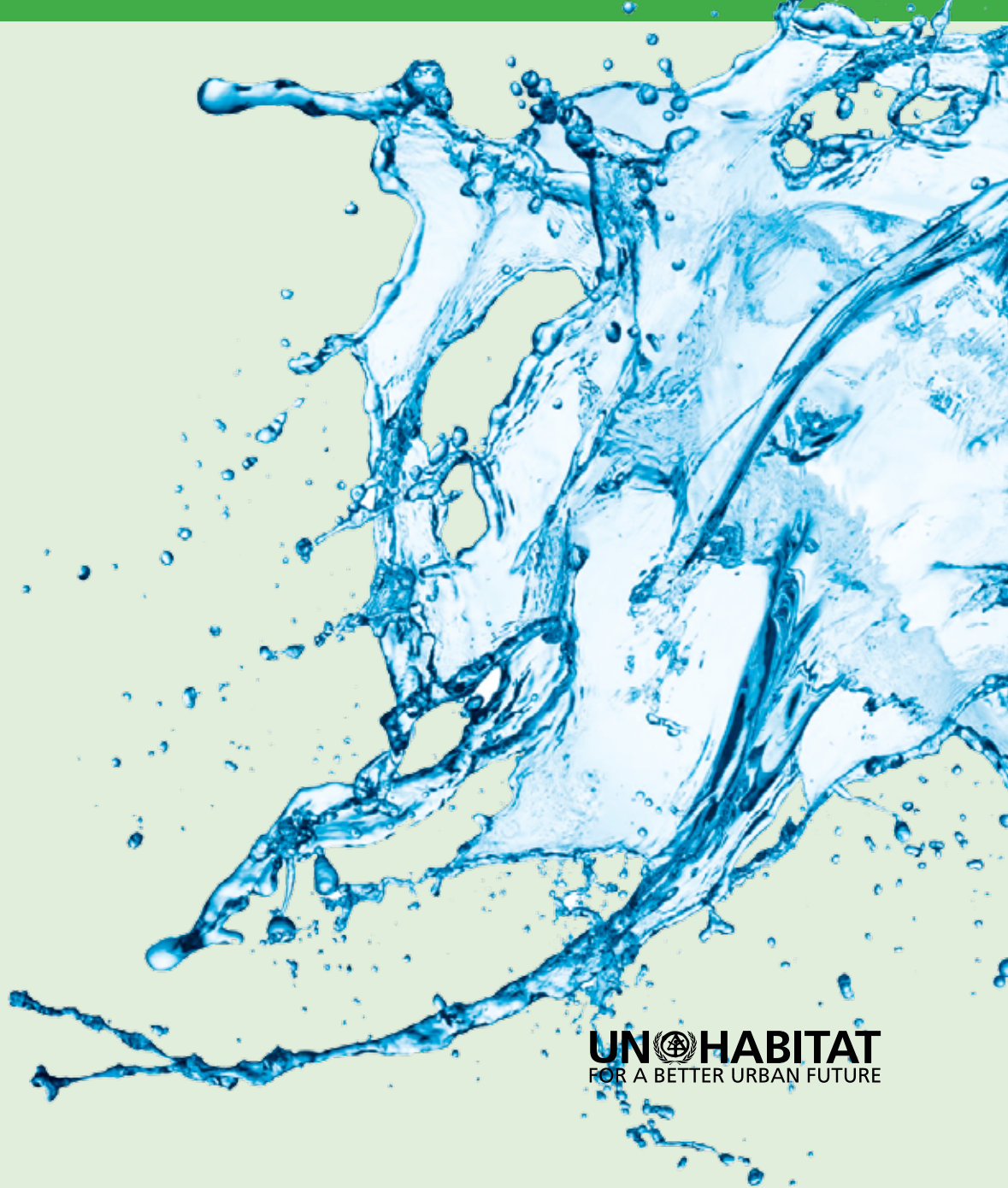


DOCUMENT

# 02 KENYA COUNTRY IMPACT STUDY



**UN HABITAT**  
FOR A BETTER URBAN FUTURE

DOCUMENT  
**02** **KENYA COUNTRY**  
**IMPACT STUDY**

United Nations Human Settlements Programme  
Nairobi 2011

**UN**  **HABITAT**

## **Water and Sanitation Trust Fund Impact Study Series**

Kenya Country Impact Study

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# Acronyms

AfDB	African Development Bank
AWSB	Athi Water Services Board
CA	Co-operation Agreements
EIB	European Investment Bank
ENOF	Enhanced Normative and Operational Framework
JMP	Joint Monitoring Program (UNICEF and WHO)
KENSUP	Kenya Slum Upgrading Program
KfW	German Development Bank
Kibera WATSAN	Kibera Integrated Water, Sanitation and Waste Management Project
GoK	Government of Kenya
LFA-RBM	Result-Based Management and Logical Framework Approach
LVWATSAN	Lake Victoria Region Water and Sanitation Initiative
MDGs	Millennium Development Goals
MnU	Maji na Ufanisi
MSF	Multi-Stakeholder Forum
MTEF	Medium Term Expenditure Framework
MTSIP	Mid-Term Strategy and Institutional Plan
MWI	Ministry of Water and Irrigation
NWSC	National Water and Sewerage Company (Uganda)
NCWSC	Nairobi City Water and Sewerage Company
O&M	Operation and maintenance
RBM	Results Based Management
SWAp	Sector-Wide Approach
VIP	Ventilated Improved Pit latrines
WAB	Water Appeal Board
WAC	Water for African Cities
WARIS	Water Regulatory Information System
WASREB	Water Services Regulatory Board
WATSAN	Water and sanitation
WOP	Water Operators Partnership
WRMA	Water Resource Management Authority
WSB	Water Services Board
WSIB	Water, Sanitation and Infrastructure Branch
WSP	Water Service Provider
WSS	Water supply and sanitation
WSTF	Water and Sanitation Trust Fund

# Table of Contents

<b>Acronyms</b>	<b>iii</b>		
<b>Executive Summary</b>	<b>v</b>		
Main Findings on the Kenya Country Program	vi	3.3.1 Project Design	22
Main Project Findings and Recommendations	vii	3.3.2 Identified Achievements	23
Kibera	vii	3.3.3 Emerging Issues, Impact Assessment and Recommendations	25
Lake Victoria	vii	3.4 The Maji Data Project	27
Maji Data	viii	3.4.1 Project Design	27
		3.4.2 Identified Achievements	28
		3.4.3 Emerging Issues, Impact Assessment and Recommendations	29
<b>Background and Methodology</b>	<b>ix</b>	<b>Summary of Findings and Recommendations</b>	<b>31</b>
1.1 Background	ix	Findings	31
1.2 Rationale	x	Recommendations	32
1.3 Objectives of the Study	xi	<b>ANNEXES</b>	<b>33</b>
1.4 Approach and Methodology	xi	ANNEX 2: Project LFA for Kibera Slum Upgrading	36
1.4.1 Impact Verification and Analysis Process	xi	ANNEX 3: Project LFA For LVWATSAN	38
1.4.2 Output Categories	xii	ANNEX 4: Project LFA For MAJI DATA	41
1.4.3 Selection of Sample Projects	xiii	ANNEX 5: Comparison of Strategic Framework for the Water and Sanitation Programme (2003) And The WSTF Strategic Plan (2008-12)	43
<b>Country Context and Challenges</b>	<b>1</b>	<b>LIST OF FIGURES</b>	
2.1 Sector Coverage	1	Figure 1.1: Approach of the Country Impact Study	xi
2.2 Sector Organization	3	Figure 2.1: Water Supply and Sanitation Coverage in Kenya	2
2.3 Sector Coordination	4	Figure 2.2: Water Sector Reform Structure in Kenya	3
2.4 Sector Financing	4	Figure 2.3: Sector Investment Requirements	5
2.5 Sector Monitoring and Information Systems	5	Figure 2.4: The Sector Information Cycle	6
2.6 Urban Water Sector Performance	7	Figure 3.1: New 12m road Kibera - labour based construction	15
2.7 Urban Sanitation Sector Performance	8	Figure 3.2: Communal Water and Sanitation Centres	16
<b>UN-HABITAT Kenya Programme and Projects</b>	<b>9</b>	Figure 3.3: Water Vending	17
3.1 UN-HABITAT Kenya Country Programme	9	Figure 3.4: New Sewer Pipeline	18
3.1.1 Issues in Country Program Design	10	Figure 3.5: LVWATSAN Water Kiosks in Homa Bay Town	22
3.1.2 Emerging Issues and Recommendations	12	Figure 3.6: Water Peddlers in Homa Bay Town	23
3.2 Kibera WATSAN and Kibera Support Programme	13	<b>LIST OF TABLES</b>	
3.2.1 Project Design	14	Table 3.1: UN-HABITAT WAC II Country Support Overview	10
3.2.2 Identified Achievements	16	Table 3.2: The Total Financial Allocation to the UN-HABITAT Kenya Programme	11
3.2.3. Emerging Issues, Impact Assessment and Recommendations	18		
3.3 Lake Victoria Region Water and Sanitation Initiative	21		



# Executive Summary



This document is an internal Kenya country impact study of initiatives supported by UN-HABITAT's Water and Sanitation Trust Fund (WSTF) undertaken by a team of international consultants. The objective of the WSTF, established in 2003, was to bring in new investment and ideas, expand service coverage for poor urban dwellers and help build momentum for achieving the MDGs.

Its Strategic Plan for the 2008 – 2012 envisions three key outcomes:

- Increased institutional capacity in partner countries for pro-poor water and sanitation initiatives and policies with focus on gender equity, renewable energy and efficiency and environmental sustainability
- Increased flow of investment into water and sanitation sector catalysed by WSTF interventions
- Improved MDG monitoring mechanisms in place in partner

countries, with improved benchmarking of water and sanitation service providers

The impact study reviewed WSTF's strategic intentions, examined the Kenya country context and UN-HABITAT's country strategy and undertook an impact study of specific projects. Information was gathered from reviewing project documents, interviews with key stakeholders, including beneficiaries and field visits.

The projects selected for review were:

1. Two complimentary projects in Kibera focussing on improving WSS services to the urban poor including infrastructure investments, strengthening of governance and community management that can be applied to other informal settlements in Kenya

2. The Kenyan projects of the Regional Lake Victoria Water and Sanitation Initiative, with a specific focus on Homa Bay
3. The Maji Data Project

Collectively, these three sample projects will represent a basis for the assessment of the impacts of the three key outcome areas of the WSTF Strategic Plan.

## MAIN FINDINGS ON THE KENYA COUNTRY PROGRAM

UN-HABITAT's project activities on the ground are making substantial strategic and direct impact from a relatively small investment. There is a close linkage between Kenya project outcomes and planned WSTF results.

The country programme focuses on solutions to better serve the informal urban poor in cities and small towns and on improving sector information. These are widely recognised as critically important issues which can influence a very substantial pipeline of investment. They are all issues at the heart of UN-HABITAT's mission and comparative advantage. UN-HABITAT's Kenya country projects have an impressive leverage effect on follow-up and complementary investments and are good value for money.

Whilst the country programme has made sound strategic project choices, overall it does not have a clearly articulated country strategy, developed and discussed with key sector stakeholders. UN-HABITAT's implementation approach insufficiently reflects or supports the main Kenya sector reform process.

The reforms have put in place WSBs, WSPs and a regulator as the key institutions influencing sector investment and improving sustainable service access by the poor. The three studied UN-HABITAT projects are implemented by an NGO, a regional project unit and an externally-financed Trust Fund – all marginal bodies to Kenya's key service management institutions serving the urban poor.

Scale is best achieved by supporting one coherent system, rather than "doing it alone" and appearing to perpetuate a sector characterized by a vertical series of agency initiatives.

UN-HABITAT's country strategy in Kenya might also focus more explicitly on helping utilities to deliver on their responsibilities to serve the poor. This would also complement UN-HABITAT's regional support to the Water Operator's Partnership (WOP) and help build impact and service sustainability.

Kenya has recently experienced a substantial growth in urban sector investment. Yet strategies to serve the urban poor are not clearly articulated and there key areas such as sanitation require considerable policy and strategy support. UN-HABITAT might consider altering the future balance of its Kenya country strategy to address these strategic areas at a high level, rather than primarily seeking to use WSTF funds to make direct impacts to service relatively small numbers of the poor.

## MAIN PROJECT FINDINGS AND RECOMMENDATIONS

### KIBERA

UN-HABITAT's two complementary Kibera projects have made a significant contribution in one of the toughest of development settings: improving services to the urban poor in one of Africa's most notorious slums. UN-HABITAT's contribution is distinctive in that it has put in place interventions that both make a significant and direct impact on the poor, and also provided a model with key features that could be replicated at scale.

UN-HABITAT's Kibera initiative puts into practice many of the key lessons learnt in addressing water and sanitation in informal settlements. The project is both horizontally integrated in the urban environment (addresses water, sanitation, solid waste disposal, roads, drainage, and housing) and has some strong features of vertical integration (the Athi Water Services Board -AWSB, the community, women and the youth). A key success factor has been developing momentum in community-NGO-local authority and state dialogue.

While the project is visionary, in its totality it will need to mobilize substantial resources and this raises questions about the overall sustainability and replication viability of the approach. There is a long road ahead, and the mobilization of resources, from public sector, private sector and user fees will be critical to future success.

On the basis of the lessons learned from the Kibera pilot, UN-HABITAT should place greater emphasis on political advocacy and promotion of increased flow of investments for the up scaling of the Kibera interventions, and use less WSTF resources on further pilots. UN-HABITAT should begin an explicit programme to mobilize investments from potential investors such as KfW, EIB, The World Bank.

A design component which might be addressed in future projects is the greater involvement of the NCWSC and AWSB at the outset of the project. Developing a strategic relationship with NCWSC is also critical for the next steps in water service development in Nairobi and for conceiving of and implementing successful approaches to sanitation and solid waste disposal for poor urban communities.

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