

INTERNAL REVIEW

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

MAY 2004

DOCUMENT COMPILED BY:

Mine Pabari

IUCN Eastern Africa Regional Office (IUCN-EARO)

REVIEW TEAM

Mine Pabari (IUCN EARO)

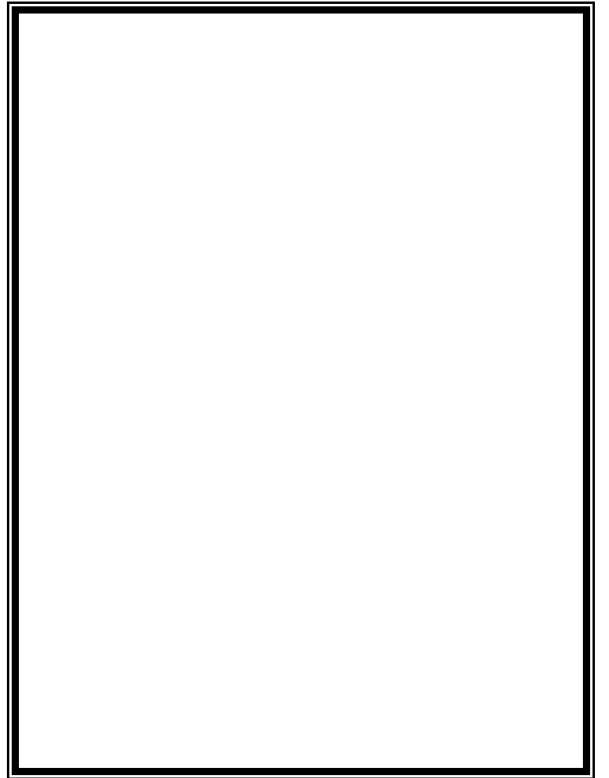
Angela Mvaa (PBWO) &

Samwel Zongolo (PAMOJA)

## **ACKNOWLEDGEMENT**

As a review team, we were extremely lucky to have had the support of so many willing participants! We would like







**Figure One: WANI Dialogue project**



## 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).

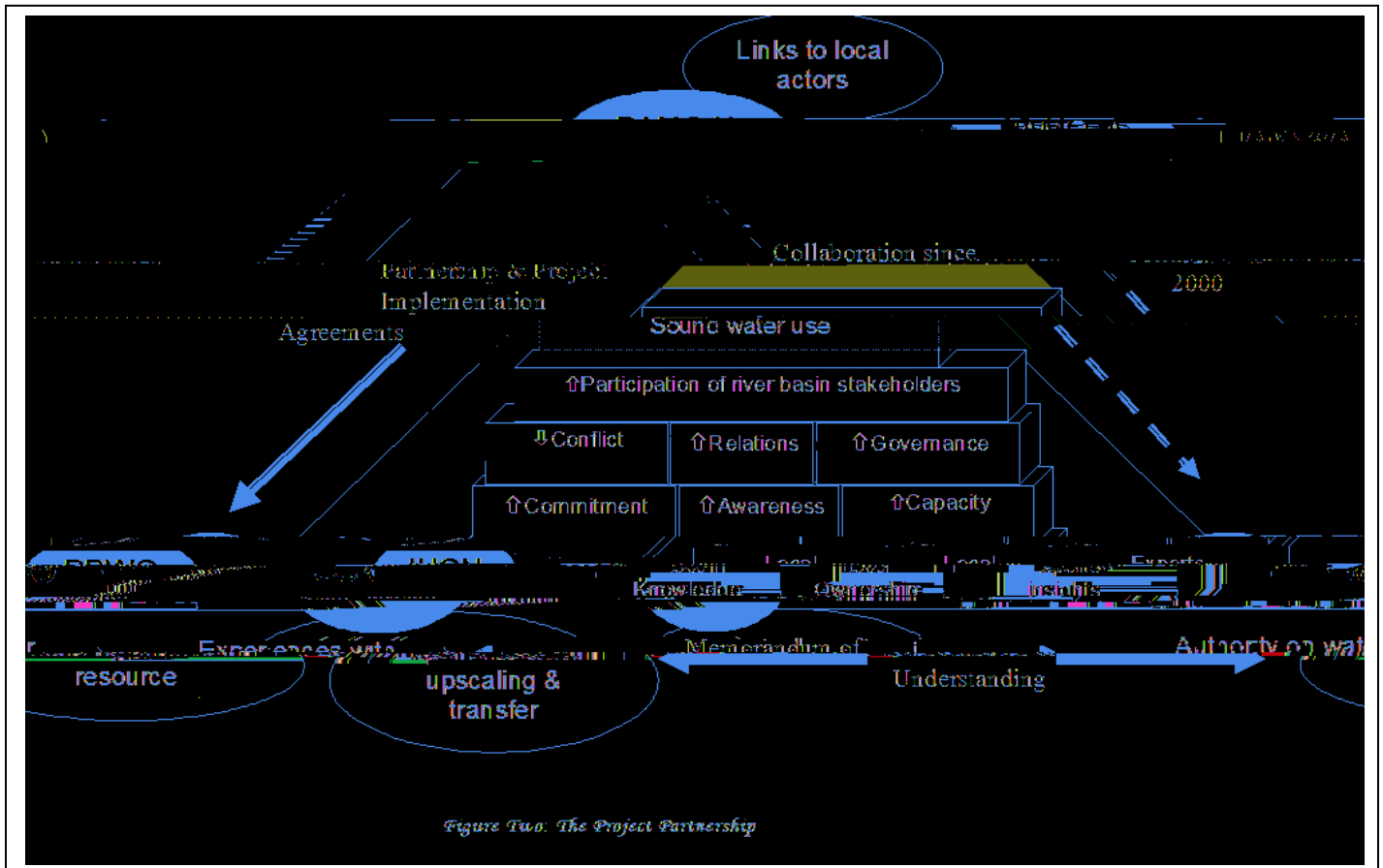


Figure Two: The Project Partnership

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;

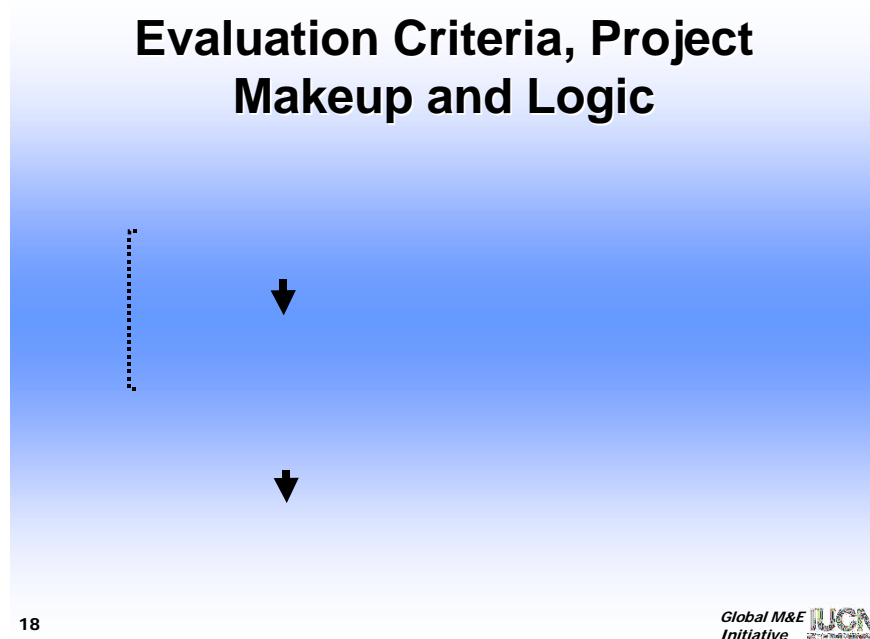
**PAMOJA:** Similar to an “implementing agency”, PAMOJA is primarily responsible for the technical and managerial delivery of project outputs. Key to this is PAMOJA’s role as a mediator and facilitator, thereby providing a “neutral platform” for dialogue. PAMOJA is also currently being supported by SNV 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





*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;

- Ø 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.
- Ø Review Assistant; Angela Mvaa (Community Development Worker, PBWO).
- Ø 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.





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.



### **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



i) **Situation Analysis & Interventions**

**HINGILILI**

**Background**

## 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 as 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>Ø It enables different stakeholders to contribute to solve different problems</li> <li>Ø 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 *Majority responses only
		<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>Ø It will enable the reduction of poverty</li> <li>Ø It will be possible to get training on land and soil conservation &amp; water management</li> <li>Ø It will be easy to increase water rights as PBWO is involved</li> <li>Ø Key partners will assist to find donors to construct the intake</li> <li>Ø 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>
<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</p>	<p>Pending; Initial transact walk carried out and demarcation drafted. Further meetings and a survey are required for completion</p>	<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>

## 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>



## **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.



### **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)



Ø *“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)

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 losing 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*

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

- The allocation of agricultural land from

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





## DOCUMENTS REVIEWED

Dialogues Towards Sustainable Water Management in the Pangani Basin. Project Document

Dialogues Towards Sustainable Water Management in the Pangani Basin. 2003. Project progress report; September-December 2003.

IUCN Eastern Africa Programme (2003). The Pangani River Basin: A Situation Analysis, xvi + 104pp

IUCN M&E Initiative (2003). Managing Evaluations in IUCN; A Guide for Programme & Project Managers.

IUCN WANI (Collective action on the allocation and management of water resources). March 2004. First Progress Report

PAMOJA, 2003. Dialogue on water; Situation Brief. (Draft).

PAMOJA. April 2004. Dialogue on water project; Current Position; Basic site information for the review of PAMOJA, PBWO, and IUCN Collaborative Project.

# ANNEXES

---

**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







## Evaluation Matrix

Issues	Key Questions	Sub-Questions	Indicators	Examples of Data Sources
<b>EFFECTIVENESS</b>	Were the activities implemented in accordance with the project plans? If not, why?	<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
	To what extent did the outputs contribute to the Objectives? Were there any problems/challenges faced? If so – how were they resolved?	<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>	<p>Nos &amp; types of stakeholders engaged in negotiations</p> <p>Outcomes of the negotiations – agreements/letters of commitment; joint actions plans to ameliorate conflict</p> <p>Perceptions of key stakeholders regarding the project in general</p> <p>Perceptions of key stakeholders regarding changes (positive &amp; negative) brought about by the project</p>	Progress Reports Project partners Key Stakeholders

Issues	Key Questions	Sub-Questions	Indicators	Examples of Data Sources
	How effective were the approaches and structures in delivering the desired outputs?	<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>	Perceptions of key stakeholders and project partners regarding approaches used	Key Stakeholders Project partners
	Did the partner organizations work together effectively? Was the partnership structure effective in achieving the desired outputs?	<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>	Perceptions of project partners	Progress Reports Project partners Agreements

EFFICIENCY

Issues	Key Questions	Sub-Questions	Indicators	Examples of Data Sources
	Were the available technical and financial resources adequate to fulfil the project plans?	Ø Were there clearly defined budgeting and accounting procedures – and to what extent were they effectively implemented?	Planned v/s actual budgets	
	Were the funds spent in accordance with project plans and using the right procedures?	Ø To what extent were each of the project partners well placed to fulfill their respective roles?	Quality & timeliness of financial reports	
	Where there were any unforeseen problems, how well were they dealt with?	Ø What processes were used for self-monitoring & assessment? Were they useful in terms of learning & strengthening of project plans	Perceptions of	
	Were the capacities of the Partners adequate?			
	What have been the roles of the Partners, and staff and were they appropriate?			
	Was there an effective process built in to the management structure for self-monitoring and assessment as part of team meetings, reporting and reflection?			

Issues	Key Questions	Sub-Questions	Indicators	Examples of Data Sources
RELEVANCE	Establish whether or not the design and approach was relevant in addressing the identified needs, issues and challenges To what extent did the project contribute to the strategic policies and programmes of IUCN and that of the partners?	∅ ∅	How was the project designed? Were all key stakeholders sufficiently and effectively involved? Were their expectations	

## 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;

- Ø 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.
- Ø Two review assistants assigned by PBWO & PAMOJA.

## Schedule of Activities

Dates	Activities	Comments
Week of 26 <sup>th</sup> April	Ø Review of project documentation; Ø Debriefing meetings with IUCN; PAMOJA & PBWO Ø Interviews with IUCN EARO & IUCN WANI (telephone) Ø Development of interview protocols	Debriefing meetings will be to discuss and finalize the proposed methodology. For PAMOJA & PBWO – this will need to take place by telephone



## **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?
  - Ø Financial management – to what extent were there clearly defined budgeting and accounting procedures? Were they effectively implemented?
  - Ø Project Management
  - Ø 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); Ø To what extent was the brief sufficiently comprehensive & useful? Why? Why Not? Ø To what extent did the community consultations validate the information collected during the situation analysis Ø 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)
Experts Workshop	Ø To what extent were interventions identified through a sufficiently participatory manner? Ø Were all relevant stakeholders represented in the meeting?
Development of interventions plan	Ø How was the criteria for prioritization of the interventions identified? Do you feel that all relevant were effectively involved in the decision making process? Ø How were beneficiaries/sites selected
Establishment of Negotiation process at selected sites Negotiation at selected sites	<b>Partnership agreements:</b> Ø How effective do you feel this “partnership approach” is (as a way of increasing capacity to negotiate solutions to water conflicts) <b>Joint Platforms: Community Dialogues</b> Ø To what extent do you feel that “dialogue” has been a successful approach? Why do you say so? <b>Community consultations:</b> Ø To what extent were the consultations able to effectively “recognize all actors involved” and ensure equal representation at the negotiation table. Ø Were there any problems encountered? How were these resolved?
Arusha Workshop	



## **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

# **Pangani Dialogue Project**

## **Interview Guide - Stakeholder**

### **PROJECT STRUCTURE**

#### **Design**

1. Could you please tell me what you know about



	<p>capacity to fulfill it's coordination role?</p> <p>Ø To what extent did the dialogue meetings result in an increase in TEGEMEO's capacity? Why do you say this?</p> <p>Ø Has there been any changes in the collaboration between TEGEMEO, the Ward and Village Governments?</p>
Rundugai – Improvement of irrigation infrastructure & construction of division boxes	Ø To what extent have the division boxes and parts of canals improved?
Nduruma – situation analysis	<p>Ø To what extent was the brief sufficiently comprehensive &amp; useful? Why? Why Not?</p> <p>Ø How did the approaches used positively/negatively impact the quality of the output?</p>
Nduruma – community dialogue platform initiated	Ø Have there been any changes in the collaboration between the WUA and the Council?

## 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 -**



- 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,

## 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-Maître (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 (F

**(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