The Pangani River Basin Management Project is generating technical information and developing participatory forums 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 Pangani Basin Water Board is implementing the project with technical assistance from IUCN (International Union for Conservation of Nature), the Netherlands Development Organization (SNV) and the local NGO PAMOJA. The project is financially supported by the IUCN Water & Nature Initiative, the Government of Tanzania, the European Commission through a grant from the EU-ACP Water Facility, and the Global Environment Facility through UNDP.

The Pangani Basin Water Board was established in 1991 and is one of 9 basin water boards in Tanzania. The PBWB has a number of roles and responsibilities including: data collection, processing and analysis for water resource management monitoring and resource assessment; technical aspects of trans-boundary issues in the basin; co-ordinate and approve basin WRM planning / budgets; approve, issue and revoke water use and discharge permits; enforce water use permits and pollution control measures; co-operate between sectors at the local level; and resolve conflicts and co-ordinate stakeholders.

TRAINING OF FACILITATION TEAM ON INTEGRATED WATER RESOURCES MANAGEMENT

MODULE 3


APRIL 2011
TRAINING OF FACILITATION TEAM ON INTEGRATED WATER RESOURCES MANAGEMENT

MODULE 3


Prepared by:
Basil Liheta - Cooperative Expert

APRIL 2011
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<th>Acronym</th>
<th>Full Form</th>
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<tr>
<td>ADR</td>
<td>Alternative Dispute Resolution</td>
</tr>
<tr>
<td>EU-ACP</td>
<td>European Union- African Caribbean &amp; Pacific</td>
</tr>
<tr>
<td>IUCN</td>
<td>International Union of Conservation of Nature</td>
</tr>
<tr>
<td>IWRM</td>
<td>Integrated Water Resources Management</td>
</tr>
<tr>
<td>KCF</td>
<td>Kikuletwa Catchment Forum</td>
</tr>
<tr>
<td>MKUKUTA</td>
<td>Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Tanzania</td>
</tr>
<tr>
<td>NAWAPO</td>
<td>National Water Policy</td>
</tr>
<tr>
<td>NGO</td>
<td>Non Governmental Organisation</td>
</tr>
<tr>
<td>O&amp;OD</td>
<td>Opportunities and Obstacles to Development</td>
</tr>
<tr>
<td>PBWB</td>
<td>Pangani Basin Water Basin</td>
</tr>
<tr>
<td>PBWO</td>
<td>Pangani Basin Water office</td>
</tr>
<tr>
<td>PGN</td>
<td>Practical Gender Needs</td>
</tr>
<tr>
<td>PRA</td>
<td>Participatory Rural Appraisal</td>
</tr>
<tr>
<td>RoSCAs</td>
<td>Rotating and Savings Credit Associations</td>
</tr>
<tr>
<td>SACCOs</td>
<td>Savings and Credit Co-operative Societies</td>
</tr>
<tr>
<td>SGN</td>
<td>Strategic Gender Needs</td>
</tr>
<tr>
<td>SNV</td>
<td>The Netherlands Development Organization</td>
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<tr>
<td>TANESCO</td>
<td>Tanganyika Electric Supply Company</td>
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<tr>
<td>ToT</td>
<td>Training of Trainers</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
</tr>
<tr>
<td>VICOBA</td>
<td>Village Community Banks</td>
</tr>
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</table>
The Pangani Basin Water Board\(^1\) is implementing the Pangani River Basin Management Project, with technical assistance from the International Union of Conservation of Nature (IUCN), the Netherlands Development Organization (SNV) and the local NGO PAMOJA Trust. The project is financially supported by the IUCN Water and Nature Initiative, the Government of Tanzania, the European Commission through grant from the EU-ACP Water Facility and the Global Environment Facility, through UNDP.

The main goal of the Project is to “strengthen Integrated Water Resources Management in the Basin, including mainstreaming climate change to support the equitable provision and wise governance of freshwater resources for current and future generations and 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 integrated water resource management (IWRM)”

The project has the following five Key Result Areas, which contributes 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 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 decentralized water governance;

**Result 3**: Water Sector’s vulnerability to climate change understood and pilot actions generate lessons in adaptation;

**Result 4**: Pangani Basin Water Board coordinates other sectors and stakeholders in the development of an IWRM Plan; and

**Result 5**: Project implementation effectively & efficiently to the satisfaction of all stakeholders.

**OBJECTIVE OF TRAINING OF FACILITATION TEAM PROGRAMME**

For the forum to be established and community participation to be realized under IWRM; the trainees formed Catchment Facilitation Teams, that were deployed to train or raise communities awareness on different issues in regard to IWRM; entrepreneurship; community participation; gender and other cross cutting issues relating to water resource management, as an initiative to strengthening the capacity of the community to manage the resources at different levels in the catchment once the forums have been established. The TOT equipped the facilitation teams with different facilitation and training skills, methods, tools and approaches in integrated water resources management. As a result, the TOT exercise contributed to empowering the teams with knowledge and skills, which will be transferred to the water users for proper planning and sustainable management of the water resources at their local scale.

\(^1\) Previously called the Pangani Basin Water Office
TRAINING OF TRAINERS MODULES

One of the pre-requisites in the process of putting in place the Kikuletwa Catchment Forum is development of training materials to be used for Training of Trainers (TOT) programme covering topics in Integrated Water Resources Management (IWRM), entrepreneurship; community participation; gender and other cross cutting issues relating to WRM, climate change and adaptation strategies and the contribution of water resources in poverty reduction. Towards that end, the three experts contracted to undertake this assignment assembled in Moshi for a five day workshop to develop modules for the proposed training on:

Module 1- Participatory Planning, stakeholder Participation & Gender Mainstreaming (Annexure III)
Module 2- Integrated Water Resources Management (Annexure IV)
Module 3- Entrepreneurship and Finance Management (Annexure V)


The other modules are available as separate publications

The workshop report from the ToTs is available at the end of this publication in Appendix 1 as a reference.
TOPIC 1: Entrepreneurship Development in Integrated Water Resource Management

(i) General Objective
To develop entrepreneurial traits of entrepreneurs for motivating and enabling them to create new enterprises which use alternative resources in the country and enhancing capabilities to manage their enterprise efficiently.

(ii) Specific objectives
At the end of the session participants will be able to

- Explain the concept of entrepreneurship
- Describe types of enterprises
- Describe the main qualities of an entrepreneur
- Explain the importance of entrepreneurship in the economy
- Identify sources for financing entrepreneurs
- Identify entrepreneurial support system in Tanzania
- Role of PBWP in enterprise development

(iii) Training contents
- Entrepreneur- definition
- Types of entrepreneurs
- Characteristics of a successful entrepreneur
- Role of entrepreneurship in economic development
- Financing entrepreneurs
- Role of PBWP in enterprise development

(iv) Training Methodology
- Lecture
- Brainstorming
- Group discussion
- Group work
- Individual exercise

(v) Methodology for evaluation
- Group work assessment
- Questions and answers
- Assessing their participation in the discussion
- Assessing individual assignment
1.0 Introduction

Community development is linked to entrepreneurship. Institutions and individuals promoting community development now see entrepreneurship as a strategic development intervention that could accelerate community development process. Furthermore, institutions and individuals seem to agree on the urgent need to promote enterprises: Development agencies and projects see entrepreneurship as an enormous employment potential; economists see it as means for economic growth, politicians see it as the key strategy to reduce household poverty; water users see it as an instrument for improving allocation and utilization of water resources; and women and youth see it as an employment possibility near their homes which provides autonomy, independence and a reduced need for social support. To all these groups, however, entrepreneurship stands as a vehicle to improve the quality of life for individuals, families and communities and to sustain a healthy economy and environment.

2.0 Concept, meaning and its need

(i) Entrepreneurship

Entrepreneurship is a process of identifying business opportunities, gathering the necessary resources including water, finance, human and other resources, initiating and managing successfully a business entity. It is a creative process of making a living by running profitable farm and non-farm enterprises.

(ii) An Entrepreneur

An entrepreneur is a person who develops a new idea and takes the risk of setting up an enterprise to produce a product or service which satisfies customer needs. All entrepreneurs are business persons, but not all business persons are entrepreneurs. The entrepreneur on the other hand is the business person who is not satisfied with his/her performance and therefore always finds ways to improve and grow.

Martin Luther defines the entrepreneur as “one who distinguishes as a person who undertakes to organize, manage and assume the risk of running a business”.

3.0 Types of entrepreneur/enterprises

Three types of micro enterprises can be distinguished, which differ basically in terms of the types of people involved, their capital and their income-generating ability: subsistence, simple accumulation, and broad accumulation or ‘micro-top’…

(i) Subsistence micro enterprises

These whose productivity is so low that they only manage to generate enough income for immediate consumption. This is the largest segment of micro enterprise, with about 70% of the total. They are largely made up of female heads of household engaged in retail trade or in personal services such as the sale of food.

(ii) Simple accumulation micro enterprises:

Those which generate income sufficient to cover their activities, although without enough surplus to permit capital investments. It covers the moment in which a microenterprise begins evolving is production towards growth, when the entrepreneur can cover activity costs although still has no enough capacity for savings or investment.
(iii) Board accumulation micro enterprise, or micro-top
Those enterprises with sufficient productivity to accumulate a surplus and invest it in the growth of the business. These are usually located in manufacturing areas in which competition from other businesses forces them to improve their productivity and quality through improved technology. In these businesses, with a labour force that includes salaried employees and apprentices, it is possible to accumulate technological knowledge based on the relatively high skills levels of employers and workers. In this segment, technical support programs usually achieve the best cost-efficient results, since there is a clear idea of the usefulness of and ways of using credit, management, marketing, etc”.

4.0 Characteristics of a successful entrepreneur
A successful entrepreneur has a combination of a set of attributes. Micro-enterprise operators can acquire these attributes. In other words the attributes can be learned with time. They are summarized below.

(i) Knowledge
Knowledge has been defined as a set of body of information stored, which may be recalled at an appropriate time. An entrepreneur has or is able to obtain information about various aspects of an identified business opportunity. Critical types of information for an entrepreneur include:

- A business opportunity
- The market
- Resources
- Customer
- Technical matters.
- Sources of assistance
- Production process
- Business management

(ii) A set of skills
Skill has been defined as the ability to apply knowledge and can be acquired or developed though practice, e.g. horticulture, sewing, baking bread and growing mushrooms. In the context of business, it is possible to distinguish between skills of a technical and managerial nature. Some examples are listed below.

<table>
<thead>
<tr>
<th>Technical Skills</th>
<th>Managerial Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carpentry</td>
<td>Marketing</td>
</tr>
<tr>
<td>Sewing</td>
<td>Leadership</td>
</tr>
<tr>
<td>Weaving</td>
<td>Planning</td>
</tr>
<tr>
<td>Growing mushroom</td>
<td>Financial management</td>
</tr>
<tr>
<td>Poultry production</td>
<td>Organization</td>
</tr>
</tbody>
</table>

(iii) Entrepreneurial traits
Traits have been defined as the aggregate of peculiar qualities or characteristics, which constitute personal individuality. Studies indicate that there are characteristics which appear to depict the behaviour of successful entrepreneurs and are summarized as a follows:

- Take initiative.
- Sees and acts on opportunities.
- Is persistent.
- Personally seeks information
- Is concerned for high quality.
- Is committed to fulfilling promise
- Is oriented to efficiency.
- Plan systematically.
5.0 Role of Entrepreneurship in Economic Development

Economic development essentially means a process of upward change whereby the real per capita income of a country increases over a period of time. Entrepreneurship plays a vital role in economic development. The entrepreneur is the key to the creation of new enterprises that energize the economy and rejuvenate the established enterprises that makes up the economic structure. Entrepreneurs initiate and sustain the process of economic development in the following ways.

(i) Capital formation
Entrepreneurs mobilize the idle saving for capital formation. Thus, an entrepreneur is the creator of wealth.

(ii) Improvement in per capita income
Entrepreneurs locate and exploit opportunities. They convert idle resources like land, labour and capital into national income and wealth in the form of goods and services.

(iii) Generation of employment
Entrepreneurs generate employment both directly and indirectly. Thus, entrepreneurship helps to reduce the unemployment problem in the country.
(iv) Economic independence
Entrepreneurship is essential for national self-reliance.

6.0 Sources of financing entrepreneurs
(i) Internally generated funds through: profit, savings and other revenues
(ii) Externally generated funds: credit, profit from external investment, dividends, and savings

Advantages and disadvantages of various sources

<table>
<thead>
<tr>
<th>Financial institutions</th>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
</table>
| Commercial Banks       | • Lower interest charges  
                        • Larger amount available  
                        • Good for expanding business when timing is not so crucial and collateral available | • Physical collateral required.  
                        • Slow disbursement of loans  
                        • Untimeliness of loans.  
                        • Delays in withdrawing funds.  
                        • Distance to travel  
                        • They set too high minimum deposit amount  
                        • Strict financial conditions  
                        • Poor accessibility, and |
| Financial NGOs          | (e.g. PRIDE, FINCA and SEDA)                                               | For clients only  
                        • Larger amount available  
                        • Good source for working capital.  
                        • Focus on women |
|                        |                                                                             | For business only and agriculture not considered. |
| Savings and Credit Co-operative Societies (SACCOs) | • Encourage savings at small scale  
                        • Relatively low interest rate  
                        • Quicker than banks  
                        • Cheaper than banks  
                        • Facilitate loans | For members only.  
                        • Not as quick as friends and market women. |
| Village Community Banks (VICOBA) | • Encourage savings at small scale  
                        • Relatively low interest rate  
                        • Quicker than banks  
                        • Cheaper than banks  
                        • Facilitate loans | For members only.  
                        • Not as quick as friends and market women.  
                        • Weak mobilization of internal savings and low capital formation |
| Rotating and savings credit associations (RoSCAs) | • Encourages savings habits  
                        • Money can be used for personal expenditures  
                        • Easy withdrawal  
                        • Make members close and they know each other  
                        • They instil savings discipline to members and also provide security of savings (insurance mechanism) | Some untrustworthy.  
                        • Need a regular source of income to use them.  
                        • Vulnerability of savings.  
                        • Credit advances very short term.  
                        • Credit small to create large investment. |
| Other financial associations or clubs | • Need small amount of money as a deposit  
                        • Strengthening social relationship among participants  
                        • Simple to operate  
                        • Accessible to participants  
                        • Cheap means to get money in lumpsum, and  
                        • Cultivate a discipline of regular savings among members. | Too many members  
                        • No innovations  
                        • Few source for capital generation |

NOTE: Government is encouraging the formation of member-based financial institutions such as SACCOS. These institutions promote savings among people in the community.
7.0 Role of PBWB in promoting entrepreneurship

PBWB is implementing NAWAPO, MKUKUTA, National Micro enterprise policy the four principle of water management one which states that, water has an economic value in all its competing uses and should be recognized as an economic good as well as a social good. PBWB can play the following role in entrepreneurship development.

- To act as a promoter of the development process of the small and microenterprise in Kikuletwa
- To function as a facilitator so that the small and microenterprise can have access to sources of development, credit, training and technical assistance.
- Conduct research in the sector so that financial services and technical services with a high degree of efficiency and complexity can be designed.
- Participate in activities leading to the development of the sector on an institutional, national and international level.
- Contribute to the investment in human capital by means of administrative consulting and managerial administrative training of leaders of basin board and water users
- Construction of dams and other water storage facilities so as to promote horticulture through small-scale irrigation, fish and flower production.
- Develop and document its innovative methodology for entrepreneurship development and shares it with other institutions
- Document best practices in entrepreneurship development and disseminate to other river basin
Topic 2: Financial Management in IWRM

(i) General objective
At the end of the course the participants will be able to describe financial management concepts and apply the knowledge and skills acquired in ensuring sustainability in their water user organizations.

(ii) Specific objectives
At the end of the session participants will be able to
• Describe financial management concepts.
• Explain the importance of financial management.
• Describe the components of financial management.
• Identify the sources of finance.
• Describe financial budgeting.

(iii) Training content
• Concept of financial management.
• Importance of financial management.
• Sources of finance.
• Components of financial management.
• Financial budgeting.

(iv) Training Methodology
• Lecture.
• Brainstorming.
• Group discussion.
• Group work.
• Individual exercise.

(v) Methodology for evaluation
• Group work assessment.
• Questions and answers.
• Assessing their participation in the discussion.
• Assessing individual assignment.

1.0 Meaning of financial management
Financial management is the area of business management, devoted to a judicious use of capital and a careful selection of sources of capital, in order to enable a spending unit to move in the direction of reaching its goals.
2.0 Importance of financial management

Financial management serves a variety of purposes in water users including to:

- Reduce conflicts among the users
- Develop a sense of ownership of the organization
- Ensure the most effective use is made of the organization's financial resources by focusing the resources on the key priorities.
- Provide a base from which financial progress can be measured and establish a mechanism for informed change when needed.
- Bring together of everyone's best and most reasoned efforts have important value in building a consensus about where an organization is going.
- Provides clearer focus of organization, producing more efficiency and effectiveness

3.0 Components of the Financial Management Framework

There are five basic components of the financial management: asset and liability management, control, planning and analysis, reporting and transaction processing.

**Asset and Liability Management**

(i) The objective of asset and liability management is to develop and implement policies and processes to assist in:

- identifying, acquiring, accurately valuing, managing and disposing of assets, and ensuring those assets are put to optimal use for purposes consistent with organizational objectives
- identifying, incurring, accurately valuing, and meeting liabilities and ensuring those liabilities are only incurred for purposes consistent with agency objectives

(ii) Functions of leaders and members in asset management

They are required to ensure that:

a) All assets are identified and accurately classified.

b) Assets acquired are capitalised and recorded.

c) Assets are used for authorized purposes only and proper authority is obtained before acquiring or disposing of an asset.

d) Information is obtained to allow the timely provision of relevant and reliable management information and preparation of external reports.

e) The existence and condition of assets is verified on a regular basis.

f) Compliance with policies for asset management including cash and inventory.

g) Regular stock takes are conducted to maintain and update the value of inventories, by an independent officer where appropriate.
h) All options are identified and assessed before incurring a liability.

i) The value of all liabilities is accurately assessed.

j) Liabilities are incurred for authorized purposes only and proper authority is obtained prior to incurring liabilities.

k) Liabilities are satisfied when they become due and payable.

Financial Control

Financial controls are the written rules and procedures for financial control and management that all organisations should have. Financial controls should cover, for example, who can sign cheques, who maintains the cash books, and how petty cash is administered. Some of these rules will be laid down by the constitution and others may simply be unwritten understandings, or ways of working traditionally adopted by the management committee or staff of the organisation.

i) Objective

The objective of financial control is to provide reasonable assurance that the operational and financial objectives and legislative requirements are being met. The control framework underpins the management strategy of the organization which includes the vision, mission, objectives and values. The key elements of the control framework which must be implemented simultaneously are: control environment, risk management, internal controls; and monitoring and reporting.
(ii) Control Environment
A control environment must be established and maintained by:

a) Establishing and documenting an appropriate control framework
b) Establishing clear role responsibilities, accountabilities and delegations within the organization
c) Establishing and implementing appropriate performance measures to support the achievement of objectives and regularly monitoring organizational performance against those measures.
d) Develop financial and other operational policies
e) Documenting and distributing policies and procedures for all activities that have a significant effect on resources of the organization.
f) Supporting interactive communication and information sharing within the organization.

(iii) Internal Controls
Organization must ensure internal controls are in place to mitigate risk by:

a) Ensuring appropriate authorization of transactions and activities.
b) Preparing adequate documentation and records of activities undertaken on a timely basis.
c) Maintaining compliance with approved chart of accounts structure.
d) Maintaining an adequate audit trail.
e) Establishing physical controls over access to and use of assets and records
f) Maintaining an accurate and up to date asset register, and regularly comparing the existence of assets against information recorded on the register and following up any discrepancies.
g) Developing and preserving the integrity, accuracy and reliability of information systems to ensure transactions are completely and accurately recorded in the correct period with correct authorisation and in a manner that permits development of necessary financial reports.
h) Developing and documenting an appropriate disaster recovery plan for all major risks.

(iv) Monitoring and Reporting
Leaders must ensure the provision of adequate monitoring and reporting of the internal controls of the organization and the manner in which the controls support the overall objectives by:

a) Monitoring areas of significant risk.
b) Monitoring performance of internal controls.
c) Utilising operational and financial reports to identify potential breakdowns of internal control.
d) Following up and identifying sources of breakdowns in internal control and reporting any such breakdowns.
e) Monitoring and reporting on achievement of organizational objectives through the use of performance indicators and measures.
f) Reporting any activities that do not support organizational objectives.
Planning and Analysis

Objective

The objective of planning and analysis is to provide the tools and financial information which assist management in making decisions to achieve objectives. Planning and analysis is an important process in setting the direction, goals and values of an organisation and assisting in decision making. The process consists of a grouping of financial management activities that are used to aid the planning process and improve the performance. These activities and techniques include: strategic planning, budgeting, costing and economic and financial analysis.

The tools available to the organization to assist in the planning and analysis processes include: budget management tool, annual or three year plans, and annual report.

Leaders must provide effective planning and analysis processes by:

a) Identifying purpose and role.
b) Setting the timeframes for strategic and business planning.
c) Identifying the future position that the organization wants to achieve by the end of the timeframe.
d) Identifying and analysing the impact of key issues on the operations.
e) Identifying objectives and determining strategies to achieve those goals.
f) Determining mechanisms for implementing each strategy.
g) Assessing the resource implications for each strategy.
h) Reviewing and monitoring the progress towards the objectives against identified indicators.
i) Measuring the performance of the organization.
j) Ensuring indicative budgets are prepared and allocated to the relevant person well in advance of the period to which the budget relates.
k) Integrating budgets into the organizational operations.
l) Ensuring budgets have clearly defined target outputs and performance indicators, that must be achieved within specified timeframes, and for which leaders can be held accountable.
m) Ensuring budgets assign clear accountabilities for the achievement of the budgeted objectives.
n) Monitoring performance against budget on a regular basis.
o) Ensuring a consultative approach is undertaken in planning process.

Reporting

Every management committee meeting should be presented with a finance report. It should be clear, easy to understand and show the true financial situation of the organisation. Trustees on the management committee are legally responsible for the organisation, so it's vital that they are kept up-to-date with the financial situation.
Objective of finance report

The objective of reporting is to ensure that relevant and appropriate information is reported to enable management and other decision makers to assess performance and make decisions that align with strategy and objectives. The development of performance measures is a necessary base against which management can report. Both performance measurement and reporting are aimed at improving the effectiveness and efficiency of the organizational operations.

The regular finance reports should include:

• A summary of the receipts and payment for the year to date, compared to the budget
• A written explanation of any significant differences between the budget and the actual figures
• A statement of what you have (your assets) and what you owe (liabilities) at the date of the report – this might be something complex like a balance sheet, or simply a list
• A cash flow forecast for the next 12 months, if you have one
• A written comment on what the past tells you and what the future may bring, so that the management committee can look beyond the numbers

External Reporting

The objectives of external general purpose financial reports are to:

• provide useful information for making and evaluating decisions about the allocation of resources
• disclose information relevant to the assessment of performance, financial position and financing and investing activities, including information about compliance
• present information in a manner which assists in discharging accountability and compliance obligations

Internal Reporting

Internal reporting is intended to provide both leaders and members with the means to identify and measure whether the organization meet its objectives and achieving internal performance targets. It allows leaders and members to:

• manage activities undertaken by their organisation
• plan future strategy and operations
• optimise resource use
• measure and evaluate performance
• reduce subjectivity in decision making
• improve communication within the organization

Transaction Processing

Objective

The objective of transaction processing is to ensure the effective management of expenditure and revenue through the efficient and accurate recording of all transactions.
Expenditure Processing

For water user organizations it is important for leaders to ensure that expenditure is effectively and efficiently managed by:

a) Identifying and accurately recording all goods and services received and ensuring the goods and services are in accordance with those ordered.

b) Incurring expenditure only within an authorised budget and for authorised purposes.

c) Determining expenditure amounts and verifying that expenditure, for material amounts, is in accordance with goods and services received.

d) Ensuring payments are authorised by an officer with appropriate authority.

e) Issuing payments in a secure manner.

f) Maintaining an audit trail that substantiates all payments.

g) Obtaining expenditure information to allow the timely provision of relevant and reliable management information and preparation of external reports.

Revenue Processing

Leaders of water user organization must ensure revenue is efficiently collected and effectively managed by:

a) Identifying all existing and potential sources of revenue.

b) Establish appropriate levels of charges for those goods or services users (or water) can be charged for in line with financial policies and regulations.

c) Recognising revenue and calculating amounts receivable.

d) Monitoring financial resources by regular analytical reviews.
e) Maximising collection of revenue through application of appropriate collection, follow-up and financial procedures.

f) Requiring proper authority before revenue can be forgone, waived or written off.

g) Timely identification and recording all revenue transactions.

h) Maintaining an audit trail that substantiates the receipt of all revenue.

i) Obtaining revenue information to allow the timely preparation of reliable and relevant management information and the preparation of external reports.

4.0 Financial Budgeting

Meaning of a budget
A budget is the estimate of the income (receipts) that you hope to receive and the expenditure (payments) you expect to incur. Any organization should draw up annual budgets for individual projects and events, and for overall activity each year. The annual budget is part of the plan for future activity and can also form the basis of bookkeeping – day-to-day accounting.

The importance of a budget
The budget is an essential management tool. Without a budget, you are like a pilot navigating in the dark without instruments. In a water user organization estimate are important because:

- provides the picture for the sources of income and expected expenditure
- provides for the picture for the sources of cash receipt and expected payments
- gives a clue as to whether the services to be provided can be financed by expected sources of receipts
- helps to forecast surplus or deficit, and if surplus is expected, how to reduce it.
- provides criteria for evaluating performance
- reduces temptation to enter into expenditure not budgeted for
- forecasts successes that can be obtained
- enables loan applications to external financiers to be considered
- Understand where your money goes
- Ensure you don’t spend more than you make
- Is a basis for financial accountability and transparency? When everyone can see how much should have been spent and received, they can ask informed questions about discrepancies.
- It encourages external supporters. The budget as a basis for deciding whether what you are asking for is reasonable and well-planned.

Source of revenue
This will depend on your usual, or planned, sources of income generation. Some possible broad categories are:

- Entry fees
- Water fees
- Annual contribution
- Income generated from sales
- Income generated from services
- Fund raising
• Government contributions
• Fines from defaulters or those who do not comply by agreed rules;
• Water sales
• Donations from various people and organizations.
• In kind contributions
• Harvest contributions
• Surplus from economic activities undertaken by the organization
• Rent or investment
• Credit from financial institution

Steps in preparing a budget

• Identify all sources of funds expected e.g. entrance fees, loan from outside, interest on loans issued, repayment of issued loans, grants/aid, etc
• Identify all payments expected in the provision of services and other expenditures, then sum up to get expected payments and expenditures
• Analyse all other payments and expenditure expected such as purchase of stationary, transport and communication travelling, loans to be issued and other services required.
• Then determine the difference between total expected receipt and expected payments. Check whether expected balance is a surplus or deficit.
Topic 3: Water Resource Management and Development Conflict

(i) General Objective
To equip the participants with knowledge and skills essential for conflict management in Kikuletwa catchment area

(ii) Specific Objectives
By the end of this session participants will be able to:

- Define the conflict, competition and conflict management concept
- Describe different types of conflict in Pangani Basin
- Describe causes of conflict
- Describe different methods of dealing with conflict/ manage and resolve conflict situations
- Develop a conflict management strategy

(iii) Contents
- Meaning of conflict and conflict management
- Types of conflict in Pangani Basin
- Causes of conflict
- Relationship between conflict and water resource management
- Strategies for dealing with conflict

(iv) Training methods
To have a wider dissemination of the acquired knowledge, the training of trainers shall embark on the following:

- Practical exercises
- Stories
- Group work
- Using practical examples from around the world/Tanzania
- Open debate and questions
- Lecture

(v) Training evaluation
- Asking questions
- Feedback from group presentations
1.0 Conflict Defined

Conflict means a disagreement between two or more persons, between groups, regions or even nation emanating from different perceptions and interests. Conflict is present when two or more parties perceive that their interests are incompatible, express hostile attitudes or pursue their interests through actions that damage the other parties. Interests can differ over:

- Access to and distribution of resources (e.g. land, money, energy sources, or food);
- Control of power and participation in political decision-making;
- Identity (cultural, social and political communities); and,
- Status, particularly those embodied in systems of government, religion, or ideology.

2.0 Kinds of conflict

Conflicts can manifest in different ways and at different geographical and socio-political levels. In general, there are four kinds of conflict:

- Intra-personal (that which occurs within ourselves);
- Inter-personal (that which occurs between two or more people);
- Intra-group (that which occurs within one group); and
- Inter-group (that which occurs between two or more groups).

3.0 Major Causes Conflict

One model (see Moore, 1996) identifies five sources of conflict:

a) Data or information conflict, which involves lack of information and misinformation, as well as differing views on what data are relevant, the interpretation of that data and how the assessment is performed.

b) Relationship conflict, which results from strong emotions, stereotypes, miscommunication and repetitive negative behaviour. It is this type of conflict which often provides fuel for disputes.

c) Value conflict, which arises over ideological differences or differing standards on evaluation of ideas or behaviours. The actual or perceived differences in values do not necessarily lead to conflict. It is only when values are imposed on groups or groups are prevented from upholding their value systems that conflict arises.

d) Structural conflict, which is caused by unequal or unfair distributions of power and resources such as agricultural and grazing land, water resources, food, timber, or fish. Time constraints, destructive patterns of interaction and un-conducive geographical or environmental factors contribute to structural conflict.

e) Interest conflict, which involves actual or perceived competition over interests, such as resources. Conflicting interests are also a common source of conflict. But interests also vary by type:

- They may be about procedures (e.g. how is it that you came to dominate that resource or take that resource use decision?);
- They may be psychological (e.g. where one actors believes that they are being treated unfairly for prejudicial reasons; or that one group does not believe the data regarding water supply and continues to believe that upstream actors are hiding the truth); or
- They may be substantive (e.g. where a downstream user is dependent on consistent flow for year-round hydropower generation while upstream smallholder and large scale farmers’ actions create seasonal shortages).
4.0 Types/cause of conflicts in Pangani Basin

The study by Mbonile (2006) identified seven major groups of water conflicts in the Pangani River basin between the following users:

(a) Communities and conservationists
In the highlands, water catchment conservationists conflict with the community. The establishment of national parks to conserve catchment areas and increase tourism has generated conflicts between both farmers and pastoralists. The farmers would like to use the conservation areas for farming and fuelwood gathering. The pastoralists would like to graze or move their livestock in the conserved areas.

(b) Upstream and downstream users
This is caused by poor allocation of water for highlands users' hence inadequate water for small farmers in the lowlands. There are complains that the share for downstream users was not adequate. The same problem exist for large-scale farmers, pastoralists, and electricity producers, who all believed that water is being mismanaged in the highlands and that proper allocation required better coordination.

(c) Hydroelectricity producers and other users
The hydroelectric generating company, the Tanganyika Electric Supply Company (TANESCO), conflicts with other users over water. Since the establishment of three hydroelectric power stations along the Pangani River small-scale irrigators have complained that water rights were introduced to protect the power generating plants, and feel that either they do not get adequate share of water.
(d) Communities and donor agencies
The competition among donor agencies in the basin generates confusion in the community. They exacerbate water problems in the basin because they compete for the same resources. Most of these agencies are involved in projects that rehabilitate existing irrigation schemes, encourage soil conservation, and improve water management.

(e) Farmers and pastoralists
An increase in the number of livestock in the basin has stimulated conflict among farmers and livestock keepers. Cattle destroy natural vegetation and crops. This has resulted into completion in the use of natural resources and conflict among users.

(f) Rural-urban competition
The excessive use of water as a result of population growth in urban areas and an increase in pollution has affected the downstream users to be affected. Water pollution increases as the urban areas grow and as farmers use more chemical inputs to grow enough food to feed the fast-growing population. As a result most downstream households are forced to drink spring water or boil their drinking water.

(h) Communities and River Basin Authorities
The establishment of authorities to manage the basin and changes in policies related to water rights has lead to conflict among the two groups. Communities are not satisfied since they not involved in making decision when it comes to policy formulation.
5.0 Conflict Handling

There are two aspects of conflict handling.

The first is “Conflict Management” which has emerged with a much broader approach. The second is the more conventional “Conflict Resolution” method.

While “conflict resolution” methods concentrate on using techniques after the occurrence of a conflict, “conflict management” assumes a more pro-active role in preventing conflicts by fostering productive communication and collaboration among diverse interests, addressing the underlying causes of conflicts, developing trust and understanding and using participatory and collaborative planning for undertaking complex tasks.

The conflict management approach:

- Uses methods that involve negotiation, mediation, conciliation and consensus building;
- Does not begin with the identification of a particular conflict but it fits in the planning stage of a project or programme of water resource development anticipating possible conflict in the use rights of stakeholders defined in terms of time frame, space and magnitude.
- Conflict management refers to a broad array of tools used to anticipate, prevent and react to conflicts. A conflict management strategy will involve a combination of these types of tools.

6.0 Methods of Conflict Resolution

The following are the most commonly known methods of conflict resolution.

a) Litigation

Short of coercion and physical violence, the ultimate formal mechanism for conflict resolution is taking recourse to the legal system of the country. In a legal proceeding, the parties to a dispute are heard by a court of law that decides upon the case on the basis of existing laws in force in the country. In many instances, this is the only way to resolve a conflict but in many other cases, it may not be so. This is particularly true in the context of IWRM where:

- Many conflicts involve the use of common resource over which no party has a clearly superior legal claim;
- Legal rules prevent parties from bringing an action to court if they do not have some right that has been directly infringed;
- Legal rules may also prevent a party with a grievance from having access to the courts even to have its case heard; and
- Narrow procedural and legal issues get precedence over policy issues, thereby failing to resolve the real differences between the contending parties.

b) Alternative Dispute Resolution (ADR)

To overcome the limitations of litigation, alternative dispute resolution (ADR) techniques have been developed at it emphasize on consensus seeking outcomes, resonate with many traditional societies.

c) Negotiation

Negotiation is a process where the parties to the dispute meet to reach a mutually acceptable solution. There is no facilitation or mediation by a third party: each party represents its own interest. Representatives of interested parties are invited to participate in negotiations to agree on new rules governing issues such as industrial safety standards and environmental pollution from waste sites.
d) Facilitation

Facilitation is a process in which an impartial individual participates in the design and conduct of problem-solving meetings to help the parties jointly diagnose, create and implement jointly owned solutions. This process is often used in situations involving multiple parties, issues and stakeholders, and where issues are unclear. Facilitators create the conditions where everybody is able to speak freely but they are not expected to volunteer their own ideas or participate actively in moving the parties towards agreement. Facilitation may be the first step in identifying a dispute resolution process.

e) Mediation

Mediation is a process of settling conflict in which an outside party oversees the negotiation between the two disputing parties. The parties choose an acceptable mediator to guide them in designing a process and reaching an agreement on mutually acceptable solutions. The mediator tries to create a safe environment for parties to share information, address underlying problems and vent emotions. It is more formal than facilitation and parties often share the costs of mediation.

f) Arbitration

Arbitration is usually used as a less formal alternative to litigation. It is a process in which a neutral outside party or a panel meets with the parties in a dispute, hears presentations from each side and makes an award. Such a decision may be binding or not according to agreements reached between the parties prior to formal commencement of hearings. The parties choose the arbitrator through consensus and may set the rules that govern the process. Arbitration is often used in the business world and in cases where parties desire a quick solution to their problems.

g) Preventing Conflict before Conflict Begins: Consensus Building /Stakeholder Approach

While there are no uniform methodologies for undertaking the process, the important thing is to create an enabling environment whereby the stakeholders are able to actively participate in the policy dialogues and subsequent planning and design process.
7.0 Requirements for Successful Conflict Resolution

The techniques discussed above need to fulfil certain conditions for successful outcomes. Some of these are:

a) Willingness to Participate
The participants must be free to decide when to participate and when to withdraw from a conflict resolution process should that be necessary. They should set the agenda and decide on the method to be followed in the process. It is, however, impossible even to agree to discuss a problem if either of the parties holds deeply entrenched position or system of values.

b) Opportunity for Mutual Gain
Linked to the above is the requirement of opportunity of mutual gain. The key to success of conflict resolution is the probability that the contending parties will be better off through cooperative action. If one or both believe that they can achieve a better outcome through unilateral action, they will not be willing to participate in the process.

c) Opportunity for Participation
For successful conflict resolution, all interested parties must have the opportunity to participate in the process. Exclusion of an interested party is not only unfair but also risky for the reason that such party may obstruct the implementation of the outcome by legal or extra-legal means.

d) Identification of Interests
It is important, in working towards consensus, to identify interests rather than positions. Conflicting parties often engage in positional bargaining without listening to the interests of the other parties. This creates confrontation and a barrier to consensus.

e) Developing Options
An important part of a conflict resolution process is the neutral development of possible solutions and options. An impartial third party can be a great asset to the process as it can put forward ideas and suggestions from a neutral perspective.

f) Carrying out an Agreement
Not only must the issue be capable of resolution through the participatory process but the parties themselves must also be capable of entering into and carrying out an agreement.

8.0 Strategies to reduce conflict

a) Improving transparency and information of stakeholders
Informing stakeholders and increasing transparency of decisions can help prevent conflict over water-related issues. The process of identifying all relevant stakeholders and their positions is a crucial step in estimating, and consequently managing, the risks of conflict linked to water projects.

b) Strengthening institutional and legal frameworks for water resources management
Water management decisions made at national or the community must be backed by adequate legal, policy and institutional frameworks to ensure implementation. The formulating of policies, laws, as well as designing appropriate institutions, is a crucial step towards preventing conflict. Institutionalizing community-based management mechanisms or establishing water user associations can support this effort; they can help prevent conflict.
c) Building capacity for integrated water resources management and conflict prevention

There are several ways in which capacity-building, through staff training, technical assistance, and institutional support can help to prevent or mitigate water-related conflicts.

- First, developing the human and technical capacity to generate and analyze data is necessary to enable water management institutions to formulate water management plans. Building technical infrastructure to manage water use in some cases can contribute to conflict resolution, provided that costs and benefits are equally distributed.

- Second, capacity-building in conflict management techniques (such as mediation and facilitation) helps to prevent dispute and mitigate emerging conflicts. Capacity building in conflict management should target groups such as water management institutions, local non-governmental organizations, water user associations, or religious groups, each of which could play a specific role in mitigating water-related conflicts.

d) Generating and sharing data and information

A hydrological database acceptable to all stakeholders is essential for any joint water resources management efforts. It enables water-sharing parties to make decisions based on the same understanding and build trust. Jointly generating common data sets fosters confidence between participating parties and can lead to greater cooperation.

e) Adopting measures to transform disputes and increase confidence

While confidence and consensus-building measures, such as joint training or joint fact-finding, will support the process of decision-making, conflict transformation measures involving a neutral third party, such as mediation, facilitation, or arbitration, are helpful in cases where open disputes over water resources management do already exist.

f) Establishing community water management mechanisms

Given sustained and equal stakeholder participation, joint management mechanisms can reduce conflict potential.
References


Appendix 1

Report on The Workshop for Development of Training Materials for Training of Trainers in The Kikuletwa Catchment

PANGANI BASIN WATER BOARD

The Pangani River Basin Management Project

PANGANI BASIN

HELD AT UHURU HOSTEL 6-10th April 2009

PROJECT JOINTLY IMPLEMENTED BY:

International Union of Conservation of Nature- IUCN
The Netherlands Development Organization-SNV
PAMOJA.

The Government of Tanzania,
European Commission, EU-ACP Water Facility
Global Environment Facility, UNDP.

Report prepared by:

Willie Mwaruvanda
Basili Liheta
Leodgard Haule

April 2009
<table>
<thead>
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<tr>
<td>CBOs</td>
<td>Community Based Organization</td>
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<td>CT</td>
<td>Core Team</td>
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<tr>
<td>GWP</td>
<td>Global Water Partnership</td>
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<td>IUCN</td>
<td>International Union of Conservation of Nature</td>
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<td>IWRM</td>
<td>Integrated Water Resources Management</td>
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<td>The Netherlands Development Organization</td>
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<tr>
<td>ToT</td>
<td>Training of Trainers</td>
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<td>Kikuletwa Catchment Forum</td>
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<td>PBW</td>
<td>Pangani Basin Water Office</td>
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<tr>
<td>PRBMP</td>
<td>Pangani River Basin Management Workshop</td>
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<tr>
<td>PMU</td>
<td>Project Management Unit</td>
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<td>National Water Policy</td>
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<tr>
<td>NSGRP</td>
<td>National Strategy for Growth and Reduction of Poverty</td>
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<td>NGO</td>
<td>Non Governmental Organisation</td>
</tr>
<tr>
<td>NWDS</td>
<td>National Water Sector Development Strategy</td>
</tr>
<tr>
<td>WSS</td>
<td>Water Supply and Sanitation</td>
</tr>
<tr>
<td>LGRP</td>
<td>Local Government Reform Programme</td>
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<tr>
<td>O&amp;OD</td>
<td>Opportunities and Obstacles to Development</td>
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<tr>
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<td>Participatory Rural Appraisal</td>
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<td>UNDP</td>
<td>United Nations Development Programme</td>
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<td>EU-ACP</td>
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<td>GWP</td>
<td>Global Water Partnership</td>
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1.0 Introduction

The Pangani Basin Water Office is implementing the Pangani River Basin Management Project, with technical assistance from the International Union of Conservation of Nature (IUCN), the Netherlands Development Organization (SNV) and the local NGO PAMOJA Trust. The project is financially supported by the IUCN Water and Nature Initiative, the Government of Tanzania, the European Commission through grant from the EU-ACP Water Facility and the Global Environment Facility, through UNDP.

The main goal of the Project is to “strengthen Integrated Water Resources Management in the Basin, including mainstreaming climate change to support the equitable provision and wise governance of freshwater resources for current and future generations and 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 IWRM”

The project has the following five Key Result Areas, which contributes 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 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 decentralized water governance;

**Result 3:** Water Sector’s vulnerability to climate change understood and pilot actions generate lessons in adaptation;

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

**Result 5:** Project implementation effectively & efficiently to the satisfaction of all stakeholders.

2.0 Objective of Training of Trainers (ToT) Programme

For the forum to be established and community participation to be realized under IWRM; the trainees will form Catchment Facilitation Teams, that will be deployed to train or raise communities awareness on different issues in regard to IWRM; entrepreneurship; community participation; gender and other cross cutting issues relating to WRM, as an initiative to strengthening the capacity of the community to manage the resources at different levels in the catchment once the forums have been established. The TOT will equip the facilitation teams with different facilitation and training skills, methods, tools and approaches in integrated water resources management. As a result, the TOT exercise will contribute to empowering the teams with knowledge and skills, which will be transferred to the water users for proper planning and sustainable management of the water resources at their local scale.
3.0 Workshop process

One of the pre-requisites in the process of putting in place the Kikuletwa Catchment Forum is development of training materials to be used for Training of Trainers (TOT) programme covering topics in Integrated Water Resources Management (IWRM), entrepreneurship; community participation; gender and other cross cutting issues relating to WRM, climate change and adaptation strategies and the contribution of water resources in poverty reduction. Towards that end, the three experts contracted to undertake this assignment assembled in Moshi for a five day workshop to develop modules for the proposed training as described in the TOR/specific responsibilities of the experts. The workshop was also attended by the core team members in project implementation namely Mr. Mturi from SNV, Mr. Luanda from Pangani River Basin Management Project (PRBMP), Ms. Jane Kabogo from PBWO and Ms. Irene Chikira from PBWO and currently on attachment to IUCN. Ms Chikira also presided as a workshop chair.

3.1 Prelude and groundwork

(i) The workshop started by welcome remarks from Mr. Mturi a member of the core team who wished everyone a happy stay in Moshi and hoped that the gathering would achieve its objectives. He pointed out that the main objective was to develop training material for the forthcoming TOT.

Two documents namely (i) Strengthening Participation and Planning for Integrated Water Resources Management (IWRM) Programme for Pangani River Basin, Tanzania – Capacity Building for Kikuletwa Subcatchment Forum- TRAINERS MANUAL by Owino J.P 2007 and (ii) Integrated Water Resources Management for River Basin Organizations: Training Manual, Cap-Net 2008 were distributed to experts as key reference materials in the process of developing training materials. This was followed by a brief presentation on the Kikuletwa Catchment by Ms Irene Chikira from the PBWO which provided key highlights on the size, subcatchments, problems, lessons and challenges for management and development of water resources in Kikuletwa Catchment.

(ii) The experts reviewed the documents provided (see (i) above) and concluded that the manuals contained useful information which however needed to be tailored to the needs of the prospective trainees (envisaged facilitators) most of whom probably do not have a basic understanding of IWRM. It was also observed that governance issues are not clear and elaborate in the training manuals provided. Similarly it was agreed that experts would explore other sources they see relevant to the needs of the trainees such as the Global Water Partnership (GWP) training materials which can also be useful reference materials.

(iii) Similarly, the review of the documents together with a presentation on the Kikuletwa catchment revealed a number of gaps and pointers on areas that need to be covered during the training. Areas identified as missing include conflict management, gender mainstreaming, participatory planning, financial management, and governance aspects. It was also the opinion of experts that trainees need to be equipped with training methodologies and facilitation skills which are a basic requirement for effective engagement of communities towards formulating the Kikuletwa Catchment Forum (KCF). This would constitute a more holistic approach in the capacity building of the trainees and the entire process of establishment of the envisaged forum.

(iv) As part of ground setting and having a focused mind and approach in the process of developing training materials and subsequent training and formulation of the KCF, the Pangani Basin Water Officer was categorical on the following as elements that must also guide the exercise namely (i) the establishment of the catchment forum is intended to operationalize the National Water Policy (2002) which among other things aims to empower communities to manage water resources at the lowest appropriate level, (ii) responsibilities of water users, operations and management
skills, water revenues and expenditure, management and monitoring mechanisms and the role of water resources in poverty alleviation, (iii) the emerging issues of climate change and adaptation measures and promotion of alternative livelihood activities that minimize pressure and dependence on natural resources.

3.2 Identification and preparation of modules

Based on the analysis of information materials provided by IUCN/PBWO and guidance from the core team members the following modules identified and agreed for preparation

(i) Stakeholder participation in Water Resources Management (Mr. Haule)
(ii) Participatory planning for water resources (Mr. Haule)
(iii) Gender issues in Water Resources Management (Mr. Haule)
(iv) Entrepreneurship in WRM (Mr. Liheta)
(v) Financial Management in WRM (Mr. Liheta)
(vi) IWRM contribution to poverty reduction (Mr. Mwaruvanda)
(vii) Conflict Management (Mr. Liheta)
(viii) Climate Change and adaptation measures in WRM (Mr. Mwaruvanda)
(ix) Water as a Resource (Mr. Mwaruvanda)
(x) Water governance (Mr. Mwaruvanda)
(xi) IWRM concept and principles (Mr. Mwaruvanda)
(xii) Management Instruments and tools in IWRM (Mr. Mwaruvanda)
(xiii) IWRM Planning (Mr. Mwaruvanda)

3.3 Workshop working guidelines

For a fruitful workshop the following were agreed

(i) Experts would work individually and make presentations starting at 10:30 every day. Comments and guidance would then be given for every topic presented.

(ii) In preparing the proposed modules experts should state the overall objective, specific objective, training contents or learning points, training methodology and tools for evaluation of the lesson

(iii) Development of specific objectives should revolve around development of Knowledge, skills and attitudes

(iv) Being so broad, IWRM as a topic was proposed to be broken down into smaller more relevant topics for beginners. The proposed topics were

• Water as a resource
• Water governance
• IWRM concept and principles
• Management instruments and tools in IWRM
• IWRM planning
(v) Modules should be prepared in English and would later be translated into Kiswahili

(vi) All key terms such as gender, entrepreneurship, governance should be clearly defined at the beginning of the module

(vii) Each module shall finally be covered in five to eight pages

(viii) Youth group should be clearly targeted in all training modules

(ix) Each expert should prepare and strive to come up with a zero draft by the end of the workshop

3.4 Workshop deliverables

After five days of hard work experts managed to come up with outlines and few zero drafts for all proposed topics. It was however felt that, improvements and polishing would be needed before coming up with a draft report for sharing with PBWO/IUCN/SNV associates. Many valuable comments on our draft report were received from PBWO/IUCN/SNV. We have tried our best to incorporate them in our final report. One of the key comments was to have three separate manuals namely (i) IWRM (ii) Participatory Planning, stakeholder Participation and gender mainstreaming (iii) and Entrepreneurship and Financial Management. We have done as such. In this report the three “proposed manuals” are presented as three separate modules (see Annexure III,IV,V) each one containing its related topics.
4.0 Conclusions

The wrap meeting was attended by members of the Core team, IUCN RBM Manager and the three experts. The main objective was to jointly evaluate the one week programme and chart the way forward. The following conclusions were reached

(i) The meeting was satisfied that the one week programme achieved its objectives despite being so tight on the part of experts. The one week experience left no doubts that more resources and time would be needed to develop relevant and appropriate training materials thus requiring adjustments on the previous timetable. A new programme to be followed was thus developed (see Annex I).

(ii) Future implementation of all planned activities calls for flexibility bearing in mind that community engagement activities are highly iterative.

(iii) Experts were dissatisfied by the slow administration of contractual requirements such as timely provision of allowances which left consultants wondering how they would meet their basic necessities. It was hoped this would be rectified in the future.

(iv) A discussion on the disparities on the DSAs provided to experts as well as a change of fees from 150USD to as low as 100 USD was found to be a demotivating factor for the much desired team work. It was concluded experts would be paid 150 USD and DSA of 80,000 Tshs.

(v) A programme report with draft training modules would be submitted to PBWO/ IUCN/SNV for review and feedback. It was also proposed a joint review of the modules might be appropriate.

(vi) Experts proposed training should be run in two phases covering the theoretical part in the class followed by a field work lasting a minimum of 5 days to enable trainees practice, internalize issues learnt in the class as well as experience community facilitation skills on the ground. The earlier planned backup from facilitators would be determined after evaluation of the training
## Revised Schedule for ToT Assignment

### REVISED WORK SCHEDULE FOR ASSIGNMENT

<table>
<thead>
<tr>
<th>S/N</th>
<th>Activity</th>
<th>Responsible</th>
<th>Time Schedule</th>
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<tbody>
<tr>
<td>1</td>
<td>Nomination of Expert</td>
<td>Core Team/Partners</td>
<td>2-3 March, 09</td>
</tr>
<tr>
<td>2</td>
<td>Send ToR to, and agree with Expert</td>
<td>Core Team</td>
<td>23-27 March, 09</td>
</tr>
<tr>
<td>3</td>
<td>Send training Module to expert for review</td>
<td>Core Team/Expert</td>
<td>25-30 March, 09</td>
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<td>4</td>
<td>Development of training Materials (in Moshi)</td>
<td>Expert</td>
<td>06-10 April, 09</td>
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<td>5</td>
<td>Draft training materials Report submission to IUCN</td>
<td>Experts</td>
<td>20-21 April, 09</td>
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<td>6</td>
<td>Feedbacks from IUCN</td>
<td>IUCN and Partners</td>
<td>22 – 24, April, 09</td>
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<td>7</td>
<td>Improvement of training materials and development of training activity guidelines, after receiving feedbacks from IUCN (5 days needed)</td>
<td>Experts</td>
<td>27 April to 1st May, 09</td>
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<td>8</td>
<td>Training of Facilitation Team (in Moshi/Arusha)</td>
<td>Expert + CT + PMU</td>
<td>25 May – 6th June 09</td>
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<td>9</td>
<td>Translation of training materials by experts/ facilitation Team</td>
<td>To be discussed in the partners meeting</td>
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<tr>
<td>10</td>
<td>Guiding the facilitation Team to train the Community</td>
<td>Expert/Core and Facilitation Teams</td>
<td>Backstopping to be determined</td>
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<tr>
<td>11</td>
<td>Submission of final training report</td>
<td>Experts</td>
<td>17th June, 2009 (7 working days)</td>
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Annexure II:
Duties and Responsibilities of Experts

Duties and responsibilities for the Community participation expert

The expert will undertake the following specific tasks using consultative and participatory approaches and methods:

1. Develop the training material to be used for the ToT. The training material should include but not limited to: community participation strategies/mechanisms within IWRM framework; stakeholder analysis principle (influence and power relations); gender mainstreaming in IWRM in relation to roles, rights and responsibilities among others;

2. Use the training material for the ToT;

3. During the ToT ensure that the ToT participants develop the training material and programme for community training;

4. Follow-up to ensure that the ToT participants carry out the community training as per the training programme developed during the ToT;

5. Implement the monitoring and evaluation (M&E) for the ToT and ensure that a similar M&E system is developed and implemented for the community training;

6. Submit the report on the ToT as well as the community training.

Duties and responsibilities for the IWRM Expert

The expert will undertake the following specific tasks using consultative and participatory approaches and methods:

1. Develop the training material to be used for the ToT. The training material should include but not limited to: introduction to IWRM key issues and Dublin principles and benefits in implementing IWRM; WRM approaches at river basin scale with emphasizes on Institutional arrangements for performing the function; water allocation issues with an emphasis on water permits procedures under existing policies, laws and registrations; pollution control and management at water sources and needs for monitoring systems; water resources planning at basin and subcatchment level, in holistic and participatory way, considering up/down stream water users relationships; approaches to conflict management by analyzing possible/existing conflict at local scale, and using IWRM approaches, discuss methods of negotiation; basic issues on climate change and its effects to water resources availability at river basin scale; impacts of climate changes on water resources and livelihood, climate variability and climate change adaptation measures during planning and allocation of water resources at local, basin and sub-catchment level;

2. Use the training material for the ToT;

3. During the ToT ensure that the ToT participants develop the training material and programme for community training;
4. Follow-up to ensure that the ToT participants carry out the community training as per the training programme developed during the ToT;

5. Implement the monitoring and evaluation (M&E) for the ToT and ensure that a similar M&E system is developed and implemented for the community training;

6. Submit the report on the ToT as well as the community training

**Duties and responsibilities for the Co-operative Expert**

The expert will undertake the following specific tasks using consultative and participatory approaches and methods:

1. Develop the training material to be used for the ToT. The training material should include but not limited to: water user organizations and entrepreneurship principle; Cooperative principles in relation to water user entities and Water resources management; benefits of registering Water user association as an income generating organizations;

2. Use the training material for the ToT;

3. During the ToT ensure that the ToT participants develop the training material and programme for community training;

4. Follow-up to ensure that the ToT participants carry out the community training as per the training programme developed during the ToT;

5. Implement the monitoring and evaluation (M&E) for the ToT and ensure that a similar M&E system is developed and implemented for the community training;

6. Submit the report on the ToT as well as the community training.
Pangani River Basin Management Project

The Pangani River Basin Management Project is generating technical information and developing participatory forums 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 Pangani Basin Water Board is implementing the project with technical assistance from IUCN (International Union for Conservation of Nature), the Netherlands Development Organization (SNV) and the local NGO PAMOJA. The project is financially supported by the IUCN Water & Nature Initiative, the Government of Tanzania, the European Commission through a grant from the EU-ACP Water Facility, and the Global Environment Facility through UNDP.

Pangani Basin Water Board

The Pangani Basin Water Board was established in 1991 and is one of 9 basin water boards in Tanzania. The PBWB has a number of roles and responsibilities including: data collection, processing and analysis for water resource management monitoring and resource assessment; technical aspects of trans-boundary issues in the basin; co-ordinate and approve basin WRM planning / budgets; approve, issue and revoke water use and discharge permits; enforce water use permits and pollution control measures; co-operate between sectors at the local level; and resolve conflicts and co-ordinate stakeholders.