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Strengthening WRUAs to foster transparency, accountability and participation in Water Resources Management in the Lake Naivasha Basin

End of Project Report

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Water Integrity Network

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List of abbreviation

CDOs	Community Development Officers
CESPAD	Centre for Social Planning and Administrative Development
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
IWaSP	International Water Stewardship Programme
IWRAP	Integrated Water Resource Action Plan Programme
LANABWRUA	Lake Naivasha Umbrella WRUA
TAP	Transparency, Accountability and Participation
TOT	Trainers of Trainers
WDC	Water Resources Users association Development Cycle
WIN	Water Integrity Network
WRM	Water Resources Management
WRMA	Water Resources Management Authority
WRUAs	Water Resources Users association
WWF	World Wildlife Fund for Nature

EXECUTIVE SUMMARY

This is the final report for the project titled “Strengthening transparency, accountability and participation in and through WRUAs”. The project was a partnership between Water Resources Management Authority (WRMA), The Integrated Water Resource Action Plan Programme (IWRAP) coordinated by World Wide Fund for Nature (WWF), International Water Stewardship Programme (IWaSP) implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Imarisha Naivasha and Water Integrity Network (WIN). The Centre for Social Planning and Administrative Development (CESPAD) acted as implementing partner for WIN in this project.

The Project’s overall goal was that WRUAs in the Lake Naivasha Basin become effective and trustworthy mediators for water resources management at sub-catchment level and credible advocates for the rights and concerns of water resource users in their area.

The project sought to strengthen institutional capacity for WRUAs in three specific areas:

- i. Internal WRUA organizational governance and integrity;
- ii. WRUA communication with members and local stakeholders;
- iii. Advocacy towards county governments, the national Ministry of Water and Irrigation (MWI), WRMA and other stakeholders at policy level

This was pursued through the development of training materials for WRUAs on internal WRUA governance and integrity module, WRUA advocacy module and a communication toolkit. The modules and communication toolkit were piloted on four WRUAs in Lake Naivasha Basin, combined with follow-up coaching and monitoring sessions. A training of Trainers on use and application of the modules was also done targeting WRMA’s community development officers (CDOs) and assistants.

This report presents the key approaches used to implement the whole project, achievements, lessons learned and how institutional mentorship and stakeholder engagement contributed to the realization of the project objectives.

1.0 INTRODUCTION

CESPAD is a non-governmental organisation based in Kenya has been engaged in implementing the project “Strengthening transparency, accountability and participation in and through WRUAs”, which is a partnership between WRMA, the IWRAP coordinated by WWF, GIZ IWaSP, Imarisha Naivasha and WIN. The project focus and approach was informed by a capacity assessment of 12 WRUAs in the basin which was conducted by partner organizations in early 2015.

The project aimed at unleashing the potential of the WRUAs as;

- a) Credible representation of water users in their allocated area,
- b) Professional actors in advocating for the shared interests of water users
- c) Reliable partner for the government in carrying out WRM functions at sub-catchment level.

To achieve this, the following partner organization were involved in the implementation of the project activities:

CESPAD acted as the lead implementing organization of WIN responsible for the implementation of most project activities in consultation with project partners.

Cewas provided overall organizational development and project management coaching for CESPAD throughout the entire project and supported the development and piloting of the first training module.

MetaMeta provided content support to CESPAD for the implementation of activities to strengthen the communication and advocacy capacities of WRUAs. This support encompassed shared learning and co-development of communication tools.

WIN funded the activities of CESPAD, cewas and MetaMeta. It provided overall quality control, technical backstopping and approval of outputs as produced by CESPAD. WIN was also responsible for the overall set-up and formalization of the partnership with project partners and regularly liaised with the partners at project management level.

GIZ IWaSP, WWF-Kenya, WRMA regional office and Imarisha Naivasha carried out the WRUA capacity assessments, facilitated access to and coordination with the pilot WRUAs in Lake Naivasha Basin and took an active role in the implementation of activities. Their broader conservation work in the basin provided the basis for the effective implementation of the project. They also provided feedback on the outputs and approved final products of the project through the Imarisha Naivasha coordination meetings, which served as steering committee of the project.

1.1 Intended outcomes

- i. Pilot WRUAs manage their core duties and projects in a more accountable and professional manner.
- ii. Pilot WRUA management committee members, other formal members of the WRUA and relevant local actors are aware of the functions, services, and decisions of their WRUA and members trust WRUA officials to represent their demands and concerns.
- iii. The basin WRUAs increasingly engage as a group (LANABWRUA) at the policy level to advocate for sustainable and transparent catchment management.
- iv. Developments in the pilot WRUAs are recognized as good practice examples and the tools are integrated into approaches and guidelines for strengthening WRUAs at the national level and beyond.

2.0 PROJECT APPROACH

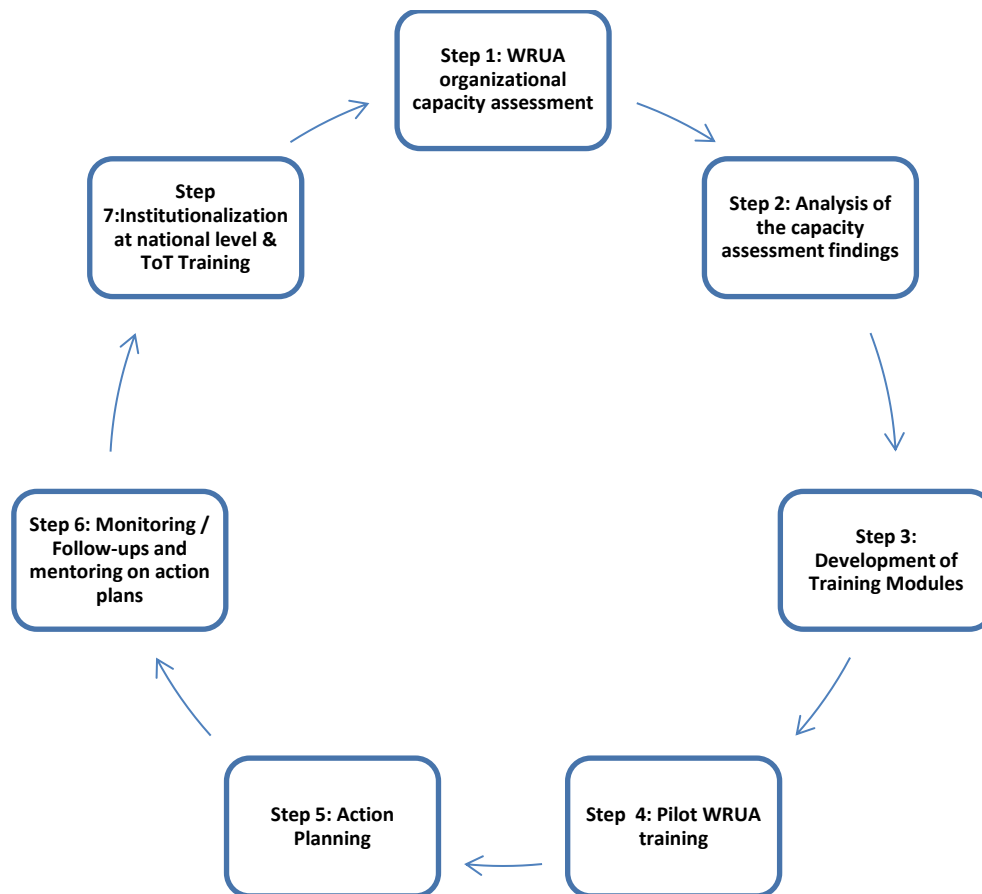


Figure 1: Steps followed to deliver the WRUA organizational capacity strengthening initiative in Kenya.

Step 1: WRUA Self-assessments

A self organizational capacity assessment was conducted for 12 WRUAs in Lake Naivasha Basin using an assessment tool was developed by WWF, HDSR, a Northern regional water authority in the Netherlands and Water Governance Centre (WGC). HDSR and WGC were partners in Integrated Water Resource Action Plan (IWRAP) Programme (IWRAP) led by WWF.. The aim of this assessment was to identify capacity gaps that required capacity strengthening.

Step 2: Analysis of the capacity assessment findings

The WRUA capacity assessments findings were analyzed to come up with priority gaps. The analysis showed that;

- Most WRUA members did not understand the role of WRUA as an organization.
- They lacked a structured communication strategy including information sharing and documentation; internal and external communication strategies.

- They also faced challenges in financial management and resource mobilization;
- Had poor leadership and management skills including understanding the organizational structure; Poor Governance;
- The WRUAs had low networking capacity and strategic partnerships;
- They had inadequate knowledge in Project management.
-

Step 3: Development of Training Modules

Based on prioritization of the areas that most required capacity development from the assessment the following training materials were developed.

i. WRUA organizational Governance and Integrity Module

Given the outstanding importance of good governance and integrity WRUAs to be a trustworthy mediator for the interests of their members vis a vis other water users and authorities, the WRUA organizational Governance and Integrity Module was developed to enhance efficiency and effectiveness of WRUAs in managing their core duties and projects in a more accountable and transparent manner. The module is meant to enhance the capacity of WRUAs to take part in WRM by having a clear understanding of their roles and responsibilities while increasingly complying with good practices on organizational governance.

ii. WRUA Advocacy Module

From the assessment it was noted most of the WRUAs did not have an effective stakeholder engagement strategy and yet WRUAs are primary platform for bringing together stakeholders in a basin. The WRUA advocacy module will be used to strengthen the capacity of WRUAs to (1) bring communities and water resource users to articulate their needs and concerns to decision makers. (2) develop evidence based positions on water management and (3) constructively engage county and national governments to influence policy and demand accountability. The module contains tools to help WRUAs to engage with policy and decision-makers to redress WRM issues in their respecting sub-catchment areas. The module is aimed at day to day work activities of WRUAs to facilitate positive change and illustrates advocacy mainstreaming as an integral part of all WRUA actions.

iii. Communication tool kit

From the capacity assessment conducted under the project, it was noted that many of these WRUAs were facing communication challenges, which were mostly attributed to lack of finances for tools development, inadequate staffing/personnel and skills. A WRUA communications Toolkit was developed to enhance the communication skills of the WRUAs in Lake Naivasha Basin and other WRUAs in Kenya. The Communication Toolkit discusses the use of over 30 communication tools, divided in four categories: Governance Tools, Inclusive decision-making Tools, Advocacy Tools, Multi-purpose Communication Tools, which are mostly used by WRUAs in Lake Naivasha Basin. The Toolkit was used to strengthen internal and external communication skills for WRUAs in the Basin and Kenya.

Step 4: Pilot WRUA training

Internal WRUA organizational governance and integrity: The WRUA institutional governance and integrity training aimed at enhancing the effectiveness of pilot WRUAs in managing their core duties and projects in a more accountable and transparent manner. The WRUAs trained were Mkungu Kitiri, Mariba, Kianjogu and Upper Gilgil.

WRUA Advocacy training: Targeted the Lake Naivasha basin Umbrella WRUA, four representatives from the four pilot WRUAs that had been trained on WRUA good governance and two technical officers from LANABWRUA. The training aimed at enhancing Lake Naivasha Umbrella WRUA and selected WRUA representatives' capacity to effectively demand accountability on policy and regulatory decision making processes with regard to water resources management. During the Advocacy training, it was established that the key problem in Lake Naivasha basin is water scarcity resulting from pollution and riparian land degradation. An action plan to improve water quality and quantity in Lake Naivasha basin through evidence based advocacy was developed.

WRUA communication with members and local stakeholders: The WRUA communication training enabled the four pilot WRUAs to understand different tools of communication relevant to their context; empower WRUAs to Use at least five tools in their daily work and create communication products. In addition, the training sought promote and enhance communication in and through Water Resource Users Associations (WRUAs) in the Lake Naivasha Basin.

Step 5: Action Planning

In all the trainings conducted, practical action plans to facilitate application of training received were developed. Some activities outlined in the plans included knowledge sharing with WRUA and community members who did not directly participate in the pilot training ; Constitution review & amendment; sensitization to WRUA members on the WRUA constitution; involvement of youth, men, businesses, community, hospital and churches in WRUA activities ; tree nursery establishment and planting of the seedlings, development and use of communication tools

Step 6: Monitoring / Follow-ups and mentoring on action plans

Follow up visits and backstopping over the phone to support the implementation of measures outlined in the action plans to strengthen good governance, engagement with respective county governments as well as the application of the communication tools in the WRUAs has continuously been done.

Step 7: Institutionalization at national level & ToT Training

Given the positive feedback and outcomes from the piloting, WRMA decided to adopt the capacity assessment tool and training modules as part of their WRUA capacity development tools under the WDC. The partners carried out a training of trainers for Community Development Officers (CDOs) from all regions to enable them to use the WRUA Capacity Assessment tool, its indicators and application techniques. The training also aimed at enhancing the capacity of the CDOs to WRUA replicate the institutional Governance and Integrity Training Module, the WRUA Advocacy Training Module and the Communication Toolkit for WRUAs in Kenya.

3.0 RESULTS / OUCOMES

3.1 A summary of the project achievements

planned outcomes	Outcomes achieved	Planned Outputs	Actual outputs
WRUA officials and active members in pilot WRUAs have a clear understanding of their roles and increasingly comply with governance standards and good management practices.	<p>Pilot WRUA members increasingly hold leaders accountable for their duties.</p> <p>Community members are recognized and their contribution welcome by pilot WRUA management.</p> <p>Pilot WRUA members understand when elections are due and how to bring in new leaders.</p> <p>WRUA officials and active members in pilot WRUAs understand the role of the WRUA and their own roles within</p>	<p>WRUA training materials on governance and integrity;</p> <p>Pilot trainings carried out in 4 pilot WRUAs (Mkungi Kitiri, Mariba, Upper Gilgil and Kianjogu)</p>	<p>Training materials on internal WRUA governance and integrity developed</p> <p>4 WRUAs (overall 139 WRUA members) trained in their own localities</p>
Pilot umbrella WRUA follows at least one policy or regulatory process with clear advocacy messages that are in the best interest of its member WRUAs, with professional materials and through identified channels.	<p>Linkages between the WRUAs and the county Governments have been initiated.</p> <p>Proposals to finance water management initiatives have been shared with the county governments for inclusion in their county budgeting and planning.</p> <p>Sensitization to the public on conservation of the Lake Naivasha Basin has been done by the Umbrella WRUA though Kenyan media houses</p>	<p>WRUA advocacy training materials developed</p> <p>1-2 pilot trainings carried out</p>	<p>WRUA advocacy training module developed.</p> <p>1 pilot training conducted, 35 participants trained (LANABWRUA 17 members & 2 technical officers , 4 representatives each from 4 pilot WRUAs)</p>
WRUA members and local stakeholders in the pilot WRUAs know what added value, services and accountability to expect from the WRUA and members increasingly engage in the activities and discussions most relevant to them.	<p>Pilot WRUAs used communication tools incl. Facebook accounts, WhatsApp groups and billboards to enhance their visibility.</p> <p>1 pilot WRUA organized a public baraza with street theatre, reaching out to community members and local leaders</p> <p>Pilot WRUAs enhanced information flow from WRUA management committee members to WRUA members and to the community at large</p>	<p>WRUA communication tools identified & “how to” guide developed,</p> <p>Pilot WRUAs supported in application of tools</p>	<p>Communication tools identified and toolkit incl. practical guidance developed</p> <p>4 pilot WRUAs trained on using communication tools.</p>

planned outcomes	Outcomes achieved	Planned Outputs	Actual outputs
The developed training modules and tools are used by other WRUAs, government institutions, development partners and NGOs, and anchored in national level institutions.	<p>The capacity assessment tool and the training material developed under this project were officially adopted by WRMA.</p> <p>WRA staff have increased knowledge and understanding of the how to assess development level of WRUAs.</p> <p>WRMA staff gained knowledge and appreciation of how to determine the capacity needs of WRUAs how to undertake the training of WRUAs on integrity, governance and advocacy issues.</p> <p>Several CSOs included capacity assessments and trainings based on the modules into their work plans.</p> <p>Development of the WRUA Training Modules together with WRMA staff was an important learning opportunity to understand WRUA capacity.</p>	Knowledge sharing and anchorage of the developed tools at national level	<p>2 consultative meetings held</p> <p>32 WRMA community development officers (CDOs) trained on the WRUA capacity assessment tool, the training modules and communication toolkit.</p>

3.2 Voices from the Project Beneficiaries

Participation of WRUA and Community members in sub catchment management has been strengthened, for instance residents in catchment areas like the sources of Kirindu River in Mkungu Kitiri are free and open engage WRUA Members how water resources can be preserved and conserved from destruction. The WRUAs have developed proposals and reached potential partners including the county government to finance various activities. Water users like motorcycle riders and the taxis drivers are aware of washing their machines away from the river to control polluting it. Engagement meetings have been held to discuss on equitable water use and allocation with flower farms and informal agreements reached on where the farms use water during the night and community members during the day. Public sensitization meetings have been organized by the WRUAs with the aim of involving all community members in catchment management and protection.

“Since the training, the WRUAs have taken steps to implement learning outcomes into real change”. *Enock Kimiri, chairman LANABWRUA.*

“Integrity and openness are pillars of our group; we look forward to achieving more. Every member in our three zones, namely upper zone, middle and lower zone knows who one should communicate with to pass messages and instructions” *Upper Gilgil WRUA.*

“ The role of the youth and men in WRUA activities has been recognized. Most men have been reluctant to join the WRUA because WRUA activities are voluntary in nature. After the governance training, we have recruited 10 men to the WRUA. The recruited men recognize the economic benefits of joining the WRUA like harvesting and selling fruits, increased fodder for cows which now produce more” *The secretary Kianjogu WRUA*

3.2 Lessons learnt

- The Combination and complementary strengths of projects partners was important. Working relations established between CESPAD, the project partners (GIZ IWASP, WWF, Imarisha Naivasha, WRMA, LANABWRUA) and complimenting government initiatives such as the WDC initiative has positively impacted on the success of the project.
- Development of the Training Modules together with WRMA staff was an important learning opportunity to understand WRUA capacity and for buy in
- The approach of combining training with developing action plans and follow up coaching worked well and should be further pursued.
- Spreading out training over several weeks was tried as demanded by 2 of the pilot WRUAs but did not work so well in practice. This approach affected concentration as members could not easily remember the previous training concepts. Continuous training, on the other hand, had a good flow and the trainees were able to remember and connect what was discussed the previous day.
- Horizontal learning with WRUAs from other basins was very much appreciated and helps improve the understanding of advocacy process.
- Need to balance between training WRUAs in their own locations (which they prefer) and bringing the together for peer learning and exchange.
- Sessions that adopted discussion or on training practice of knowledge and skills being shared were more effective than the lecture sessions.
- Need to incorporate IGAs in conservation activities to incentivize youth and men in WRUA activities to participate in WRUA activities and sustain the WRUAs.

3.3 Challenges and obstacles.

- Establishing the coordination mechanisms with the engaged project partners took some time in the beginning
- Breaking down complex topics of governance and advocacy into the language of WRUAs was a challenge and required some trial and error
- Not all expectations of the WRUAs could be met, e.g. they wanted support on fund raising, which is beyond the scope of the project and training on catchment protection and soil conservation measures to restore degraded sub catchments.

- Limited time for communication tools development. The pilot toolkit training required more time as it is more of practical kind of training
- Short period of training due to the fact that participants would report late and demand to leave early.

4.0 ORGANIZATIONAL DEVELOPMENT

CESPAD has benefited from the Organizational Capacity Development and Mentorship support from WIN facilitated by cewas. This support has been provided through Skype sessions and face to face workshops between CESPAD staff and cewas. This has enhanced the organizational capacity of CESPAD staff, e.g. in terms of facilitation and presentation skills, teamwork and program management. The TAP project which is the only current funded initiative has opened other opportunities.

5.0 CONCLUSION AND RECOMMENDATIONS.

Strengthening transparency, accountability and participation in and through WRUAs can be replicated in other basin areas across Kenya to ensure good governance. It is important to involve water resource users in water management decisions at all level as they provide information based on their experience in their sub catchment areas. It is also important for WRUA management to promote general public awareness, stakeholder participation, and transparency, accountability, in order to better enable the public to take a participatory role in decision making and management of water and other natural resources.

The key recommendations are:

- Coaching and mentorship of the WRUAs on organizational governance and influencing policy change. Coaching plans to be developed informed by the outcomes of the repeat of the WRUA capacity assessments.
- Advocacy takes a long time to achieve impact, especially when dealing with policy development and formulation. Follow up and more support to the WRUAs is useful at Lake Naivasha Basin.

- Documentation and sharing of the best practices and lessons learned from the project is very key for replication of the initiative and adoption by other WRUAs within and outside the basin.
- Identify platforms to share and promote the use of training modules and the communication toolkit by other actors dealing with community user groups.