

# AID TRANSPARENCY PILOT REPORT:

LESSONS FROM APPLICATION OF COMMUNITY INTEGRITY  
BUILDING APPROACH IN MONITORING INFRASTRUCTURE  
PROJECTS IMPLEMENTED BY WSUP, PRACTICAL  
ACTION AND PAMOJA TRUST IN KENYA



A pilot project implemented by NTA funded by DFID  
Through Integrity Action

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As NTA, we are glad to have run this pilot project and the experience has shown that the project has great potential for enhancing value for aid money send by donors to implementing partners.

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# 1.0 Project Description

## 1.1 Project Background

Since the 1950s, aid to Africa and other developing parts of the world has been considered a significant and necessary strategy in ending poverty. However, despite the trillions in aid that have been passed on between the developed and developing countries, poverty has remained a leading global challenge. Aid has not been effective in addressing challenges facing developing countries. The problem with aid is that not all of it reaches the intended beneficiaries; in fact a substantial amount of aid is lost due to corruption, fraud and mismanagement.

A key way to improve aid transparency is to design out corruption and build integrity into delivery mechanisms so that donated money not only reaches the intended beneficiaries but is spent on the most needed services in order to deliver effective development outcomes. Aid transparency is achieved through integrating feedback from citizens – those who understand the local context and needs better than anyone else – into the development process. The feedback from community members addresses questions of actual money spend, priorities of implementers in juxtaposition to actual value and development priorities desirable by community. Such feedback helps in enhancing project efficiency and effectiveness due to proper prioritization and using the right approaches in project choices and implementation.

To address this, global campaigns like the International Aid Transparency Initiative (IATI) have been launched to create transparency in the records of how aid money is spent at the global level. A home grown initiative like the work of National Taxpayers Association (NTA) is also important in promoting aid transparency and in ensuring donor money is well spent and ensures that aid money reaches its intended recipients. The ultimate goal is to improve standards of living worldwide and globally reduce poverty.

The Department for International Development (DFID) leads the UK's work to end extreme poverty. DFID has made significant progress in improving the supply of aid data and in helping and encouraging others to do the same in Kenya. DFID works with a number of implementing agencies; to publish transparency data to stimulate the use of this data and strengthen evidence of its development impact. DFID is partnering with Integrity Action (a UK based charity) and National Taxpayers Association to undertake an Aid Transparency Impact pilot project to track the flow of funds on a handful of projects funded by UK Aid from the UK to community and project level within Kenya to identify how easy it is for communities to gain access to information on this project and how that improves their lives.

NTA in partnership with Integrity Action and supported by DFID is implementing, on pilot basis, the Aid Transparency Project to track the flow of funds on a handful of projects funded by DFID. The aim of this pilot is to capture good case studies that

show the benefit of transparency and the impact of DFID funds in Kenya. NTA will independently monitor infrastructural projects implemented by local DFID partner, Pamoja Trust in Kisumu and Nairobi, Water and Sanitation for the Urban Poor (WSUP) in Nairobi and Safe Water In Fragile Contexts (SWIFT) in Turkana with the aim of establishing how easy it is for communities to gain access to information on these projects and how that improves their lives.

## 1.2 Project Objectives

The main project objectives were:-

- To understand how communities in developing countries can use aid transparency to improve development impacts
- To provide evidence of what difference DFID's IATI data (including partners' data) makes to communities in developing countries

The specific objectives that were to be achieved during the pilot included;

- To assess access to information by the community benefiting from DFID funded projects in Kenya
- To evaluate community participation during implementation of DFID funded projects in Kenya
- To assess design effectiveness and efficiency of DFID funded projects in Kenya
- To engage community in finding solutions to issues arising during implementation of DFID funded projects in Kenya

## 1.3 Anticipated Project Outcomes

The anticipated Pilot Project outcomes were:-

- Empowered citizens who are able to recognize and report corruption and effectively demanding for accountability and monitoring the management of Donor Aid.
- Strengthened community voice in demanding transparency and accountability in the management of Donor Aid and providing oversight
- Published reports for providing key lessons to partners; community, implementing partners and the Donor for effective utilization of donor Aid.

## 1.4 Project Activities

The project activities included the following:-

- Sensitization meetings with the community and local government officers
- Recruitment of community monitors.
- 2 day training of monitors
- Data collection: conducting monitoring activities using development check

- Continuous updating of monitoring data
- Monitoring reports development and publication in a peer reviewed Journal
- Constructive engagement meetings
- Joint Learning where NTA holds county meetings with key stakeholders to share lessons and key recommendations from the monitoring exercise

## 1.5 Monitored Projects Summary

**Table 1: The Monitoring Exercise Summary**

	Implementing Partner	County	Specific locations	Number of monitors	No of Projects Monitored	Problems Identified	Problems Fix Rate
1	Water and Sanitation for urban poor (WSUP)	Nairobi	1. Silanga 2. MailiSaba 3. Ogopa	4	20	14	100%
2	Pamoja Trust	Nairobi	1. Kawangware (Muslim Village)	6	20	10	0%
		Kisumu	1. Manyatta	2	9	8	71.4%
3	Sustainable Wash In Fragile Contexts (SWIFT)	Turkana	1. Turkana	2	10	6	83%
		Total		14	59	38	64%

**N/B:** For Pamoja Trust, the fix rate was zero because the landlords who are given loans from Pamoja Trust were not willing to address the challenges.

*The nature of the project being implemented was in control by the local committee and landlords who are the beneficiaries. In future, Pamoja Trust being the main recipient of the grant should over oversight the project implementation and that will address the challenges highlighted by the community.*

# 2.0 PILOT PROJECT METHODOLOGY

To execute the aid transparency pilot project, NTA used the Community Integrity Building (CIB). CIB is a locally driven approach that helps to identify and implement appropriate, viable solutions to improve the integrity of public infrastructure and services. Integrity here is defined as the alignment of Accountability, Competence and Ethics, without corruption. This approach has five phases, outlined below, and within each of the phases there are a number of steps to follow and tools to use.

## 2.1. Steps in the Community Integrity Building Approach

### Step 1. Context Sensitivity

- **Context & Stakeholder Analysis**

Understanding the context and the stakeholders is the first step in community integrity building. The main purpose of stakeholder analysis is to understand and address local communities' needs, concerns and capacities.

- **Community Engagement**

As local communities are central to the CIB approach, it is important to ensure local ownership of the action and engage local communities in the process.

- **Establishing a Baseline**

Baseline data refers to information gathered before a project or initiative begins. It is used later to provide a comparison for assessing impact.

### Step 2: Joint Learning

- **Identifying Community Monitors**

Community monitors are central to CIB. The selection process of the monitors should be credible and the representatives should be reliable and interested in addressing the needs of the community.

- **Training Community Monitors**

Once selected, community monitors are trained in monitoring skills such as analysing project documents, comparing the actual project to the documents, taking photos of the project, conducting beneficiary surveys, verifying their findings as well as advocating for the resolution of problems.

- **Joint Working Groups (JWGs)**

Ultimately, the success of CIB depends on some form of effective interaction between the local communities, local authorities and the service providers, including contractors. Meaningful results are most likely to be achieved when communities formalise interaction about the development process in a JWG or Monitoring Committee.



- **Selecting Development Projects to Monitor**

The local communities themselves should, if possible, select priority development projects that matter most to them. Participatory community meetings could be used to help identify and select priority projects to be monitored by the community.

### Step 3. Evidence Base

- **Data Collection, Analysis and Verification**

Once community monitors have been trained, projects to monitor selected and JWGs established, the data gathering begins. Using the DevelopmentCheck application and beneficiary surveys (rapid assessment questionnaire), monitors gather data on three key areas that include access to information, community engagement and project Effectiveness.

- **Pre-Fieldwork: Accessing Project Information**

This pre-fieldwork often involves gathering as much appropriate information about the development projects that you intend to monitor.

- **Fieldwork: Gathering Evidence**

Fieldwork is all about collecting data. The aim of a field visit is to gather evidence on projects being monitored and feedback from the communities affected, ensuring that a representative sample of the population is heard.

### Step 4 Constructive Engagement

- **Sharing Findings**

Once evidence is gathered, community monitors share their findings with key stakeholders in order to address any issues they have found and also share good practices they have seen. If problems with projects or services have been uncovered they propose solutions or “fixes” to these problems. A fix is the resolution of a problem to the satisfaction of the main stakeholders, and a fix-rate, is the percentage of identified problems that are resolved.

- **Identify solutions and advocate for change**

In order to prevent further problems monitors are encouraged to work with contractors and authorities to ensure projects are planned and maintained effectively.

### Step 5: Closing the loop Fixing Problems & Advocacy

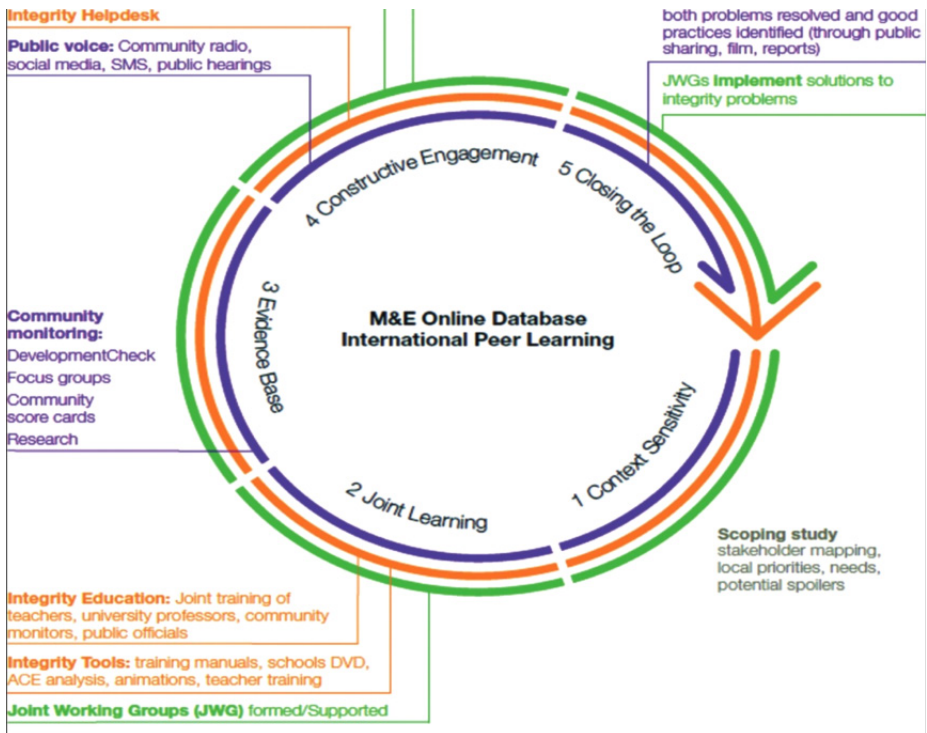
- If solutions to identified problems are not found or implemented easily, then it may be useful to carry out an advocacy campaign. Advocacy can be led and undertaken by the local communities affected by the development projects.

<sup>1</sup> <http://www.integrityaction.org/community-integrity-building>

- **Learning & Impact Assessment**

To achieve the CIB objectives you set out to accomplish, and to assess the impact of your work, it is important to measure against indicators. Therefore before starting the project make sure to conduct a baseline study and develop indicators that will help you to know when a change has happened. These indicators should be used to help you assess your own progress throughout the community integrity building programme.

**Figure 1: Diagrammatic illustration of CIB Approach**



## 2.2. DevelopmentCheck

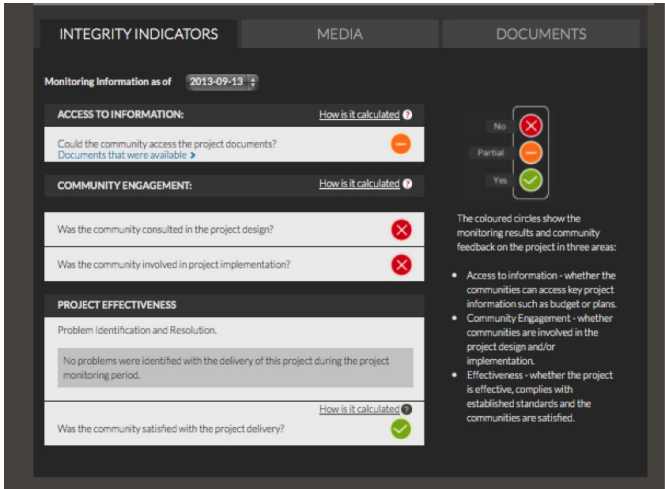
DevelopmentCheck is a user driven and solution oriented online tool for citizen feedback on the transparency, participation and effectiveness of development projects. Integrity Action developed the tool in partnership with their country partners and Young Innovations, developers in Nepal and practitioners in the field of Open Data and the International Aid Transparency Initiative (IATI).

NTA trains monitors in Community Integrity Building (CIB) approach so they can effectively monitor development projects in their communities. The community identifies priority development projects to monitor and then collects data on these through project site visits, beneficiary surveys (rapid assessment questionnaire), information requests and photos. They enter the data for each project monitored into a questionnaire on DevelopmentCheck.

They can also upload project documents such as the bill of quantity or contract if available, as well as photos or videos. Once data is uploaded online, NTA conducts an internal verification and review of the information by engaging the relevant stakeholders i.e implementing partners and then a moderator, currently Integrity Action staff, verifies and publishes the information through DevelopmentCheck. Given some projects are monitored over a long period of time; data may be entered into the DevelopmentCheck from more than one site visit. NTA shares the findings with the community, implementing partners, government and contractors. Through constructive engagement with these key stakeholders, they can fix problems and improve development projects. The percentage of problems resolved is called the fix-rate and it is used to track the progress.

DevelopmentCheck helps to close the loop on problems in ongoing projects. Through constructive engagement with key stakeholders 30%-50% of identified problems in critical infrastructure and services can be resolved to the communities' satisfaction. DevelopmentCheck also enables cross-country comparison and collective advocacy. In other words, this data provides evidence to generate pressure for improved services and projects.

**Figure 2: Showing a DevelopmentCheck Interface**



<sup>2</sup><http://www.developmentcheck.org>

## 3.0. PROJECT IMPLEMENTATION

The following activities were executed during the pilot project implementation:-

- 3 sensitization meeting held with community and stakeholders (1 per region)
- 3 trainings conducted for 12 monitors (8 in Nairobi, 2 in Turkana and 2 in Kisumu)
- 59 (40 Nairobi, 10 Turkana and 9 Kisumu) WASH infrastructure type projects monitored
- A total of 59 projects selected, coded and uploaded onto DevelopmentCheck.

This pilot project was carried out as per the financing terms. However, there were delays in carrying out the constructive engagement and joint learning due to delays in obtaining information from the implementing agencies.

### 3.1. Monitoring of Project Implementation by Pamoja Trust in Kisumu

Three community-based monitors were trained on 9th and 10th September 2015 on the CIB approach and tools to be used. Out of the three, two were deployed to undertake the monitoring work on behalf of NTA in Manyatta A and B, Kisumu County while one was trained as a backup monitor. A total of 14 projects were selected, coded and uploaded onto DevelopmentCheck. Each of the two monitors that were deployed was assigned to monitor 7 projects. However, due to delays in implementation of projects to be monitored, only 9 projects were monitored. Out of the 9 projects that monitored, 8 were visited on 13 different occasions while one, Kwa Dickens, was visited 14 times by the monitors. At some point in the process, the monitor in charge of Manyatta A got other engagements and resigned. This was addressed through the backup monitor and the monitor in charge of Manyatta B working together towards the successful completion of the exercise. The summary of issues identified per project is provided in table 2

**Table 2: Summary of the Monitoring of Projects Implemented by Pamoja Trust**

	Project Name	Project Code	Issue Identified	Action by Monitors and Resolutions
1.	Kwa Alfred Nyause Water Chambers	PT/KSM/ MYTA/001	The chamber had three sub meters which were all connected and operational ,there was no any complaint from the community.	No issue to resolve
2.	Kwa Dickens Water Chambers	PT/KSM/ MYTA/002	One of the meters recorded very high readings that did not correspond to the usage in October.	The community monitor followed up the issue with the Master Operator in charge and KIWASCO It was however noted that some domestic connections users were selling the water and that attracted the high charges
3	Umoja Area 1 – Joab Owili Water Chambers	PT/KSM/ MYTA/003	The chamber had three sub meters which were all connected and operational ,there was no any complaint from the community.	There was no issue identified
4	Umoja Area 2 – Oganyo Water Chambers	PT/KSM/ MYTA/004	One of the meters recorded very high readings that did not correspond to the usage in October 2015	The community monitor followed up the issue with the Master Operator in charge and KIWASCO and it was corrected in november 2015

	Project Name	Project Code	Issue Identified	Action by Monitors and Resolutions
5	Construction of 0.8 Km sewer trunk line in Manyatta A	PT/KSM/MYTA/005	The project was to construct 2.1 Kilometers of sewer line (In Magadi unit in Manyatta) but only 0.519Km was constructed .Man holes for inspecting the sewer line was constructed as well but 100 toilets which were supposed to be constructed had been done and this delay is attributed to delay in money disbursement	The community monitor and the community members followed up on the issue of disbursement and this had not been done by the time of constructive engagement meeting held on February 18,2016
6	Kwa Wao Water Chambers	PT/KSM/MYTB/001	The chamber had 3 meters but one out of the three was not operational	The community monitor followed up the issue with the Master Operator in charge and KIWASCO and Pamoja trust and action taken by connecting the meter that was initially not operational.
7	Baptist Church Water Chambers	PT/KSM/MYTB/002	Domestic bill for one of the meters was too high. NTA monitor followed up on the issue to its successful resolution with KIWASCO and Pamoja Trust	The community monitor working with the community and resident association followed up on the issue with KISWACO and it was resolved
8	Kwa Hellington Water Chambers	PT/KSM/MYTB/003	Run-off water collects and stagnates into the water chamber, submerging the meters hence making it difficult to read the meter or do maintenance work.	The issue was resolved, trenches were dug (after sensitisation by the monitor)adjacent to the water chamber but because its a low lying area,the problem may recur.

### 3.2. Monitoring of SWIFT Projects Implemented By Practical Action in Turkana

The process, in Turkana, began by NTA identifying and training monitors from the community. To facilitate access to the community and the water projects, the monitors approached the area chiefs, chairpersons of the water users association and church leaders, who in turn mobilized the community members. The mobilized community members were sensitized on the activities that that the monitors were planning to undertake. Data collection, for SWIFT projects that are implemented by Practical Action, began on 28th September, 2015, following the training of the monitors. The total number of projects that were assessed was 10.

*Table 3: summary of monitoring of swift projects by Practical Action in Turkana*



	Project Name	Project Code	Issue Identified	Action by Monitors and Resolutions
1	Turkwel water project	SWIFT 5/10	<p>The leaking water tank that had been reported by the community had not been repaired by the time the monitor revisited the project. The committee and the water users needed to have a meeting and agree on how they were going to repair the water storage tank since it is their responsibility. The implementing agency (Practical Action) is not responsible since it is the role of the community to maintain the project</p>	<p>The committee had decided to use an alternative water storage tank although it is small and cannot sustain the large population.</p> <p>The committee decided to disconnect water from getting into the tank as it was going to waste. One water tank is now in use. The monitors are still following up on this issues despite the challenges of community over-expectation from the donor</p> <p>Loima Constituency CDF office supplied a new water tank to replace the leaking one after it was approached by the community led by the chairperson of the water users association</p>

2	Lorengelup water project	SWIFT 6/10	<p>Pipe work to the water kiosks had not been undertaken by Practical Action.</p> <p>The implementing agency (Practical Action) Turkana by the time of monitoring was still waiting for the County government to supply pipes so that water can be connected from the water source to water kiosks.</p>	The Monitors advised the implementing agency to push the county government to supply the pipes also their head office to sent the contractor's contract so as to begin pipe work. Pipe work began in mid December, 2015 and it was completed by end of December
3	Naotin water project	SWIFT 7/10	<p>Rehabilitation of the existing shallow well was successfully undertaken. The only concern that the community raised is that the water source is not accessible during rainy season because of stagnated water, on the way, inhibiting access to the shallow well.</p>	The issue cannot be resolved since it is a natural calamity and it affects the whole county during rainy season. It should be put in mind that Northern part of Kenya hardly receives rains so the issue of a seasonal river just occurs during that particular season.
4	Kalomegur water project	SWIFT 8/10	<p>The rehabilitated shallow well was successfully implemented. Practical Action rehabilitated the existing shallow well situated within the school compound. It is meant to serve the school and the general community</p>	No Issue

5	Lorgumlotede water project	SWIFT 3/10	During the 5th monitoring visit the Community Monitor reported progress in implementation of the project. Water Kiosks had been constructed which was one of the activities that were supposed to be undertaken. However pipe work had not yet been done.	Monitors engaged the implementing agency to ensure pipe work from the water source to the water kiosks is hastened so that the community can access water. Pipe work from the drilled borehole to 2 water kiosks was successfully undertaken in the month of December
6	Atalakamusio water project	SWIFT 2/10	The issues reported during the last monitoring visit have not yet been resolved (No progress)  The drilled shallow well dried up after one week since it was not drilled to the required depth.	The implementing agency has plans of relocating the project to a different area with sufficient water
7	Kalemnyang water project	SWIFT 9/10	During the 3rd monitoring visit it was reported that the trenches for laying water pipes were shallow and it exposed the plastic pipes to wear and tear, which led to water leakages thus resulting to shortage of water in some areas.	During the 5th monitoring visit the community had resolved the problem by covering the exposed pipes

8	Naipa	SWIFT 10/10	The project is complete and the community was satisfied with its implementation. It is serving its intended purpose	
9	Lomopus water project	SWIFT 4/10	The community reported during monitoring that water from the drilled borehole is saline	Water chemical analysis report indicated that water was good for human consumption
10	Namoroputh water project	SWIFT 1/10	The project is complete. No issues with implementation of the project were reported.	The project is well managed and maintained by the water users committee. The project has improved the livelihoods of the community.

### 3.3. Monitoring of Project Implementation in Nairobi

Monitoring work in Nairobi started on 7th September 2015. The exercise involved monitoring 20 projects implemented by Pamoja Trust (PT) and another 20 projects implemented by WSUP. There were delays in monitoring the 20 WSUP projects due to WSUP not providing NTA with the go ahead to monitor their projects. Eventually, the go ahead was given and WSUP availed some project documents. The projects, monitored in Nairobi, had been handed over to NWSC to fast tract connections. By the time of monitoring, pipe laying was underway. A summary of the projects monitored in Nairobi is provided in table 4.

**Table 4: A summary of the projects monitored in Nairobi**

	Project Name	Project Code	Issue Identified	Action by Monitors and Resolutions
1	SHAMS	FTM/ PT/20/2015	Project was complete at the time of engagement	No issue

2	MWINYI	FTM/ PT/19/2015	There was no problem with the project itself apart from the issue of water availability and its sewerage maintenance and this was not part of what Pamoja Trust was to accomplish.	No issue
3	NJOGU	FTM/ PT/18/2015	The project was complete/no issue	No Issue
4	MUSA	FTM/ PT/17/2015	Project is complete	No Issue
5.	ASSUU	FTM/ PT/16/2015	The use of substandard equipments and materials was a major problem	Not resolved
6.	KAMANDA	FTM/ PT/15/2015	Ongoing work/No issue	No Issue
7	SUEDI	FTM/ PT/14/2015	The project is complete and in good use/No issue	
8	NJOMO	FTM/ PT/13/2015	The project is complete and in good use /No issue	No Issue
9	ALOES	FTM/ PT/12/2015	The project is complete and in good use/No issue	No Issue
10	MWENDA	FTM/ PT/11/2015	The project is well built and complete and currently in use/ No issue	No issue
11	ABDALLA	FTM/ PT/10/2015	Lack of water for maintenance of the facility	Not resolved
12	MAMA HAMISI	FTM/ PT/09/2015	The beneficiary has got tapped water for flushing the toilet/No issue	No issue

13	MAMA MOODY	FTM/ PT/08/2015	The project has stalled, and the landlady is slow at seeing it completed/Delayed implementation	Not resolved
14	FRANCIS	FTM/PT/ O7/2015	The project is complete and in good use	No issue
15	YAHYA	FTM/06/2015	The project is complete/No issue	No Issue
16	MUSA CHORE	FTM/ PT/5/2015	The project is complete/No issue	No Issue
17	REHEMA	REHEMA FTM/ PT/4/2015	The project is complete//No issue	No Issue
18	SAID TEACHER	FTM/ PT/3/2015	Completed no issue with this project	No Issue
19	ABU	FTM/ PT/2/2015	The project has been well built, and provides good value for money//No issue	No Issue
20	KAMAU	FTM/ PT/01/2015	The project is complete but poor workmanship	Not resolved

**N/B:** *The fix rates in pamoja trust projects was not realised as at time of project inception, the toilets had all been constructed.*

**Table 5: A summary of the projects monitored in Nairobi (Dandora)- Water and Sanitation for the Urban Poor Project.**

	Project Name	Project Code	Issue Identified	Action by Monitors
1	MICHAEL	FTM/WSUP/ 01MICHAEL/ 2015	WSUP was to expand the existing water pipes/infrastructure and boost water pressure in the project site. For this particular household they are connected to the old line that has irregular water supply.	The monitors followed up with the task team and WSUP and the issue was resolved. WSUP has been able to fast track and has handed over the project to NCWSC to connect the household to the new water line.
2.	MARGRET	FTM/WSUP/ 02MARGRET/ 2015	This household had no access to piped water and has to purchase from vendors thus eroding their limited income.	The concerned stakeholder followed up and resolved the issue
3	JUDY	FTM/WSUP/ 03JUDY/ 2015	WSUP was to expand the existing water pipes/infrastructure and boost water pressure in the project site. This household had no access to piped water and has to purchase from vendors thus eroding their limited income.	The pipe work and boosting pressure has been addressed.
4	JANE	FTM/WSUP/ 04JANE/ 2015	This household does not receive sufficient water as the water pressure is very low. This identified need would be addressed by WSUP project objective of boosting water pressure	The tasked team of monitors, task team and WSUP worked on the raised concerns and the issue was resolved. WSUP has been able to fast track and has handed over the project to NCWSC to connect the household to the new water line

5	JOSEPH	FTM/WSUP/ JOSEPH/ 2015	This household currently users borehole water and sometimes buys water from local vendors to supplement. The additional cost of buying water from vendors is very costly in comparison to piped water supplied by NCSWC.	The community is satisfied that the concerted efforts by the monitors, task team and WSUP enabled them get a solution.
6	SAMUEL	FTM/WSUP/ SAMUEL/ 2015	This household currently uses water that is in the old connections which has low pressure and thus inadequate. The inadequate supply has an impact on general sanitation practice of this household.	WSUP has been able to fast track and has handed over the project to NCWSC to connect the household to the new water line.
7	MAXWELL	FTM/WSUP/ MAXWELL/ 2015	This household does not have piped water and has to purchase the same. The quality of purchased water from vendors is suspect and attributable to water borne diseases in the locality. Piped water envisioned by WSUP and NCWSC is guaranteed to be treated water.	The communities out of pocket expenses for water purchase created a sense of urgency on the part of the monitors who followed up with the task team and WSUP and the issue was resolved. WSUP has been able to fast track and has handed over the project to NCWSC.
8	STEPHEN	FTM/WSUP/ STEVEN/ 2015	This household does not have piped water from either the old connection or the illegal connection	The laying down of the water infrastructure was resolved awaiting NCWSC to connect water.



9	MUTUA	FTM/ WSUP/09/2015	This household does not have piped water.	The monitors followed up with the task team and WSUP and the issue was resolved. WSUP has been able to fast track and has handed over the project to NCWSC to connect the household to the new water line.
10	JACKSON	FTM/ WSUP/10/2015	WSUP was to expand the existing water pipes/infrastructure and boost water pressure in the project site. This household does not have piped water	Monitors followed up with the task team and WSUP and the issue was resolved.
11	PYTHON	FTM/ WSUP/11/2015	This household does not have piped water. The said python applied for water in June 2014 but this application got lost at the NCWSC and he subsequently applied in August 2015 but to date has no piped water.	The monitors who are also promoters of increased uptake have been sharing with stakeholders the data base on when the household applied for water connection. The time lag was an impetus for WSUP and task team to hasten the pace of the work.
12	SAKWA	FTM/ WSUP/12/2015	WSUP was to expand the existing water pipes/infrastructure and boost water pressure in the project site. This household does not have piped water.	Task team, monitors and WSUP worked together on following and the issue was resolved. WSUP has been able to fast track and has handed over the project to NCWSC to connect the household to the new water line.
13	JOHN	FTM/ WSUP/13/2015	This household is connected to the old line. However, the water supply is not regular forcing him to buy. He applied to this new connection in July 2014 but still has no water.	The hardware aspect of this project was addressed courtesy of the efforts of the monitors, task team and the WSUP team

14	GEORGE	FTM/ WSUP/14/2015	This household does not have piped water. Lack of piped water exposes this family to suspect water supply and highly priced water from vendors.	This household now awaits the connection from NCWSC as the main lines and pressure boosting was done by WSUP. The monitors worked with the community to promote their uptake of application for the new lines.
15	PETER	FTM/ WSUP/15/2015	Expansion the existing water pipes/ infrastructure and boost water pressure in the project site were the activities to be undertaken in this project. This household does not have piped water.	The monitors have been relaying information on when the households applied for water and making the task force aware of the delays. This channelling of feedback from the ground to the task team to strategies with WSUP on how they would expedite the process. This effort finally translated to completion of expanding the existing water pipes/ infrastructure and boost water pressure in the project site.
16	KIPRUTO	FTM/ WSUP/16/2015	This household does not have piped water.	This household now awaits the connection from NCWSC as the main lines and pressure boosting was done by WSUP. The monitors worked with the community to promote their uptake of application for the new lines.
17	KURIA	FTM/ WSUP/17/2015	Lack of water in this household was a key issue that was highlighted.	The hardware aspect of this project was addressed courtesy of the efforts of the monitors, task team and the WSUP team

18	KAMAU	FTM/ WSUP/18/2015	This household lacks access to piped water.	The communities out of pocket expenses for water purchase created a sense of urgency on the part of the monitors who followed up with the task team and WSUP and the issue was resolved. WSUP has been able to fast track and has handed over the project to NCWSC.
19	KENDY	FTM/ WSUP/19/2015	WSUP was to expand the existing water pipes/infrastructure and boost water pressure in the project site. This household does not have piped water.	The monitors followed up with the task team and WSUP and the issue was resolved. WSUP has been able to fast track and has handed over the project to NCWSC to connect the household to the new water line.
20	JOSEPH	FTM/ WSUP/20/2015	This household has water from the old connection and has applied for the new connection but has not received feedback since May 2015.	The monitors followed up with the task team and WSUP and the issue was resolved. WSUP has been able to fast track and has handed over the project to NCWSC to connect the household to the new water line

## 4.0. PROJECT RESULTS

Generally, the following have been attained through the Pilot Project;

- NTA has been able to provide a platform for all stakeholders in projects, implemented by the DFID implementing partners, to air their views regarding the projects
- NTA stakeholder forums helped close the information gap in the projects; some of the underlying issues were unearthed and addressed
- Community's capacity was enhanced; they are able to ask pertinent questions and put stakeholders to task to explain how, why and when issues relating to projects emerged
- Through interventions by the Monitors and consultative forums, more project information was provided to communities by project implementers
- Equally, the project implementers also received valuable feedback from communities through NTA work
- The actual number of individuals benefiting from the projects increased through NTA and community monitors facilitating the process of resolving of some impeding issues

### 4.1. Project Results Due to NTA Monitoring Pamoja Trust Projects in Kisumu

- Increased water connectivity: Rate of connection to water has significantly improved. During the stakeholders' sensitising meeting, Master Operator's set targets with regards to getting new connections. As a result of NTA intervention and constant monitoring by the community monitors, Master Operator's managed to achieve their targets of one new connection per day thus significantly improving the connectivity to water in Manyatta.
- The monitoring processes enhanced community engagement with Pamoja Trust and KIWASCO. Initial monitoring revealed that there were delays in connection for customers who had showed interest in the project. This is because; there was no good engagement between Pamoja Trust, KIWASCO and the community. Through NTA intervention, the three groups of stakeholders worked together leading to increased community engagement in the project.
- NTA intervention helped towards improved record keeping by Pamoja Trust. Initial monitoring revealed that Pamoja Trust did not have clear records on all the people who were supposed to benefit from the project. Through NTA intervention, the surveyor from Pamoja Trust worked with the community to map out customers in Manyatta A and B for off-take connections. After the mapping, the ascertained records of potential customers and photocopies of their application forms were handed over to KIWASCO by Pamoja Trust.
- NTA intervention helped provide a platform for ironing out of issues between Pamoja trust and the community. For instance, during the initial monitoring, the

community members complained on the lack of platform to discuss the same. This was resolved through the monitors pushing for a meeting bringing together Community, KIWASCO and Pamoja Trust to deliberate on the loan repayment period.

- Increased demand for Pamoja Trust's Loan Facilities. The monitoring revealed low uptake of loan facilities by the land lords for construction of toilets/water connection. This was resolved through intensive door- to- door demand raising campaigns conducted by the NTA monitors in conjunction with Pamoja Trust, KIWASCO team and the community to enhance uptake of the loan facility.

#### **4.2. Project Results Due to NTA Monitoring WSUP Projects in Nairobi**

- Issues resolution. The monitoring exercise revealed that there were delays in connection to the water system. This was handled through a meeting where the community representatives, Water Sanitation for the Urban Poor (WSUP) and Nairobi water and sewerage company (NWSC) agreed to check their database to establish those not connected and fast track the process

#### **4.3. Project Results Due to NTA Monitoring SWIFT Project in Turkana**

- Improvement in community engagement in the projects. Monitoring revealed that the larger community was not involved in design and implementation of some projects like Kalomegur Water Project. This was resolved through greater engagement of the monitors and other community members in project activities and consultative meetings
- Better communication among project stakeholders. The constructive engagement meeting, facilitated by NTA, provided a platform for the citizens to engage the implementing agency and the government on issues pertaining to the water projects.
- Addressing general welfare issues in the community. During the constructive engagements, the citizens raised other issues relating to water that required stakeholders' attention.
- Resolution of Issues. The intervention by NTA helped the implementing agency to identify issues pertinent to the success of the project. The implanting partner is working on resolving some of the issues that were identified during assessment and is committed to resolving all the pending issues before close of the project in March. An example of the issues that had been resolved, by the time NTA completed assessment in December, is water connection to 4 water kiosks from the drilled boreholes in Lorengelup and Lorgum Lotede water projects.
- Empowered community members. The trained community monitors and the community were able to identify issues related to projects, i.e. whether the projects were well constructed. For example, in Lorengelup, the monitor and the community found out that the contractor did not fix the doors and windows of the water kiosks that were constructed properly.

## 5.0. CHALLENGES EXPERIENCED BY NTA DURING PILOT IMPLEMENTATION

### i. Poor network

DevelopmentCheck is an online tool, which heavily relies on internet network connectivity. Poor mobile phone network in some areas means poor access to the internet. Consequently, in some areas with poor internet connectivity, synchronization of the monitoring information by the monitors was difficult. In such areas, it was also difficult to obtain GPS coordinates of project locations

### ii. Access to information

Accessing pertinent information, like contractor details and project budgets, from some implementing agencies was difficult. This is because of the implementing agencies being weary of sharing such details. This was, particularly, a major challenge for the WSUP projects in Nairobi where the implementing agency was not willing to share information.

### iii. Community Expectations

Managing community expectations was a challenge. Most community members did not give accurate information thinking they may gain in the end. For example in Turkana, some community members lied about projects because they were hoping to attract additional funds, for more shallow wells. In Kisumu, the community members expected to be paid for giving information to or accompanying the monitors.

## 6.o. LESSONS LEARNT DURING IMPLEMENTATION

Through the monitoring exercises and consultative meetings, there are various issues that came up that served as lessons for various stakeholders.

### 6.1. Lessons Learnt For Pamoja Trust Projects in Kisumu

- **Timely Execution of Project Activities is Important**

By the time NTA started monitoring the projects, the number of connections to water through Pamoja Trust was very low. According to community members, this resulted from the long wait because KIWSACO/Pamoja Trust delayed in connecting those who had shown interest. As a result, many clients were applying directly to KIWASCO instead of waiting for their application through Pamoja Trust's project to go through.

- **Engaging Locals in the Project is key to success**

Based on what stakeholders shared in consultative meetings, Pamoja Trust may have to revise its number of beneficiaries. The number of target beneficiaries given to donors by Pamoja Trust, as explained by stakeholders, was exaggerated. Consequently, it is very difficult for PT to meet the targets. This exaggeration arose because demand raising was done through community health workers (CHWs) and some of the CHWs did not have knowledge of the local area. Without proper mapping they just guessed the number of beneficiaries. Pamoja Trust used the CHWs with the intent of developing partnerships with Government institutions.

- **It is necessary to have inclusive and joint stakeholder meetings**

The monitoring revealed that Pamoja Trust used to have separate meetings with the different stakeholders. Many issues arose due to lack of connection between the different stakeholders. Some stakeholders such as KIWASCO do not believe that holding separate meetings for different stakeholders facilitates identification of solutions to community projects. It is preferred that all stakeholders to come together to forge way forward together.

- **Stakeholder involvement in contractors management plays an important role in project effectiveness**

Management of contractors may be affecting the work by Pamoja Trust. Some stakeholders claimed that some contractors had been paid part payments by Pamoja Trust (through KIWASCO) for work not done well; thus making it difficult for the community to hold them accountable for poor workmanship. Although this was disputed by KIWASCO because no contractor can be paid fully before works are finished, the issue created a miss understanding between the implementing partners and the community.

- Greater community involvement, ownership and control of project is desirable. Pamoja trust relegated communities to the role of passive beneficiaries. The community love greater control of the project.

## 6.2. Lessons from Pamoja Trust and WSUP Projects in Nairobi

- **Partnering with Government Agencies Requires Flexible Project Timelines**

As shared by the implementing agencies in Nairobi, projected time lines of completion of activities was taking far much longer due to delays by partner government agencies such as NCSWC. This is because public utilities ordinarily have lengthy procurement and decision making processes that need to be factored in. Delays in procurement at NCSWC are what have contributed to delays in the project.

- **Donors Should Provide Full Funding of Projects to Implementing Organization**

In the Pamoja trust projects, the issues that had been identified by the community and for which NTA sought to close the loop were not achieved. For instance, open manholes left by the contractors could not be addressed by PT because the contractor was contracted by NCSWC.

- **Partnership with Government Agencies Should Consider Inefficiencies of the agencies first**

Communities benefiting from WSUP wanted the issue of delay in connecting them to water lines addressed. However, WSUP is not in full control of the project. Currently NCWSC is tasked with providing labour and contractor which they have delayed. WSUP is thus at the mercy of NCWSC that is riddled with inefficiencies.

- **Project Scope should Address Actual Need Scope**

The other community concern was their wish that the project be expanded. However, PT explained that they are donor driven and do not have funds to expand the project; they have in fact down scaled to 114 households and not 125. However, they are keen on continuing to work in this settlement and are sourcing for funds to expand or in the alternative start new projects such as housing.

## 6.3. Lessons for Practical Action Projects in Turkana

- **Community Engagement Ought be Part of Project Design**

In Turkana, the level of community involvement in the implementation of some projects was minimal. Greater involvement through interventions by NTA led to greater project efficiency. Project sustainability requires greater input by the community which should be designed into the project cycle



- **Information Sharing in Aid Driven Projects should be Enhanced**

In all the projects in Turkana, the community had limited financial information on projects implemented. Lack of such information means they cannot participate in ensuring accountable implementation of the projects

- **Harmonising approaches by different implementing partners is important**

Different implementing partners have different standards and approaches to handling communities leading to communities being biased towards some partners. For instances Oxfam provides food for work while their own partner Practical Action doesn't have such a budget hence the community prefers working directly with Oxfam.

- **Engaging Community Leaders is important**

Implementing partners did not adequately engage community leaders in the project implementation process

## **6.4 Lessons from the Monitoring Work for NTA**

- **Monitors Have to Create Rapport With the Communities**

The monitors creating good rapport with the community and clearly explaining their monitoring role is critical towards dispelling any forms of suspicion. Good rapport enables monitors to obtain, to certain extent, pertinent information like contractor details and budgets.

# 7.0. RECOMENDATIONS

## 7.1. Recommendations on Pamoja Trust Project in Kisumu

- Pamoja Trust should use a Bottom-up approach as opposed to top-down in the entire project to enhance stakeholder engagement; especially community engagement.
- To avert delays, the gap between sensitisation and implementation period should be shortened. Sensitisation took a whole year such that by the time implementation was starting, most of the beneficiaries had ditched the project for direct connections from KIWASCO
- Pamoja Trust should create forums through which it can be meeting key stakeholders together to enhance transparency in the execution of project activities
- Pamoja Trust should improve on record keeping. For instance, there is need to document every discussion/agreements with stakeholders rather than having verbal agreements/discussion
- Pamoja Trust should supervise contractors so that they desist from sub-contracting work given, which then introduces new actors and affects project accountability
- The Master Operator's should adhere to the government regulations as laid down (cash collection points with valid receipts) to transact business in the whole project
- More engagement of locals in the project is vital. For instance, instead of using the CHWs for demand raising, locals should be engaged. Pamoja Trust should make allowable project documents, those that do not contain sensitive information, available to community
- Pamoja Trust should empower the officer in charge of the project in that station to perform most of project activities. Only incorporate other staff members from the headquarter if need be
- The Project Management Committee (KIWASCO, Master Operator's and Pamoja Trust) should desist from being sub-contracted to do any component of the project. This will enable them to hold the contractor accountable for any poor work done
- Master Operators suggest that the money collected by KIWASCO as penalties for illegal connections be remitted to them to strengthen their vigilance

## 7.2. Recommendations on WSUP and Pamoja Trust Project in Nairobi

- Pamoja Trust and WSUP recommended that the community be more proactive and demand efficiency from NCSWC. This is because as partners it might be difficult to demand that NCSWC fast-tracks its work. Given that citizens pay NCWCS through their taxes, they are better placed to demand action.
- It was further recommended that at the negotiating point, partners such as WSUP and Pamoja Trust should ensure they have water tight contracts that

compel NCWSC to adhere to strict time lines

- In future, Pamoja Trust being the main recipient of the grant should oversee the project implementation and that will address the challenges highlighted by the community.

### **7.3. Recommendations on Practical Action Projects in Turkana**

- Implementing organizations should hold community meetings to sensitize the community about the project, the roles of the different stakeholders i.e the role of the community, implementing agency, contractors and the government.
- For sustainability purposes, the community should contribute in any way possible even if it is in kind towards the project for purposes of ownership
- Local leaders should take a lead in sensitizing the community on the importance of the project and why it should volunteer its services
- The implementing agencies should closely monitor contractors work to avoid poor implementation of projects. Retention fee must be withheld until the contractor successfully completes the project as per the contract agreement.

### **7.5. Recommendations to Donors**

- Donor should work towards greater consensus or shared strategy in the WASH sector to avoid duplication of efforts
- Donors need to come up with long term comprehensive strategies that are not subject to constant change to ensure long term sustainability of projects the implementing partners execute
- Donors should as much as possible provide full funding as opposed to part funding for projects. This will ensure that implementing partners take full control of the project and project success is not dependent on partnerships with government agencies.
- It is recommended that donors and implementing partners adopt a uniform way of dealing with the community to avoid creating problems for some partners. For example, in Turkana, some partners give allowances to community members for casual work done while others don't.



National Taxpayers Association  
**pesa zetu, haki yetu**

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