

Evaluation Abstract

Title, author and date of the evaluation report:

Dialogues Towards Sustainable Water Management in the Pangani Basin, Tanzania – Internal Review, prepared by Mine Pabari, Angela Mvaa, and Samwel Zongolo, May 2004

Name of project, programme or organizational unit:

Dialogues Towards Sustainable Water Management in the Pangani Basin, Tanzania (Water and Nature Initiative – WANI Dialogue Project)

Objectives of the project, programme or mandate of the organizational unit:

Purpose:

- Efficient and sustainable water resources management in the Pangani Basin with demonstrated capacity to negotiate equitable solutions to water conflicts

Objectives:

- Document the nature and history of water conflicts at several sites in Pangani Basin;
- 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.

IUCN area of specialisation: Water; Natural Resources Management

Geographical area: Tanzania, Eastern Africa

Project or programme duration, length of existence of organisational unit: Not specified

Overall budget of the project, programme or organizational unit: Not specified

Donor(s):

Objectives of the evaluation:

The overall purpose of the evaluation was twofold:

- Learning and Improvement: It was intended that the review outcomes 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 was also an instrument for the overall accountability system of the project (i.e. whether or not project plans were fulfilled and resources used in a responsible way).

Type of evaluation: Project

Period covered by the evaluation: Not specified

Commissioned by: PAMOJA, Pangani Basin Water Office (PBWO) and IUCN

Audience: Not specified

Evaluation team: Internal

Methodology used:

Information was gathered from two primary sources: project documents and semi-structured interviews. The latter took form of individual and focus group discussions, using open-end-question interview guides. The one-to-one interviews were held with key individuals of the project partnership, with a specific focus on project management arrangements. The group discussions were conducted with representatives of the various resource user groups in the four project sites visited – Ruvu, Hingilili, Rundugai & Soko Springs. Information about the fifth site – the Nduruma River – was obtained from a situation analysis and a presentation made by PAMOJA at the end of the internal review.

Tasks/Questions of the evaluation:

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

The Evaluation Matrix appearing in Annex 1 contains the full list of evaluation questions, including sub-questions, indicators, and examples of data sources.

Findings:

- Relevance: Project activities and objectives were highly relevant to the water management needs of stakeholders. The in-depth consultation processes had resulted in stakeholders' buying-in and feeling ownership of the process. It is considered that some project elements would have benefited from a more strategic planning process, such as strengthening management of the broader Pangani River Basin and conducting training and capacity building of stakeholders.
- Management and Decision-Making: The partnership agreements between IUCN and PAMOJA were assessed as "fairly successful," due to the dedication and commitment of the individuals involved and their institutional background. IUCN's effort at minimizing the "donor-contractor" relationship resulted in strengthening the "partnership" itself. Not including the Pangani Basin Water Office (PBWO) into the Project Implementation Agreement is recognized as a drawback of the arrangement.
- PAMOJA is considered well-placed to fulfill its role of a mediator and facilitator and provide a neutral platform for dialogue. However, limited experience in project planning and management had a bearing on the design and timely implementation of the project workplan.
- Project Management Processes: While the project management processes involving partner consultation meetings are assessed as fairly flexible, it is considered equally important to ensure that a certain level of accountability is maintained.
- Outcomes: All stakeholder groups and individuals interviewed felt that the situation analysis was comprehensive and contributed greatly to understanding the reasons behind water conflicts, with the process considered much more instrumental than the product itself.
- In engaging resource users into the situation analysis, there was a notable change in the willingness to "negotiate equitable solutions" in all four of the pilot sites visited.
- Outputs: A detailed review of activities and outputs by project site is available in Section 3.2.3.

Recommendations:

- Project Finalization. It is suggested that training be provided to beneficiaries in ensuring that they are capable of taking over responsibilities for project activities. Finalizing the lessons learned activities is also recommended.
- Future Project Design. It is considered that any future planning should:
 - a) Be based on a participatory strategic planning process, involving representatives of all major stakeholders;
 - b) Take into account that the project is not an end in itself, thus considering an “action-research approach” to planning in defining “learning questions” and identifying objectives and activities;
 - c) Identify activities and intervention sites strategically, taking into account (i) their potential for contributing management of the Pangani River Basin; (ii) the capacity of the project implementers; and (iii) the resources available.
- Management Arrangements. Future planning for a larger Pangani Basin project should ensure that the management and decision-making arrangements enable each party to participate and fully contribute to the project. Also, if additional partners are to be involved, a careful consideration of their “added value” should be made.

Lessons Learned: Not specified

Language of the evaluation: English

Available from: IUCN Eastern Africa Regional Office (IUCN-EARO); IUCN Global Monitoring and Evaluation Initiative, IUCN-Headquarters