

INTERNAL REVIEW

**“Dialogues Towards Sustainable Water  
Management in the Pangani Basin, Tanzania”**

MAY 2004

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## **ACKNOWLEDGEMENT**

As a review team, we were extremely lucky to have had the support of so many willing participants! We would like to thank everybody who was involved in the review process for engaging whole heartedly and contributing to what we hope will be a useful input to the management of the Pangani River Basin.

We'd especially like to thank all the stakeholder groups we visited for their hospitality and their willingness to share their experiences in the project; Mr. Msangi, Mr. Kiboko and Mr. Kavumu who guided and facilitated visits to the different project sites; Mr. Omari who ensured we arrived safely at all of the different sites (in good humor!); The staff of PAMOJA; especially Mr. Burra who provided the logistical support required for the field visits and with Mr. Sarmett and Dr. West provided the leadership support required for the review process.

## **ABBREVIATIONS**

WANI – Water and Nature Initiative  
IUCN – The World Conservation Union  
IUCN-EARP – IUCN Eastern Africa Regional Programme  
PBWO – Pangani Basin Water Office  
MoU – Memorandum of Understanding  
PIA – Project Implementation Agreement  
SNV – Netherlands Development Organisation  
ToRs – Terms of Reference  
PA – Partnership Agreement  
PMD – Project Management Department  
WUA – Water Users Association  
WUGs – Water User Groups  
MUWAHII – Muungano wa Wakulima Hinglili  
SARI – Selian Agricultural Research Institute  
SSIS – Soko Spring Irrigation Scheme  
KEDA – Kilimanjaro Environmental Development Association  
AUWSA – Arusha Urban Water Supply Authority

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# 1 PROJECT OVERVIEW

## 1.1 Background

This project is part of the Water and Nature Initiative (WANI) “Collective Action on the Allocation and Management of Water Resources” – a series of 28 projects that together seek to demonstrate how to mainstream the ecosystem approach in catchments and river basins. One of the aims of the project is to “explore how to empower stakeholders and ensure this empowerment leads to active collective engagement and change” (WANI Progress Report, 2004). Different approaches are tested in four river basins around the world – one of which is the Pangani River basin in Tanzania, where the IUCN Eastern Africa Regional Programme (IUCN-EARP) is facilitating the implementation of three projects – the WANI Environmental Flows, Economics and Dialogue projects; and are in the process of developing a larger intervention for the basin.

The Pangani River Basin covers an area of about 56,300 km<sup>2</sup>, with 5% of this in Kenya and 95% spanning the Arusha, Kilimanjaro and Tanga regions of Tanzania. The Pangani River drains Mount Kilimanjaro and Mount Meru as well as the Usambara and Pare Mountain ranges which are famous for their endemic biodiversity. The Pangani River passes through the arid Maasai Steppe and feeds the cities of Arusha and Moshi before it reaches the Indian Ocean where it supplies freshwater to the coastal town of Pangani and the mangrove forest at the delta.

Most of the water in the Pangani Basin is used for irrigation or hydropower. Up to 55,000 ha of land is under irrigation for crops and there are three hydropower facilities that supply up to 20% of Tanzania’s electricity needs.

Global climate change has reduced the ice-cap on Kilimanjaro and thus one of the principal sources for the Pangani River while deforestation has compromised the region’s ability to retain water. These reductions in supply, coupled with increasing water demands for irrigation and hydropower generation have led to considerable conflicts over the allocation and use of water in Pangani Basin.

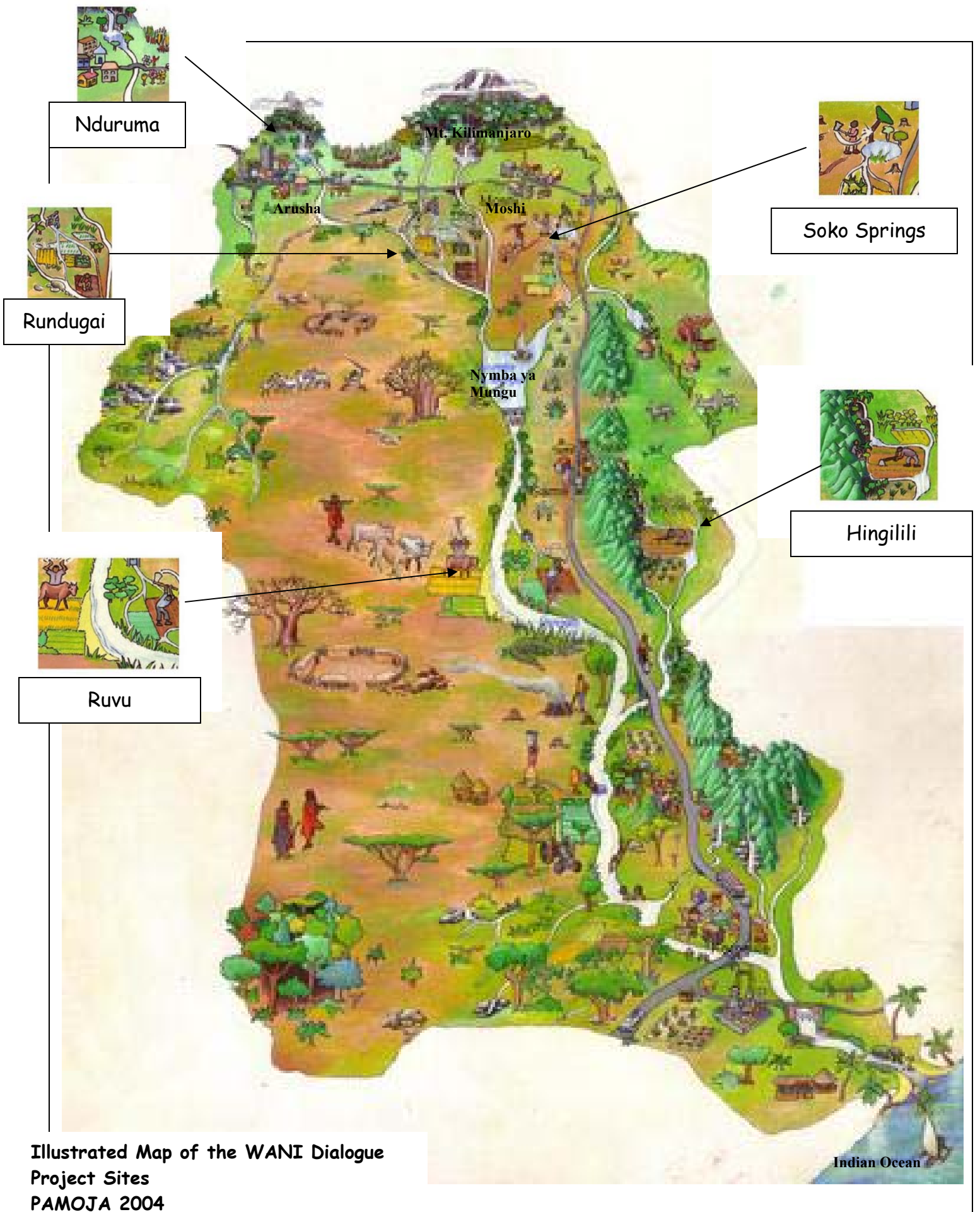
Conflicts are varied and range from: disagreement with the commercialization of water, disputes over water allocation between upstream and downstream users, disputes over allocation between agriculture and hydropower, disputes between agriculturalists and pastoralists, among others (Dialogues, Project Document).

### Box 1: The WANI Dialogue Project

**Project purpose:** *“Efficient and sustainable water resources management in the Pangani Basin with demonstrated capacity to negotiate equitable solutions to water conflicts.”*

**Key objectives:**

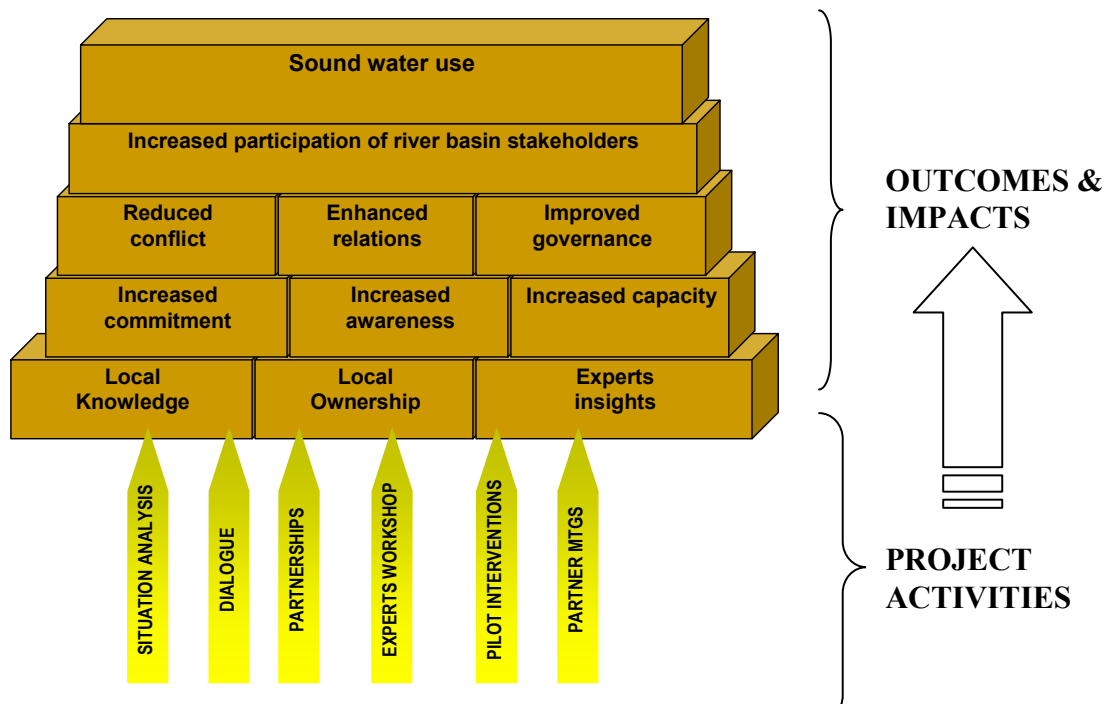
- The nature and history of water conflicts at several sites in Pangani Basin documented;
- Contribute, by facilitating a process of negotiations, to the resolution of water conflicts in Pangani Basin.
- Learn from, document and share these experiences so that they inform similar natural resource conflicts



Illustrated Map of the WANI Dialogue  
Project Sites  
PAMOJA 2004  
Illustration by Bart Hendrix

The Dialogue project “focuses on the nature of relationships between users of water resources of the Pangani river basin, and the systems of water management that govern these relations”. The “building blocks” of the project’s design (Figure One) are based on the underlying logic that “if good relations between local stakeholders exist, good governance of water resources is the result”. In order to demonstrate this, the project aims to “manage conflicts and build a sense of understanding between competing stakeholders” with a view to stimulate good governance and sound water use” (PAMOJA, 2004).

**Figure One: WANI Dialogue project – building blocks**

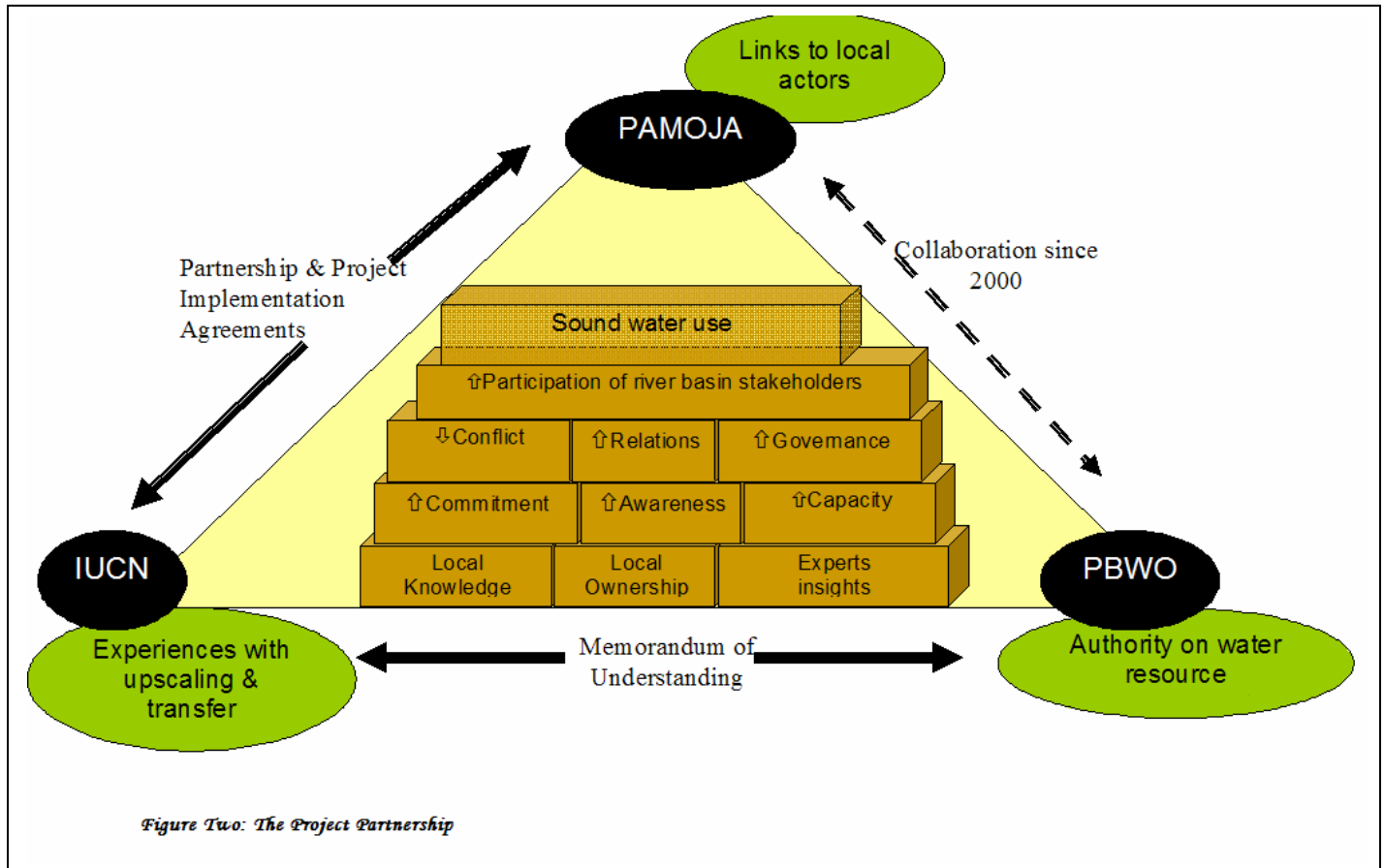


Various approaches, such as facilitating dialogue meetings and the establishment of partnerships between resource user groups, are being tested in five pilot sites within the river basin – each site addressing conflicts of a different nature between different stakeholder groups (refer to illustration map above). The following characteristics are common to all of the sites;

- Increasing demands by different resource user groups on a reducing water resource base
- Poor/ineffective water management systems
- The lack of an enabling forum for dialogue and joint decision making

## 1.2 The Project Partnership

The project is being implemented through a partnership between the Pangani Basin Water Office (PBWO); PAMOJA; and the IUCN-EARP. This partnership is guided by a Memorandum of Understanding (MoU) between IUCN and PBWO; and a Project Implementation Agreement (PIA) between IUCN and PAMOJA (illustrated in Figure Two below).



The contribution of each of the institutions to the “partnership” and therefore the project, as understood by the review from interviews and relevant documentation is as follows;

**PAMOJA:** Similar to an “implementing agency”, PAMOJA is primarily responsible for the technical and managerial delivery of project outputs. Key to this is PAMOJA’s role as a mediator and facilitator, thereby providing a “neutral platform” for dialogue. PAMOJA is also currently being supported by SNV Netherlands Development Organization who play a significant role in advising the project as well as the organization, through their Technical Adviser – Rinus van Klinken.

**PBWO:** As the institutional body charged with the responsibility of river basin management (which includes the issuing of water rights and pollution monitoring and

control); PBWO is instrumental in providing technical advice on and enhancing awareness and understanding of the regulations governing the use of water resources<sup>1</sup>

**IUCN EARO:** As the principle signatory to the funding agreement (with the IUCN WANI); IUCN has overall responsibility for ensuring that “collaborative activities are conducted in a responsible and transparent manner”; as well as providing technical support and “collaborating with PAMOJA to disseminate information generated and lessons learnt through collaborative activities globally and regionally” (Dialogues Project, Partnership agreement).

## 2 BACKGROUND TO THE INTERNAL REVIEW

### 2.1 Purpose & Scope

This internal review was requested by PAMOJA, PBWO & IUCN to assess the progress and performance of the WANI Dialogue project. The Overall Purpose of this review is twofold:

**I. Learning and Improvement:** It is intended that the outcomes of this review should provide useful and relevant information to the ongoing scope of work of the partner institutions; explore why the interventions implemented by the project succeeded or not; and provide guidance for the development and implementation mechanisms of future interventions to be carried out under the framework of the IUCN/PAMOJA Partnership Agreement.

**II. Accountability:** The review is also an instrument for the overall accountability system of the project. Consequently, the evaluation should assess whether or not the project plans were fulfilled and resources were used in a responsible way.

Specific Objectives of the review are to:

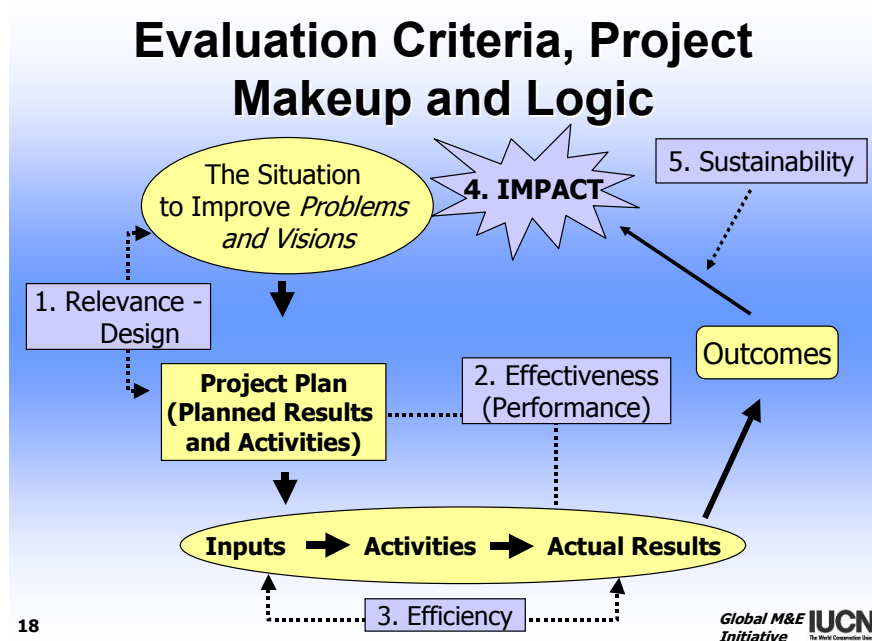
- Assess the effectiveness and efficiency of project implementation
- Determine the relevance of the project in relation to the existing needs of the stakeholders and environment
- Evaluate the impacts of the project and the contribution of the outputs to the overall Purpose
- Assess the long term sustainability of project interventions; and
- Identify lessons learned on the strategic approach (strategic processes and mechanisms chosen to achieve the project objectives)

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<sup>1</sup> Currently, the principle legislation governing water resources in Tanzania is the Water Utilization Act No. 42 of 1974 and its Amendment Act No. 10 of 1981; and Written Laws (Miscellaneous) Act No. 17 of 1989 and the General (Regulations) Amendment. Act No. 10 which introduced the concept of allocating water based on hydrological boundaries; and basin water offices. However, a new Water Policy was launched in 2002 and subsequent legislation has been drafted and should soon come into effect. (IUCN Eastern Africa Programme, 2003).



*Figure Three: Review design - Conceptual approach*



## 2.2 Approach

As an internal review with an emphasis on learning, the review process was structured to be participatory, consultative and facilitate discussion and dialogue. Approaches used to support this included;

- a. Full engagement of the project partners in design and implementation of the review. Key questions and specific issues were focused through consultation; and findings presented and discussed at the end of the review. Feedback on the review report has been incorporated here; and additional recommendations included as an addendum (Annex One).
- b. Final conclusions and recommendations will be arrived at through facilitated discussions during a stakeholder workshop at the end of the review. The role of the reviewers will be to facilitate the interpretation of findings, learning processes and decision making.

The implementation of the review was guided by a methodology paper developed in response to the Terms of Reference (ToRs) by the review team leader, and shared with review assistants and key project partners for comment and input prior to the onset of the review (Annex Two). The methodology paper includes a proposed set of issues and questions aimed at addressing the review objectives (outlined in Section 2.1). These issues and questions were developed using the conceptual approach illustrated in the Figure 3 below.

## **2.3 Information Sources & Methodology**

Information was gathered through two primary sources;

- a) Project documents; and
- b) Semi structured interviews – through individual and focus group discussions using interview guides with open ended questions. The purpose of this approach was allow for and encourage in depth responses on experiences, perceptions, opinions, feelings and knowledge.

One to one interviews were conducted with key individuals of the project partnership. While the interviews aimed at gathering information on all aspects of the project, specific focus on project management arrangements was maintained, as it was recognized that these individuals would be the primary source of information on aspects related to this issue. Consequently, sections 3.1.1; 3.2.1; 3.2.1; and 3.2.2 discuss the findings based on interviews with key project partners only. A copy of the interview guide used for project partners is included as Annex Three to this report.

Field visits were made to four of the project sites - Ruvu, Hingilili, Rundugai & Soko Springs. In all sites, focus group discussions were conducted with representatives of the different resource user groups. Groups were divided into three; with elders/leaders forming one separate group (with the exception of Soko springs, where the groups were divided along institutional lines instead, as there were no distinct ‘leaders’). A copy of the interview guide used for community stakeholders is included as Annex Four to this report.

The review team did not have the opportunity to visit the fifth site – the Nduruma River. Consequently, the information on the progress in this site, was obtained from the Situation Analysis, and a presentation by PAMOJA at the end of the review.

At the end of the field visits, a debriefing session was conducted with the key partners of the project during which preliminary findings were presented, and the outcomes of discussions have been attached to this report as Annex Five.

The list of persons and groups interviewed, as well as the itinerary has been included as Annex Six to this report.

## **2.4 The Review Team**

The review team consisted of members of staff of the key partners;

- Team Leader; Mine Pabari (Regional Programme Manager, IUCN-EARO). The role of the team leader is to guide the design and implementation of the evaluation, writing of the report, and coordinate the timely submission of the draft and final version.
- Review Assistant; Angela Mvaa (Community Development Worker, PBWO).
- Review Assistant; Samwel Zongolo (Field Officer, PAMOJA)

## **2.5 Limitations of the Review**

1. The review team members were also staff of the key partners, and two members had been directly involved in project implementation. Consequently, there was a significant probability of bias toward the interpretation of responses by the reviewers; and/or the delivery of responses by the respondents. To minimize this risk, community groups were divided into three; with each member of the team conducting focus group discussions with one group. The review team then compared individual findings. It was found that there was very little variation between the responses of the different groups; and it was therefore assumed that the findings were fairly accurate.
2. The design of the review was based largely on the project document – which outlines the expected achievements. Planning of the project activities was adaptive, based on experiences and therefore changed during the course of implementation. Consequently, it was not always possible for the review team to follow the planning logic and a few of the intended achievements were not captured in the review design and therefore not assessed (for example – awareness activities conducted during “Maji” (Water) Week). This is highlighted in relevant sections of the report.
3. The review process took place before the project was completed, and a number of activities were underway/pending. It is therefore difficult for the review make conclusive statements on the overall outcomes and impacts.
4. As with most reviews, time was a limiting factor. The review team was only able to engage with each local resource user groups for half a day, which is by no means sufficient to gain an in-depth understanding of an area and its community. However, as two members of the review team had considerable past experience with the area, this was not a significant limitation.

## 3 REVIEW FINDINGS

### 3.1 Project Relevance

#### 3.1.1 Project Design

The origin of this project can be traced back to a stakeholder workshop convened by IUCN in 2002 during which a number of institutions presented their experiences and interests in the Pangani River Basin. As PAMOJA & PBWO had worked together previously; subsequent to the workshop, PBWO requested PAMOJA to develop a concept in relation to Dialogues – one the three key areas targeted by the IUCN WANI initiative. The concept was submitted to IUCN, and discussions about collaboration ensued. The partners together then developed the final proposal, which was finalized through further discussion with PBWO & PAMOJA.

The design of the project did not draw on conventional planning processes (involving stakeholder workshops etc. to identify problems and common solutions), and the interventions identified were based on the knowledge and past experiences of PAMOJA & PBWO in the basin. Nonetheless, the findings of the review (Section 3.3) indicate that the activities and overall objectives identified were highly relevant to the needs of the stakeholders in the basin, in relation to water management. Additionally, the design involved in-depth consultation processes during the course of implementation – resulting in buy-in and ownership of the process by the stakeholders involved.

On the other hand, it was also evident that certain elements of the project would have benefited from a more strategic planning process;

After the initial Situation Analysis, many of the interventions identified were driven by “raised expectations” of the local resources users that participated in the analysis<sup>2</sup> – as opposed to the overall project Purpose. It is likely that this contributed to the fact that “this project was an entity in itself and was not designed with the larger/next phase in mind”<sup>3</sup>. Subsequently, most of the effort to date has been focused at the site levels, rather than contributing to strengthening management of the broader Pangani Basin River.

Additionally, the original design was said to have been too ambitious, resulting in delays and necessitating the cutting back of activities, including training and capacity building of key stakeholders. As is discussed in Section 3.4, this may have an impact on the long term sustainability of the benefits realized to date.

Section 4.2.1 discusses further the necessity of investing the time and resources in order to strengthened design, particularly with regards to learning, empowerment and therefore sustainability.

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<sup>2</sup> Interview respondent

<sup>3</sup> Interview respondent

## 3.2 Implementation of Project Plans: Effectiveness & Efficiency

### 3.2.1 Management & Decision Making

As described in Section One, the management and decision making processes were based on the principles of a “partnership approach” – defined here as a “*relationship based on a commonality of missions, strategies and values that promotes ownership of a particular activity by all members of the partnership*”.<sup>4</sup>

The following outlines key questions assessed by the review on the “partnership approach” and findings based on interviews held with the individuals that played a key role in the partnership.

1. *To what extent were the agreements effective mechanisms for guiding and enabling the partner organizations to work together to achieve the desired outputs?*

As described in Section One, the partnership arrangements were formalized through a Partnership Agreement (PA) and Project Implementation Agreement (PIA) between IUCN and PAMOJA. In reality, however, the partnership functioned as it would have had it been based on a Tripartite Agreement – with all three institutions (PAMOJA, IUCN & PBWO) playing an equal role in the decision making processes. The latter was enabled through telephone & email communications, and formal “partner consultation meetings” held to discuss implementation progress and agree on “next steps”.

According to all relevant persons interviewed, this arrangement was fairly successful - largely due to the dedication and commitment of the individuals involved; and the strengths of their institutional background. The individual investment played a significant role, moreso, as the involvement of PBWO in the project itself was not formalized through, for example, inclusion in the PIA.

Additionally, a considerable effort was invested by IUCN to ensure that the “donor-contractor” relationship between IUCN and PAMOJA was minimized, thereby strengthening the “partnership” itself. This contributed to a sense of ownership, and was sufficiently flexible to encourage creativity and innovation by the implementing partner, PAMOJA.

While the strengths of the arrangements described above were acknowledged by all of the key actors in the partnership, they also recognized the drawbacks of not having included PBWO in the PIA. The latter contributed to the fact that the role of the PBWO had not been formally defined, nor a budgetary allowance included for PBWOs participation in the implementation of activities<sup>5</sup>.

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<sup>4</sup> Adapted from: “Towards partnership in organizational capacity development” by Fred Carden. Capacity.org review. Issue 17. April 2003

<sup>5</sup> This problem was recognized and PBWO refunded the expenditure that they had incurred in relation to the project at the time the review report was being finalized.

According to individuals interviewed from the two other partners - had it not been for the dedication and commitment of the PBWO Water Officer, Julius Sarmett, the project may have achieved quite as much. Because of this commitment, PBWO made significant effort to ensure that they were involved not only in the decision making processes, but also in field activities.<sup>6</sup>

2. *Were the capacities of the Partners adequate? To what extent were each of the project partners well placed; and how effectively were they able to fulfill their respective roles?*

PAMOJA's mandate and past experiences ensured that they were extremely well placed to fulfill their role as a mediator and facilitator, and therefore provide a neutral platform for dialogue. Interviews with local communities indicated that the NGOs past work in the basin had successfully cultivated a sense of trust amongst the stakeholders, thereby enabling access to a number of actors that would have otherwise been "invisible" to a Government body, such as PBWO<sup>7</sup> and/or an institutional body new to the area such as IUCN. The ability to fulfill this role was further supported by Tanzanian legislation which encourages and enables participation of the primary resource users; as well as the supportive role played by PBWO.

On the other hand, being a relatively new organization<sup>8</sup>, PAMOJA's experiences with project planning and management are fairly limited. While this did not appear to have any significant impact with regards to financial management, it had a bearing on the design and therefore the timely implementation of the project workplan – which was described by all of the interview respondents as initially being "over-ambitious".

Given that PBWO's primary activities relate to issuing water rights and pollution monitoring and control; their role in the project has been invaluable with regards to enhancing awareness and understanding of the water users on water management regulations. Any achievements realized in relation to "efficient and sustainable water resources management in the Pangani Basin with demonstrated capacity to negotiate equitable solutions to water conflicts" could not be sustainable without them playing a key role in this project. However, from the onset of this project, PBWO has been operating under a number of constraints, including; a reluctance by the communities to pay water users' fees; a lack of authority over offices through which it operates (such as the Regional Hydrologist and Laboratory); a lack of representation in the districts; and no facility for solving conflict between water users (IUCN Eastern Africa Programme, 2003).

In spite of these constraints, the contribution of PBWO was significant and evident from the interviews carried out with the local resource users – the majority of whom described

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<sup>6</sup> The Interventions framework stipulates that the process management team included a member of staff of PBWO

<sup>7</sup> Interview respondent

<sup>8</sup> PAMOJA evolved from a planning and joint action project facilitated by SNV Netherlands Development Organization. The project was later expanded to the regional level and evolved into an NGO in 2002.

a remarkable change in the levels of understanding and willingness to comply with water regulations. This can be attributed to both the understanding and vision of the PBWO Water Officer, as well as the partnership with PAMOJA. The latter created a bridge between PAMOJA and the local resources users, thereby enhancing PBWO's capacity to fulfill its roles as a basin water office. Nonetheless, in view of their existing limitations, the fact that their participation had not been built into and budgeted for in the original project plans limited their ability to contribute.

IUCN has a huge amount of knowledge and past experience with natural resource management; access and the ability to upscale and utilize knowledge gained in the field to influence national, regional and global processes; as well as experience with project management, planning, monitoring & evaluation processes. While IUCN was able to contribute some of the strengths described, its participation seems to have been somewhat limited to the decision making processes, rather than actively participating in the implementation of activities. Interview respondents attributed this to limitations in the time available to IUCN to do so; and felt that the presence of a Technical Adviser would address this. Although IUCN was not necessarily positioned to participate in field activities, the project would have benefited from a stronger contribution in the project management, planning and learning processes.

### **3.2.2 Project Management Processes**

Project management processes involving the development and approval of workplans, and budgets were carried out during partner consultation meetings, and were fairly flexible and adjusted with experiences on the ground. While this approach has a number of benefits in that it allows for a project team to respond to gained understanding and changing contexts during the course of implementation; it is equally important to ensure that a certain level of accountability is maintained.

Decisions to make adjustments were made jointly by all partners, and therefore there is little cause for concern regarding the legitimacy of the decisions in themselves. However, documentation and formal acknowledgement (through, for example, signed documents) of the decisions and reasoning behind them, was found to be lacking. This could create problems with continuity in the future, should the individuals concerned leave the partner institutions. While it is recognized and appreciated that heavy workloads are the most likely reason behind this, this could have been addressed through engaging the IUCN Project Management Department (PMD) more effectively; as the department is responsible for all aspects of project management, including support to planning, monitoring & evaluation processes; and has the necessary capacity to provide this support<sup>9</sup>.

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<sup>9</sup> In response to the review findings, IUCN pointed out that at the time the project was initiated, the Project Management Department was undergoing internal changes and did not have sufficient capacity to provide the support required.

### **3.2.3 Achievement of Outputs**

The project's planned activities and intended outputs are broadly described as follows;

- i) In order to strengthen the understanding of the history and nature of water conflict; a situation analysis was conducted and situation briefs prepared for four pilot sites (Hingilili, Ruvu Valley, Soko Springs and Rundugai River). A fifth site was later added, Nduruma, at the request of PBWO;
- ii) The findings of the situation analysis were then discussed during an "Experts workshop"; and possible solutions proposed;
- iii) The results of the situation briefs and the experts workshops were used as a basis for the selection of possible and potential activities, taking into account a set of criteria established and agreed upon by the key project partners;
- iv) Consequently, community consultations were held in all sites to cross check and verify the information presented in the situation brief; and establish whether or not there was community willingness and commitment to participate in the implementation of the proposed interventions;
- v) The identified interventions were implemented in each of the sites; and
- vi) Lessons learnt and experiences gained during the project documented and disseminated to a range of stakeholders engaged in similar processes elsewhere in the Pangani Basin.

This section presents the findings of review with regards efficiency of delivery of the output and the effectiveness of the approaches used to deliver the output in each of the project sites.



**i) Situation Analysis & Interventions**

**HINGILILI**

**Background**

Hingilili is a sub catchment in the eastern part of the South Pare Mountains within the administrative boundaries of Same District (Kilimanjaro Region). Until 1975, water management and distribution systems followed customary laws, with the chiefs holding sole responsibility over all water issues in the catchment. Thereafter, the administrative boundaries changed, the catchment was divided into two horizontal parts and traditional water management systems stopped. Since then, authority over the distribution of water has been unclear. Some of the key issues in the area include conflicts over the division of water between highland and lowland farmers, due to reduced water supply (contributed to by environmental destruction and increased demands); and the lack of an overall authority to manage the distribution of water among users.

**Project Activities & Outputs: Progress & Performance**

<b>Planned Activities &amp; Outputs</b>	<b>Status</b>	<b>Feedback from key stakeholders on process *Majority responses only</b>
Conduct as situation analysis & prepare a situation brief	Completed; May-June 2003 in collaboration with Same District Council. The brief was then presented to a strategic stakeholder workshop of the main parties, involved in the identified conflict and additional data collected thereafter.	<ul style="list-style-type: none"> <li>▪ Approach used was effective as it involved all relevant stakeholders from the very initial stages. Process used meetings, interviews and one to one discussions.</li> <li>▪ Information collected was accurate – stakeholders were able to verify this through feedback meetings convened by facilitators and the dialogue meetings initiated thereafter</li> </ul>
Establish a catchment wide Water Users Association (WUA)	Dialogue meetings conducted and formation of the WUA initiated.	<ul style="list-style-type: none"> <li>▪ The process initiated has improved communications between the upland and lowland groups; and the dialogue helps to strengthen MUWAHII, the umbrella organization uniting the lowland WUGs, on how to communicate with other stakeholders and users from the highlands.</li> <li>▪ The responses from the two groups also indicated that there was some confusion and differences in understanding regarding the WUA both within and between the two groups. Some thought that the highlands would establish their own association first, and representatives from the two associations would form a single catchment committee; while others thought there would be just one catchment organization, with the highlanders joining MUWAHII.</li> </ul>

## RUVU

### Background

The project site in Ruvu Valley is the area along the Pangani river, between Nymba ya Mungu Dam and the South East border of Hedaru Ward in the Same district. Prior to a drought in 1974/75, this area was mainly occupied by pastoralists. After the drought, agro-pastoral settlements started to increase and consequently, significant changes in the land use occurred and competition between farmers and pastoralists became apparent. The project aimed at addressing these conflicts, in collaboration with PADET, a community NGO advocating the rights of the pastoralists, and the Same District Council.

### Project Activities & Outputs: Progress & Performance

<b>Planned Activities &amp; Outputs</b>	<b>Status</b>	<b>Feedback from key stakeholders on process *Majority responses only</b>
Conduct a situation analysis & prepare a situation brief	Completed; May-June 2003. The situation analysis was carried out in partnership with PADET (completed in June 2003). The information was then presented to a stakeholder workshop, organized by VECO Same, the Selian Agricultural Research Institute (SARI), PAMOJA and the Same District Council.	<ul style="list-style-type: none"> <li>▪ Ruvu Mferjini: - The approach used was satisfactory as it involved participatory discussion meetings. The community consultation process was able to effectively recognize all actors, however, a small group of fishers are not well informed about environmental management and have just been informed to leave the place. This includes vegetable growers who have been asked to stay 200m away from the river</li> <li>▪ Ruvu Jiungeni: While the approach used was generally ok; some hamlets were not as involved as the others, and have less of an understanding of the project. Felt that it is important efforts are made to ensure that all hamlets have a common understanding of the project</li> <li>▪ Both villages felt that the information collected was accurate as the communities participated from the early stages and were involved in the feedback meetings</li> </ul>
Facilitate the development of a partnership of PADET, Council, PBWO & PAMOJA through the signing of an MoU	Completed	Partnership is appropriate because; <ul style="list-style-type: none"> <li>➤ It enables different stakeholders to contribute to solve different problems</li> <li>➤ It allows for conflicts to be addressed in a more transparent and participatory manner without compromising traditional beliefs</li> </ul>

Planned Activities & Outputs	Status	Feedback from key stakeholders on process <b>*Majority responses only</b>
		<p>existing in the area; and will allow for the creation of peace and harmony in the society</p> <ul style="list-style-type: none"> <li>➤ It will enable the reduction of poverty</li> <li>➤ It will be possible to get training on land and soil conservation &amp; water management</li> <li>➤ It will be easy to increase water rights as PBWO is involved</li> <li>➤ Key partners will assist to find donors to construct the intake</li> <li>➤ It clearly defines the role of each partner, such that it is easy to know who is not responsible and why. It will also be easy to question and rectify the situation – we believe this MoU is our law!</li> </ul> <p><u>Weaknesses:</u> Feedback on the MoU took too long to reach communities due to scattered and long distances between hamlets/sub-villages</p>
Demarcate village lands into different use (in collaboration with the district land office); and develop guidelines for village land distribution to be used by village governments	Pending; Initial transact walk carried out and demarcation drafted. Further meetings and a survey are required for completion	<ul style="list-style-type: none"> <li>▪ A land use management committee has been established involving equal numbers of farmers and livestock keepers (based on gender considerations). The committee has responsibility for the land demarcation, water &amp; environmental management in collaboration with PADET, PBWO, District and PAMOJA. The committee has also made the decision of opening a bank account</li> <li>▪ The guidelines have been accepted and used by village governments to create harmony and good relationships between livestock keepers and farmers</li> <li>▪ <u>Recommendation:</u> A detailed survey of the area to be carried out; and further training on leadership &amp; communication skills</li> </ul>
Establish 6 water points (Lang'ata) and improve the Lang'ata infrastructure	Pending	This has not been done but should be soon in order to break the existing conflicts

## **HIMO/KAHE (SOKO SPRING)**

### **Background**

Soko Spring is located in the ward of Kahe East. The Spring supplies water, for both irrigation and domestic usage, to the Soko Spring Irrigation Scheme (SSIS) and the village of Kyomu. As communities from the uplands migrated to the area, pressure on the land and demands for water increased, and conflicts began to occur within and between the user groups.

### **Project Activities & Outputs: Progress & Performance**

<b>Planned Activities &amp; Outputs</b>	<b>Status</b>	<b>Feedback from key stakeholders on process *Majority responses only</b>
Conduct as situation analysis & prepare a situation brief	Completed; May-June 2003 by a Pamoja volunteer, with the Kilimanjaro Environmental Development Association (KEDA), a community based NGO with an office in Himo; and assistance by the Moshi District Council.	<ul style="list-style-type: none"> <li>▪ Approach used was effective, and the information collected accurate as it originated directly from relevant stakeholders responsible for protecting Soko Spring. However, it was recommended that in future other stakeholders such as the Kilototoni Village are involved</li> <li>▪ To a large extent the community consultation process was effective and recognized the majority of actors. However, a few problems were encountered such as;               <ul style="list-style-type: none"> <li>- Poor attendance of community members in the meetings</li> <li>- Poor representation of women</li> <li>- The other village was not involved in planting trees during the Maji week as originally planned</li> <li>- The contribution of funds by community members was initially a problem, but this was solved through awareness meetings</li> </ul> </li> </ul>
Facilitate the signing of an MoU on the protection of and equitable access to Soko Springs by the 4 villages	In progress	<ul style="list-style-type: none"> <li>▪ The partnership approach is the best way of increasing capacity to negotiate solutions to water conflicts because it involves different stakeholders who are relevant to the whole process of the project and decisions are made in a democratic way</li> <li>▪ Through the partnership it will be easy to get assistance from outside for issues that are above our ability (eg training, construction of division boxes etc)</li> </ul>

## **RUNDUGAI**

### **Background**

Rundugai is situation in the plains below Mount Kilimanjaro, and lies within the administrative boundaries of Hai District (Kilimanjaro Region). The area is used largely for irrigation, with livestock keeping being practiced mainly by the original settlers and by the Maasai, who live around the irrigation area. The main conflicts in Rundugai arise due to overlapping and competing responsibilities and authority for water use between the Furrow leaders, the Village Government, Elders and TEGEMEO, the Water User Association. TEGEMEO, having only been established in 1998 was still relatively weak and required assistance to enable it to become an effective management body.

### **Project Activities & Outputs: Progress & Performance**

<b>Planned Activities &amp; Outputs</b>	<b>Status</b>	<b>Feedback from key stakeholders on process *Majority responses only</b>
Conduct as situation analysis & prepare a situation brief	Completed; 2002	<ul style="list-style-type: none"> <li>▪ To a large extent, the approach used was effective as all relevant stakeholders were involved; and feedback meetings provided the opportunity to correct the information where it was inaccurate. However, it is recommended additional meetings with the village are held to ensure that everybody understands the project in detail</li> </ul>
Conduct dialogue meetings involving TEGEMEO, WEO, Village Leaders and Furrow Committees	Completed	<p>Dialogue is the best way to solve problems as;</p> <ul style="list-style-type: none"> <li>▪ It makes sure that both sides sit together and find out the solutions in a participatory manner – this restores peace and harmony</li> <li>▪ It makes sure that the solutions identified are sustainable and that the community fully understands the process</li> <li>▪ It ensure that each actor knows their roles, which will reduce cheating and delays amongst themselves</li> </ul>
Improve parts of irrigation infrastructure in Mtambo/Ismail	Ongoing	
Construct division boxes for Kawayya/Mkalama	Ongoing	

## **NDURUMA**

Ndruma river is located in Arumeru district, Arusha. The river was added to the project interventions in the second half of 2003 at the request of PBWO. This request was due to violent conflicts that occurred in the area between the Arusha Urban Water Supply Authority (AUWSA), and other existing users consisting of local smallholders who irrigate the land and large estates that produce crops for export.

Over the past few years there has been a decline in the volume of water available and in December 2003, the amount allocated for the farming communities was reduced. Concurrently in order to meet the growing demand of domestic users, AUWSA secured funding from the German Government to lay a pipeline to abstract water from the source of the river to Arusha town. However, construction was stalled when water users protested the development, which escalated into violent riots in October 2003.

The project began the situation analysis, (stalled after the riots) and attempted to initiate dialogue between the different parties. Unfortunately, however, the agricultural users were not united – although attempts were made to do so at the time of the riots, by reconstituting the Ndruma Water users Association. As the Association has been inactive for a long time, they are not well organized, nor are they recognized by the Arumeru District Council or PBWO. Additionally, it would appear that with the exception of one of the large estates, members are largely inactive. Furthermore, the two groups are also reluctant to enter into dialogue for various reasons.

At the time of the review, the project had not been able to resume activities, and it was uncertain as to whether or not they would be in a position to do so; as the situation is fairly unique, and will most likely require a considerable amount of time to resolve.

### **ii) Experts Workshop**

The workshop was held in June 2003, attended by a number of key experts on water management from the region. The purpose of the workshop was to analyze and propose possible interventions for the four selected case study areas in the Pangani Basin, based on the findings of the situation analysis.

The key partners felt that the workshop had been extremely useful as, one respondent put it, it “acted as a mirror, enabling the input of experts who were removed from the local issues and were therefore able to contribute new ideas, and identify possible approaches that could be used to break the deadlock that exists in the pilot areas”.

While the review did not consult with any of the other participants of the workshop, the recommendations selected and implemented in the four areas were felt to be extremely relevant by the communities and proved to have significant positive impact.

### iii) **Learning, Communications & Awareness**

Planned activities and outputs included;

- a. Documentation of experiences gained so far;
- b. Sharing and exchange of information during water week (16-22 March 2004) through design of leaflets & a poster;
- c. Conducting a basin wide stakeholders workshop to carry out an analysis of possible models for conflict resolutions and good water governance; and preparing a workshop report
- d. Developing and disseminating a publication to summarize the nature & history of water conflicts, and principles of conflict resolutions
- e. Developing and disseminating a publication on experiences gained and lessons learnt for wider use and replication

With the exception of b) above; all of the activities have been postponed to later this year. This was attributed to the fact that community consultation required much more time than was originally anticipated; and the recognition that “building and working on dialogue processes requires a degree of flexibility” (Dialogues project, progress report; Sept-Dec. 2003).

During the Maji Week, a number of awareness raising activities took place – including tree planting activities in the different pilot sites; and publishing a series of articles in a local newspaper on water management related issues. Unfortunately, it was not possible for the review to assess neither the quality nor the effectiveness of the latter.<sup>10</sup> Neither of these activities were clearly defined in the project plans and were therefore not built into the review process<sup>11</sup>.

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<sup>10</sup> In response to the review, PAMOJA indicated that they had received positive feedback on the leaflets on the water policy, and the articles published in the local newspaper.

<sup>11</sup> It was clarified that the decision to be involved was made at a Partner Consultation Meeting in November, 2003. The minutes state that “the funds deferred from training and site activities will be spread over the following activities” ..including the National Water week

### 3.3 Outcomes

This section discusses the review findings in relation to changes at the outcome level (awareness, capacity and behavior) and is based on i) changes observed and reported in relation to the information provided in the Situation Brief prepared by the project; and ii) perceptions of change by the stakeholders interviewed during the course of the review.

#### 3.3.1 Changes in levels of awareness & understanding of water conflicts

This was achieved through conducting of the situation analysis in the five pilot sites. The situation analysis involved drawing on existing information gathered through PAMOJA's previous work; and working with organizations (government, non governmental, and community based organizations) to gather data using community meetings and tools such as anonymous questionnaires. The process used was reviewed and adapted where necessary through a workshop held to exchange experiences, discuss progress and identify gaps; and information gathered cross checked and validated through feedback meetings with community groups.

All stakeholder groups and individuals interviewed felt that the situation analysis was comprehensive and contributed greatly to the understanding of the history and reasons behind water conflicts, through, for example;

- ☑ Enabling *“the new generation to understand the history and nature of the conflicts, how the elders used to resolve conflicts and the relationships that existed amongst themselves”*<sup>12</sup>;
- ☑ Allowing for an accurate identification of the problems, *“since stakeholders themselves participated from the initial stage of identifying the issues”*<sup>13</sup>; and
- ☑ Therefore, appropriate solutions. As reported by the Hingilili lowland group; *“activities were planned according to the capacity available. i.e – identifying activities that can be performed by communities and those that require external support”*

From the responses received during the interviews, it is apparent that the process used was much more instrumental in achieving this outcome than product itself. A number of community groups interviewed pointed out that the process used engaged them fully and in a meaningful manner, often building on traditional ways of solving problems;

- *“The project raised the understanding....through meetings, stories and discussions with elders, influential people and the religious institutions.” ...”The religious institutions have contributed by telling the communities on the importance of living in peace and harmony...”*<sup>14</sup>

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<sup>12</sup> Community representatives from Ruvu Jiungeni

<sup>13</sup> Community representatives from Rundugai Tegemeo

<sup>14</sup> Ruvu Jiungeni



- “Use of local language in order to increase equal chances of the community to participate in decision making”<sup>15</sup>

### 3.3.2 Changes in willingness and capacity to negotiate equitable solutions to water conflicts

In engaging resource users in the situation analysis; through dialogue meetings; interventions and (in some cases) the establishment of partnerships using MoUs, there have been notable changes in the willingness to “negotiate equitable solutions” in all four of the pilot sites visited by the review team.

In **Hingiligli**, it was felt that the project has strengthened communication between the lowland and the highland groups. The individuals interviewed felt that the dialogue meetings and awareness creation workshops enabled both groups to understand the implications of not cooperating with one another to protect the catchment area. As one of the respondents from Hingilili lowland said; “*What’s the point of fixing the furrows, when there is still conflict – where will you get the water for these furrows?*”

Some of examples of changes in behavior as a result of “dialogue” include;

- The establishment of by-laws for the management of water resources in the catchment;
- The development and implementation of an agreed calendar for water distribution and crop systems
- Reduced “selfishness” and the willingness to negotiate a catchment wide Water Users Association (WUA)

*“The WUG who broke the control gate” ..because they disagreed with them, “ have collected funds to purchase a new one”  
Hingilili Lowland*

It was also evident that “dialogue” alone was not sufficient to resolve existing conflicts. For both the lowland and highland groups, there were clear motives for engaging in dialogue in the first place – which essentially provided a platform for success. For example;

- Reduced water availability due to environmental destruction
- Population increases had resulted in Highlanders moving to the lowland areas
- Fear of loosing their water rights to outsiders - both groups recognized that the only way to protect their water was to work together
- In working together, it was felt that they would also be able to strengthen their ability to market their produce

A similar situation exists in **Ruvu**, where according to respondents from Ruvu Mferjini, “*respect between livestock keepers and farmers has improved*” through the dialogue and awareness creation meetings. Respondents felt that the process had been extremely successful in comparison to previous attempts which “*tried to solve problems without understanding why they were happening*”.

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<sup>15</sup> Ruvu Mferjini

This is evident from recent activities in the area such as;

- The allocation of agricultural land from the farmers to the livestock keepers
- Establishment of by-laws to “safe-guard the rights of farmers and livestock keepers”
- The establishment of a committee responsible for land and water management

However, both of the villages visited by the review team highlighted the importance of carrying out a detailed survey, conducting the training and constructing the Lang’ata’s (as per the agreed MoU). They felt that the latter needed to be carried out urgently, as access to water is a root cause of the conflicts, and should be addressed before the momentum and trust established is lost. Respondents were also concerned that the land and water management committee members have very little capacity to carry out their responsibilities, and that this might have a negative impact on the success of the demarcation and other activities to resolve conflict.

Additionally, as previously mentioned (Section 3.2.3), it was obvious that some of the hamlets did not have the same understanding of the project as others – especially those within the Ruvu Jiungeni village. This is a cause for some concern, as unless everybody has a shared understanding and acceptance of the demarcation process; it is likely that similar conflicts will erupt as after the previous attempt to demarcate the different kinds of land use (PAMOJA, April 2004).

In **Soko spring**, there have been a number of changes since the project was initiated, including;

- A decision to strengthen the Kahe East WUA, and an agreement to provide them with the authority for water use management in the area<sup>16</sup>;
- Stakeholders have agreed to contribute funds for the protection of the spring, and paying the spring security guard;
- Communities have been involved in self-help activities together, such as planting trees in the spring; and
- An MoU has been drafted and agreed upon between each of the five village governments; the WUA; the Moshi District Council; and PBWO to establish roles & responsibilities for each of the parties in relation to conservation of the spring

In **Rundugai**, TEGEMEO was reported to have made substantial increases in its capacity as the WUA with the formal legal authority over the water resources in the area. Previously, TEGEMEO struggled with a number of other “authorities” and unclear responsibilities for water use (PAMOJA, 2003). The project built on the previous work of PAMOJA and PBWO to enhance their capacity by building relations between upstream and downstream users; between TEGEMEO and local government institutions; and to

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<sup>16</sup> Currently, “the management of water resources is carried out by various different organization in the Soko spring area, although it is not entirely clear what kind of mandate each individual one has” (PAMOJA, 2004))

support them with construction activities on water division boxes and the repair of their office. The individuals interviewed felt that these efforts have resulted in;

- Strengthening TEGEMEO, which has since been able to register many more members and ensure that they all contribute;
- The development and implementation of an agreed water allocation calendar
- The development of an agriculture calendar, prepared by the farmers
- Improved communication and relations amongst stakeholders
- Improved linkages between villages, ward leaders, the community and TEGEMEO

### 3.3.3 Changes in awareness & understanding of water regulations and water management

While the project did not explicitly set out to enhance awareness and understanding on water regulations and water management; a number of the field sites visited noted changes in the attitudes to acquiring “water user rights”. However, levels of understanding differed from one area to another. For example; in Hingilili highlands,

some of the individuals interviewed believed that the authority for issuing user rights lay with the Districts; while in the lowlands there was a clear understanding that this was the role of PBWO. One of the reasons behind this might be that the “Maji”

*“If we don’t acquire water user rights; foreigners will come and take our water from us”*

*TEGEMEO member*

week awareness activities included information on PBWO and its role and was held in the lowland area; where only a few of the highlanders were able to attend.

### 3.4 Sustainability of Project Achievements & Benefits Realized

While “sustainability” is by no means straightforward to assess; there is little doubt that the approaches utilized by this project contributed immensely to the continuation of the benefits realized in the long term.

The establishment of “partnerships” with local government and community based organizations in the pilot sites ensured that all parties

*“Involvement of elders in conflict resolution...revived the traditional ways of solving the conflicts without sending people to the court, which was not sustainable”*

*Individual from Ruvu Mferjini*

resolved to contribute their own resources, thereby reducing the dependency on external funding. Furthermore the participatory approach adopted, encouraged and enabled ownership and therefore responsibility for the interventions by the beneficiaries themselves.

However, “buy-in” and “ownership” in itself cannot be sufficient in the long run. Unless those engaged in an intervention have the capacity to carry forward the activities; the probability of ideas and initiatives growing and extending into the future is reduced. It is therefore necessary to ensure that all the stakeholders involved have the necessary skills (including leadership and management), knowledge and resources to fulfill their responsibilities now and in the future.

## 4 RECOMMENDATIONS FOR THE FUTURE

### 4.1 Project Finalization

In addition to finalizing the activities outlined in the existing project plans (interventions and learning and communication); it is recommended that, where possible, the project seeks to provide the necessary training to ensure that the beneficiaries are able to take on responsibilities for activities initiated by the project. A vast amount of information exists with the project, and therefore, it may not be necessary to conduct a training needs assessment beforehand. However, great care should be taken to ensure that workshops and other training activities are focused and efforts should be made to assess their impacts thereafter.

Furthermore, considerable effort should be made to finalize the lessons learnt activities. A wealth of knowledge was gained through the processes and approaches used during the course of implementation, and these should be documented and shared widely. It is highly recommended that IUCN plays a key role in providing technical support to these activities.

### 4.2 Planning for the Future

#### 4.2.1 Project Design

It is highly recommended that future planning of the project should;

- a) Be based on a participatory strategic planning process, involving representatives of all primary stakeholders in relation to river basin management;
- b) Take into account that the project is not an end unto itself, and designed to contribute to strengthening river basin management at both the national and global level. Consequently, planning processes may consider an action-research approach, clearly defining “learning questions” from the onset, and identifying objectives and activities accordingly
- c) Strategically identify activities and intervention sites. Sites selected should take into account; i) Their potential for contributing to river basin management of the Pangani River Basin as a whole (ie – the added value of each site in relation to the overall project); ii) The capacity of the project implementers; and iii) resources available (in terms of time and funding)

Examples of key questions that may be considered when planning include;

- What are the key obstacles/problems to effective river basin management and how best can we address these problems?
- What are the assumptions/hypothesis are being made when identifying solutions and what interventions would be most appropriate and effective in testing these assumptions?
- How can we ensure that we are able learn from and capture the experiences gained in testing the assumptions made and approaches utilized and that this knowledge is transferred and shared nationally and globally?

- What key elements are required to ensure that the benefits gained from the interventions are sustainable beyond the life of the project?
- What management structures and arrangements would be most effective in ensuring that the project is able to achieve its objectives?
- What capacities are required to deliver on and achieve the stated objectives? Does the project need to invest in strengthening existing capacities, and if so – how?

#### **4.2.2 Management Arrangements**

Often, projects are designed in considerable haste and there is great pressure to begin implementation once funding has been secured. Unfortunately, this does not allow for the individuals concerned to think carefully through the management arrangements that would be best suited to enabling the achievement of the projects goals and objectives. In the long run, this tends to have an impact on the success of the project.

Future planning for this, or a “larger “Pangani Basin” project should take the above into account and ensure that the management and decision making arrangements enable each of the parties involved to participate and fully contribute the strengths that they bring to the partnership and the project. This will require a fine balance between “formal” (to guide and hold all parties accountable) and the “informal” (to allow for ownership and encourage innovation”).

The review findings suggest that each of existing key partners bring skills and expertise vital to the project and complementary to each other. If additional partners are involved in the future, there must be careful consideration of the “added value” they bring – taking into account that the larger the number, the more complex the picture!

Presently, the challenges lie in how to maximize the potential that already exists and provide incentives (such as links to the organizations mission and values; and the allocation of sufficient resources) for each to fulfill its role; and avoid dis-incentives that would limit this (such as conflicts of interest) .

With this in mind, it is recommended that a tripartite agreement is established with following characteristics;

- c. Clearly defined roles and responsibilities for all parties involved;
- d. Sufficient resources to fulfill the above and the flexibility to utilize these resources in accordance with agreed plans. In other words, once the project plans have been designed and agreed upon, each of the parties should manage separate budgets, consult with and account to but not be dependent on one another to fulfill their respective roles
- e. A learning-oriented approach – with sufficient time and resources to enable this

## DOCUMENTS REVIEWED

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Partnership Agreement & Project Implementation Agreement between PAMOJA & IUCN-EARO. June 2003

# ANNEXES

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**DIALOGUES TOWARDS SUSTAINABLE WATER MANAGEMENT IN  
THE PANGANI BASIN, TANZANI (WANI DIALOGUE PROJECT)**

**INTERNAL REVIEW**

**PROPOSED METHODOLOGY & WORKPLAN**

**Project Overview**

The IUCN Water and Nature Initiative (WANI) is a collaborative effort to address the world's water crises. WANI contributes to its overall goal to “mainstream the ecosystem approach into river basin policies, planning and management” through the implementation of projects and programmatic activities in selected demonstration site basins around the world. One of these demonstration sites is the Pangani River Basin, in which a number of interventions have been initiated under the framework of an internal agreement between IUCN Water and Nature Initiative and the IUCN Eastern Africa Regional Office (EARO).

The Pangani River Basin covers an area of about 56,300 km<sup>2</sup>, with 5% of this in Kenya and 95% spanning the Arusha, Kilimanjaro and Tanga regions of Tanzania. The Pangani River drains Mount Kilimanjaro and Mount Meru as well as the Usambara and Pare Mountain ranges which are famous for their endemic biodiversity. The Pangani River passes through the arid Maasai Steppe and feeds the cities of Arusha and Moshi before it reaches the Indian Ocean where it supplies freshwater to the coastal town of Pangani and the mangrove forest at the delta.

Most of the water in the Pangani Basin is used for irrigation or hydropower. Up to 55,000 ha of land is under irrigation for crops and there are three hydropower facilities that supply up to 20% of Tanzania's electricity needs.

Global climate change has reduced the ice-cap on Kilimanjaro and thus one of the principal sources for the Pangani River while deforestation has compromised the region's ability to retain water. These reductions in supply, coupled with increasing water demands for irrigation and hydropower generation have led to considerable conflicts over the allocation and use of water in Pangani Basin.

Conflicts are varied and range from: disagreement with the commercialization of water, disputes over water allocation between upstream and downstream users, disputes over allocation between agriculture and hydropower, disputes between agriculturalists and pastoralists, among others.

The WANI dialogue project is one of 4 ongoing interventions under the WANI/EARO internal agreement. The project was collaboratively developed by PAMOJA, a local



NGO based in Moshi, Tanzania; the Pangani Basin Water Office (PBWO), and IUCN EARO, to examine some of the sources of water conflict in the Pangani Basin and to work with stakeholders to negotiate equitable solutions.

The Purpose of the project is: *efficient and sustainable water resources management in the Pangani Basin with demonstrated capacity to negotiate equitable solutions to water conflicts.*

Three key objectives contribute to this purpose;

- The nature and history of water conflicts at several sites in Pangani Basin documented;
- Contribute, by facilitating a process of negotiations, to the resolution of water conflicts in Pangani Basin.
- Learn from, document and share these experiences so that they inform similar natural resource conflicts

The Project has used a participatory approach involving all key stakeholders, facilitated and provided a neutral platform for dialogue in the process of negotiations and identification of appropriate interventions.

## **Review Mandate**

This internal review has been requested by IUCN and PAMOJA to assess the progress and performance of the WANI Dialogue project, with specific reference to the Partnership Agreement between the two parties.

The **Overall Purpose** of this evaluation is twofold:

**Learning and Improvement:** It is intended that the outcomes of this review should provide useful and relevant information to the ongoing scope of work of the partner institutions; explore why the interventions implemented by the project succeeded or not; and provide guidance for the development and implementation mechanisms of future interventions to be carried out under the framework of the IUCN/PAMOJA Partnership Agreement.

**Accountability:** The review is also an instrument for the overall accountability system of the project. Consequently, the evaluation should assess whether or not the project plans were fulfilled and resources were used in a responsible way.

**Specific Objectives** of the end of phase evaluation are to:

- Assess the effectiveness and efficiency of project implementation
- Determine the relevance of the project in relation to the existing needs of the stakeholders and environment
- Evaluate the impacts of the project and the contribution of the outputs to the overall Purpose
- Assess the long term sustainability of project interventions; and
- Identify lessons learned on the strategic approach (strategic processes and mechanisms chosen to achieve the project objectives)

## Evaluation Matrix

Issues	Key Questions	Sub-Questions	Indicators	Examples of Data Sources
<b>EFFECTIVENESS</b>	<ul style="list-style-type: none"> <li>◆ Were the activities implemented in accordance with the project plans? If not, why?</li> </ul>	<ul style="list-style-type: none"> <li>➤ To what extent was the project workplan/budget implemented as planned?</li> <li>➤ What outputs were achieved?</li> </ul>	Progress – Planned v/s Actual	Progress Reports Project partners
	<ul style="list-style-type: none"> <li>◆ To what extent did the outputs contribute to the Objectives?</li> <li>◆ Were there any problems/challenges faced? If so – how were they resolved?</li> </ul>	<p>To what extent was the project able to contribute to;</p> <ul style="list-style-type: none"> <li>➤ Understanding and awareness of the nature and history of water conflicts amongst key stakeholders in the Basin</li> <li>➤ Willingness &amp; capacity to negotiate equitable solutions to water conflicts</li> </ul>	<ul style="list-style-type: none"> <li>◆ Nos &amp; types of stakeholders engaged in negotiations</li> <li>◆ Outcomes of the negotiations – agreements/letters of commitment; joint actions plans to ameliorate conflict</li> <li>◆ Perceptions of key stakeholders regarding the project in general</li> <li>◆ Perceptions of key stakeholders regarding changes (positive &amp; negative) brought about by the project</li> </ul>	Progress Reports Project partners Key Stakeholders

Issues	Key Questions	Sub-Questions	Indicators	Examples of Data Sources
	<ul style="list-style-type: none"> <li>◆ How effective were the approaches and structures in delivering the desired outputs?</li> </ul>	<ul style="list-style-type: none"> <li>➤ Situation briefs: did the approaches used enable the production of comprehensive and useful situation briefs?</li> <li>➤ To what extent were the approaches used perceived as being sufficiently participatory?</li> </ul>	<ul style="list-style-type: none"> <li>◆ Perceptions of key stakeholders and project partners regarding approaches used</li> </ul>	<ul style="list-style-type: none"> <li>Key Stakeholders</li> <li>Project partners</li> </ul>
	<ul style="list-style-type: none"> <li>Did the partner organizations work together effectively? Was the partnership structure effective in achieving the desired outputs?</li> </ul>	<ul style="list-style-type: none"> <li>➤ To what extent were roles &amp; responsibilities clearly defined and how effectively were the partners able to fulfill them?</li> <li>➤ To what extent were the agreements effective mechanisms for guiding and enabling the partner organizations to work together to achieve the desired outputs?</li> </ul>	<ul style="list-style-type: none"> <li>◆ Perceptions of project partners</li> </ul>	<ul style="list-style-type: none"> <li>Progress Reports</li> <li>Project partners</li> <li>Agreements</li> </ul>

Issues	Key Questions	Sub-Questions	Indicators	Examples of Data Sources
EFFICIENCY	<ul style="list-style-type: none"> <li>◆ Were the available technical and financial resources adequate to fulfil the project plans?</li> <li>◆ Were the funds spent in accordance with project plans and using the right procedures?</li> <li>◆ Where there were any unforeseen problems, how well were they dealt with?</li> <li>◆ Were the capacities of the Partners adequate?</li> <li>◆ What have been the roles of the Partners, and staff and were they appropriate?</li> <li>◆ Was there an effective process built in to the management structure for self-monitoring and assessment as part of team meetings, reporting and reflection?</li> </ul>	<ul style="list-style-type: none"> <li>➤ Were there clearly defined budgeting and accounting procedures – and to what extent were they effectively implemented?</li> <li>➤ To what extent were each of the project partners well placed to fulfill their respective roles?</li> <li>➤ What processes were used for self-monitoring &amp; assessment? Were they useful in terms of learning &amp; strengthening of project plans</li> </ul>	<ul style="list-style-type: none"> <li>◆ Planned v/s actual budgets</li> <li>◆ Quality &amp; timeliness of financial reports</li> <li>◆ Perceptions of project partners</li> <li>◆ Past experience of project partners</li> <li>◆ M&amp;A activities &amp; use of findings</li> </ul>	<p>Progress Reports Project Partners Key Stakeholders</p>

Issues	Key Questions	Sub-Questions	Indicators	Examples of Data Sources
<b>RELEVANCE</b>	<ul style="list-style-type: none"> <li>◆ Establish whether or not the design and approach was relevant in addressing the identified needs, issues and challenges</li> <li>◆ To what extent did the project contribute to the strategic policies and programmes of IUCN and that of the partners?</li> </ul>	<ul style="list-style-type: none"> <li>➤ How was the project designed?</li> <li>➤ Were all key stakeholders sufficiently and effectively involved? Were their expectations met and were they satisfied with their level of participation?</li> <li>➤ How and to what extent does this project contribute to the Programmes and ongoing work of the project partners?</li> </ul>	<ul style="list-style-type: none"> <li>◆ Design process – levels of stakeholder consultations</li> <li>◆ Perceptions of key stakeholders</li> <li>◆ Perceptions of project partners</li> </ul>	<p>Key Stakeholders Project Partners</p>
<b>IMPACT</b>	<ul style="list-style-type: none"> <li>◆ Did the project bring about desired changes in the behavior of people and institutions?</li> <li>◆ Were there any unintended positive or negative impacts arising from particular outcomes?</li> <li>◆ What could have been the likely situation without the project?</li> </ul>	<ul style="list-style-type: none"> <li>➤ Has there been any (positive or negative) changes in behavior of key stakeholders/institutions as a result of project activities? If so – what?</li> <li>➤</li> </ul>	<p>Perceptions of key stakeholders</p>	<p>Key Stakeholders</p>
<b>SUSTAINABILITY</b>	<ul style="list-style-type: none"> <li>◆ Was the approach used likely to ensure a continued benefit by the key stakeholders after the end of the project?</li> <li>◆ Are alternative or additional measures needed and, if so, what is required to ensure continued sustainability and positive impact?</li> </ul>	<ul style="list-style-type: none"> <li>➤ What would happen if the project was to discontinue completely? To what extent would the positive changes brought about persist?</li> <li>➤</li> </ul>	<p>Perceptions of key stakeholders</p>	<p>Key Stakeholder</p>

## Evaluation Methodology

### 4.2.3 General Approach

As an internal review with an emphasis on *learning*, it is important that the review process is participatory, consultative and enables discussion and dialogue. Consequently, the following is proposed;

- a. Project partners should engage fully in the design and implementation of the review. Key questions and specific issues should be focused through consultation; interview guides and other protocols shared for comment and input; and findings presented and discussed at the end of the review
- b. Stakeholders involved in the review are to be informed of the purpose and nature of the review prior to its onset. This will require the assistance of PAMOJA
- c. Conclusions and recommendations will be arrived at through facilitated discussions during a stakeholder workshop held at the end of the review. The role of the reviewers will be to facilitate the interpretation of findings, learning processes and decision making.

### 4.2.4 Data sources

- c) Project documents; and
- d) Interviews – using interview guides with open ended questions to allow for in depth responses on experiences, perceptions, opinions, feelings and knowledge.

The following is a preliminary list of stakeholders - identified through a review of the background documentation

#### **1. Project Partners**

\*\* To be filled in with assistance from Partners

##### PAMOJA

Peter Kangwa

Raphael Burra

Rinus van Klinken (SNV Tanzania)

##### PBWO

Julius Sarmet

##### IUCN

Kelly West - IUCN EARO

Francis Karanja - IUCN EARO

Peter Musembi – IUCN EARO

Danièle Perrot-Maître – IUCN WANI

Ger Bergkam – IUCN WANI

#### **2. Key Stakeholders**

## Evaluation Team

The evaluation team will consist of the following;

- Mine Pabari (Regional Programme Manager, IUCN-EARO. Ms. Pabari has overall responsibility for the quality of project and programme evaluations in IUCN and ensuring the use of evaluation findings for enhancing performance.
- Two review assistants assigned by PBWO & PAMOJA.

## Schedule of Activities

Dates	Activities	Comments
Week of 26 <sup>th</sup> April	<ul style="list-style-type: none"><li>➤ Review of project documentation;</li><li>➤ Debriefing meetings with IUCN; PAMOJA &amp; PBWO</li><li>➤ Interviews with IUCN EARO &amp; IUCN WANI (telephone)</li><li>➤ Development of interview protocols</li></ul>	Debriefing meetings will be to discuss and finalize the proposed methodology. For PAMOJA & PBWO – this will need to take place by telephone
3 <sup>rd</sup> May	Travel to Moshi	Interviews with PAMOJA & PBWO
4 <sup>th</sup> May – 7 <sup>th</sup> May	Site Visits	Interviews with key stakeholders
7 <sup>th</sup> May (afternoon)	Debriefing from reviewers to key partners	Purpose of this is to enable the reviewers to raise any questions/clarify issues that may have arisen from interviews
27 <sup>th</sup> -28 <sup>th</sup> May	Partners Meeting	Presentation & discussion of review findings
Week of 21 <sup>st</sup> June	Stakeholders Workshop –	Discussion & use of review findings in the planning process

## Outline of the Evaluation Report

(Approximately 15 pages)

- d. Executive summary
- e. Table of contents
- f. List of acronyms
- g. Introduction
- h. Project context and description
- i. Evaluation purpose, scope and methodology
- j. Findings (structured around project design; approaches; operational arrangements; achievements; and lessons learnt)
- k. Conclusions and recommendations
- l. Action Plan



## **Pangani Dialogue Project**

### **Interview Guide - Partners**

#### **PROJECT STRUCTURE**

##### **Design**

1. How was the project initially designed? Does this project have an LFA? Who was involved/consulted?
2. How were key partners identified? PBWO/PAMOJA?
3. How were the project sites selected? (on what basis was Nduruma selected?) Key stakeholders & beneficiaries?
4. How are detailed workplans & budgets developed? (Process used, who participates?)
5. Do you feel that the resources (financial & technical) available were sufficient for the fulfillment of the project plan?
6. Were there any problems encountered during design? How were they resolved?
7. Describe the linkages and relationship with the overall WANI programme – in terms of design; and achievements
8. To what extent do you feel this project contributes to the overall programme of work of your institution?
9. If this project was to be designed again, what do you feel should be done differently (if anything)?

##### **Management Structures & Operational Arrangements**

1. What mechanisms were established to facilitate the management of this project? How effective do you feel they were? Why? Why not?
  - Financial management – to what extent were there clearly defined budgeting and accounting procedures? Were they effectively implemented?
  - Project Management
  - Self monitoring & assessment (internal self assessments) – to what extent were the processes used useful in terms of learning & adaptive management?
2. How were roles & responsibilities defined?
3. Could you describe the roles & responsibilities of each partner?
4. Do you feel that there was a clear understanding of which partner took responsibility for what?
5. To what extent were the agreements effective in guiding and enabling partner organizations to fulfill their roles & responsibilities?
6. Do you feel that each of the partners fulfilled their respective roles effectively? Why? Why Not?

7. In your opinion – to what extent were each of the partners well placed to fulfill their respective roles (in terms of capacity)? (commenting on the reasons behind your answers)
8. To what extent did the partnership structure enable mutual accountability; and create mutual learning? What was the added value of using a partnership approach as compared to a more donor-implementer-recipient framework?
9. What role did IUCN WANI (HQ) play in the implementation & decision making processes?
10. What decision making process were used? Were they effective? Why? Why not?

## OUTPUTS

For each of the outputs outlined below; comment on whether or not they were generated as expected (in quality & time) and highlight any unforeseen problems that might have occurred, and how they were dealt with

Activity	Questions
Situation Analysis: Workshop to review progress & exchange experiences 2 <sup>nd</sup> workshop to analyze data	(In your opinion); <ul style="list-style-type: none"> <li>➤ To what extent was the brief sufficiently comprehensive &amp; useful? Why? Why Not?</li> <li>➤ To what extent did the community consultations validate the information collected during the situation analysis</li> <li>➤ How did the approaches used positively/negatively impact the quality of the output? (research conducted by volunteers; partners of PAMOJA; stakeholder identification; data gathering methodologies etc)</li> </ul>
Experts Workshop	<ul style="list-style-type: none"> <li>➤ To what extent were interventions identified through a sufficiently participatory manner?</li> <li>➤ Were all relevant stakeholders represented in the meeting?</li> </ul>
Development of interventions plan	<ul style="list-style-type: none"> <li>➤ How was the criteria for prioritization of the interventions identified? Do you feel that all relevant were effectively involved in the decision making process?</li> <li>➤ How were beneficiaries/sites selected</li> </ul>
Establishment of Negotiation process at selected sites Negotiation at selected sites	<p><b>Partnership agreements:</b></p> <ul style="list-style-type: none"> <li>➤ How effective do you feel this “partnership approach” is (as a way of increasing capacity to negotiate solutions to water conflicts</li> </ul> <p><b>Joint Platforms: Community Dialogues</b></p> <ul style="list-style-type: none"> <li>➤ To what extent do you feel that “dialogue” has been a successful approach? Why do you say so?</li> </ul> <p><b>Community consultations:</b></p> <ul style="list-style-type: none"> <li>➤ To what extent were the consultations able to effectively “recognize all actors involved” and ensure equal representation at the negotiation table.</li> <li>➤ Were there any problems encountered? How were these resolved?</li> </ul>
Arusha Workshop	

Activity	Questions
Ruvu – community dialogue meetings	<ul style="list-style-type: none"> <li>➤ How successful was this in terms of establishing modalities for conflict resolutions between pastoralists &amp; farmers?</li> <li>➤ What sort of “modalities” were agreed upon?</li> </ul>
Ruvu – demarcation of village lands	<ul style="list-style-type: none"> <li>➤ Were guidelines for village land distribution established?</li> <li>➤ To what extent are these guidelines “acceptable” and being used by village governments?</li> </ul>
Ruvu – partnership agreements	<ul style="list-style-type: none"> <li>➤ Were MoUs signed between PADED, Council, PBWO and PAMOJA?</li> <li>➤ To what extent do you feel they will be effective in facilitating an “enhanced partnership approach in water use management” ?</li> </ul>
Ruvu – Construction of cattle crossing	<ul style="list-style-type: none"> <li>➤ To what extent has the improved Lang’ata infrastructure eased access of livestock to water?</li> <li>➤ To what extent did this contribute to “sound water use” ?</li> </ul>
Hingiligi – Establishment of basin wide WUA	<ul style="list-style-type: none"> <li>➤ Was a WUA established?</li> <li>➤ Has it had any impact in terms of “improved communication between Highland and lowland groups” ?</li> <li>➤ To what extent do the stakeholders feel that this will result in improved communication &amp; therefore increased capacity for negotiation?</li> </ul>
Soko – Community dialogue meetings; signing of MoU	<ul style="list-style-type: none"> <li>➤ Was an MoU established on the protection of and equitable access to Soko Springs by the 4 Villages?</li> </ul>
Rundugai – Dialogue meetings	<ul style="list-style-type: none"> <li>➤ To what extent has TEGEMEO increased it’s capacity to fulfill it’s coordination role?</li> <li>➤ To what extent did the dialogue meetings result in an increase in TEGEMEO’s capacity? Why do you say this?</li> <li>➤ Has there been any changes in the collaboration between TEGEMEO, the Ward and Village Governments?</li> </ul>
Rundugai – Improvement of irrigation infrastructure & construction of division boxes	<ul style="list-style-type: none"> <li>➤ To what extent have the division boxes and parts of canals improved?</li> </ul>
Nduruma – situation analysis	<ul style="list-style-type: none"> <li>➤ To what extent was the brief sufficiently comprehensive &amp; useful? Why? Why Not?</li> <li>➤ How did the approaches used positively/negatively impact the quality of the output?</li> </ul>
Nduruma – community dialogue platform initiated	<ul style="list-style-type: none"> <li>➤ Have there been any changes in the collaboration between the WUA and the Council?</li> </ul>
Maji week – creation of community awareness & sharing of information on IRBM	<ul style="list-style-type: none"> <li>➤ To what extent did the events bring about an increase in awareness levels?</li> </ul>
Lessons learning workshop; and Publication of project experiences and lessons Preparation of policy briefs and case studies	

## **OUTCOMES & IMPACTS**

To what extent was the project able to contribute to;

Increased understanding and awareness of the nature and history of water conflicts amongst key stakeholders in the Basin? Why do you say this?  
Increased willingness & capacity to negotiate equitable solutions to water conflicts? Why do you say this?

2. Have there been any positive/negative changes in the behavior of key stakeholders as a result of project activities?

## **THE FUTURE**

What would happen if the project was not able to secure further funding – in terms of;  
Interventions identified to date;  
Partnership agreements

2. Do you have any recommendations for the future, in terms of;

- Project design (including key areas of focus)
- Partnership arrangements
- Management arrangements & decision making processes

## **Pangani Dialogue Project**

### **Interview Guide - Stakeholder**

#### **PROJECT STRUCTURE**

##### **Design**

1. Could you please tell me what you know about this project? What is it intending to achieve?
2. To what extent were you involved in the design of this project?
3. To what extent do you feel your involvement was sufficient?
4. Do you feel that the project sites selected were the right ones? Why? Why not?

##### **Management Structures & Operational Arrangements**

11. What do you know of the key partners in this project – PBWO, PAMOJA & IUCN?
12. To what extent do you feel that the partners were the right ones for this project? Why? Why not?
13. Do you feel that the partners were able to fulfill their roles effectively?

#### **OUTPUTS**

<b>Expected Output</b>	<b>Notes from documentation</b>	<b>Effectiveness</b>
Situation briefs	Purpose – gathering knowledge on the history and nature of water conflict as well as opinions about the possible solutions to these problems	(In your opinion); ➤ What was your involvement in the development of the situation brief? ➤ Do you feel that the approach used was effective and involved all relevant stakeholders? ➤ Do you feel that the information collected was accurate?
Proposed framework for interventions		➤ How was the criteria for prioritization of the interventions identified? Do you feel that all relevant were effectively involved in the decision making process? ➤ How were beneficiaries/sites selected?
Establishment of “partnerships”		(If a partner to PBWO) ➤ Could you describe the “partnership”; and the reasons you entered into this partnership? ➤ How effective do you feel this “partnership approach” is (as a way of increasing capacity to negotiate solutions to water conflicts”
Community consultation	Purpose; to find out whether; - The distinguished problems	➤ To what extent do you feel that the consultations effectively “recognized all actors involved” and

<b>Expected Output</b>	<b>Notes from documentation</b>	<b>Effectiveness</b>
process.	<ul style="list-style-type: none"> <li>- in water mgt are recognized</li> <li>- There is community willingness for the implementation of the proposed interventions; and</li> <li>- There is commitment to participate</li> </ul>	<p>ensured equal representation at the negotiation table.</p> <ul style="list-style-type: none"> <li>➤ Were there any problems encountered? How were these resolved?</li> </ul>
“Dialogue”		<ul style="list-style-type: none"> <li>➤ Do you feel “dialogue” is a good way to solve the problems associated with water conflict? Why do you say so?</li> </ul>

### **INTERVENTIONS PLAN**

<b>Intervention</b>	<b>Key Questions</b>
Ruvu – community dialogue meetings	<ul style="list-style-type: none"> <li>➤ How successful was this in terms of establishing modalities for conflict resolutions between pastoralists &amp; farmers?</li> <li>➤ What sort of “modalities” were agreed upon?</li> </ul>
Ruvu – demarcation of village lands	<ul style="list-style-type: none"> <li>➤ Were guidelines for village land distribution established?</li> <li>➤ To what extent are these guidelines “acceptable” and being used by village governments?</li> </ul>
Ruvu – partnership agreements	<ul style="list-style-type: none"> <li>➤ Were MoUs signed between PADED, Council, PBWO and PAMOJA?</li> <li>➤ To what extent do you feel they will be effective in facilitating an “enhanced partnership approach in water use management” ?</li> </ul>
Ruvu – Construction of cattle crossing	<ul style="list-style-type: none"> <li>➤ To what extent has the improved Lang’ata infrastructure eased access of livestock to water?</li> <li>➤ To what extent did this contribute to “sound water use” ?</li> </ul>
Hingiligi – Establishment of basin wide WUA	<ul style="list-style-type: none"> <li>➤ Was a WUA established?</li> <li>➤ Has it had any impact in terms of “improved communication between Highland and lowland groups” ?</li> <li>➤ To what extent do the stakeholders feel that this will result in improved communication &amp; therefore increased capacity for negotiation?</li> </ul>
Soko – Community dialogue meetings; signing of MoU	<ul style="list-style-type: none"> <li>➤ Was an MoU established on the protection of and equitable access to Soko Springs by the 4 Villages?</li> </ul>
Rundugai – Dialogue meetings	<ul style="list-style-type: none"> <li>➤ To what extent has TEGEMEO increased it’s</li> </ul>

	<p>capacity to fulfill it's coordination role?</p> <ul style="list-style-type: none"> <li>➤ To what extent did the dialogue meetings result in an increase in TEGEMEO's capacity? Why do you say this?</li> <li>➤ Has there been any changes in the collaboration between TEGEMEO, the Ward and Village Governments?</li> </ul>
Rundugai – Improvement of irrigation infrastructure & construction of division boxes	<ul style="list-style-type: none"> <li>➤ To what extent have the division boxes and parts of canals improved?</li> </ul>
Nduruma – situation analysis	<ul style="list-style-type: none"> <li>➤ To what extent was the brief sufficiently comprehensive &amp; useful? Why? Why Not?</li> <li>➤ How did the approaches used positively/negatively impact the quality of the output?</li> </ul>
Nduruma – community dialogue platform initiated	<ul style="list-style-type: none"> <li>➤ Have there been any changes in the collaboration between the WUA and the Council?</li> </ul>

## OUTCOMES & IMPACTS

To what extent was the project able to contribute to;

Increased understanding and awareness of the nature and history of water conflicts amongst key stakeholders in the Basin

Increased willingness & capacity to negotiate equitable solutions to water conflicts

2. Have there been any positive/negative changes in the behavior of key stakeholders as a result of project activities?

## THE FUTURE

What would happen if the project was not able to secure further funding – in terms of;

Interventions identified to date;

Partnership agreements

2. Do you have any recommendations for the future, in terms of;

- Project design (including key areas of focus)

- Partnerships

- Management arrangements & decision making processes

**PARTNERSHIP CONSULTATION MEETING**  
**16<sup>TH</sup> AUGUST, 2004**  
**COMMENTS ON REVIEW FINDINGS & RECOMMENDATIONS -**  
**THE WAY FORWARD**

**Comments from Partners on the Review – Discussion Points<sup>17</sup>**

**i) The Project Partnership**

While the review adequately captures how the partnership evolved; we feel that there a need to find out if there was a shared understanding of what the partnership could be. For instance, do all parties understand that a partnership framework can accommodate Memorandum of Understanding and Implementation agreements as separate arrangements?

**ii) Project Design**

It is true that the project is not built on a conventional “strategic planning” system. Rather, it was based on the outcomes of the Partner consultations processes. Yes, this has advantages and disadvantages, and we can debate on what it meant in this case.

**iv) Recommendations**

- Although the recommendations are well thought out, there appears to be an underlying wish to steer the partnership from an innovative process to a conventional project. The report adequately recognizes the potential and achievements of the process approach, and also indicates the limitations of the project set-up. It then tries to create a balance between the two, but ending too much on the project side. There is a need to further explore what are the possibilities to keep the process approach in focus.
- In the first paragraph of section 4.1, two recommendations are made:
  - a) Training: the report does not recognize fully that the current approach has been 'learning by doing', rather than 'learning through workshops'. I dispute the recommendation to go for more workshops, and do not think 1. that being an effective approach; and 2. that something where stakeholders are waiting for. Concrete and tangible results can be combined with learning by continuing the 'learning-on-the-job' approach followed by the project;

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<sup>17</sup> Please note – comments and corrections on factual information has been incorporated into the main report



- b) Documentation: I fully agree with this recommendation, That this needs to be taken up as a question of urgency; both IUCN and SNV should fully support and get involved in this process, aiming at joint publications, web-site based documentation and more RAIs!
- On the issue of future project design (4.2.1): I agree with c: activities and sites should be identified strategically, taking into account 1. potential; 2. capacities; and 3. funding. I would add: 4. chances of success/replication or: potential of the dialogue approach creating a difference (e.g. nduruma case), etc;
  - There is a contradiction between a. (participatory process) and c. (strategic interventions). I would therefore dispute the wisdom of organizing a process, involving all primary stakeholders. The risk that false expectations are going to be generated, with ultimate decisions taken on strategic grounds, is too high. I would argue for 'managed participation': get stakeholders involved in those decisions, in which their view can be taken on board, rather than a broad, generalized process leading to frustration (what have stakeholders seen from the previous planning workshop?).

### **Agreements on the “Way Forward”**

It was agreed that it was important for the partners to develop a shared understanding of the strategic direction of the project prior to a participatory workshop. It was also recognized the ongoing work in the project sites needed to be finalized. However, it was agreed that the defined strategic direction would guide the modalities of doing so.

Consequently, the Partners agreed to convene a strategic planning meeting from 22<sup>nd</sup> to 23<sup>rd</sup> of September to discuss and agree on the following;

- The overall Goals & Objectives of the project and the most appropriate means of achieving them (e.g through specific pilot sites, development of a sub-catchment association etc)
- The Institutional Partnership – Defining roles and responsibilities in relation to the project’s needs, River Basin Management and the broader institutional mandates. It was also agreed that this meeting would consider the involvement of SNV as a key partner.
- Management & decision making processes – broadly defining them and ensuring that they are effective and efficient
- Monitoring; the need to develop a monitoring strategy (which should include field visits by the project partners)
- Finalizing the current phase (when & how).

The strategic planning meeting is to be guided a set of key questions developed and circulated by Mine Pabari prior to the meeting.

## ANNEX FOUR

### INDIVIDUALS CONSULTED & ITINERARY

Date	Activity
Week of 26 <sup>th</sup> April	Literature review
29 <sup>th</sup> April	Discussion with Mr. Peter Musembi (Projects Accountant, IUCN)
30 <sup>th</sup> April	Discussion with; - Mr. Tom Nguli (Head of Finance, IUCN) - Ms. Danièle Perrot-Maitre (Water Officer, WANI)
1 <sup>st</sup> May	- Dr. Kelly West (Technical Coordinator, IUCN)
18 <sup>th</sup> May	- Mr. Francis Karanja (Programme Officer, IUCN)

#### FIELD VISIT:

(3<sup>rd</sup> May 2004)

Time	Activity
0805-1035	Travel from KIA to Moshi, check in at Bristol Cottages, meet counterparts
1030-1130	Brief presentation and exchange of information at PAMOJA
1130-1230	Discussion with Mr. Peter Kangwa (Director, PAMOJA)
1230-1330	Discussion with Mr. Raphael Burra (Programme Officer, PAMOJA)
1330-1400	Discussion with Mr. Fumba Maarufu (Finance Officer & Administrator, PAMOJA)
1400-1500	Review Team meeting, lunch
1500-1600	Discussion with Mr. J. Sarmet (Water Officer, PBWO)
1600-1700	Discussion with Rinus van Klinken (SNV, Technical Advisor)
1700	Review Team meeting

(4<sup>th</sup> May 2004)

<b>5 TIME</b>	<b>ACTIVITY</b>
0730 - 0900	Travel from Moshi to Same
0900 – 1130	Travel from Same to the Basin (Hingilili mountain region)
1130-1300	Discussions with Stakeholders (Water users at the Hingilili mountain region) & viewing River Hingilili and its drainage area
1300-1340	Travel from Bombo to the Maore catchment (Hingilili Plains)
1340 – 1600	Visit the region of Intake and to hold discussions with the water users of the plains

(5<sup>th</sup> May 2004)

<b>TIME</b>	<b>ACTIVITY</b>
0800- 0900	Brief discussions at the District Office
0900 – 0930	Travel to Mferejini village
0930- 1300	Discussions with stakeholders (Farmers/livestock owners/leaders)
1300 -1400	Travel to Jiungeni Village
1400-1700	Discussions with stakeholders (livestock owners/farmers/leaders)
1700	Travel back to Moshi

**(6<sup>th</sup> May 2004)**

<b>TIME</b>	<b>ACTIVITY</b>
0800 – 0900	Brief Discussions at MD office
0930-1000	Travel to Himo, to see springs
1000-1200	Discussions with stakeholders (KEDAT & Members of the WUAs)
1200-1400	Travel to Rundugai
1400 –1600	Discussions with Stakeholders, Rundugai (Members of Tegemeo)
1600	Travel back to Moshi

**(7<sup>th</sup> May 2004)**

<b>TIME</b>	<b>ACTIVITY</b>
0800 – 0930	Review of Nduruma situation analysis – Presentation by PAMOJA
0930- 1400	Evaluation team – write up and preparations for debriefing
1400- 1600	Debriefing of review findings with project partners