

Report on:

Tana Water and Sanitation Project [TWSP] Mid Term Project Evaluation Carried out in January/ February 2015



Submitted to:



TANA WATER AND SANITATION PROJECT

Scripture Mission East Africa

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Section One

Executive Summary

This report summarises the findings of a mid-term evaluation exercise conducted on the Tana Water and Sanitation Project [TWSP] activities, covering the project's first two years of implementation.

The evaluation is expected to answer the following major questions:

- Is the Project Document/Plan responding to the Needs/Demands and priorities in the target area?
- Are the project activities being undertaken in line with the project document i.e. water security, basic health and sanitation and community, government water management in the area?
- What is the status of the project? How is the participation of men and women in all stages of project work?
- Is the methodology used by the project appropriate for the implementation of project activities?
- What major attitudinal change has the project achieved concerning the ownership?
- What has been / is the role and responsibilities of different stakeholders (local/district government bodies/ local community) towards PD design/ decision making processes and implementation works?
- Is the financial utilization managed following appropriate procedures?
- Are the project staffs properly implementing the project activities as required?
- What were the major challenges that hinder the project from achieving its targets, if any?

However, following discussions with the client, Scripture Mission East Africa, it was mutually agreed that the survey focuses on two core areas, namely the status of the project based on the Project Document [PD]- its successes, challenges and way forward - and also, but more importantly on how to win community ownership and support for the Project.

The report has addressed these two areas adequately and their contents are included herein.

Section Two

Introduction

The Tana North Water and Sanitation Project (TWSP) is planned to run from 2013 to 2017, and its scope covers nomads or village dwellers of Somali, Warday and Orma communities of Tana North District.

The **overall development goal** of the TWSP is to partake in alleviating the livelihoods of the marginalized inhabitants of Tana North District.

A more specific objective of the TWSP is to participate in improving the water security situation in Tana North District by contributing to the construction of reliable and sustainable water points through community and government institutions.

The TWSP also aims at improving the health situation with regards to water borne diseases by conducting basic health and sanitation training among the communities targeted by the water development intervention as well as among other communities when required.

Further, the TWSP aims at strengthening the government and community institutions through capacity building and cooperation. The approach of the TWSP is community based, focusing on providing resources where the target groups lack these or helping the target groups to utilize the resources they already have to promote development.

During the year 2013 the project mainly focused on establishment of the project base, which encompassed offices, staff houses, a store, garage/workshop, etc. The project is currently working on construction of water points within the community in four villages in Bangale Division.

The approved budget for the project was Kshs 19,510,848 for the year 2013 and Kshs 31,340,805 for the year 2014.

To realize its goals, the Project has signed a Memorandum of Understanding with the County Government of Tana River to enhance Government's commitment and participation in water development for its citizen.

Finally, this background informed the TWSP midterm evaluation process as well as the outputs shared in this report.

Section Three

Purpose and Specific Objectives

Purpose of the Evaluation

The midterm evaluation was on the ongoing project activities of Tana Water and Sanitation Project [TWSP] as per the project document, with specific focus on those activities that were implemented during 2013-2014 period.

The purpose of the evaluation was to draw lessons learnt and major challenges that the project has experienced in order to provide important direction for the on-going and future project activity implementation in water development in the area.

Specific Objectives

Specifically, the midterm evaluation aimed to:

1. Assess the status of the project according to the project document and if changes and corrections are required
2. Analyse challenges the project is facing about community ownership and recommend possible solutions
3. Capture lessons learnt from the evaluation exercise for use by stakeholders, government departments and project staff to implement the remaining project phase, to the benefit of the locals
4. Benefit both the project and local people.

Section Four

Methodology Employed

In the execution of the assignment, the Consultant used different approaches to conduct a broad based evaluation process, as illustrated here under and referenced in the Appendices section of the report.

Secondary Data

The following key documents and sources of information were used during the evaluation:

- TWSP project proposals 2013-2017
- Project agreement between TWSP, County Government of Tana River, project committees
- Annual plans for the year 2013, 2014
- Financial and narrative reports from the project, annual and quarterly
- Tana River CIDP Report - 2013

Primary Data

- Field visits
- Focus group discussions
- Interviews.

Sampling procedures

The sampling methodology shall utilized was sensitive to the needs of local community/project beneficiaries. At the grassroots level, the various project sites were sampled and key informants interviewed. Similarly, the same was done with key partners/ stakeholders in the project area.

Overall, the exercise sought out a broad cross section of informants. A list of these is included in the Appendices section of the report.

Section Five

Key Findings

A. TWSP INHOUSE ASPECTS

Hits	Misses/ Challenges
<ul style="list-style-type: none"> • A functional office in the target area • Staff have JDs, with CVs kept at SMEA • Financial records well kept • Procurement procedures followed • Payment of Suppliers up to date • Compliance to statutory obligations for full time staff • Financial audits are done annually [external] and quarterly [internal] 	<p>Do not have a Strategic Plan</p> <p>Not all staff share the same understanding on what is happening about the Project</p>

B. PROJECT IMPLEMENTATION STATUS

Hits	Misses/ Challenges
<ul style="list-style-type: none"> • TWSP has a functional office in the project area • Construction of Water points has commenced and is at different stages on the four sites. • Adult, health and sanitation training sessions have started and are on-going. • The Project has established links with the County and Provincial administration as well as local leadership • Creation of awareness on health and sanitation • Establishment of good relationships with the PHO/clinical officer/community health officer at the local dispensary 	<ul style="list-style-type: none"> • Reluctance of community to participate; they make promises which they don't keep, e.g. to provide free labour on the construction of dams or even to submit names of health promoters, but they don't deliver on their promises • Dependency syndrome: beneficiaries demand payment for anything they do. • Religious factors - Bringing men and women together is a challenge due to religious beliefs • Suspicion that TWSP/ SMEA is planning to build a church is taking long to go away; hence lowering the trust in the project • Language barrier- Most people are

	<p>conversant with the local Orma/Warday languages but not English/Kiswahili</p> <ul style="list-style-type: none"> • Low literacy levels. • NGOs which had projects in the area previously used to pay the community for the work done but TWSP does not pay anything hence making the community unwilling to work for free. • Vandalism around the water points - people cutting the fence, destroying or stealing the project property. • Poor water management teams. • Conflict between the management teams like the water management team and the project management team. No clear guidelines for each team on what they are supposed to do. • The community letting their flock to drink water directly from the dam. • The TWSP are asking for more water points and yet they have not completed constructing the allocated ones. • Attitude/ behaviour change M&E not done to gauge how well the project has begun to affect these aspects of the community.
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C. PROJECT TECHNICAL ASPECTS

Hits	Misses/ Challenges
<ul style="list-style-type: none"> • Bangale Water Point completed and partially operational The three others still under construction. <p>A. Bangale Dam</p> <ul style="list-style-type: none"> • Status: Operational • Distance: average distance of between 100 metres to 500 metres from beneficiaries 	<ul style="list-style-type: none"> • Slow pace of construction of targeted sites due to known factors • Water cleanliness: not clean because of animals drinking directly from the dam; donkey carts being allowed into the dam, and motorists washing their cars in the dam • Sanitation: There are also no latrines in the dam area, so people relieve

<ul style="list-style-type: none"> • Technology used: appropriate as the other option of ground water is not feasible <p>B. Kuriti Burkard construction: Status: Constriction underway</p> <p>Distance: Average distance of 200 metres from beneficiaries</p> <p>Technology used: appropriate as per the design</p> <p>C. Barsan Hargeisa Burkard construction Status: Excavation just beginning</p> <p>Distance: Average distance of 200 metres from beneficiaries</p> <p>Technology used: appropriate as per the design</p> <p>D. Balaneka Burkard construction Status: Excavation just beginning</p> <p>Distance: Average distance of between 200 to 300 metres from beneficiaries</p> <p>Technology used: appropriate as per the design</p>	<p>themselves in the catchment area. Rains sweep all this waste back into the dam.</p> <ul style="list-style-type: none"> • Waste Management: No garbage pit at the dam site but some community settlements have dug up garbage pits for themselves • Excavation is difficult due to hard rock and efficient tools needed for removing of soil. • The dam embankments are bare (without any foliage, making it vulnerable to formation of galleys from rainfall run-off, which can weaken the embankments and eventual cracking of the embankments. • The water points are not disability friendly. Installing water taps could make it easy for everybody to fetch the water • The water point at Bangale has only one entrance which causes congestion as animals, people and vehicles all try to access the water at once. Most cases conflicts and tempers flare up.
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D. PROJECT MANAGEMENT, OWNERSHIP AND SUSTAINABILITY

Hits	Misses/ Challenges
<ul style="list-style-type: none"> • Involvement of most stakeholders during project initiation • We held a meeting to discuss on the suitable water points and we also chose committee of 15 members to support the project (Sub-chief bangale). • "There was a public baraza where we were all informed 	<ul style="list-style-type: none"> • Most respondents still said it is Scripture Mission who are the owners of the project • Lack of commitment and weakness of the water management committee. • Management Committee is corrupt; they allow others to water animals without limit because of

<p>about the project and we identified the site and discussed on the way forward" (mama wa maendeleo – Barsan Hargeisa location)</p> <ul style="list-style-type: none"> • By providing labour 'Nguvu kazi' though very minimal • Community participation • Helping in the decision making • We have contributed towards the project. Each household contributed Kshs.3,000 (Khuriti location) • Safeguarding the water points • Creating a conducive environment for the Scripture Mission to do their work in the area 	<p>side payments</p> <ul style="list-style-type: none"> • Community not willing to volunteer their labour. The 'Nguvu Kazi' initiative is not working effectively. • TWSP does not consult with the political leaders making it hard to get support from the County Government. • TWSP does not call for meetings with their project management committee members to discuss project progress and make improvements. • "We know that the dam is ours, but the Committee behaves as if it belongs to them. If we are assured that it is ours, we would take good care of it." (Donkey-cart water vendor in Bangale dam). • In terms of participation, the majority are older women. Efforts must be made to involve more men and the youth in the project activities.
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E. LINKAGES AND COLLABORATION

Hits	Misses/ Challenges
<ul style="list-style-type: none"> • Tana County Government: through giving technical advice; has also sunk a borehole at Kuriti Centre, though not equipped and operational yet. • County Administration: Police maintain security, law and order • Religious Leaders/Local Elders: help in tree planting around the dam; conflict resolution, and also creating awareness. • Community: 'Nguvu kazi' labour, though very minimal; some have financially supported the construction of the Kuriti Water Point. 	<ul style="list-style-type: none"> • Consistency of stakeholder support is wanting. • Not yet working with CDF, which has a big allocation of funds to support development projects at Constituency level.

Section Six

Analysis/ Discussions

This Chapter will focus on the general analysis of the TWSP Midterm Evaluation Findings, clustered under some sub headings.

TWSP Staff Knowledge of their Organization

Staff knowledge and understanding of TWSP and its internal corporate systems, structures and operations was split midway. It was evident that whereas the senior staff were well informed about most of the workings of TWSP, this knowledge and understanding is not shared across board. For instance, the Programme Manager, as well as the Health & Sanitation Advisor, were quite articulate about the feasibility study that was carried out in November/ December 2010 priority to the project commencement, but on the flip side the Health and Sanitation Assistant reported to be completely unaware of this fact. This could imply two things: one, that the Project/ organization does not carry out an elaborate staff induction programme that brings on board new employees on all aspects of its being and operations. And two, that internal communication is not effectively encompassing updates to all staff.

About Project Identity

The project is generally known as a “Scripture Mission” outfit. Only 40% of the respondents identified the project as TWSP and half of them on being prompted. This can be viewed as a strong indicator for the lack of ownership and commitment to the project success by stakeholders.

Community Perceptions of the Project

There is a general state of apathy by the public towards the project. They don't care for the water points and have resigned to using the water as dirty as it is. Some water points/ sites are way behind in schedule and therefore the public do not see any success yet. For example, in Barsan Hargeisa the digging of the Berkhard is quite slow whereas in Balaneka the project has stalled at excavation stage. Reasons cited for this situation being none payment of allowances to community by TWSP in addition to the very hard rock structure in the mentioned sites.

Challenges facing the Project

Challenges	Consequence
Widespread poverty in the area.	No labour as promised by community.
Tribal and clan based political	Maintenance of water points made difficult.

interference: some local politicians allow people to go into the dam in order to get votes.	
Some of the herders are armed with guns and knives.	Fear by project committee to protect the dam.
Illiteracy and Ignorance is high.	Awareness on sanitation/ dam pollution becomes even harder.
People don't value the project	Apathetic about any initiatives.
Loss of jobs by those selling water currently.	Those with donkey carts fear that if the water is well distributed, they will lose jobs. They therefore would rather the dam remain as it is.
Project does not share information on available budgets	Suspicion about how the project is managed.
Earlier precedence of partners doing everything and still paying locals who worked in projects.	Locals do not understand why this partner (SMEA) has to subject them to offering free labour. This results in lack of commitment and therefore lack of manpower to complete projects.
Competing projects by the County Government.	Currently the county has dug a dam at Barsan Hargeisa and dug a borehole at Kuriti. The locals therefore feel that ultimately these will be sufficient and they have no reason to offer free labour on the TWSP water points.
Nomadism/Pastoralism.	Local nomadic communities are not used to digging and find it difficult to offer this kind of manual labour.
Some people working on the sites are paid while others are not.	Those labourers directly employed by TWSP are paid while locals are expected to offer free labour. This breeds acrimony among the locals.
Flooding and silting.	In areas where berkhards are being dug, like in Barsan Hargeisa, the last rains brought floods and silt which covered parts of the dam that was already done. The work has to be repeated.
Lack of commitment.	Local communities agreed to offer their labour for free but now they are "dragging their feet".
Leaders don't listen.	Even if the beneficiaries give their opinions on how to solve project related conflicts, the leaders don't listen.
Reported bribery cases.	Some respondents claimed that some project committee members do accept bribes from camel herders to allow them water their animals right into the dam.

Project Successes

Below are some of the project successes so far achieved

- Installation of water taps.
- Constructed water troughs for animals.
- Fenced Bangale dam.
- Renovated chiefs office.
- Added tanks at the dam.
- Dug toilets in the village.
- Trained people on anti-corruption.
- Brought adult education program.
- Digging Berkhard's in the three sites.
- Community raised KES 300,000 for project at Kuriti.
- Project has employed locals.

Community Participation

Evidence of stakeholders' participation in all stages of project work was mild and a pointer to the low project ownership. However, a few respondents shared the following feedback on how the community participates.

- They provide labour while Scripture mission provides technical and financial resources
- They also participate through meetings with elders, leaders and fellow locals

From these responses, it appears that only elders and leaders were the ones involved during much of the identification and planning stages. Not many of the respondents had clear information of how consultations were happening. However, they were informally told that there was some processes going on to address the water problem in the area in partnership with Scripture Mission.

Community Contribution to Project Sustainability

When asked how they as a community would ensure that the project is managed and maintained sustainably, they shared the following suggestions:

- Provision of security for the water point.
- Establishment of rules to guide water usage and to instill discipline.
- Discussion of water and sanitation project issues in Barazas.
- Not watering animals directly in the dam.
- Establishment of steering committees from the community.
- Project monitoring (Regular visits to project sites by leaders).
- Acceptance to pay a minimal fee for dam maintenance.
- Willingness to be transparent about the management of the project.

Section Seven

Conclusions and Recommendations

The project is a noble idea for the people of Bangale. Following are some suggestions that can be utilized to move this initiative to greater heights of success.

General aspects

- Conduct a proper leadership and governance training for TWSP and its Committees.
- The Project needs to approach the County Government with its work plan and seek for financial support and collaboration.
- The health component needs to be implemented more in the community rather than in the health facility. It is recommended that the project trains TOT and facilitate them to implement the health programme in the villages, with support of the Ministry of Health.
- The Project also needs to actively engage the County health management team for guidance and partnership.
- Project should use NETWAS to train TWSP staff in WASH.
- Improve communication between staff and the senior leadership in Bangale and between Bangale and Nairobi.
- Construct more than one entrance to the dams to avoid user conflicts
- Build toilets at the dam sites to protect them from pollution
- Redefine the TWSP Organizational Structure, to streamline efficiency of operations
- Carry a skills audit of TWSP project staff and build their capacities for optimal job performance
- Strengthen the TWSP community mobilization effort, through training and deploying more personnel on each of the water sites
- Strengthen and optimize the TWSP project synergies; ensuring that the different TWSP projects, namely; water, sanitation, health, and literacy are supportive/ complimentary of each other.

Specific recommendations to achieve community ownership and support

- Restructure the TWSP Board/ Steering Committee to bring in people who have influence in the community that TWSP can utilize to drive its project agenda.
- Mobilize the leadership of the community to come together and commit support for the project so that the people they lead can respect the decisions being made with regards to project sustainability.
- Empower staff through training in community participatory approaches, e.g. Participatory Rural Appraisal [PRAs].
- Put in place capable, trusted and committed water management and project management committees.
- Given the hard rock in the excavation sites, the project should consider purchasing equipment that could break down the rock/ hard soils for the workers. This could also serve as a motivator for the workers.
- Consider utilizing “Communication for Development” approach as one of the ways to resolve aspects of ownership and commitment.
- Train more community mobilizers to be able to reach out to more people and also to deliver the right messages to the community.
- Consider partnering with other sponsors in order to reduce the financial burden of implementing the project. This could free some funds that can be used to compensate those locals who volunteer to work on the sites.
- Some of the options that could be used to compensate the locals for volunteering labour during construction of the water points may include; “Food for work” or half pay of the normal daily wage that is payable in the area.

Appendices Section

Appendix 1: Status Photos on the TWSP Water Points

Below: Balaneka Berkhad Site in its initial stages of excavation



Below: Ongoing excavation at Barsan Hargeisa Berkard site



Below: Ongoing Kuriti Berkard construction



Below: The fully operational Bangale water point, with animals being allowed into the dam



Appendix 2: Photos of Bad Practices around Water Points

Below: Erosion at the Bangale dam inlet



Below: *Human waste at the inlet catchment area of Bangale dam*



Below: Contaminated water at Bangale dam



Below: Bangale dam embankment with visible effects of gulley erosion



Appendix 2: Photos of Focused Group Discussions

Below: A survey consultant explains scope of the focused group discussions [FGDs] to the participants



Below: The local Chief, who was a participant, gives his views during the FGD session



Appendix 3: List of Survey Respondents [*appr. 36 plus 50 attendees of a baraza*]

Name	Age	Gender	Title(s)	Sub Total (if a group, then give total number in the group)
Roba Wario	32	Male	TWSP Project Manager	1
Godfrey	27	Male	TWSP Project Engineer	1
John	58	Male	TWSP Project Advisor	1
Ingrid	65	Female	TWSP Health & Sanitation Advisor	1
Colleta	27	Female	TWSP Literacy Project Officer	1
Mr. Kinyanjui	36	Male	Assistant County Commissioner, Bangale Division.	1
Mr. Muraya	48	Male	OCS, Bangale Police Station	1
Mr. Ngare	47	Male	Head Teacher, Bangale Primary School	1
Khadija Komoro	40	Female	Steering Committee member	1
Mohamud Farah Kuso	82	Male	Elder, Warday Representative	1
Mohamed Barre & Siyaad Godana	65 & 66	Males	Committee members, Kuriti Water Project	2
Farah Mohamed	39	Male	Secretary, Barsan Hargeisa Water Management Committee	1
Fatuma Kampicha	46	Female	Water Vendor	1

Mohamed Daud	42	Male	Vice-Chair, Project Committee	1
Mr. Abdullaih	25	Male	Project Facilitator	1
Halima	20	Female	Health and Sanitation Assistant	1
Yusuf Abajila	52	Male	Sub-chief, Bangale location	1
Fatuma Ali	49	Female	Mama wa Maendeleo	1
Mama Adija	52	Female	Business lady (PLWD)	1
	28	Male	Ward Administrator	1
Mr. Adam	23	Male	Ward Manager	1
Mr.Omondi	27	Male	Public Health Officer	1
Ashar and Fatuma	35,40	Women	Members of Project Committee (Khuriti Location)	2
Mohamed Yusuf	32	Male	Beneficiary (Laborer at Bangale Dam)	1
Farah	25	Female	Beneficiary	1
OTHERS	Senior Chief-Bangale Division; Pastor- Word of Faith, Bangale; Sheikh Masjid Salaam, Bangale; Kenya Registered Community Nurse-Bangale health centre; Assistant chief- Kuriti sub-location; Chairman, project committee-BASA Hargesia			6

Note: Bangale Divisional officers Baraza attended by four chiefs, the OCS, Chairperson maendeleo ya wanawake, secretary steering committee for Bangale dam, Chairman steering committee for Bangale dam, Project committee members for Bangale dam, youth representatives, Bangale elders, members of the public, TWSP staff and evaluators from The ACT Institute. Approximately 50 people attended the meeting held on Thursday 5th Feb 2015.

Appendix 4: Sample Survey Tools Used

– Questionnaires & Observations Fact Sheet

i) General Questionnaire – External Stakeholders:

Greetings!... My name is [Interviewer]... I wish to ask you a few questions pertaining to the project being implemented by Tana Water and Sanitation Project [TWSP] in Bangale. Please feel free to respond to the questions as accurately as you can. If you wish to skip any of my questions, that is still fine with me. Our discussion will take less than 30 minutes to enable you attend to your other engagements for the day.

Consent Given:

Name/Initials:

Sign:

- 1) Name at least five organizations in this district implementing livelihoods and health programs including water:
- 2) [If TWSP does not feature above, ask]: Have you ever heard of Tana Water and Sanitation Project?
- 3) If YES, what is their role?
- 4) Is the TWSP Project Document/Plan responding to the Needs/Demands and priorities in the target area?.....
- 5) What are some of the project successes in this area?
- 6) What are some of the challenges the project has faced while trying to implement its activities?
- 7) What are some of the improvements that can be made in the project for it to effectively address any of the mentioned challenges?
- 8) How is the participation of stakeholders in all stages of project work?
- a. Were you involved in the project identification and planning?
- b. If YES, how?

- c. In your opinion, what are some of the stakeholder related challenges that could be hindering the project from moving forward smoothly?
.....
- d. Are there any cases where some groups of persons/persons have expressed concern over not being involved in the project implementation?

Please explain the above response.....

- 9) Is the methodology being used by the project appropriate for the implementation of project activities?

 - a) How is the project involving you in its implementation?:
 - b) Does it feel satisfactory?:
 - c) Is the participatory method working well in enhancing project delivery?
 - d) Or does it pose challenges with decision making resulting in delays?:
 - e) Is there any other participatory way that the project could deploy to improve its delivery?:
.....

- 10) What major attitudinal and behavioral changes has the project achieved for the community
 - How has this project helped you and your neighbors start doing things differently?:

- 11) On Project ownership?
 - Who are the owners of this project?:
 - How do you as a community ensure the project is managed and maintained sustainably? Please explain
 - What is the community's contribution to the project?:
 - What has been / is the role and responsibilities of different stakeholders (local/ district government bodies/ local community) towards PD design/ decision making processes and implementation works?.....

- 12) What kind of support do you normally get from:
 - i. County Government?:
 - ii. CDF?:

iii. Mosques/Churches?

iv. Other NGOs?:

v. Community?:

vi. Others?:

13) Are the water points disability friendly?
If they are not, what do you suggest can make them disability friendly?.....

14) Please share any other ideas that you feel can make this project a success?
.....
.....
.....

ii) General Questionnaire – Internal Stakeholders/ TWSP STAFF:

Greetings!.....My name is [Interviewer]... I wish to ask you a few questions relating to the project being implemented by Tana Water and Sanitation Project [TWSP] in Bangale. Please feel free to respond to the questions as accurately as you can. If you wish to skip any of my questions, that is still fine with me. Our discussion will take less than 30 minutes to enable you attend to your other engagements for the day.

Consent Given:

Name/Initials:

Sign:

Briefly share with me your role at TWSP.....

15) Name at least five organizations in this district implementing livelihood and health programs including water:

16) If TWSP does not feature above, ask: Have you ever heard of Tana Water and Sanitation Project? What is their role?.....

17) Is the Project Document/Plan responding to the Needs /Demands and priorities in the target area?.....
b) Was there a feasibility study carried out?
If Yes, then when and by who?.....
c) What were the major highlights of its findings?:

18) Are the project activities being undertaken in line with the project document?.....

19) Does TWSP have a strategic plan and annual operational plan?.....

20) Does TWSP have a functional office?.....

21) Is TWSP legally registered as an organization? If yes, what is the Registering body?:

22) What are some of the indicators which would show that the project, government agencies in charge of water, health and the community are working collaboratively?

23) Is the project complying with provisions of the water act, 2002?

- 24) Is the project aligned to the Tana River county CIDP?.....
- 25) What is the status of the project?:
- f) What are some of the milestones/achievements against the work plan?:
 - g) What are some of the challenges in meeting the project objectives?:
 - h) What are some of the improvements that can be made towards achieving project objectives?:
- 26) How is the participation of stakeholders in all stages of project work?:
- a. Were you involved in the project identification and planning?:
 - b. What are your views on how the project is currently being implemented?.....
 - c. Are there cases where stakeholders have found it challenging to agree on aspects of taking the project forward?
 - d. Are there any cases where some groups of persons/persons have expressed concern over not being involved in the project implementation?:
 - a. How is the project ensuring inclusion of special groups (persons with disabilities, women, youth, etc.) in project management/implementation?:
 - b. Are water points disability friendly?:
- 27) Is the methodology used by the project appropriate for the implementation of project activities?.....
- a. What participatory methods are used in implementing this project?.....
 - b. Does it feel satisfactory?.....
 - c. Is the participatory method working well in enhancing project delivery? Or does it pose challenges with decision making resulting in delays?.....
 - d. Is there any other participatory way the project could deploy to improve its delivery?:
- 28) What major attitudinal and behavioral changes has the project achieved for the community?

How has this project helped you and your neighbors start doing things differently?

29) On project ownership?

- Who are the owners of this project?:
- How do you as a community ensure the project is managed and maintained sustainably? Please explain.....
- What is the community's contribution to the project?:

30) What has been / is the role and responsibilities of different stakeholders (local/ district government bodies/ local community) towards PD design/ decision making processes and implementation works?:

- What kind of support do you normally get from:
 - i. County Government?
 - ii. CDF?
 - iii. Mosques/Churches?:
 - iv. Other NGOs? :
 - v. Community?:
 - vi. Others?:

31) Financial Utilization

- Is there a finance and procurement policy?.....
 - a. Financial reports and reporting tools used?.....
 - b. How do you prepare and submit financial reports?-
.....
 - c. Frequency of financial reporting-
.....
 - d. How do you ensure continuous tracking of financial use?:-:
- Budgets and budget templates? -.....
 - a. Does project prepare and submit budgets?.....
 - b. How are budgets generated I the project-.....
 - c. What are the challenges around budget development?.....
- How does the project ensure compliance for statutory obligations-
- How is the procurement process in the project-.....
- What is the policy on payment of suppliers? How many days credit?.....
- How are financial audits performed?.....

12) Are project staff properly implementing the project activities as required?

- a. Is there a master operational plan?.....
- b. How do you prepare work plans/reports? :
.....

- c. Do the staff have JDs?.....
- d. Are JDs aligned to project deliverables? –
- e. Does the project maintain a staffs skills matrix?.....
- f. Does the organization maintain key staff CVs-:
- g. Do staff get appraised? :
- h. Is there a staff professional development plan?.....

13) What are the challenges around staff management?.....

14) What are the major challenges hindering the project from achieving its targets, if any?.....

15) Utilization of funds in 2013/2014? Some challenges that were faced?-

32) Please share any other ideas that you feel can make this project a success?

.....

iii) **Focused Group Discussion [FGD] Questionnaire/ SCOPE:**

1. INTRODUCTIONS
2. AGREEMENT ON GROUND RULES
3. RATIONALE FOR FOCUS GROUP DISCUSSIONS [FGDs]
4. DISCUSSIONS OF SPECIFIC ISSUES ARISING FROM THE SURVEY FINDINGS, namely:
 - How to optimize community labour
 - Effective methods of taking care of the Water Points
 - How best to utilize the Water Management Committees
 - Any other.
5. **TASK:** For each of the above aspects, the participants were expected and guided to discuss CAUSES and REMEDIAL ACTIONS necessary to address or resolve them.
6. OUTPUTS OF THE FGDs were to be used by the Consultants to refocus the outcome of the entire TWSP Midterm Evaluation exercise.

iv) Facilities Observations Fact Sheet

Sample Observations Sheet for Water and Sanitation Facilities in Bangale

Observations	
Water Facilities	
Q 1.	How are the water points located relative to the beneficiaries?
Q2	Does the design of the water point provide space for ease of movement? If Not, what is the problem?
Q3	How is the cleanliness of the facility area?
Q4	Is the technology used appropriate for the beneficiaries and preservation of the environment? Is the technology appropriate?
Q5	What is the status of the equipment used?
Q6	Does the specific water point have water when needed by the locals?
Q7	Is the technology used for dispensing/ fetching water appropriate?
Sanitation and Hygiene	
Q8	Are latrines available?
Q9	Is water for hand washing available? If so, at what distance?
Q10	Is soap or any other hand washing detergent available? If so, which one is it, who supplies it and where is it usually placed?
Q11	How many people use the hand washing facilities after visiting the toilet?
Q12	How is the cleanliness of latrines?
Waste Management	
Q13	How does the community deal with waste?

Report Source:



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