Millennium Water Alliance	Kenyan NGO	
Catholic Relief Services	International NGO	
CDN Water Quality Programme	Faith Based Organization	
Centre for Social Planning and Administrative Development (CESPAD)	Kenyan NGO	KEWASNET member
Chana Chena	Community Based Organization	
Civic Enlightenment Network Kenya - Namati	Kenyan NGO	
Community Action for Nature Conservation	Kenyan NGO	
Community Asset Building and Development Action (CABDA)	Kenyan NGO	
Dorcas	International NGO	
Dumbule Gandini Water Users Association	Community Based Organization	
Economic and Social Rights Centre-Hakijamii	Kenyan NGO	KEWASNET member
Eldoret Initiative On Conflict Resolution	Kenyan NGO	

Name	Type Of Organization	
Elsamere Centre for Education in Sustainability	Other	
Fintrac	Other	
Food for the Hungry	International NGO	
Foundation for Sustainable Development	Kenyan NGO	
Global Missions Services	Kenyan NGO	
Homa Hills Community Development Organization	Kenyan NGO	
Institute of Economic Affairs (IEA Kenya)	Other	
Investing in Children and their Societies (ICS) Africa	International NGO	
Iten Integrated Environmental Conservation	Community Based Organization	
Jegin Energy Development	Community Based Organization	
Jimbo Environmental Group	Community Based Organization	
Jirani Water Project Group	Community Based Organization	
Jumamosi Silianda	Community Based Organization	
Kager Safe Water	Community Based Organization	
Kenya National Farmers' Federation (KENAFF)	Other	
Kenya Organization for Environmental Education	Kenyan NGO	
Kenya RAPID-CRS	International NGO	
Kenya Red Cross Society	Other	
Kenya Water for Health Organization	Kenyan NGO	KEWASNET member
Kipini Water Project	Community Based Organization	
Kirangaro Water Project	Community Based Organization	
Kisumu Development Program	Kenyan NGO	
Kisumu Youth Football Association	Community Based Organization	
KUAP-Pandipieri	Faith Based Organization	
Kwale County Natural Resources Network	Community Based Organization	
Laikipia Wildlife Forum	Other	
Living Water International	Faith Based Organization	KEWASNET member
Maendeleo Ya Wanawake Organization	Community Based Organization	
Maji na Ufanisi	Kenyan NGO	KEWASNET member
Majimboni Community Water Self Help Group	Community Based Organization	
Manolonyi Water Project	Community Based Organization	
Mapato	Community Based Organization	
MAZIDO International	Kenyan NGO	

Name	Type Of Organization	
Mbuguni WRUA	Community Based Organization	
MICODE	Kenyan NGO	
Mkondoni Community Water Project	Community Based Organization	
MSIKITI NURU Water Project	Community Based Organization	
National Council of Churches of Kenya	Faith Based Organization	
Nature Kenya	Kenyan NGO	
Neighbours In Action - Kenya	Kenyan NGO	
Neighbours Initiative Alliance	Kenyan NGO	KEWASNET member
OXFAM	International NGO	
Practical Action	International NGO	
Red Cross Kwale	International NGO	
Rural Initiatives For Sustainable Development	Kenyan NGO	
Safe Water and AIDS Project	Kenyan NGO	KEWASNET member
Sahelian Solutions Foundation (SASOL)	Kenyan NGO	
Scope International	Kenyan NGO	
SHIFOGA	Community Based Organization	
Singila Water Project	Other	
SOS Children's Villages Kenya	Kenyan NGO	
St. Camillus Dala Kiye	Faith Based Organization	
STIPA	Kenyan NGO	
Sustainable Aid in Africa (SANA) International	Kenyan NGO	KEWASNET member
Sustainable Environmental Development Watch (SusWatch Kenya)	Kenyan NGO	
Taita Taveta Wildlife Forum	Community Based Organization	
Umande Trust	Trust	KEWASNET member
Utooni Development Organization	Kenyan NGO	
Voluntary Health In Kenya	Kenyan NGO	
WASH Alliance Kenya	Kenyan NGO	KEWASNET member
Wildlife Works	Trust	
World Neighbors	International NGO	
World Wildlife Fund (WWF)	Kenyan NGO	KEWASNET member
YMCA Women Group	Community Based Organization	

Annex 2: List of nonparticipating CSOs

1	A ROCHA KENYA
2	Action Aid International Kenya
3	ADRA Japan
4	Africa Development Solutions (ADESO)
5	Africa Women and Child Features Service (AWCFS)
6	AKVO
7	Amani Drive Association
8	Article 19 East and Horn of Africa
9	Care International Kenya
10	Centre for Enhancing Democracy and Good Governance (CEDGG)
11	Central County Empowerment Forum
12	Centre for Training and Integrated Research in ASAL (CETRAD)
13	Child Fund
14	Civil Society Urban Development Programme (CSUDP)
15	Climate Cohesion Foundation
16	Concern Universal
17	Consumer Unity & Trust Society (Cuts)
18	Cordaid – Kenya Country Office
19	Creative Resources Centre For Sustainable Development (CRESUD)
20	Dam Usafi Group
21	Dig Deep (Africa)
22	Dream Support International Kenya
23	Dupoto E Maa
24	East African Wild Life Society
25	Endogenous Solution
26	Environment Liason Centre International
27	ERMIS AFRICA
28	Evidence Action
29	Ford Foundation
30	Girl Child Network (GCN)
31	Global One - Kenya
32	Global Peace Foundation
33	Goal Ireland
34	Green Africa Foundation
35	GROOTS Kenya
36	Hivos East Africa
37	Institute for Law and Environmental Governance (ILEG)
38	Institute for Environment and Water Management (IEWM)
39	Indigenous Information Network

40	Institute of Law and Environmental Governance
41	International Aid Services
42	International Union for Conservation of Nature
43	Kagoech Foundation
44	Kenya Climate Change Working Group (KCCWG)
45	Kenya Community Support Center (KECOSCE)
46	Kenya Community Development Foundation
47	Kenya Distress Relief Programme Mwingi
48	Kenya Water Industry Association (KWIA)
49	Kenya Water Partnership
50	Kenya Wetlands Forum
51	KENVO
52	Kyeni Poverty Eradication Organization (KPEO) Mwingi
53	Land Trees & Sustainability Africa (LTS Africa)
54	Mercy Corps
55	Mikoko Pamoja
56	Millennium Water Alliance
57	Mitamisiyi Poverty Alleviating Pilot Programme Mwingi
58	National Environment Civil Society Alliance of Kenya (NECSA)
59	Network For Water And Sanitation (NETWAS)
60	Nosim Women Organization
61	Participatory Ecological Land Use Management (PELUM) Association
62	Pastoralist Community Initiative And Development Organization (PACIDA)
63	Pastoralist Integrated Development Initiative
64	People in Active Management of Biodiversity and Agriculture (PAMBA)
65	Plan International Kenya
66	RECONCILE
67	Relief Reconstruction And Development Organization (RACIDA)
68	Rotary club of Eldoret
69	Sustainable Agriculture Community Development Programme (SACDEP)
70	Salvation Army, Kenya Territory (SA)
71	Samaritan Purse
72	Save Kenya Water Towers
73	SIDO
74	Siemens Stiftung
75	SNV
76	Stockholm Environmental Institute
77	Sustainable Development Initiative Center (SUDIC)
78	Sustainable National Environmental Programme (SUNEP)
79	Under The Same Sky (UTSS)
80	Wash United Africa
81	Wash United Kenya
82	Water and Livelihoods Network (WALINET)
83	Water Mission
84	Water.Org

85	Welthungerhilfe
86	Wetlands International
87	Wild Living Resources
88	Wofak NGO
89	Womankind Kenya
90	World Vision International-Kenya (WVI-K)
91	Water and Sanitation for the Urban Poor (WSUP)
92	Yatta Community Development Assistance Programm, Matuu
93	Youth For Development-Africa (YDA)

Annex 3: IQC management for Kenyan CSOs

IQC management is a participatory, step-by-step process to help improve integrity, manage quality and ensure compliance of small-scale WASH and WRM projects.

Too many WASH and WRM projects fail prematurely or are left unused because they are poorly planned, do not adequately meet user needs, or are weakened by corruption and integrity issues. This means too many people who should benefit from water projects end up without the water, the capacities, or the resources they need. This must stop. Lives are at stake, as is the credibility of Kenyan CSOs.

IQC management is a voluntary methodology to introduce project management practices related to integrity management, quality control and compliance. It aims to:

- enhance effectiveness and impact of WASH and WRM projects,
- ensure interventions better meet user needs,
- improve working relationships with project stakeholders, and
- establish a reputation as a more reliable organization for partners and donors.

The IQC framework can be used directly to improve management of WASH or WRM projects with an infrastructure component: the extension of (safe) water supply or sanitation coverage, the development of water management or wetlands conservation infrastructure. It can also be adapted to improve capacity development programs, awareness raising or even advocacy projects in the water sector.

A step-by-step process to continuously improve water project management

The goal of IQC management is not to create an elaborate system, but to make immediate project challenges manageable and to increase the impact and sustainability of project outcomes.

The steps of an IQC management process are:

1. A reflection on current project practices using seven success factors as guiding framework: project planning, government engagement, context analysis and community engagement, project implementation, quality and compliance, operation and maintenance and monitoring, and reporting and learning
2. A standardized risk assessment to get a better understanding of risks and their consequences on projects, to then better identify priority improvement areas
3. The selection of targeted tools to improve practices and the development of a realistic implementation plan
4. Implementation and review

IQC workshops for effective IQC management implementation

IQC workshops are a proven and structured way to manage the IQC process, collectively discuss project practices and ensure the development of a workable IQC implementation plan.

IQC experts and facilitators are crucial resources to organize meaningful IQC workshops that are targeted to the needs and context of organizations.

A standard IQC workshop takes between 1.5 and 2 days and should be participatory. It is structured around seven exercises:

1. Introduction to IQC management
2. To create a common understanding of the concepts of integrity, quality, and compliance and their added value for projects and organizations.
3. Reflection on current project practices
To structure and visualize the current project implementation practices and discuss key success factors.

4. Assessment and prioritization of risks
To look at IQC risks, analyse their likelihood, assess the impact of malpractice and prioritize key risks for a given project.
5. Analysis of guiding questions
To acquire a systematic and project-oriented overview of available tools to enhance IQC.
6. Prioritization of tools
To identify and agree on the most relevant tools to enhance integrity, quality and compliance for a given project.
7. Definition of a tangible IQC action plan
To better understand the tools using the IQC templates and support material available and to clarify what actions are required to implement each selected tool.
8. Development of a project implementation plan
To agree on a timeframe for tool implementation.

Annex 4: Overview of KEWASNET projects

Investments by KEWASNET

KEWASNET's total expenditure for the financial year 2015/16 was 77,968,091 KES. Direct programme expenditures amounting to 60,283,093 KES (77%) were used to implement the projects presented in the following paragraphs. The remaining 17,684,997 KES (23%) were used to cover administrative costs.

Enhancing capacities of sector actors and institutions

Capacity development of Kenyan CSOs

During the period under review, KEWASNET intensified capacity building efforts through study circles and learning forums in its four focus regions, reaching over 300 members and partners in South rift, Nairobi, North rift, Western/Nyanza and the Coast regions. The learning programmes focused on the Right to Water and Sanitation, the Human Rights Based Approach, the sector's Governance and Policy Framework in WASH and WRM and IQC (Integrity, Quality and Compliance).

In particular, an IQC training was conducted with AMREF's entire WASH team in July 2016 to kick off efforts to support large WASH NGOs to mainstream good sector practice. At the end of the programme, key achievements are expected to include:

- improved responsiveness by WASH and WRM service providers to citizen demand;
- improved integrity in the management of public expenditure in existing devolved fiscal mechanisms;
- enhanced integrity across local authorities;
- improved policies and practices with regard to good governance standards;
- empowered citizenry through awareness raising with partners on the ground.

Capacity development and awareness raising through KSHIP

KEWASNET is implementing a five-year project under the KSHIP programme. The project has the following components:

1. Sanitation and hygiene promotion, to raise awareness of the communities on sanitation and hygiene; create demand for access and use of safe and sustainable sanitation through CLTS and other community-driven participatory approaches; and use the BCC tools and Hygiene Promotion at the level of communities, schools and health facilities.
2. Equity and inclusion, to develop a community participatory strategy to reduce inequalities and exclusion in relation to Sanitation and Hygiene and to establish mechanisms to reach the most vulnerable in the community.
3. Capacity building and sanitation marketing, to promote use of affordable sanitation technologies and options that are acceptable within the target communities and to build the capacity of sanitation promoters to conduct sanitation and hygiene promotion activities in the communities.
4. Coordination, to work closely with County and Sub-county officers to enhance the implementation of proposed activities, strengthen monitoring and evaluation activities and take part in national/international events on sanitation and hygiene promotion.

Increasing public awareness

On the campaign front, KEWASNET facilitated the World Water Day 2016 activities in Kisumu with the support of GIZ IWASP. At the end of the celebration with members, partners, and private sector actors, the County government of Kisumu committed to work with sector stakeholders to maintain the Auji River. KEWASNET also participated in radio shows to raise awareness on Water Rights and secured an opinion editorial in the Star newspaper.

Lobbying and advocating for changes in the legal and institutional framework

Supporting the development and implementation of county water policies

Building on the ongoing efforts to support policymaking processes in counties, KEWASNET successfully handed over the Kisumu County policy and the Kajiado County policy in official forums convened by these county governments. In the coming year, KEWASNET will monitor the uptake of the proposed policies by the county governments and follow up on the requests for support from Homa Bay County (ongoing), Baringo County, Lamu/Taita and Taveta County and Kiambu County.

It is important to note that KEWASNET will not be engaging with county assemblies due to the unreasonable expectations for allowances.

The lobbying activities aim to strengthen both CSOs technical expertise and experience with policy-making processes. KEWASNET has sought to familiarize CSOs with the key structures, procedures and personalities involved in the development and implementation of policy. CSOs are often granted only token consultations with government, sometimes with sympathetic but non-influential government personnel. CSOs need to gain and maintain access to the people who are most influential in formulating policy. KEWASNET has positioned itself to facilitate such processes.

Budget Tracking

KEWASNET began its budget initiatives as early as 2014 with the development of a national budget report (peer reviewed by the International Budget Partnership). Based on the findings of this report, KEWASNET kicked off similar efforts at county level in the three ASAL counties, with the technical support of GIZ IWASP. This work has shown that WASH networks are critical to the success of such complex undertakings in budget advocacy.

KEWASNET ensured it brought CSOs operating in these counties together and built their capacities to develop a united voice and consistent proposals based on data and analysis before engaging with the county governments.

Sector Coordination, Innovation and CSO Positioning

During the period under review, KEWASNET completed the second CSO Water and Sanitation Sector Performance Report. The report was submitted to MWI and key findings were included in a dedicated section in the AWSR, which was launched at the first Kenya Water Week 2016.

Developing a WRM strategy

Kenya is endowed with a wide range of water resource platforms, including the five water towers that power flows into numerous wetlands, streams and rivers terminating into water masses such as the Indian Ocean, the Lake Victoria or other inland lakes and marshes. Nonetheless the water

supply and sanitation situation in the country is deteriorating rapidly. A water crisis is emerging, driven by population growth, global warming and climate change. In 2016, KEWASNET developed a WRM strategy in light of these issues, with the support of GIZ IWASP and in collaboration with sector stakeholders, from county governments to WRM NGOs.

Annex 5: About KEWASNET, cewas and WIN

KEWASNET



Founded in 2007, KEWASNET is a non-governmental, non-partisan and non-profit membership organization. KEWASNET envisions 'a society with access to safe water and sanitation', whereas its mission is 'to promote good governance in the water

and sanitation sector thereby increasing access to services'. KEWASNET's membership is drawn from CSOs working towards improvement of water resource management and WASH service delivery.

The overall purpose of KEWASNET is to influence the policy environment so as 'to ensure Kenyans have access to affordable and safe water and sanitation services in a sustainable context'. In keeping with the key principles outlined in the Water Act 2002, KEWASNET aims to strengthen participation, partnerships and coordination of diverse actors in the formulation of WASH policy, practices and strategies, while promoting pro-poor water governance and accountability.

KEWASNET seeks to amongst others facilitate information sharing and constructive engagement between duty bearers, key actors and right holders; monitor quality of service delivery and policy implementation; and strengthen capacity of members. The major strategic interventions include coordination, action research and learning, as well as facilitating oversight and accountability.

<http://www.kewasnet.co.ke/>

cewas

cewas

international centre for water management services

cewas is a Swiss non-profit association specialized in improving business practices, integrity and sustainability and facilitating innovations in water and sanitation management by developing projects,

providing training, and supporting change management processes. cewas is an active member of KEWASNET.

The cewas team sees challenges as opportunities and believes that even in key sector risks such as water pollution, over-exploitation or corruption, lies a possibility for learning and to act towards more sustainable water management.

cewas has been active in Kenya since 2012, focusing on governance challenges and integrity management in the water sector. In cooperation with the GIZ, WIN and WASREB, cewas developed the Integrity Management Toolbox for Water Service Providers. The toolbox aims at improving the performance of water sector institutions by optimizing the underlying business model in a systematic integrity change process.

This CSO Sector Performance Report builds on cewas' most recent engagement in Kenya: the Integrity-Quality-Compliance management approach for WASH and WRM projects. This approach has been developed and piloted by cewas and KEWASNET in Kajiado; the approach is now being mainstreamed all over the country and abroad.

<https://cewas.org/>

Water Integrity Network



The Water Integrity Network (WIN) promotes integrity to eliminate corruption and increase performance in the water sector worldwide. To achieve this mission, WIN connects, enables, and promotes the work of organizations and individuals who recognize the impact of corruption (especially on the poor and disenfranchised communities), work to assess risk and promote practical responses. The WIN global network of water integrity practitioners and facilitators is supported by a secretariat in Berlin, Germany.

WIN has been actively engaged in promoting water integrity with partners in Kenya since 2010.

<http://www.waterintegritynetwork.net/>

Credits

<http://www.kewasnet.co.ke/>
feedback@kewasnet.co.ke

Supported by:



