

**Mid Term Review of Sida/
Lake Victoria Initiative
Support to Community-Based
Strategies for the Management
of the Environment and
Resources of Lake Victoria
(COSMER-LAV) 2005–2008**

**Irene Karani
Mike Wekesa**

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Sida

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Table of Contents

List of Abbreviations.....	3
Acknowledgements.....	4
Executive Summary	5
1. Introduction	8
1.1 This Report.....	8
1.2 Background on the Programme, Sida and Osienala	8
1.3 Overview of Osienala partners in COSMER-LAV	8
1.4 This Mid-Term Review	9
1.5 Itinerary for the Review Team	9
1.6 Review Methodology.....	9
Main Findings.....	11
2 Relevance	11
2.1 The Extent to which the Support of this Programme has Contributed to the Achievement of Empowerment of Communities and Individuals Objectives as stated in the Strategy for Swedish Support to Lake Victoria	11
2.2 The Contribution of the Partnership in Osienala's Performance as a Local Civil Society with a Regional Focus in the Lake Victoria Region	11
2.3 The Extent to which the Support has Enhanced the Capacity of Osienala and its Respective Partners According to the Objectives Set in the Project Document	12
2.4 The Extent to which Osienala and Partners have Participated and Been Involved in Defining the Interventions and Capacity Needs Identified in the Objectives	13
2.5 Programme Design.....	13
2.6 Relevance to EAC Protocol for Sustainable Development on Lake Victoria Basin.....	14
2.7 Relevance to EAC Regional Vision.....	14
2.8 Relevance towards Osienala Strategy.....	15
2.9 The Strategy Used in Implementing the Partnership	15
3. Effectiveness.....	18
3.1 The Extent to which the Partnership has Added Value to Osienala and the Extent to which Osienala has Realised the Objectives of the Partnership with their Identified Partners	18
3.2 The Achievements of this Partnership as Per the Objectives	19
3.3 The Role and Contribution of Osienala in Achievement/(Non- achievement) of the Laid Out Objectives.....	22
3.4 Whether the Relevant Partner Institutions (Osienala and the partners) are Characterised by Good Governance	23
3.5 SWOT Analysis	24
3.6 Institutionalization of Lessons Learned and Knowledge Gained	25
3.7 Integration of Cross Cutting Issues.....	26
4 Efficiency and Cost Effectiveness	27
4.1 The Extent to which Quality Control Mechanisms, Including the Organisation's Monitoring and Evaluation Mechanisms have been Developed over the Period.....	27
4.2 Programme Monitoring.....	28
4.3 Environmental Monitoring.....	29
4.4 The Efficient Use of Resources and Measures Taken during Planning and Implementation to Ensure that Resources are Efficiently Used	29

4.5 The Financial Management Routines between Osienala and the Partners and Their Effectiveness.....	30
5 Outcomes, Impacts and Results	30
5.1 The Positive and Negative Outcome of the Objectives of the Support to Osienala	31
5.2 The Current Organizational Capacity of Osienala in its Relation as a Local Organization with a Regional Focus, Strengths and Weaknesses.....	31
5.3 COSMER-LAV's Impact on Riparian Community as Per its Main Components.....	31
6 Sustainability.....	37
6.1 Osienala's Capacity to Sustain its Roles as a Regionally Focused Organization.....	37
6.2 Consistency of iInterventions with Partners' Priorities and Effective Demand	37
6.3 Support of Interventions by Relevant Institutions and Stakeholders	37
6.4 Osienala's Capacity to bring on Board other Partners and Financial and Institutional Capacity to Maintain Intervention Benefits after Donor Support has come to an end	37
6.5 Sustainability of Different Interventions	38
6.6 Ownership of Activities and Impacts by Partners.....	39
7 Lessons Learnt.....	39
7.1 Programme Design.....	39
7.2 Implementation Strategies and Interventions.....	39
8 Conclusions and Recommendations	40
8.1 Relevance.....	40
8.2 Effectiveness/Efficiency	41
8.3 Impacts	42
8.4 Sustainability	43
Annex 1 Terms of Reference	44
Annex 2 Itinerary of People Met	51
Annex 3 List of People Met	52
Annex 4 Partners Debriefing Meeting in Kisumu Whirlspring Hotel.....	53
Annex 5 Osienala Partner Profiles.....	56
Annex 6 List of References	58



Picture 1:
Ecosan in Nyamasaria, Kisumu

List of Abbreviations

ACFC	Agro Chemicals and Food Company
BOD	Biological Oxygen Demand
CCK	Communications Commission of Kenya
COD	Carbon Oxygen Demand
COMM-CARE	Community Care Trust
COSMER-LAV	Community-Based Strategies for the Management of Environment and Resources of Lake Victoria
DEC	District Environmental Committee
EAC	East African Community
ECOSAN	Ecological Sanitation
EIA	Environmental Impact Assessment
FASUSE	Family Support Services
GoK	Government of Kenya
GoU	Government of Uganda
ICIPE	International Center for Insect Physiology and Ecology
KE	Kenya
KADETFU	Kagera Development and Credit Revolving Fund
KCC	Kisumu City Council
Kshs	Kenya Shillings
KWS	Kenya Wildlife Service
LBDA	Lake Basin Development Authority
LVB	Lake Victoria Basin
LVBC	Lake Victoria Basin Commission
LVCEEP	Lake Victoria Catchment Environmental Education Programme
LVEMP	Lake Victoria Environmental Management Programme
LVRAC	Lake Victoria Region Local Authorities Co-operation
LVSB	Lake Victoria Sunset Birders
M&E	Monitoring and Evaluation
MESUDO	Mara Environment and Sustainable Development Organization
MMUST	Masinde Muliro University of Science and Technology
NAPE	National Association of Professional Environmentalists
NEMA	National Environmental Management Authority
NGO	Non Governmental Organization
RUDMEC	Rural Development Media Communication
SMART	Specific, Measurable, Achievable, Realistic, Time Bound
Sida	Swedish International Development Agency
THCC	Takwa Health Care Centre
TZ	Tanzania
Tshs	Tanzanian shillings
UEEF	Uganda Environmental Education Foundation
UG	Uganda
URT	United Republic of Tanzania
Ushs	Ugandan shillings
VECs	Village Environmental Committees
WCK	Wildlife Clubs of Kenya
WIFIP	Women In Fishing Industry Programme
WRMA	Water Resource Management Authority
WSB	Water Service Boards

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Ahsanteni sana

Executive Summary

This review of the Community-Based Strategies for the Management of Environment and Resources of Lake Victoria (COSMER-LAV) was conducted by Kesarine and Associates from July 6th to July 30th 2008. It involved traveling and visiting project sites in Kenya, Tanzania and Uganda and holding discussions with partners and beneficiaries of the programme. The programme was implemented by 12 partners, 5 in Kenya, 4 in Tanzania and 3 in Uganda.

The overall objective of the review was to assess if the programme had been developed in accordance with the initial intentions, and if the programme so far had contributed to any significant changes in the area of environmental management in the Lake Victoria catchment.

The review was also to serve as a basis for further decisions in Sida and a guide for the design of a possible second phase.

The reviewers rated the overall programme performance as *largely satisfactory* due to the issues that have been outlined throughout this document.

Programme Background

The COSMER-LAV programme was developed based on the various problems that were plaguing the Lake Victoria basin and were not being adequately addressed by stakeholders. Issues included: excessive exploitation of resources, lake pollution, irresponsible human and industrial waste disposal directly, widespread poverty, inadequate information to and from stakeholders, weak community structures and capacities for effective involvement in issues, poor community management of HIV/AIDS problems, lack of coordination of activities of stakeholders e.t.c.

Thus due to the long history of Osienala and Sida the programme was funded to the tune of SEK 13.9 million for three years from September 2005 to August 2008. The overall objective of COSMER-LAV was to reduce environmental degradation and promote sustainable management of resources by empowering people to effectively participate and assert their rights in all issues that affect them.

The programme's specific objectives were as follows:

- 1 To develop and establish community structures to monitor pollution and implement both remedial and corrective measures as necessary in a wide range of issues (wastewater disposal, water quality, land use management, wetlands and sustainable management of resources) in the entire lake Victoria region
- 2 To collect and disseminate information for sustainable management of the environment and resources of Lake Victoria basin
- 3 To develop and enhance viable partner ships and networking with various stakeholders within and outside East Africa in order to support advocacy and community-based management of the environment and resources of Lake Victoria basin
- 4 To support communities to secure sustainable access to good environmental sanitation and safe water supply and to use industrial by-products and human wastes to improve agricultural productivity in urban settlements around Lake Victoria
- 5 To undertake training and capacity building activities necessary for effective regional and community-based management of Lake Victoria environment and resources

- 6 To build the institutional capacity of Osienala to become a center of excellence in sustainable management of the environment and resources of Lake Victoria basin
- 7 To conduct HIV/AIDS education through Radio Programmes
- 8 To empower women and men to individually and collectively assert their rights at all levels through information dissemination and participatory exposure in various forums

Main Findings and Recommendations

1. Relevance:

The programme was found to be highly relevant to the EAC Vision, the Swedish Strategy on Lake Victoria, the EAC protocol on Sustainable development of the Lake Basin and Osienala's strategic plan. Osienala's relevance as a regional organization was enhanced due to increased capacities and the development of partnerships. Adherence to the workplans and agreement conditions was also good. The strategy of implementation was found to be satisfactory. However, the programme design could have been better. Overall relevance was thus *largely satisfactory*.

Recommendations

- a) Conduct a cause and effect problem analysis and stakeholder analysis together with partners.
- b) Develop three to four results which focus on a few thematic areas and which contribute to one programme purpose which is feasible within the life of the programme.
- c) Develop a sound logical framework with SMART objectives and indicators.
- d) Conduct a baseline survey before programme implementation.
- e) Link environmental management issues to poverty reduction and livelihood strategies of targeted communities.
- f) The implementation strategy should be redesigned so that each country has its own sub programme.

2. Effectiveness/efficiency:

This was found to be *largely satisfactory* as more than 95% of the planned activities had been implemented, facilitation and coordination were good, institutionalization of lessons had been done and governance and management of the programme were satisfactory. Quality control mechanisms were effective but monitoring of outcomes and impacts, communication and disbursement of funds to partners could have been better.

Recommendations

- a) Improve communication and information flow with partners by giving regular feedback on reports, studies and decisions made.
- b) Disbursement of funds should be timely so that the partners are able to plan appropriately.
- c) Develop an M&E Framework for effective monitoring of outcomes and impacts.
- d) The capacity building programme of NGOs should be restructured to focus on specific environmental management issues and then handed over to a competent institution such as MMUST who would offer the training and use Osienala for practical experience.
- e) If the degree programme is to benefit individuals from implementing partners from the three countries then its continuation may be justified. However if the status quo remains where they still do not stand to benefit then it should be discontinued.

3. *Outcome/Impacts:*

The outcomes and multiplier effects of the hardware and some software components of the programme (water harvesting technologies, ecosans, VEC training) were visible and impressive. However outcomes/impacts from the NGO and Industrial training courses could not be determined. In addition better outcomes could have been produced if policy lobbying and advocacy had been more prominent in the programme.

Recommendations

- a) An impact assessment and a cost benefit analysis of the NGO training and industrial training components are proposed.
- b) Future funding should focus on grass-root training as the impacts are easily visible and measurable.
- c) The radio programme needs to be expanded to the other two countries with the programmes being disseminated in a common language that is understood across borders.
- d) Policy lobbying and advocacy on themes such as ecological sanitation, VEC mainstreaming can be maximised on for greater impacts.

4. *Sustainability:*

The technical, administrative, financial and environmental sustainability of the programme components *in future are high* if appropriate financing and monitoring mechanisms are put in place. The profits from Osienala's commercial enterprises can be used in sustaining some of the interventions at grass-root levels.

Lessons learnt (Refer to section 7.0 for details).

The following are the lessons from the programme

- A good programme design with effective M&E enhances clarity of objectives and indicators and leads to more focused outcomes as compared to one with a weak design which has the opposite effect.
- It is important that a programme conduct a thorough baseline survey before the initiation of the project as activity and impact monitoring becomes easier for M&E.
- Partnership development is a process and takes time for trust to be built for effective programme implementation.
- Different cultures need to be handled differently when implementing interventions e.g. ecosans in Muslim communities must make provision for ablution.
- Wetland management and conservation management need to go hand in hand with land ownership issues.
- Effective engagement with various stakeholders particularly polluters results in more effective ways of addressing environmental management.

1. Introduction

1.1 This Report

This report is an output of the mid-term review of the COSMER-LAV programme undertaken during the month of July 2008. Osienala (Friends of Lake Victoria), an NGO registered in Kenya but working in Uganda, Tanzania and Kenya, implemented the programme over a three-year period from 2005–2008. In implementing the programme, Osienala worked in partnership with various agencies and institutions in the three countries. The programme was funded by the Swedish International Development Agency (Sida). A total of SEK 13.9 million was approved for the programme.

This report is presented in four major sections. The first section is the introduction and provides background information on COSMER-LAV, Osienala and Sida. It also lists Osienala partners in COSMER-LAV as well as giving information on the mid-term review. The second section presents the main findings on the relevance, effectiveness, efficiency, impacts and sustainability of the programme. Section three presents the lessons learned and section four outlines the conclusions and recommendations. Relevant annexes are appended as appropriate.

1.2 Background on the Programme, Sida and Osienala

Osienala was formed in 1992 with a view to creating an enabling environment towards improving the livelihoods of the local communities around the Lake Victoria Basin. These improvements would come through quality exploitation and conservation of the resources of Lake Victoria and its catchment area. The broad mission pursued by Osienala is the strengthening of capacities within communities living around Lake Victoria to organize themselves as custodians of their own environment and apply environmentally friendly management measures that will satisfy their livelihoods on a sustainable basis.

Sweden has had a long-standing relationship with Osienala dating back to the 1990s. This relationship is based on the overall objective of the Swedish government support to Lake Victoria Basin which aims at contributing to poverty reduction within a sustainable framework. The support emphasizes sound environmental management practices and the sustainable use of natural resources. It also recognizes that the threats Lake Victoria faces i.e. deteriorating water quality, growing pressure on water systems, removal of vegetation cover in the catchment area and pollution and waste management problems, among others, must be dealt with if sustainable development is to be achieved in the Lake Victoria Basin.

From the above, it is clear that Osienala and Sida have common concerns about the activities in the Lake Victoria Basin. The Sida/Lake Victoria initiative to support community-based strategies for the management of the environment and resources of Lake Victoria (COSMER-LAV) stemmed from these common concerns. The overall objective of COSMER-LAV was to reduce environmental degradation and promote sustainable management of resources by empowering people to effectively participate and assert their rights in all issues that affect them. The Programme began on 1st September 2005 and ends on 31st August 2008. It was agreed that a review would be conducted just before the programme came to an end.

1.3 Overview of Osienala partners in COSMER-LAV

The COSMER-LAV programme was implemented in collaboration and in partnership with many agencies and institutions. Collaborating institutions may or may not have had a written memorandum of understanding with Osienala. But implementing partners entered into a formal institutional agreement with Osienala. These agreements included funding and capacity building components. A total of 12 partners were involved in implementation.

In Kenya, these were: Women In Fishing Industry Programme (WIFIP), Lake Victoria Sunset Birders, Agro-Chemical & Food Company, Family Support Services (FASUSE), Masinde Muliro University of Science and Technology (MMUST). Those in Tanzania included Takwa Health Care Centre (THCC), Mara Environment and Sustainable Development Organization (MESUDO), Community CARE Trust (COMM-CARE) and Kagera Development and Credit Revolving Fund (KADETFU). In Uganda, the partners were the National Association for Professional Environmentalists (NAPE), Rural Development Media Communication (RUDMEC) and Uganda Environmental Education Foundation (UEEF). Their profiles are summarized in Annex 5.

1.4 This Mid-Term Review

The review team consisted of two external consultants (Irene Karani and Mike Wekesa) from Kesarine and Associates, a consultancy firm based in Nairobi and working in Eastern and Southern Africa. The COSMER-LAV Project Officer accompanied the consultants as a resource person, providing both vital information and logistical support during the review.

The overall objective of the mid-term review was to assess the extent to which the programme had developed in accordance with the initial intentions, and whether the programme had hitherto contributed to any significant changes in the area of environmental management in the Lake Victoria catchment. Issues of relevance, effectiveness, impact, efficiency, cost-effectiveness, sustainability and cross-cutting themes were explored in detail and form a major portion of this report. The review team drew out lessons from the experiences gained so that these lessons inform the future development of COSMER-LAV. It also made recommendations on how to improve the process and institutional arrangements in the next programme phase. *Refer to the full Terms of References in Annex 1.*

1.5 Itinerary for the Review Team

The Review involved traveling to programme areas in Kenya, Tanzania and Uganda in order to assess the extent to which activities had been implemented and to hold discussions with beneficiaries and other stakeholders. The itinerary of the review mission was as presented in Annex 2 of this report.

1.6 Review Methodology

The review methodology comprised of participatory methodologies and included literature review, Focus Group Discussions (FGDs), key informant interviews, field observations and documentation of best practices.

1.6.1 Literature Review

The consultants conducted a literature review of a number of documents in order to understand the background of the programme, progress in implementation and any insights from documentation regarding the degree to which the programme objectives had been achieved. The literature review provided information on challenges faced by the programme and enabled the review team to develop criteria for the review. An important aspect of the literature review was to provide the context under which the programme was implemented (*See list of References in Annex 6*).

1.6.2 Focus Group Discussions

Focus group discussions were conducted with staff of implementing partners; women groups, teachers of one beneficiary secondary school in Bukoba, VEC members in different countries and with Osienala staff. These discussions provided insight into the implementation strategy, community involvement and participation, benefits of the programme to communities and its potential for sustainability.

1.6.3 Key Interviews (see full list in Annex 3)

Information collected from these informants gave insight into their roles in the programme, the main issues that contributed to the performance of the programme e.g. selection of partners, regional approach to implementation, institutional arrangements for programme implementation, stakeholder participation, contextual issues that influenced the programme's performance and community and beneficiary perceptions regarding the programme and the institutions involved in its implementation. These interviews also gave opportunity for the key informants to make suggestions for future improvements in case of a second phase. The individuals involved in these interviews included Osienala programme staff, specific staff from implementing partners such as MMUST, Lake Basin Development Authority (LDBA), Lake Victoria Basin Commission (LVBC) and other stakeholders.

1.6.4 Field Observations

The information obtained from visits to project sites was used to verify quality of outputs and in triangulating data obtained from the literature review, Focus Group Discussions and from key informant interviews. It involved seeing the changes that had occurred at the community level especially under the ECOSAN initiative; empowerment of communities to take charge of their own livelihood strategies and environmental management, initiatives undertaken to improve wetland management as well as efforts to address pollution and waste disposal.

1.6.5 Feedback Meetings

Two feedback meetings were held. One was with Osienala and Sida in Nairobi on the 23rd of July 2008 and another in Kisumu on 30th July 2008, with representatives from 10 implementing partners. A summary of the outcomes of the partners debriefing is in Annex 4. The comments made during both meetings have been incorporated into this report as appropriate.

Main Findings

This is the main part of the report and will address the issues in the TORs namely relevance, effectiveness and efficiency, impact, sustainability and recommendations. It also presents the overall programme performance in terms of a SWOT analysis and a rating on the same.

2 Relevance

2.1 The Extent to which the Support of this Programme has Contributed to the Achievement of Empowerment of Communities and Individuals Objectives as stated in the Strategy for Swedish Support to Lake Victoria

The programme has contributed towards five out of six priority areas of this strategy as follows:

Priority Areas of Activity	Programme contribution
Capacity building for sustainable development	The programme has a big component of capacity building of communities (VECs), individuals (through sponsorship in degree, diploma and certificate sources, artisan training, and training staff of NGOs.
Empowering communities and individuals	The programme had a great opportunity to do this especially through the VECs by training people on lobbying and policy advocacy and also through the use of its Radio Lake Victoria and the other Radio Stations in Uganda and Tanzania
Sound environment and sustainable use of natural resources	This was being achieved through the training of VECs on environmental management, environmental health, waste management, deforestation e.t.c, promotion of ecological sanitation (Ecosan) and industrial waste management and pollution from industries the programme has contributed to this priority area.
Combating HIV/AIDS	Radio L. Victoria has a programme of HIV/AIDS which is creating awareness and referring the people with special needs to relevant institutions. This programme is already eliciting desirable outcomes.

Thus COSMER-LAV fits in most of the strategy's priorities apart from the one on Private Sector development for economic growth.

2.2 The Contribution of the Partnership in Osienala's Performance as a Local Civil Society with a Regional Focus in the Lake Victoria Region

Lake Victoria Basin is shared by 5 countries and for any sustainable impact to occur development programmes need to approach the implementation of activities in a regional manner thus targeting all the countries. COSMER-LAV has activities in Kenya, Uganda and Tanzania. The ecological sanitation, NGO capacity building components and the industrial waste management training were implemented in the three countries while the wetland construction, HIV-AIDS and the degree programme components were implemented in Kenya only. Osienala's partnerships with other NGOs in the three countries enabled the organization to implement activities across the region.

The programme has also opened up opportunities for partners to enhance their collaboration and networking within and across countries. Thus partners are communicating with other and seeking advice and views from each other even without Osienala's facilitation e.g. RUDMEC (UG) and TAKWA (TZ) have been collaborating on issues whereas before this programme they did not know that the other existed.

Learning across countries by partner NGOs, Osienala staff, VECs and artisans through exchange visits and partner meetings was one of the strengths of the programme. It enhanced Osienala's visibility in the region and boosted its image as a local civil society with a regional focus.

2.3 The Extent to which the Support has Enhanced the Capacity of Osienala and its Respective Partners According to the Objectives Set in the Project Document

The capacity of Osienala and its respective partners has been enhanced as follows in the respective objectives:

Objective	Extent to which capacity has been enhanced
To develop and establish community structures to monitor pollution and implement both remedial and corrective measures as necessary in a wide range of issues (wastewater disposal, water quality, land use management, wetlands and sustainable management of resources) in the entire lake Victoria region	Through the establishment and training of VECs (community structures) by Osienala and its partners, capacity building is still in the process of being built so that they are able to monitor pollution and address environmental problems as they arise.
To collect and disseminate information for sustainable management of the environment and resources of Lake Victoria basin	By COSMER-LAV sponsoring people for degree programmes, the capacities of the beneficiaries to conduct research have and continue to be enhanced. For example the PHD student has been involved in collecting data on the L. Victoria Basin and has participated in the radio programmes on environmental management.
To develop and enhance viable partner ships and networking with various stakeholders within and outside East Africa in order to support advocacy and community-based management of the environment and resources of Lake Victoria basin	Through the NGO capacity building programme where one of the components is policy lobbying and advocacy, Osienala has enhanced the skills and knowledge of partners in East Africa. It is envisaged that as they practice advocacy skills they will also network with other actors outside East Africa.
To support communities to secure sustainable access to good environmental sanitation and safe water supply and to use industrial by-products and human wastes to improve agricultural productivity in urban settlements around Lake Victoria	Through the training of VECs and artisans as representatives of the communities in the three countries, the capacities of communities to secure sustainable access to environmental sanitation and safe water supply has been enhanced by not only the acquisition of knowledge in waste disposal and its utilization but the construction of Ecosan toilets and water harvesting structures.
To undertake training and capacity building activities necessary for effective regional and community-based management of Lake Victoria environment and resources	A big component of the programme has been Osienala training partners who then train grass root structures. In this way capacities for training by partners have been enhanced.
To build the institutional capacity of Osienala to become a center of excellence in sustainable management of the environment and resources of Lake Victoria basin	Osienala's capacity has been enhanced through: the acquisition of equipment such as radio equipment in order to enhance coverage; the acquisition of the boat has enhanced the environmental education programme which has proved to be very popular.
To conduct HIV/AIDS education through Radio Programmes	Osienala's capacity was boosted through the acquisition of PM 1000 – 1Kw FM transmitter with 16 bay antennas. This was to extend the coverage of the FM radio broadcasting station to cover the entire Nyanza Province and parts of Western and Rift Valley provinces where previously listeners could not receive the signals. This also enhanced the coverage of the HIV/AIDS radio programme.
To empower women and men to individually and collectively assert their rights at all levels through information dissemination and participatory exposure in various forums	Through the NGO training programmes, other environmental trainings, exposure tours, partners meetings, the beneficiaries' knowledge base and skills have been enhanced through exposure to issues which in future they can assert their rights in regard to environmental management of the Lake Basin.

2.4 The Extent to which Osienala and Partners have Participated and Been Involved in Defining the Interventions and Capacity Needs Identified in the Objectives

The programme was designed as an Osienala programme and the partners joined the process later after approval of the programme document. To bring the partners on board an initial kick-start meeting was held that brought together representatives of stakeholders in the entire Lake Victoria region. Participants in the meeting came from Kenya, Uganda and Tanzania from organizations such as Universities, Municipalities, County Councils, Local Authorities, Civil Societies (NGOs and CBOs), Micro-finance Institutions, industries and many other service providers in the region. The meeting developed guidelines on how various stakeholders could participate in the implementation of COSMER-LAV.

Thematic workshops were also held to discuss specific issues such as industrial waste management and pollution control, formation of Village Environment Committees and their trainings, ecological sanitation and water provision and information dissemination.

It was after the guidelines were prepared by all stakeholders that partners then presented proposals in line with the identified activities under each objective. These were then vetted by Osienala and the ones that met the selection criteria were funded. Currently 12 organisations have received funding from COSMER-LAV with the current Kenyan and Ugandan partners participating in the initial meeting¹. The Tanzanian organisations came on board later.

2.5 Programme Design

During the design of COSMER-LAV, problems plaguing the L. Victoria Ecosystem were identified and explained in the programme proposal. A problem analysis was done and the objectives were then based on these identified problems. These problems were priorities for all partners who were incorporated into the COSMER-LAV programme and thus the funding assisted them realize some of their own organisations' objectives.

The objectives as they are in the proposal document were too many for Osienala to address all of them effectively within a span of 3 years. A cause and effect analysis would have reduced the number of objectives. For example objective 2 can be a sub activity under objective 1. Objective 5 can be a sub activity under objectives 1 and 4 and objective 7 can be a sub activity under objective 8. Alternatively the programme could have formulated the objectives under the four programme components that are quite distinct and which the programme has been reporting on.

Again due to the many objectives some activities have been duplicated across objectives². The indicators in the logframe are also vague and are not measurable due to the lack of baseline information.

Currently COSMER-LAV has no identified purpose but an overall objective and specific objectives. A purpose is important because it is what the programme will have to achieve in its time period while the overall objective can only be contributed to. It would be beneficial for the programme to identify its purpose through a cause and effect analysis with stakeholders if there is to be a second phase and ensure that it reduces its objectives to three or four that can assist it achieve its purpose.

¹ See full list in Annex 5

² Please refer to table 3.2 under effectiveness.

2.6 Relevance to EAC Protocol for Sustainable Development on Lake Victoria Basin

It is important for programmes of this scale to align themselves to various legal frameworks that have been adopted by the governments in the region that stipulate the management of the Lake and its natural resources. One such framework is the “Protocol for Sustainable Development of Lake Victoria Basin” which is an EAC document. The programme has thus contributed to the following Protocol articles³ in the following ways:

Article	Programme contribution
Article 6: Protection and Conservation of the Basin and its Ecosystems	Osiyala as an organization was created to address the problems surrounding the lake ecosystem and its programmes are solely about protection and conservation of the Lake basin and its ecosystems
Article 19: Preventing Pollution at Source	The programme is addressing this through its industrial waste management and pollution component with targets industries. The ecological sanitation component also contributes to this.
Article 20: Prevention of Pollution from Non-Point Sources	The ecological sanitation component (Ecosan) is contributing to this.
Article 21: Public Education and Awareness	The programme is contributing to this through sensitization of communities through formation of VECs and through its environmental education programmes disseminated via the radio and various bulletins.

2.7 Relevance to EAC Regional Vision

The regional vision for the L. Victoria Basin⁴ reads *“A prosperous population living in a healthy and sustainably managed environment providing equitable opportunities and benefits”*. The COSMER-LAV programme fits into policy areas and prioritised strategies under each area as follows:

Policy Area	Priority Strategy	COSMER-LAV Relevance
Ecosystems, Natural Resources and Environment	Water resources management	Objectives 1 and 4 contribute to this through creating awareness on environmental degradation at community level through the VECs and proper disposal and use of industrial waste.
	Pollution control and waste management	Same as above. In addition the promotion of ecosans goes a long way in solid waste disposal into the lake and point source pollution.
Production and Income Generation	Improve research and development facilities	Objective 2 and 6 are concerned with research (information collection and dissemination) and making Osiyala a center of excellence by building a credible data base which as be used by professionals and the beneficiary communities.
Living conditions and quality of life	Water supply and sanitation	This has been addressed through the construction of ferro-cement tanks in Rachuonyo, water kiosks in Katwe slums and the provision of a water tank in Kiziru landing site.
	Health Services through strengthening health programmes targeting HIV/AIDS	The programme is addressing this through its radio programme on HIV/AIDS
Population and Demography	Change cultural and social behaviours	The programme is addressing this through its radio programme on HIV/AIDS and wife inheritance and through awareness campaigns on ecological sanitation and use of human and industrial waste as organic manure for agriculture.

³ Details on the articles can be gotten the Protocol document on the EAC website.

⁴ The Vision and Strategy Framework for Management and Development of Lake Victoria Basin (2005). EAC Publication VI

Policy Area	Priority Strategy	COSMER-LAV Relevance
Governance, institutions and policies	Gender issues	The programme advocates for gender balance in its training. In addition during recruitment women are encouraged to apply and when hiring interns or attachment students, women are given priority. In addition LVSB one of the partners of the programme is a youth based organization.

2.8 Relevance towards Osienala Strategy

Osienala was funded by Sida in 2005 to develop a strategic plan that would guide the implementation of its programmes. Thus COSMER-LAV was meant to have fitted and also found relevance within this strategic plan. The contribution of COSMER-LAV to the strategic plan is as follows:

Osienala Strategic Plan Corporate Objectives	COSMER-LAV
<i>Mission:</i> To empower L. Victoria communities to become key participants in the management and equitable utilization of resources for sustainable livelihoods through capacity building, research, policy advocacy, education, information dissemination and networking.	<i>Overall Objective:</i> To reduce environmental degradation and promote sustainable management of resources by empowering people to effectively participate and assert their rights in all issues that affect them.
Objective 1: To reduce the incidence of poverty amongst the communities of the Lake Victoria Basin.	COSMER-LAV has no direct objective dealing with poverty reduction. The linkage between environmental management and poverty reduction is very weak and has not been emphasized on in the programme. For example HIV/AIDS is a cause of poverty around the Lake. COSMER-LAV is addressing the sensitization on HIV/AIDS in objective 7 but is not addressing the increase in economic power of affected households. However the Osienala Company deals with economic empowerment of communities.
Objective 2: To increase the level of biodiversity	Objective 1 of COSMER-LAV contributes to this by building capacities of institutions and capacities to handle waste products effectively e.g. through the creation of a wetland for agro-chemicals and by promoting the planting of macrophytes and trees this ultimately will increase biodiversity in the targeted areas.
Objective 3: To reduce environmental abuse and promote practical solutions to restore the environment in L. Victoria Basin	Objectives 1 and 4 contribute to this through creating awareness on environmental degradation at community level through the VECs and proper disposal and use of industrial waste.
Objective 4: To build the capacity of communities to manage, conserve and wisely use water resources in L. Victoria Basin	Objectives 2, 4, 5 and 8 are about capacity building and empowering of communities.
Objective 5: To strengthen institutional/organizational capacity of Osienala	Objective 6 is about Osienala's capacity strengthening. Objective 3 deals with enhancing partnerships in the region and contributes to this corporate objective.

2.9 The Strategy Used in Implementing the Partnership

The implementation strategy of a programme or project is usually based on a number of factors some of which include: the objectives of the programme, its geographical coverage, whether the institution or agency will implement activities directly or through partners, nature of the primary target group, the available resources, technologies to be transferred, the degree to which communities at grassroots level are to be involved in implementation, infrastructural and communication contexts in the target area, security for staff and many other factors that ought to be analyzed by all stakeholders and agreed upon.

From programme documents, COSMER-LAV's implementation strategy was to emphasize the principles of facilitation, collaboration, transparency and accountability at all levels of the implementation process. Special attention would be given to mechanisms and processes that facilitate organizational learning and community participation. In addition, the programme was to be implemented in collaboration with a number of local organizations and some international institutions, where necessary. Local institutions such as MMUST and Osienala's partners in East Africa, including officers in charge of waste management in the industries and municipalities were to consider the more technical issues. As a whole, programme activities were to be facilitated and implemented within Osienala's governance, management, technical and logistical support framework. For example, the Board, through its regular meetings and sub-committees was to be responsible for guiding and overseeing the operations of the programme. There would be a programme manager and programme officers managing various components in a complementary fashion in order to achieve the overall objectives of the programme.

Osienala employed diverse strategies in implementing the programme. First, resources were set aside to strengthen the organization's own overall governance, management, technical and logistical support systems. Secondly, Osienala's implementation strategy evolved around four main programme components namely: ecological sanitation, industrial pollution and waste management, HIV/AIDS and capacity building.

Key to the implementation strategy was the development and management of partnerships with different NGOs and institutions across the three countries and beyond. Between September 2005 and August 2008, Osienala was working with 12 partners and collaborating with several other institutions. These partners ranged from established national NGOs to more recently registered ones. An NGO capacity building programme was developed and implemented in partnership with MMUST, although the training was not confined to the 12 implementing partners. In addition, a scholarship scheme, mainly for Masters and PhD level degrees, was started within the programme in order to further strengthen future implementation capacity, particularly in the research aspects of the programme.

Considerable effort and investment had gone into improving Osienala's capacity. After restructuring, the board took on a regional perspective by the inclusion of board and trustee members from Uganda and Tanzania. The Executive Director was highly instrumental in guiding the overall implementation strategy in close collaboration with the donors and other stakeholders in the region.

Three elements that were also to guide the implementation strategy were the agreement conditions and implementation of the recommendations in the EIA and KPMG reports. The EIA recommendations will be discussed in this section while the KPMG report will be discussed in section 4.0 under efficiency.

In reference to the *Agreement Conditions*, Osienala was found to have adhered fully to the conditions set out in the agreement i.e. both technical and financial reports to Sida were timely; they submitted workplans every year and adhered to the workplans. They had also completed all activities articulated in the various workplans. Annual review meetings and audits had also been conducted.

In reference to the implementation of the recommendations in the EIA report⁵ in order to mitigate the possible negative impacts of the programme the following is the analysis:

⁵ EIA report for COSMER-LAV 2005

Project activity	Negative impacts	Mitigation measure	Action taken by programme
Industrial Waste Management and Pollution Control	Pollution of soils and water courses due to sludge disposal	Desludging to be done during dry periods	Has not been implemented yet as the desludging consortium still in its formation.
Ecological sanitation, water supply and agriculture	Rejection of human waste for agriculture due to ethical and cultural problems leading to environment and health hazards	Creation of adequate awareness	A lot of awareness creation has gone into this, changing the thinking and attitudes of target beneficiaries
Training and capacity building	none		
Community based compassionate HIV/AIDS management	Increased radiation due to increased capacity of RLV	Antennae to be placed far from settlement areas	Placement of antennae is determined by Communications Commission of Kenya (CCK) which selects appropriate sites.
Institutional development and management	Donor dependency, donor fatigue	Osienala to look for ways of sustenance in the future	Osienala is implementing income generating projects for sustainability e.g. Gwasssi hills, beach barns, commercial radio station.
Improvement of facilities and space at Osienala	Pollution from enhanced runoff, human waste due to increased population, restricted access to the lake.	Minimize destruction of vegetation, Construct wetland to curb pollution before discharge into the lake, Septic tank should not be used.	Osienala compound has mature gardens and vegetation. Office does not discharge sewage into the lake due to the use of a septic tank.

As regards human resource Osienala has an overall programmes officer, a COSMER-LAV programme coordinator and a COSMER-LAV project officer and all of these were supported by the administrative and accounts departments effectively.

Conclusion: With reference to the above analyses of various aspects the programme's relevance was found to be highly satisfactory. However the programme design could have been better.

3. Effectiveness

3.1 The Extent to which the Partnership has Added Value to Osienala and the Extent to which Osienala has Realised the Objectives of the Partnership with their Identified Partners

The overall Partnership Vision of COSMER-LAV was *“to develop appropriate policies and strategies for the sustainable management of Lake Victoria and for the improvement of the livelihoods of the riparian communities”*. This was to be achieved through the following objectives:

- 1 Capacity building of the Local NGOs, CBOs;
- 2 Advocacy for supportive policies and legislations;
- 3 Strengthening OSIENALA's Research and Development Agenda for improved livelihoods;
- 4 Collecting information on wetland ecology and wetland management principles;
- 5 Sharing knowledge on wetland and ecological sanitation management;
- 6 Creation of awareness on functions and benefits of wetlands/ecosans to local communities;
- 7 Training of personnel on waste-water/ecosan management and construction;
- 8 Harmonization of regional policies and legislations for proper enforcement of Environmental Laws;
- 9 Joint implementation of projects whenever possible.

COSMER-LAV is being implemented with 12 partners across the three countries whose interests are anchored on the sustainability of L. Victoria and its resources. Before COSMER-LAV Osienala was a local civil society organization operating in Kenya only. Osienala's partnership with these partners has been a growing process and it has taken time to build trust both ways as this was the first time Osienala engaged the current partners in implementation. The new partnerships have added value to Osienala by giving it a regional focus and enhanced visibility with the potential of regional impacts in the long run. Osienala has also benefitted from learning lessons in involving partners who have different experiences in their respective countries and who work with different cultures. For example the target beneficiaries in Katwe slums (UG) and in Kabanjaga location (TZ) are predominantly Muslim and therefore their resistance to using the Ecosan toilets was because the technology does not advocate for the use of water. However the partners became innovative and catered for this provision which then enhanced the use of the technology.

On the other hand the partners have benefitted from additional financing of their activities e.g. environmental education of communities on good environmental practices and they have also gotten opportunities to pilot new ideas and innovations such as alternatives to the traditional methods of waste disposal and the use of by products which they would not have done before. In addition the partners now have a bigger outreach with contact institutions which they did not necessarily have before. For example they have had to establish VECs who now serve as their entry points into the various communities not only for COSMER-LAV activities but also for their other activities.

3.2 The Achievements of this Partnership as Per the Objectives (on regional level, country and individual organizations)

The table below shows the achievements per objective.

Objective	Planned activities and targets	Completed activities against targets	Comments or reasons for lack of completion
1 To develop and establish community structures to monitor pollution and implement both remedial and corrective measures as necessary in a wide range of issues (wastewater disposal, water quality, land use management, wetlands and sustainable management of resources) in the entire Lake Victoria region.	<ul style="list-style-type: none"> • VEC formation and trainings • Industrial waste water management training (25 persons targeted per session) • Artificial wetland construction and promotion • Formation of a desludging consortium • Constructed wetland products utilization 	<ul style="list-style-type: none"> • VEC formation and trainings (over 60 VECs formed and trained) • Industrial waste water management training (2 training sessions conducted- 55 people trained) • Artificial wetland construction and promotion (artificial wetlands constructed in Muhoroni and radio programmes aired) 	<p>The different industries and municipalities had different desludging needs and organization strategies. This made it difficult to come up with a uniform desludging strategy. In addition, most of the industries had different policies and most were government institutions that were governed by rigid policies and regulations that hinder the eventual operationalisation of the consortium</p> <p>The main by product to be utilized by the community is the sludge obtained after desludging. Desludging is conducted once every 2–3 years depending on the type of waste being treated, size of lagoons etc. since inception of the programme one major desludging has been undertaken.</p>
2 To collect and disseminate information for sustainable management of the environment and resources of Lake Victoria basin.	<ul style="list-style-type: none"> • Alumni meetings • VEC trainings • Radio programme • Cross visits • VEC newsletters and promotion materials • NGO training (90 trainees targeted- 15 per session) • Studies e.g. social cultural study on ecosan • General VEC meetings 	<ul style="list-style-type: none"> • Alumni meetings (one industrial alumni meeting conducted) • VEC trainings • Radio programme in Kenya (4 programmes aired per month for 18 months) • Cross visits (2 partners cross visits conducted and over 18 M&E visits) • VEC newsletters and promotion materials (6 newsletters published and several promotion materials) • NGO training (6 training sessions conducted- 85 trainees) • Social cultural study on ecosan and impact of ecosan products studies conducted) • General VEC meetings (3 regional meetings conducted and several local based meetings) 	

Objective	Planned activities and targets	Completed activities against targets	Comments or reasons for lack of completion
3 To develop and enhance viable partner ships and networking with various stakeholders within and outside East Africa in order to support advocacy and community-based management of the environment and resources of Lake Victoria basin	<ul style="list-style-type: none"> • Collaboration in project implementation (15 partners targeted) • Membership of national, regional and international organizations 	<ul style="list-style-type: none"> • Collaboration in project implementation (10 NGO partners, 1 university and 1 factory directly involved- identified and other stakeholders involved) • Member of regional project steering committees e.g. Sida Cleaner Production programme • Member of Nyando Integrated Flood Management Committee. • Founding member of LVL RAC • Linkages with: <ul style="list-style-type: none"> • Living Lakes Consortium • International Lake Committee Japan • Peter August Boeckstiegel School in Germany; • SANA International; • Ecotourism Kenya • Ruth Chambers and Tim Strong (Changing Worlds UK). • Kick start technologies Kisumu • Assisted Kisumu Municipal Council in the establishment of a car wash site. 	The programme intended to have 5 NGO partners from each country but many lacked the necessary capacity and requirements in terms of financial management and implementation ability. Thus only 10 NGOs were identified.
4 To support communities to secure sustainable access to good environmental sanitation and safe water supply and to use industrial by-products and human wastes to improve agricultural productivity in urban settlements around Lake Victoria	<ul style="list-style-type: none"> • Promotion of ecosan • Development of ecosan demonstration sites • Household installations of ecosan toilets • Training of ecosan artisans • Promotion of horticulture and establishment of demonstration gardens 	<ul style="list-style-type: none"> • Promotion of ecosan (over 100 radio programmes aired and promotion materials developed) • Development of ecosan demonstration sites (over 15 sites constructed) • Household installations of ecosan toilets (over 20 household installations) • Training of ecosan artisans (3 regional trainings and several local trainings) • Promotion of horticulture and establishment of demonstration gardens (5 sites developed) 	
5 To undertake training and capacity building activities necessary for effective regional and community-based management of Lake Victoria environment and resources	<ul style="list-style-type: none"> • NGO training • Industrial waste management training • VEC/ community trainings • Training of ecosan artisans 	<ul style="list-style-type: none"> • NGO training (6 training sessions conducted) • Industrial waste management training (2 training sessions conducted) • VEC/ community trainings (3 regional trainings conducted) • Training of ecosan artisans (3 regional trainings and several local trainings) 	

Objective	Planned activities and targets	Completed activities against targets	Comments or reasons for lack of completion
6 To build the institutional capacity of Osiendela to become a center of excellence in sustainable management of the environment and resources of Lake Victoria basin	<ul style="list-style-type: none"> • Restructuring of OSIENALA • Procurement of equipment • Capacity building of staff • Finance restructuring 	<ul style="list-style-type: none"> • Restructuring of OSIENALA (new constitution, organization profile developed, new board formed and new organization structure) • Procurement of equipment (1 vehicle, 1 motorized boat, computers, radio equipment- (PM 1000- 1kw FM transmitter with 16 antennas) • Capacity building of staff (14 staff sponsored and others trained in house courses) • Finance restructuring (computers and furniture bought, finance staff trained, new finance software bought), 	
7 To conduct HIV/AIDS education through Radio Programmes	<ul style="list-style-type: none"> • Airing of HIV/AIDS radio programmes 	<ul style="list-style-type: none"> • Airing of HIV/AIDS radio programmes (4 programmes aired per month for 3 years) 	
8 To empower women and men to individually and collectively assert their rights at all levels through information dissemination and participatory exposure in various forums	<ul style="list-style-type: none"> • VEC trainings • Involvement of both genders in VECs • Involvement of VECs in activity implementation 	<ul style="list-style-type: none"> • VEC trainings (VEC training conducted at the local level and 3 regional trainings ad meetings) • Involvement of both genders in VECs • Involvement of VECs in activity implementation 	Total number of women and men trained in VECs not available

3.3 The Role and Contribution of Osienala in Achievement/ (Non- achievement) of the Laid Out Objectives

As has been outlined in the table above COSMER-LAV has achieved over 95% of all the activities it set out to do in the workplans. Osienala's role in the achievement of the targets was mostly facilitation and coordination with the partners and other stakeholders who have been instrumental in the delivery of the outputs. Through its trainings, exposure tours, studies and partner meetings Osienala managed to guide, offer advice and harmonise implementation strategies across the partners. For example, all partners implemented the ecological sanitation objective in a similar manner with a standardised approach. Where there was need for innovation they also went ahead and did so. This was seen in Kabaganja location in Mwanza where the partner was using local materials to build the ecosan toilet. In addition all VECs had received appropriate skills of environmental management for the work they were carrying out in the communities and the artisans were well trained.

As per the time of this review there were a number of ecosans visited that were not in use or were not complete. (See table below). Incompletion was due to late disbursements of funds and in some cases anomalies with the amounts transferred. The anomalies in the funds transferred were found in two partners in Tanzania where the amounts indicated on the transfer document varied with the amounts credited in the bank. This meant that the building of ecosans in Kagera and Mwanza was not progressing as planned as they did not have adequate funds and were waiting for the difference to be sent by Osienala. However by the time of writing this report the anomalies had been sorted out.

Location	Intervention	Completed	Incomplete	In use	Not in use	Reasons given for incompletion/lack of use
Kenya						
Obunga Slum	Ecosan	2		2		
Dago, Nyamasaria	Ecosan	6		6		
Nyochoo women's group, Kendu Bay	Ecosan	5			5	Had just been completed
	Ferro-cement tanks	5		5		
Tang'lueti women's group, Kendu Bay	Ecosan	5			5	Had just been completed
	Ferro-cement tanks	5		5		
Uganda						
Kiziru Landing site	Ecosan	3		1		Community was waiting for them to be commissioned
Nagoma	Ecosan		1			Ecosan design was inappropriate thus funds were inadequate. Partner had not yet received feedback from Osienala on the way forward.
Katwe slums	Ecosan	2	1	1	1	Controversy had arisen over the management of the community Ecosan, hence it was closed and matter was yet to be resolved.
	Water kiosks	2		2		
Tanzania						
Kagera	Ecosan	1	3			Fund deficit

Kabaganja	Ecosan	2	4	1	1	Not appropriate for Muslims due to lack of washing facility, Fund deficit
Bugogwa	Ecosan	1		1		

With regard to information dissemination, communication between Osienala and partners had improved over time. However there were cases where project activities had been affected by Osienala's poor or no feedback to partners, particularly on issues around partner proposal adjustments and Osienala's reports to Sida not being disseminated to partners unless requested. For example the lack of feedback to one partner in Uganda led to the incompleteness of the demo Ecosan. Partners were also of the view that they needed to be sent the audit reports.

3.4 Whether the Relevant Partner Institutions (Osienala and the partners) are Characterised by Good Governance (including effective management and organisation)

Osienala underwent restructuring in 2005 in order to have a regional outlook and begin its journey towards becoming a center of excellence in the L. Victoria Basin. Some of the changes that took place were the redrafting of their constitution, the development of a strategic plan, the development of a new organization structure, the inclusion of partners from the other riparian countries amongst others.

Some of the characteristics of good governance include the presence of a constitution, a representative board, clear definition of roles and responsibilities, delegation of work, regular meetings, appropriate decision making mechanisms, clear reporting lines, delivery of the organisation's mission through programmes and projects amongst others.

An overview of Osienala's governance shows that Osienala has a revised constitution which encompasses the following:

- Aims and objectives;
- Osienala Community Foundation (fundraising arm);
- Partners (requirements for eligibility);
- Elections (procedures for nomination, election and retiring);
- The board (composition, roles and responsibilities);
- Meetings (process and timelines);
- Auditors (their appointment and function);
- Funds (banking, authorization procedures);
- Inspection of accounts (process);
- Amendments to the constitution;
- Dissolution of the Society.

Stakeholders collaborating with Osienala were of the opinion that Osienala is governed well as major decisions have to be approved by the board which meets once every three months. There is also delegation of responsibilities as the Executive Director delegates work to staff e.g. he is not the only one who attends meetings with external stakeholders but other staff get to attend the meetings as well. Some stakeholders were of the view that since Osienala had become a regional organisation with a regional board, the staff also needed to be sourced from the region in order to enhance a regional corporate image.

A look at some of the minutes of the management board and overall board reveal that updates and workplans on all programmes are discussed in the board and decisions taken, for example in a management board meeting held on 7/02/08 COSMER-LAV was discussed and it was acknowledged that four of its components had not yet reached sustainability levels hence the need for further funding.

When it comes to the partners, capacity assessments were conducted before the partners came on board. Partners were being assessed along the following criteria: registration status, ownership/age of the organisation, vision, mission, core competencies, programmes and projects planned, management and administrative structures, human resource, infrastructure, information and communication facilities, funding, SWOT analysis, views on collaboration/partnership. Their constitutions, rules and regulations were also analysed by Osienala staff members who conducted the capacity assessments. They then gave their recommendations on whether the partner was suitable for not. An interaction with the partners during this review shows that the partners chosen are effective in the services they provide to the communities they serve and where their capacities were low Osienala had made efforts in addressing the gaps, e.g. by providing TAKWA with computer facilities and email to ease communication.

3.5 SWOT Analysis

The table below provides a summary of the strengths, gaps/weaknesses, opportunities and threats of the programme and Osienala.

Strengths	Weaknesses
Osienala has developed new partnerships in the region thus becoming regional with enhanced visibility.	Weak programme design leading to too many activities which were duplicated across objectives.
In Uganda and Tanzania VECs are linked to government structures.	Partners were not involved in the design phase of the programme.
The programme has qualified staff.	Duplication of activities across objectives.
Introduction and successful promotion of a new technology in ecological sanitation.	There was a lack of a baseline survey for benchmarking and setting of targets.
Good governance systems in place.	There was weak outcome and impact monitoring
Adequate financial systems are in place for COSMER-LAV funds.	Information flow to and from partners could have been better.
Exchange visits have been very effective in transfer of knowledge and skills.	Linkage of environmental management and to poverty reduction and sustainable livelihoods was very weak in programme design and implementation strategies.
Water availability created positive impacts in the targeted households.	HIV/AIDS. There was weak linkage with other components of the programme e.g. with Ecosans or the horticultural gardens.
In the slums the use of Ecosans eliminated the dumping of raw sewage into the drainage system to the Lake in the targeted households.	Documentation and dissemination of lessons learnt was lacking.
Wetland construction exemplified that highly toxic industrial waste can be cleaned through ecological processes thus reducing its negative impacts to biodiversity.	Degree programmes were not directly benefitting Uganda and Tanzania or Osienala staff.
Good collaboration with stakeholders in the three countries.	Broadcasting of COSMER-LAV programmes in one vernacular language reduces outreach and effectiveness of the Radio Programme around the Lake.

Opportunities	Threats
Using schools (primary and secondary) and public institutions, informal settlements for the promotion of Ecosans earlier on in the programme would have maximized impacts of these technology due to the high turnover of people who would have been utilizing the facilities.	Too many objectives can minimize focused impacts
Upstream communities need to be linked to communities around the Lake as part of the pollution also emanates from there.	Osienala's commercial businesses can lead to the obliteration of the non-profit and charitable arm.
Specific issues for advocacy by Osienala and partners on lake issues could have been taken up especially after the ecosan research and impact assessment studies and the documentation of best practices e.g. Ecosan.	Lack of ownership of activities.
Linking poverty reduction with the environment will elicit greater impacts on livelihoods and the environment.	
Country sub programmes with each country having a sub programme can lead to more harmonized in-country approaches and effective monitoring.	
Osienala commercial businesses can be used to sustain the NGO arm for sustainability.	
Expansion of other aspects of COSMER-LAV to the other two countries, e.g. wetland construction, HIV/AIDS can increase impact of the programme.	
Involving partners in the problem analysis and design of next phase will increase ownership of the programme.	

3.6 Institutionalization of Lessons Learned and Knowledge Gained

Some of the lessons that have been learned and have been institutionalized by Osienala through this partnership are in the areas of:

- *Sound management practices:* Due to the restructuring in Osienala and the various reviews it has undergone over the years, (refer to section 4.1 on the review of the KPMG recommendations), Osienala is now better in its technical, financial and administrative management as it has strived to implement the recommendations that accompany these reviews.
- *Regionalization:* Osienala has adopted a regional focus by having a board with regional representation and implementing partners with activities from the three EAC countries.
- *Partnerships:* From the partnerships that have evolved Osienala has learnt lessons in being prudent when partnering with other NGOs in terms of accountability. This has made them institute stringent reporting and accounting procedures in line with donor requirements thus enhancing accountability and transparency amongst partners.
- *Research:* Osienala through COSMER-LAV has introduced a new technology (ecosan) which has been difficult to sell to communities due to cultural and religious impediments. Thus a research study on “*The Cultural issues regarding ecosan toilet use around L. Victoria Region in Kenya*” had to be done in order to bring out the issues that were an impediment to communities and therefore offer appropriate solutions. It is because of this study that a lot of time has been spent in awareness creation with successes being realized as detailed in the section 5.0 and in an “*Impact assessment of Ecosans products*” study.

3.7 Integration of Cross Cutting Issues

Cross cutting issues here refer to the mainstreaming of HIV/AIDS and gender in the programme and in Osienala.

HIV/AIDS

HIV/AIDS is a big problem in Western Kenya and there are many organizations addressing it. Thus COSMER-LAV found it fit to only tackle it under capacity building. Creating awareness on HIV/AIDS and its socio-economic impacts was done through the radio programme. The programmes are aired in the local language so that the messages are understood by all. The listeners who called in need of further assistance were linked to community health workers, relevant clinics and health facilities that are within their reach. FASUSE the NGO that ran these programmes had managed to visit 3 groups on request.

Whilst the HIV/AIDS radio programme was extremely useful it is important in future for the partners to link it to other components of COSMER-LAV for it to have a bigger impact. For example it would have been beneficial for listeners of the radio programme to link Ecosans and the horticultural gardens with HIV/AIDS affected people as they are in need of higher hygiene standards and nutritional foods. In addition linking HIV/AIDS with the environmental management would add value to these programmes so that the listeners have a holistic view of the situation and are enabled to make the informed decisions on how to manage with HIV/AIDS infected or affected people. A good example is the Tang'lueti women group in Kendu Bay Rachuonyo district which has been assisted by this programme with Ecosans and ferro-cement tanks. This group has 7 members who are HIV/AIDS infected who have benefitted from being assisted with ferro-cement tanks thus improving their hygiene standards. During the debriefing meeting with partners, partners suggested that they could form a consortium where different partners would be offering different services which would ensure that the approach to HIV/AIDS is holistic so that the infected and affected can be linked to nutrition, watsan, micro-enterprises e.t.c.

Osienala as an organization has also mainstreamed HIV/AIDS in its operations. They do not discriminate when employing even if a positive status is known. In the training components e.g. VEC training, industrial training, artisan and NGO training HIV/AIDS is a permanent theme. HIV/AIDS has also been addressed in the Osienala strategic plan.

Gender

As regards gender, the programme had incorporated gender in its activities, it worked with youth, women and male groups in various aspects e.g. ecosan, ferro-cement tanks, tree farming groups, VECs etc. Most groups had both gender in adequate proportions. For example in Tang'lueti Women's group in Rachuonyo (Kendu Bay) there were 6 men out of 17 active members. In the industrial and NGO training components a total of 88 men and 51 women have been trained around the region. In Uganda a third of the VEC committee were women as stipulated by law while in Tanzania, women made up between 30 to 40% of the committees.

Some cultures in Western Kenya insist that women cannot inherit property and are not allowed to speak in forums where decisions are being made. In order to address this issue Osienala in all its programmes insists that women attend all its trainings and meetings otherwise the meetings are unlikely to elicit representative views. Radio Lake Victoria also broadcasts programmes on family life and women's rights.

In addition during recruitment Osienala encourages women applicants and gives preference to women interns. On the board there are two women trustees out of 4 members and the treasurer to the board is also a woman.

Conclusion on Effectiveness and viability of continued support

In relation to the achievement of objectives, good governance and management, the SWOT analysis and the realisation of the objectives of the partnerships, effectiveness is rated as *largely satisfactory*. Thus continued support would be highly viable with the adjustments stipulated under the recommendation section.

4 Efficiency and Cost Effectiveness

4.1 The Extent to which Quality Control Mechanisms, Including the Organisation's Monitoring and Evaluation Mechanisms have been Developed over the Period

A review of the financial management procedures and quality control was undertaken by KPMG in 2005. A number of recommendations were suggested in order to improve efficiency, quality control and monitoring and the table below analyses the action against each objective.

Subject	Recommendation	Action taken
1 Strategic Planning	a) Implementation of strategic activities to be done through CBOs under supervision by Osienala. b) Operational risk assessment and management framework to be incorporated into the strategic plan c) A formal management succession plan outlined in the strategic plan. d) Formal operations continuity and disaster recovery plans outlined in the strategic plan. e) Strategic plan reviewed and approved by board and stakeholders.	a) Osienala brought on board 12 partners across the three countries b) This is yet to be done. c) The new constitution has partially incorporated this. d) This is yet to be done. e) Strategic plan approved by board.
2 Formal operational management framework	a) Review constitution to reflect recent changes in the organisation b) Regular formal review of reports on organisational activities and related risks c) Review of financial budgets against actual positions d) Appointment of Ugandan and Tanzanian representatives	a) Done b) Done by management board c) Done by board d) Done
3 Partner evaluation and management framework	a) Policy guidelines for selection and regulation of proposed partners b) Develop formal framework for partner assessments to include <ul style="list-style-type: none">Guidelines on proposal submission, MOUsDisbursement plansFollow-up on progress reportsFinancial reporting to be accompanied by invoices and receipts	a) Guidelines for partner selection in the constitution • Done • Done (in line with Sida guidelines) • Done • Done
4 Human resource management	Formal staff development and training plans developed and approved by board	The HR has a training plan for various staff.

Subject	Recommendation	Action taken
5 Financial Management	a) F&A manual updated to include guidelines on budgeting and cash flow management a) New accounting system to be acquired a) Formal reviews of financial reports against budget should be conducted by management and board a) Internal audit plan developed and approved by board a) Internal audit manual prepared and approved by board a) Annual external audit should be performed by an independent Certified Public Account	a) Yet to be done b) Done c) Financial reports discussed by board d) Not yet done e) Not yet done f) Done by Mwema and Associates
6 Gender mainstreaming	Develop specific gender mainstreaming plan and approach for projects under Sida funding	Gender mainstreaming incorporated into strategic plan
7 Anti-corruption measures	Develop anti-corruption policy and attendant guidelines	Consequences of misuse of funds articulated in Article 16 of the constitution.

4.2 Programme Monitoring

Monitoring is anchored on baseline information so that progress against the benchmarks or targets set can be measured. COSMER-LAV did not conduct a baseline survey at the beginning thus making it difficult to determine the extent of the progress towards determined targets.

Monitoring of activities especially of the hardware components had taken place in the three countries through visits by the Programme Officer and occasionally the Programme Coordinator and Executive Director. Some partners were of the opinion that these visits only coincided with exchange visits or the accompaniment of visitors and would have wanted to see more monitoring when there were no visitors. This may explain why some partners deviated from their original plans of implementation as there was minimal guidance before the completion of the activity e.g. the lack of completion of the demo Ecosan under UEEF was a design problem and should have been detected early before the structure was half way done. Similarly, the building of the pit latrines by NAPE in Kiziru (Uganda) where the Lake is less than 200m away should also have been detected and remedied while the lack of tree planting by MESUDO and the building of ecosans in a mostly Muslim community that requires water for ablution hence current minimal use Kabaganja location (Tanzania) should have been addressed early enough.

Partners were also of the opinion that the programme staff were overburdened with programme management and monitoring of 12 partners and would have done with extra assistance. The team concurs with this view.

However after the initial mishaps monitoring of activities improved. But a gap remained in the monitoring and documentation of the outcomes or impacts of the activities. For example the impacts of the NGO training or industrial training within the respective NGOs had not been captured. It is what the trainees do with the skills acquired after they go back to their organizations that matters. It is how the industrial training of managers in the various industries on waste management enables them to improve waste management practices that is of greater importance.

For a programme to show that it succeeded in changing behavior, the collection of outcome or impact data is important. This can be captured during the design phase of the programme in the development of an M&E framework which seeks to establish a baseline which then is used to monitor activities, results/outcomes and impacts and allocates both human and financial resources for this.

The programme had also conducted evaluation meetings with partners. These meetings served as forums for the assessment of partners activities, sharing experiences and ideas and were attended by senior management staff, Osienala board and partners.

As regards programme reporting, the partners reported twice after they received the first disbursement, midway and at the end after they have expended all the funds. This means that different partners reported differently throughout the programme period. These reports were then compiled into an annual report to Sida. An analysis of a sample of partner reports showed that they mostly reported on activities and their progress and monies spent. Osienala's reports to Sida were also activity based i.e. the reporting was against the workplans which was based on the four components of NGO capacity building, ecological sanitation, industrial pollution and waste disposal and HIV/AIDS which is consistent with the logframe in the project document.

Usually reporting is done against programme objectives as opposed to components/themes. Measurement of output achievements is against the objectives while outcomes and impacts can be measured against, objectives and components/themes. Outcome/impact based reporting, the documentation of lessons learnt and best practices were found to be weak.

4.3 Environmental Monitoring

An EIA report conducted at the beginning of the programme had outlined an Environmental Management and Monitoring Plan for the programme. The analyses in the table below shows that Osienala is conducting the monitoring as planned.

Expected negative impact	Monitoring means	Status
Air pollution from vehicles/boat	Regular inspection by qualified personnel	Regular servicing done
Change in water quality due to pollution released from Osienala and oil spills and leakages from vehicles and boats	Continuous chemical, biological and physical effluent analysis	Done at the beginning of the programme only
Destruction of vegetation around Osienala	Planting of trees and nurturing them to maturity	Done
Noise pollution from boat and vehicles	Noise measure levels	Regular servicing done
Accidents and hazards by boat and vehicles	Audits to ensure mitigation measure are followed e.g. Provision of life jackets, enforce adherence to safety measures.	Life jackets provided and given to passengers in boat. No overloading allowed.
Oil spillage into lake from boat and vehicles	Daily inspection of boat and vehicles	Done by a driver cum mechanic
Radiation from radio antennae	Inspection by qualified personnel	Done CCK

Conclusion on overall monitoring was that it was largely satisfactory.

4.4 The Efficient Use of Resources and Measures Taken during Planning and Implementation to Ensure that Resources are Efficiently Used

The use of resources is sanctioned by the management board after they review the budget/expenditure. Services that require outsourcing such as consultancies and procurement of goods undergo vetting processes by the management board to ensure that the goods and services are delivered at the best value for money. A simple analysis of the costs spent on the programme in the years 2006/07⁶ and 2007/08⁷ as opposed to the costs spent on administration and salaries for programme staff is shown in the table below.

⁶ These two years are taken as samples as they are more comprehensive

⁷ This is figures are based only a draft financial report as all the costs had not yet been posted as the time of writing this report.

Year	Programme Costs (Kshs)	Administrative Costs (Kshs)
2006/07	34,330,472 (76%)	10,715,316 (24%)
2007/08	34,672,640 (76%)	10,932,907 (24%)

The above analysis shows that the programme is cost effective with respect to the ratio between overheads and programme costs as the overheads are not above the 30% mark. With respect to the amount of funds spent in training (NGO and Industry managers) compared to the impacts of these trainings, this would require an impact assessment with a cost/benefit analysis as the review was unable to determine how most of the trainees had translated the knowledge into better ways of working, less pollution in the rivers and enhanced waste disposal mechanisms. The impact assessment will be important because over Kshs 10 million has spent on these trainings per year on a total of 139 students. This averages out to approximately 140,000 spent per trainee.

In comparison, the cost of building one ferro-cement tank was approximately 50,000 for an average household of 5 people. Families used to spend a minimum of Kshs 1,000 for medication in the treatment of bilharzia, diarrheal and other water borne ailments for both children and adults per month. With safer water now, families are able to save this money for other necessities and their time is freed up for other productive activities such as income generating activities. This intervention can then be termed as cost effective.

As regards the measures taken during planning and implementation, partners were provided with guidance on what was expected on them in terms of use of funds and reporting. The first tranche was usually not given in full so that Osienala could monitor how the partner utilises and accounts for the funds. If the funds were well spent then the next tranche would be increased. If the funds were not well spent the partner would not receive another tranche. In this way wastage of finances was minimised.

4.5 The Financial Management Routines between Osienala and the Partners and Their Effectiveness

The implementing partners develop a budget and workplan per year which is then vetted by Osienala and approved or adjusted. The common practice was that the money was disbursed in tranches by electronic transfer to their bank accounts. This method of disbursement proved to be efficient and effective as money was available quickly as opposed to banking cheques which would take a long clearing period. After the partners had spent the funds they were required to account to Osienala, via invoices and receipts. Sometimes this process used to take a long time depending on the capacities of the partners. It was only after proper accounting was done that the next tranche was disbursed. Thus the partners with greater accounting capacities progressed faster in the implementation of activities.

The conclusion thus on efficiency and cost effectiveness is that it was satisfactory.

5 Outcomes, Impacts and Results

This section discusses outcomes, impacts and results of the various components. The term outcome is taken to mean the likely or achieved short-term and medium-term effects of an intervention's outputs while impact means positive or negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended. Results are taken as the outputs, outcomes and impacts (intended or unintended, positive and/or negative) of a development intervention.

5.1 The Positive and Negative Outcome of the Objectives of the Support to Osienala (at regional, country and on individual partners)

The greatest positive outcome of the support to Osienala has been its enhanced capacity in terms of equipment (boat, transmitter equipment), increased visibility in the region and a broader network of partners and collaborators. Osienala's credibility has also improved with LVBC now engaging Osienala in some activities e.g. Osienala was hired by LVBC to develop a database for the CSOs in the Lake Basin. LVBC was pleased with the output.

Osienala now receives over 10 learning institutions weekly which use the boat for environmental education programmes of students from primary, secondary and tertiary institutions. The students are taken for excursions to wetlands, rivers and estuaries and islands in the lake. They view pollution hotspots etc. In addition researchers from the universities both local and international as well as students pursuing their postgraduate studies and researchers from research institutions have used the boat to undertake their research projects in and around the lake. The boat has also been used in rescue efforts in the lake especially those involving fishermen during rough weather.

The transmitter stations have enabled Osienala reach a wider audience. This in the long run will enhance its sustainability as it runs on a commercial basis earning money from commercials and sponsored programmes.

The new accounting package is yet to be tested so the outcome can only be gauged at a later stage.

At regional level Osienala's name is known in lobbying for sound environmental management of the Lake Basin. Osienala even contributed to the Mabira forest campaign in which Ugandan environmentalists had lodged against the Ugandan government and the forest was saved from being turned into a sugar plantation.

At individual partner level Osienala especially through the hardware component of ecological sanitation has assisted the individual partners elicit interest in the communities they serve such that there is now a great demand for ecosans. The partners' profiles have also increased with their other collaborators and this has had the outcome of other collaborators being brought on board to supplement COSMER-LAV activities. E.g. Kampala City Council, Mwanza City Council and Kick Start Technologies in Kenya.

No direct negative outcomes were recorded but in future sustainability and impacts of promoting ecosan or VECs may be compromised as partner organisations were not implementing them before COSMER-LAV and are relying heavily on financing from Osienala.

5.2 The Current Organizational Capacity of Osienala in its Relation as a Local Organization with a Regional Focus, Strengths and Weaknesses

The SWOT analysis under section 3.5 has addressed this issue and the recommendations are in section 8.0

5.3 COSMER-LAV's Impact on Riparian Community as Per its Main Components

5.3.1 Industrial Pollution and Waste Management

Training on industrial pollution had been done with managers of the sugar industries, paper mills and city and municipal councils in the three countries. The consultants managed to visit Agro-chemical Food Company in Kenya which had been assisted by COSMER-LAV in the construction of a wetland that could assist in the reduction of BOD and COD from its waste. The wetland was constructed and managed to increase the biodiversity in the area as it was soon colonized by birds with proliferation of

the macrophytes and grass species. Agrochemical began discharging the sludge to the wetland but after some time the waste treatment plant broke down and this led to highly toxic effluent being discharged into the wetland. The macrophytes began burning due to the toxic discharge and this had to be halted. However this is being addressed by the company. The proliferation of grass in the wetland had also proved to be beneficial to the local communities as they were now harvesting grass for their livestock from the wetland (See picture 2 below).

Picture 2: Wetland constructed by ACFC in Muhoroni



According to ACFC the training was beneficial to them and their relationship with the programme has improved as they were now working closely together as opposed engaging in conflict which had been the case earlier on. The Lake Basin Development Authority (LBDA) had visited industries in the recent past and found that Mumias Sugar and Pan Paper Webuye had increased the number of treatment cells and Pan-Paper had also introduced an aerator to increase biodegradation in the ponds. This had the result of reducing the BOD by about 60%. It was however difficult to conclude whether this progress was attributed to the industrial training under this programme or part of the industries' strategies to reduce pollution as they have to adhere to NEMA regulations. LBDA environmental department were of the view that the training had enhanced teamwork in the department as 4 staff had been trained by COSMER-LAV.

Relationships with other industrial actors who discharge their waste in rivers were also reported to have improved in the sense that industries were now able to dialogue and seek advice from Osienala about better waste disposal methods. However this could not be verified during this review.

5.3.2 Ecological Sanitation

Under ecological sanitation were the construction of Ecosans and water harvesting structures. The observed outcomes and some primary impacts both direct and indirect are detailed below.

Ecosan construction was implemented in the three countries. The idea was to encourage hygiene and sanitation while at the same time using eco-san products for horticulture. Most of the Ecosans visited by the team were newly constructed and some were not in use or were still incomplete at the time of this review (refer to section 3.3). However the ones that were in use were being used properly and in some areas the urine had been used as manure for crops such as bananas and vegetables. This was seen in Bugogwa ward (Mwanza, TZ) and Nyamasaria (Kisumu, KE) respectively. The outcome of this was that the health of crops improved and this was evident.

There had been some multiplier effects of the ecosan technology. For example in Dago Nyamasaria, Kisumu one member of the community constructed an Ecosan out of local materials and began using it (see picture 3 below). He only used Kshs 200 to pay for the labour! In addition LVSB linked him with Kick-Start an NGO that supplied him with a Money-Maker pump for irrigation. He was able to have a kitchen garden which he irrigated with water from the pump and used the ecosan by products as

manure. He was selling the water to his tenants at Kshs 1 for a 20 litre jerrican. Later the programme then constructed a proper Ecosan for him. The indirect primary impacts are that he now has additional income which he did not have before and this will assist him meet his other livelihood requirements in the long run.

Picture 3: Ecosan constructed with local materials



In Katwe slums Kampala, multiplier effects were also emerging and one landlord had also built an ecosan using local materials but it was not yet complete. The artisans that had been trained by the programme were assisting him in rectifying some of the mistakes that he had made during the construction. In Tanzania and Uganda there was high demand from individuals who would like assistance in the building of the Ecosans. The biggest outcome of the ecosans in the slums was that the landlords who had Ecosans were no longer releasing human waste into the drainages that end up in the Lake, thus reducing pollution in the long run.

5.3.3 Water Harvesting

The programme provided water tanks for rain water harvesting from roof catchments (Kiziru, UG), assisted in the construction of ferro-cement tanks (Rachuonyo, Kendu Bay, KE) or constructed water kiosks (Katwe, UG). The increase in the availability of clean water resulted in a number of outcomes as follows:

- Women in Kendu Bay no longer have to go and fetch contaminated water in the rivers. This has resulted in the incidences of bilharzia, stomach ailments and diarrhea cases being drastically reduced. For example in one of the households visited since the construction of the ferro-cement tanks there has been no bilharzia incident recorded whilst in the past there were cases every month. In Kiziru UG the same was mentioned as the programme provided them with a plastic water tank.
- Due to the provision of ferro-cement tanks, the amount of firewood used had reduced as the households now used water guard in the tanks as opposed to boiling the river water using firewood.
- Women with ferro-cement tanks also had more time for other income generating activities such as pot making.
- Money saved in the treatment of water borne diseases was now used for domestic purposes. One tablet for treating bilharzia costs Kshs120 and full doses for children and adults are 4 and 12 tablets respectively. This is a lot of money for the poor people in the rural areas.
- The water tanks had also assisted vulnerable women e.g. those affected by HIV/AIDS. One such woman from Tang'lueti women group in Kendu Bay narrated how she used to faint while standing in long queues to fetch water before she had a ferro-cement tank constructed for her at her home.

- In Katwe slums the water kiosks had assisted the residents as they were now fetching clean water even if they have to pay for it (Ushs 100 for two 20litre jerricans). Before they used to fetch water in the drainages and water borne diseases e.g. diarrhea and cholera were prevalent. The incidences of these diseases have now reduced.

The main impacts that are expected under water harvesting are that in the long run, people will use less income on treating water and buying medicine. They will therefore have more money to spend on other basic necessities such as food and school fees. In addition the use of less firewood as boiling water is no longer necessary will result in less deforestation and therefore an improvement in vegetation cover.

5.3.4 Other multiplier effects

- In Kiziru UG, after NAPE targeted the displaced people for the introduction of Ecosan and water storage facility, the local government then moved in and provided piped water and even constructed 4 pit latrines. As a result of increased availability of clean water, personal hygiene had improved as people were able to wash their hands after visiting the toilet.
- In Kabaganja location TZ as a result of TAKWA assisting in the formation of VECs and construction of Ecosans, the government had been attracted to the area and had offered support in HIV/AIDS and Plan International had also moved in to distribute mosquito nets at subsidized prices.
- In Katwe after the construction of water kiosks, RUDMEC lobbied the Kampala Water and Sewerage Company which provided piped water to the kiosks. The kiosks made enough money to pay for the water and for maintenance. The kiosks also served as shops for petty groceries for additional income generation for the individuals operating the kiosk. The rent for the kiosk was income for the village development committee which was used for other development work.

5.3.5 HIV/AIDS

The Radio programme according to FASUSE had elicited a lot of interest in the target area. The programme had a lot of people calling in and text messages which the programme responded to. Through the lessons disseminated, people affected by HIV/AIDS and were in need of special attention sought assistance with FASUSE which then referred them to the appropriate clinics, patient support centers or community health workers for additional support. This programme managed to break the barrier of stigma and discrimination of those affected by HIV/AIDS in the target communities. In addition it had also enticed other players to offer services in the areas they cover. For example when FASUSE came across people in need of VCT services, Liverpool VCT agreed to offer the services even on the islands. However FASUSE required more funding to visit the radio programme listeners

The team's opinion is that if this programme would disseminate messages that link the environment especially ecological sanitation and horticultural gardens with HIV/AIDS it would elicit more outcomes and greater impact.

5.3.6 Capacity building

COSMER-LAV undertook a lot of capacity building activities. Capacity Building had been in the form of training, exchange tours and sharing of experiences through various meetings of grass root people e.g. VECs and artisans NGO workers and senior managers in the industrial sector. The outcomes that were seen by the team are detailed below:

Grass-root level: The VECs in the three countries had really benefited from the training and exposure tours. After the training they had gone ahead and mobilized their communities through dissemination of ecological sanitation messages, the importance of conserving the Lake, garbage disposal, and public health among others. Garbage was now being collected and being disposed of properly and the areas were cleaner than before (Kiziru, Katwe -UG and Kabangaja-TZ). Where there were Ecosans the VECs oversaw their management and the maintenance. VECs now had bylaws on environmental management and penalties on the same if broken.

The artisan training also had some outcomes where trained artisans were now constructing Ecosans for the community and were being paid. This had improved their income levels. In Kabangaja TZ and Katwe UG the artisans were paid Tzshs 200,000 and Ushs 200,000 respectively per Ecosan. More than 40 artisans had been trained in the three countries.

The greatest outcome in the communities visited was that the sensitization on ecosan had succeeded very well as everybody who was targeted had appropriate information and could explain its use and benefits quite explicitly.

NGO capacity building: More than 50 NGO workers had undergone this training which covered a wide range of topics. After the training the trainees were followed up and one of the outcomes had been that some of the trainees had been able to develop strategic plans and write proposals⁸. KADETFU in Tanzania had prepared a strategic plan after the training and a trainee from ACCESS, a Kenyan NGO, was planning on disseminating the knowledge gained to other staff.

Individuals had also been trained in certificate, degree and post graduate courses. The consultants were unable to determine what the outcomes of these had been especially when the individuals were not Osienala or programme staff. In addition the degree and PHD programmes would only be complete after the completion of this programme. The link between the degree courses and the activities being undertaken at community level was also not clear.

As can be concluded from the above information it was relatively easy to observe and see the outcomes of the hardware component as opposed to the software component (capacity building) which took up a relatively big amount of the budget as compared to the hardware⁹. Therefore a separate impact assessment needs to be conducted to determine how the more than 130 trainees both in industrial waste management and NGO capacity building utilized the knowledge and skills they received in order to elicit outcomes/impacts in their organizations.

5.3.7 The strength of Osienala and their partners to influence policy and contribute to regional setting agenda as a result of this partnership

Osienala's top management in the past and even currently are known for policy lobbying both at national, regional and international levels. RUDMEC and NAPE are also known in Uganda for strong lobbying and advocacy at national and regional levels especially through the use of the media. The other partners are not as strong as they are relatively small or new. As mentioned earlier Osienala contributed to the campaign on the proposed excision of Mabira Forest in Uganda for sugar cane growing. However in this programme there were opportunities of policy lobbying that were missed and could have been maximised on. These are detailed under the recommendation section. Thus as per policy lobbying and advocacy this programme was yet to identify or strategise on policy lobbying priorities and approaches. Nevertheless, one field officer had participated in the drafting of the new wetlands policy and during the industrial waste management trainings the environmental laws were disseminated to the trainees. In addition the COSMER-LAV project officer is also a member of the Kenya Wetlands Working Group.

5.3.8 The overall perception of the partnership in achieving the set out objectives and lessons learnt for future reference

In reference to the effectiveness section, it can be concluded that the partnership worked well in achieving the set out objectives. Lessons learnt are captured in section 7.0.

⁸ According to Professor Shiundu, board member Osienala, and trainer in the NGO programme.

⁹ For example in the year 2007/8 the amount of money spent for the industrial and NGO training was over Kshs 10.5million while the amount spent on the hardware component was approximately Kshs 3.4million about one third of the training budget.

5.3.9 The challenges of the partnership that may need to be addressed in future

Challenges of the partnership included:

- Different technical and financial capacities amongst the different partners,
- Rolling out a programme to partners who were not part of the design phase is challenging because it takes time to bring them on board,
- Language barrier especially with partners who are not conversant with the English language,
- Effective monitoring and evaluation of the numerous activities across the three countries,
- Documentation of outcomes, anticipated impacts, lessons learnt and best practices by partners,
- Financial reporting by some partners especially the new ones was also a challenge.

The recommendations section has highlighted on ways of addressing these challenges.

5.3.10 Achievement of overall results

In conclusion an analysis of the extent to which the programme realised its anticipated results from the project document is detailed below.

Anticipated Result	Extent of achievement and comments
Innovative strategies and alternatives for sustainable management of the environment and resources in the lake basin developed	Still ongoing especially with the hardware components of the programme
Discharge of pollutants from sugar and allied industries substantially reduced	This is yet to be determined with an impact assessment of the industrial waste management training
Improved community participation in waste management	This has been achieved especially with the VECs
Closer networking and partnerships in addressing problems of pollution and HIV/AIDS	There is now an alumni of trainees trained in waste management and pollution, the HIV/AIDS partner has a large network of partners
Increased cooperation between industries and communities in the sustainable utilization and management of resources including wetlands	It is too early to tell whether this has occurred, an impact assessment would elicit more information
Sound financial, accountability, governance and transparency developed in Osienala	Accounting systems and principles of good governance in place.
Increased visibility of Osienala in the region;	Has been achieved
Strong networking and partnership approach in addressing the problems in the region	Achieved through its partners
Empowered communities that can responsibly take charge of their own environment and manage it for prosperity	Too early to tell

The conclusion on outcomes and impact is that they were satisfactory.

6 Sustainability

6.1 Osienala's Capacity to Sustain its Roles as a Regionally Focused Organization

Osienala gets its credibility to function as a regionally focused organisation by working with its partners in the three countries. Without partners it would cease to don the regional look and revert to being a local organization. The regional partners came on board because of COSMER-LAV as they were not partnering with Osienala before the programme. These partners are not involved in any other Osienala programmes although the potential is there especially with the other activities that are commercially run and Osienala has the capacity to expand these programmes to the partners.

6.2 Consistency of interventions with Partners' Priorities and Effective Demand

All COSMER-LAV partners are involved in environmental management and their priorities were similar across the countries. It was noted however that whilst a lot of sensitisation on pollution and waste management was ongoing, minimal efforts by implementing partners had gone into the training of environmental communities and the construction of hardware on ecological sanitation. Thus the interventions under COSMER-LAV added value to the partner's priorities as with additional funding they were able to implement their environmental programmes better. Some partners such as RUDMEC and NAPE had priorities e.g. sensitisation on HIV/AIDS, policy lobbying and advocacy which they intend to do within the same programme if it continues to receive funding. In the first phase they could only implement ecological sanitation interventions as this was what received funding from Osienala. LVSB would also have appreciated more funding for community wetland management but they only received funding for VEC establishment and ecosans.

The demand for proper domestic and industrial waste disposal, reduction of pollution, sustainable wetland management, capacity building of communities has been and continues to be very high.

6.3 Support of Interventions by Relevant Institutions and Stakeholders

In Uganda, Kampala City Council is involved in the training of VECs and the local government (LC1) is a member of the VEC. In Tanzania, the Public Health department is a member of the VEC at the ward level. In Kenya stakeholders such as the Lake Victoria Basin Commission, NEMA, LVEMP II, the Lake Basin Development Authority, Water Resources Management Authority (WRMA) have been involved at one stage of the programme or another. NEMA and WRMA have been involved as facilitators of the industrial waste management training while LVBC/EAC has been involved in various meetings. Osienala also participated in a review of LVEMP II and is a member of the Provincial Environmental Management Committee. WRMA have also supported Osienala in the establishment of car wash sites in Kisumu Town.

6.4 Osienala's Capacity to bring on Board other Partners and Financial and Institutional Capacity to Maintain Intervention Benefits after Donor Support has come to an end

As per the time of this review there were no partners that had been brought on board who could maintain intervention benefits. Sida was the only donor. As regards:

Technical sustainability: Sustainability in terms of the skills and knowledge that have been acquired by the trainees from the VECs, NGOs and industrial waste managers is high if the knowledge is put to use.

The VECs can train other VECs and the artisans can also train other artisans in an ‘on the job’ training programme. Osienala itself has gained a lot of expertise especially in the management of partnerships and is capable of providing guidance and advice and facilitation roles in future.

Financial sustainability: Osienala currently does not have funding from other donors for the continuation of COSMER-LAV. However it is involved in commercial enterprises for economic sustainability such as the beach barns, the ferry, Radio Lake Victoria and Gwasssi hills from which profits can be used to sustain some of the COSMER-LAV activities. With regard to the partners, all three Tanzanian partners were earning some income from micro-enterprises e.g. credit revolving scheme and cottage industry by COMM-CARE, while TAKWA was running a medical facility on a commercial basis. The Kenyan and Ugandan partners were mostly relying on donors for funding.

Administrative sustainability: Osienala has undergone a lot of structural changes especially in its finance and administration units. With the recruitment of accounts and human resource personnel, administrative sustainability is high.

Environmental sustainability: Currently there are no threats to environmental sustainability as long as the interventions are ongoing and gaining momentum. Where interventions have been completed and VECs have been formed environmental sustainability is assured. Where interventions are not yet complete and VECs have not yet been trained environmental sustainability is still at risk.

6.5 Sustainability of Different Interventions

Industrial Pollution and Waste Management

Sustainability of the wetland constructed by Agro-chemical is possible once it begins to function properly as the only input that will be required will be the waste sludge. Sustainability of the industrial waste management courses would only be possible if the companies allocate monies to fully or partly sponsor their staff for the courses as part of career development as opposed to Osienala’s full sponsorship.

The desludging consortium failed to be realised due to the reasons outlined in Table 3.2. The programme is now exploring other methods where the communities can be mobilized to desludge periodically and utilize the waste as fertilizer. This would be more sustainable.

Ecological Sanitation

The Ecosans are sustainable because they do not fill up like pit latrines as the by-products are used as organic manure. Its uptake is still limited currently as the concept is still new and in Kenya and Uganda it costs more to construct an Ecosan than a pit latrine. So without additional assistance, poor households may not be able to afford this technology. The same goes for the water storage facilities, poor households will require additional assistance to own the facility. However if self help groups e.g. women groups and youth groups can be assisted in income generating activities for self sustenance they would be able to afford these two technologies by themselves.

HIV/AIDS

The HIV/AIDS radio programme has a wide reach of over 3 million people. Currently the Radio Station is self sustaining as it is run on a commercial basis. The programmes aired are popular with the target beneficiaries hence the reason why many clients would want to advertise or air their programmes on it even if they have to pay for the airtime. Thus even without donor funding the HIV/AIDS programme will be sustainable as long as Radio Lake Victoria continues on a commercial basis.

NGO Capacity Building

The NGO Capacity building component is fully sponsored with Sida funding. The trainees are not confined to partners and any NGO staff who is interested in the training can participate. As such it is in

high demand. The consultants are of the opinion that even if donor funding was only partially available or not available in the long run, interested trainees would be able to partially or fully sponsor themselves to attend the 3 week course when the course is offered by MMUST with Osienala offering the practical experience modules or courses. When this idea was presented to MMUST, they were of the opinion that this was the future strategy for trainings conducted by NGOs. However Osienala feel that the training would become more academic than practical if offered this way.

6.6 Ownership of Activities and Impacts by Partners

Ownership is usually cultivated from the planning stage, is enhanced in the implementing stage and embedded in the sustainability of activities and impacts after the funding ends. Looking at COSMER-LAV, the programme was an Osienala programme and not a programme that was developed with partners. As at the time of this review most grass-root people and partners were of the view that they still required more funding from Osienala as opposed to seeing how they could further the activities themselves, hence the very low multiplier effect observed. We thus concluded that ownership was still low and we cannot say with certainty that the activities implemented can continue if funding to partners ceases as most of the activities were new to them.

Ownership of the programme within LVBC/EAC is high as they are conversant with the programme and are involved in various meetings. COSMER-LAV also fits well within the EAC vision as outlined under the relevance section.

Conclusion: Technical, administrative, financial and environmental sustainability prospects of the programme in future are high if appropriate financial and monitoring mechanisms are put in place. Sustainability of different interventions in future is also high with appropriate planning, implementation and institutional arrangements in order to enhance ownership.

7 Lessons Learnt

The following are lessons that have been learnt by Osienala and partners during the programme period.

7.1 Programme Design

- a) *A good programme design with effective M&E* enhances clarity of objectives and indicators and leads to more focused outcomes as compared to a poorly designed one which has the opposite effect.
- b) *Baseline Surveys:* It is important that a programme conduct a thorough baseline survey before the initiation of the project on which a monitoring framework can be developed. In this way activity and impact monitoring become easier for the implementers and reviewers.
- c) *Ownership of Programme:* It is important that a programme which involves many stakeholders in its implementation involves them in the planning stages so that ownership is enhanced and they are also able to enhance sustainability of impacts and activities.

7.2 Implementation Strategies and Interventions

- a) *Partnership development is a process* and takes time for trust to be built for effective programme implementation. It has taken COSMER-LAV more than one year to acquire the appropriate partners as they were not operating in Uganda and Tanzania before. In addition some partnerships e.g. with

parastatals can be difficult due to the bureaucracy that a parastatal has in its operations which usually compromises effectiveness and efficiency and ultimately impacts of programmes.

- b) *Different cultures need to be handled differently* when implementing interventions e.g. Ecosans in Muslim communities must make provision for ablution. In Kabangaja location in TZ the Ecosan that was built for demonstration is only visited by 2 or 3 people per day as they did not make provision for ablution as the community is predominantly Muslim. This has minimized the impact of that particular unit.
- c) *Wetland management and conservation management need to go hand in hand with land ownership issues.* For example where the communities do not own the land on which they build the Ecosans or set up their horticultural gardens, they are less inclined to conservation as they have no legal rights to the resources they want to conserve.
- d) *Effective engagement with various stakeholders particularly polluters results in more effective ways of addressing environmental management.* In the past Osienala seemed to be at loggerheads with most industries due to pollution issues. But since Osienala adopted the approach of dialogue rather than confrontation, industries are more willing to change to better management technologies e.g. Agro-Chemical and Food Company.

8 Conclusions and Recommendations

The following are the conclusions and recommendations per relevance, effectiveness, efficiency, impacts and sustainability.

8.1 Relevance

Conclusion: The programme was found to be highly relevant to the EAC Vision, the Swedish Strategy on Lake Victoria, the EAC protocol on Sustainable development of the Lake Basin and Osienala's strategic plan. Osienala's relevance as a regional organization was enhanced due to increased capacities and the development of partnerships. Adherence to the workplans and agreement conditions was also met. The strategy of implementation was found to be satisfactory and programme design could have been better. Overall relevance was thus largely satisfactory.

Recommendations

1. Re-design the programme

- a) Conduct a cause and effect problem analysis and stakeholder analysis together with partners. In this way the partners will get involved from the programme planning stage and ownership will be enhanced. It is recommended that Osienala and partners hold a 4 day workshop to redesign the programme. The outputs of the programme would be a results based framework or logframe with an M&E framework. After the workshop a technical team can refine the proposal.
- b) Develop three to four results or that contribute to one programme purpose which has to be met within the programme period.
- c) Develop a sound logical framework where the activities and the objectives/results are linked and where the indicators are specific, measurable, achievable, realistic and time bound.
- d) Conduct a baseline survey before programme implementation. This will serve to set realistic targets for the results and indicators which will be based on realistic information from the ground.

- e) In the new programme environmental management issues should be linked to poverty reduction and livelihood strategies of targeted communities as communities will be able to effectively address environmental issues such as deforestation and wetland destruction when they have alternative sources of income.
- f) The new programme should focus on a few thematic areas which Osienala and partners can achieve effectively and elicit measurable outcomes within the designated timeframe.

2. Implementation Strategy

- a) The implementation strategy can be redesigned so that each country has its own sub programme. Partners in each country would then fit into the sub programme while the three sub programmes fit into the main programme. In each country one agency would be the focal point meaning that they would be responsible for planning and monitoring the partners and reporting to Osienala. This would reduce the amount of work that the Project Officer has to do in monitoring 12 partners. Alternatively Osienala can hire an additional programme officer to lessen the burden. For funding purposes however Osienala would be disbursing funds directly to the partners whose proposal would have already been vetted in country by the rest of the partners in a country partners meeting so as to make sure that it fits within the sub country programme. The partners would be financially accountable to Osienala.

8.2 Effectiveness/Efficiency

The conclusion under effectiveness was found to be *largely satisfactory* with efficiency being *satisfactory*. This is because as more than 95% of the planned activities had been implemented, quality control mechanisms were effective, facilitation and coordination, institutionalization of lessons had been done and governance and management of the programme were satisfactory. However communication, disbursement of funds to partners, monitoring of outcomes could have been better.

Recommendations

- a) *Communication improvement*. It is important that this be improved so that partners can engage actively in the programme. Decentralising the programme to three agencies one in each country will assist as Osienala only needs to communicate with three agencies who will then communicate with the rest in their own countries. It is recommended that reports to the donor are also shared with the partners.
- b) *Disbursement of Funds*: Regarding the disbursement of funds, it is recommended that when partners sign agreements with Osienala, activities for the programme period are agreed upon and the amount of money proposed or agreed upon is assured upon delivery of the outputs. In the current set up, each partner has to write a proposal on a yearly basis requesting for funds and funding is not guaranteed. This makes it difficult for partners to plan ahead and some activities may not be completed. If Osienala has a problem with the outputs of the partners after verification from the proposed M&E committee then this should be communicated to the partners and the way forward outlined.
- c) *NGO capacity building*: The capacity building programme of NGOs should be restructured to focus on specific environmental management, rehabilitation and reconstruction, wetland management, rehabilitation and construction training, policy lobbying and advocacy especially for issues affecting the Lake, as opposed to general NGO management training as there are a number of institutions that offer management courses. This training can then be handed over to a competent institution such as MMUST who would offer the training and use Osienala for practical experience. Through MMUST the trainees would also be linked to a degree or post graduate course if they are interested. Trainees should also be asked to partially or fully sponsor the course since it is very popular.

- d) *Degree Programme*: Whilst we acknowledge that the degree programme is essential for building expertise in research of issues that pertain to the Lake Basin and for building Osienala's center of excellence, there are many institutions of higher learning within the Lake Basin that are also striving to do the same. These institutions include Moi, Maseno and Masinde Muliro Universities. Moi University also has a fully fledged Fisheries department. In addition these degree courses have not necessarily benefited Osienala staff or implementing partners and only Kenya has benefitted. The initial suggestion of the team was that the funding of these degree programmes be discontinued. However Osienala had already received applications from other potential students in the other two countries in the expectation that funding would continue. If the partial funding is targeted towards individuals in from the implementing partners in the three countries it may be justified in the end.
- e) *Develop an M&E Framework* with provision for documentation of lessons learnt. The M&E framework should include the following aspects: how the indicators in the logframe will be monitored, by whom, a monitoring schedule and expected outputs. The M&E framework should also include details of a harmonized reporting format for partners so that information can be easily consolidated. The partners' reports should also include lessons learnt.

A committee of 3 or 4 partners can be constituted to monitor and advise on programme progress on a scheduled basis. This will serve to improve M&E and also build capacity of the partners in monitoring. The committee would be trained beforehand so that they are able to monitor and document, activities, outputs, outcomes and impacts effectively. Alternatively Osienala can hire another programme officer to ease the burden.

8.3 Impacts

The conclusion under impacts was that the outcomes and multiplier effects of the hardware components of the programme (water harvesting and ecosans) and the VEC training were *visible and impressive*. However outcomes/impacts from the NGO and Industrial training courses *could not be determined*. In addition better outcomes could have been produced if policy lobbying and advocacy had been more prominent in the programme.

Recommendations

- a) *Cost benefit analysis of the training programmes*: A large proportion of the budget has been spent on NGO and industrial management training. This review was unable to determine the outcomes/impacts of this training vis a vis its funding. The suggestion therefore would be for an impact assessment to be conducted with a cost benefit analysis.
- b) *Grass-root Training*: The recommendation here is that the next phase should focus on grass-root training and this should be allocated the lion's share of the funding. This is because when local institutions such as VECs, women groups, artisans, schools and CBOs are empowered with skills and knowledge which they are in need of, the impacts are substantial as long as close monitoring is done to motivate them. In addition the multiplier effects are greater than of training employed people and if we are to have any impact on poverty reduction and a better environment it is at this level that the focus needs to be anchored. In addition since Osienala intends to become a centre of excellence, if the VEC idea becomes successful they can document and promote it as a best practice of empowering grass root people in environmental management.
- a) *Radio Programme*: The use of a commonly understood language around the Lake, in the radio programme may be necessary especially since Osienala intends to partner with other Radio stations in Uganda and Tanzania.

- b) *Policy lobbying and advocacy*: Osienala is known for lobbying and advocacy from national to international levels. However this area has been weak in the COSMER-LAV programme and there have been many opportunities which Osienala could have maximized on as outlined below:
- *Ecological Sanitation*: Since Osienala has been very instrumental in conducting research and in the promotion of Ecosans in the region, Osienala can take this to a higher level and lobby LVBC so that it recommends the construction of Ecosans as the preferred technology around the lake for collapsing soils, informal settlements and places with a high water table to the respective EAC governments.
 - *VEC mainstreaming*: VECs when empowered can have a big impact on the communities as they can change community perception and enforce environmental bylaws. It is therefore important that they are linked with government structures that can support them in their work and vice versa. Osienala can play a lobbying role here and empower the VECs by assisting them link up with the appropriate government structures for more impact in participatory environment management.
 - *Research*: Osienala has conducted a lot of research on the Lake and its resources, threats and possible solutions. This information and data can be used for lobbying for better practices and or change of laws or policies that are not enabling for protection or conservation of the lake, its resources or the livelihoods it supports. Dissemination of result findings to relevant stakeholders e.g. WRMA and NEMA for enforcement of appropriate laws is also necessary.

8.4 Sustainability

The conclusion is that the prospects of sustainability of the technical, administrative, and financial aspects of the programme are high. This will only be achieved if monitoring of interventions occurs and profits from Osienala's commercial enterprises are utilized in sustaining some of the interventions. Sustainability of interventions would also be increased if ownership is entrenched from the planning and design phase of the programme.

Annex 1 Terms of Reference

1. Background

1.1 The Swedish Strategy and Lake Victoria Context

The overall objective of the Swedish government strategy for support to Lake Victoria Basin (2004–2006 extended to 2008) is to contribute to poverty reduction within a sustainable development framework. The strategy identifies sound environment and sustainable use of natural resources as one of the priority areas for support. The strategy further notes that a number of environmental threats must be dealt with if sustainable development is to be achieved in the Lake Victoria region. Some of these threats include among others, growing pressure on water systems and deteriorating water quality caused by population growth and rising water consumption, removal of vegetation cover in the catchment area, chemical and fertiliser run-off from agriculture, and urban waste and sewerage disposal. Pollution from point sources, e.g. industries and urban areas, as well as from non-point sources, mainly non-sustainable use of artificial fertilisers is also noted as a threat.

The Strategy notes that effective promotion of sustainable development is predicated on more active participation on the part of local citizens. Swedish support must promote efforts by the poor people to improve their living conditions and provide instruments for meaningful public participation in decision making. The strategy further identifies two activity areas of relevance to this programme: empowerment of communities and individuals and sound environment and sustainable use of natural resources.

1.2 About Osienala

Osienala (Friends of Lake Victoria) is a national NGO registered in Kenya, operating mainly in Nyanza and Western Provinces of Kenya. It was formed in 1992 with a view to creating an enabling environment towards improving the livelihoods of the local communities through quality exploitation and conservation of the resources of Lake Victoria and its catchment area.

The broad Osienala's mission is strengthening of capacities within communities living around Lake Victoria to organise themselves as custodians of their own environment and apply environmentally sensitive management measures that will satisfy their livelihoods on a sustainable basis.

Osienala was restructured in order to bring on board the leading NGOs from riparian states of Uganda and Tanzania to help in policy formulation and research activities for the sustainable development of the basin.

Sweden has had a longstanding relationship with Osienala dating back to 1990s. The period 1995–1999, which was dominated by the “River Nyando Sondu-Miriu Wetlands Conservation and Rehabilitation Project”, witnessed a Sida funding disbursement of SEK 1,250,000, while the period 1999–2001, featuring the “Environmental Management Programme in the Nyando River Basin” received Sida funding of SEK 2,100,000. In September 2001 Tema Vatten and Osienala jointly submitted a project proposal for a second phase of the “Environmental Management Programme in the Nyando River Basin” to Sida, a three- year programme at a cost of SEK 12 million. As a result of the 2002 review process, this project was replaced with bridging period activities undertaken in 2003 and 2004 and supported through Mellemfolkeligt Samvirke (MS) Danish Association for International Co-operation (MS-Kenya) to the tune of SEK 600.000.

2. The Project/Programme Description

On November 24th 2005, Swedish International Development Cooperation Agency (Sida)'s Lake Victoria Initiative (LVI) and Osienala signed a three year agreement effective 1st September 2005 and expiring on 31st August 2008 on Community-based Strategies for the Management of the Environment and Resources of Lake Victoria (COSMER-LAV).

2.1 Overall Objective

The overall objective of COSMER-LAV is to reduce environmental degradation and promote sustainable management of resources by empowering people to effectively participate and assert their rights in all issues that affect them.

2.2 Specific Objectives

To develop and establish community structures to monitor pollution and implement both remedial and corrective measures as necessary in a wide range of issues (wastewater disposal, water quality, land use management, wetlands and sustainable management of resources) in the entire lake Victoria region

To collect and disseminate information for sustainable management of the environment and resources of Lake Victoria basin

To develop and enhance viable partner ships and networking with various stakeholders within and outside East Africa in order to support advocacy and community-based management of the environment and resources of Lake Victoria basin

To support communities to secure sustainable access to good environmental sanitation and safe water supply and to use industrial by-products and human wastes to improve agricultural productivity in urban settlements around Lake Victoria

To undertake training and capacity building activities necessary for effective regional and community-based management of Lake Victoria environment and resources

To build the institutional capacity of Osienala to become a center of excellence in sustainable management of the environment and resources of Lake Victoria basin

To conduct HIV/AIDS education through Radio Programmes

To empower women and men to individually and collectively assert their rights at all levels through information dissemination and participatory exposure in various forums

2.3 Project Activities

To meet the above objectives, Osienala and its partner organizations were to take a strategic approach that is multi-sectoral, evidence/knowledge-based and multidisciplinary. Based on this approach, the project activities over the three years were to focus on the following key areas:

- Industrial waste management and pollution control;
- Community-based Compassionate HIV/AIDS management;
- Improved sanitary facilities, safe domestic water supply and urban agriculture;
- Partnership building and networking in the region;
- Industrial waste management training courses;
- Institutional capacity building;
- Regular follow-up meetings on capacity building (Alumni meetings etc);
- Community empowerment to participate in all issues affecting their welfare.

2.4 Expected outcomes

The expected outcomes/impacts from the COSMER-LAV programme were stated as:

- Innovative strategies and alternatives for sustainable management of the environment and resources in the lake basin developed;
- Discharge of pollutants from sugar and allied industries substantially reduced;
- Improved community participation in waste management;
- Closer networking and partnerships in addressing problems of pollution and HIV/AIDS;
- Increased cooperation between industries and communities in the sustainable utilization and management of resources including wetlands;
- Sound financial, accountability, governance and transparency developed in Osienala;
- Increased visibility of Osienala in the region;
- Strong networking and partnership approach in addressing the problems in the region;
- Empowered communities that can responsibly take charge of their own environment and manage it for prosperity.

The project implementation strategy to be adopted will emphasize the principles of facilitation, collaboration, transparency and accountability at all levels of the implementation process. Special attention will be given to mechanisms and processes that facilitate organizational learning and community participation.

2.5 Collaborative approach

The Programme was to be implemented in collaboration with a number of local organizations and some international institutions where necessary. It was expected that some experts from *Linkoping University were to be invited to participate in the programme, as technical advisors while local institutions such as Maseno University, Western University College of Science and Technology, ICIPE and Merlin and Osienala's partners in East Africa together with the officers in-charge of Waste Management in the industries and Municipalities were to consider the more technical issues. Osienala was to enter into mutually agreed contracts with all the participating individuals, organizations and institutions.

2.6 The programme implementation

As a whole, the programme activities were to be facilitated and implemented within the overall Osienala's governance, management, and technical and logistical support framework. The Board through its regular meetings and sub committees were to be responsible for guiding and overseeing the operations of the programme. The programme manager was to be responsible for managing all activities including coordination of partner involvements. Specific persons under the guidance of the programme manager were to respectively manage the various components in a complementary framework in order to achieve the overall objectives.

It was envisaged that the management emphasis was to be put on consultation and teamwork in developing and implementing project activities. The Executive Director was to provide appropriate administrative support and linkage of the activities of the programme to international concerns on lakes management. The Executive Director and the Board were also to be responsible for developing policies and systems for meeting administrative and resource management requirements.

2.7 Partners

- WIFIP Education and Development Trust Kisumu, Kenya
- Lake Victoria Sunset Birders, Kisumu, Kenya
- Mara Environment and Sustainable Development Organisation (MESUDO), Musoma, Tanzania
- Community Care Trust (COMM-CARE), Musoma, Tanzania
- Kagera Development and Credit Revolving Fund (KADETFU), Kagera Region, Tanzania
- National Association of Professional Environmentalists (NAPE), Kampala, Uganda
- Takwa Health Care Center, Mwanza, Tanzania
- Rural Development Media Communication (RUDMEC), Kampala, Uganda
- Agro-Chemical and Food Company, Muhoroni, Kenya

3. The Mid-Term Review

Sida has therefore decided to carry out a mid term review of the first phase of the programme.

3.1 Objectives

The overall objective of the review is to survey if the programme has been developed in accordance with the initial intentions, and if the programme so far has contributed to any significant changes in the area of environmental management in the Lake Victoria catchment.

The review shall serve as a basis for further decisions in Sida and a guide for the design of a possible second phase.

3.2 Scope of Work

The mid-term review shall endeavour to draw lessons from the experiences gained, which could be useful for future development of COSMER-LAV especially in areas where reorientation or change of approaches are required and to provide recommendations on how to improve the process and institutional arrangement in the next programme phase.

The mid-term review shall:

- Evaluate the overall achievements (successes and failures) of the COSMER-LAV since its start in September 2005 to August 2008, in relation to objectives, targets and plans and provide the likely causes of such results.
- Evaluate the outcome, impact, sustainability and indicative cost-effectiveness (by relating the activities/projects (and costs) compared to the outputs obtained) of activities.
- Review strengths and weaknesses and find lessons learnt of the current organisation and management of COSMER-LAV.
- Assess the institutional arrangements for the management, implementation and the M&E functions of the COSMER-LAV.
- Review the Monitoring & Evaluation (M&E) functions of the COSMER-LAV.
- Assess the relevance of the COSMER-LAV in light of the Protocol for the Sustainable Development of the Lake Victoria Basin and developments within the Lake Victoria Basin.
- Assess the sustainability of COSMER-LAV.

Specifically, the assignment shall include, but not necessarily be limited to;

3.2.1 Relevance

In terms of relevance (both to LVI strategy and objectives of the programme), the review shall assess:

- The extent to which the support of this programme has contributed to the achievement of empowerment of communities and individuals objectives as stated in the Strategy for Swedish Support to Lake Victoria.
- The contribution of the partnership in Osienala's performance as a local civil society with a regional focus in the Lake Victoria Region.
- The extent to which the support has enhanced the capacity of Osienala and its respective partners according to the objectives set in the project document.
- The extent to which Osienala and partners have participated and been involved in defining the interventions and capacity needs identified in the objectives.
- The strategy used in implementing the partnership.

3.2.2 Effectiveness and efficiency – in relation to the partnership:

Assess:

- 2 the extent to which the partnership has added value to Osienala and the extent to which Osienala has realised the objectives of the partnership with their identified partners
- 3 the achievements of this partnership as per the objectives (on regional level, country and individual organizations)
- 4 the role and contribution of Osienala in achievement/ (non- achievement) of the laid out objectives. Identify reasons for achievement and non-achievement of objectives
- 5 the efficient use of resources and measures taken during planning and implementation to ensure that resources are efficiently used
- 6 the financial management routines between Osienala and the partners and their effectiveness
- 7 the extent to which quality control mechanisms, including the organisation's monitoring and evaluation mechanisms have been developed over the period
- 8 whether the relevant partner institutions (Osienala and the partners) are characterised by good governance (including effective management and organisation)
- 9 how lessons learned and knowledge gained from this partnership have been institutionalized
- 10 gaps and niches – what opportunities are not being taken advantage of
- 11 the overall viability of continued support to Osienala

3.2.3 Impact

Assess:

- 12 the positive and negative impacts on the objectives of the support to Osienala (at regional, country and on individual partners)
- 13 the current organizational capacity of Osienala in its relation as a local organization with a regional focus. Identify the strength, weaknesses and recommend ways of improvement

- 14 COSMER-LAV's impact on riparian community as per its main objective.
- 15 the strength of Osienala and their partners to influence policy and contribute to regional setting agenda as a result of this partnership
- 16 the overall perception of the partnership in achieving the set out objectives. What are the lessons learnt for future reference
- the challenges of the partnership that may need to be addressed in future
 - make relevant recommendations for corrective actions for future partnerships and support to regional civil society organizations.

3.2.4 Sustainability

Assess:

- whether or not Osienala has developed the capacity to sustain its roles as a regionally focused organization
 - whether or not the interventions were consistent with partners' priorities and effective demand
 - whether or not the interventions were supported by relevant institutions, stakeholders etc
 - whether Osienala has been able to bring on board other partners and if there is the financial and institutional capacity to maintain intervention benefits after donor support has come to an end.
- Depending on the response, indicate how best this could be improved in future.

3.3 Methodology and Time Frame

3.3.1 Methodology

The assignment shall be carried out as a mixture of desk studies and field visit. The desk studies shall include studies of relevant reports, including appendices, such as annual reports, development reports, etc.

Interviews with relevant Sida personnel, Osienala project officers, partners, and local stakeholders shall be carried out. This will entail visiting the project areas in the three countries – Kenya, Uganda and Tanzania. An analysis of the design and implementation of planned activities, performance analysis, etc, will also be carried out. Osienala and their partners will assist in setting up meetings, interviews and so forth. The consultant(s) will have an information validation briefing meeting for each partner or institution from whom data was collected before proceeding to next country/institution. The consultant(s) will travel within the region to make this possible.

The consultant(s) will be granted access to all relevant documents and records, from both Sida and the implementing organisations (Osienala and their partners). The consultant(s) will study any relevant background material and make a record of all data that is required for the review. The review will seek inputs from other key stakeholders to Osienala including donors. Consultation with regional key stakeholders such as the Lake Victoria Basin Commission (LVBC) and Lake Victoria Region Local Authorities Co-operation (LVRLAC) will be mandatory.

3.3.2 Timeframe

It is expected that the review will be carried out during the month of July 2008 within a period of 5 weeks from award; with approximately 1 week dedicated to report writing and submission to Sida. An initial/inception briefing meeting will take place between Sida and the consultant(s) on award of the contract and before the commencement of the assignment. A debriefing meeting will also be held once the consultant(s) have completed their field visit and prior to embarking on report writing.

3.4 Reporting

The main output from the review shall be a report with an analytical review of the total operations of the COSMER-LAV from the period 1st September 2005 to 30th June 2008 and make concrete recommendations for the future co-operation.

A draft report based on these terms of reference shall be submitted to Sida, no later than 14th August 2008. Sida will provide comments no later than 2 weeks after receiving the draft report, and the consultant(s) will in turn submit one soft copy of the final report (and 4 hard copies) after one week of receiving comments.

The report shall not exceed 40 pages. Further it should include:

- An executive summary
- Other information in Annexes (as deemed appropriate).
- Reference to literature and documentations used

The report shall be written in English.

4 Consultant(s) Evaluation Criteria

The review shall be carried out by a professional consultant(s) with regional experience in project/programme monitoring and evaluation.

The consultant(s) must also have the following:

- Demonstrated/documented theoretical and practical experience in project/programme implementation, as well as monitoring and evaluation.
- Sound knowledge of sustainable development (social, economic and environmental) and regional approach in development
- Clear understanding of civil society organisation's (CSOs) coordination and networking as well as institutional capacity building for sustainable development
- Sound knowledge of East Africa and the Lake Victoria region
- Understanding of the Strategy for Swedish support to Lake Victoria Basin.
- Clear understanding of policy advocacy, environmental management and capacity building
- Be proficient in English

4.1 Contacts

The consultant(s) shall submit their bids clearly stating their interpretation of the Terms of Reference, clear timelines and a budget. The bids should be sent (preferably by email) to the address below on or before Friday the 30th May 2008. Successful applicant(s) shall be notified within a period of one week.

Annex 2 Itinerary of People Met

Itinerary for the Review Team (July 2nd 08–August 4th 08)

Date	Activity in COSMER-LAV Review	Remarks
17th June	Signing of contract in Nairobi	Also obtained briefing and documentation from Sida
3rd–5th July	Literature Review	Both consultants reviewed documents
6th July	Travelled to Kisumu	To meet Osienala staff and partners
7th July	Meetings with Osienala staff and partners	Met Osienala staff and partners. Later in the afternoon visited Obunga slum and Nyamasaria with WIFP and LVSB
8th July	Field visits	Traveled to Rachuonyo (Kendu Bay) district to visit women group beneficiaries of water and eco-san Projects
9th July	Meeting with partners	Meeting with WCK, LVSB then travelled to ACFC to see wetland.
10th July	Meeting with partners	Met with Osienala for further clarifications, then visited MMUST to meet with Prof. Shiundu; travelled back to Nairobi by air in the evening
13th July	Travelled to Uganda	Travelled by Air
14th July	Meetings with partners	Met with NAPE, RUDMEC and visited Kiziru
15th July	Meetings with partners	Visited Katwe slums and met with UEEF.
16th July	Travel to Mwanza	Travelled by Air from Nairobi to Mwanza
17th July	Meeting with partners	Met with TAKWA and visited field sites, travelled to Bukoba by Steamer.
18th July	Meeting with partners	Met with KADETFU and visited field sites, travelled back to Mwanza by Steamer
19th July	Meeting with partners	Travelled to Musoma and met with COMM-CARE, travelled to field sites.
20th July	Travel to Mwanza	Travelled back to Mwanza, produced debriefing notes.
21st July	Travelled back to Nairobi	Travelled from Mwanza by Air
22nd July	Meeting with Sida in Nairobi	Held meeting for further clarifications
23rd July	Held debriefing meeting in Nairobi	Met with Sida and Osienala officials
29th July	Travelled to Kisumu	Prepared for partner's debriefing
30th July	Facilitated partner's meeting	Obtained partner's response to the review report and enlisted their suggestions and recommendations as input into final report
1st–6th Aug	Finalize draft report to Sida	Final output from the review

Annex 3 List of People Met

Name	Organization	Town /country	Position
Dr. Obiero Ong'ang'a	Osienala	Kisumu, Kenya	Executive Director
Prof. Herick Othieno	Osienala	Kisumu, Kenya	Programme Coordinator
Righa Makonge	Osienala	Kisumu, Kenya	Project Officer
Dr. G. Ogonda	Osienala	Kisumu, Kenya	Programmes Officer
Michael Wairoma	LVS	Kisumu, Kenya	Project Coordinator
Leonard Akwany	LVS	Kisumu, Kenya	Project Officer
Rhoda Nyambok	WIFIP	Kisumu, Kenya	Project Officer
Mary Ang'ienda	FASUSE	Kisumu, Kenya	Project Officer
Francis Mutuku	ACFC	Kisumu, Kenya	Environment and Safety Officer
Elisha Amayo	Tang'lueti Women's Group	Rachuonyo, Kenya	Chairlady
Mary Auma	Nyochoo Women's Group	Rachuonyo, Kenya	Chairlady
Peter Mireri	Osienala	Kisumu, Kenya	Field Officer, Gwass Hills
Wycliffe Osumba	Kendu Bay Adventist Hospital	Rachuonyo, Kenya	Field Officer
Prof. John Shiundu	MMUST	Kakamega, Kenya	Osienala, Board Member
Frank Muramuzi	NAPE	Kampala, Uganda	Executive Director
Tabaro Dennis	NAPE	Kampala, Uganda	Project Officer
Noreen Nampewo	NAPE	Kampala, Uganda	Gender and Community Support Officer
Sarah Kisolo	RUDMEC	Kampala, Uganda	Executive Officer
Twase Ismail	RUDMEC	Kampala, Uganda	Project Officer
Dennis Masika	RUDMEC	Kampala, Uganda	Water Engineer
Sam Kisula	VEC	Kiziru, Uganda	Chairman
Henry Mukasa	VEC	Kiziru, Uganda	Secretary
	VEC	Katwe, Uganda	Officials and Members
Nicholas Ssenyonjo	UEEF	Mukono, Uganda	Executive Director
Dr. Msombi Mahunya	TAKWA	Mwanza, Tanzania	Programme Coordinator
Saulo Msomali	SAMBA DEV. ASSOCIATION	Bugogwa Ward,	Chairman
Sebastian Lukona	VEC	Kabanganja, Mwanza	Location Chairman
Ustus Magongo	KADETFU	Bukoba, Tanzania	Assistant Programme Coordinator
	VEC	Kashozi, Bukoba	
Nollasko Mgimba	COMM-CARE	Musoma, Tanzania	Programme Director
Paschari Maerere	VEC	Mkikiria Village, Musoma	Village Chairman
John Katute	MESUDO	Musoma	Project Coordinator
Ali Matano	LVBC	Kisumu	
Patrick Kisa	WRMA	Kisumu	Technical Manager
Dr. Margaret Abira	WRMA	Kisumu	Regional Manager
Omondi Were	NEMA	Kisumu	District Environmental Officer
Lawi Rono	LBDA	Kisumu	Environmental Officer
Opiyo Oduwo	Osienala	Kisumu	Finance Manager

Annex 4

Partners Debriefing Meeting in Kisumu Whirlspring Hotel

A partner's debriefing meeting was held at the Whirlspring Hotel Kisumu on the 30th of July 2008. A total of 10 partners attended the meeting. See table 1. The objective of the meeting was to give feedback to the partners on the initial findings and recommendations of the review and to seek clarifications, suggestions and recommendations. The following is a summary of their comments and recommendations.

Osienala clarified that:

- Building structures, partnerships and grass-root institutions requires time. They had hoped to have more than the 12 partners than they currently have but it was difficult to enlist partners who met the selection criteria.
- As regards objective one of COSMER-LAV which deals with community structures monitoring pollution, they had hoped that the VECs are the ones that would take on this role after capacity building.
- The degree programme was targeting policy lobbying and advocacy through the generation of research information and the programme is to serve as a source of experts for the envisioned center of excellence.

Partner's suggestions included:

- Capacity building of communities should be emphasized on in the next phase especially cross-visits and training of VECs as they elicit a lot of impact.
- The Radio programme should also be expanded to cover Uganda and Tanzania.
- Partners were happy with the reviewers feedback as the issues they had been raising in the programme had been identified by the reviewers especially the issues of building the M&E component.
- The centre of excellence Osienala is envisioning should not only concentrate on research at the academic level but should also be a centre where best practices at community level are documented and disseminated e.g. in Eco-san, watsan e.t.c
- The funding period from Osienala to the partners should be expanded from 1 year to 3 years so that the partners are able to plan appropriately.
- A lead agency in each country can increase the bureaucracy especially in funding.
- COSMER-LAV being equated to Ecosan is also a positive thing as there is already a multiplier effect e.g. in Nyamasaria where a individual built his own Ecosan using local materials after understanding the concept from the demonstration by the VEC.
- The HIV/AIDS radio programme has also enticed other players to offer services in the area they cover. E.g. When FASUSE come across people in need of VCT services Liverpool VCT have agreed to offer the services even on the islands. However they require more funding to meet their listeners.
- Impacts are gradual and people get to own activities gradually for sustainability. E.g. in Katwe the approach of targeting households has enhanced ownership.
- Research should be emphasized around the Lake zone in order to elicit donor funding.

- Wetland construction should also be enhanced around the Lake region.
- The current partners are enough and more should not be added as efficiency and effectiveness may be compromised.
- Information flow from Osienala should be improved.
- Cross visits should also include community members as opposed to only staff from partner organizations.
- Internship across partners should be encouraged.
- Osienala can adopt an M&E like JICA project which a subcommittee of partners who form the M&E team and have a scheduled M&E timetable. This subcommittee evaluates the programme by visiting sites and reports to Osienala. This can create capacity for Osienala staff and partners in M&E.
- One lesson of a programme partnering with parastatals is that since parastatals are full of bureaucracy, arrangements of partnership should begin very early even before the programme has began.
- The industrial component of COSMER-LAV should be completed.
- There should be closer integration with communities.
- There is an opportunity in the linking of waste management and treatment with energy production.
- For sustainability Sida should fund the micro-enterprise components of Osienala so that poverty reduction and environmental management can be linked.
- Farming in the wetlands can be curbed by kitchen gardening.
- The next phase should also include upstream communities in the catchment area where soil erosion is a problem which later causes siltation of the Lake.
- Partners addressing issues of HIV/AIDS can form a consortium which would ensure that the approach to HIV/AIDS is holistic so that the infected and affected can be linked to nutrition, watsan, micro-enterprises e.t.c.
- Lessons learnt should be posted in relevant websites for easier learning.
- There needs to be a harmonized reporting format and partners would also like to receive the auditors' reports.
- There should be lobbying for the harmonization of policies by local councils and those government institutions involved in environmental management across the three countries.
- Approaches of addressing common issues across the three countries such as water hyacinth and water borne should be harmonized for more impact.

Table 1: List of People at Partners meeting

Name	Organization
Righa Makonge	Osienala
Ragwe Lusimba	Osienala
Prof. Herick Othieno	Osienala
Mary Ang'ienda	FASUSE
George Muga	FASUSE
Monica Omulo	Maseno University

Dr. Msombi Mahunya	TAKWA
Dennis Tabaro	NAPE
Mike Wairoma	LVSB
Isaac Odeko	LVSB
Rhodah Nyambok	WIFIP
Francis Mutuku	ACFC
Nollesko Mgimba	COMM-CARE
Sarah Kisolo	RUDMEC
Mike Wekesa	Kesarine and Associates (reviewer)
Irene Karani	Kesarine and Associates (reviewer)

Annex 5 Osienala Partner Profiles

Organization	Objectives	COSMER-LAV-activities	Contacts
WIFIP Education & Development Trust	Women education and development – Social and economic development initiatives. Four main sections – materials development and production, learner support and research, partnership & networking, finance and administration.	Ecological sanitation, Rainwater harvesting; Radio programmes on WATSAN; Ecosan Training	Executive Director -Jennifer Kere, P.O. Box 9722-40141, Kisumu, Kenya Tel, +254 57 202459 wifip@swiftkisumu.com
Lake Victoria Sunset Birders	Conservation of Dunga Wetland.	School and community and outreach through education & conservation action Afforestation, biodiversity research & monitoring of Dunga Swamp; Waste management Capacity building of CBOs Eco-San promotion	Project Coordinator – Mike Wairoma P.O. Box 4201, Kisumu, Kenya; Cell +254 736 476020; Lakevictoriasunsetbirders@yahoo.co.uk
Agro- Chemical & Food Company	Applied industrial biotechnology; produces power alcohol and baker's yeast; industrial alcohol; neutral alcohol.	Control, maintain and improve environment under its control, Prevent pollution Satisfy environmental requirements	Francis Mutuku P.O. Box 18-40107, Muhoroni, Kenya Cell: +254 722 454912 abmin@acfc.co.ke
Masinde Muliro University of Science & Technology	Providing University Education in science and engineering and education and social sciences.	Promotion of HIV/AIDS through radio programmes and media; Implement NGO capacity building programme	Prof. John Shiundu, P.O. Box 190 -501000, Kakamega, Kenya; Tel + 254 56 300686/31375 Email: Shiundu2000@yahoo.com
Family Support Services	Company that provides counseling to families, training, career guidance to youth, consultancy on media.	HIV/AIDS radio programme;	Mary Angienda P.O Box 2996-40100, Kisumu, Kenya Tel. 073467637/ 0733840135/ 0724 976207
Takwa Health Care Centre	Contribute to improved health services in Tanzania.	Construction of ecological sanitation toilets; Training of 15 artisans on eco-san construction; Sensitization & training on eco-san toilets	Dr. Msombi Mahunya Programme Coordinator P.O. Box10910, Mwanza, Tanzania Cell: +255713292721 Email: takwahealth@yahoo.com
Mara Environment & Sustainable Development Organization	Afforestation, Government Budget Tracking; community capacity building on OVCs; Ecological Sanitation, advocacy on proper environment and land conservation.	Formation of Village Environmental Committees (VECs) and training them on Eco-San and wetland management; Wetland rehabilitation through tree planting; Ecosan radio programmes	John Katute Project Coordinator P.O Box 80, Musoma, Mara Tanzania +255753-007121/+255 282622944 Email: mesudo2005@yahoo.com

Organization	Objectives	COSMER-LAV-activities	Contacts
Community Care Trust	Human Rights, protecting the environment.	Formation of VECs; Training on Ecosan Tree and herb nursery establishment Construction of ecosan toilets	Nollasko Mgimba Programme Director P.O. Box 1417, Musoma, Tanzania +255 255-222-184624/+255-754-449924 carecomcare@yahoo.com
Kagera Development & Credit Revolving Fund	Improving the living standards of various communities – farmers, fisher folk, women and youth, support to vulnerable groups.	Capacity building of 50 VECs; Facilitate village joint action plans; Creating awareness on eco-san toilets; Construction of eco-san toilets	Yusto Muchuruza, Executive Director P.O. Box 466, Bukoba, Tanzania +2552220717 Mobile: +255 744 740265
National Association of Professional Environmentalists	Promote professionalism in environmental management; awareness raising, biodiversity conservation, sustainable water resource management; advocacy.	Eco-San toilet construction; Construction of water storage tanks; Artisan training on Eco-san construction; Developing training modules on eco-san and rain water harvesting	Frank Muramuzi Executive Director P.O. Box 29909, Kampala, Uganda Email: nape@nape.org.ug
Rural Development Media Communication	Initiate behavioral change through media, empower vulnerable communities through knowledge and skills improvement.	Training workshops eco-san and sanitation, Information dissemination Eco-san toilet construction	Sarah Kisolo Executive Director P.O. Box 1727, Kampala, Uganda Cell: 256-772-588192 Email: rudmec@gmail.com
Uganda Environmental Education Foundation	Sustainable development for rural and peri-urban communities of Uganda; Policy advocacy, agro-forestry, WATSAN, agriculture, energy conservation	Promotion of Eco-san toilets	Nicholas Ssenyonjo Executive Director P.O. Box 5658, Kampala, Uganda +25677242182, +256772642865

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