

(SAM: MY COMMENTS ARE IN THE TE34XT. YOU NEED TO RESPOND TO THE CONSULTANTS DIRECTLY AND CONSIDER THE OTHER ITEMS I HAVE COMMENTED ON. CYRUS)

SHALLOW WELL PROGRAMME KITUI PROJECT HOLDER: SASOL

0 FINDINGS AND RECOMMENDATIONS

GENERAL RECOMMENDATION

1. It is a general recommendation that SIMAVI and SASOL will continue with phase 2 of the Schools Water Project, whereby the comments and the recommendations in this report will be discussed and integrated in the proposal for the next phase.

DESIGN AND TECHNICAL ASPECTS

2. Wells are constructed well but currently not protected and the water quality in most wells is at risk. It is therefore recommended to install handpumps and thereby establish solid community based O&M system and training.

3. Roof rainwater catchment is a valuable contribution to using the natural resource which is rain. Storage tanks are well rehabilitated and it is recommended to improve the down pipe- gutter systems where possible. This would definitely increase the cost effectiveness.

4. Where possible storage tanks for rainwater collection should also be used as complementary storage for pumped schemes.

5. The technical sustainability of the structures is up to standard.

COMMUNITY BASED DEVELOPMENT

6. SASOL established sound working relations with the users and community groups during the construction period. Some communities have encountered problems, for instance the well drying up. SASOL should do more to take responsibility to provide further support and address the problems.

7. It is a profound omission that the project does not establish and train water committees to be in charge during and after the completion of the project. The dynamics and involvement of the community, the users and the school staff should be utilised by assisting the community and schools to use their water source in a sustainable way.

8. In order to capacitate the water committees SASOL should obtain or develop training materials, which include establishment of community management structures, technical and administrative skills training, technical maintenance and repair capacity, bookkeeping and water usage management.

9. Ground water resources in areas underlain with basement -often perched ground water- rock are limited and unreliable. Hence, shallow perched groundwater should not be overestimated and it is strongly recommended to diversify the water sources. This should include rain roof water catchment and distraction from subsurface water in rivers.

ORGANISATIONAL AND INSTITUTIONAL ASPECTS

10. The board structure (8 persons) is heavy compared to the size of the office in Kitui (3 persons and field staff). Relations between the boards in Nairobi and Kitui, as well as the relation between the board and the office are not clear.

It is recommended to improve this by:

- Clarifying mutual tasks and relationships of the liaison office in Nairobi and the Kitui office;

- To define the tasks and the relationships between the board members;
- Clarify on the procedures between the office and the board(s);

11. It is recommended that SASOL provides for the whole package related to sustainable water and sanitation, that is 'software' as well as 'hardware' aspect as mentioned in the report. In that connection the relationship with the Child-to-Child project should be reviewed and made sure that SASOL does play a meaningful and professional role and that a learning process develops for SASOL.

12. Notwithstanding the hands-on and the construction of durable water supply structures SASOL management and administration needs further development. At present the operational planning and reporting, as well as the banking of technical information in the office is well below standards. It is most urgent that steps are taking to address this. See below.

13. Although SASOL claims that training is provided in the communities and schools there is very little such (up-to-date) supporting documentation available, for instance training hand books, regular minutes of training sessions, lists of participants, reflections and internal evaluations on the contents of the training sessions. It is strongly advised that SASOL develops a more professional stance than shown so far, including upgrading of staff or employment of staff, when needed.

14. SASOL has a deliberate policy to remain small and lean, which may be a sound principal. However, SASOL and SIMAVI both need to look in the spending of the organisational expenses, which has been approved to amount to 20% of the budget.

15. In order to address the issues mentioned under >12< the following is recommended:

- develop simple and practical annual planning about SASOL' operations and share this with all donors and other players;
- indicate clearly whether wells construction are indeed a priority;
- decide whether the tasks can be dealt with by the present staff and share this with the donors;
- improve the office work: develop regular and professional reporting systems with the donors;
- create actively an atmosphere of openness, and make clear whether SASOL wants to be an NGO or a private firm.

1 INTRODUCTION

SASOL, whose acronym stands for Sahelian Solutions, is registered as a local NGO in Kenya. SASOL and SIMAVI have had working relations from 1992 on. The first project (1992-'94) constructed 50 wells at or nearby schools in the Kitui district. The second project (1995-'97) funded another 50 wells, also near schools. (annex 5: projects implemented in phase 1)

The current School Wells Project -like previous projects- aims at providing clean water to school children and the communities in the vicinity of the schools. The current phase is implemented in Central and Kyuluni Divisions of Kitui district.

The total number of wells is 50 and is implemented in two phases. Phase 1 (25 wells) was planned to begin in January 1998 and be completed in August of that year. The second phase, also 25 wells would begin thereafter and was expected to be complete by early 1999. The costs of each phase would amount to DFL 111,955 (total project costs DFL 223,931).

The contract for the current -and third project- was signed in November 1998 but implementation of the first phase began only in 2000. According to SASOL, heavy rains, related to El Niño in 1998, delayed the beginning of the start of the project and the project took off only by early 2000 and the first phase was completed in December 2000.

The project has a community-focused approach: the schools and the users in the surrounding community contribute in terms of provision of building materials and labour and lodging for the technicians. They also take charge over the administration and management of the materials provided to the project.

SASOL is involved with community mobilisation and organisation, well siting and provision of masons and technical supervision.

2 EVALUATION METHODOLOGY

The project was evaluated by Mr. Amani Nkulo, Hydro-geologist with Geotang/WEDECO from Tanzania and Wim Klaassen, Hydrologist and Organisational Development expert, QUEST-Consult from the Netherlands.

Amani Nkulo performed a technical assessment (viability of solutions) and looked also at the community participation and sustainability issues.

Wim Klaassen focused on organisational aspects, community training and management and financial analysis and wrote the synthesis report.

During the field visits appointments were made with users, the community members and leaders and school leaders, questions asked and issues discussed. Discussions were also held with Prof. Mutiso, SASOL Board Chairman and the office staff in Kitui. (annex 6)

3 EVALUATION OF SCHOOL WELLS PROJECT PHASE 1

3.1 IMPLEMENTATION AND ACHIEVEMENTS

A total of 25 water points have been completed in accordance with the target set for the first phase. The water points include a combination of

- 5 Rainwater collection tanks
- 20 Shallow lined wells

The project was implemented with considerable delay. SASOL attributes this to the El Niño related rains, which were exceptionally severe.

The total cost of the completed first term was KShs. 3,291,847.00. While 2,541,847.00 were contributed by SIMAVI, the community is estimated to contribute KShs. 750,000.00 in kind and material.

3.2 DISCUSSION AND EVALUATION

In this section a number of key issues are addressed, each indicating the core quality aspects in the project.

Indicator 1: Effectiveness of the programme in view of output and objectives

The out put of the first phase -20 wells and (rehabilitation of) 5 water collection tanks- does meet the objectives in the project proposal approved by SIMAVI.

The objective of the project was to alleviate water shortage in the communities and in all places visited and with all people met it was without reservation said that the project greatly improved the supply situation. SASOL claims that an estimated 9,000 beneficiaries have been added to the previous 47,000 people benefiting from the SIMAVI sponsored projects implemented by SASOL.

All of the completed water points are just in their first year of use. Based on assessment of older systems constructed by SASOL which are being used over 5 years now, it is believed that the facilities will continue to meet the demand for the next years to come.

Indicator 2: The Project focus

❖ Community base and participation

The project proposal has a clear community focus in providing water for schools. Community involvement is, however restricted to the construction phase only. A site visited at Kiliku village -not SIMAVI funded- men and women were working together constructing subsurface dams in river to conserve under ground water. They were helping the mason, collecting stones, sand, and water and dug trenches. The women prepared food, contributed by the community. It was confirmed that this had been the approach all along in the implementation of the SIMAVI funded projects.

The input of the community is in average around 30-40% of the total cost of each project. The participation does instil a sense of ownership by the community and also ensures sustainability: several people met spoke very strongly about the well constructed by themselves.

Beyond the construction phase the project does invest little in the community and the user groups. No arrangements are made to establish water committees in charge to operate and maintain the well. See also under >sustainability<.

❖ Target group

The choice of SASOL to provide schools with drinking water is the right one. This is certainly so because communities in the schools' environs have also access to the water sources. This does positively address the question whether 'assisting communities' and/or 'assisting institutions'. Given the serious decrease of support or even neglect of the education system by the GoK the project does well in targeting schools and adjacent communities. It does help the schools to function properly, particularly those schools who

provide boarding for the students. It should be noted that the lack of support to schools goes beyond water alone, but necessary public services as water but also with lack of qualified teachers, lack of teaching materials and books and support in day-to-day educational praxis.

❖ Gender

Although the implementation of the water project does involve women in the planning phase and the implementation, there is no specific gender vision (& development) in the project.

It is recommended to address this practically by employing women in the organisation.

(SAM - THIS ISSUE WHICH YOU REPEATEDLY REFUSE TO ADDRESS IS GOING TO BECOME PROBLEMATIC CYRUS)

Indicator 3: Sustainability and Environment

❖ Socio-economic

To quote a 72-year old man by the nick name Mzee Chui, at Kwa Muthia Village: “The difference between the people of the highlands and us is not that they had better brains or work harder than us, but because they had plenty of water. Now that we have water....I invite you to visit my site in two years time”.

This old man almost summed up the general feeling of all the people visited and talked to. The people feel that having water nearby not only alleviated their suffering but has also brought about a new development dimension. The women at Yakalia village attribute great changes in their diet on the completed five sand river dams. They now have vegetables throughout the year.

In order to evaluate the sustainability of the project some elements of sustainability are distinguished:

❖ Technical sustainability

The wells consist of a hand dug well of varying depth with a masonry lining. The superstructure of the well protrudes about 1.20 meters above the surface and has an apron with spillwater drainage. The wells are equipped with windlass and bucket and are not closed -and protected- at the top.

The quality of engineering of all structures seen is certainly up to levels and is likely to have a long life span.

The design of the wells is incomplete as the wells are not protected with an overhead cover and the water in the well is easily contaminated. The idea of using windlasses as a means for drawing water -though appropriate and cheap- is nevertheless a half solution to an otherwise completed water and sanitation solution. While many donors prefer “simple” solutions under the pretext of “sustainability”, “affordability”, “appropriateness” etc, such “incomplete” solutions are costly in the long run and in most cases do not give the intended benefits to the communities. For example in order to use the windlasses, the hole in the well cover must be larger enough to accommodate a bucket consequently the cover for this hole is so heavy that even a strong man can not lift it alone.

Preference for windlasses instead of hand pumps increases the risks in view of cleanliness of water.

It is therefore recommended to install hand pumps but only when the project will establish solid community based O&M.

Some wells are dry, which is of no surprise given the geological conditions of basement rocks in most of the project area, for instance at SASOL does not provide sufficient support to overcome the problems. This is a serious omission, as the community often does not know how to proceed or has lost confidence in further actions. It is recommended that SASOL takes responsibility to provide further assistance to communities who have done much, to address the problems.

It was appreciated by the consultants that SASOL did not shy away to show the failed water points.

The design, construction and rehabilitation works of the water storage tanks is adequate. It is recommended to improve also the connected down pipe and gutter systems at the school buildings where possible. This would definitely increase the cost effectiveness as a

leaking catchment system defeats the idea of catching water, although the storage -which is relatively expensive- is well provided for. It is furthermore recommended to use the tank for rainwater collection as well as pumped scheme collection tanks.

As such:

1. Most of the time wells are not covered because the women cannot lift the covers every now and then;
2. The strings that support the bucket often break while fetching water. The containers fall into the well and left there to rot;
3. Children often drop all sorts of dirty in the wells;
4. The containers used for the windlasses are often kept on the slab. People on the other hand step on the slab with dirty shoes. This leads to contamination of the well. On the other hand fitting an appropriate pump would have costed an extra 30% more, but would have saved several thousands of shillings on hospital bills to the communities.

❖ Organisational sustainability

The project does organise the users prior and during the construction very well in a supportive role to the construction. However, the school leadership, the community and the users are not organised beyond this period and after the completion the community based activity winds down rather quickly.

As has been learned from a multitude of experience in Kenya and elsewhere in Africa, sustainability of water projects without adequate community base must be rated as low.

It is recommended:

- to retain the dynamics and involvement of the community, the users and the school staff by providing a broad programme of Water Committee development and training. The training includes community management and technical and administrative skills training, including technical maintenance and repair, bookkeeping and management.

(SAM PROPOSE AN INDIVIDUAL TO DO THIS IN THE NEXT PROJECT CUT THE WORLD NEIGHBOURS CONTRASCT AND DO INHOUSE TRAINING THIS SHOULD BE MUMUNA ETC CYRUS)

❖ Financial sustainability

No system of cost recovery has been introduced: the users are not paying for the services of clean water provision in the community. It was said by several people spoken with that if money is needed a collection would be held. The weakness is that the principal and means of user-cost recovery is not introduced and trained. The lack of it leads often to limited capacity to deal with community funding issues anyway. The recommendation therefore is:

- to train the users to select the most preferred methodology and administer a cost recovery system.

Indicator 4: Are the right activities supported?

Kitui area is dry and few other water sources are available. Although wells construction is the right activity, there are limits to the potential of wells as a means to extract ground water. The reason is that most of the geology of the deeper formation in the Kitui area is basement rocks. As a consequence the water available is perched ground water that rests as a lens on the rock underground. Perched ground water is therefore an isolate water quality and is generally not laterally replenished. Hence, in several places the wells may yield only limited in some place and in other places not at all. Hence, this water source should not be overestimated and it is recommended to diversify the water sources, including roof water catchment and distraction from subsurface water in rivers.

As most of the wells distract water from perched ground water it is surprising that only two wells were reported to be dry at the time of the evaluation.

The approach applied -demand driven- is sound: communities do approach SASOL for the implementation of the project and provide considerable input during the construction.

(SAM CONSIDER TYING THE NEXT WELLS TO DAMS. PROPOSE THIS TO THEM INCLUDING PUMPS CYRUS)

Indicator 5: Environmental impact

As described under >4< above, the wells draw water from the (unreliable) perched ground water lenses on top of the basement rock. These are limited of quality and by nature well replenished from annual precipitation. This implies that extraction of this type does not have unwanted effects on the environment.

Indicator 6: Input from local of regional experts

Kenyan staff of SASOL implements the (technical) project while for the 'software components' such as sanitation, health education, O&M, SASOL linked on with Child-to-Child and other activities of the MoH. There is a need to do so as SASOL does not have the 'software' expertise in-house.

It is recommended that SASOL provides for the whole package related to sustainable water and sanitation, that is 'software' as well as 'hardware'. Besides the fact that these two components do go hand in hand, the question is justified because SASOL is an implementing body and not a sub-contracting and donor organisation. But too, the linkage to the MoH, Child-to-Child are not really a learning cycle for SASOL. In meetings SASOL provides only transport, board and lodging.

Specialist expertise to SASOL is also provided by a Dutch hydrogeologist, who is also a member of the Board. See also section

Indicator 7: Contribution to local strengthening or otherwise capacity development of SASOL and the local groups

During the current phase no elements of organisational strengthening were introduced to strengthen SASOL or the communities.

Indicator 8: Empowerment of the beneficiaries

As said in previous sections, the project has a strong community focus during the construction phase but winds down all community involvement upon completion of the well. This is a strong point and potentially does raise ownership feelings. It does however not increase empowerment: although some limited technical skills may have been developed in the community, the profound weakness is that no O&M training has found place and no structures at user level were developed. Although in all persons and user groups met, people expressed their profound appreciation for the work SASOL does, it is apparent that the project does not really contribute to community empowerment.

The project should do much more to empower the communities in absence of helping to set up structures and provide training. In several communities seen people are keen to take up income generating activities, e.g. at Yakalia village bee keeping and gardening were started after the water project was complete and people discussed raising milk goats after their water problems have been alleviated.

Indicator 9: Cost effectiveness of the programme

The unit price of the 25 wells constructed in the current phase (DFL 111,955) amounts to DFL 4,478 per well. According to the overview of construction costs per capita for communal supplies in rural areas in Africa¹, the cost of public service would be up to approximately DFL 103 or KShs 3,354 per individual user. To meet these criteria the minimum number of users per water point would be around 50, a figure that is certainly met in this project.

It also does meet the guideline for the per capita cost for the shallow well (low-cost technology), which is indicated at U\$ 30.

¹ In: *Drinkwatervoorziening en Sanitatie in Ontwikkelingslanden, Sector- en Beleidsdocumenten van Ontwikkelingssamenwerking no. 12, December 1997*

4 ORGANOGRAMME OF SASOL

SASOL accords great importance to community approach, and wants to respond to community requests rather than drive the communities or interest groups. In discussions it was said that the motivation has a double effect, firstly it leaves the responsibility where it is supposed to be -at the community and users level- and secondly it allows SASOL to implement projects in a more cost effective way, as the communities and users do a lot of work that otherwise has to be done by the project staff.

The local base of SASOL is reflected in the way the organisation has been set up. The Board of Directors consists of 8 persons, 2 persons are based in the Nairobi Liaison Office and 6 persons in Kitui. The group in Kitui is an Executive Board and is autonomous to take all decisions needed, which are approved in retrospective by the Board Members in Nairobi. Both meet annually or more often if needed.

All Board Members in Kitui are people with extensive experience in NGOs, Health, Education, Democratisation movement and Private sector. They are selected on basis of the specific expertise and experience and are volunteers.

Full Board of Directors is chaired by Prof. G.C.M. Mutiso who also runs the Nairobi Liaison Office. The other Nairobi based board member is Mr. P. van Dongen, in the capacity of Treasurer. Incidentally he is also contracted by SASOL to provide geo-hydrological services. SASOL says there is no controversy in the double function of Treasurer and contractor in the project.

The Field Office in Kitui is headed by the Field Manager, Mr. S. Mutiso, brother of the Board Chairman. In addition there is a Community Organiser and Administrative Assistant. The technical work in the field is done by Artisan Group Leaders and artisans.

The SASOL organogramme can be found overleaf.

4.1 DISCUSSION

The board and its relation with the office

The organisational structure of SASOL reflects a constellation of actors, which is normally found in NGOs. The day-to-day operations are led from the office in Kitui, with a competent local board. However, given the standing of the two board members in Nairobi and the ties of kin between the brothers Mutiso it needs attention to assure that the Kitui board remains autonomous and effective.

It this connection it needs to be said that the superstructure of the board is rather heavy given the fact that the office has only three staff: the Field Manager, Community Organiser and Admin. Assistant and in the field technical staff. The concern about the effectiveness of the board grew in particular from the observation that little of the board activities is visible -some degree of policy direction in minutes of the board meetings for instance- and vice versa feedback from the Office Director to the Board. Clearly, the consultants are fully aware that a local NGO structure should not be compared with bureaucratic establishments, but the budget handled by SASOL and the board structure does suggest that processes, and planning and management is more explicit than what was found. Often questions could not be answered by the Director or written information was provided that was less adequate or dated back several years, e.g. SASOL participatory training from 1997 which describes in very global and ideological terms the training process.

It is recommended to improve this by:

- Discuss what the tasks are of the liaison office in Nairobi and how its relationship should be with the Kitui office;
- To define the tasks and the relationship between the board members;
- What the procedures should be between the office and the board.

Remain small: but how to maintain output levels and a professional package

In view of the package of work dealt with by SASOL there are indications that the office may be understaffed. Notwithstanding the good output of practical work there are a number of weaknesses which do hold back the organisation. Examples are the lack of observable and systematic planning and management and the availability of information, both in terms of reporting and professional information and documentation. In this connection it must be said that the reporting, both financial and narrative, is of insufficient quality and do not provide insight in the organisation and the activities. More input would be needed here from the Chairman and the Treasurer. In addition, communication with the donor has been virtually absent, while there was much reason to keep channels of communication open for instance about the ongoing delay of the project.

This is not to say that SASOL has poor performance but rather to show that the organisation is limping and to some extent undefined. The dogma to remain small as it is now, needs to be reviewed and the impression that SASOL tends to be a small private firm instead of a developing NGOs to be considered. This was also confirmed by the Chairman who said that SASOL had taken this step as it would be impossible to get funding otherwise. Needless to say that private enterprise has a role to play in development, but it should be made clear what the organisation basically is.

From this it is recommended to:

- develop simple and practical annual planning about SASOL' operations and share this with all donors and other players;
- decide whether the tasks can be dealt with by the present staff and share this with the donors;
- improve the office work: develop regular and professional reporting systems with the donors.

In principal SASOL's decision to remain small acceptable, but it does pose at the same time a problem as to how to deal with the 'software' components in the programme, e.g. capacity development, training, helping to establish structures, etc. At this stage SASOL has decide to focus on hardware, say engineering with strong community participation. Other aspects related to water and sanitation -health education, community structures, etc. are not clearly dealt with. The actual involvement however seems to be limited. For instance in Child-to-Child training sessions SASOL takes care of transport, accommodation and boarding of participants, but there seems to be little contribution to the training programme.

Because the development of software components in the project is essential for the sustainability of the project it is recommended that SASOL does include training and other software elements in the programme.

(SAM THIS SUGGESTS ALSO PUTTING ON BOARD A SAWATER AND SANITATION PERSON. IF THEY ARE TO BE USED IN THE DFAMS THIS MAYDO IT . CAN WE GET FINANCING FROM SIMAVI FOR IT OR SIDA? WHAT DO YOU RECOMMEND? ALSO ON THE PLANNING, IS IT FEASIBLE NOW, HOW WOULD SIMAVI BE REPRESENTED/ CYRUS)

5 SASOL - SIMAVI RELATIONSHIP IN FUTURE

SASOL has displayed qualities that should not be overlooked in the discussions as to whether to continue the working relationship. There are also a number of weaknesses which have been worked out in previous sections.

The general recommendation is that SASOL and SIMAVI look into a further working relation taking into account the recommendations and comments in this report. These recommendations would have to be discussed with SASOL and an agreement be reached as a base for the future continuation of the project.

Further reference is made to section

ANNEX 1: TERMS OF REFERENCE

Tentative ToR for the Evaluation of SIMAVI/HIVOS funded programmes in East Africa Period: January 14 th - January 26 th, 2001

Consultants: Amani Nkulo-Tanzania
David Mugawe-Uganda
Wim Klaassen-Netherlands

1. Introduction

SIMAVI and HIVOS established a joint programme of funding health-related projects in Eastern Africa since 1998. The mutual responsibilities were expressed in an agreement. Within this framework the following projects were funded.

- The integrated development, health and environmental programme proposal, Nairobi slums, Kenya;
- Sasol Foundation Water projects, Kitui, Kenya;
- HIV/AIDS awareness creation programme, Mengo Hospital, Kampala Uganda;
- Integrated Aids Care Services, St. Frances Hospital-Nsambya;

It was agreed that in October 2000 an evaluation would be conducted to compare intentions with objectives, assess the project outcome and the programmatic relations.

The evaluation will be conducted on two levels:

1. on project level;
2. on programme level;

Below the methodology and tentative terms of reference are provided for the evaluation mission.

For further detailing reference is made to the Letter of Agreement between SIMAVI and HIVOS and the relevant correspondence between both organisations in which the decision for an evaluation was concluded.

2. Methodology

There are three actors in the evaluation process:

1. The projects in Kenya will be evaluated by Mr Amani Nkulo (CV attached to this document). Mr Nkulos present position is senior consultant with Wedeco Ltd, a consultancy based in Shinyanga, Tanzania. He has a sound academic background in Burundi and Belgium. He has extensive experience in Rural Development, Finance, Corporate Planning and Participatory Rural Appraisal. QUEST is familiar with Wedeco Ltd.

2. Mr. David Mugawe, who is the director of International Care and Relief in Kampala, will evaluate the Ugandan projects. Mr. Mugawe has great experience with project implementation and is familiar with overseas working relations and funding.
3. The work of the African evaluators will be prepared for, coached and co-ordinated by Wim Klaassen, QUEST-Consult director. Wim Klaassen has been living for 10 years in Africa of which 5 years in eastern Africa (TZ, KE). QUEST has since 1993 implemented many assignments in Tanzania, Kenya and Uganda.

3. Tasks of the three consultants

Tasks Wim Klaassen

1. Will provide the organisational framework of the evaluation. He will develop jointly with Amani and David indicators and questionnaires and provide suggestions for the conduct of workshops with the project implementers and the target group representatives.
2. He will pay a brief visit of 2 or 2,5 days to the consultants, close to the end of the fieldwork when most of the work has been done. During the visit the process and outcome of the evaluatory work will be discussed and if needed a visit be paid to the project/s. If possible the workshop with the project holder/target group will be held during WK 's visit.
3. Upon completion of the field work he will receive the project evaluation reports, communicate with the consultants on the contents and write the Synthesis report;
4. Will conduct the evaluation at SIMAVI/HIVOS programme level, as per the below terms of reference and submit findings and recommendations.

Tasks Amani Nkulo and David Mugawe

1. They will communicate with WK concerning the preparation of the evaluation;
2. They will communicate well in advance with the project holders, make appointments and integrate their vision in the evaluation approach and conduct;
3. Implement the evaluation in a truly participatory way, such that the project holders and the target group actively voice their opinions and show the consultant what they want to be seen;
4. Draft a evaluation report that meets professional standards;
5. Will provide recommendations concerning the current status of the project and possible future extension, both in terms of current and expected impact and improvements needed;

4. Specific Terms of Reference, in brief

Wim Klaassen, will draft the Synthesis report on basis of the project evaluation reports of Amani and David. The following aspects are prominent in the synthesis report:

- The effectiveness of the programme in view of the output and objectives;
- Did the programme have the right focus in view of gender, target group, community participation, sustainability and environment;
- Where the right activities supported, so why/why not;
- Has there been enough and adequate input from local or regional experts in all phases of the projects;
- Did the implementation of the projects contribute to organisational strengthening or otherwise capacity development of the local implementers;
- Provide recommendations concerning a possible future continuation of the projects, relationship between implementers and SIMAVI/HIVOS and between SIMAVI and HIVOS mutually;
- Comment on the cost effectiveness of the projects;
- Review the way, means and effectiveness of co-operation between SIMAVI and HIVOS;
- Comment on as to whether the projects reflect the regular package funded by the two donors;

David Mugawe and Amani Nkulo

- Will evaluate the effectiveness of the projects in view of the output and objectives;
- Evaluate whether the programme have the right focus in view of gender, target group, community participation, sustainability and environment;

- Will evaluate whether the right activities supported and why/why not;
- Assess if there has been enough adequate input from local or regional experts in all phases of the projects;
- Comment as to whether the implementation of the projects did contribute to organisational strengthening or otherwise capacity development of the local implementers;
- Will provide recommendations concerning future continuation of the projects;
- Will comment on cost effectiveness of the projects;
- Will assess whether the projects contributed to the empowerment of the beneficiaries;

5. Output of the evaluation

The output consists of:

- two Project Evaluation Reports of Amani and David (each approx. 12 pages);
- a Project Synthesis Report (approx. 12 pages)
- a Programme Evaluation report (approx. 8 pages).

There will be several interlinkages between the reports to make sure that there that 'project' <-> 'programme' and 'activity' <-> objective will be dealt with in an integrated way and not as separate issues.

ANNEX 2: VISITS OF MR. AMANI NKULO TO ICAK PROJECTS**DAY 1:****Date 15th – Jan 2001 – Monday:****PLACE: Fairview hotel.**

Meeting with Wim Klaassen at Fairview hotel.

Introduced each other and read through available information and background of the project.

- Made tentative schedule for the day.
- Called ICA and talked to Mr. Edward Mutiso and German Gituma who were all surprised of our mission. It appeared they were not aware of our coming. We however, agreed to meet on Tuesday morning at 9.00 at ICAK office along Rose avenue

DAY 2:**Date 15th-January,2001 – Tuesday:****PLACE: ICAK offices.**

Talked to management at their conference room. The participants included:

1. Mr. Edward Mutiso – National Director
2. Mr. German Gituma – Programme Director
3. Ms. Judith Seda –
4. Mr. John Momany – Programmes Admin.
5. Ms. Sophie Dnde – Programme Manager
6. Mr. Wim Klaassen – Quest Consult
7. Mr. Amani Nkulo – Quest /WEDECO.

The ICA-K national Director expressed his disappointment that they were not informed of our visit. The other ICAK staff were equally surprised by our surprise visit noting that they would prefer to work as equal partners with SIMAVI so they felt that they should have been informed well in advance of our mission.

Mr. Nkulo showed the ICAK management two copies of faxed messages addressed to Mr. Gituma in December 2000 and another fax message dated 10th January,2001 addressed to Mr. Mutiso introducing the evaluation mission.

It was finally resolved that there was certainly a communications break down as all the two documents were not received by ICAK management .

It was therefore agreed that we together plan for the evaluation and hence a schedule was agreed. Before developing the mission schedule the ToR of the evaluation mission were discussed and agreed upon. However it was noted that since this evaluation takes place six months earlier than the scheduled date of project completion it should clearly indicate so in it report.

DAY 3:**Date; 17th January 2001 – Wednesday****PLACE: Mathare –Ngei one youth development group premises.****Time: 10.00am**

People discussed with .

Michael. O. Khasera- chairman of the group

Alex Omalla – Project Manager

Edwin Olando – Video Manager

Norbert Oloo Obiero – Treasurer

Jackob .o. Otuoma – Deputy treasure.

Groups current activities:

- Operating a water kiosk
- Garbage Collection
- Shoe Shine
- Video show

The group was started in 1997 with 20 youths. They contributed an initial capital of Ksh 2000/= to buy equipment for garbage collection. As the group grew they added other projects including a water kiosk shoe shining and a video show. The water project cost the group Ksh 30,000/= to construct in 1998. Currently the group has about 40 active members who participate twice a week in their communal activities. They now realise approx Ksh 50,000/= per month from their activities including.

Kshs: 45,000/= from garbage collection.

Ksh: 2,000/= from water sales

*Ksh: 6,000/= from video show

* Depending on availability of power

The group received a lot of support from ICAK including:

- Project formulation
- Counselling
- Training and
- Financial support

Training:

Different training programmes have been carried out by ICAK since 1998. The group noted the following courses offered

- (i) 40 group members trained in community health work in 1998
- (ii) 41 group members received Advanced health training in 1999
- (iii) 30 People received leadership skills training in 1999
- (iv) 32 youth received training on Business management in 2000.

Similarly every month several community members are trained on family planning personal hygiene, First aid and STI/AIDS. This training takes place at the city social hall in Pumwani.

Apart from the above activities the group has its long term plans. These include:

- (i) To secure a plot to put up a community library and sports and health club center
- (ii) Expand their garbage collection business through procurement of a garbage collection truck.
- (iii) Construct garbage cubicles where the community can temporarily dump it before the truck picks it up.
- (iv) Secure a computer for their office to improve information flow – Email services and the Internet.
- (v) Have a telephone in their office.

Problems faced by the group:

While the group expressed their strong appreciation for the support offered by ICAK, they nevertheless had one misgiving.

- Feeling cheated by ICAK as they were promised a loan for a long time but it is never forthcoming.

On the other hand the group feel let down by their community in that

- A lot of unemployed youth turn to petty thefts.
- A lot of school going children drop out of school because parents can not afford school fees.
- Some parents protect their criminal children thus perpetuating lawlessness.

Other NGOs helping the community include:

- (i) Chemchemi ya ukweli (CYU) which offers leadership seminars.
- (ii) Youth Agenda – Offers leadership and youth empowerment workshops.

The group has very strong positive feelings about ICAK and wishes it to continue supporting them on management and income generating activities.

Sites Visited:**Water kiosk at Ngei I****Observations:**

This is a plastic tank about 1000 liters capacity raised on wooden planks about 2 meters high. A tap is provided below the tank where people fetch water. The water costs 2 cents per 20 liters bucket. A bathing shade is provided below the tank. The shade is made of rusty corrugated iron sheets, and water flows from the shade into the street when people take baths.

The water lasts only as long as there is water in the mains, otherwise this very small tank serves no meaningful utility value.

Toilet at Ngei I:

An old dilapidated concrete block about 4 x 7 meters. It is subdivided inside into two portions. An ablution and a toilet section. The toilet section has about six cubicles all without doors. The defecation place is a small trench along the back wall. One just leaves his /her waste there to await the cleaner to come and clean the site..

I do not know how women and men use the facility together when the cubicles have no doors. Generally the toilet appeared very filthy to me but I was told it is at least usable and the community is relieved to have it working.

DAY 3:

Date 17th January 2001.

Place: Korogocho: CBDS self help group.

Time: 2.40pm

Participating members:

Everlyne Imali

Suluiman Yassin Njoroge

Meshark .N. Ungeli

Stephen Sagao

Andrew Mulih

William Wasonga – Chairman

Samuel Konja

John Amunga

Patric Makonu.

Groups current activities:

- (i) Running a Nursery School
- (ii) A house for rent
- (iii) A water kiosk (not working)
- (iv) Operating a loan scheme.

The group was established since 1992 when it first started as a community health programme committed to improve their environment. It started with constructing drainage ditches with the help of an NGO APPCAN and toilet with the help of another NGO. ACTION AID.

The group has 31 members at present. Their main income generating activities include.

- A nursery school with an enrolment of 72 students paying 300/= per month totalling Ksh. 21,600/=
- A six rooms rented home generating Ksh 2400 per month.

This money however, is not sufficient to pay for the nursery school teachers salaries as well as the rented classroom building.

The coming of ICAK into the project realised the following benefits to the group.

- Establishing a loan fund totalling Ksh 174,000/= which was distributed to 12 members who qualified for a loan
- Establishing the nursery school in 1999 which started with only 7 children.
- Construction of a toilet and
- Construction of a water kiosk

Training in various fields.

Already the following training has been undertaken by ICAK

- 40 CHW trained in 1997
- 36 members trained on business management in 1997
- 24 members received training on leadership

In spite of these achievements the group feels that

- More small business-men (members) should be assisted with loans
- They need better tools for environmental cleanliness
- They need refresher or upgrading courses in the various fields already trained.

However, they are faced with the following difficulties as a community

- Parents can not afford school fees for their children
- Loan repayment for some of their members is difficult
- Men do not respond to family planning education, only women do so.
- Water has stopped to their area long time ago leaving their water kiosk unoperated.

Their long term objectives include:

- Start feeding programme to the nursery school children
- Repair their house so it can fetch higher rent.

DAY 4;

Date: 18th January 2001 – Thursday.

Place: Kuwinda slum.

Kuwinda slum has two groups.

- Women group with 31 members and
- Youth group with 30 members.

(i) The Women group known as Mwethe Self Help Group.

Participants in the discussions include:

Margaret Njoki – Chairperson
 Wanjiku Kibe
 Consolater Omaru
 Josphine Wambui
 Theresia Wanjiru
 Ajelina Akoth

The women group started in 1993 with 21 members with the aim of contributing money in rotation basis and giving the money to one member every month, later on the group started charcoal business which collapsed 1997 during the El Nino rains which made it difficult to obtain charcoal.

The group operates a bank account and has 20,000/= In their account.

Currently the group has no group economic activity but intends to start a water-vending project. Already with help from ICA-K they have received a 3000lts corrugated iron tank. However, they have not started filling it with water as they intend to fill from water as bowsers which sell water from 5000lts on wards. They are therefore requesting ICA-K to exchange the tanks for a 5000lts capacity tank.

The women complained that sometime in 1999 a Government official asked the group to contribute money so that they could be given assistance from the Government to start economic activity. They contributed 9000/= and handed over the money to the Government official who has never been seen since then. Due to this episode they were at first reluctant to participate in ICAK Programme but as days went by they have come to trust ICA-K as a real and serious development partner.

Training

The groups has already been trained by ICA-K on different disciplines including:

- (i) Leadership training to 21 members in 1999.
- (ii) Primary health care training to 21 members in 1998
- (iii) Business administration training to 21 members in 1999

Due to this training assistance, the women group felt they have gained a lot in terms of behaviour changes. Such changes included:

- Cleaning their environment
- Starting individual small business
- Starting a water project.

The group received a loan through ICA-K amounting to Ksh 154,000/= in 1998. The loan was disbursed to 14 members out of which three were men and eleven women. Already some of the members have started loan repayment, but they are afraid that some members might default.

Current problems facing the group and the community in general include

- Lack of a hospital –nearby hospital are very expensive
- Lack of water
- Lack of equipment particularly those for environmental cleaning activities.

Relations with ICA-K

The relation with ICA-K were described as excellent. They felt that other NGO are not serious and they felt being cheated by other NGOs “particularly those who arrived in flashy cars”.

Kwindu Youth Christian Association (KYCA)

Was established in 1999 initially by 50 members. About 20 members later resigned. Only 30 active members are now with the group

The aims of the group during their early days were.

- To bring the youth together
- To clean their surrounding
- To repair their roads
- Start economic projects. Two projects they had in mind included
 - (i) block making project
 - (ii) Juice extraction and bottling.

The juice extraction project became their first priority but to date they have not been able to start. They have identified the equipment needed which included a juice extractor costing Ksh 12,000/= which they do not have. Their potential market for the juice include the numerous high class schools surrounding the community

ANNEX 3: KITUI DISTRICT POPULATION DENSITY AND ADMINISTRATIVE UNITS