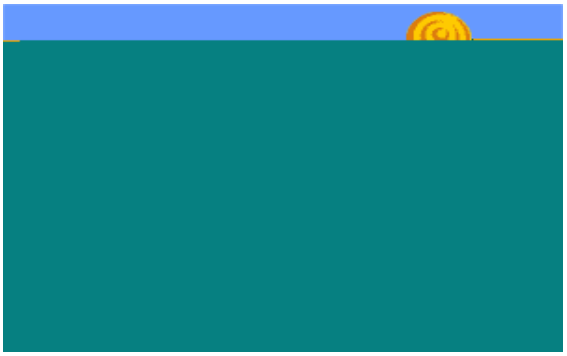

Terminal Evaluation

of the

Pangani River Basin Management Project

Comprising

The UNDP/GEF Mainstreaming Climate Change into Integrated Water Resources Management in Pangani River Basin Project (Tanzania)

00053407 (PIMS 3308)

and

The EU PanganiProject

Contract No. 9 ACP.RPR. 39 Commitment No. 73 Strengthening Participation and Planning for IWRM in Pangani Basin, Tanzania

Final Report

April 2012

Government of Tanzania ±UNDP/ GEF ±EU ±IUCN

PEM CONSULT

Abbreviations

CBO	Community Based Organizations
CRiSTAL	Community-based Risk Screening Tool: Adaptation and Livelihood
CSO	Civil SocietyOrganisation
CWF	Catchment Water Forum
DfID	Department for International Development, UK
DFT	District Facilitation Team
DP	Development Partners
DSS	Decision Support System
EARO	East African Regional Office
EFA	Environmental Flow Assessment
EU	European Union
EWF	Environmental Water Flow
FY	

TE	Terminal Evaluation
TOR	Terms of Reference
ToT	Training of Trainers
UK	United Kingdom
UNDP	United Nations Development Programme
VPO	Vice-President's Office
WANI	Water & Nature Initiative
WSDP	Water Sector Development Programme
WUA	Water Users Associations

Criteria	Rating[1]	Observations	Recommendations/Lessons learned
Sustainability	S	Satisfactory in terms of technic sustainability, institutional and economic sustainability. The emphasis of the Projec empower the PBWB sought to promote loca identity and ownership of the outcomes. addition, representation from the ministry wa catered for during Project milestone event reinforce the sense of institutional owners and to facilitate institutional learning and t exchange of experience among basins. A the Project prepared an exit strategy provide guidance on the use of project outp after the closure of the Project; a roadmap continuation of results from the Project and identify sources of support for sustain implementation of actions beyond project li	More outreach and capacity buildi work needs to be done at the lower wa user groups and other Sub-Catchments beyond Kikuletwa. It is expected that the training of PBW staff will lead to better performance their duties in the future, and the resu has started to be seen, evidenced by better work plans, etc. The establishm of the Sub-catchment Forum i Kikuletwa will support the Governme efforts in establishing decision-making bodies at lower levels, and as such structure is regulated by law (the 20 Water Act), it is likely to be sustaine once the operations can be secured income through water user charges.

2. To support the full functioning and operationalisation of WUAs, and to further develop the Catchment Water Forum that is expected to guide the WUAs;
3. To develop Climate Change adaptation structures and approaches in order to use the available water in a more rational manner, such as soil and water conservation, small water storage dams, water flow controlling sluices, the capture and use of wastewater for irrigation, efficient water use;
4. To ensure that the Environmental Flow Assessment scenarios will be updated and the trained staff will continue to make good use of the facilities including better actual water flow data;
5. To strengthening the Capacity of the PBWB;
6. To mitigate (growing) conflicts over water user rights and ensure sustainable water management;
7. To demarcate River Buffer Zones to restore river ecosystems, guide riparian communities and reduce soil erosion

1.2 Methodology of the Evaluation

The point of departure for the TE is the objectives and targets that were established in the two Project documents prepared by EU and UNDP, Addendums and the merged Project LFA of 2007. The findings are based on discussions with stakeholders and documents prepared before and during the project implementation period. Important elements have been direct interactions with the target groups and with the stakeholders involved in implementation of the Project:

- Discussions and interviews with key individuals within the Project, government staff, NGOs, private sector, communities and water user associations and with selected national partners, line ministries, key stakeholders and development partners.
- Stakeholder workshops to discuss findings and for feedback.

Field work methods used include:

- Key informant interviews
- Semi-structured group discussions
- Site visits in selected areas
- Collection of other relevant data and documentation

The overall approach to the evaluation adopt WKH µRXWFRPH HYDOXDWLRQ¶ DC which is particularly useful when a programme is implemented by regional and national institutions in cooperation and assisted by many donors, specially when there are a wide range of external influences likely to affect programme outcomes. Maximizing learning potential and encouraging participation of all stakeholders is obviously also useful when such a plethora of multilateral, bilateral, and technical agencies are engaged in addressing a common purpose. In short, it is the complexity of the institutional landscape and the multiplicity of reporting and learning requirements at different levels which lend themselves to the design of the overal approach.

1.2.1 The Evaluation Team

The TE was undertaken by a team of independent consultants from PEMconsult a/s Denmark and Tanzania: Team Leader Torben Lundsgaard, international consultant and Dr. Faustin Maganga, specialized in social and institutional aspects of Natural Resources Management (NRM), IWRM and rural development planning in Tanzania.

The TE reviewed the Project documents prior to the work in Tanzania, which commenced in Moshi on 31st of October 2011 (Dr. Maganga joined the mission in Moshi on 6th November 2011). See time schedule in annex 2.

The following were contributed by IUCN and the Project Management Unit (PMU):

- Contact addresses
- Names and contact addresses of partners

- All basic documentation concerning the projects before the start of the assignment including information of locations to be visited.
- Any complementary information necessary (through documentation or interviews)
- Feedback on proposed work schedules and draft reports
- Facilities for meetings etc
- Organisation of field visits, booking of hotels and local air tickets during mission stay in Tanzania
- Local transport for visit to target groups

1.2.2 Disclaimer

The TE team expresses its gratitude for the kind and efficient support to the Terminal Evaluation during planning and implementation of the field work. In all the phases of the Terminal Evaluation an open and positive attitude of all staff and partners has greatly facilitated our work. Nevertheless, the conclusions and recommendations in this report are clearly those of the TE team, and do not necessarily reflect the opinion of IUCN, WB, UNDP, EU

2 The Project and its Development Context

2.1 Project Start and Duration

The Project started in 2001 with a series of pilot projects and has evolved over the years based on IWRM principles and according to the National Water Policy (2002) and the Water Resource Management Act. It has strengthened climate change issues into IWRM (UNDP/ GEF) and provided support to equitable provision of freshwater (EU). The Project funding from the various sources is shown in Table 2-1.

Table 2-1: Funding from 2003 to 2010

Calendar Year	2003-2004	2005-2006	2007-2008	2008-2009	2009-2010	Total
UNDP/GEF			$295,734	$354,722	$349,544	1,000,000
EU			$723,811	$723,811	$723,811	2,171,433
IUCN/ WANI	$221,421	$711,731	$341,723	-	-	1,274,875
Gov. of Tanzania			$100,000	$100,000	$100,000	300,000
TOTAL	$221,421	$711,731	$1,461,268	$1,178,533	$1,173,355	$4,746,308

- Ministry of Water (MoW) participated in key project activities and events in order to provide technical backstopping from the national level on policy, legislation and other matters. The Ministry participated in the planning of key activities, and monitoring of project progress and impact.

- The Pangani Basin Water Board (PBWB) has the mandate to manage, regulate and control water in the basin. The action was designed such that the PBWB had key leadership roles in all results areas of the Project. Staff from the PBWB participated in the planning, implementation and monitoring of all project activities.

- IUCN coordinated the overall project implementation provided technical oversight to the IWRM planning and the environmental flow assessment processes. Through its role in advocacy and global water policy debates, IUCN ensured that the experiences from field project activities in Pangani Basin were brought to national, regional and international water debates.

- Netherlands Development Organisation (SNV) has expertise in local governance and in the decentralization process in Tanzania, including the Pangani Basin, through its partnership with the Local Government Reform Programme. Already in the design phase SNV brought in its extensive experience in capacity building, organiz0 1 ET(o(a)-6 TJ v8( )-59(De)6(v

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Community-based Risk Screening Tool: Adaptation and Livelihood (CRiSTAL) and adaptation activities, with a geographical focus on the Pangani Mainstream catchment with infrastructure works focusing on Same district. The initiative focused on developing partnership amongst key organizations in three geographic clusters: Eastern Africa, Western Africa and Central Africa. The aim of the project was to promote the provision of water supply, hygiene and sanitation as well as watershed management (within the framework of IWRM) among rural communities living in arid and semi-arid areas of Same.

The additional funding for these initiatives is shown in Table 3-2.

Table 3-2: Additional funding complementing PRBMP

Source	Duration	Funding USD
Global Water Initiative (GWI)	Sept 2008 - Sept 2009	US$ 282,733
Global Water Initiative (GWI)	Sept 2009 - Sept 2010	US$ 202,568
Global Water Initiative (GWI)[3]	Sept 2010 - Sept 2011	US$ 214,889
Climate Change and Development Project	2009- 2011	US$ 506,200
Total	2008-2011	US$ 1,206,390

3.1.1 The Project Design

The TE rates the project design has been marginally satisfactory (MS):

There are two main Project Documents that were prepared for the EU and the UNDP/GEF components respectively, and the format and content of these are different, reflecting the priorities and focus of the donors. In addition, there is an agreement for funding between IUCN/WANI and IUCN Regional Office, which has taken on board specific requirements of IUCN operations and sector involvements. There was not a consistent common Logical Framework Analysis (LFA), as the two main focus areas of the Project (IWRM and Climate Change) had two separate LFAs. These were complementary but having two LFAs in the project creates confusion and to merge the two sets of LFAs into one was therefore needed and indeed commendable.

Observations
This individual planning approach was obviously unintended from the start, but PBWB and IUCN have been successful in attracting funds and have somewhat been overtaken by events in this case. The partners and donors agreed to merge the projects in 2007 and a merged LFA was developed. The LFA that merges the EU project document and the UNDP/GEF project document is presented in Annex [ ]. The main goal is "To contribute to mainstreaming climate change to support the equitable provision and wise governance of IUHVKZDWHU UHVRXUFHV IRU FXUUHQW DQG IXWXUH JHQHU

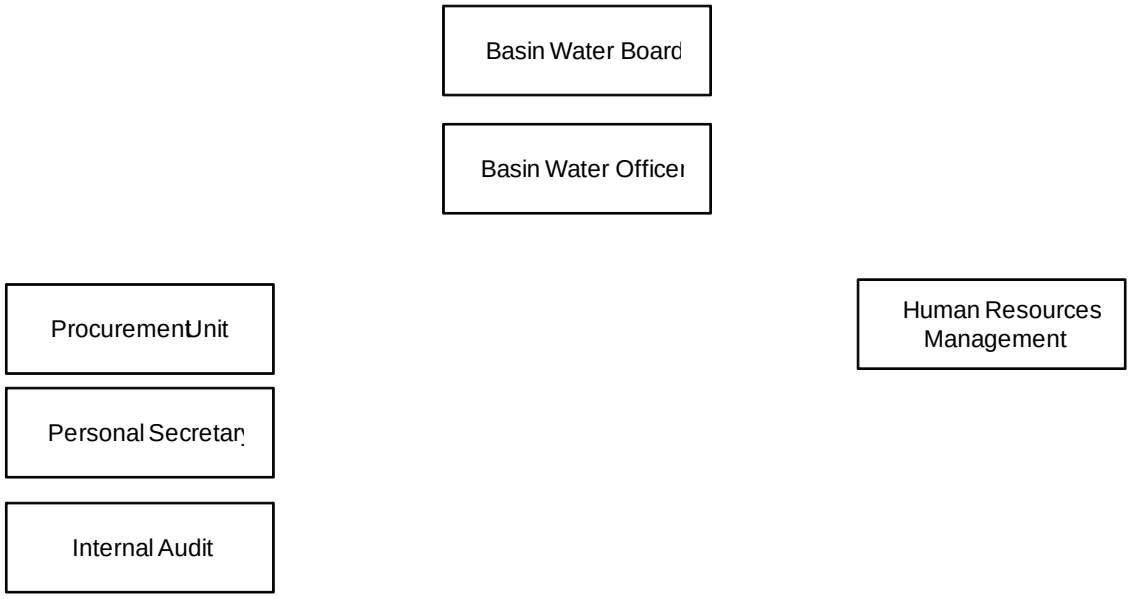
[3] The GWI funding is ongoing. Funds can be delayed for 2011-2012

Managers in Pangani Basin to manage and allocate water resources with consideration for climate change, the environment and other technical information, through consultative processes DQG WKH VRXQG IUDPHZRUN RI ,:50´ 7KH Key Results Areas, WKDW which contributed to the achievement of the goal:

Result 1: Increased understanding of environmental, economic and social implications of different river flow scenarios under expected climatic conditions and increased

undertaken in 2011 and the joint PSC decided that at this late stage of the Project to focus on the

Figure 3-1: PBWB Organizational Structure



The Project had a joint Project Steering Committee (PSC) which comprised of representatives from national and international organizations and ministries. The role of the joint PSC was to provide strategic guidance on project operations, coordination and oversight to the project implementation, and provide cross-sectoral linkage to all stakeholders (including communities, private sector, energy sector, regional administration) within the Pangani Basin. The chairman of the PBWB chaired the joint PSC. The joint PSC met at least twice yearly and consisted of representatives from: 9LFH 3UHVLGHQW¶V 2IILFH, Ministry of Water, Ministry of Energy, National Environmental Management Council (NEMC), Expert in community development and governance, Two Members from Pangani Basin Water Board, EC, UNDP/GEF, PBWB, IUCN and SNV.

identified priority areas for the external support. The TAS has now evolved into the Joint Assistance Strategy for Tanzania (JAST), which was launched as a national medium-term framework for managing development cooperation between the Government of Tanzania (GoT) and Development Partners (DPs) in 2006. The strategy also outlines the roles of the various actors and the extent that they contribute to the successful implementation of the strategy.[5]

Observations

and resource managers. The assumptions or identified risks are many and varied and include such factors as unwillingness of stakeholders to participate in, learn from or use information JHQHUDWHG E\ WKH 3URMHFW¶V LQWHUYHQWLRQV UDWKHU WKDQ Q R Q expected climate change impacts. However, for each, there is a corresponding mitigation measure and the Project has managed to deal with these assumptions.

The M&E system with assumptions or risk assessment operationalized in the merged LFA and the Project did not operate with clearly defined and measurable development impact indicators risk assessment of for instance pilot projects. Outcomes and accounting has not been reported based on outcome areas, which is recommended to ensure lessons learned. UNDP was a major contributor for Project activities, but for instance the vulnerability assessment and adaptation activities focusing on the Kikuletwa sub-catchment (Climate Change) were implemented in partnership with the Climate Change and Development Project and more than USD 500 thousands were funded by the Ministry for Foreign Affairs of Finland ZKLFK LV Q¶W UHIO under the accounting per result areas (see also section 3.2.4)

In 2010 the staff at PBWB was trained in preparation of LFA and corresponding M&E to LPSURYH WKH VWDII¶V FDSDFLW\ WR SUHSDUH SURMHFW interventions.

Recommendations
It is important for PBWB to attract support from various sources and to be accountable and

undertook a groundwater assessment as an important input to the IWRM plan that will be prepared under the Water Sector Development Programme (and not by the Project as originally planned). These changes have all required addenda, all of which have been approved by the EC, UNDP and IUCN.

The Project generated considerable knowledge by agencies other than the host agency, such as PAMOJA, IUCN, SNV and others. The Project also identified a number of issues and works to be further developed with assistance from external consultants and a number of consultancies and studies that were undertaken by the Project (Register in annex 7). Finally the Project undertook a capacity needs assessment for PBWB in 2010 with a number of recommendations for future interventions.

Conclusions
Staff, whose skills do not match the needs of PBWB in transition, do not contribute to strengthen the capacity of PBWB to execute its new roles and mandates. Instead, PBWB is carrying the burden of unnecessary human resources not achieving the goal of the organisation.

Recommendations
It is recommended to gain support:

- To train and build up the capacity of the staff to fulfill its future role and mandate of PBWB as indicated in the PBWB business plan.

3.2.2 Monitoring and Evaluation

The TE rates the monitoring and evaluation to Marginally Satisfactory (MS)

The Project did not integrate a revised set of Specific, Measurable, Accurate, Realistic and Time bound(SMART) indicators in the merged LFA to assess performance, impact and development

Figure3-3: Basin Management Structures

Source: National Water Sector Development Strategy (2008)

Conclusions

The Catchment Water Committees and the facilitation teams based at the local governments have ensured the alignment of activities with local development plans and the sustainability of activities by integrating follow-up activities like for instance advisory services to the water user groups in the local development plans. However, incentives are necessary to further develop and strengthen the organizations.

Recommendations

- To strengthen the capacity of PBWB to develop strategic networks and linkages to a diverse range of stakeholders and partners, and to establish a proper long term based orientation of the Catchment Water Committees and DFTs in all basins to effectively engage stakeholders on broader IWRM issues.

3.2.4 Financial Planning

The effectiveness of Financial Planning is rated as Satisfactory (S)

Available cost data has not made it possible to present the cost per result area for the merged LFA. Several donors have contributed to the Project but the accounting has been based on individual formats as required by the donors and is not summarized as per result area (except for UNDP).

Result area 2 and 4 were mainly funded by EU and UNDP/GEF has mainly funding result area 1 and 3. A groundwater assessment (result area 4) for approximately USD 400 thousands were funded by EU and Result area 5 (Project management) has jointly been financed by EU and UNDP/GEF

The cost-effectiveness of achievements

The cost-effectiveness 0 1 318.55 631.7v(c)4(t 3hp BT 1 0 0 m7( )-29(mainl)-11(y)20( )-19(funde)7(d

The effectiveness of Result Area 2 is rated Satisfactory (S)

Under this Result Area community training and awareness programmes were carried out, and this resulted in a number of

Conclusions
The role and mandate of the Board is well described in the Water Act 2009, and the Board is building up its management capacity to cope with it.

Recommendations
- 7R HQIRUFH WKH 3%:%¶V FDSDFLW\ DQG WUDLQLQJ DQG WUDQVIHU RI WKH\ E planning and budgeting capacity.

3.2.5 Co-financing execution and implementation modalities

All funding inputs (GoT, GEF, EU, IUCN, GWI), were part of a broad financial arrangement in which partners co-financed the RBMP. The Project set-up followed the classic approach whereby UNDP-GEF delegate the authority to UNDP Country Office in Tanzania, for a nationally executed project. In turn, UNDP-Tanzania signed this Project with the PBWB on behalf of the Ministry of Water.

Observations
The overall implementation mandate of the project was delegated to IUCN by the PBWB. The office of the PBWB in Moshi is the operational secretariat of the Board, which together with IUCN-EARO formed the implementing entities for the Project through a PMU. According to this agreement, the PBWB had overall supervisory responsibility to the donors and government for delivery of project results, and was the ultimate authority with regard to selection, recruitment, assignment of experts, consultants and national counterpart staff members and accountability, guidance, monitoring & evaluation.

Conclusions
Despite a number of individual donors and partners the PMU has managed to implement the Project as a unit in an integrated manner. Resources have been used under 5 major result areas and these also indicate the input areas for the donors for instance. UNDP-Expenses for the UNDP component of the Project based on Result Areas is accounted properly and despite the fact that the log frame for the two components (EU and UNDP) was merged, each Project component maintained distinct financial reporting format as per the requirement in the respective signed contract. For the case of the EU component the budget/expenses were captured in a category format ± human resources, travel, equipment etc while for the UNDP the budget/expenses were result-based.

Unfortunately, available cost data does not make it possible to present total cost per major result area (as identified in the merged LFA) including the contribution from other donors. Apart from UNDP and EU several other donors were involved in the financing of activities as described in the merged LFA, which summarised under result areas, would have given a more complete picture of cost-effectiveness of the Project.

Recommendations
The merged LFA has united different donors and activities were implemented in an integrated manner. However, once again, the merged LFA would be a better tool if integrated with verifiable indicators linked to an impact monitoring system and accounting of cost per major

result area

OUTCOME AREA	Sub-outcomes
RESULT 4: Basin Water Office coordinates other sectors a stakeholders in the development of IWRM Plan	4.1 Pangani Basin Water Office empowered to coordinate and support IWRM processes 4.2 IWRM plan established for Pangani Basin 4.3 Financing strategy in plac for implementation of IWRM plan 4.4 Lessons in IWRM planning in Pangani Basin extracted and disseminated to Minis other basins
RESULT 5: Project implemente effectively & efficiently to the satisfaction of all stakeholders	5.1 Efficient systems and strategies supporting the project 5.2 Key stakeholders aware of project progress and offer steering and guidance t implementation

3.3.1 Attainment of Outcomes/Achievement of Objectives

According to the Project Document, this Sub-Result Area was supposed to deliver the following output:

-

However, the different scenarios developed were based on a limited data base which was partly due to economic difficulties in Tanzania in the 1970s-1980s. Hence, it is recommended that the

Outcome	Observations	Conclusions	Rating	Recommendations
			Achieve	

As a necessary additional activity to sustain water allocation and management of drilled boreholes (as part of adaptation to drought), the project carried specific training and meetings to draft constitutions intended to guide the operationalisation of the drilled boreholes in two villages. The outcome of this is a constitution that defines the roles of borehole committee, village government and individuals. The need for this training arose as a request from borehole committees that participated in WUA training.

Sub-Result 2.4 Lessons in capacity building to WUAs and establishing stakeholder forums extracted and disseminated to Ministry and other basins

According to the merged Log Frame, this Sub-Result Area was supposed to deliver the following outputs:

- Ministry and/or other basins aware of Pangani experiences in capacity building to WUAs and establishing stakeholder forums by end of year 3.
- Lessons and experiences in capacity building to WUAs and stakeholder forums from Pangani Basin used in other basins by year

The Project has collaborated with Global Water Initiative to organize a workshop on community participation in water resources management. The objectives of the workshop were:

- To share experience and knowledge on community participation in water resources management in Tanzania (and East Africa) including (a) Lessons and challenges on establishment and/or operationalisation of Water User Associations (WUAs), (b) Sustainability mechanisms of WUAs, (c) Relationship and/or interactions of WUAs with other institutions at the local level
- To develop recommendations on how to improve community participation in water resources management in Tanzania (and East Africa). This includes documenting the process, and thinking about new ways to communicate
- To create a network in Tanzania to continually share information on community participation and engagement around water user associations

In addition the project participated and contributed in delivering water governance in the 2010 World Water Week.

Also, a series of briefing notes have been produced summarizing the information from the environmental flow assessment reports. They include:

- Climate Change adaptation in the Pangani Basin
- The health status of the Pangani Estuary
- Integrated flows assessment: Flows for people and nature
- River health status of the Pangani Basin
- IFA study: Hydrology of the Pangani Basin

- The role of river systems in household livelihoods
- Community participation in water resource management
- Integrated flows assessment taking into account the value of ecosystems
- The Pangani River Basin Management Project (overview)

The project carried out training on Participatory Video (PV) involving stakeholders from PRBMP as well as the Global Water Initiative. Three videos have been produced, including how to make a participatory video, Climate Change adaptation and water governance. In addition, the footage taken during the training was used to produce a short video on the project in general.

Ratings

Outcome	Observations	Conclusions	Rating		Recommendations
			Achieve objective	CC Adap-tation	
2.1 WUAs strengthened and empowered in IWRM principles and climate change adaptation	The project organized water users in communities within the Kikuletwa catchment in 4 WUAs and provided them with an understanding of climate change and adaptation issues, principles and relevance of IWRM. The catchment facilitation team continues to be engaged in continuous capacity building and awareness raising to communities on water resource management.	Improved understanding of communities on matters of climate change and water resource management as a part of adaptation; Improved Awareness of communities on issues and legal requirements on community participation in water resource management; Improved participation of communities (especially women) in Water User Association.	S	S	RBWB to continue assisting Apex WUAs with transport facilities and office facilities. RBWB to continue building the capacity of lower level water user groups
2.2 Sub-catchment and basin level forums established and integrate community, district and regional concerns into catchment and basin level water management	Facilitated design, establishment and registration of four sub-catchment WUAs Training, awareness raising, constitutional development and feedback programs. These sessions ended with catchment general meetings for each WUA where constitutions were passed (after fine commenting and aggregation). Composition of management committees observed a balance in gender and spatial distribution in the catchment.	One of the major outcomes of awareness raising was the advice to make water management a permanent agenda item in the local government structure and the need for PBWB to seek for audiences with councillors (full councils) to get the buy in of the necessary decision makers.	MS	MS	PBWB to continue assisting WUAs with transport facilities and office facilities. PBWB to continue building the capacity of lower level water user groups

Outcome	Observations	Conclusions	Rating	

Result 3:	Water Sector¶s vulnerability to Climate Change understood and pilot actions generate lessons in adaptation.

This Result Area focused on understanding climate change impacts in water sector, promoting collaboration between water and climate change sectors, piloting adaptation actions and exchanging experiences and lessons.

Annex 5 gives a summary of the activities which were to be implemented in order to achieve the targets of Result Area 3, as indicated in the R M H F W ¶ V P H U J H G /) $ Phase.

Achievements
The achievements of this Result Area were as follows:

- A detailed Climate Change modeling study was carried out in the Pangani River Basin by the University of Cape Town Climate Systems Analysis Group;
- Climate Change vulnerability assessments were conducted to identify adaptation activities that can increase community resilience to climate change impacts predicted through the Climate Change modeling and community observations.
- Identified adaptation activities were piloted through funding from UNDP (through the Pangani River Basin Management Project (PRBMP), Climate Change and Development Project (CCDP) and the Global Water Initiative (GWI). The activities included (i) Drilling

Outcome	Observations	Conclusions	Rating		Recommendations
			Achieve objectives	CC Adaptation	
studies, exchange and collaboration between climate change and water sectors	outputs to practitioners engaged in decision making, vulnerability assessment, impacts, adaptation, and policy development. Took part in Bangladesh 5th International Conference on Community Based Adaptation and shared experiences from the work of the PRBMP. A total of four abstracts were submitted and accepted to the conference, three of which touched on PRBMP: IUCN chaired a session on water governance which is now leading to the inclusion of a chapter in a book on community based adaptation.				Tanzania
3.2 Pilot activities implement adaptation actions	Drilling				

Result 4:	Pangani Basin Water Office coordinates other sectors and stakeholders in the development of IWRM Plan.

The original activities within this Result area would enable the PBWB to coordinate other sectors and stakeholders in the development of an IWRM Plan. It was expected that the IWRM plan for

	evaluation 2. SNV was commissioned to prepare report on guidelines for gender mainstreaming.				management to be guided by the guidelines for gender mainstreaming.
5.2 Key stakeholders aware of project progress and offer steering and guidance to implementation	The Project fielded an M&E consultancy which identified a number of areas where skills building was deemed necessary and should be part of the M&E capacity building plan. The M&E study recommended at the onset that the skills building shall be part of the process M&E system implementation in the future as an initial stage setting even before training on applications of the templates on M&E system. 2. The project conducted work planning and review workshops. 3. Mid-term Project Review carried out. 3. Conducted quarterly partners progress review meetings	Basic skills identified included IWRM and CC, M&E specific skills, professional skills such as creating knowledge narratives on impact, and cross cutting issues such as gender. Progress reports on the project implementation produced and disseminated to stakeholders; Most of the recommendations implemented			

4 Assessment of Project against Evaluation Criteria

In this chapter, the TE presents its assessment of the Project against the evaluation criteria given in the TOR.

including a national workshop. Vulnerability Assessment have helped to raise awareness of communities, equipped them with systematic screening procedures and have generated community based adaptation actions which are being mainstreamed through annual plans and work for local governments. Rating: satisfactory

Economic/financial sustainability: The National Water Policy (2002) promotes financial and administrative autonomy of the Basin Water Boards. The Water Sector Development Programme (WSDP) indicates that by 2015, all 9 Basin Boards should be autonomous

5 Recommendations

The TE has the following recommendations for future follow-up to the stakeholders:

5.1 Corrective Actions for Future Projects

The five results areas are rather optimistic in their expectations, and the execution also is more focused on developing methodologies and strategies which aims to be up-scaled across the basin rather than trying to cover the whole or most of the basin from day one. For instance result 2: ³: Decision makers strengthened and empowered to participate in IWRM and Climate Change DGDSWDWLRQ SURFHVVHV WKURXJK GLDORJXH DQG GHFHQWUDOL[HG Water users strengthened and empowered to participate in IWRM and Climate Change DGDSWDWLRQ SURFHVVHV LQ GLDORJXH ZLWK OR Project execution would have been more in alignment with the actual achievements recognized by VPO and MoW. As an initial phase the Project has been focusing on identifying and developing methods and strategies and future activities should support to further build up and get all the water user groups and WUAs accountable and operational.

The PRBMP implemented pilot activities at community level based on vulnerability assessments to enhance WKH UXUDO FRPPXQLWLHV¶ resilience and capacity to adapt to climate change through a range of climate change adaptation and mitigation activities. However, the pilot activities started rather late and even though appropriate committees were set up to operate and manage the infrastructure developed through the pilot projects, the community organisation are not operating with functional management systems. They need follow-up and support to further develop their capacity to operate and maintain for instance water supply systems and infrastructure established through the pilot activities.

In the following we have listed recommendations from the above sections:

Project design

- To undertake annual joint donor-partner review of project performance i.e. results, progress, challenges, developments in risk factors, need for adjustment and of developments in the project context. The review also serves as a quality assurance of the overall monitoring. Against this background, the review issues recommendations on further project implementation. The review should as a minimum be based on progress reports including performance assessment framework; financial reports based on result areas; draft annual work plan and budget including performance targets; a table indicating follow-up to the process action plan of the last review; and updated risk analysis.

- Annual review including the following elements: (i) Sector development of relevance to the project framework, including progress in relation to key sector indicators and target group; (ii) Assess follow-

capacity development; and (iix) Considerations of gender and environmental issues with reference to Gender, Climate Change and Environment baselines.

Alignment to National Policies

- To implement follow-up projects using the governmental structures for transfer of funds to PBWB. However, if efficient transfer mechanism cannot be ensured the donor may transfer funds to a project specific bank account (which removes the project from GoT procedures) but in all other ways find ways to mimic (or shadow) the GoT management and other systems in as many aspects as possible without losing the effectiveness and accountability of [redacted] implies using the donor system in the initial phase and then step by step nt and other procedures to the GoT system as using a minimum of safeguards where necessary.

Implementation Approach

- 7R XVH WKH 3%:%¶V DFWLRQ SODQ IRU tors, targets, DVSHFLILF and activity plans as a model to start for improved planning in the basins.
- To further develop and improve accountable working tools for planning and M&E together with the WUAs.
- To make the website an effective tool for provision of information and as a channel for an accountably service delivery as for instance online interactive applications for water use

Financial Planning

- To enforce the PBWB's capacity to use activity based budgeting to improve its planning and budgeting capacity
- To undertake annual joint donor-partner review of project performance

5.2 Actions to Reinforce Initial Impacts from the Project

Water user associations have been set up and their members trained. Efforts should be kept up to support the full functioning of these groups, and to further develop the forum that is expected to guide the WUAs.

The organizational structures of WUAs have been put in place, and efforts now should focus on to develop additional Climate Change adaptation structures and approaches in order to use the available water in a more rational manner, such as small water storage dams, water flow controlling sluices, the capture and use of wastewater for irrigation, water pricing and cost recovery, capture and storage of surface runoff, reduce pollution, etc.

The PBWB should ensure that the Environmental Flow Assessment scenarios will be upgraded; the trained staff will continue to make good use of the facility and will continue to develop their practical skills in using it to the benefit of the integrated use of the resources in the basin. The PBWB must ensure that there are appropriate computer facilities and accessories to keep up the developed scenarios by the staff there were trained for that purpose.

5.3 Proposals for Future Directions

The main challenge of PBWB will be to sustain and further build on the activities that were carried out under the Project:

5.3.1 Operationalisation of Water User Groups

As water user associations have been set up, and their members trained, efforts should be sustained to support the full functioning of these groups, and to further develop the Water Catchment Forum that is expected to guide the WUAs.

Main activities:

- Update the inventory of existing formal and informal water user groups former prepared by the Project
- To assess the knowledge base (focus on IWRM)
- Design a framework to bridge the gap, implement it and link the group to the existing WUA
- Empower the WUA and WUG by exposure visits and provision of tools
- Prepare and carry our simple research on impacts and effectiveness of these community institutions to inform policy
- Create and/or join collisions and forums to voice community needs
- Lobby for establishment of catchment forum and assist in operationalising

- Fresh water is a finite and vulnerable resource, which is essential to sustain life, development and the environment
- Water management and development should be based on a participatory approach, involving users, planners, and policy makers
- Women play central role in the use, management and protection of water resources and thus should be involved fully in the decision making process
- Water has a value in all its competing uses

6 Lessons Learned

With regard to the design of the project, the merged LFA has been revised several times but the verifiable indicators based on the two project documents were not revised and included in the merged LFA. The lesson for future projects of this kind is the need to establish verifiable (SMART) indicators which are linked to the impact monitoring system at the design stage.

The Project has been highly satisfactory in relation to Tanzanian policies – its emphasis to empower the PBWB sought to promote local identity and ownership of the outcomes. In addition, representation from MoW was called for during Project milestone events to reinforce the sense of institutional ownership and to facilitate institutional learning and the exchange of experience among basins.

The Project prepared an exit strategy to provide guidance on the use of Project outputs after the closure of the Project; a roadmap for continuation of outcomes from the Project and to identify sources of support for sustained implementation of actions beyond project life. It is also expected that the training of PBWB staff will lead to better performance of their duties in the future, and the results has started to be seen, evidenced by better work plans, etc.

The establishment of the Sub-catchment Forum in Kikuletwa will support the Government efforts in establishing decision-making bodies at lower levels, and as such a structure is regulated by law (the 2009 Water Act), it is likely to be sustained once the operations can be secured by income through water user charges.

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especially after a community officer was included in the Project team.