BRCiS COMMUNITY WATER VOUCHER LEARNING REPORT

August 2022

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Acronyms

4Es- Economy, Efficiency, Effectiveness and Equity

ACF- Action Against Hunger

BRCiS Building Resilient Communities in Somalia

CESVI Cooperation and Development

CWW Concern Worldwide

FGD Focus Group Discussion Guide

Govt Government

GREDO Gargaar Relief Development Organization

HAD Horn Afric Development

IDPs Internally Displaced Persons

IRC International Rescue Committee

KAALO Aid and Development Organization

KII Key informant interviews

MOW Ministry of Water

NGO Non-Governmental Organisation

NRC Norwegian Refugee Council

PWD Persons with disabilities

SCI Save the Children International

SDG Sustainable Development Goal

WHO World Health Organization

Executive Summary

The BRCiS consortium commissioned a qualitative study on the community water voucher implemented in delivery of emergency water to drought affected communities.

The general objective of the study was to enhance learning on community water vouchers and specifically to determine the value for money of the approach; more insights on the implementation modality; community participation; accountability, relevance, efficiency, effectiveness, and equity. The study sought to also find out the challenges related to implementation strategies, community engagements; opportunities; and lessons learned/best practices.

The study adapted a mixed method approach for exploring meaningful learning outcomes from the use of both numerical and non-numerical data collected from different contexts and triangulated.

The team conducted a total of 31 key informants and 6 focus group discussions (55 participants; 33 females & 22 males) with the community members benefiting from the community water voucher, line ministries in state governments of Southwest, Jubaland, Galmudug, BRCiS consortium members in Bardere, Baidoa,Wajid and Galkayo districts in South Central Somalia.

Relevance

The implementation of the project came at a time when there were high needs in the target areas due to the prolonged drought that affected the livelihoods and livelihoods assets of pastoral, agropastoral, riverine, urban poor and the IDP communities. During the dry season, the price of water increased by 42 percent; between February and May 2022, from an average of $3.17 to $4.5 per barrel, 200 L making it unaffordable for vulnerable households in the targeted communities.

Economy

The findings show that the community-led negotiations resulted in reductions in overall costs of water from an average of $0.023 per liter under conventional water trucking to an average of $0.011 per liter under the community water voucher.

The cost per beneficiary per day was low across the different districts under the community water voucher at an average of $0.086 compared to $0.169 under the conventional water trucking.

There were pricing variations across and within the districts of study. Water prices for $10m^3$ trucks ranged from $150 to $300 under conventional water trucking and between $45 and $ 115 under the community water voucher.

Based on the market analysis of water prices, the community water voucher cost an average of 51.2% lower than conventional water trucking. The consortium saved an average of $110 per water truck load of 10,000 meter cubic that was purchased under a community water voucher.

Effectiveness

The price negotiations in the community water voucher modality resulted in an increase in the quantities of water purchased with the available budgets. A total of 23,480 beneficiaries reached which is 51% more beneficiaries than the planned 11,504 beneficiaries.

Efficiency

The conventional water trucking experienced delays in procurement due to the time-consuming tender processes, and approval requirements, compared to the community water voucher which had a shorter procurement process. The average procurement process time for community water vouchers was 6 days, compared to 33 days for conventional water trucking.

Effects

The community water voucher created local employment opportunities for casual laborers supporting the trucking activities. The income earned improved the living conditions of their immediate families, unlike conventional water trucking where such opportunities would be a preserve for organizations' personnel from outside the community.

Equity

In some communities, the community water management committees reported that people with disabilities, the elderly, and other marginalized groups got considerations in being served first before the larger community. In areas like Qeydcade, an IDP community in Baidoa reported that people with disabilities, and the elderly, are always given priority when fetching the water.

Lesson learned

The community water voucher contributed to community empowerment, increased inclusivity, decision-making, accountability, community ownership, access, effective utilization of resources and timeliness in the service delivery.

Recommendations

Establishment of public private partnerships where organizations support the construction and installation of sustainable water sources which are maintained and operated by the community.

The participation of other stakeholders such as civil society, the business community, and religious leaders, facilitates the process of reaching the hard-to-reach areas controlled by non-state actors.

Replication of the community water voucher approach during emergencies for timely interventions and conveniency.

More capacity building training for community committees to enhance compliance and accountability (documentation and consistencies of signatures).

1.0 Background

Building Resilient Communities in Somalia (BRCiS) is a resilience consortium that holistically supports Somali communities in developing resilience to minor shocks without undermining their ability to move out of poverty.

Since the consortium's establishment in 2013, it has evolved to meet emerging needs quickly, establishing systems and partnerships that center on communities and adapt to the changing context.

The multiprogramming, multi donor consortium has implemented over $232 million of funded activities since 2013. The programmes balance early response to short-term humanitarian needs with the longer-term aim of building community and household resilience against the shocks that drive such needs. Today, BRCiS comprises of nine national and international non-governmental organization (NGO) members and leverages the technical expertise and resources of each partner. They engaged Horn Afric development consultants to design and roll out a qualitative learning study on the BRCiS community water voucher through focus group discussions (FGDs) and (key informant interviews (KIIs).

1.1 Purpose of the Learning Study

The general objective of the learning study was to explore an understanding of the following key thematic areas that were related to the community water voucher approach.

a. Value for money; that included the 4Es; Economy (cost analysis), Efficiency, Effectiveness and Equity
b. Community water voucher implementation modality or/and implementing partners' procurement policies, risks and compliance (barriers and enablers for uptake of the approach)
c. Implementation challenges, opportunities, lessons learned/best practices
d. Community participation and accountability
e. Effects of community water voucher approach (impact, social capital and community empowerment)

1.2 Overview of emergency water trucking

Emergency Water Trucking (EWT) is typically a short-term, life-saving intervention that is used to cover severe water shortages through providing appropriate water quantities to affected populations to meet basic survival requirements. EWT has become a yearly humanitarian intervention in the Arid and Semi-Arid Lands (ASALs). Additionally, a robust commercial water trucking market exists in many areas to serve populations and pastoralists who have no permanent water source and are exposed to severe water shortages because of the cyclic drought conditions.

The emergency water response is usually initiated based on the prevailing conditions such as;

- When there is critical water shortage of less than 5 litres of water per person per day
- People are traveling a further distance to access water than would during normal dry period

- There non-functional water points present that cannot be easily repaired

When the marketplace has the capacity to meet the human water needs, the water or cash vouchers become appropriate. If the marketplace does not have the capacity to meet human needs and can neither expand to meet human water needs, then conventional water trucking becomes the more appropriate response modality. During the water emergency response in May to July 2022, the two modalities of emergency water trucking i.e., conventional water trucking (i.e., traditional water trucking) and community water voucher were implemented.

2.0 Methodology

The community water voucher learning study utilized a mixed methods approach to data collection. The mixed method was adopted to effectively extract meaning and understanding from both numerical and non-numerical data collected from different contexts and also ensure triangulation of information.

Specifically, the methods employed were;

- Desk review which consisted of review of numerous project documents including reports.
- Field learning exercise- collection of both qualitative and quantitative data through key informant interviews with BRCiS Consortium project staff, community leaders, water suppliers, water management committees, and focus group discussions with community in the four districts of Bardere, Baidoa, Wajid, and Galkayo.
- Observation-direct observation of hygiene, sanitations, protection issues and any other observable variant around the community water points.

An induction and other follow up meetings with the BRCiS team was conducted to gain more understanding about the water voucher approach and get answers to some peculiar questions related to the assignment including the targeted list of key informants.

2.1 Desk review of relevant documents

Desk review of documents on general background on the drought response, relevant internal strategic documents covering project design, project progress reports and community voucher approach guidelines, success stories developed by BRCiS members as well as the National Development Plan and the Sustainable Development Goal on access to clean water for all (SDG3).

2.2 Key informant interviews

A total of 31 key informant semi-structured interviews with people knowledgeable on the community water voucher and conventional water trucking modalities were conducted. These informants include; project or program staff, finance staff, community leaders, representatives of water management committees, water suppliers and state level Ministry of Water officials as detailed in table 1 below. The informants were selected based on their involvement in the implementation of the emergency water trucking response.

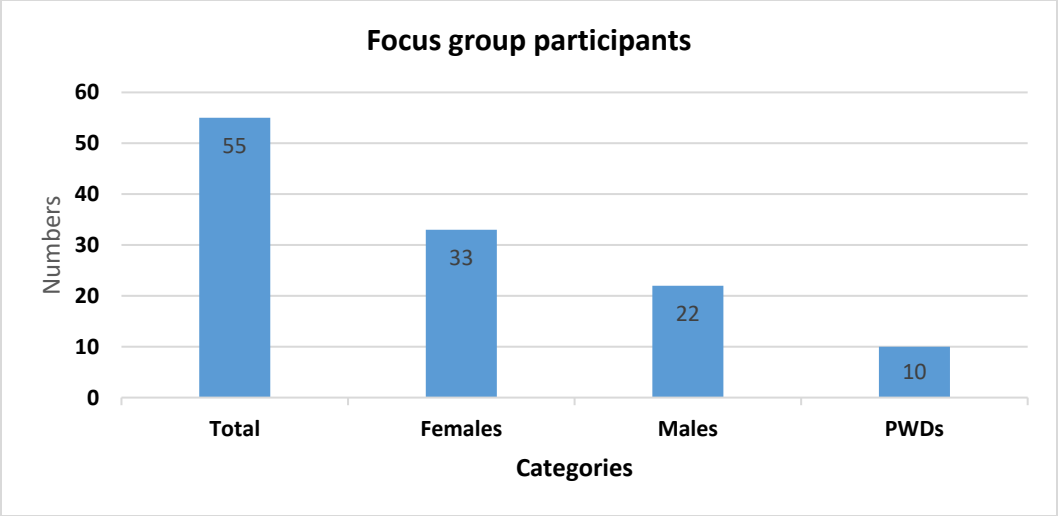
Table 1: Summary of learning study respondents across different districts

Respondents	Baidoa	Wajid	Bardere	Galkayo	Total
Project staff	3	1	1	3	**8**
Finance staff	3	1	1	2	**7**
Community leaders	2	1	1	1	**5**
Water management	1	1	1	1	**4**
Ministry of water	1	1	1	0	**3**
Water suppliers	1	1	1	1	**4**
Community members (FGDs)	21	10	8	16	**55**
Totals	**32**	**16**	**14**	**24**	**86**

2.3 Focus Group Discussions

A total of 6 focus group discussions were conducted with community members benefiting from the community water voucher in the districts of Bardere, Baidoa, Wajid and Galkayo. The four districts were sampled because of the presence of BRCiS consortium members, different federal member states, livelihood zones, implementation of both water trucking modalities in these areas, and also variations in water prices. On average, the focus groups comprised 9 community members from different categories of women, youth, marginalized groups, and people with disabilities. A total of 55 members participated in the focus groups. Of the total, 60% were females (33), 40% (22) were males and, 18% (10) were persons with disabilities as illustrated in figure 1 below;

Figure 1: Gender of Focus group participants



The focus groups were led by a facilitator who guided the group through a series of questions based on the respective thematic areas. During the focus group discussions at the communities, the field researchers closely monitored the participation of community leaders, community water committees or other persons in power into the focus groups discussions and this strategy reduced the influence of people of power on the discussions. The participants were encouraged to interact with each other by expressing opinions, as well as relating similarities and differences in experiences and perspectives on the community water voucher. The group dynamics encouraged participants to respond to one another and generate new ideas or highlight conflicting ideas that might have been missed in one-on-one interviews.

3.0 General Findings

3.1 Comparisons between conventional water trucking and community water voucher

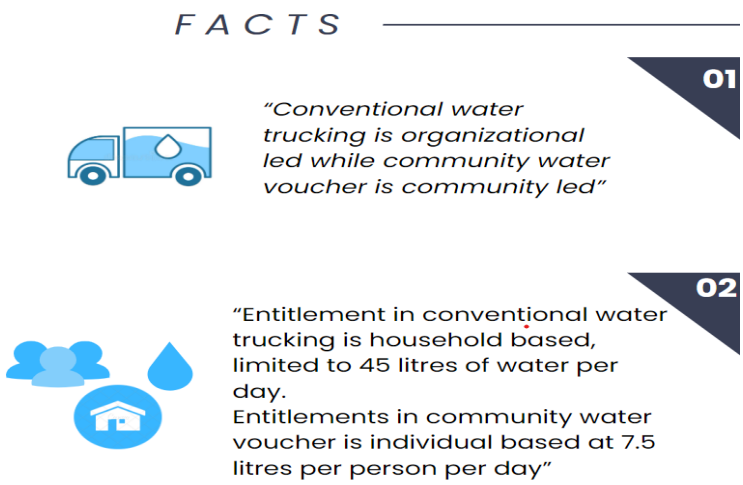
The community water voucher was community led, owned, and the community representatives (community water management committees) identified local suppliers, negotiated terms and prices with the supplier, and monitored the timely delivery, quantity and quality of the water. The water management committees were also responsible for water voucher documentation including signing of the water delivery sheets. Generally, there were a number of differences between the two modalities identified as detailed in table 2 below;

Table 2: Comparisons between the community water voucher and conventional water trucking

Community Water Voucher	Conventional Water Trucking

o Entitlement was individual based; 7.5 litres of water per person per day. Implying larger households received more water o The community determined the rationing o Cheaper modality of emergency water response, average cost per litre of water was $0.011 o Cost effective modality of emergency water, cost per beneficiary was $0.086 o Shorter period for the procurement process; an average of 6 days o The community were the main decision makers, and less staff were required from the implementing organization o Water suppliers were accountable to the community o The community water committee were aware of the existence of the MOU, and understood the contents of the MOU and agreed terms o Less challenges to the implementing organization in terms of complaints and compromise of water quality as there were water committees responsible for checking on delivery basis. o Consideration given to the persons with disability and minority empowerment as they are part of the decision making o Stakeholder involvement- such as the community at large, other implementing partners and the ministry of water at the state level- there was full participation of all key stakeholders o Increased social cohesion, less complaints and increased sharing of water. The communities were better educated about their rights which promoted interaction between people to share their grievances	o Entitlement was household based; 45 litres of water per household irrespective of the household size (nuclear family or extended) o The implementing organization determined the rationing o Expensive and a lot of follow ups required by organization staff; average cost per litre of water was $0.169. o Cost effective modality of emergency water, cost per beneficiary was $0.086 o Longer period of procurement process; an average of 33 days o Water suppliers were accountable to the implementing organization because they were contracted under tendering processes of the organizations o There were challenges on long queues, community conflicts because lack of community involvement limited inclusion. o Limited stakeholder involvement and ownership as implementing agencies had the overall responsibility. o No or limited capacity building of communities to promotion effective feedback mechanism and community cohesions.

It was noted that in some of the locations such as Qeydcade, Boholgalaje in Baidoa, and Dhuure in Galkayo, irrespective of the modality used, whether conventional water trucking or community water vouchers, water delivered was into constructed water Barkads or water bladders fitted with nozzles from which people would fetch water from.



3.2 Situational context analysis

According to the findings from the study participants, there had been no proper rain in their regions for the last seven years, and most of the communities did not farm, the lack of rains was attributed to global warming and climate changes. The following are some of the participants' experiences on what they called, "climate-fueled droughts".

- Participants from the pastoralist communities of Xabaal Cadey in Bardere who depended on Jubba River as the main water source because the river dried up due to lack of seasonal rains for a long time.
- Pastoral communities in Xabaal Cadey in Bardere and Dhure in Galkayo reported to have lost most of their livestock due to prolonged drought, with nothing to rear in the countryside, they migrated to urban areas where they had opportunities of offering casual labour.
- Some other communities reported that their shallow wells that stored water during the rainy seasons had dried up, resulting in displacement from their villages. Example is Qarsooni village, which does not have storage facilities like Barkad and they depend on water

catchments. They added that some of the nearest boreholes had dried and their nearest water points were now in Galkayo, which was at a distance of 40-50 km.

- According to the families in Qeydar Cade and Boholgalanje in Baidoa, they did not only escape from the drought but also from Al-Shabaab because they were being forced to pay taxes on their harvests, animals, buildings, or houses amidst the struggles with the drought. Some mentioned that they had been forced to recruit their children (as young as 6 years) to the militants and claimed that they ran away from their homes due to the fear for their children.

In summary, the drought had a sizable effect on participants' livelihoods, food consumption, scarcity of water, and agricultural and livestock production. And the agropastoral and pastoral communities are the most severely affected communities due to poor infrastructure.

3.3 Relevance of the community water voucher

As a result of the prolonged drought there was dire need of water across the different communities, for communities that were reliant on rivers, rivers dried up, and residents' dug/excavated river beds in order to be able to access some water which often would have changed in color and taste. The temporary wells of large numbers made inside the river especially in Jilal season (winter) were often contaminated leading to diseases such as cholera and diarrhea.
In some of the places where people were reliant on shallow wells, most of the shallow wells dried up as a result of prolonged drought. For example, residents of Qarsooni reported that the closest water source was Faarax Gedi borehole which was about 30 kilometers away.

Some of the target communities like communities in Galkayo were reliant on water sources like boreholes that became non-functional water and needed to be repaired and worked on. During the dry season there was an influx of internally displaced persons (IDPs) that were escaping from droughts and fear from the Al-Shabaab. The host communities had to share the limited resources at their disposal among themselves and the new arriving IDPs. The influx of IDPs exacerbated the already worsened water situation among the host communities which required the community water voucher as a remedy.

The prices of water during the dry season increased by 42 percent between February and May 2022 from an average of $3.17 to $4.5 per barrel 200L[1]. In some communities in Bardere and in Galkayo-Dhuure the price increase was more than double. Vulnerable households in the communities could not afford to buy water and the community water voucher was a timely response to their needs.

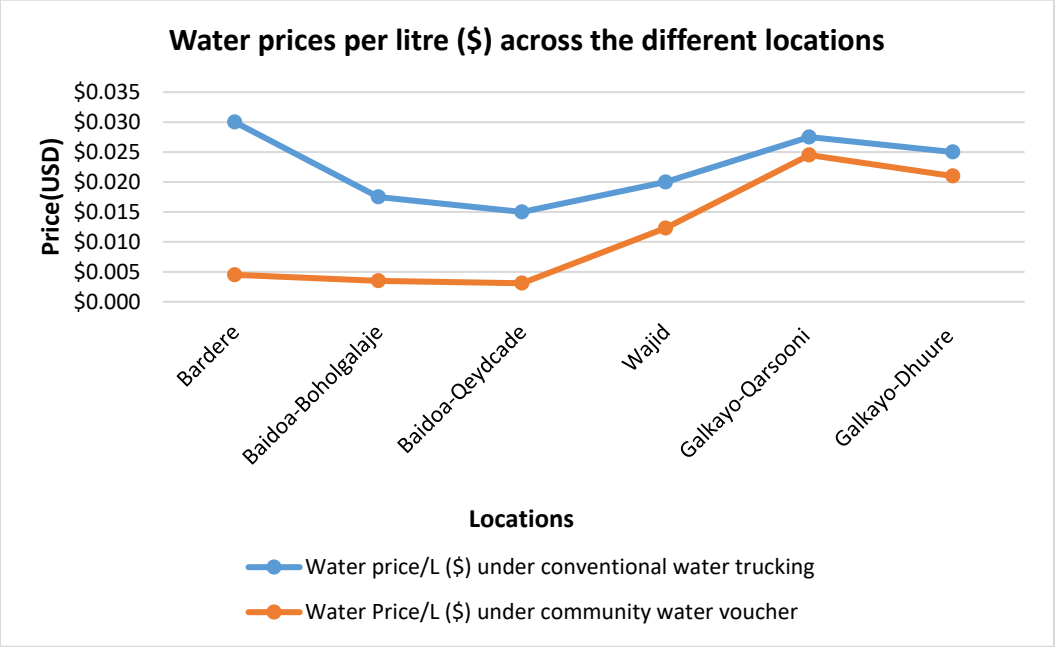
[1] Somalia emergency water price monitoring dashboard may 2022

3.4 Value for money

3.4.1 Economy

The community water voucher approach was simpler than conventional water trucking as it allows the community to assume the role of selecting their water supplier, negotiating with the supplier, and ensuring that proper documentation and monitoring of water deliveries are affected as per the memorandum of understanding signed to initiate the community water voucher process. Findings show that the community led negotiations resulted into reductions in overall costs of water from an average of $0.023 per litre under the conventional water trucing to an average $0.011 per litre under the community water voucher as illustrated in figure 2 below;

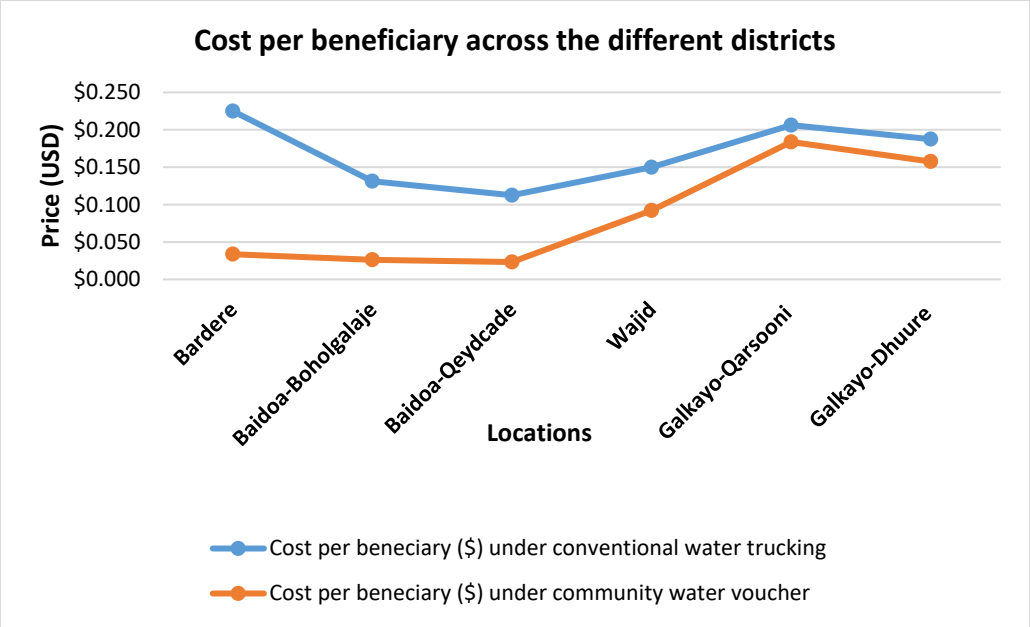
Figure 2: Water prices per litre for the two modalities across the districts of study



The community engagement in community water voucher reduced the operational costs related to monitoring, quality control, water testing and supervision. In addition, based on basic water needs of 7.5 litres per day[2], the cost per beneficiary per day was generally low across the different districts under the community water voucher for an average of $0.086 compared to $0.169 under the conventional water trucking as illustrated in the figure 3 below;

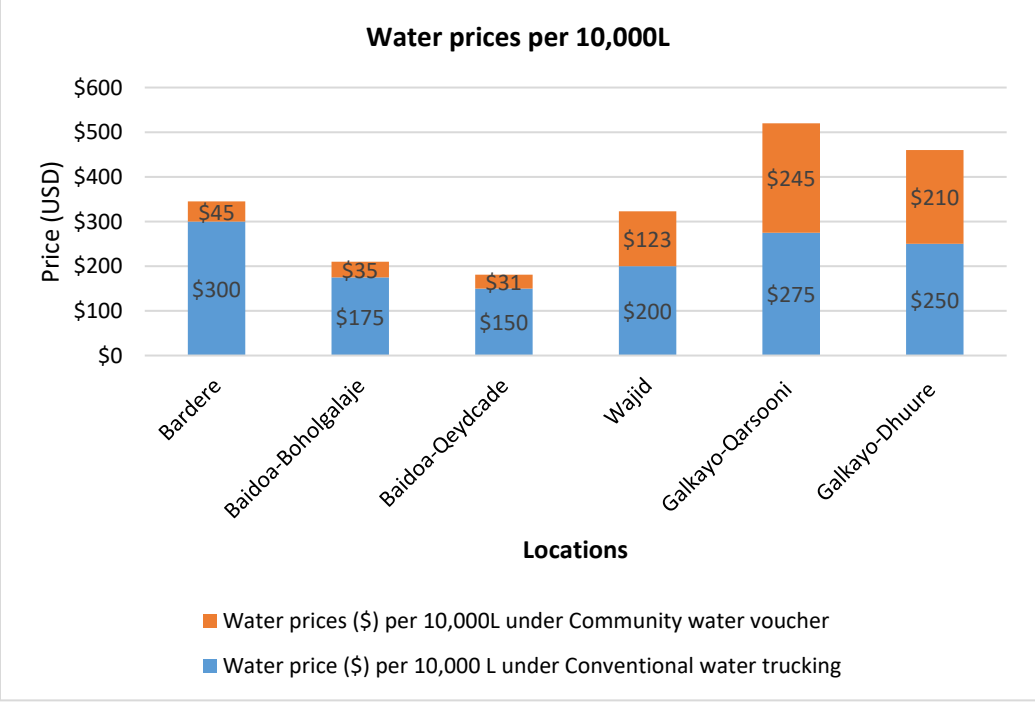
Figure 3: Cost per beneficiary for the two modalities across the districts of study

[2] WASH Cluster - Somalia Minimum Wash Technical Guidelines -2017



There were pricing variations across and within the districts of study. Water prices for $10m^3$ trucks ranged from $150 to $300 under conventional water trucking and for between $45 and $ 115 under the community water voucher. Generally, prices were lower in community water voucher compared to the conventional water trucking as illustrated in figure 4 below;

Figure 4: Water prices per 10,000L truck loads under different modalities across the districts of study



Prices were determined by a number of factors such as infrastructure, price of fuel, drought situation, distance of the water sources, road condition, demand, geographical locations and status of security for example water was cheaper in Baidoa than in Galkayo due the level of insecurity.

In the community water voucher, the community leaders, and the community water committee conduct the negotiations with the private water suppliers and then submit it to the implementing partner. Implementing organizations do the verification of the water suppliers in terms of their capacity to deliver. Based on the market analysis of water prices, the community water voucher cost an average of 51.2% lower than conventional water trucking.
The consortium saved an average of $110 per water truck tank of 10,000 meter cubic that was purchased under community water voucher.

Analysis of information provided during this study showed that the cost of supporting 7 households under conventional water trucking supported 15 households in community water voucher.

> The cost of supporting 7 households under conventional water trucking supports 15 households in community water voucher

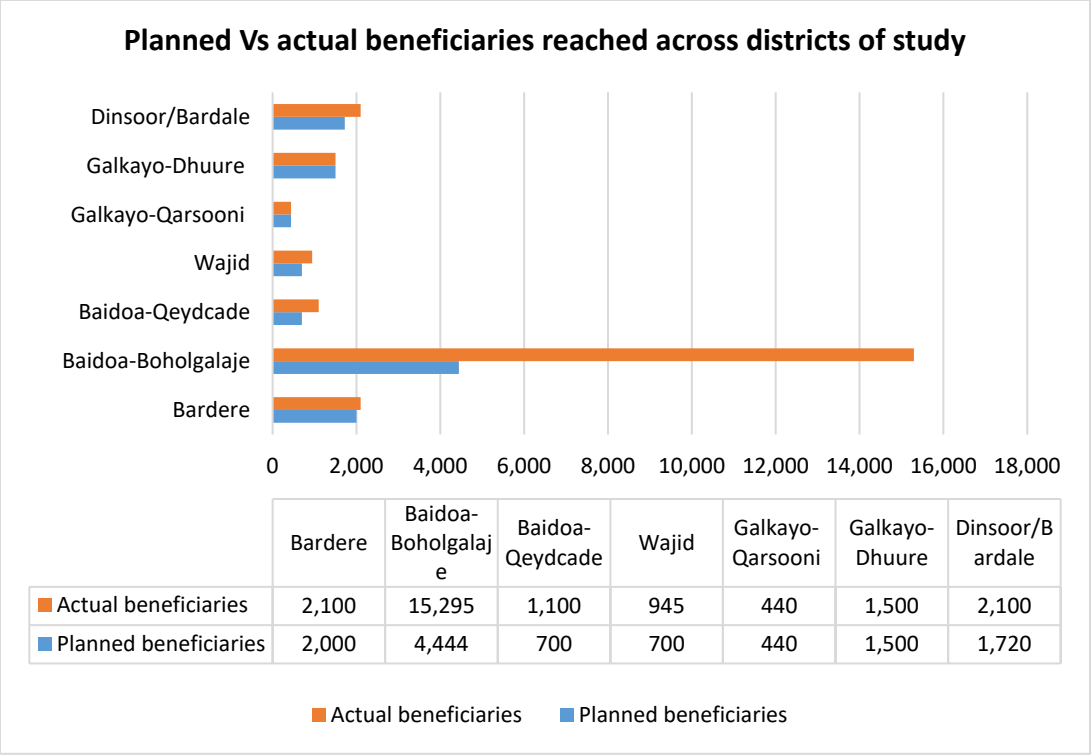
The conventional water trucking required organization partner staff to carry out the monitoring and supervision on daily basis while the community water voucher community members did the monitoring on daily basis and controlled the suppliers. The suppliers were thus accountable to the community water voucher representatives in the water management committee. The water management committee were not paid as they worked voluntarily on behalf of the community beneficiaries.

> **Administrative costs incurred in implementation of the community water vouchers are generally minimal compared to the conventional water trucking.**

3.4.2 Effectiveness

The price negotiations in the community water voucher modality resulted in an increase in the quantities of water purchased with the available budgets, hence ensuring that the water reached a maximum of the target population compared to the conventional water trucking, where a similar budget would deliver fewer quantities to the target population. A total of 23,480 beneficiaries were reached, 51% more than the planned 11,504 beneficiaries as illustrated in figure 5 below;

Figure 5: Planned Vs actual beneficiaries reached under the community water voucher



	Bardere	Baidoa-Boholgalaje	Baidoa-Qeydcade	Wajid	Galkayo-Qarsooni	Galkayo-Dhuure	Dinsoor/Bardale
Actual beneficiaries	2,100	15,295	1,100	945	440	1,500	2,100
Planned beneficiaries	2,000	4,444	700	700	440	1,500	1,720

There was no one size fits all; the beneficiaries to be reached were determined by the budget available. However, it was possible to reach more beneficiaries through the community-led water voucher approach because of the negotiations involved. A great number of affected people were reached through community water vouchers compared to conventional water trucking. A comparison between the planned beneficiaries for the community water voucher and the actual beneficiaries served during

the implementation of the community water voucher modality revealed an increase in the beneficiary number. A total of 23,480 beneficiaries were reached, which is 51% more beneficiaries than the planned 11,504 beneficiaries. An organization like Save the Children reported that they have reached 15,295 households due to complimentary funds from other international partners and donors.

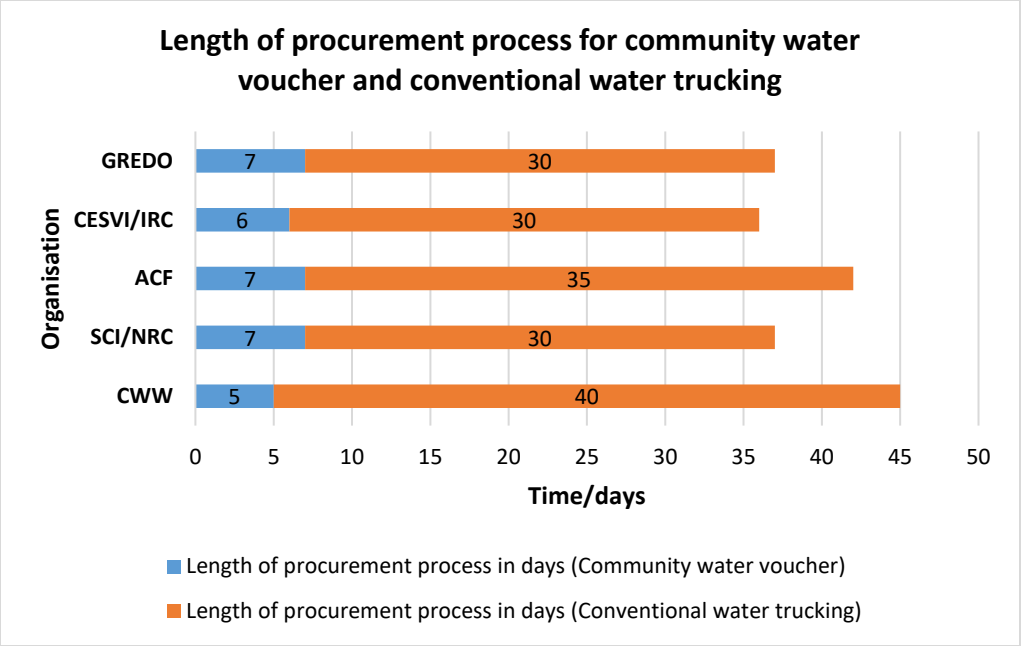
In addition, the community water voucher modality facilitated accountability across different stakeholders as the payment system had three strata of signatories, i.e., at community level, at the supplier level and support organization. This allowed for the systematic supervision of water from the supplier to the last recipient.

> **'The budget available dictates the estimated target population and the quantity of water received. However, the community led negotiations with water supplies has proved more cost-effective and reaches a higher number compared to the conventional"**
>
> -Quote from Project Staff.

3.4.3. Efficiency

The conventional water trucking experienced delays in procurement as it used a tender process that was time consuming in terms of approval and bidding process while the community water voucher had a shorter procurement process as the supplier was pre-selected by the community committee through local procurement and would need in-country approval. The organizations used waivers to skip some of the bureaucratic procurement procedures and the waiver reduced the timing in vendor selections. Average procurement process time for community water voucher was 6 days compared to 33 days for the conventional water trucking as further illustrated in figure 6 below;

Figure 6: Length of procurement process under the two modalities



3.5 Equity

3.5.1 Existing Policies on Equity

The ministry of water had policies in place to protect the marginalized groups among the internally displaced persons (IDPs) doing the community water voucher. These policies, such as the national guideline on protecting people with disabilities from the federal government, helped safeguard the marginalized groups within the communities. Furthermore, the policies ensure equal participation of people belonging to minority groups through the selection of representatives from such groups in the management of the water trucking system.

At community level, the community water voucher modality emphasized the establishment of community leadership selection based on gender balance and minority groups' inclusion. This ensured community cohesion in terms of resource sharing. The community leaders and representatives of minorities were also engaged by the ministry of water to ensure guidelines were followed in resource sharing. Women in particular played an important role in managing the water.

> *Yes, I know because the people are given the right to choose their water committees where different groups are involved both the vulnerable, weak and the people living with the disabilities and the minority so that they feel they are part and parcel of the community, and no one is segregated. In addition, these people have a representative in the committee where they can forward their complaints to them*
>
> - Quote from a focus group participant in Baidoa -

3.5.2 Equity at Community Level

The community water management committees were inclusive of all the community members (women, the community elders, people living with disabilities, and the minorities). The difference between the two modalities was that the community water voucher was purely a community-led process, whereas the conventional water trucking was organization-led.

"In Wajid, 80% of community resilience committee (CRC) members are females,"

The selection of location of the distribution water points done by the water management committees puts into consideration the interests of minorities, persons with disabilities, children as well as protection issues.

The community water management committees reported that people with disabilities, elderly, other marginalized groups and children were given considerations in serving them first before the larger community alternatively a separate queue was created. A good example is Qeyd Cade community in Baidoa, there is a special tap nozzle for people with disability, elderly and children.

3.5.3. Access to water of special interest groups

Identification of beneficiaries was done through an inclusive process. Vulnerable groups, people with disabilities, and other minority members were given positions in the committee for representation. Furthermore, their participation enhanced inclusivity, and decision-making as opposed to the conventional water trucking, where everyone is treated equally with minimal participation of community groups.

The marginalized groups were given separate water storage points to access freely at convenient locations in their community setting without sharing with the dominant clans. In some of the target communities such as Qeyd Cade IDP camp in Baidoa, people living with disabilities were given special treatment by locating water collection points centrally closer to where they could access it.

3.6 Stakeholder engagement

The community water voucher was an evidence-based approach with an oversight body that comprised the community leaders, community water committees, organizations' quality monitoring team. The involvement of the different stakeholders reduced risk factors where daily control actions such as daily reporting on the water delivery activities, equity in distribution, and more community control. In comparison, the Conventional Water Trucking approach involved a single supplier or company to deliver the water with no or minimal role of the community committees, which made it more susceptible to risk factors such as deviation, lack of accountability, delays, and inequality.

The involvement of the communities in the implementation process saved on the costs of project implementation for organizations, caused timely interventions, increased access in hard-to-reach areas and also helped the communities learn more about the water voucher approach, sustainability through enhanced community capacity and accountability where the communities were in charge of the distribution process, selection of committees and engagement and negotiations with the water suppliers.

> There is a lot of learning in community water voucher for sustainability and improved accountability

3.7 Implementation of community water voucher

Following the identification of a water-stressed settlement, the number of households and the need for water were determined. The procurement process was set in motion. For conventional water trucking, the organizations

The community water voucher involves the identification of the suppliers which is done by the water management committee that is comprised of community representatives. The committee then negotiates with the identified suppliers and sign a memorandum of understanding (MOU) with these

suppliers. In the conventional water trucking model, the organization does all procurement processes which involves them following the conventional procurement process of; issuing a purchase request and advertising/distribution of a Request for Quotation (RFQ), or if the tender is advertised in public, the suppliers then apply, and the most qualified suppliers are selected under set criteria. This process is often bureaucratic and too lengthy to appropriately respond to emergencies. Therefore, in comparison, the procurement process water trucking, takes a month, while in the community water voucher, it only takes about a week.

The community-managed water voucher approach also gives power to the community. The decision-making authorities were the community water management committees, which increased community participation, ownership, and capacity-building by acquiring knowledge and skills in negotiation, conflict resolution, decision-making, and management. There was increased involvement of local authorities and line ministry officials. There was generally high community participation and empowerment through the provision of capacity-building for water control measures and methods.

> ***If the company supplies a less quantity of water than the expected amount, then it will be encouraged to bring the remaining amount or otherwise he or she will not be paid with any money and if all these fail, we will request the organization to terminate his or her contract***
>
> -Quote from water management member from Qarsooni, Galkayo

3.7.2.1 Measures that ensured compliance of the community water voucher modality

Some BRCiS members recruited community monitors in each target area, whose role was to ensure the right quantity of water was delivered to the beneficiaries, working closely with the water management committee. There were also project staff who coordinated the community water voucher activities and gave guidance to the water management committee and the checks and balances. Other measures to enable successful community water voucher were;

- The existence of water suppliers within the project locations and who were identified by the community representatives.
- The existing spirit of volunteerism among the communities ensured high community participation in the project processes. For example, the communities selected their management committees
- Local authorities, particularly officials from the Ministry of Water, who were instrumental and supportive in the coordination of emergency initiatives

- Enhanced accountabilities where the communities were educated or informed about the quantities of water they were entitled to receive, unlike conventional water trucking where there are minimal efforts in mobilization and awareness creation of the communities in regard to their entitlements.
- The community engagement resulted in positive attitude change, which promoted community cohesion and cooperation in implementing the community water voucher. The community action plan that enabled community participation right away from the initial stages was more successful than the conventional water tracking where communities were less involved throughout the project cycle.
- The open decision-making approach of the community water voucher facilitated positive collaborations and engagement with the communities unlike in the conventional water trucking approach.
- The supplier selection approach, which was a responsibility of the community, enabled project ownership of the community water vouchers and mitigated risks.
- Strong building trust between BRCiS partner organizations and their target communities.

3.8 Community participation and accountability

3.8.1 Community Participation

The BRCiS member organizations set up water management committees and community resilience committees (CRC) to work with partners when identifying the needs of the community based on the structures. Partner organizations were involved in the verification of the beneficiaries based on the criteria agreed upon.

There was regular consultation and coordination with the water management committees, the ministry of energy and water, local authorities, and the resilience committee. Some of the partner organizations recruited field monitors from the target community who monitor and report on the ongoing activities.

Through capacity building training, the community leaders improved their skills, such as problem-solving skills. The engagement of the communities' right from the beginning of the project, when partner organizations mobilized the community about community water vouchers, made them better acquainted with the project that was being implemented. The partner organization assigned the community specific roles and responsibilities that are supposed to play in the success of the project.

The inclusion of vulnerable community groups, minority groups, female-headed households (divorcee, widow, separated), child-headed households, extremely poor families, and indigenous host communities in the water voucher model resulted in community inclusivity. As people's concerns and complaints were addressed, the formation of a conflict resolution mechanism and well-defined selection criteria facilitated increased community participation.

3.9 Impact of community water voucher approach

3.9.1 Effects on social capital

- The capacity building of the water management committees in the community water voucher approach resulted in strong local structures for the sustainability of community initiatives. Unlike in traditional water trucking, where the organization led the process and communities played only a peripheral role in decision-making.
- The community water voucher model resulted in relationships between the community management committees and the water suppliers, which enabled effective service delivery as there was direct communication between the parties involved. When there was no fund, some suppliers provided free water to the community. This kind of relationship creation was not possible in conventional water trucking because the water suppliers were only answerable to the partner organizations that contracted them.
- The installation of water bladders with water tap stands created an established water infrastructure to be used in future water provision.
- The community water voucher created local employment opportunities for community incentive workers at the water points, casual laborers working with the water suppliers, tax for local authorities from the water suppliers and indirect income to the community through increased purchasing power of the local business communities.
- The community water voucher modality has promoted community cohesion in inclusivity, decision-making unlike the conventional water trucking where organizations led the process.
- The availability of free water to the community resulted in income saving for beneficiaries, using for other livelihoods/essentials.
- The empowerment of local water suppliers, who were local entrepreneurs, and employment of locals resulted in improvement in the amount of money circulation in the local communities
- People used to access water from unprotected shallow wells, so the community water voucher reduced the use of water from unprotected water sources.
- However, the community water voucher created a dependency syndrome where the communities have become heavily reliant on the water voucher and if the project stops, it will be difficult to adjust.

3.8.2 Effects of community water voucher modality on community cohesion

The community water voucher modality had a number of effects on the communities' social cohesion where it was implemented among which were;

- The community water management committee selection process was inclusive of the different community groups, clans, and elders/leaders. This has enhanced community cohesion positively and increased equity in resource sharing and beneficiary targeting.
- Majority of the community members were involved in decision making, such as the vulnerable, people with disabilities, and minorities, which brought the community together. In addition, there was equal distribution of the water resource to all people, and no group was given more opportunities than others.

- The community water voucher enhanced community and organization relations and interactions because the community did the project implementation on behalf of the organization.
- During an interview with a project staff, it was recorded that the competition and fight over resource sharing (access to water) among the community groups reduced when the community led the emergency water response than when led by humanitarian organizations.

> **The water distribution is organized. The amount of water allocated per household is sufficient hence there is no conflict associated with water voucher at all levels (household, social, individual). The community water voucher has rather improved social cohesion than causing problems**
>
> -Discussion-
> Qarsooni village

3.8.3 Unintended benefits of the community water voucher

The community water voucher enabled getting water without traveling long distances, resulting in the women having more time to engage in other economic opportunities. In addition, the communities were better educated about their rights and entitlements, which promoted interaction and enabled people to share the water resources without grievances.

The community water voucher improved economic status as a result of engaging local water suppliers who have in turn employed local casual labor, and this employment further improved community cohesion through internal money circulation as opposed to the conventional water trucking whereby the organizations used to engage external private contractors who were mainly spending money outside the community, therefore missing an opportunity to strengthen the economic status of the community. The reduction in burden on expenses to purchase water instead was used to cover basic family needs.

Some of the effects of the community water voucher were also negative, such as;

- The community water voucher resulted in an increase in rural-urban migration as more households joined urban centers in search for water as a result of the prolonged drought situation and water crisis.

3.10 Opportunities, lessons learned/best practices

3.10.1 Lessons/best practices

- The water voucher model was community-led, so all processes were spearheaded by the community management committees. Partner organizations only did the verification of the processes (negotiations with the water suppliers, agreements, pricing, equipment verification, and beneficiary identification).
- The community-based approach to water voucher implementation facilitated community ownership. There was proactive community participation and empowerment realized. There was a power shift from the organization to the target communities in the delivery of the water resources to the communities in need.
- Joint monitoring with line ministries and local authorities of the water voucher enhanced accountability.
- Capacity building of the community water management committee through on-the-job training and mentoring by project staff strengthens local community structures.
- The procurement process of the community water voucher was very swift, quick, effective, and, in terms of design, participatory since it involves the local authorities and the communities
- Communities' participation in the project cycle facilitated the communities' ability to easily manage the project implementation and control it to achieve the set objectives. There were fewer challenges faced by organizations in implementation as communities were well informed about project details.
- Through the water vouch, community trust relationships were improved, thereby reducing conflict and misunderstanding.
- The water voucher has also enhanced better contact between the organizations and the community, as the third doesn't exist.
- Community engagement enhanced meeting project deliverables promptly and enhanced accountability to affected people.
- There has been more legitimacy to the community water management committees.
- Local vendors pay taxes to the local government.
- The community water voucher created more short-term jobs for the local community.
- Community leaders and water management committees mobilized resources such as water bladders from line ministries.
- Joint monitoring with line ministries and coordination were effective.

3.10.2 Good practices observed from the community water voucher

- The community spirit of volunteerism and responsibility-sharing
- Enhanced coordination among the stakeholders.
- The utilization of the complaints and response mechanisms put in place enhanced accountability and transparency. The community was well aware of where to contact if they

had complaints about the delivery services, like the online number, which is free, so it has improved the feedback response mechanism.

- It has also improved community cohesion, where all people were treated equally without favoring any particular group of people.
- Close collaborations with community committees improved targeting where more vulnerable people in the community were identified and assisted. During the selection process, the community structures were involved to bring forward people of concern.
- The community water tracking voucher empowers the community as primary stakeholders.

3.10.3 Opportunities realized in the community water voucher

- The community water voucher itself is an opportunity as it is still being introduced. There is lots of learning and opportunity for replication of the approach in other areas.
- Knowledge sharing and learning among the BRCiS partners. The community water voucher implementation there are possibilities of continued learning under changing settings.
- The community water voucher results in short-term employment opportunities, hence the need to manage the processes well.

The engagement of local water suppliers empowers and strengthens local economic development

3.11 Recommendations to emergency response

- Establish public private partnerships where organizations support the construction and installation of sustainable water sources, where the community has the capacity to operate and maintain.

- Provision of community participation, accountability, and compliance training to the community leaders, line ministries, community water management committees, community groups and minorities to enhance their capacity to effectively implement similar/other community projects.
- Strengthen coordination and stakeholders' engagements with the line ministries at the state levels, consortium members and community for synergy in resource mobilization, conflict resolutions and complementarity.
- Undertaking of market study analysis of the price of water in the respective areas before engaging the community. This will help negotiation and benchmarking when the community leaders negotiate with the suppliers.
- Engagement of third-party monitoring to ensure unbiased, evidence-based reporting and/or study.
- Documentation of lessons learned including development of case scenarios that capture the experiences, empowerment and expectations of the minority and persons with disabilities to compare experiences of community water voucher with the conventional water trucking.

- Engagement of the private sectors through public private partnership (PPP) for durable solutions and access in hard-to-reach areas.
- Sensitization and mobilization of more sources to the IDP communities to increase their food security & nutrition, health, education and other essential social services.
- Sustained rollout of the community water voucher in emergency interventions to reduce long procurement processes.
- Provision of sustainable water sources through drilling of boreholes; installation of solar panel systems; establishing water dams; rainwater harvesting facilities; water catchment areas through public private partnerships.
- Harmonization of water vouchers approaches among the BRCiS consortium.

3.11.1 Suggested improvements on community water voucher approach

- More learning and sharing of experiences among the consortia.
- Digitalization of monitoring tools.
- More capacity-building on accountability including equity for the water management committees.
- There is a high need to formalize the approach by aligning it to the organization's procurement SOPs.
- The adaptability of the approach in similar interventions as well as in other projects is crucial.
- Strengthen learning studies and knowledge among partners.
- Strengthen public-private partnerships in similar interventions.
- The procedures and policies must be made more flexible for community-driven projects so as to reach the needy urgently and timely.
- The sustenance community water voucher as it empowers community participation and ownership.
- The harmonization of community water voucher implementation modalities within the consortia to have clear understanding and consistency.