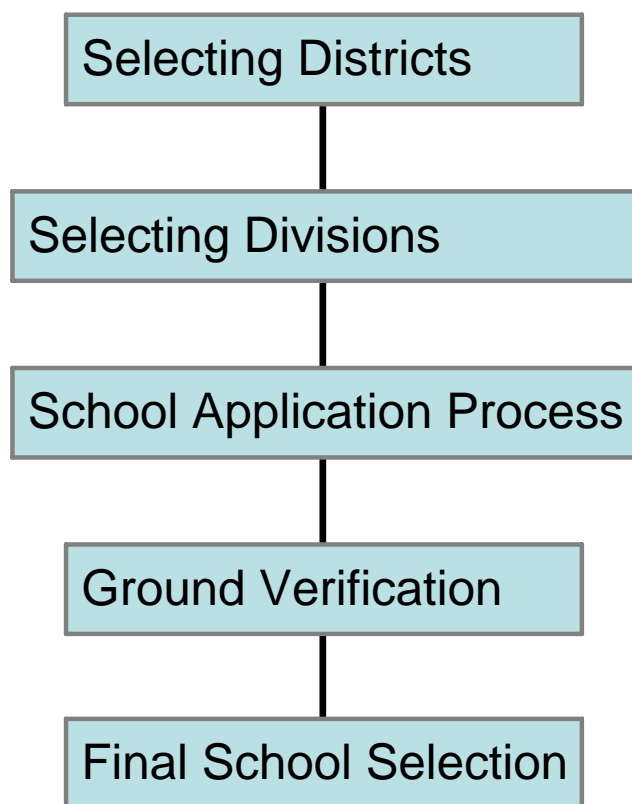


SWASH+ Manual for Targeting for School Water, Sanitation & Hygiene Interventions

June 2008

The SWASH+ Project is a consortium of local and international organizations that implements water, sanitation, and hygiene (WASH) interventions in rural primary schools in four districts Nyanza Province, Kenya. The purpose of this document is to outline the approach used by SWASH+ to select appropriate intervention schools in environments where the need outweighs the available resources. The approach has been designed to emphasize transparency; promote local government, school, and community ownership of the interventions; and to generate interest in the importance of WASH in schools.



SWASH+ hopes that others will use this methodology in designing and implementing similar programs and welcomes comments and critique on the effectiveness of the approach. Where possible, lessons learned from targeting to date have been included in the methodology outline. **To submit comments or receive more information on the SWASH+ approach, please contact Peter Waka, SWASH+ project manager: peterw@ksm.care.or.ke.**

Broadly, SWASH+ targeting consists of a multi-level, iterative approach that places primary emphasis on need and harmonization with government and civil society plans. SWASH+ uses the below criteria in school selection in WASH interventions. These criteria are used cross-sectionally at various levels.

- 1) Poverty level/poverty index
- 2) Disease outbreak statistics
- 3) Disease burden
- 4) Presence of other NGOs conducting WASH interventions or studies to minimize duplication and maximize complementarity.
- 5) School and community water and sanitation coverage
- 6) Pupil population
- 7) Logistics / Accessibility of schools
- 8) Demand for interventions
- 9) Applicability of interventions including access to water, rainfall patterns, and geology/soil formations

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As described below and shown in the above illustration, these criteria were used in different ways at provincial, district, and divisional levels in the five basic steps of the targeting process laid out in this methodology outline.

1. Selecting Districts

Targeting of appropriate districts is ultimately a compromise amongst various factors. Decisions should be made in consultation with stakeholders at the provincial level including but not necessarily limited to provincial officials in the ministries of Education; Public Health & Sanitation; Medical Services; Gender & Children's Affairs; Planning, National Development & Vision 2030; a representative from the Constituencies Development Fund; a representative from the provincial commissioner's office; and the CEO of the relevant regional water services board. The primary criteria used should be need. Under-five mortality rates, which are often driven by diarrhea through poor WASH practice, are a good proxy indicator for need at the district level. However, the practicalities of running large projects will need to account for other factors including water potential, existing efforts by other development stakeholders, and logistics capacity.

2. Selecting Divisions

Preparatory Meetings at the District Level

In preparation for meetings at which targeting of specific divisions can be determined, SWASH+ has found it crucial to hold preparatory meetings with important stakeholders at the district level. These kinds of preparatory meetings are important to include all relevant stakeholders and to avoid duplication. They also begin the vital process of introducing trust, ownership, and harmonization at the district level. The meetings had three basic purposes:

- Determine dates of availability for the divisional targeting meeting.
- Find out about unknown or unrecognized stakeholders within the district—particularly NGOs already working on school or community WASH programs—who need to be included in divisional targeting meetings.
- Request data from stakeholders that can help in divisional targeting and invite them to present it.

These meetings should be held early enough that stakeholders have sufficient time to compile the relevant information. SWASH+ recommends at least two weeks for this process based on past experience. Stakeholders and their requested information included in past preparatory meetings included, but were not necessarily limited to:

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- District development officer: detailed poverty index data (by division if possible).
- District public health officer: information on diarrheal disease trends by division.
- District water officer: school and community water and sanitation coverage by division if possible.
- District education officer: pupil population per school by division and any other relevant info as available on school WASH.

If possible, the district development officer should be asked to send invitations to invitees to the divisional targeting meeting. SWASH+ has identified that in the future, it would be preferable to develop a standardized form for information requested from given stakeholders, however these have not yet been developed and will require further research on what information is available in all districts.

Division Targeting Meeting

A targeting meeting should be held with two basic goals. First the meeting repeats the iterative process of generating interest, ownership, and participation in SWASH+ activities. Second, the meeting's primary goal is to establish the administrative unit at the divisional level for targeting. Invitees in the past have included but should not necessarily be limited to:

- Stakeholders consulted in preparatory meetings
- NGO stakeholder identified in preparatory meetings
- A representative from the provincial administration
- A district officer from the Ministry of Gender & Children's Affairs
- District officers from divisions when possible
- Area MPs
- Constituencies development fund manager
- A representative from the country council

SWASH+ staff should give an overview of criteria that will be used in deciding on divisions of intervention. If possible, district officers should be invited to present on data relating to the criteria that they are providing (ideally during preparatory meetings above). Judging from past experience, poverty index data, school population data, and demographic health data are available at the divisional or even locational level, while data on water and sanitation coverage was sometimes available only at the district level. NGO stakeholders should also be invited to present on work they are undertaking. Decisions on which divisions to target should be made based on the criteria outlined above.

3. Schools Application Process

Preparatory Meetings at the Divisional Level

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Within divisions identified above, staff should seek to conduct preparatory meetings similar to those described at the district level. These meetings are designed to increase interest, participation, and ownership at the divisional level and should result in agreement on a date for the first school-targeting meeting. Officials consulted should be asked to provide additional information as needed and available. Those consulted on the meeting should include but need not be limited to:

- The district officer
- Area education officers

The district officer should be consulted about scheduling a targeting meeting within the division that includes all headmasters, chiefs, and assistance chiefs as well as others (full list below). Ideally, the district officer will chair the meeting. Area education officers will need to be consulted to ensure that the date set works for individual schools. If possible, invitations should be sent out via the district officer.

School-Targeting Meetings

A meeting should be held at the divisional level to begin the process of school targeting with two basic objectives. The primary objective is to inform school headmasters about the process and begin the application process for individual schools. Also important is the need to sensitize and generate interest in WASH for divisional government officials. Invitees to the meetings in the past have included but need not be limited to the following:

- District officer
- Area education officers
- Division public health officer
- Division Water officer
- Division officer for gender and children's affairs
- All of the head teachers in the division
- All of the chiefs in the division
- Constituencies Development Fund manager
- Representative from the county council
- Quality assurance and standards officer from the Ministry of Education
- Political councilors

The agenda for school targeting meetings should include:

- 1) Sharing of program interventions and options available
- 2) Sharing of outcomes from district-level meetings and outline of the process used for targeting

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- 3) Distribution of application forms to headmasters including timelines for submission (two weeks) and the need to inform return forms and inform SWASH+ if uninterested (see Appendix A)
- 4) Discussion of the school's role if they submit a successful application, including resources to be provided by schools
- 5) Discussion of the role of the chief in ensuring that communities are aware of the school's participation and choices
- 6) Discussion of the ground verification process (see below)

Schools should be instructed to return forms to area education officers within two weeks regardless of interest. SWASH+ has found that it is extremely important to alert schools of the ground verification process discussed below as this increases accuracy in forms received.

Given limited resources for implementation, it is important to find a way to judge demand for interventions from schools. While SWASH+ has previously done this through the interest expressed in forms, SWASH+ will likely in the future look for more substantial commitments from schools and communities that will help both in narrowing down interested schools and help to isolate schools that are likely to continue contributing resources to WASH activities once the intervention ends.

4. Ground Verification of School Data

Ground verification of data is an extremely important step to ensure that schools have provided accurate data on application forms and whether or not schools meet eligibility requirements for interventions. For example, if a school does not have access to an adequate water source, then a simple point of use water treatment and hand washing intervention will not make sense without provision of a water source. Ground verification is also an excellent final check to ensure that efforts of other agencies are not duplicated. The form used by SWASH+ for ground verification can be found in Appendix B.

SWASH+ has found that when ground verification is an established part of the process, that information obtained from schools will tend to be accurate.

Following ground verification, analysis should be done to determine which schools expressing interest are eligible to receive the interventions. This will give a preliminary list of potential schools, but it is unlikely to narrow the field enough given limited resources.

5. Final School Selection

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In western Kenya, SWASH+ has found that demand for WASH interventions in schools far exceeds available resources. In environments where demand outweighs supply, SWASH+ recommends that the participants of the divisional meetings (see step 3 above) be reconvened to undertake final school selection. Resolving final selection collaboratively ensures that officials at all levels are aware of the rational driving school choice, that the process is transparent, and that unselected schools understand why. The agenda for this meeting should include:

- 1) Presentation of analysis from the verification data and which schools are eligible
- 2) Discussion of how to allocate available resources based on criteria
- 3) Prioritization of schools beyond criteria (see below).

In western Kenya, it has been the case on several occasions that need so outstrips available resources that too many schools fully meet criteria. In these situations, it has been the observation of SWASH+ that invitees to divisional meetings are likely to prioritize equity between locations and zones. Schools already receiving interventions from other organizations received less consideration. Beyond this, SWASH+ has occasionally had to resort to a lottery system for final choice in intervention schools.