



# Evaluation of Water and Sanitation Response for Vulnerable Populations in Lower Juba, Southern Somalia

Full Report

Oxfam GB Programme Evaluation

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## LIST OF ABBREVIATIONS AND ACRONYMS

CFW	Cash for Work
IDPs	Internally displaced persons
Duqsi	Somali word for traditional Islamic schools for young children
FSAU	Food Security Analysis Unit-Somalia
GB	Great Britain
HHs	Households
INGOs	International NGOs
Kshs	Kenya Shillings
Lts	Liters
LNGOs	Local NGOs
TORs	Terms of References
UNHCR	United Nations High Commission for Refugees
WFP	World Food Program
WASDA	Wajir South Development Association
VRCs	Village Relief Committees

## THE EXECUTIVE SUMMARY

**Background:** This report is an outcome of the end of project evaluation of the ECHO funded water and sanitation response for vulnerable populations in Lower Juba. The project was implemented by Oxfam GB through WASDA. After 2 months' preparation period, work started on the ground in January 2008 and was finalized after 6 months. The evaluation was conducted in August 2008 by independent consultants together with Oxfam GB and WASDA program team. The purpose of the evaluation was to obtain an overall view of the positive and negative impacts of the project and gauge the relevance, achievements, timeliness, efficiency and cost effectiveness of the interventions. In addition, the evaluation was to gauge the partnership approaches, community participation, inter-agency coordination and gender mainstreaming. To achieve these aims, the evaluation team sampled 5 out of the 6 settlements (leaving out Gelef, which has the least number of respondents) for data collection and analysis. Data was collected using a combination of focus group discussions, field visits, structured interviews and field audit of the implemented activities. Where possible, men and women were interviewed separately, in order to pick out gender de-segregated data. The interviews were guided by questionnaires derived from the log-frames and the Terms of Reference (ToRs).

**Findings:** Regarding outputs, the project managed to excavate a total of 34,000 cubic meters from 6 water pans against the originally projected 25,000 cubic meters in 5 water pans. All the water pans, except the one at Tabta, were filled with water and eased water problems for target communities. On sanitation, 170 latrines were constructed against the projected 190. Out of these, 160 latrines were satisfactory and in good condition but 10 latrines in Godaya were poorly finished. The target 1100 beneficiaries managed to benefit from the monthly allocations of US\$ 60 per household per month. The supervisors benefited from US\$70 per person per month. In Dobley, a 70,000 liter water tank was constructed against the projected 90,000 litre tank. Similarly, an engine room was constructed at Tabta. Tabta was considered needier compared to the original target, Dobley. All these constructions were in good condition. None of the projected 3 community water point was constructed in order to avoid overlap with Solidarite, a French NGO. Resources saved from these changes were used to construct the sixth water pan at Gelef. Finally, hygiene trainings and promotions were conducted at each settlement for 15 beneficiaries per settlement. Refresher trainings on targeting, security and activity management were conducted for VRCs, borehole committees and community animators.

In respect to relevance, two critical priorities were addressed; the livelihoods and access to water and sanitation. The relevance of the sanitation was apparent as the latrine coverage was less than 1% before the intervention. The project addressed the chronic livelihood, water and sanitation issues. On community mobilization and participation, both were properly undertaken. This led to high project ownership. The ownership is reflected by the protection accorded to water facilities and also the uptake of health and sanitation practices.

Women representation in VRCs was mixed. While some settlements had more than 40%, others had fewer and Gelef had none. Generally, where women were active, men tended to support them. However, to be more competitive, women need leadership and facilitation skills as well as experience of working with communities.

On cost effectiveness and efficiency, WASDA implemented the activities as planned, balanced the need for household livelihoods and the need for water and sanitation. The excavations were therefore implemented as budgeted. The US \$60 per household per month, initially adequate, was found to be too little as prices of foodstuffs had escalated. The high dependency ratio of 1:10 and the limited allocation per settlement worsened the situation. It was felt that simple, cost effective (preferably prefabricated) latrine designs whose superstructure could be shifted from site to site when the pit fills up could improve the efficiency of using the limited resources, in the long run. Most nomadic villages exist during the rainy season and move on

thereafter. Families could re-assemble the superstructures in their new location where new latrines would be constructed. Designs that use iron sheets screwed on angle lines (superstructure without roof) could be tried on plot basis.

**Impacts:** The projected 1,100 households received US \$60 per month for six months. This increased access to credit from shop owners by about 30%. A few beneficiaries managed to buy one or two goats or purchase cloths. Others bought household milk, water and iron sheets for construction. In addition, the number of small business rose by 20% (mainly by women), stimulated by the cash inflow into the settlements. The increase was reflected by the number of trips made by the traders to purchase merchandize. It was also reflected by travels to get credit from money transfer companies linked to business transactions. At the beginning, about 1% of the earnings were shared with needy households but the percentage rose steadily to 6% in response to influx of needy people to the settlements. The estimated rise in population at the settlements was 20%, by the end of the project. While sharing with neighbors, household that had one meal per day managed to have 2 or 3.

Some beneficiaries managed to save money and buy donkey carts used for transport purposes. In respect to water access, Diff, Gelef and Godaya realized better water access, from 40lts per household (HH) per day to 100Lts/ HH per day. This was an increase of about 150%. In Tabta, the water pan got water on the day the evaluation was done. In Doble and Qoqani, the number of water users rose, as the population also increased. As a result, the impact was not as clear given that access to water also depended on household incomes allocated to water user charges. On sanitation, at least 40 % of the households in the settlements have taken up one or more sanitation practices. The most common practices are garbage pits for household waste, exclusion of animals in the houses, seeking advice on sanitation issues from WASDA and placement of Jerry cans at strategic points for hand washing, as opposed to communal water bowls. Overall, the project impact would have been better if the project duration was longer. This is supported by the fact that earnings in the first three months or so are used to repay debts. It is the earning received towards the end of 4<sup>th</sup>, 5<sup>th</sup> and 6<sup>th</sup> month that go towards livelihood recovery and diversification of livelihood options, including setting up of small businesses by the target beneficiaries.

**General recommendations:** The following general recommendations were made;

- It was recommended that Oxfam implements the current plans in reducing the turnover of program staff at Oxfam GB to avoid inconsistencies in supporting the partners and to avoid slowing down the strategic project decisions and advancement.
- It is recommended that adequate attention be given to quality data at the project planning stage. This would ensure that the best options and approaches are taken up and that fewer changes are made during the project implementation.
- It is recommended that thorough and comprehensive partner assessments be done on all Oxfam GB partners in Somalia to form the basis for capacity building by Oxfam GB. In addition, the resultant partner capacity statements would form the basis for linking such partners to donors.
- It is recommended that Oxfam continues with the regular project field missions, assessments and reviews be conducted between Oxfam GB and WASDA. This would improve strategic collaboration and support.
- Oxfam ought to institutionalize the partnership process to ensure that potential partners understand what partnership entails. Long term partnerships are more beneficial.
- In respect to partners' capacity building, it is recommended that Oxfam concentrates on systems development, linking partners to donors, ensuring quality fundraising and helping partners to understand strategic issues in organizational development and growth.

**Specific recommendations:** The following specific recommendations were made;

- To ensure that hygiene and sanitation practices are taken up early (and while appreciating sanitation programs for adults), health and sanitation projects ought to target children in Madrassa and Duqsi<sup>1</sup> through participatory child health, hygiene and sanitation programs.
- It is recommended that the immense human health needs at the target settlements be addressed as part of the health and sanitation programs. This could be done via mobile clinics, once or twice per month. Training of TBAs, First Aid, and Community Health Workers could also be considered.
- The evaluation team recommends expansion of the water and sanitation program to a wider area, in order to reduce the influx of people to the target settlements. However, migration patterns must be taken into account, numerous settlements affect migration patterns.
- It is recommended that VRCs (the face of the project at community level), be trained on public relations, decision making, facilitation and generally, how to work and relate with communities.
- It is recommended that the disabled, elderly and the sick be targeted by future programs through cash relief. Alternatively, they should be allocated cash for work activities to be executed by family members or close associates, rather than being left out.
- To increase toilet coverage at the grassroots, it was recommended that the cost of latrine construction be lowered, preferably, by supply the slab<sup>2</sup> and letting the community use local materials to construct the superstructure. Alternatively, develop fabricated superstructure that can be shifted from site to site when the pit fills up.
- In respect to tools for excavations, it is important to exclude wheelbarrows; they are unsuitable in loose soils. Instead, topless jerry cans or gunny bags ought to be purchased for excavation purposes.
- Community privatization of borehole management should be studied to understand its relevance, implications and the prospects for scale up. Under this approach, water management committees (comprising businessmen) are given temporary rights and allowed to manage the boreholes as private entities.
- Oxfam, WASDA and other partners should develop a program of nurturing sister NGOs in Somalia. It is recommended that small facilitation funds be given to build grassroots NGOs with good values, principles, and accountability functions. Members could be drawn from the current VRCs/ the Diaspora.
- Given the rising cost of foodstuffs, it is recommended that the household allocations in the Cash for Work activities be increased from US\$60 to \$90 per household per month. The volume of work per settlement should be similarly increased to ensure additional incomes for a longer period of time.

In conclusion, despite the security challenges, low budget allocations, and logistical constraints, the project outputs and outcomes were favorable. Tangible results and impacts were realized and the project improved the situation from becoming worse by enhancing livelihoods, access to water and sanitation in all the settlements. More assistance is needed in the project area given the influx of refugees and the general rise in prices of foodstuffs/other commodities. Such price increase result in more people being pushed below the poverty line. The above notwithstanding, the consultant believes that uptake of the recommendations above could improve interventions in future.

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<sup>1</sup> Traditional 'under tree' Islamic schools for children

<sup>2</sup> Use pre-casting molds that satisfy the community needs in terms of size of latrines.

## 1.0: INTRODUCTION

The OXFAM/WASDA Water and Sanitation project was designed in June 2007 and targeted 1,100<sup>3</sup> households in Afmadow District. The targeted individuals were drought affected and displaced. An estimated 5,071 individuals were expected to benefit directly through micro-projects and 115,300 people, migrating through the targeted settlements, were also expected to benefit indirectly. The project started on 1<sup>st</sup> November 2007 and ended on 31<sup>st</sup> July 2008. The total project budget was €500,000/00. WASDA received £115,101 directly, equivalent to Kshs 11, 164,799/00. This amount was disbursed in three installments of Kshs 5,582,399/00, second installments of Kshs 4,465,920/00 and a final installment of Kshs 1,116,420/00. The bulk of the remaining funds, approximately US\$ 397,620/00, was allocated to micro-projects and was disbursed directly to the community through Dahabshil Money Transfer Company. On reporting, an interim report was to be submitted on 10<sup>th</sup> January 2008 and a pre-final report on 10<sup>th</sup> June 2008. These reports were meant to cover the main activities such as excavation of water pans, construction of latrines and engines rooms, tanks and community water points. The target villages were Diff, Tabta, Qoqani, Doble, Godaya and Gelef. At the start of the project, the number of household in Doble, Tabta, Qoqani, Godaya, Gelef and Diff were 206, 136, 137, 271, 90 and 260 respectively. The total population was approximated at 45,000 to 60, 000 people.

### 1.1: Nature of the evaluation report

This evaluation report details the findings on the extent to which 1,100<sup>4</sup> vulnerable and drought stricken pastoralists and agro-pastoralists managed to strengthen their livelihoods, meet humanitarian needs and address vulnerability to future shocks through monthly cash grants. Additional 2,143 and 724 households were projected to benefit from water and sanitation respectively<sup>5</sup>. Oxfam GB worked through a local partner, WASDA, to assist pastoralist and agro-pastoralists in Lower Juba region, specifically, Doble, Qoqani, Tabta, Godaya, and Diff Somalia. The main planned activities were enhancement of community water storage capacity through de-silting of 5 water pans, rehabilitation of 3 public water points, provision of sanitation services through construction of latrines, offering trainings and conducting health promotions.

The evaluation was meant to ascertain the relevance of the program in the eyes of the beneficiaries, analyze whether the original objectives were met, gauge the timeliness of the response and ascertain the efficiency and cost effectiveness of the program. In addition, the evaluation was meant to document the appropriateness of the approaches used in regard to partnerships, community participation, interagency coordination and gender mainstreaming. Both positive and negative project impacts were to be documented. Finally, existing needs and strategies of offsetting future shocks were also to be documented.

### 1.2: Purpose and objectives of the evaluation

The purpose of the evaluation was to develop an overall view of the impact of project while gauging the timeliness, adequacy, cost effectiveness and efficiency of the intervention. The specific objectives are outlined below:

- To determine the reference of the program in the eyes of the beneficiaries,
- To analyze whether the original objectives of the program was met,
- To analyze the timeliness of the response,
- To analyze the efficiency and cost effectiveness of the response,

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<sup>3</sup> Approximately 7,230 individuals.

<sup>4</sup> A household was estimated to have 7 people at the time of project planning.

<sup>5</sup> The actual beneficiaries were estimated to be 7,230 people, overall, and an additional 15,000 for water and 5,071 for sanitation.

- To evaluate the appropriateness of partnership approach, community participation, interagency coordination and gender mainstreaming,
- To determine the positive and negative impacts of the program,
- To analyze the existing needs of the affected population and recommend actions to strengthen the resilience of communities against similar shocks in future.

### **1.3: The methodology**

Need for collecting representative technical data, both qualitative and quantitative dictated the methods used. Equal coverage of settlements, issues, field activities and respondents was considered in order to reduce bias. The evaluations team selected 5 out of the 6 settlements, leaving out Gelef, which had the least number of respondents. Primary data was collected using a combination of 13 focus group discussions, 6 structured interviews and field audit of implemented activities. During interviews, men and women were interviewed to pick out gender de-segregated data. Field data was crosschecked to minimize circumstantial bias. The interviews were guided by questionnaires developed from log-frames and the Terms of Reference. These questionnaires formed the basic foundation against which primary data was gathered. The evaluation team also perused through secondary data from progress reports, proposals and baseline surveys. This was meant to fill gaps noted in the primary data.

### **1.4: Limitations**

The following limitations were noted;

- Security was the biggest constraint. One team, comprising of an independent consultant, WASDA and Oxfam GB conducted the field audit while another team comprising of the lead external consultant and WASDA program staff conducted focus group discussions on the Somali side of the Kenya Somalia border, away from the villages.
- Rains interfered with focus group discussions in at least 2 sites, Qoqani and Tabta. These discussions were held later, by the team that was conducting the field audit.
- The project sites are located in remote places and discussions took place in two languages. Travel and translations were time-consuming.

### **1.5: Expectations**

The following were the expected outputs;

- A preliminary report was to form the basis for sharing the general evaluation findings.
- A comprehensive evaluation report containing evaluation findings, lessons learnt and the way forward was to be compiled after sharing and receiving feedbacks on the preliminary draft.
- Detailed annexes of secondary data sources/ people interviewed were to be attached.

### **1.6: Participants in the evaluation exercise.**

The participants in the evaluation were the Village Relief Committees, Elders, Local NGOs, Administrators, and Beneficiaries, both men and women.

## **2.0: FINDINGS**

### **2.1.1: Whether the project responded to the most urgent needs.**

In Diff, Godaya and Gelef, water was the most critical need, at par with livelihoods. As an example, during the dry spells, Diff Somalia relies on water trucking using money contributed by community members. Prior to WASDA intervention, there were no water pans. On the other hand, in respect to priorities, sanitation was second given the fact that latrine coverage was 1% prior to the project. In Doble, Tabta and Qoqani, lack of livelihood came first, followed by water and sanitation. However, it is important to note that the cash for work influenced livelihoods, water and sanitation together. Cash was also used to dig pit latrines. In summary, the project addressed the felt needs and reduced the need for constant water trucking in Gelef, Godaya and Diff-Somalia. It also addressed the serious sanitation deficiencies in all target areas. Access to water in Doble, Qoqani and Tabta increased. In respect to livelihoods and water, it was clear that much more needed to be done given the chronic livelihood and water problems in the project area. The amount units allocated to water pan excavation was only 5,000 cubic meters per water pan. As a result, the additional volume was hardly enough to address water shortages on permanent basis. In regard to sanitation, the existing population is high compared to the available latrines; as many as 70 people use one latrine. During the evaluation, the community sent a strong request for incorporation of human health in the program. The project area has no health facilities and health has become a permanent emergency. A mobile clinic (once or twice per month) was suggested. Human health is a priority that cannot be wished away.

### **2.1.2: Priority regions and the relevance of the micro-projects within the existing context**

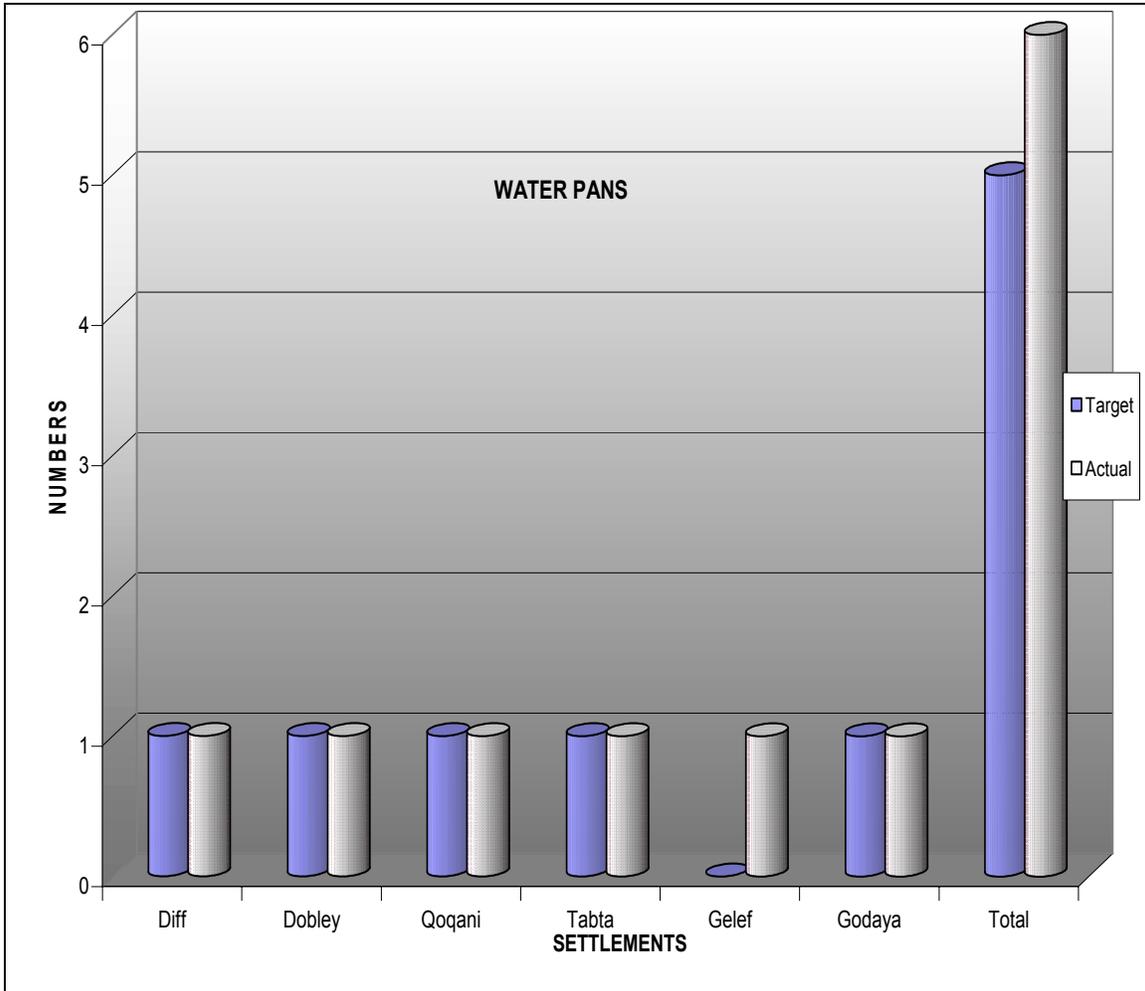
Although many more needy villages like Hosingo and Buria exist, the project intended to consolidate emergency interventions in previously targeted areas. At each of the target settlements, there were needy satellite villages. However, security was an important consideration before any intervention was planned. In addition, within the current settlements, needs still exists. It was therefore impossible to pass such needy villages to serve those beyond. In addition, the fact that the project staff belonged to the same clans as those at the settlements implied that security and protection could be assured. Again, concentrating on such settlements made sense. In respect to relevance, the micro-projects could be seen from the livelihood perspective as well as the water and sanitation service component. On livelihoods, the project was most relevant, cash-for-work turned out to be much better than simply cash relief distributions. The units of excavations measuring 2 x 2 x 0.5 m for \$ 3 per day were realistic. At the beginning, the earnings (\$60/month) were favorable compared to the cost of a basket of household dairy needs for the month. The \$ 60 per household per month was initially adequate but inflation pressures made the purchasing power of the dollar low. Currently, at least \$ 90 is needed to purchase the same basket of items the \$60 could have purchased at the start of the project. In respect to water and sanitation, the project would have opted for able bodied individuals to work and gain maximum water harvesting capacity or construct the highest number of latrines from the same amount of resources. However, this was compromised by the need to provide livelihoods, water and sanitation at the same time. The choice of workers was based on their vulnerability rather than her ability to work.

The inflation pressure has been on the rise in Somalia and elsewhere. As a result, the \$60 paid to each household per month was inadequate to meet the household needs. Rise in food prices pushed more people below the poverty line, resulting in the current dependency ratio of 1: 10 at the settlements. These factors were responsible for the constant request that household earnings per month be increased.

### **2.2.0: ACHIEVEMENT AGAINST THE PROJECT OBJECTIVES**

#### **2.2.1: Improvement of the quantities and reliability of water supply to households**

Six water pans were excavated compared to the projected five. A new water pan was constructed at Gelef. Overall, the water harvesting capacity of the community was increased by 34,000 cubic meters from the projected 25,000 cubic meters. The increase in volume was partly due to funds being reallocated as explained below, and partly from community contribution, estimated at 9,000 cubic meters. The chart below compares the projected versus the excavated water pans at the target settlements.



Out of the six, 5 water pans managed to hold water for at least 3 months during the project implementation period. As a result, communities' access to water was improved. The resources for the additional water pan came from reduction in the number of latrines in Doble. Others came from water points that were done away with in Diff, Doble and Qoqani. Those in Doble and Qoqani were excluded to avoid overlap with Solidarity. The one in Diff was excluded after the borehole water became too saline. A 70,000 liter masonry tank was constructed at Doble, initially; a 90,000 litre tank was planned. A pump house was shifted from Doble to Tabta. This was after disagreement with the water committee on the nature of the facility needed at Doble<sup>6</sup>. The transfer of the facility to Tabta was preferable as the engines in Tabta were kept in the open, reflecting a needier situation compared to Doble. Any money saved in these adjustments was used in excavation of the new water pan at Gelef. These changes were made in line with provisions in the grant

<sup>6</sup> The community needed a bigger facility than just an engine room. They wanted more rooms to accommodate the guards and an office for the water committee officials.

agreement between WASDA and Oxfam GB<sup>7</sup> that allow revision of the project activities and budget lines given the volatile situation in Somalia.

On tools, it was noted that the tools were inadequate. The excavations were organized in groups of 30-42. In such groups, about 12 women were assigned lighter duties to support the actual group doing the manual work. The fact that the communities organized themselves on group basis meant that a mismatch was bound to happen between available tools and the number of people excavating the pans. Overall, it was noted that the number of pick axes should be increased, about half the size of every group. Wheel barrows are cumbersome; they can't pass through loose soil. When in use, they force the soil to be deposited closer and closer to the edge of the water pan, raising fears of washing back of the soil. Instead, gunny bags should be bought to ferry the soil out of the excavation sites. Alternatively, jerry cans with open tops could be used. Wheelbarrows should only be used at construction sites; even then, the number should be drastically reduced. The number of spades should be increased. Below is a water pan under excavation.



Water pans: The excavation work in Doble. The work is not easy for women.

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<sup>7</sup> WASDA was guided by the agreement with Oxfam. Oxfam was responsible for making sure that Oxfam agreement with ECHO was respected.

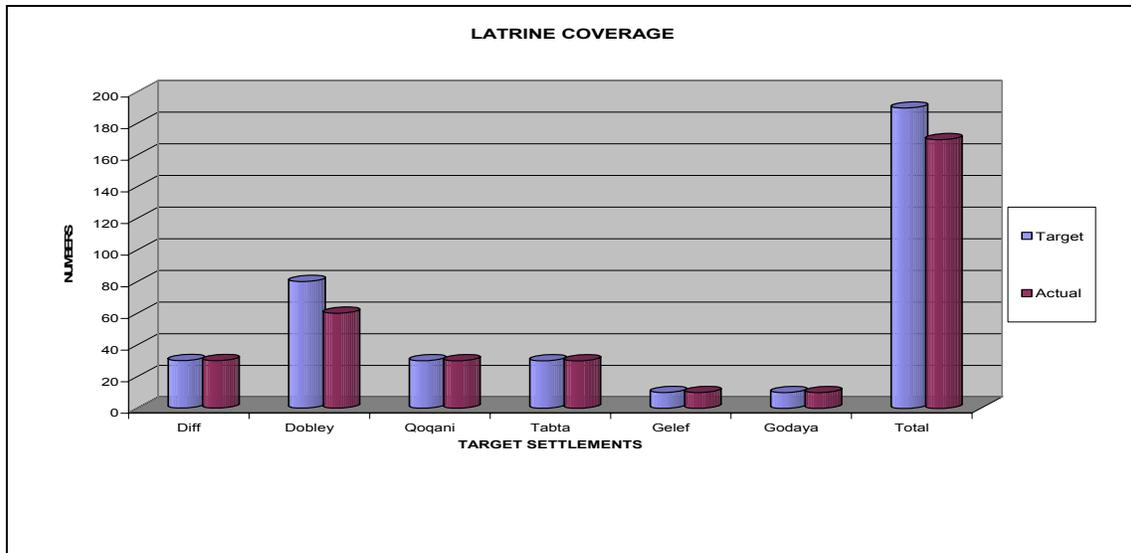


Qoqani: The excavated water pans filled with water, improving access to water for target beneficiaries.

In regard to reliability of the water supply, it is important to understand that reliability of the water supply from water pans is dependent on the seasonality of the rains and the water holding capacity of the water pan. As long as the rains are reliable, the water supply will be reliable. Overall, under this project, the potential of the community to harvest water increased. Unlike in previous interventions, the communities did not truck in water from distance sources. Water trucking would have consumed a significant amount of money from the micro-project earnings.

### **2.2.2: Improvement in public health knowledge and adoption of hygiene practices.**

It was clear from focus group discussions that trained field officers managed to train VRCs and the administration on sanitation and hygiene practices. The trained teams were assigned specific groups of households, about 7-10 households using the same latrine (about 70 people). This way, such groups become the focus of the health and sanitation promotions, done at personal and environmental levels. In each village, the number of VRC members varied, from 5-15 people. More VRCs were noted in villages with high proportion of pastoralists. The latrine coverage is analyzed below.



Health and sanitation changes were captured through a pre- and post implementation survey. It was clear from these surveys that increased knowledge of hygiene practices led to improved health and adoption of practices such as latrine usage, personal hygiene (washing hands after toilets), safe disposal of garbage, keeping animals out of the dwelling houses etc. Management of the sanitation facilities also improved. The households that were trained were allocated toilets to manage. Placing toilets at household levels improved usage and sustainability. The evaluation team formed the opinion that this is a better approach compared to placement of latrines at public places.

### 2.2.3: Project influence on income and purchasing power of 1,100 drought stricken pastoralist HHs.

The beneficiaries got \$60 per month for six months. These beneficiaries include 136 workers in Tabta, 137 in Qoqani, 271 in Godaya, 260 in Diff Somalia, 206 in Doblely and 90 in Gelef. Out of these, the actual workers got \$60 while the supervisors got \$70 per month for six months. The beneficiaries benefited from a continuous and predictable income, almost like a salary. Such an income could be planned for. The beneficiaries could purchase foodstuff on credit from shop owners and repay after money is distributed. It was estimated that access to credit increased by 30% and close to 62% of the beneficiaries were able to purchase foodstuffs. In all, every household recorded an increase in the number of meals per day, those with 6-7 members managed 3 and those with 13-15 members<sup>8</sup> managed only two per day.

<sup>8</sup> In Somalia, the average household is 6-7 members. Most heads of household has 1 or 2 wives, hence the 6-7 and 13-15 members.



(Somali women beneficiaries who used the ECHO cash income to start up small business in selling clothes)

In addition, the numbers of households with iron sheet roofs increased. Some households managed to accumulate livestock for sale in order to buy iron sheets. Without the cash-for-work, this would not have happened. Households with elderly and young children were able to purchase milk for them. This way, the nutritional status of the households was improved.



(Ali used the ECHO Cash he received through Oxfam/WASDA to buy goats for his family)

### **2.3.0: TIMELINESS OF THE INTERVENTION.**

Project activities started on the ground in January 2008. Prior to this, WASDA had been given two months preparation period. From focus group discussions, communities and WASDA were on schedule on all activities. The beneficiaries' also got their monthly dues as scheduled.

However, delays were noted in the pre-financing period. The initial assessment was conducted in June 2007. The preparations for the project started in November 2007 after a 2 months preparation period. The actual activities started on the ground in January 2008 and went on for 6 months. After that, there was a one month period for closure. It is during this month that the evaluation was done. Before the project was financed, the community waited for 6 months from the time of the initial assessment to the time that the project started. Such a delay is fairly acceptable given the time needed for grant making. However, the one month that is reserved for closure seems too little. Two months would be more practical in a volatile place like Somalia.



(Mother and children get water from a pan de-silted with ECHO fund- more water is available for households at the sphere standards of 15/p/p)

#### **2.4.0: EFFICIENCY AND COST EFFECTIVENESS**

Conversion of inputs into outputs was judged to be good except where workmanship in latrine construction in Godaya was wanting. The structures under the water and sanitation components served the desired purposes, that of harvesting water and ensuring environmental cleanliness. The utility functions were therefore optimized. In Godaya, the size of the plot allocated to the water pan was small and close to the Mosque. This limited the excavation area. Overall, the efficiency of resource allocations was improved by close collaboration between WASDA and Solidarite, the two organizations working on water and sanitation in the project area. Solidarite was able to compliment WASDA activities by building 3 water points and 172 pit latrines. This led to shifting of budgetary allocations from latrines and community water points to excavation of the sixth pan at Gelef. Two other organizations complemented WASDA's activities; these included WFP that supported supplementary feeding in Doblely and UNHCR that provided free fuel. As noted earlier, free diesel was able to increase household access to water and supplementary feeding complemented the impact of the micro-projects on nutrition.

To improve efficiency of cash distributions, Dahabshil was contracted to distribute cash meant for micro-projects. WASDA prepared the payroll, and sent the same to Oxfam GB. Oxfam GB passed the payroll to Dahabshil for payments in the field. WASDA then used its copy of the payroll to countercheck Dahabshil payments. Both payrolls were signed. The VRCs also counterchecked the payments to ensure the right recipients received the cash. Dahabshil ensured delivery of the cash to the recipients in a timely and efficient manner. This system has worked well and should be replicated elsewhere. In addition, use of the Nairobi based Dahabshil ought to continue as opposed to use of Kismayo Branch of Dahabshil. The money from Nairobi branch passes through Ogaden clan area in both Kenya and Somalia, all the way to Afmadow, unlike Kismayo where Dahabshil would risk attack by passing through different clans.

## **2.5.0: APPROPRIATENESS OF WORKING THROUGH PARTNERSHIPS**

### **2.5.1: Appropriateness of project planning and implementation**

#### **▪ Working through WASDA**

By working through WASDA, Oxfam GB was able to access insecure areas in Somalia. Unlike other NGOs, WASDA does not carry security guards. The organization belongs to the community where it works. WASDA is also able to work with communities without resulting to individual contracts, such contracts are sources of conflicts as different clans compete for contracts. This notwithstanding, a lot of pressure is exerted on WASDA and Solidarite, the only NGOs in water and sanitation in the project area. Additional NGOs would be welcome to ease pressure on WASDA. However, establishing new NGOs may mean nurturing local groups with the correct values, attitudes and technical know-how. By working through partners, Oxfam GB is able to ensure a more in-depth reach to the communities. Working through WASDA, Oxfam GB is able to keep track of the changes happening at the project sites. These changes include influx of pastoralists and IDPs into the settlements.

#### **▪ Sustainability of partnerships**

To ensure sustainability, Oxfam partners feel that Oxfam GB could capacitate the partners to have one fundraising officer in their long term projects. Such an officer would be responsible for continuous fundraising to complement Oxfam funds and ensure progressive service delivery to the communities. Raising the visibility of the partners and linking them to donors could have a positive impact on their fundraising capacities. However, such efforts could become counterproductive if the information given is not comprehensive. Where inadequate information is provided, fear of overlaps could act as a deterrent to inflow of additional funds.

#### **▪ Project delivery**

Due to Oxfam's flexibility and responsiveness to emerging needs on the ground, partners regard Oxfam GB highly. Focus groups discussions indicate that Oxfam GB is able to respond more quickly than all the other International NGO's. There was a general feeling that Oxfam has more interest on what happens on the ground. In respect to project delivery, partners feel that it is good except when organizations work as a consortium. In such cases, the working environment is sometimes affected by the differences in project level policies from different organizations. Such policies may affect team work and spirit. As a result, consortiums ought to harmonize their project level policies before project implementation starts.

#### **▪ Effects on existing capacities**

Oxfam supports partners to establish a working structure and develop management policies, procedures and set up logistics. This is behind the good performance exhibited by partners like WASDA. However, partners expressed concern that constant contact, information sharing and joint monitoring is low. In addition, in Somalia, capacity building is not much emphasized, probably in response to the short term emergency interventions that form the bulk of the projects in Somalia. Lack of strong local NGOs in Somalia is also a deterrent to efficient service delivery in that country. At Oxfam level, frequent staff turnover at the Somali program affects consistency of support to partners.

#### **▪ Contractual agreements**

In respect to the agreement between Oxfam and WASDA, both parties had a clear understanding on roles and responsibilities that each had to undertake to ensure quality output from the project. Funds were

disbursed to WASDA in a timely manner so long as the reports were submitted in time. Procedural matters were never a constraint and administrative back up as well as technical collaboration between Oxfam and WASDA were good. Only one change could be needed, the avoidance of the short notices to WASDA when Oxfam GB plans to train WASDA staff.

- **Monitoring**

Joint monitoring of activities between Oxfam and WASDA should be more regular and deeper. During the project implementation, this aspect was affected by the high staff turn over in Oxfam GB Somalia program. In 2007, a baseline survey was conducted to assess the feasibility of the intervention and document indicators for evaluating outcomes. These indicators were inbuilt into the log-frame and progress reports were compiled progressively against these indicators



(Oxfam GB Humanitarian programme Coordinator at a de-silted rainwater catchment in Diif-Lower Juba during a monitoring visit)

- **Targeting of beneficiaries and cash distributions**

From focus group discussions, targeting of beneficiaries was faultless. However, the elderly, disabled and the sick were left out as they couldn't work. In previous programs, such groups received cash relief. The community prefers a combination of Cash for Work (CFW) with relief food and/or limited allocations for small businesses. The latter was justified by the fact that most of the money earned through CFW was directed towards small businesses. Money for such investments was accomplished by squeezing and limiting expenses on food. Another way of targeting the disabled, sick and elderly was to allocate them CFW activities to be executed by family members who take care of them. Under this project, this category received nothing except what they shared with those who had. This notwithstanding, the percentage of people in this category are few, averaging 5-6% of the total population.

- **Execution of micro-projects**

All the project activities had the input of Oxfam technical engineer. This was meant to ensure that the structures were technically sound. Included were water pans, masonry tanks, latrines and pump houses. Women friendlier activities ought to be considered under the micro-projects. Sealing pot holed roads, digging garbage pits and providing support services to excavation teams could be considered for women. Under the micro-projects, working through WASDA made supervision easier.

- **Project duration**

The community felt that the duration of the micro-projects was too short. Such projects ought to cover a longer period of time to have better impact.

- **Baselines and planning data**

During the implementation, a number of changes were made. The changes included reduction of the number of latrines from 190 to 170 (in response to Solidarity program that targeted to construct 200 latrines in Doble, Tabta and Qoqani) doing away with a 90,000 liter tank for 70,000 litres, exclusion of community water points and soak pits, shifting of construction of engine room from Doble to Qoqani, payments of supervisors \$70 instead of \$72, excavation of 6 pans rather than 5 and reduction in the number of tools. These changes, while reflecting good judgment at the point of implementation, reflects lack of adequate consultations and basic data during the project planning stage.

- **The effects of budgets**

During the planning, Oxfam and WASDA underestimated the costs involved in quality control through reviews, field missions, joint monitoring and evaluations. Budgetary allocations in these areas were too low.

- **Contractual agreements.**

Oxfam should consider a systematic strategy of linking partners to donors and institutionalize the same. Partners are key strengths of Oxfam GB. Where possible, Oxfam could give management costs as a percentage of the total budget. This gives leeway for partners to grow.

### **2.5.2: Clan influence in resource allocations by partner NGOs.**

Clan lineage played an important role in resource allocation and distribution in Somalia. Project resources follow the same clan lines after the community sits down to plan allocations. Once divided on clan lines, the second level of allocations was based on vulnerability. It is important to note that each sub-clan was represented in decision making. In respect to geographical spread of resources, WASDA preferred to work in a small area, for a longer period, to consolidate impact. The choice of where to work was influenced by security and the need to protect resources. It was also influenced by FSAU vulnerability ratings. To date, WASDA has only worked at the targeted project sites and has had no chance to work with other clans. The target sites are areas where the community made requests (through the Kenyan administration) for interventions to be carried out by WASDA.

### **2.5.3: Appropriateness of the micro-project allocations and periodicity of distribution.**

Initially, the \$ 60 per month per HH was adequate to sustain a family of 6. These allocations were based on baselines information at the beginning of the project. However, due to price changes, the minimum level of income needed to sustain a basic basket of household needs, similar to those that could be purchased with US \$60, has increased to US\$ 90.00. Focus group discussions pointed to the need to double the amount, this was in response to the fact that once targeted, a household was seen to be 'employed' and other sources of help dried up. The \$90 would then become the sole income for the household.

### **2.5.3: Coordination, narrative and financial reporting**

Oxfam GB was able to influence coordination and networking at National and local levels. At national level, Oxfam coordinated with the NGO cluster for Somalia. On the ground, WASDA was able to coordinate with other NGOs in the project area. During the project implementation, coordination meetings were held between Oxfam GB and WASDA to guide programming. Five field missions were conducted by Oxfam GB officers in Lower Juba. Several trainings were given by Oxfam GB staff to WASDA in Wajir. Timely monthly narrative and financial reports ensured that both parties are updated on any happenings at the project sites. It was expected that lessons captured in the final evaluation will be widely circulated.

### **2.6.0: COMMUNITY PARTICIPATION**

#### **2.6.1: Community participation**

- **Resource contributions.**

The level of community participation during the project planning and implementation was high given the knowledge exhibited by the community representatives (the VRCs) and the beneficiaries on details related to the project. At all the settlements, the community provided the plots for excavation of water pans and building the latrines. They also provided the posts for constructing the latrines. In Diff-Somalia, 2 fences were constructed to double protect the water pans; this reflects the seriousness of the water shortage as well as the ownership of the project. In other places, life fences were erected. In Godaya, a special gate was erected to ensure easier management of water facilities.

- **Decision making**

At the initial stages of the project, WASDA approached the local administration and together with the community elders, managed to select trusted individuals to constitute the Village Relief Committees (VRCs). These committees had representatives from every sub-clan/every segment of the local society. The VRCs became the decision making bodies at the community levels. In turn, the VRCs selected team leaders for specific tasks. The team leaders were guided by the field officers, one per every intervention site. Besides being all inclusive in decision making, the VRCs structure allowed distribution of roles and responsibilities; it gave room to different people to use their talents, a good framework for project implementation. However, for the purposes of monitoring and accountability, there was need for different monitoring committees to monitor the implementing committees.

- **Coordination/Facilitation**

Throughout the project implementations, VRCs ensured that the larger community cooperated and security was maintained at all the project sites. They also solved minor disputes during cash distributions. This was crucial given the high mobility of the community members and the occasional disagreement on who could

receive payments on behalf of a head of household who was away<sup>9</sup>. VRCs were also responsible for facilitating awareness creation, especially in regard to health and sanitation.

### **2.6.2: Accountability systems at community level and the resultant performance of the same.**

The following accountability systems and measures were noted;

- The community participated in public election of the VRC members, vetting of local partners, establishment of beneficiary selection criteria and public vetting of beneficiaries.
- To ensure value for money, VRCs measured the volumes of soil excavated by individuals and screened cash recipients to make sure those only deserving persons received cash. No money was paid unless the beneficiaries completed their tasks.
- The VRCs verified payments with WASDA and Dahabshil representatives before money was paid out. Two payrolls were signed, one for retention by the NGO and the other for Dahabshil.
- The VRCs and WASDA conducted public vetting of target beneficiaries to ensure that only those selected according to the agreed criteria benefited.
- At project implementation level, coordination meetings with stakeholders ensured that overlaps were avoided.

### **2.6.3: Community participation, cost effectiveness and the feasibility of the micro-projects.**

Community participation in all the micro-projects was fairly good. Both men and women were involved. The Village Relief Committees were responsible for identification, selection, screening and final registration of beneficiaries and also the micro-projects. Comparison between the micro-projects under the current project and similar activities elsewhere show the need to allocate realistic budgets to the excavation activities. The projected excavations of 5,000 units per settlement were inadequate. These allocations were too little compared to the livelihood and water needs at the settlements. To illustrate, the number of workers in Dobley were 206, of these, 60 worked in the latrines and 27 were supervisors. The town has 3,400 households and many of these are destitute. The added 10,000 cubic meters of water could only satisfy an average settlement of 400 HHs for 10 days only. This notwithstanding, the manual excavation of water pans has been demonstrated to be effective by different organizations. However, supervision has to be guaranteed. While the technical feasibility of the project was not in doubt, it was important to note that the monetary allocations for micro-projects in each settlement were far below the requirements. In Dobley, 60 latrines were constructed. Each latrine was allocated 10 households, approximately 70 people. The population using one latrine was three times the sphere standards, set at 20.

### **2.6.4: Community plans for management of micro-projects after implementation.**

Some settlements have a continuous de-silting plan for the water pans. Others have a more sustainable approach; every person who comes to fetch water removes the equivalent of silt before they are allowed to draw the water. The water pans are de-silted as the water recedes. However, in other villages, the preference was to de-silt after the rains while in others, water user charges were used for repairs and maintenance. In respect to toilets, the households that were allocated the latrines maintained and cleaned them.

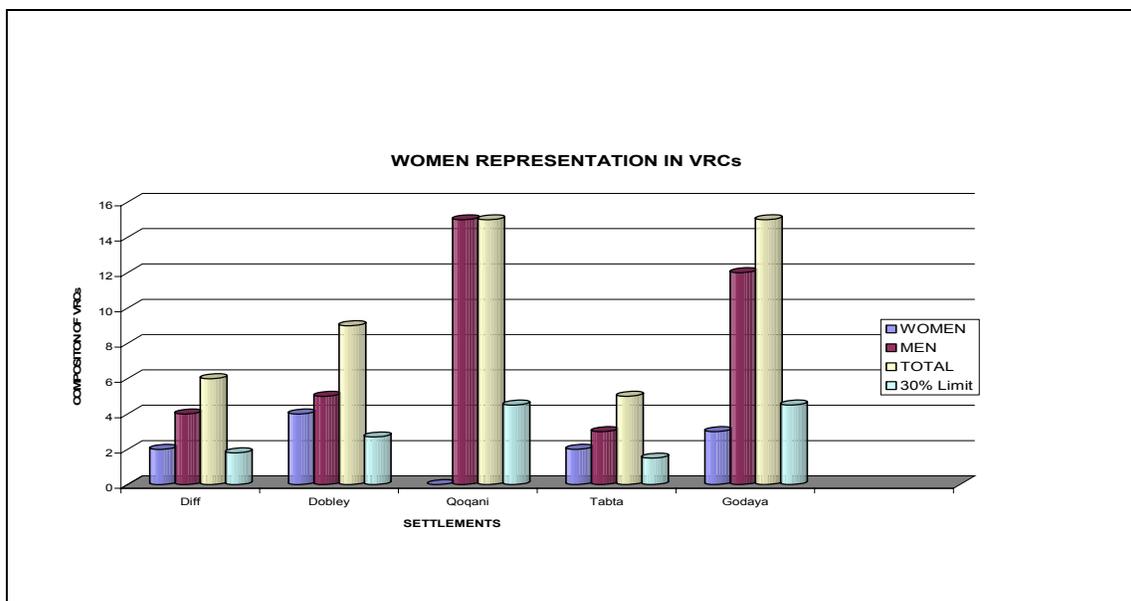
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<sup>9</sup> Most people are illiterate, they do not know how to read and write.

## 2.7.0: GENDER MAINSTREAMING

### 2.7.1: VRCs and gender mainstreaming

From focus group discussions, both men and women were represented in the project design and implementation. Both were also represented in the decision making process through representation in the VRCs. At household level, close to 70% of the households discussed the use of the money earned, unlike before, when the head of the household was the final decision maker. At the beginning of the project, the compositions of VRCs were expected to have at least 30% women. As a case study, Doblely had 44% women representation, about 14% more than the projected numbers. In the past, men resisted inclusion of women in VRCs. The first project executed by WASDA in Doblely had no women VRC members. The second had 20% and the current has 44%. In the next project, the percentage will be raised to 50%. This happened after a good show by the women in the VRCs. The analysis below gives the composition of VRCs at the various settlements.



As shown in the chart above, women representation varies from site to site.

### 2.7.2: Targeting female headed households/addressing the specific needs of men and women.

Women headed households were considered vulnerable and were allocated cash for work activities. This did not serve them well given the difficulties involved in excavation. More women friendly work could work better for them. Good examples include excavation of inlets, sealing of potholes along the roads, digging of garbage pits in the settlements, using women as the supervisors of the excavating groups etc. In respect to design of structures like toilets, it could have been more appropriate to increase the dimensions of the toilets to allow for double usage as bathrooms and latrines.



Above: A completed latrine, the workmanship and the dimensions needed improvement in Godaya..

Both men and women complained about the small size of the latrines. In some villages, households managed to increase the size by adding more materials. This notwithstanding, the consultant noted that discussions on sizes had been carried out before the project was implemented. Perhaps, the problem lay in the ability of the beneficiaries to visualize the actual dimensions.

### **2.7.3: Program contribution to gender equity**

The program maintained and supported women contribution in the project. As observed at project sites like Dobley, women participation in the project was appreciated by men and their numbers increased in the Village Relief Committees (VRCs). Through these VRCs, women were able to voice their concerns and make decisions. Overall, both men and women VRCs ought to be trained in facilitation, public relations and techniques of working with communities. One important observation was that women appreciation in VRC was not constant at all the project sites. The settlements with more nomadic pastoralist had less appreciation for women. Pastoralists are more traditional in terms of outlook and their perceptions are controlled by the traditional gender based division of labor.

## **2.8.0: POSITIVE AND NEGATIVE IMPACTS OF THE PROGRAM**

### **2.8.1: Impact on food security and nutrition**

Between January and March 2008, households could purchase household food needs from cash for work earnings but between March and June 2008, inflationary pressures on foodstuffs made this difficult. During this period, prices of foodstuffs rose by more than 302%. Households that had one meal per day managed to have 2-3 per day. Those that managed 2 meals had 13-15 members while those that managed three had

6-7 members<sup>10</sup>. Overall, improvement in food security was noted in 100% of the target households. Some of the negative outcomes included continuous inflow of people around the cash for work sites, in expectation for more work. Estimates indicate that an increase of population by about 20% was noted by the end of the project. This was in response to possibilities of extending cash for work programs. It is also a reflection of the dire need for sustainable livelihoods in the project area. Balancing between ensuring adequate household food security against water and sanitation was an issue.

### **2.8.2: Impact on coping mechanisms.**

The following coping mechanisms were noted;

- The 1,100 households managed to access credit. About 30% purchased foodstuffs on credit system. On average 62% of the money was spent on food and debt repayment, hence easing the debt burden. The rest was divided among a myriad of uses.
- A small percentage of the beneficiaries managed to buy one or two goats or purchase cloths.
- The numbers of small business (mainly by women) increased by 20%.
- Approximately 1% of the income was shared with other needy households. This increased steadily to about 6% as the influx of people continued. An indication of revival of the debt coping mechanisms.
- Strengthened family/community capacity and social support systems.
- The general population in the villages increased by approximately 20%, expanding the market for those with small business.
- Some individuals managed to buy donkey carts for transport.

The above trend seems to suggest that limited allocations to small business combined with Cash for Work would benefit women for a longer period.

### **2.8.3: Impact on water, sanitation and health services.**

Access to water in Diff, Gelef and Godaya increased from 40Lts per HH to 100Lts/ HH per day. This was a 150% increase. The water pan at Tabta had not received any water from the rains but did so on the day of the evaluation. In Doble and Qoqani, the number of water users rose, as the population influx continued.

These improvements in water supply were captured by one elder, after being asked about the reliability of water supply in Godaya, he had this to say. "If it wasn't for Oxfam and WASDA, by this time, people could have deserted this area". This notwithstanding, the population increase also increased water demand. A significant rise in household water access was noted from June 2008 until the time of the evaluation. This was in response to free diesel supplied by a different program. The lesson learnt is that where water user charges are in place, increased access to water depends on household income levels. Provision of free diesel reduces the price of water, hence the increased access to water.

On sanitation, at least 40% of the households have taken up one or more sanitation practices such as digging of garbage pits for household dirt, exclusion of animals in the houses, seeking advice on sanitation issues from WASDA, placement of Jerry cans at strategic points for hand washing as opposed to communal water bowls and so on. The impact on sanitation was demonstrated by a number of people. Kasido, a woman who benefited from the latrine construction had this to say, "Latrines have minimized open defecation and reduced the spread of diseases. Now we dispose children waste in latrines. Previously we used to throw it next to our houses" Another woman commented that "In this intervention, women benefited most. We used to go to the bush...and endure the shame of being seen doing 'it'. One woman had this to

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<sup>10</sup> Very few households have 8-12 members. The Somali society is polygamous and the religion does not advocate family planning.

say, "Latrines have increases privacy by hiding our 'shape'. Previously we used to bath in the bush and you could find a man standing there, looking at you". One elder also commented that "There is still limited latrine coverage as evidenced by "queuing for latrines, especially in the morning. Just imagine when a mother-in-law and a son-in-law meet at the latrine!" There is need to increase the number of latrines to reduce what is seen as culturally inappropriate use of the latrines.

#### **2.8.4: Impact of cash on the local economy and the market prices**

Economic activities increased in response to cash injections in the settlements. This increase was reflected by the number of trips made by the traders to buy merchandize and also the travels to get credit from money transfer companies. Both increased from one trip per month to 2 and sometimes three trips depending on abilities of the individual trader. From these observations, the economic activities in the settlements more than doubled over the duration of the project. When asked about her business, Fadumo, a project beneficiary, had this to say "Initially, I used to sell 'Khat' (local name for green twigs of a stimulant) and a flask of tea. But after the project interventions, I saved and was able to start a cloths business. I have changed my lifestyle". In regard to changes in the market prices, it was observed that the amount of money in circulation was not large enough to influence market prices. However, a general price increase was experienced during the later part of the project. This was attributed to global trends caused by rising petroleum prices. At the project site, the closure of the Kenya Somalia border affected prices of goods. Kismayo port was only operational during the monsoon season; the alternative was the more costly goods from Kenya through Mombasa. The overall observation was that the project impact was good. It would have been better if the project duration was longer.

### **2.9.0: COMMUNITY NEEDS AND STRATEGIES FOR ENHANCING COMMUNITY RESILIENCE AGAINST SHOCKS.**

#### **2.9.1: Current needs**

- **Community water management plans.**

The technical standards of the micro-projects were deliberated upon between the project staff, VRCs, beneficiaries and artisans. Oxfam GB engineer then translated the agreed designs into technical drawings for implementation. Thereafter, post project maintenance awareness creation was conducted before phase-out. From these, communities created management plans to manage the activities after the project ended. To ensure timely repairs, maintenance and de-silting, it was important to assign specific time schedules for these activities and define roles and responsibilities. In some places like Diff, a management committee of seven was formed. One person was allocated a day in a week to ensure proper water management. This approach reduced the burden on the entire committee. Water pans are normally managed by committee members and only livestock owners are charged for watering livestock. At some settlements like Qoqani, the revenue was used to repair the main road. In others, such as Godaya, double fencing of the water pan ensured maximum control over water. On sanitation, the VRCs were trained; this was followed by hygiene promotion on household groups allocated to specific latrines. However, one problem that still persists is the muddy water in the water pans. The only remedy, so far, is to boil the water. These community plans would enhance sustainability of the project activities and ensure that water pans are maintained. In regard to the three boreholes in the project area, some form of privatization was in place. Members of the management committees are business people and meet fuel and maintenance costs while charging water user fees. This approach reduces the burden of maintenance on water users. It is also important to note that the most vulnerable households are exempted from paying water user charges. It is also important to note that the management of water facilities was not uniform but varied from place to place. This is despite the fact that hygiene trainings and promotions were conducted at each settlement for 15 beneficiaries per settlement.

Refresher trainings on targeting, security and activity management were conducted for VRCs, borehole committees and community animators.

- **Community sanitation management plans**

On latrines, the individual households will take care of cleanliness and maintenance of the facilities. Latrines are basic necessities, managed by the households allocated such facilities. To derive maximum impact from the health and hygiene program, the community wants inclusion of human health as part of the health and sanitation program.

- **Structural design needs**

The community is in need of simpler latrines that need less materials and technical know-how to construct. Secondly, they need latrines that are big enough to serve as both latrines and bathrooms. It could be important to explore the possibility of constructing latrines by supplying slabs and leaving the superstructure to be constructed by the households. Pre-fabricated superstructure that can be moved from site to site after the pit fills up could be considered to reduce costs in the long run. It is important to consider the environmental factors in the design of the structures. In the project area it hardly rains, and latrine roofs are not necessary.

- **Community contracting needs**

The community is against NGOs that give individual based contracts; instead, NGOs should go for community participatory process of micro-project development.

- **Community capacity building and awareness creation needs**

It was clear from focus group discussions that more training for VRC, water committees and community groups were needed. The most crucial are refresher trainings and those focusing on health and sanitation for children in Madrassa and the Duqsi. Sanitation trainings ought to focus on children to ensure early uptake of the said practices. This particularly emphasized in Diff-Somalia. At the settlements, the beneficiaries were trained on hygiene and sanitation, including basic hygiene practices like washing utensils and containers. These trainings were crucial given the pastoralist background of the beneficiaries. The nomadic nature of the population means that at any given time, new arrivals to the settlements have to be trained. At times, the proportion of the new arrivals could be high depending on the seasons. These new arrivals could erode the impact of the training already conducted.

### **2.9.2: Existence of new and vulnerable IDPs that need assistance.**

At all the settlements, new IDPs exist, especially those arriving from the conflicts in Mogadishu. Most are on transit to the refugee camps. For every 100 IDPs destined for the refugee camps, 50 stay in the villages. However, their exact numbers could not be established as some are housed by their hosts.

## **3.0: LESSONS LEARNT**

The following are some of the lessons learnt;

- Initiatives of reducing water contamination by constructing extraction wells at the end of a water pan are unlikely to be adopted widely. The approach is unsuitable for areas with high concentration of water users. Users abandon the wells for direct sourcing of water from the water pans.

- Where water user charges are in place, increased access to water depends on household income levels rather than the efficiency of the water supply system. Provision of free diesel reduces the price of water, increasing access to water during periods of water stress when livestock terms of trade are unfavorable.
- Imposing percentages of women to be included in VRCs goes against traditional culture, it may cause clan representation problems as none may want to be represented by women. It would be better to encourage inclusion of women without setting targets.
- Placing toilets at HHs levels improves management and sustainability as opposed to placement at public places.
- Community privatization of management of boreholes by giving water management committee the right to manage the borehole as private entities is a new and innovative approach. The committees are given temporary rights. These are withdrawn, if they fail to satisfy the community. This approach brings professionalism in borehole management but need clarity in respect to terms of reference, roles and responsibilities.

#### **4.0: CONCLUSIONS**

The following conclusions were made;

- Based on field audits and focus group discussions, it was clear that the project managed to realize the intended outputs and outcomes. This notwithstanding, better impact would have been realized if the duration of the project and the intensity of the project activities were enhanced.
- Comprehensive site specific baselines surveys are required in order to enhance proper planning. The many changes witnessed during implementation were not influenced by the volatility in Somalia. They were more in line with lack of comprehensive planning data at the start of the project. The baseline that formed the basis for planning this project was too general.
- The disabled, sick and elderly were not directly targeted by this project. These are very vulnerable groups. Future projects should reach out to them.
- Oxfam could use its clout to link partners to donors. This way, more resources could be mobilized to complement ECHO funded projects. A systematic program for doing so is needed.
- The large number of people seeking cash for work activities was a pointer to the growing need for cash for work activities. However, the quality of CFW activities must be matched by the resources being injected into the community.
- Oxfam is highly regarded by its partners; it is responsive, considerate, interested in local development and seeks realistic and mutually beneficial partnerships with local organizations.

#### **5.0: RECOMMENDATIONS**

The following were the general recommendations

##### **5.1: General recommendations**

- It is recommended that turnover of program staff at Oxfam GB be reduced to avoid inconsistencies in supporting the partners and to avoid slowing down strategic project decisions and advancement.
- It is recommended that adequate attention be given to quality planning data from wide consultations with beneficiaries and stakeholders. This would ensure that best options and approaches are taken up at the project planning and implementation levels.
- It is recommended that thorough and comprehensive partner assessments be done to all Oxfam GB partners in Somalia. This would form the basis for a capacity building plan by Oxfam GB. In addition, the resultant partner capacity statements would form the basis for linking such partners to donors.

- It is recommended that regular joint field missions, assessments and project reviews be conducted between Oxfam GB and partner organizations. This would improve strategic collaboration and support to projects.
- Oxfam ought to institutionalize the partnership process to ensure that potential partners understand what partnership entails. Long term partnerships are more beneficial compared to adhoc support.
- In respect to capacity building, it is recommended that Oxfam GB concentrates on partners' systems development, linking partners to donors, ensuring quality fundraising and helping partners to understand strategic issues in organizational development and growth.

## 5.2: Specific recommendations.

The following were the specific recommendations

- Besides promoting environmental and personal hygiene for adults, the project ought to target children in Madrassa and Duqsi<sup>11</sup>. This would ensure that hygiene practices are taken up as the children grow up.
- Given the immense health needs, it is important to include human health as part of the program. This could be provided via mobile clinics, once or twice per month. Training on first aid, traditional birth attendants, and training of community health workers could also be considered.
- The project should be extended to a wider area to reduce the influx of people to the settlements having social services. This notwithstanding, it is important to consider reduction in new settlements that affect the normal migration patterns in the project area.
- More refresher trainings on health and sanitation should be organized for both adults and children in Madrassa and the Duqsi.
- The VRCs (especially women) should be trained on facilitation, public relations and how to work with communities.
- It is recommended that the disabled, elderly and the sick be targeted by future projects through cash relief or CFW to be excavated by family members who support them.
- To improve toilet coverage, it is recommended that the cost of latrine construction be lowered. Preferably, by designing less costly re-usable structures or supplying slabs and letting the community construct the superstructure.
- Wheelbarrows should be excluded from water pan excavation tools. Instead, topless jerry cans or gunny bags ought to be purchased. Both are cheaper.
- It is recommended that women friendly activities (such as excavation of inlets, sealing of potholes on roads, digging of garbage pits in the settlements and supervision of excavating groups) be considered in micro-projects as opposed to the energy sapping excavation of water pans.
- Community privatization of borehole management to water management committee should be studied more keenly to understand its relevance, implications and possible replication on a wider scale. VRCs could similarly run such facilities on similar arrangements. It could be used as an incentive for their voluntary work.
- Oxfam and WASDA ought to nurture sister NGOs in Somalia through a small facilitation fund meant to build grassroots NGOs with proper values and principles. Members of such grassroots NGOs could be drawn from current VRCs and the Diaspora.
- Given the rising cost of foodstuffs, it is recommended that the household earnings be increased from \$60 to \$90 per household per month. In addition, it could be important to increase the volume of work per water pan. Five thousand (5,000 units) per water pan is a gross underestimation.

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<sup>11</sup> Traditional under tree Islamic schools for children.

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**Annex: People interviewed during the evaluation exercise**

Name of person	Designation/ representation	Location of interviews
Mr. Mohamed Abdullahi	Project Manager	Oxfam, Nairobi
Mr. Aydrus S. Daar	Project Manager	WASDA, Wajir
Mr. Bashir	Finance Manager	WASDA, Wajir
Focus group discussion on partnership issues	Representatives of Wajir Peace and Development Agency, WASDA, Development Concern	WSDA Office, Wajir.
Focus group discussion with project implementing team	Representatives of key implementing officers from WASDA	WASDA, Wajir Office
Focus group discussion	Representative of the administration	Dobley, Somalia
Focus group discussions	Representatives of VRCs	Dobley, Somalia
Focus group discussion	Representative of beneficiaries	Dobley, Somalia
Focus group discussions	Representatives of women	Dobley, Somalia
Yusuf Muhamed brahim	Field Assistant	Dobley, Somalia
Abdi Hassan Mohamed	Field Assistant	Dobley, Somalia
Yusuf Matan Malim	Field Assistant	Dobley, Somalia
Focus group discussion	Reprehensive of the administration	Diff, Somalia
Focus group discussions	Representatives of VRCs	Diff, Somalia
Focus group discussion	Representative of beneficiaries	Diff, Somalia
Focus group discussions	Representatives of women	Diff, Somalia
Focus group discussion	Representatives of the administration, VRCs, benefactress and women	Godaya, Somalia
Focus group discussions	Representatives of the administration, VRCs, benefactress and women	Qoqani, Somalia
Focus group discussion	Representatives of the administration, VRCs, benefactress and women	Tabta, Somalia



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