



TERMS OF REFERENCE (TOR) FOR TERMINAL EVALUATION

The Pangani River Basin Management Project (PRBMP) that comprises

**the UNDP/GEF Mainstreaming Climate Change into Integrated Water
Resources Management in Pangani River Basin Project (Tanzania):
00053407 (PIMS 3308)**

AND

**The EU Pangani Project – Contract No. 9 ACP.RPR. 39 Commitment No.
73 (*Strengthening participation and planning for IWRM in Pangani Basin,
Tanzania*).**

1. INTRODUCTION

The work described in these Terms of Reference (ToR) is for a consultant evaluation team to conduct a terminal evaluation of the above mentioned project. The purpose of the evaluation is to assess the relevance, performance and success of the activities undertaken by the project and extract good practices and lessons learned for the portfolio level learning.

2. BACKGROUND

The Pangani River Basin drains Mount Kilimanjaro and Mount Meru in northern Tanzania and flows to the Indian Ocean in the town of Pangani in Tanga Region. The Pangani Basin has an estimated population of 3.7 million people, most of whom rely, either directly or indirectly, on agriculture for their livelihoods. The River and its Basin are greatly important to Tanzania, in terms of hydro-power, irrigation, fisheries, livestock etc. Irrigated agriculture in the basin (estimated as 30,000 to 40,000 ha) forms a significant contribution to Tanzania's food security and supports almost 3 million livelihoods.

Currently there is not enough water to meet the demand in the Pangani Basin, yet the Pangani Basin Water Board continues to receive requests for new water permits from local, municipal and industrial investors. Climate change and reducing water supplies had yet to be taken into consideration in the allocation process. Conflicts are also emerging between various water users, such as commercial farms, small farmers and livestock keepers. The natural environment has yet to be recognized as an important water user and at present receives hardly any consideration in an already over-allocated resource.

The Pangani Basin Water Board (PBWB), the body responsible for the equitable and sustainable water resources management and allocation of the Pangani Basin, has launched a multi-donor funded Pangani River Basin Management Project (PRBMP). The PBWB aims to achieve this end based on the IWRM principles and according to the National Water Resource Management Policy (2002) and the Water Resource Management Act (2009). The financial and technical support was secured initially from the Government of Tanzania, the International Union for Conservation of Nature (IUCN) through its Water & Nature Initiative (WANI) and the Global Environmental Facility (GEF) through UNDP, then later from European Union (EU). Additional funding has supported the implementation and scaling up of the PRBMP objectives and has included the Global Water Initiative (a partnership funded

by the Howard G Buffett Foundation), and the Climate Change and Development project (a Pan-African project funded by the Ministry of Foreign Affairs of Finland and implemented by IUCN). These projects have been implemented in an integrated manner.

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 - 2011	EUR 1,707,822	US\$ 2,218,461
UNDP/GEF Climate Change	2007 – 2011	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 (see Annex 2).

Additional funding complementing PRBMP

Global Water Initiative (GWI)	Sept 2008-Sept 2009	US\$282,773	US\$282,773
Global Water Initiative (GWI)	Sept 2009-Sept 2010	US\$202,568	US\$202,568
Global Water Initiative (GWI)	Sept 2010-Sept 2011	US\$214,889	US\$214,889
Climate Change and Development Project	2009-2011	US\$506,200	US\$506,200

The PRBMP is generating technical information and developing participatory forums to strengthen Integrated Water Resources Management in the Pangani River 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 initiative started late 2001, with pilot projects undertaken in 2003-04 using IUCN WANI funds. In May 2002, IUCN and PBWO had a Stakeholders Workshop to identify the main actors in the Basin and their needs. IUCN funding for some smaller pilot projects were made available and these were undertaken in 2003-2004 (Dialogue Project; Environmental Flows Project; Environmental Economics Project; and Transboundary Collaboration on Lake Jipe).. IUCN in partnership with the Ministry of Water and Livestock Development (MoWLD)¹ and the World Bank, convened a training workshop in March 2003 entitled, *Building Capacity to Implement an Environmental Flow Programme in Tanzania*. As a result of the Training Workshop and subsequent exchange visits, IUCN, the Ministry of Water and the international practitioners designed a project that would focus both on building capacity within Tanzania to implement Environmental Flow Assessments (as well as

¹ Now the Ministry of Water (MoW)

generating technical information to support water management, Following this, addition funds from IUCN-WANI (USD 1 million) and from the Tanzanian Government (USD 300,000) were secured and partnership agreement were signed with MoWLD, PBWO and IUCN. This funding was exhausted in June 2007.

The EU project started its implementation in October 2006 with this main objective as To support the equitable provision of freshwater in the Pangani Basin for the environment and for the livelihoods for current and future generations. To make the basin's water managers and water users better able to manage water resources and prepare for reduced flows. The EU project implementation ended June 14th 2011.

The UNDP/GEF Project under the PRBMP was developed with a specific purpose to mainstream climate change considerations into the ongoing efforts to develop and implement the Integrated Water Resources Management Plan in the Pangani River Basin. It supports the PBWB and water users in the basin to build their climate change adaptation capacity and reduce their vulnerabilities against adverse impacts of climate change. The UNDP/GEF project started its implementation in August 2007 and the project activities are expected to be completed by end of June 2011.

The PRBMP was executed by the Pangani Basin Water Board. The Pangani Basin Water Office (PBWO), the operational arm of the PBWB, signed a MOU with IUCN Eastern Africa Regional Office (EARO)² to receive technical and execution support from IUCN ESARO. PBWO³ with technical and execution support from IUCN ESARO forms an Implementation entity and the Project Management Unit (PMU) was established in the PBWO in Moshi. Other implementing partners include SNV and local NGO Pamoja. The PMU was responsible for the day-to-day coordination of activities supported by various projects under the PRBMP. The PRBMP has established one steering committee to steer all projects under the PRBMP in a coordinated and harmonized manner in order to realize potential synergies among various activities and to maximize the overall effectiveness of the PRBMP. Please note for clarity each of the institutions identified to in this paragraph will be referred to be their current names (see footnotes)

2.1 Project goal and objective

The project goal is that Integrated Water Resources Management in the Pangani Basin strengthened, including mainstreaming climate change to support the equitable provision and wise governance of freshwater for livelihoods and environment for current and future generations.

The objective of the project is that water users and managers in Pangani Basin are empowered 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.

The Project has been supporting the PBWB in transitioning into using the principles of Integrated Water Resources Management (IWRM), specifically in providing technical

² Now Eastern and Southern Africa Regional Office (ESARO)

³ Now known as the Pangani Basin Water Board (PBWB) – this includes the board members and the staff that implement board decisions

information to support in the allocation process; in strengthening water managers and water users to participate in IWRM; and subsequently in developing an IWRM plan. The Project has been structured into four main technical project components (also referred to as “results”) :

- Result 1: 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.
- Result 2: Water users strengthened and empowered to participate in IWRM and Climate Change adaptation processes through dialogue and decentralised water governance.
- Result 3: Water Sector’s vulnerability to climate change understood and pilot actions generate lessons in adaptation.
- Result 4: Basin Water Office coordinates other sectors and stakeholders in the development of an IWRM Plan.

In addition, the project administration and management is defined as one component:

- Result 5: Project implemented effectively & efficiently to the satisfaction of all stakeholders

The project is one of the first field-based climate change preparation projects in Eastern Africa with strong links to basin and national planning and policy, and as such builds national and regional capacity, provide lessons and serve as a national and regional demonstration site.

3. UNDP/GEF MONITORING and EVALUATION (M&E) POLICY

The Monitoring and Evaluation (M&E) policy at the project level in UNDP/GEF has four objectives: i) to monitor and evaluate results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote accountability for resource use; and iii) to document, provide feedback on, and disseminate lessons learned. A mix of tools is used to ensure effective project M&E. These might be applied continuously throughout the lifetime of the project – e.g. periodic monitoring of indicators -, or as specific time-bound exercises such as mid-term reviews, audit reports and final evaluations.

In accordance with UNDP/GEF M&E policies and procedures, all regular and medium-sized projects supported by the GEF should undergo a final evaluation upon completion of implementation. A final evaluation of a GEF-funded project (or previous phase) is required before a concept proposal for additional funding (or subsequent phases of the same project) can be considered for inclusion in a GEF work program. However, a final evaluation is not an appraisal of the follow-up phase.

Final evaluations are intended to assess the relevance, performance and success of the project. It looks at early signs of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. It will also identify/document lessons learned and make recommendations that might improve design and implementation of other UNDP/GEF projects.

These requirements are extended to the EU component of the Project.

5. OBJECTIVES OF THE EVALUATION

The main objective of this evaluation is to provide the project partners i.e. GoT, PBWB, GEF, UNDP, EU, IUCN, and the community with an independent assessment of the key

achievements of the project as compared to the objectives and outcomes reflected in the project document and other documents officially adopted/approved by the Project Steering Committee during the project implementation.. Assess the project expected outcomes and their sustainability and suitability for policy related review inputs and best practices for community adaptation. The evaluation results are envisaged to identify and discuss the lessons learned, through measurements of the changes in the set indicators, summarize the experiences gained and technical achievements, and recommend future policy dialogues.

6. TASK AND SCOPE OF THE EVALUATION

The scope of the evaluation will cover the effectiveness, efficiency and relevance of the Pangani River Basin Management Project that has been implemented through EU and UNDP GEF funding. For the UNDP/GEF intervention, particular attention is made to evaluate its success in mainstreaming climate change adaptation options in the Pangani River Basin. It will assess the achievement of the project in generating information for water managers to enhance water allocation in the basin, community water resources management strategies and information sharing among key partners and stakeholders in the water sector.

The assessment of the project impacts and achievements during the implementation period and the extraction of lessons learned both in terms of financial and technical approaches, require a proper evaluation of the project achievements and to measure the improvements or changes in the designed indicators, as a result of the project implementation, compared to the base line parameters. A set of indicators were identified during development of Monitoring and Evaluation framework for this project.

The following represents the minimum coverage of points to be included, but the evaluation should be adapted to specific concerns and issues that may be raised:

The mission will assess the:

- a. Relevance of the project in terms of current development priorities and needs.
- b. Clarity and realism of the project's development and immediate objectives, including specification of targets and identification of beneficiaries and prospects for sustainability.
- c. Quality, clarity and adequacy of project design including:
 - clarity and logical consistency between, inputs, activities, outputs and progress towards achievement of objectives (quality, quantity and time-frame);
 - realism and clarity in the specification of prior obligations and prerequisites (assumptions and risks);
 - realism and clarity of external institutional relationships, and in the managerial and institutional framework for implementation and the work plan;
 - Likely cost-effectiveness of the project design.
- d. Efficiency and adequacy of project implementation including:
 - availability of funds as compared with budget for both GEF and nationally funded components (i.e. track co-financing);
 - the quality and timeliness of input delivery by partners
 - managerial and work efficiency;
 - implementation difficulties;
 - adequacy of monitoring and reporting;
 - the extent of national support and commitment and
 - the quality and quantity of administrative and technical support.

- e. Project results, including a full and systematic assessment of outputs produced to date (quantity and quality as compared with the work plan and progress towards achieving the objectives). For the UNDP/GEF interventions, relevant objectives of the Special Climate Change Fund (SCCF objectives) should be considered when project results are assessed. The Adaptation Monitoring and Assessment Tool (AMAT) will be provided and may be referenced to aid this assessment process
- f. The mission should examine in particular:
 - The degree to which project outputs have been defined based on adequate consultation with potential product users, and used and internalised by the national focal point institutions,
 - The outcomes of the consultation processes used by the project,
 - The scope for uptake by other related initiatives in the region,
- g. Review the clarity of roles and responsibilities of the various agencies and institutions and the level of coordination and efficiency of partnership between relevant stakeholders. In particular look at the roles of the Project team, PBWB, PBWO, Pamoja, district authorities, SNV, IUCN, UNDP, EU, VPO-DOE and MOW.
- h. Assess the level of stakeholder involvement in the project from community to higher Government levels and recommend on whether this involvement has been appropriate to the achieving goals of the project.
- i. Describe and assess efforts of UNDP (CO and UNDP-GEF) and the European Union in support of the implementation.
- j. Review donor partnership processes, and the contribution of co-finance.
- k. Examine the potential of scaling up and replication of good practices from the project outcomes, identifying how will it be financed and, who will be responsible for financing and implementation.
- l. Based on the GEF evaluation procedure, provide rating for each project outcome indicating at what level has been achieved. Information on the rating system will be provided.

Based on the above analysis the mission will draw specific conclusions and make recommendations proposals for any necessary further action by Governments, EU, GEF, and/or UNDP and other partners. The mission will draw attention to any lessons of general interest. Any proposal for further assistance should include precise specification of objectives and the major suggested inputs, outputs and outcomes.

7. METHODOLOGY

The terminal evaluation will be conducted in a participatory manner through a combination of a review of the key project documentation, interviews with project stakeholders and site visits.

The national and international consultants should work together as a team towards producing the evaluation report. The national consultant will be responsible for providing any necessary

background information and preparation of the agreed parts of the report. The international consultant will be accountable for the overall quality of the report, timely submission of required outputs and submission of the deliverables, including the final report.

The evaluation team is expected to be familiar with the project through the document review prior to the commencement of the field mission. The documents will be made available by IUCN. The following documents must be reviewed by the team:

- EU and UNDP/GEF Project Documents including addendums
- Project implementation reports (APR/PIR's);
- Annual technical progress reports and work plans of the various implementation task teams;
- Mid Term Evaluation report and Management Responses;
- Minutes of the project Steering Committee Meetings;
- Financial Reports to UNDP/GEF and EU;
- Reports of the studies undertaken by the project such as EFA reports, Vulnerability Assessment report, Groundwater assessment, etc.

Logistical arrangement required for the field mission will be provided by the PMU, PBWB, and IUCN to ensure the maximum exposure to the project sites and stakeholders both in the basin and in Dar es Salaam.

The field mission will include visits with the EU, UNDP Country Office⁴, PMUPBWB, IUCN, Ministry of Water, VPO-DoE, IUCN, EU, SNV, Pamoja as well as selected national partners and stakeholders. This includes interviews with key individuals both within the project, government staff, NGOs, private sector and project beneficiaries mainly communities and water user associations.

8. EXPECTED OUTPUTS

The consultants shall provide the project partners and the PMU with a comprehensive report with the following:

- (i) Impacts and key project achievements identified and documented according to the project indicators
- (ii) Project achievements and sustainability in relation to the project design
- (iii) Relevance of the project achievements and the national policy development agenda
- (iv) Efficiency and effectiveness of the project in terms of financial and planned activities
- (v) Project shortcomings and lesson learned and policy review for integrating climate change adaptation in the water policy and IWRM.
- (vi) Clear and specific recommendations for future follow-up addressed to the stakeholders in the project.

Proposed outline of the report is attached to this TOR.

9. TIME FRAME

The evaluation will be carried out through a period of 25 working days, which includes a 15-day mission to Tanzania, including field visit in the project site. The assignment will commence at the end of August 2011 and will be completed by November 30th 2011.

⁴ An interview with the UNDP/GEF Regional Technical Advisor must be also arranged.

10. DELIVERABLES

- An inception report with details on interpretation/understanding of the TOR; proposed "Organisation and Methodology" describing the field mission and the way the Team of Experts intends to carry out their assignment within 2 weeks from the contract signature.
- 5 copies of the draft report within 2 weeks from the completion of the field mission for circulation for comments.
- 5 copies of the final report incorporating comments and all annexes no later than 2 weeks after comments are received.

11. Implementation arrangements

The evaluation will be conducted within 25 days in starting from August 30th 2011. IUCN will facilitate the recruitment process and coordinate the evaluation exercise. The consultants will work very closely with the Project Implementation Unit (PIU) and the PBWB in Moshi, IUCN, the Ministry of Water, the European Union Delegation to Tanzania, the UNDP Country Office, the UNDP/GEF Technical Regional Office in Pretoria, SNV and Pamoja. The consultants will be contracted by IUCN ESARO in consultation with UNDP and EU. IUCN ESARO will also facilitate making payments to the consultants upon certification by UNDP/EU and PWBO. Any support required and relevant documents will be provided as necessary to the consultants by IUCN. The PIU will be responsible for logistical arrangements in the field (setting up meetings and organizing travel).

The evaluation will start with a briefing and proposed itinerary to be organized by IUCN.

12. REQUIREMENTS OF THE EVALUATION TEAM

The project is seeking the services of a team of two qualified experts (an international and a national) to conduct the terminal evaluation of the project. The consultants will assess the project achievements and impacts, in consultation with the main project stakeholders.

The International Consultant, who will also serve as the team leader, shall be widely experienced and suitably qualified with regard to IWRM and climate change adaptation. S/he must be an individual with Master's Degree or PhD in Water Resources Management, hydro-meteorology, Engineering, Natural Sciences, Natural Resources management/Environment, or related fields. A minimum of 10 years working in the climate and water resources related aspects or relevant sectors with experience in climate change. Extensive experience in the fields of project formulation, execution, Monitoring and Evaluation is required. Previous involvement and understanding of EU as well as UNDP and/or GEF procedures is a considerable advantage. The consultant should have strong listening and writing skills coupled with relevant experience in results-based monitoring and evaluation techniques.

The National Consultant shall have experience and conversant with national policy development. S/he should be well acquainted with general water sector situation of Tanzania, in particular overall water sector development strategies and programmes. Knowledge and experience in climate change adaptation and in particular impacts of climate change in water resources is a must. The national consultant who will also act as in-country facilitator must have postgraduate qualifications preferably in Engineering, water resources management, Environment Sciences, Economics, and development studies with experience in upstream-

downstream policies. At least 7 years of relevant proven experience including Monitoring and Evaluation. The consultant should be fluent in English and Kiswahili, and possess strong listening and technical writing skills.

Those who are involved in the design and/or implementation stage of the project are not qualified to apply.

Interested teams of consultants should send expressions of interest to: katharine.cross@iucn.org by August 18th, 2011. The expressions of interest should include the following:

- Cover letter
- Proposed plan of how evaluation will be carried out including a timeline
- Qualifications and previous evaluation experience of international and national consultants
- Proposed budget for evaluation which includes costs of consultants and travel

Tender is open to all nationalities. Please note, only successful applicants will be contacted.

Annex 1: Proposed Outline for the Final Evaluation Report

1. Executive summary

- Brief description of project
- Context and purpose of the evaluation
- Overall rating of project performance against objective and outcome as well as project implementation, main conclusions, recommendations and lessons learned.

2. Introduction

- Purpose of the evaluation
- Key issues addressed
- Methodology of the evaluation
- Structure of the evaluation.

3. The project(s) and its development context

- Project start and its duration
- Problems that the project seeks to address
- Immediate and development objectives of the project
- Main stakeholders
- Results expected.

4. Findings and Conclusions

In addition to a descriptive assessment, all **criteria marked with (R) should be rated**⁵ using the following UNDP/GEF six-point rating scale: Highly Satisfactory (HS), Satisfactory (S), Marginally Satisfactory (MS), Marginally Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU).

4.1. Project Formulation

- Conceptualization/Design (R). This should assess the approach used in design and an appreciation of the appropriateness of problem conceptualization and whether the selected intervention strategy addressed the root causes and principal threats in the project area. It should also include an assessment of the logical framework and whether the different project components and activities proposed to achieve the objective were appropriate, viable and responded to contextual institutional, legal and regulatory settings of the project. It should also assess the indicators defined for guiding implementation and measurement of achievement and whether lessons from other relevant projects (e.g., same focal area) were incorporated into project design.
- Country-ownership/Driveness. Assess the extent to which the project idea/conceptualization had its origin within national, sectoral and development plans and focuses on national environment and development interests.
- Stakeholder participation (R) Assess information dissemination, consultation, and “stakeholder” participation in design stages.

⁵ Please see guidelines

- Replication approach. Determine the ways in which lessons and experiences coming out of the project were/are to be replicated or scaled-up in the design and implementation of other projects (this is also related to actual practices undertaken during implementation).
- Other aspects to assess in the review of Project formulation approaches would be UNDP comparative advantage as IA for this project; the consideration of linkages between projects and other interventions within the sector and the definition of clear and appropriate management arrangements at the design stage.

4.2. Project Implementation

An overall rating of project implementation employing the six-point rating scale (HS, S, MS, MU, U, HU) should be provided by the review.

- Implementation Approach (R). This should include assessments of the following aspects:
 - (i) The use of the logical framework as a management tool during implementation and any changes made to this as a response to changing conditions and/or feedback from M and E activities if required.
 - (ii) Other elements that indicate adaptive management such as comprehensive and realistic work plans routinely developed that reflect adaptive management and/or; changes in management arrangements to enhance implementation.
 - (iii) The project's use/establishment of electronic information technologies to support implementation, participation and monitoring, as well as other project activities.
 - (iv) The general operational relationships between the institutions involved and others and how these relationships have contributed to effective implementation and achievement of project objectives.
 - (v) Technical capacities associated with the project and their role in project development, management and achievements.
- Monitoring and evaluation (R). Including an assessment as to whether there has been adequate periodic oversight of activities during implementation to establish the extent to which inputs, work schedules, other required actions and outputs are proceeding according to plan; whether formal evaluations have been held and whether action has been taken on the results of this monitoring oversight and evaluation reports.
- Stakeholder participation (R). This should include assessments of the mechanisms for information dissemination in project implementation and the extent of stakeholder participation in management, emphasizing the following:
 - (i) The production and dissemination of information generated by the project.
 - (ii) Local resource users and NGOs participation in project implementation and decision making and an analysis of the strengths and weaknesses of the approach adopted by the project in this arena.

- (iii) The establishment of partnerships and collaborative relationships developed by the project with local, national and international entities and the effects they have had on project implementation.
 - (iv) Involvement of governmental institutions in project implementation, the extent of governmental support of the project.
- Financial Planning: Including an assessment of:
 - (i) The actual project cost by objectives, outputs, activities
 - (ii) The cost-effectiveness of achievements
 - (iii) Financial management (including disbursement issues)
 - Co-financing ⁶Execution and implementation modalities. This should consider the effectiveness of the UNDP counterpart and Project Co-ordination Unit participation in selection, recruitment, assignment of experts, consultants and national counterpart staff members and in the definition of tasks and responsibilities; quantity, quality and timeliness of inputs for the project with respect to execution responsibilities, enactment of necessary legislation and budgetary provisions and extent to which these may have affected implementation and sustainability of the Project; quality and timeliness of inputs by UNDP and the government, and other parties responsible for providing inputs to the project, and the extent to which this may have affected the smooth implementation of the project.

4.3. Results

This section should also include reviews and analyses of the following:

- Attainment of Outcomes/ Achievement of objectives (R): Including a description *and rating* (employing the six-point rating scale) of the extent to which the project's objectives (environmental and developmental) were achieved using Highly Satisfactory (HS), Satisfactory (S), Marginally Satisfactory (MS), Marginally Satisfactory (MS), Unsatisfactory (U) and Highly Unsatisfactory (HU) ratings. If the project did not establish a baseline (initial conditions), the evaluators should seek to determine it through the use of special methodologies so that achievements, results and impacts can be properly established.
 - Sustainability. Extent to which the benefits of the project will continue, within or outside the project domain, after GEF assistance/external assistance in this phase has come to an end. Relevant factors include for example: development and quality of a sustainability strategy and/or exit strategy, establishment of financial and economic instruments and mechanisms, mainstreaming project objectives into the economy or community production activities.
 - Results with respect to climate change adaptation (guided by AMAT)
 - Contribution to upgrading skills of the national staff
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5. Recommendations

- Corrective actions for the design, implementation, monitoring and evaluation of the project for future projects.
- Actions to follow up or reinforce initial impacts/results from the project.
- Proposals for future directions underlining main objectives.

6. Lessons learned

This should highlight the best practices and lessons learned in addressing issues relating to relevance, performance and success.

7. Evaluation report Annexes

The Annexes must include at minimum:

- Evaluation TORs
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Questionnaire used and summary of results
- Comments by stakeholders (only in case of discrepancies with evaluation findings and conclusions)

Annex 2: Summary of merged project intervention logic, including sources of funding

GOAL: 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

OBJECTIVE: Water users and managers in Pangani Basin empowered 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

RESULT 1: 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

1.1 Tanzanian technicians capable of assessing environmental, economic and social implications of different water allocation scenarios

1.2 Environmental, economic and social implications of various flow scenarios under expected climatic conditions available for the Pangani Basin

1.3 Lesson in EFA in Pangani Basin extracted and disseminated to Ministry and other basins

RESULT 2: Water Users strengthened and empowered to participate in IWRM and Climate Change adaptation processes through dialogue and decentralized water governance

2.1 WUAs strengthened and empowered in IWRM principles and climate change adaptation

2.2 Sub-catchment and basin level forums established and integrate community, district and regional concerns into catchment and basin level water management

2.3 Stakeholder awareness raised on climate change and flow assessment results and this information informs water negotiations

2.4 Lesson in capacity building to WUAs and establishing stakeholder forums extracted and disseminated to Ministry and other basins

RESULT 3: Coordination between water and climate change sectors strengthened and lessons learned from project activities scaled up to inform other communities, basins and countries

3.1 Institutional and information gaps between the basin and national level processes bridged through studies, exchange and collaboration between climate change and water sectors

3.2 Pilot activities implement adaptation actions

3.3 Experiences and lessons learned in climate adaptations inform other communities, basins and countries

RESULT 4: Basin Water Office coordinates other sectors and stakeholders in the development of an 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 place for implementation of IWRM plan

4.4 Lessons in IWRM planning in Pangani Basin extracted and disseminated to Ministry and other basins

RESULT 5: Project implemented 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 to implementation

Key on funding source
Blue - WANI
Green – EU
Red – UNDP/GEF