
Appendix 1:
Maps, figures and tables

River Basins in Tanzania



- Town
 - Boundary
 - Rivers
 - Water Body
 - River Basin Boundary
- I Pangani Basin
 - II Wami and Ruwu Basin
 - III Rufji Basin
 - IV Ruvuma and the Southern Coast Basin
 - V Lake Nyasa Basin
 - VI Internal Drainage
 - VII Lake Rukwa Basin
 - VIII Lake Tanganyika Basin
 - IX Lake Victoria Basin



Ministry of Water and Livestock Development
 Water Resources Division
 RBM Project

Figure 1.1: River Basins in Tanzania

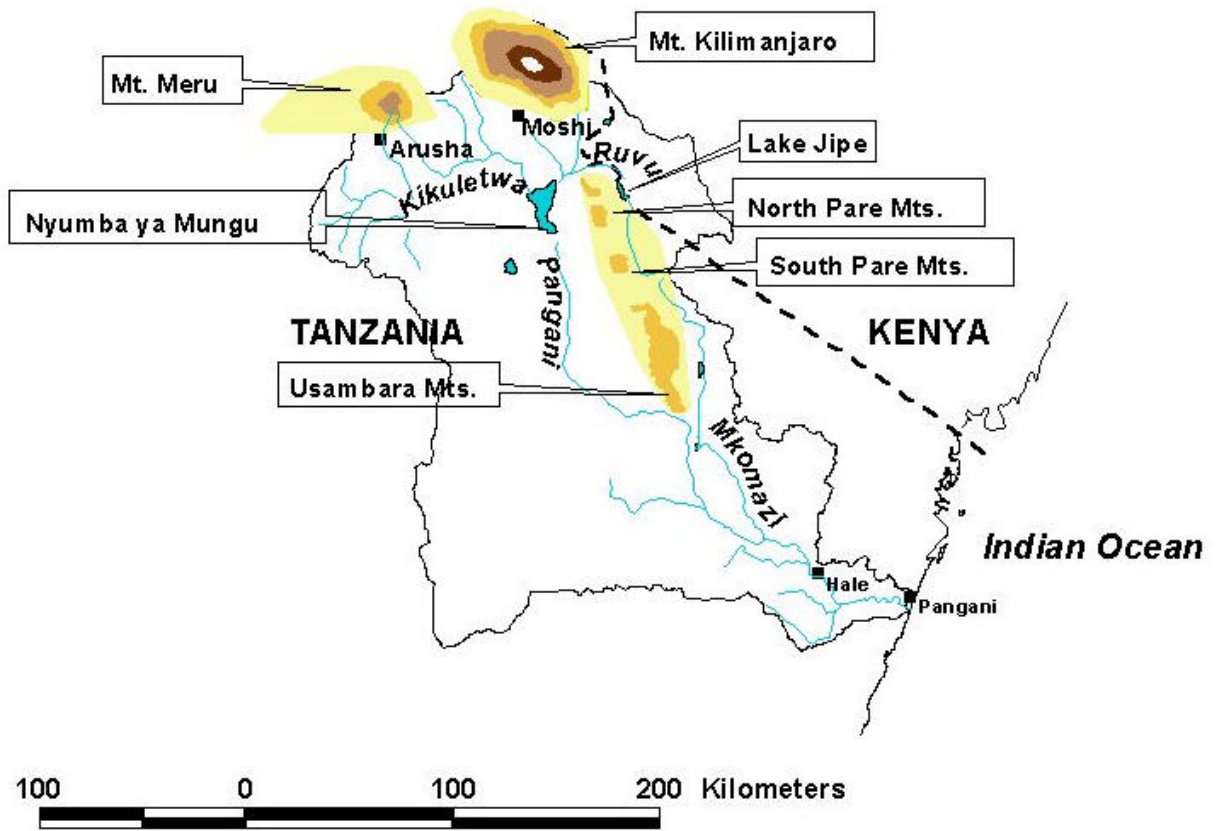


Figure 1.2a): The Pangani River Basin

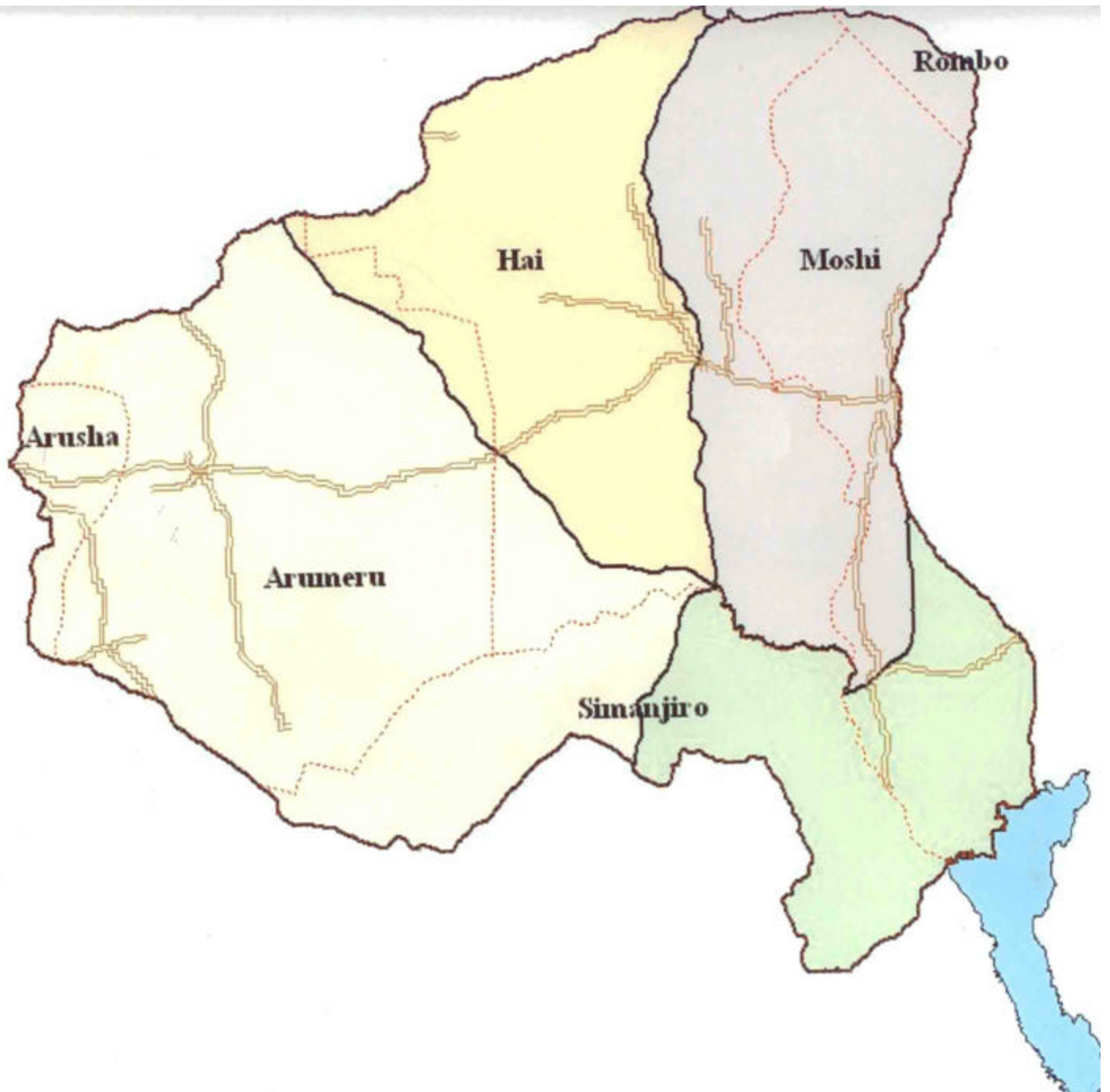


Figure 1.2b): The Kikuletwa Catchment with its sub-catchment boundaries

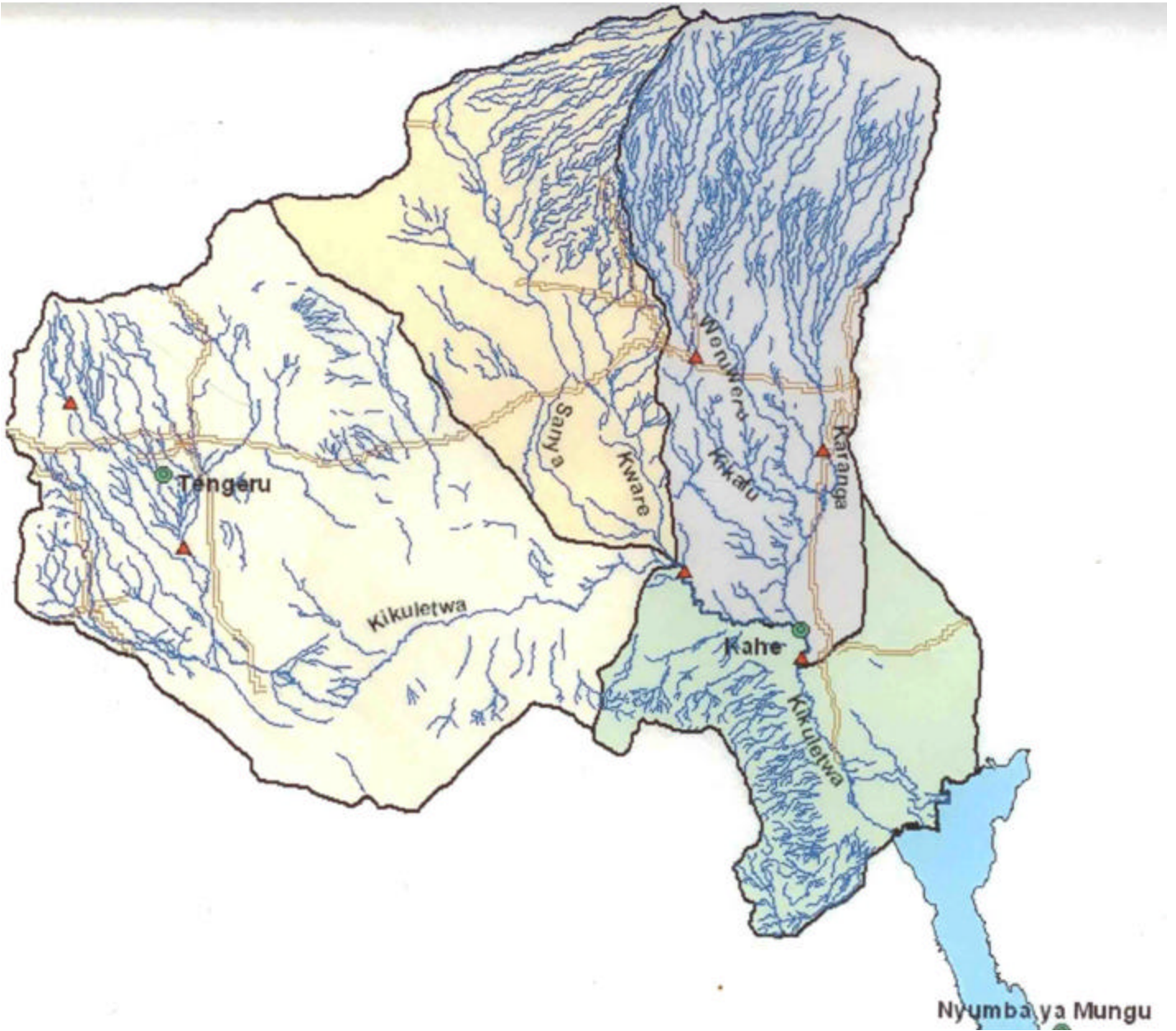


Figure 1.2c): The Kikuletwa Catchment with its main rivers

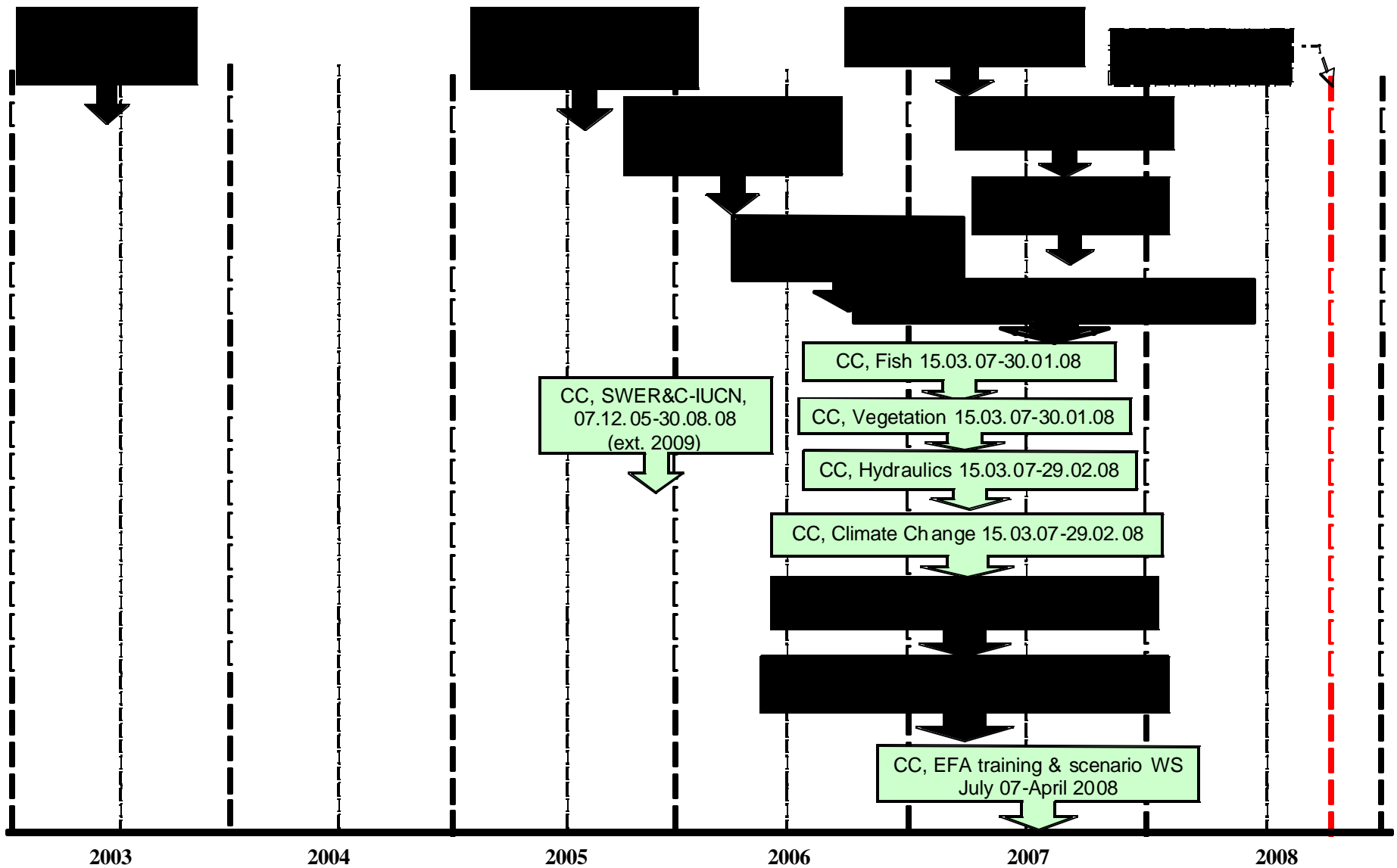


Figure 1.3: Main project Agreements and MoUs, PRBMP (PAIA=Implementation Agreement, CC= Consultancy Contract; MoU= Memorandum of Understanding, SWER&C= Southern Waters Environmental Research and Consulting cc.)

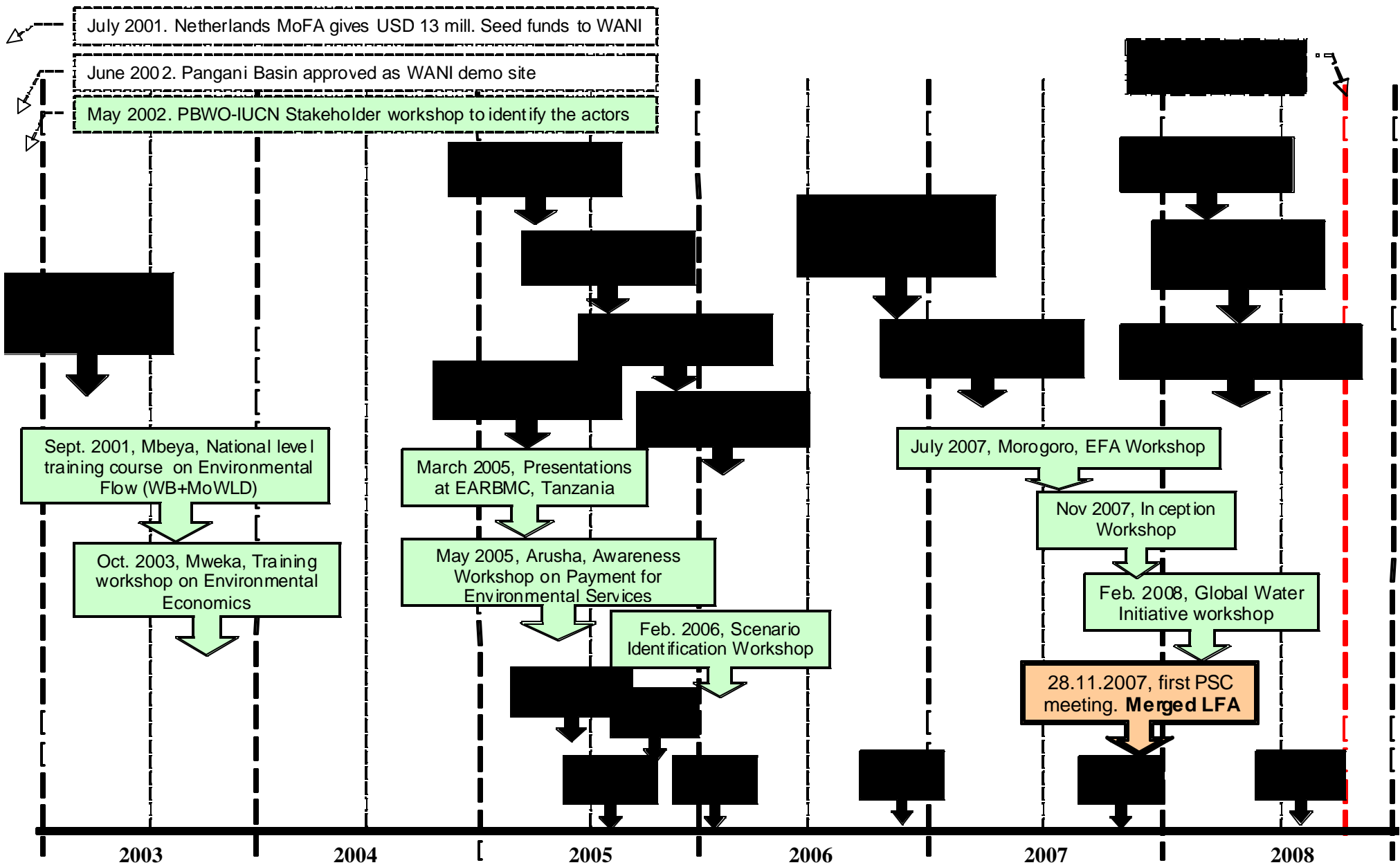


Figure 1.4: Key project events. PRBMP (PM=Partner Meeting, WB=World Bank, EARMC= Eastern Africa River Basin Management Conference, EFA=Environmental Flow Assessment, KCF= Kikuletwa Catchment Forum

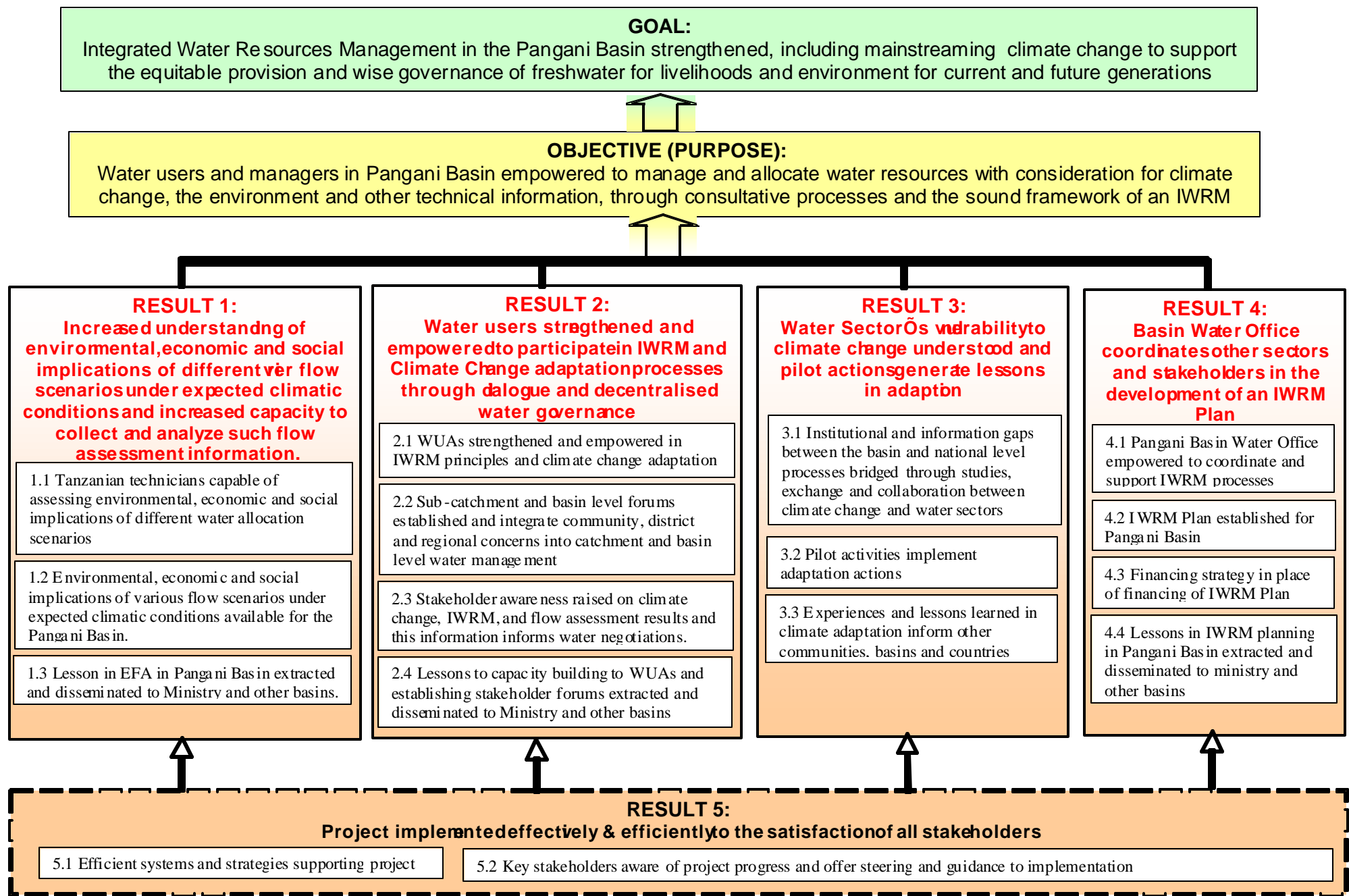


Figure 1.5: Merged project logical framework from November 2007

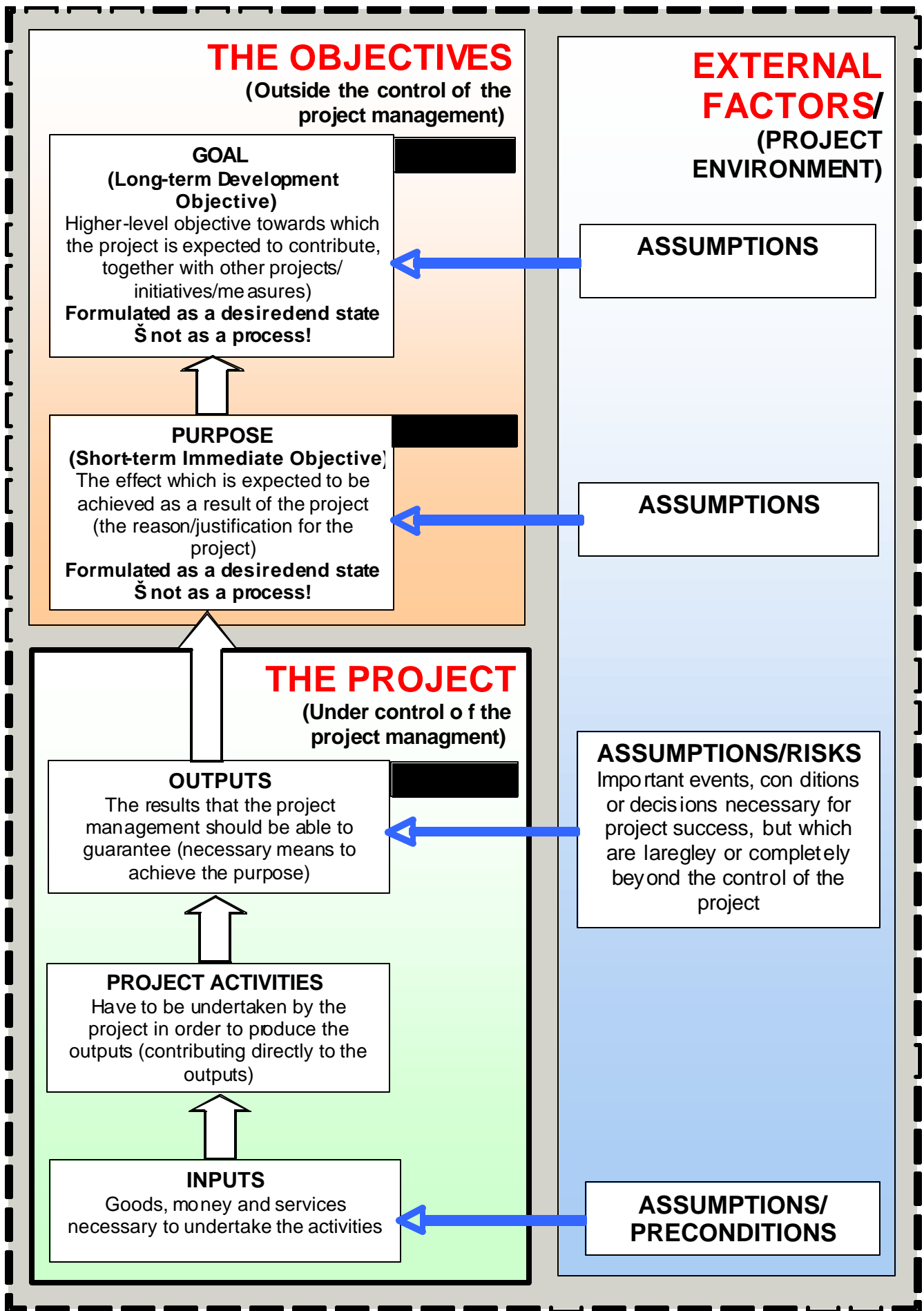


Figure 1.6: Logframe elements

QuickTime™ and a
TIFF (LZW) decompressor
are needed to see this picture.

Figure 2.1: The Project Management Structure as shown in the Project Implementation Manual (PIM)

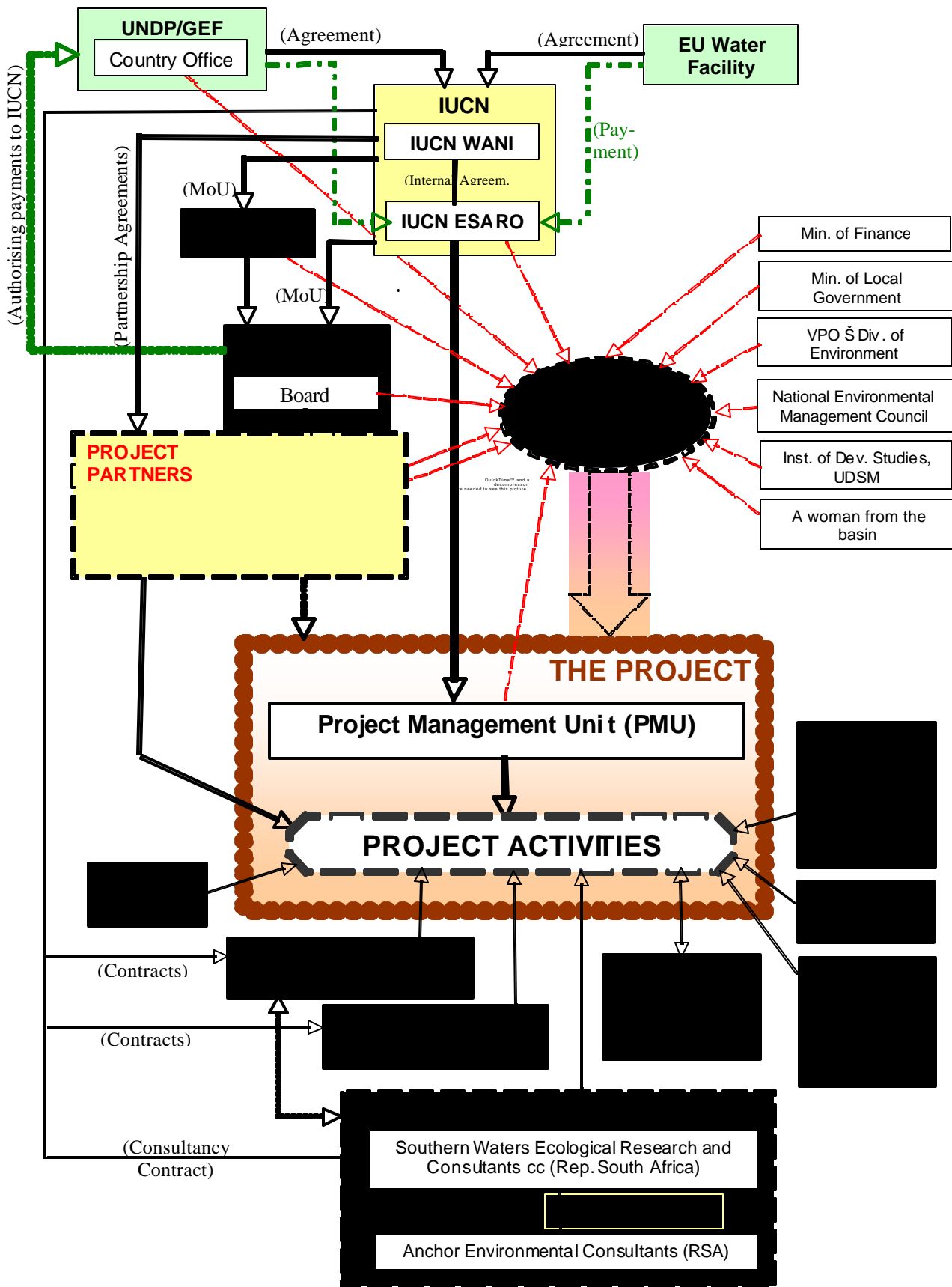


Figure 2.2: PRBM Project - managerial and administrative structure, as observed by the Review Team

Pangani Basin Water Board



Pangani Basin Water Office

HEADQUARTERS (Moshi)

Basin Water Officer (1)

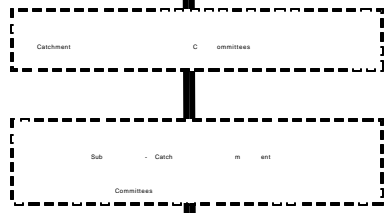
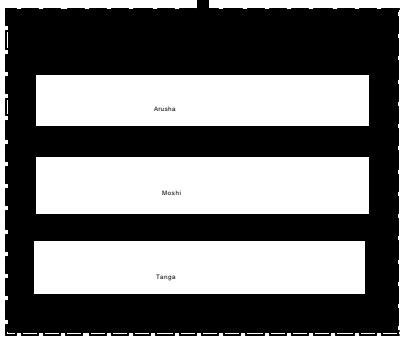
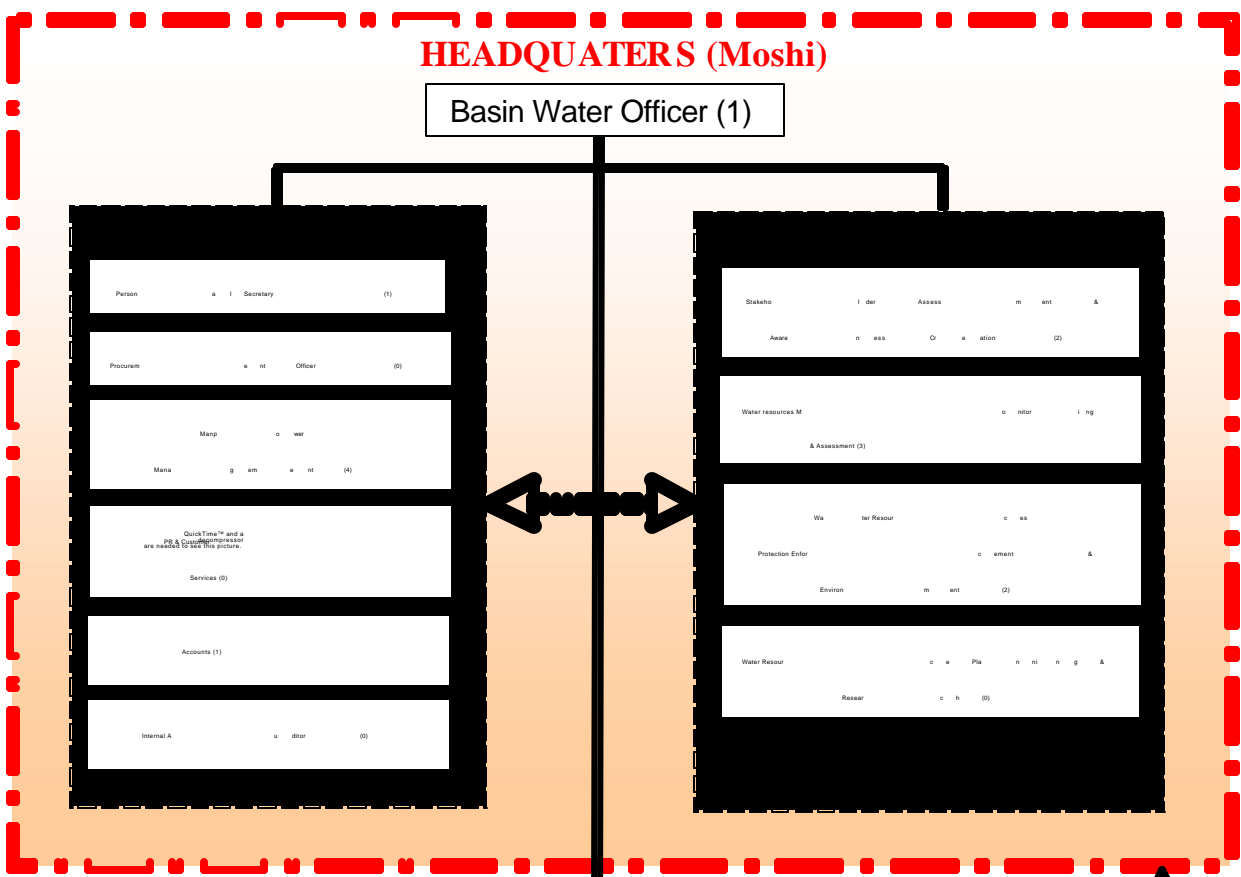


Figure 2.3: Present organizational structure of the Pangani Basin Water Board

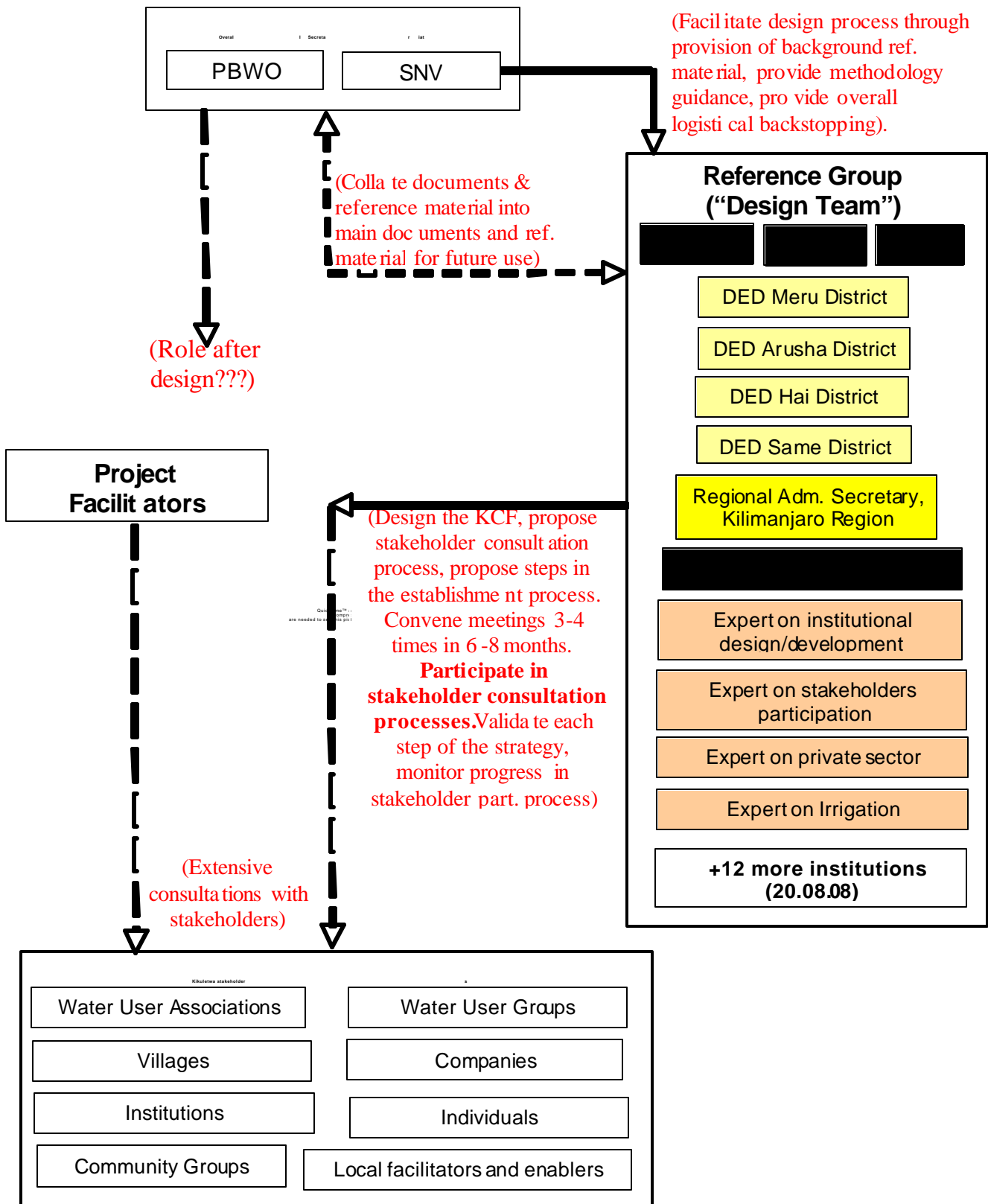


Figure 2.4: The KCF design process as described in the SNV document of 28 April 2008 submitted to PMU, the memo on strategy dated 28.05.2008 from SNV, and the revised list of reference Group participants of 20.08.2008

Summary of project intervention logic including sources of funding

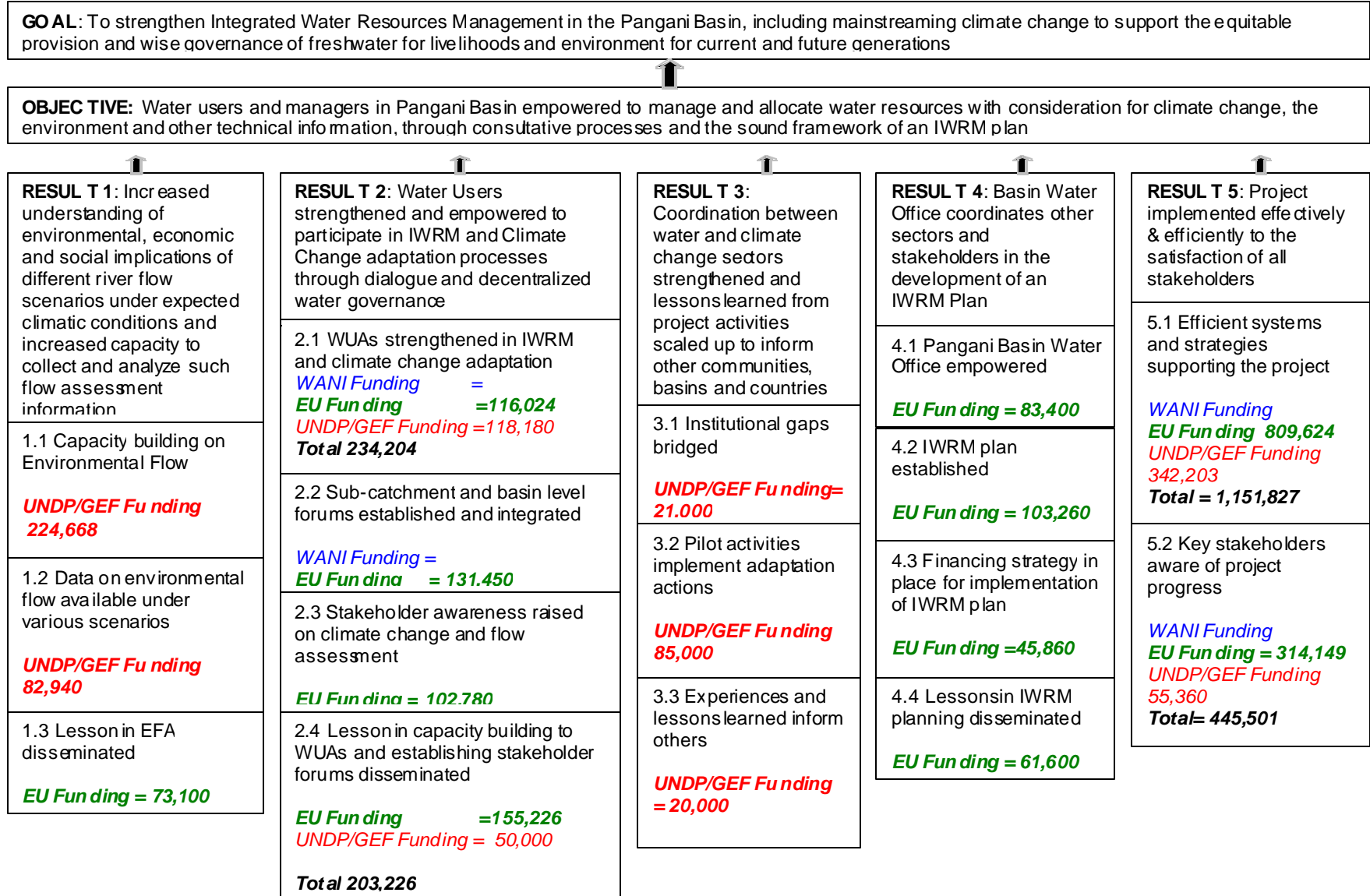


Figure 2.5: Distribution of financing from different sources across the various project results, as presented in the merged logframe of the Project

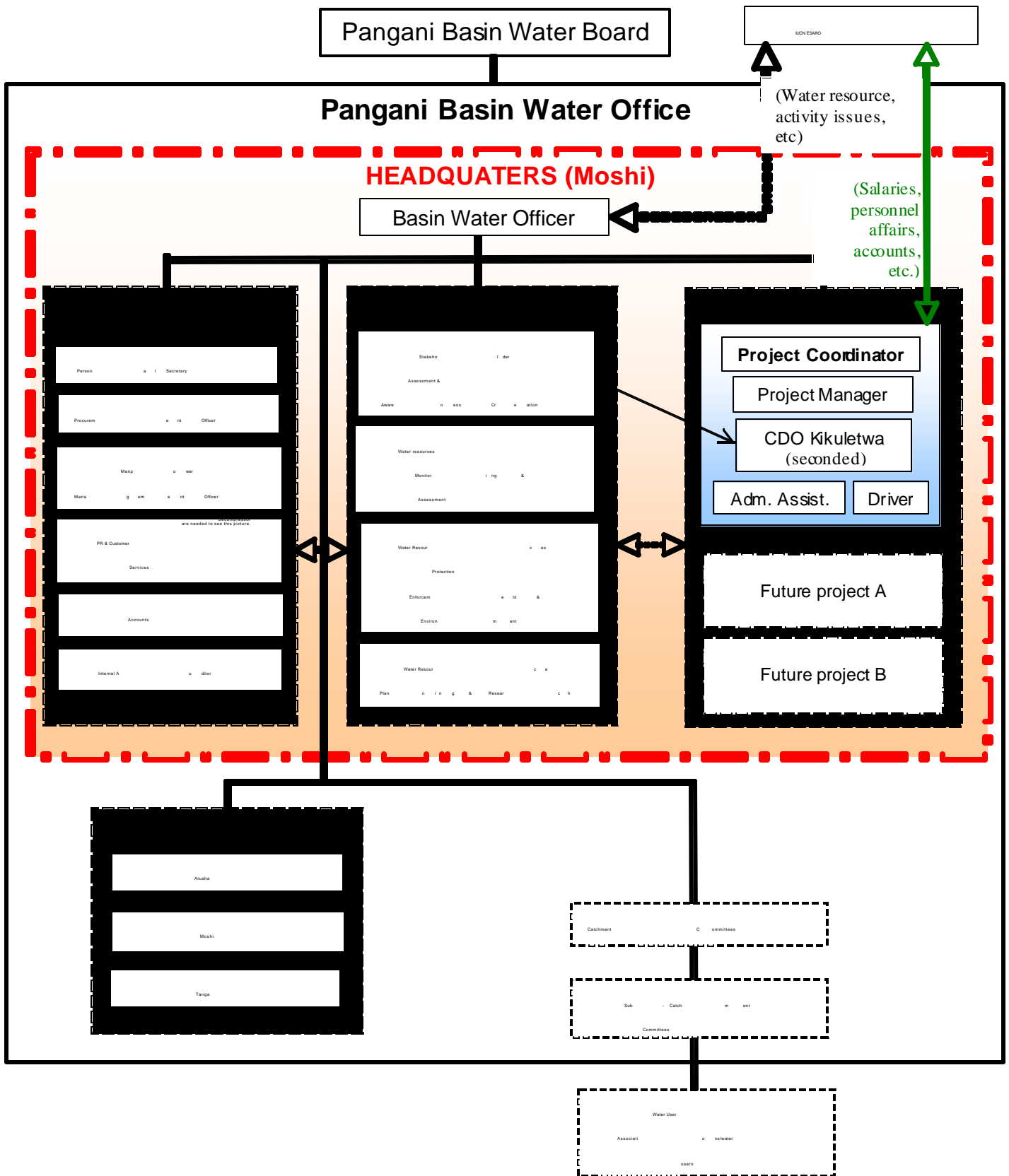


Figure 3.1: Recommended organisational structure and affiliation of the Project

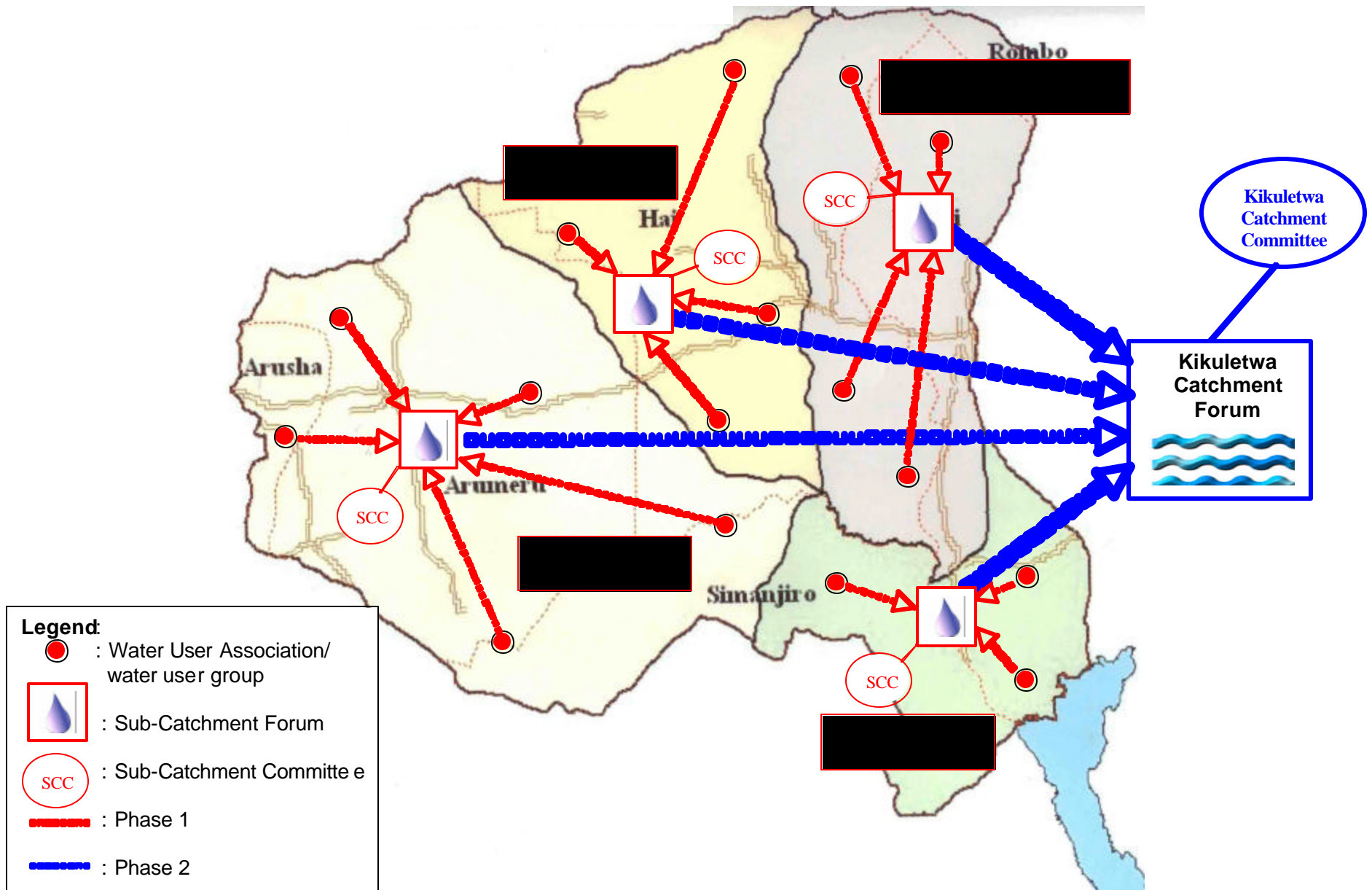


Figure 3.2: Kikuletwa Catchment and Sub-Catchment Water Forums establishment principles

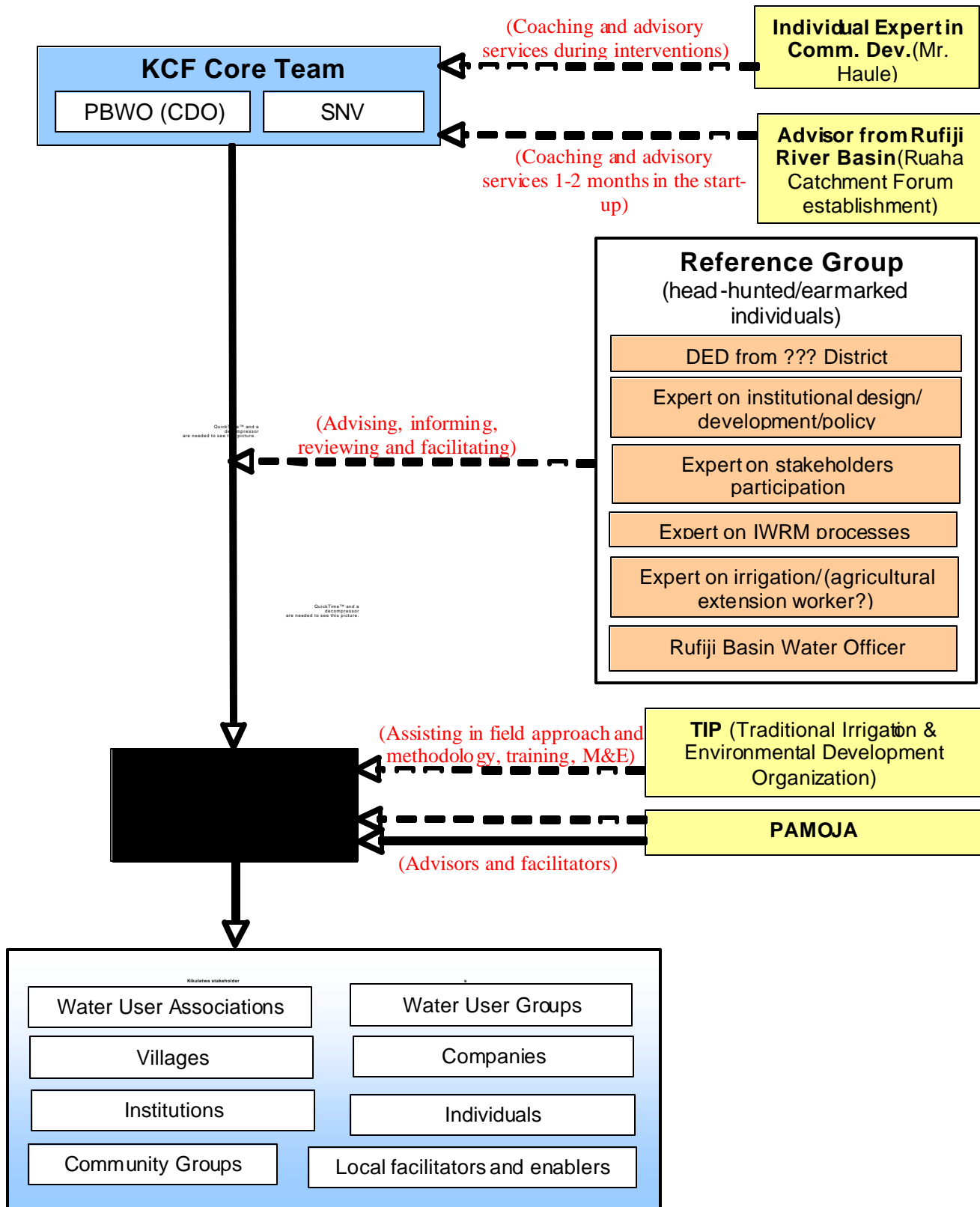


Figure 3.3: The preferred Kikuletwa Catchment Forum design and preparation process approach

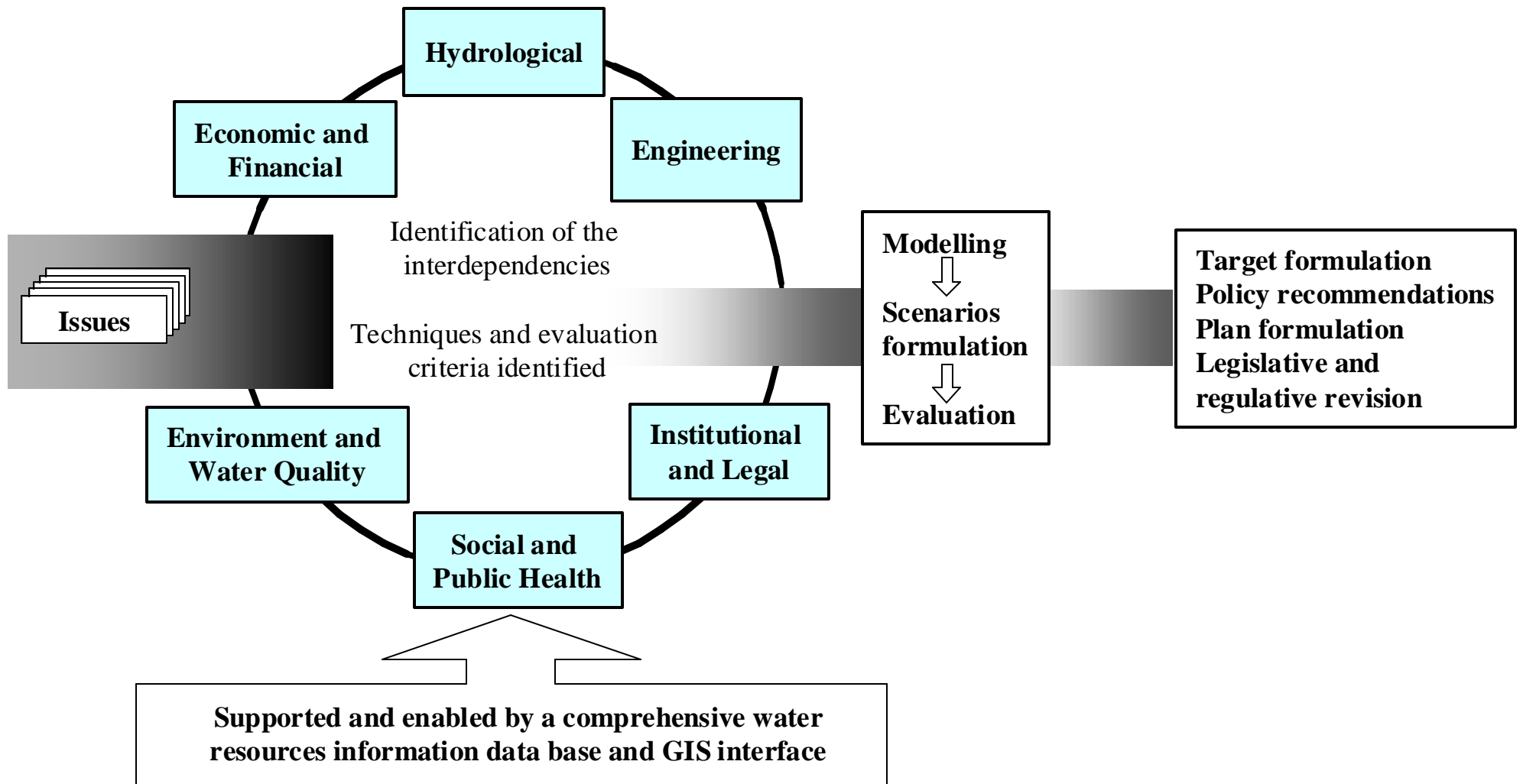


Figure 3.4: Visualising the linkages and analytical steps in IWRM policy formulation (Source: Armenian IWRM Plan)

Source of Funds	Total Budget for Implementation Phase (US\$)	Expenditure up-to June 2008	Budget Balance	% Rate of Expenditure	Expenditure time in months	Donor Disbursements to Date	Start date	*Tentative End date	Tentative remaining contract period	Status
IUCN-WANI	1,000,000	1,000,000	-	100%	36 months	1,000,000	July 2004	Jun 2007	NA	Closed
EU	2,578,811	366,725	2,212,086	14%	20 months	698,543	Sept 2006	Sept 2009	16 months	On-going
UNDP-GEF	1,000,000	230,994	769,006	23%	14 months	395,870	Aug 2007	Aug 2010	22 months	On-going
Total	4,578,811.58	1,597,719	2,981,092			2,094,413.0				

Comment:

* Tentative End dates: Due to transitional challenges that faced IUCN in 2008, causing a delay in implementation, IUCN has requested donors and partners for a six months project extension at IUCN's operational cost. The tentative end date is calculated from the dates of signing of project agreement or receipt of donor funds, which ever came first.

Table 2.1: Total expenditure of the Project up to June 2008.

Appendix 2:
Some identified basin
conflicts over water

WATER USE CONFLICT IN PANGANI BASIN

Introduction

The reducing availability of water supplies, and increasing demand for water, has resulted in numerous conflicts among water users all over the world.

There is currently not enough water to meet the demand in the Pangani basin causing conflicts between various water users such as commercial farms, small farmers and livestock keepers. Other conflicts are due to polluters who pollute the water sources during their different activities near the sources.

Conflict management

The following table shows various conflicts, reasons for conflicts and action taken to resolve the conflicts between years 1996 to date.

YEAR	CONFLICTS BETWEEN	REASON FOR CONFLICTS	MEASURES TO BE TAKEN by PBWO
96/98	Water users of Soko Springs	Leaders do not know their roles	Strengthening of WUA
97	MUWSA and water users of Kitifu furrows.	MUWSA abstract more water than granted	Kitifu has to strengthen water committee of the spring
99-00	Members, WUA of Ongama	The former leadership has not handover financial resources to new leadership.	PBWO, being the guardian of the association has to make close follow up
98 to date	Users of Sambuta and Mpirani furrows	Moshi District Council construct the furrow upstream of Sambuta furrow	Conflict management is still on going to resolve the problems through DC, PBWO and DED Moshi
99 to date	**CHAUKI (WUA) and CHAWAMPU (Paddy farmers association)	CHAWAMPU has obstruct Rau river	Meeting between the two parties and the use of legal documents
00-05	Users of Kileo furrow and water users located at the upstream of the furrow gate	Water Diminished at Himo river	Awareness and formation of water user committee of Himo river. Problem solved
05-08	Users of Naururu furrow and Rufaikos farmers association	Fighting over Naururu furrow, who has the mandate to own the furrow	The problem was already solved by PBWO, DC and DED Same.
00-05	Chekereni Weruweru furrow and salad growers in the Masila spring upstream of the furrow	Salad growers obstruct Chekereni weruweru furrow	Formation of Water User committee of the spring. Problem solved
00-05	**Users of Kiladeda river	Scarcity of water	Awareness and formation of water user committee
05-08	**Lawate Fuka water supply and traditional furrow of Wanguriri	Scarcity of water	Meeting between the stakeholders of Fuka river and formation of water user committee

06-07	Uru Co operative RCS (WR.1020) and Kirishi sub village Uru North ward.	Who has the mandate to own the Leria tumbo traditional furrow?	Problem solved by PBWO by awareness creation and separating their point of abstraction
06-07	Mwika Bible school and Kiliwater	WR. No.1695 connected to Kiliwater water pipe.	Solved by DC Moshi and PBWO
96-03	Tanzania Plantation Farms Arusha and upstream users	Scarcity of water at Kikuletwa river	Awareness and formulation of Kikuletwa water user committee
96-03	Water users at Kikuletwa river Arumeru.	Water scarcity	Awareness and formulation of Kikuletwa water user committee
04-07	**Burka Coffee Estate and other water users of Burka springs.	Water scarcity	Awareness and formulation of water user groups
03 to date	Gold miners at the water source of Sigi river Muheza Tanga and TAUWSA	Destruction and pollution of water source	legal action to be taken to remove them with participation of other institutions such as local Govt., minerals dept. and natural resources
1995 to date	Small scale farmers and Large scale farmers(Coffee estate)	Water scarcity caused by Large scale farmers who use more water at Makeresho furrow	Advised on formation of water use committee at the furrow ,
1980s to date	Umbwe River	Sand mining in the river	Awareness creation is in process
1980s to date	Vasso estate and upstream users	Water use conflicts	Awareness creation is in process
2000 to date	RiverKinamiri , upstream users and downstream users	Water scarcity	Awareness creation and formation of water use committee
07-08	Mandaka Parish and villagers	Management conflict	Solved, Dialogue between the two parties chaired by PBWO
07 to date	Uparo andUchira WUA, Upstream and downstream water users respectively	Water scarcity	Awareness creation and action to solve the problem is still going on through DC, LG and PBWO
01-03	Users of Nduruma rivers Vs AUWSA	Abstraction of water of Nduruma river without permission of downstream users	Problem solved by MoW, LG and PBWO by reviewing WR.

06-07	Leganga furrow vs. Ngaresero Mountain lodge	Construction of dam in the river.	Problem solved by PBWO
1996 to date	**TANESCO vs. Upstream users and downstream users	Upstream and downstream users abstract more water than granted	Awareness creation was done and is still going on
06-07	Nshupu Sec School Vs. Ngaresero mountain lodge	Point of abstraction	Solved by PBWO by issuing Water Permit at the specific point of abstraction.
96 to date	**Water users of Nicodemu furrow and upstream users	Water scarcity	Awareness creation is still going on

NOTE:

- *** - The conflicts occurs during dry season only

ABBREVIATIONS

- PBWO – Pangani Basin Water Officer
- MUWSA – Moshi Urban Waster Supply Authority
- TAUWSA – Tanga Urban Water Supply Authority
- DC – District Commissioner
- DED – District Executive Officer
- WR. – Water Right
- WUA – Water User Association
- AUWSA – Arusha Urban Water Supply Authority
- MoW –Ministry of Water
- LG – local Governments

Appendix 3:
List of Persons Met and
consulted.
Meeting Programme

List of persons met and consulted by the Review Team:

(listed in the approximate order of appearance)

Name	Position	Institution
Persons met with:		
Mr. Hamza Sadiki	Water Officer	Pangani Basin Water Office
Ms. Arafa Maggidi	Environmental Engineer	Pangani Basin Water Office
Mr. Alex Simalabwi	Water and Wetlands Programme Coordinator	IUCN-Nairobi Office
Mr. John Owino	IUCN Water Officer	IUCN-Nairobi Office
Ms. Serah Kiragu	Senior Programme Officer	IUCN-Nairobi Office
Mr. Philipo Patrick	Basin Hydrologist	Pangani Basin Water Office
Mr. Silvand M. Kamugisha	Project Coordinator	IUCN-Pangani River Basin Management Project (Project Management Unit, Moshi)
Ms. Kelly West	Regional Programme Coordinator	IUCN-Nairobi Office
Mr. John Mbagala	Principal Technician	Pangani Basin Water Office
Mr. Jeroboam Z. Riwa	Hydrology Technician	Pangani Basin Water Office
Ms. Fortunatha Mwingira	Personal Secretary	Pangani Basin Water Office
Mr. Okulu Nkya	Cashier	Pangani Basin Water Office
Mr. William Luanda	Project Manager	IUCN-Pangani River Basin Management Project (Project Management Unit, Moshi)
Mr. Barry Clark	Estuarine EFA Coordinator	Anchor Environmental Consultants
Ms. Jane Turpie	Resource Economist Leader: Socio-economic Component	Anchor Environmental Consultants
Ms. Alison Joubert	Database Design Specialist	Southern Waters
Mr. Hans Beuster	Hydrologist	Emzantsi Systems
Ms. Jackie King	Project Leader	UCT/Southern Waters/Water Matters
Mr. George Lugomela	Hydrologist	Ministry of Water and Irrigation
Ms. Lulu T. Kaaya	Fisheries Ecologist (invertebrates)	University of Dar es Salaam (Freshwater Ecology)
Ms. Eudisia A. Materu	Water Quality/Invertebrates	Ministry of Water and Irrigation (water Laboratory Services Division)
Mr. Alloce Hepelwa	Economist	University of Dar es Salaam
Mr. Benaiah Benno	Fish Ecologist	University of Dar es Salaam (Department of Fisheries and Aquaculture)
Ms. Lilian Lukambuzi	Marine Biologist	National Environmental Management Council
Mr. Washington Mutayoba	Director Water Resources	Ministry of Water and Irrigation
Mr. Abdulrahman S. Issa	Country Director	IUCN Tanzania Country Office
Mr. Rudolf J. Glotzbach	Senior Advisor Integrated Water Management	Netherlands Development Organization (SNV)
Mr. Savinus Kessy	Programme Analyst	UNDP Dar es Salaam
Ms. Getrude Lyatuu	Assistant Resident Representative	UNDP Dar es Salaam
Ms. Petra Larsson	Water Sector Coordinator	European Union (EU), Dar es Salaam
Ms. Josephine S. Lemoyan	Focal Point	SNV Arusha Office
Mr. Mturi J. Mturi	Advisor Integrated Water Resources Management	SNV Arusha Office
Mr. Yonah M. Nko	Chairperson	Pangani Basin water Board
Mr. Sebastian Moshi	Deputy Board Chairperson	Lekitatu Water Users Association

		(UWAMALE)
Ms. Gundelinda Tarimo	Board Member/Treasurer	UWAMALE
Mr. Lukindo Kombo	Board Member	UWAMALE
Mr. Khalifa Mbaga	Board Member	UWAMALE
Mr. Rogathe Mrema	Board Member	UWAMALE
Mr. Anenmose L. Maro	Irrigation Engineer	Traditional Irrigation and Environmental Development Organization (TIP), Moshi
Mr. Peter C. Kangwa	Director	PAMOJA, Moshi
Dr. Jigal Beez	Technical Advisor to PAMOJA Trust	DED Tanzania (German Development Service), Moshi
Persons consulted on phone:		
Ms. Akiko Yamamoto	Head, Water and Wetlands Programme Coordinator	UNDP-GEF Regional Office, Pretoria
Mr. Mark Smith	Head, IUCN Water Programme	IUCN HQ – Switzerland
Ms. Irene Chikira	Community Development Officer	Pangani Basin Water Office, Moshi

MEETING PROGRAMME OF THE REVIEW TEAM

(The programme was altered underway as deemed required)

Day	Time	Activity
Day 1 (Mon) 8 th Sept	5.00 P.M	Travel to Moshi, Tanzania by air (spend night in Moshi)
Day 2 (Tue) 9 th Sept	8.00 – 1.00 P.M 2.00 - 5.00P.M	Briefing by the project Team Development of review methodology by the review team Presentation of review methodology; Revision of methodology and preparation for field/partner visits (spend night in Moshi)
Day 3 (Wed) 10 th Sept	8.30 – 12.30 pm 2.00 – 5.00 pm	Interview with Project Staff Interview with PBW Officer and PBWO staff Interview with Core team members based at PBWO (spend night in Moshi)
Day 4 (Thu) 11 th Sept		Travel to South Africa to meet Southern Waters Consultants and UNDP GEF team (fly to Cape Town) (spend night in Cape Town)
Day 5 (Fri) 12 th Sept	9.00 am at Southern Waters Offices in Cape Town	Interviews with: Southern Waters mentors: - Jackie King - Cater Brown - Barry Clark - Jane Turpie (Spend night in Cape Town)
Day 6 (Sat) 13 th Sept		Travel to Dar es Salaam (Spend night in Dar es Salaam)
Day 7 (Sun) 14 th Sept		Information synthesis and analysis (Spend night in Dar es Salaam)
Day 8 (Mon) 15 th Sept	9.00 am	Interviews with: iii) Ministry of Water and Irrigation staff iv) Core Team Members in Dar es Salaam v) SNV Dar es Salaam (Spend night in Dar es Salaam)
Day 9 (Tue) 16 th Sept	9.00 am Phone interviews from TCO	Interviews with: i) UNDP Tanzania - - Gertrude Lyatuu ii) EC Tanzania - Petra Larsson ii) IUCN HQ – Head of Water Programme (by Phone)

		(spend night in Dar es Salaam)
Day 10 (Wed) 17 th Sept	10.00am	Travel to Arusha through Kilimanjaro Intl. Airport
	11.00 am	Interview with SNV
	1.30 pm	Travel to Moshi
	3.00 pm	Interview with PAMOJA
		(Spend night in Moshi)
Day 11-12 (Thu-Fri)	8.30 am(whole day)	Travel to field sites and hold interviews with Water User Association members (accompanied by the Project staff for introduction and guidance) (spend night in Moshi)
18-19 th Sept	8.30 am(whole day)	Travel to field sites and hold interviews with Water User Association members (accompanied by the Project staff for introduction and guidance) (spend night in Moshi)
Day 13-14 Sat-Sun) 20-21 st Sept	All day	Zero draft report writing (spent night in Moshi)
Day 15 (Mon) 22 nd Sept	All day	Zero draft report writing (spent night in Moshi)
Day 16 (Tue) 23 rd Sept	9.00 am	Debriefing - presentation and discussion of findings to PBWO (spend night in Moshi/Travel back home)

Appendix 4:
List of reviewed
documents

List of main documents reviewed:

No.	Title	Author/Institution	Date
1.	National Water Policy	Ministry of Water and Irrigation	2002
2.	National Water Sector Development Strategy	Ministry of Water and Irrigation	2008
3.	UNDP Project Document (UNDP-GEF Medium Sized Project)	Government of the United Republic of Tanzania and UNDP	9 May 2007
4.	Project Logframe	IUCN	
5.	Project Proposal on Site Interventions of Hingilili, Soko and Ruvu-Tanzania	PAMOJA Trust	????
6.	Memorandum of Understanding between Ministry of Water and Livestock Development: Pangani Basin Water Office and IUCN-EARO	MoWLD and IUCN	2004
7.	Pangani Basin		
8.	Pangani Basin: A Situation Analysis	IUCN Eastern Africa Programme	2003
9.	The Road Map Towards Establishment of Kikuletwa Sub-catchment Forum	SNV Arusha	13.03.2005
10.	Strategy for Stakeholder Analysis and Participation in Kikuletwa Catchment	SNV Arusha	28.05.2005
11.	Technical Progress Report (August–December 2005)	SNV Arusha	
12.	Implementation Agreement: Slow Down-Addendum II	IUCN/Southern Waters	Nov 2006
13.	State of the Pangani Basin Report 2007	Project Partners: PBWO, IUCN, SNV, PAMOJA, UNDP-GEF	March 2007
14.	Pangani Basin River Basin Flow Assessment - Scenario Report	PBWO/IUCN/UNDP-GEF	June 2008
15.	Project Activity Implementation Agreement between SNV and IUCN	SNV, IUCN	17 Sep 2007
16.	Implementation Agreement: Slow Down-Addendum III	IUCN/Southern Waters	August 2008
17.	Implementation Agreement Between SNV-Tanzania and IUCN	SNV-Tanzania, IUCN	August 2005
18.	Project Activity Implementation Agreement-Activity 1.1, 1.2.1, 1.2.2 and 1.2.3	PAMOJA, PBWO, IUCN	16 March 2006
19.	UNDP EEG and GEF Annual Performance Report 1 st March 2007-30 th June 2008 (Project Implementation Review: 2008-Climate Change	IUCN EARO	30 May 2008
20.	Report of 4 th Partners Meeting of PBWO, PAMOJA, IUCN	IUCN	24-25 Oct 2005
21.	Report of 5 th Partners Meeting of PBWO, PAMOJA, IUCN	IUCN	17-18 Jan 2006
22.	Report of 6 th Partners Meeting of PBWO, PAMOJA, IUCN	IUCN	13 Nov 2006

23.	Report of 7 th Partners Meeting of PBWO, PAMOJA, IUCN	IUCN	27 Oct 2007
24.	Minutes of 1 st Project Steering Committee Meeting	IUCN	28 Nov 2007
25.	Report of 8 th Partners Meeting of PBWO, PAMOJA, IUCN	IUCN	25 Feb 2008
26.	Pangani Basin EF Initiative -Proposed Project Slow Down No. 2		4 March 2008
27.	MoU Between SNV and IUCN	????	????
28.	Internal Agreement Between IUCN Water and nature Initiative and IUCN EARO: WANI Pangani Basin Demonstration Project 80105-020	IUCN-WANI, IUCN EARO	1 Dec 2005-15 June 2007
29.	Par 1 Synthesis of Water Stakeholders in Kikuletwa Catchment-The case of Usa River and Kikuletwa River: A Preamble to Kikuletwa Catchment Forum	SNV Arusha	May 2008
30.	Project proposal on Interventions of Hingilili, Soko and Ruvu-Tanzania	PAMOJA	???????
31.	Memorandum of Understanding Between SNV - Tanzania and UCN-EARO on Partnership and Strengthening IWRM for Improved Access to Water in Tanzania	SNV, IUCN	2007
32.	Implementation Agreement Between Southern Waters and IUCN	Southern waters, IUCN	???????
33.	Technical Progress Report: January 2003-December 2006	PBWO, IUCN	???????
34.	Technical Progress Report: January-December 2007	PBWO, IUCN	???????
35.	Progress Report No. 5 (1 July 2007 – 23 Nov 2007) on Pangani Basin Flow Assessment Initiative	IUCN Water and Nature Initiative and PBWO	
36.	Concept Note: Expanding M & E System	PBWO, IUCN	???????
37.	Pangani Basin Management Project: Proposed Merged Logframe UNDP/GEF and EU	IUCN	???????
38.	Quarterly Report Site Interventions in Soko and Hingilili (2 nd Quarter March-May, 2007)	PAMOJA	
39.	Quarterly Report Site Interventions in Soko and Hingilili (3 rd Quarter June – August 2007)	PAMOJA	
40.	Letter from Southern Waters to IUCN on Pangani Basin EF Initiative-Project Slow Down and Additional Training Session	Southern Waters	10 December 2006
41.	Annex 1 – description of the Action (A Call of Proposal from EU)	???????	???????
42.	Terms of Reference of the Project Coordinator	IUCN	???????
43.	Letter Invitation of Core Team Member from NEMC on Environmental Flow Assessment	Ministry of water	6 February 2006
44.	Letter of Acceptance by NEMC to Release Core Team Member on Environmental Flow Assessment	NEMC	20 February 2006
45.			
46.			
47.			
48.			

Appendix 5:
Terms of Reference for the
Mid-term Review Team

Pangani River Basin Management Project

Terms of Reference for Project Internal Review

1. Background

The World Conservation Union (IUCN) implements a programme of conservation and natural resource management in Eastern Africa. The programme has a focus on freshwater ecosystems and their management and Pangani River Basin in Tanzania is one area of such focus. With financial support from Water and Nature Initiative (WANI), European Commission (EC) and United Nations Development Programme/Global Environmental Facility (UNDP/GEF), Pangani Basin Water Office (PBWO) in partnership with IUCN, has since 2002 been implementing the Pangani River Basin Management Project (PRBMP). Project activities are expected to continue into 2010. Project partners would like to take the opportunity now to formally review the project so as to guide future implementation.

An overview of Project finance, from 2002 is summarised in the table below:

Source	Duration	Funding	Funding US\$
WWC to WANI: Dialogues Pilot Project	2003 - 2004	US\$ 69,875	US\$ 69,875
DfID to WANI: Environmental Flows Pilot Project	2003 - 2005	US\$ 70,000	US\$ 70,000
DfID to WANI: Environmental Economics Pilot Project	2003 - 2005	US\$ 125,000	US\$ 125,000
WANI Pangani Demonstration Site: Development	2002 - 2004	US\$ 70,000	US \$70,000
WANI Pangani Demonstration Site: Implementation	2004 - 2007	US\$ 1,000,000	US\$ 930,000
Government of Tanzania	2004 - 2006	US\$300,000	US \$300,000
EU Water Facility	2006 - 2009	EUR 1,707,822	US\$ 2,218,461
UNDP/GEF Climate Change	2007 - 2010	US\$1,000,000	US\$ 1,000,000
Total:	2002 - 2010		US\$ 4,783,336

Each co-finance had/has a separate Project document starting and ending at different periods. The logframes under the different project components address the same goal and have now been harmonised and combined.

The project goal is to: *strengthen integrated water resources management in the Pangani Basin, including mainstreaming climate change, to support the equitable provision and wise governance of freshwater for livelihoods and environment for current and future generations*

The project objective is to: *empower water users and managers in Pangani Basin to manage and allocate water resources with consideration for climate change, the environment and other technical information, through consultative processes and the sound framework of an IWRM plan.*

The project has five results it aims to achieve:-

- i) Increased understanding of environmental, economic and social implications of different river flow scenarios under expected climatic conditions and increased capacity to collect and analyze such flow assessment information
- ii) Water Users strengthened and empowered to participate in IWRM and Climate Change adaptation processes through dialogue and decentralized water governance

- iii) Coordination between water and climate change sectors strengthened and lessons learned from project activities scaled up to inform other communities, basins and countries
- iv) Basin Water Office coordinates other sectors and stakeholders in the development of an IWRM Plan
- v) Project implemented effectively & efficiently to the satisfaction of all stakeholders

1.1 Project Implementation Modalities

The project is implemented by Pangani Basin Water Office and IUCN Eastern Africa Regional Programme. The project office is hosted by PBWO and has two staff, a Project Coordinator and a Project Manager. Close partnership for implementation has also been established with PAMOJA, a national NGO that promotes joint action, with offices in Moshi, and SNV Netherlands Development Organization with branch offices in Arusha. IUCN provides technical advice, management and donor liaison support.

2. Aim and Objectives of the Mid-term Review

This mid-term review is requested by PBWO and IUCN to assess the progress and performance of the Pangani River Basin Management Project. The aim of the review of the Project is to assess project achievements, impacts, and lessons learned. The review has been commissioned at a time when new funding from EU and UNDP GEF has been mobilized in to scale up the work started through the WANI funding. The EU funding aims to support integrated water resource management while the UNDP GEF funds contribute to strengthening capacity of the Basin in adaptation for climate change.

The overall purpose of this review is twofold:

I. Learning and Improvement: It is intended that the outcomes of this mid-term review will 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 implementation mechanisms of subsequent PRBMP interventions to be carried out in the Basin in the next three years.

II. ACCOUNTABILITY: THE MID-TERM REVIEW IS ALSO AN INSTRUMENT FOR THE OVERALL ACCOUNTABILITY SYSTEM OF THE PROJECT. CONSEQUENTLY, THE REVIEW WILL ASSESS WHETHER OR NOT THE PROJECT PLANS WERE FULFILLED AND RESOURCES WERE USED IN A RESPONSIBLE WAY.

The mid-term review aims at assisting partners to assess sustainability of activities, approaches, and structures initiated or supported by the project, and provide recommendations for the future. Specific objectives of the review will be as follows:

- i. Assessing the effectiveness and efficiency of project implementation, including assessing the institutional arrangement, partnerships, risk management, M&E and project implementation
- ii. Determining the relevance of the project in relation to the existing needs of the stakeholders and environment,
- iii. Evaluating the impacts of the project and the contribution of the outputs to the overall Purpose,
- iv. Providing guidance on establishment of critical benchmark baselines for impacts assessment
- v. Assessing the long term sustainability of project interventions,

- vi. Identifying lessons learned on the strategic approach (strategic processes and mechanisms chosen to achieve the project objectives),

3. Scope of the mid-term review

Within this framework, specific issues and questions to be addressed will include, but not be limited to, the following:

Effectiveness

- i. Are the activities implemented in accordance with the project plans? If not, why?
- ii. What outputs have been achieved? To what extent do they contribute to the objectives?
- iii. How effective are the approaches and structures in delivering the desired outputs? How can they be improved?
- iv. Do the partner organizations work together effectively? Is the partnership structure effective in achieving the desired outputs?

Efficiency

- i. Are the available technical and financial resources adequate to fulfil the project plans?
- ii. Are the funds being spent in accordance with project plans and using the right procedures?
- iii. Have there been any unforeseen problems? How well were they dealt with?
- iv. Are the capacities of the partners adequate?
- v. What have been the roles of the partners and staff and are they appropriate?
- vi. Is there an effective process, built into the management structure for self-monitoring and assessment, reporting and reflection?

Relevance

- i. Establish whether or not the design and approach are relevant in addressing the identified needs, issues and challenges
- ii. To what extent is the project contributing to the strategic policies and programmes of IUCN and that of the partners?

Sustainability

- i. Is the approach used likely to ensure a continued benefit after the end of the project?
- ii. Are all key stakeholders sufficiently and effectively involved? Are their expectations met and are they satisfied with their level of participation?
- iii. Are alternative or additional measures needed and, if so, what is required to ensure continued sustainability and positive impact?

Impact

- i. Is the project bringing about desired changes in the behaviour of people and institutions?
- ii. Have there been any unintended positive or negative impacts arising from particular outcomes?
- iii. What could have been the likely situation (of the environment and its management) without the project?

4. Methodology

The methodology for the mid-term review is to be developed through consultation with project partners taking into account the budget and the ToRs. The methodology adopted should update the preliminary issues and questions outlined within the ToRs, specifying the specific review issues, questions, methods of data collection and analysis that will be undertaken. It should encompass a combination of both qualitative and quantitative methods. It should also allow for wide consultation with all interested partners and stakeholders and should include:

- a) A desktop review of all relevant documentation, including (but not limited to):
 - i. The project document, contracts and related agreements
 - ii. Annual workplans and budgets
 - iii. Progress Reports
 - iv. Technical reports
- b) Face to face interviews and discussions with all key stakeholders involved in the project to ensure that the review is carried out in a participatory manner. A list of key partners and stakeholders would be identified at an early stage (see tentative list - item no. 8 below) and a consultation process developed. All stakeholders consulted should be in a position to present their views in confidence to the team and to identify issues, opportunities, constraints and options for the future
- c) Electronic interviews through teleconference or written comments – e.g. email; where partners cannot be reached for face to face interviews

Pangani Basin Water Office and IUCN will assist with the organisation of meetings and discussions, and inform the relevant stakeholders of the review process and their role in it, well in advance.

5. Review Team Composition

The team will consist of two people, an international evaluation expert with water resources management background, and a national evaluation expert, preferably from the Ministry of Water in Tanzania. The two experts will have complementary skills covering programme design and implementation, programme review, natural resources management especially community participation, policy and institutional processes more so in water resources management. The international expert will be the team leader, with considerable prior experience in evaluation methodologies and principles. The team leader will have the overall responsibility for the design and implementation of the evaluation, writing of the report, and timely submission of the draft and final version. Detailed responsibilities of each team member should be determined at the beginning of the mission and outlined in the methodology.

6. Reporting/Feedback

The review team shall be responsible for the following reports, which are to be submitted to PBWO and IUCN:

- i. A report outlining the proposed methodology and detailed responsibilities of each team member to be submitted prior to the onset of the assessment process.
- ii. A findings report, which should include the following:
 - a) An assessment of the performance of the project, based on the project document, contracts and agreements
 - b) Identification of the main lessons learned

7. Timing & Schedule

The mid-term review is scheduled to take place in the month of January-February 2008 (see the detailed itinerary for the field trip below), for a total of 17 working days broken down as follows:

- i. Review of background documentation and preparation of methodology – 2 days
- ii. Discussion and agreement on proposed methodology with project partners – 1 day
- iii. Assessment of project progress and performance – including field visits and interviews with project partners and key stakeholders – 6 days
- iv. Analysis of findings and production of draft report – 5 days
- v. Debriefing - presentation and discussion of findings to project partners - 1 day
- vi. Finalization/revisions of the report and submission – 2 day

8. Project partners and key stakeholders– tentative list.

- i. Pangani Basin Water Office
- ii. Pangani River Basin Management Project Office (hosted by PBWO)
- iii. The Core team members (a sample representation)
- iv. Ministry of Water, Tanzania
- v. SNV the Netherlands Development Organization
- vi. PAMOJA
- vii. IUCN EARO/TCO
- viii. Southern Waters
- ix. IUCN Headquarters
- x. European Commission
- xi. UNDP/GEF: i) UNDP Tanzania Country Office, ii) UNDP/GEF Eastern/Southern Africa (Akiko Hamamoto; Alan Rodgers)

9. Itinerary for the Mid-term Review Team

Day	Time	Activity
1 (Sun)	5.00 P.M	Travel to Moshi, Tanzania by air
2 (Mon)	8.00– 1.00 P.M	Briefing and presentation of revised review methodology at Pangani Basin Water Office
	2.00 - 5.00P.M	Revision of methodology and preparation for field/partner visits (spend night in Moshi)
3 (Tue)	8.30– 12.30 pm	Interview with Project Staff
	2.00– 5.00 pm	Interview with PBW Officer and PBWO staff
		Interview with Core team members based at PBWO (spend night in Moshi)
4 (Wed)	9.000 – 11.00 am	Interview with PAMOJA
	11.00 am	Travel to Arusha
	2.00– 4.00 pm	Interview with SNV (spend night in Arusha)
5 (Thu)	8.30 am(whole day)	Travel to field sites and hold interviews with Water User Association members (accompanied by the Project staff for introduction and guidance) (spend night in Moshi)
6 (Fri)	8.30 am(whole day)	Travel to field sites and hold interviews with Water User Association members (accompanied by the Project staff for introduction and guidance) (spend night in Moshi)
7 & 8 (Sat – Sun)	7.30 am	Travel to Dar es Salaam
		Information synthesis and analysis (spend night in Dar es Salaam)
9 – 10 (Mon-Tue)	9.00 am at TCO	Telephone Interview i) Southern Waters ii) SNV Dar es Salaam iii) IUCN HQ – Head of Water Programme iv) UNDP GEF (South Africa – Akiko; Nairobi – Alan Rodgers)
		Interviews with UNDP Dar es Salaam; EC (Petra), Ministry of Water staff and Core team members based in Dar es Salaam Zero draft report writing (spend night in Dar es Salaam)
11 (Wed)	8.30 am	Zero draft report writing
	3.00pm	Travel back to Moshi (spend night in Moshi)
12 (Thur)	10.00am	Debriefing - presentation and discussion of findings to PBWO (spend night in Moshi/Travel back home)

Annex 1. Mid-term Review Report: Suggested Outline

Title page

- Name of project being reviewed
- Name of the organization to which the report is submitted
- Names and affiliations of the reviewers
- Date

Table of Contents

Acknowledgements

- Identify those who contributed to the review

List of acronyms

Executive summary

- A self-contained paper of 1-2 pages
- Summarize essential information on the subject being reviewed, the purpose and objectives of the evaluation, methods applied and major limitations, the most important findings, conclusions and recommendations in priority order

Introduction

- Describe the project being reviewed. This includes the problems that the interventions are addressing; the aims, strategies, scope and cost of the intervention; its key stakeholders and their roles in implementing the intervention
- Summarize the review purpose, objectives, and key questions. Explain the rationale for selection/non selection of review criteria
- Describe the methodology employed to conduct the review and its limitations if any
- Detail who was involved in conducting the review and what were their roles
- Describe the structure of the review report

Findings and conclusions

- State findings based on the evidence derived from the information collected. Assess the degree to which the intervention design is applying results based management principles. In providing a critical assessment of performance, analyse the linkages between inputs, activities, outputs, outcomes and if possible impact. To the extent possible measure achievement of results in quantitative and qualitative terms. Analyse factors that affected performance as well as unintended effects, both positive and negative. Discuss the relative contributions of stakeholders to achievement of results
- Conclusions should be substantiated by the findings and be consistent with the data collected
- They must relate to the review objectives and provide answers to the evaluation questions
- They should also include a discussion of the reasons for successes and failures, especially the constraints and enabling factors

Lessons learned

- Based on the evaluation findings and drawing from the evaluator(s)' overall experience in other contexts if possible provide lessons learned that may be applicable in other situations as well
- Include both positive and negative lessons

Recommendations

- Formulate relevant, specific and realistic recommendations that are based on the evidence gathered, the local context, conclusions made and lessons learned. Discuss

their anticipated implications. Consult key stakeholders when developing the recommendations

- List proposals for action to be taken (short and long-term) by the person(s), unit or organization responsible for follow-up in priority order.
- Provide suggested time lines and cost estimates (where relevant) for implementation.

Annexes

- Attach ToR (for the mid-term review)
- List persons interviewed, sites visited.
- List documents reviewed (reports, publications).
- Data collection instruments (e.g., copies of questionnaires, surveys, etc.).

Annex 2: Glossary of terminologies

Effectiveness

The extent to which the intervention objectives were achieved, or are expected to be achieved, taking into account their relative importance. Effectiveness is also used as an aggregate measure of (or judgment about) the merit or worth of an activity, i.e. the extent to which an intervention/project has attained, or is expected to attain, its major relevant objectives efficiently in a sustainable fashion and with a positive institutional development impact.

Efficiency

A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.

Relevance

The extent to which the objectives of an intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies. Relevance also attempts to explore whether the objectives of an intervention or its design are still appropriate given changed circumstances.

Sustainability

The continuation of benefits from an intervention after financial assistance has ended. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.

Impact

The changes in the environment (Biophysical), and/or lives of people as perceived by them and their partners at the time of evaluation, plus sustainability-enhancing change in their environment to which the project has contributed. Changes can be positive or negative, intended or unintended. In the logframe terminology these "perceived changes" may correspond either to the purpose level or to the goal level of a project intervention.

Appendix 7:
Comments to the Draft Report

Comments on the Draft Mid– Term Review Report for Pangani River Basin Management Project

On 24th October 2008, project partners PBWO, IUCN, SNV and PAMOJA Trust, meet at PBWO to review the draft and identify what they may consider as factual errors or omissions that need the attention of the Review Team (RT) before producing the final report. The final report will be followed by a management response from the project partners.

All partners appreciated the contributions of the RT and noted that the report has provided a number of issues, observations and analyses that partners agree with. However, the partners in their 24 October meeting and in subsequent comments submitted to the Project Coordinator, did wish to highlight the following clarifications which they considered to have been either misunderstood or omitted in the process of the review:

Comments from PBWO:

1. Page 15 and Page 24: Project management
PBWO feels that it is NOT true that everything is done from Nairobi. The Basin Water Officer noted that the PMU has dual reports and is also answerable to PBWO and that correspondences from Nairobi to PMU are copied to PBWO. He added that most of the activities under PRBMP are delegated to PMU PC by PBWO. He noted that decisions regarding the project are taken in consultation. He highlighted that he was not aware of all the details regarding the MOU between IUCN and SNV, but mentioned from his side the term “lack of trust” from IUCN is misleading and that this was not an issue from his side.
2. Page 24:
PBWO wishes to clarify that the point of the EFA was not to convert the Tanzanian core team into Environmental Flow Specialists. The Basin Water Officer believes that the EFA has successfully used a multidisciplinary team to study the basin but it should not have been expected that they would become EFA specialists
3. The Basin Water Officer mentioned that capacity within the PBWO to was not addressed and that the issued of capacity building, which was discussed in some detail with the RT, was not included.

Comments from PAMOJA

4. The Overall Activity Status and Progress for 2.3.3 Result 2 is not fully addressed. This evaluation refers only to subresult 2.2 on Kikuletwa Catchment Forum without evaluating 2.1, 2.3 or 2.4. This refers to the rest of the document as well, if the RT is considering result 2.
5. Page 22ff - Review of standard evaluation elements
Sometimes the RT starts to review the different results but with different order. 2.4.1 starts with result 1, then result 2 as it should be. 2.4.2 a) start with result 2, then result 4 then result 1. This change of order is confusing
From 2.4.2. b) onwards the RT does not refer to the results anymore. However especially 2.4.2.b) seems to refer to result 2.2 only. How about the other results? or does this refer to the project in general? Then the focus on the relationship to SNV seems to be too prominent as the SNV cooperation is only within one sub result.

6. page 35: PAMOJA Trust does not agree with the proposal: "All practical grassroots interventions should clearly be concentrated within the Kikuletwa Catchment." We do agree that there should be activities in the Kikuletwa Catchment in order to create synergies in the SCF establishment. However we feel it is inappropriate not to cooperate in future with good partners in other catchments with whom we have created and fostered good working relations. This would tarnish the projects reputation as a reliable partner.
7. Figure 1.2 c) The place marked Kahe on the map is not Kahe. It is TPC. Kahe is situated further East outside the Kikuletwa Catchment. (The error originate from the one who made the map in Basin Office, it will be appropriate if the RT is able to correct it.

Comments from SNV

8. SNV, think to describe the progress in results 2 as 'almost coming to a standstill' (page 17, section 2.3.3) and as 'the Kikuletwa Processes have come to a halt' (pg. 24 section 2.4.2 b), as incorrect presentation of the progress. The processes are progressing, albeit not to the desired level considering the timeframe, but clearly revamped compared to the progress in the previous two years. Consultations have picked up in close cooperation with PBWO CDO, and there has been more communications on the process.
9. On section 2.3.3 it is reported that 'discussion and exchange letters and documents between partners (...from SNV to project) has reached a high level of abstraction and seems to have turned into philosophic discussions at academic level...' SNV think that this is a strong statement that needs more substantiation to remain valid or else it calls for rephrasing to reflect what has actually been misunderstood. The report acknowledges that there has been little response from 'the project staff' to communications from SNV (ref. pg 24 section 2.4.3. – '*there has simply not been capacity on the PMU's side to communicate properly with the SNV experts or even comprehend what the issues at stake imply of actions from their side*'). This alone in our opinion does not qualify the communications as being 'too philosophical and academic'.
10. Pg 18, par 1 it is reported that 'SNV does not react as long as they do not get response from the project'. SNV consider this as a factual error as there have been strong follow-ups through physical visits, emails or by telephone as part of reactions to PBWO. What is evident is that SNV does not take actions which are not shared with the partner organization, i.e. SNV always seek the consent of the partner to her advice.

Comments from IUCN

11. No project documents carry only the IUCN logo, the logos of partners, especially PBWO are missing; The cover should carry all of the logos or none
12. P 15: 2nd paragraph: the PMU works directly under IUCN in the sense that IUCN issues contracts for the PMU staff, however, it should be noted that the Project Coordinator reports both to PBWO and to IUCN and his performance is jointly appraised.
13. P 16: 3rd paragraph: Initially the project was steered by the PBWB through reports at the PBWB meetings. UNDP/GEF funding has a Steering Committee requirement and this was therefore initiated, along with the inception workshop, at the end of the inception period (November 2007). The June 2008 meeting was delayed, not for low participation, but because of delays in implementation.
14. P 19: 2.3.4: Table: change 'EU experts' to Project and 'UNDP/GEF'.

15. P 22: paragraph 1: please clarify by inserting “up to” before “50% of the time of the Regional Technical Coordinator”. This is based on logged staff-time and usually averages around 30-40%.
16. P24: 4th paragraph: the tension was between SNV and PBWO+IUCN
17. Capacity issues of partners are unevenly treated and this might lead to a wrong perception...IUCN is thought to have been “too hands on” while SNV is thought to be not “hands on” enough. An analysis of PBWO’s capacity to engage in the project might help explain the analysis of IUCN and SNV.
18. The re view should have also assessed the institutional interests and capacities of PAMOJA and TIP to engage in the project.
19. Currently PAMOJA is engaged in site interventions. This work has taken some time (it started in 2004), yet there is no analysis of delays related to this component.
20. P. 25: 2.4.4: It is too early to assess impact, we agree, however we would note that for the Result 1, one of the major indicators of impact is whether the PBWB uses the technical information provided to guide water allocation.
21. Page 15 on funding modalities: It should be clarified that the funding sources tapped into for this project (IUCN Water & Nature Initiative, EU-ACP Water Facility and GEF) only support the so called outdated project model approach and do not contribute to basket funding approach.
22. P. 17: 2.3.2: On lesson learning, dissemination has been on-going on especially on Result area 1 including participation in national and International fora. The Basin Water Officer, Director of Water Resources and Project Coordinator have made presentations on Environmental Flow including RiverSymposium in Brisbane in 2007 and 2008, Stockholm Water Week 2006, World Water Forums and World Conservation Congress.
23. The recommendation that funds are reallocated from Result 4 on IWRM Planning to the Kikuletwa Forum development in Result 2 is not substantiated with costings or budget analysis. About USD 700,000 is allocated to supporting the training of WUAs and development of the KCF. Is this enough? If not, about how much is needed? We are concerned that the KCF is a relatively small area and if we develop a very cost and labor intensive process there it will not be replicable or serve as a demonstration model.
24. On financial Status section 2.3.6 page 21 and 22
 The way the analysis is done and conclusion drawn is not consistent because the EU budget is NOT activity/result based, but is based on category and the RT recognizes this. It would only make sense if the cost on personnel is given against the cost for the activity/results undertaken, so the table on the RT report page 21 to 22, listing expenses on categories could only make sense if there is/was a column for expenses on activities/results as well. All the same, the expenditure on personnel (60%) compared to other categories such as travel, office equipments etc, in the table makes much sense because it is these personnel who are delivering on the activity/results of the project! On the other hand, the RT comparison with figure 2.5 in appendix 1 is again misleading because in that figure, the costs for each of the 5 result areas are indicated BUT the cost for personnel are NOT explicitly indicated,

 Therefore the statement on page 22 “60% for personal costs is very high and thus very little is left for activities” is misleading.