

STEP 2: PLANNING

**TOOL: SPECIMEN TERMS OF REFERENCE FOR
CONDUCTING BASE-LINE STUDY**

**EVALUATION OF INVOLVEMENT OF MARGINALISED GROUPS
IN CMA PUBLIC PARTICIPATION PROCESSES IN THE THREE
WMAS OF THE DWAF/DANCED IWRM PROJECT**

**(WMA 3 Crocodile West – Marico; WMA 11 Umvoti to Umzimkulu;
WMA 17 Olifans – Doorn)**

TERMS OF REFERENCE

Sample Terms of Reference

ABBREVIATIONS

CBO	Community Based Organisations
CEO	Chief Executive Officer
CMA	Catchment Management Agency
CMC	Catchment Management Committee
CMS	Catchment Management Strategy
DWAF	Department of Water Affairs and Forestry
DANCED	Danish Cooperation for Environment and Development
EIA	Environmental Impact Assessment
EPA	Environmental Protection Agency
IFR	In-stream Flow Requirements
IWRM	Integrated Water Resources Management
LFA	Logical Framework Approach
NWRS	National Water Resources Strategy
PDI	Previously Disadvantaged Individuals
PPM	LFA Project Planning Matrix
RO	DWAF Regional Office

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1. INTRODUCTION

Danish Co-operation for Environment and Development (DANCED) is working with the Department of Water and Forestry Affairs (DWAF) to introduce integrated water resources management (IWRM) in three Water Management Areas (WMAs). This is being done as part of the process of laying the foundations for establishing Catchment Management Agencies (CMAs) within the context of the National Water Act (1998). The three WMAs are: WMA 3 Crocodile West – Marico; WMA 11 Umvoti to Umzimkulu; WMA 17 Olifans – Doorn.

The DWAF/DANCED project deals with institutional, groundwater and water conservation/demand management issues plus cross cutting elements relating to capacity building, stakeholder awareness and participation, financial aspects, networking and information dissemination. The first phase of the project involves adapting existing and developing new guidelines to reflect the particular characteristics of the three project WMAs. The second phase involves testing these guidelines through project implementation in these WMAs. The ultimate aim is to develop a set of operational manuals that will be based on the project implementation experiences and will incorporate the necessary tools for local policy makers and practitioners involved in the establishment of IWRM in other WMAs of the country.

For the purposes of this evaluation, the term initiative is synonymous with a project in that the processes are identical i.e. initiatives and interventions related to the introduction of IWRM and CMA establishment involve *change processes* and as such should be managed using project management principles.

2. OBJECTIVES OF THE EVALUATION

2.1. Objective

To enable DWAF/DANCED to ensure that lessons learned from the various initiatives to support the introduction of IWRM and CMA development in the three project WMAs, as a whole and on an individual WMA basis, are taken into account in the implementation phase of the DWAF/DANCED IWRM project.

2.2. Purpose

The process of establishing the institutional arrangements for CMAs in the three project WMAs is well under way, albeit at different stages of progress. The purpose of this study is to evaluate the current institutional arrangements and the establishment process within the context of requirements of the National Water Act and the Constitution. Moreover, the evaluation will serve to better identify the capacity building needs of the stakeholders required to ensure the sustainable effective and efficient operation of the CMAs in the three WMAs once established. Particular attention will be paid to addressing the needs of PDIs especially black women and the rural poor.

2.3. For whom

This is a “formative” evaluation and as such its main purpose will be to provide DWAF/DANCED with a decision making and monitoring tool related to institutional, capacity building, stakeholder awareness and participation issues in each of the three WMAs. These will be incorporated into the terms of references that will be prepared for the contracts for Service Providers for the implementation phase of the project due to commence in early 2002.

2.4. Planned Outputs

1. Evaluation report for each of the WMAs incorporating conclusions and recommendations.
2. Combined evaluation report incorporating conclusions and recommendations.
3. Feedback seminar for key stakeholders
4. Tailored tools (i.e. Project Planning Matrix) to monitor the implementation phase of the DWAF/DANCED project in each of the WMAs

3. BACKGROUND AND CONTEXT

The DWAF-DANCED IWRM project intends to give effect to the policies and legislation contained within South Africa’s National Water Act and the White Paper on a National Water Policy for South Africa. The objective of the IWRM project is:

“Integrated Water Resource Management established in three selected WMA’s”

South Africa’s National Water Resources Policy is based on three central principles: -

The **equitable** use of the resource, which is critical given the previous inequitable access to the resource

The **efficient** use of the resource, which is critical given the need for economic growth in the country, and

The **sustainable** use of the resource, which is critical to balance the increasing demands for use of the resource with its long-term use for future generations

The DANCED funded project aims at supporting the implementation of pilot programmes within the framework of establishing Catchment Management Agencies (CMAs) as part of the institutional infrastructure to support IWRM in each of the nineteen Water Management Areas (WMAs) in South Africa. Appropriate groundwater resource policies and water conservation and demand management form an integral part of the pilot initiatives supported by DANCED. Three WMAs have been selected for the pilot activities that should result in introduction of Integrated Water Resources Management principles and lead towards the establishment of CMAs for each selected Area within the lifetime of the project.

The link between integrated water resources management and socio-economic development is emphasized in the National Water Act.

The Act also emphasizes the need for local stakeholder participation in order to work together towards a model of water management that will work towards the distribution of the multiple benefits of water with local communities and society as a whole. Thus water management does not just deal with technical issues but also the socio-economic issues that will lead to poverty eradication.

The DWAF DANCED project team recognises that traditionally water resources management issues have typically been viewed from an engineering viewpoint and as such has not taken into account the important issues related to stakeholder participation and context analyses from a socio-economic viewpoint. The project team and collaborators have to work closely with communities in order to ensure that water resources management takes into consideration the role water plays for productive processes in rural areas. This has to include the potential for improving poor people's incomes from self-employment in cropping, livestock, forestry, fisheries, small industries including technical support services to the water sector locally. In addition it is essential to understand traditional practices of local water resources management in order to ensure that there is a synergy between the intentions of the National Water Act and the local community vision of how things should be developed and managed.

The DWAF/DANCED project has the following Outputs.

Output 1	Participatory monitoring and review
Output 2	Project information dissemination
Output 3	Institutional arrangements
Output 4	Stakeholder awareness and stakeholder participation
Output 5	Capacity building
Output 6	Financial aspects
Output 7	Groundwater systems
Output 8	Water Conservation and Demand Management
Output 7	Catchment Management Strategies

Outputs 3, 4, 5, 7,8 & 9 involve the adaptation of existing guidelines and development of new guidelines and the adaptation of these to reflect the particular socio-economic and institutional environment of each of the three project WMAs. These guidelines will then be tested during the project implementation phase and further adapted based on these experiences and will be transformed into operation manuals for decision makers and practitioners alike. The Project Planning Matrices (LFA) for these Outputs are included in Annex A.

With respect to Output 3, each of the three WMAs are involved in the stakeholder consultation process and the establishment of water forums. The DWAF/DANCED project is further building on DWAF work in preparing guidelines and is adapting these to reflect the situation in each of the three WMAs. However, there is a lack of an overall and coherent understanding of the processes that have been involved in establishing forums and the extent to which these have followed the spirit and intentions of the National Water Act.

There are contradictory reports on the level of participation of different stakeholder groups in particular PDIs and especially black women and the rural poor. Before finalising the adaptation of guidelines and preparing for the implementation phase, it is essential to establish a platform and base line for monitoring that phase. In addition there is a need to understand the appropriate institutional and capacity interventions that will be needed to ensure the successful delivery of this Output and Outputs 4,5,7 & 8. These interventions will have to contribute to the long-term sustainability of IWRM and the operation of the CMAs that will be established in the three WMAs.

4. ISSUES TO BE STUDIED

The evaluation team will be expected to assess the following issues.

4.1. Overall relevance to the policies inherent in the National Water Act and to local/regional development policies

- The relevance of each intervention related to CMA establishment process and inherent linkages to the introduction of IWRM;
- The extent to which capacity has been built to (a) reflect stakeholder awareness needs (b) empowerment of PDIs, especially black women and the rural poor, and (c) the needs of eventual key actors in the management of IWRM and the CMAs once established;
- Compatibility with the human, social, microeconomic and environmental conditions of the sub catchment areas for which a water forum has been established; and
- The degree of attention given to cultural relevance (language, regional differences, community participation etc.), gender issues and the needs of disadvantaged groups.

4.2. Identification and design

- Internal coherence of the intervention (where no logical framework planning matrix had been prepared in the design phase or where an existing planning matrix is considered unsatisfactory, an ex-post planning matrix should be considered);
- Complementarity with other DWAF, other Government Department and donor initiatives directly and indirectly related to the water sector;
- Extent to which the design of the initiatives have taken into lessons learned from similar interventions by DWAF and donors in South Africa or elsewhere;
- Criteria on which the choice of institutions (formal and informal) for support was based and the extent to which the management and technical capacity of these had been analysed and taken into account; and
- The extent to which economic and cost-effectiveness considerations have been taken into account.

4.3. Implementation procedures

- Coherence of the documents relating to the initiatives (contracts, workplans etc.)
- Extent to which DWAF implementation procedures in general have affected a smooth implementation of the initiatives;
- Capacity of the institutions and other stakeholders involved in the implementation to carry out their obligations under these initiatives;
- Role and performance of consultants in administering the initiatives including operational planning, procurement of inputs, financial management and overall supervision; and
- Effectiveness of systems for management and control of each initiative and its components and the extent to which these have been integrated into the institutions (formal and informal) concerned.

4.4. Project performance, impact and sustainability

- The extent to which inputs, activities, results and objectives have achieved targets specified, either in documents for the design of the initiative or inherent in the National Water Act;
- The appropriateness and clarity of these targets and their associated indicators of achievement in documents concerning the start up of the initiative;
- The development of institutional/organisational capacity among the stakeholders and related institutions;
- The overall impact of each initiative; and
- The likely sustainability of the benefits of the initiative, including the extent to which the institutions and stakeholder groups have internalised any support they may have received through the initiative.

4.5. Monitoring and control

- Adequacy of arrangements for monitoring of each initiative

4.6. Implications for the implementation phase of the DWAF/DANCED IWRM Project

- Actions that should be taken by DWAF, the DWAF/DANCED project and/or other institutions involved to maximize the impact and sustainability of the initiatives;
- Implications from the evaluation of the design and performance of each initiative for the design of terms of reference for the implementation phase of the DWAF/DANCED project, covering inter alia the choice of inputs, the choice of target groups, the level of institutional support, the level of capacity building support and level of awareness support needs; and
- Recommended changes in implementation, management and monitoring procedures.

5. METHODOLOGICAL ASPECTS

5.1. Examination of main reference documents

The following documents are considered important for conducting the study and will be available to the consultant, together with relevant documents identified during the course of the study:

- The National Water Act
- DWAF Guidelines 1-4 on establishment of Catchment Management Agencies
- DWAF Guidelines on Roles and Responsibilities of Institutions in CMA establishment process
- TO BE ADDED

5.2. Evaluation criteria

The study is to adopt the following recognised evaluation criteria: *relevance, efficiency, effectiveness, impact and sustainability.*

5.2.1. Relevance

The relevance of a project-programme or initiative such as establishing a water forum relates primarily to its design and the extent to which the stated objectives correctly address the identified problems or real needs. Relevance is being addressed in this evaluation as there is a need to firmly establish the original design and the extent to which these addressed the issues in terms of the National Water Act and the problem identification at that time. Hence it will be necessary to identify those factors, if any, that may have resulted in changes in courses of action to the original plans, these factors may include political, economic, social, institutional or policy issues that may have resulted in a change of focus. In other words, the relevance concerns the appropriateness of the project design to the problems to be resolved at two points in time i.e. when the project was designed and at the time of this evaluation.

In this evaluation an analysis of Relevance will focus on the following:

- What processes were adopted to identify the real, as distinct from perceived, problems or needs in relation to the establishment of WUAs and /or forums in relation to the CMA establishment process, how did the initial project design address these needs;
- Were the correct beneficiaries i.e. stakeholders identified and consulted, how well the project initial project design address these needs;
- Quality of assessment of local implementation capacities in terms of empowerment in the decision making processes;

- What kind of preparatory activities have been undertaken (policy assessments, pre feasibility and feasibility studies including financial and economic analysis, planning workshops etc.) by whom, how well were/are these findings being incorporated into the design of the WUAs and/or forums and other institutional arrangements linked to introducing IWRM and CMA establishment;
- Appropriateness of initial consultations with, and participation by local stakeholders before the establishment process was confirmed and implemented
- What has been the complementarity and coherence with other related activities undertaken both in the specific WMA and in others by DWAF and other organisations
- If prepared what was the quality of the assumptions, risks and conditions of the LogFrame PCM at the different levels (these need to be assessed for future planning of the DWAF/DANCED IWRM project)
- Analysis of the overall strengths and weaknesses including:
 - Quality of LogFrame PCM
 - Clarity and internal consistency of the stated overall objectives, purpose and results;
 - Whether objectively-verifiable indicators were used and if so were they well chosen and widely agreed
 - Realism in choice and quantity of inputs
 - Overall degree of flexibility and adaptability to facilitate rapid responses to changes in circumstances

Key cross-cutting issues

Involvement of PDIs, gender and poverty alleviation issues

- Were these stakeholders clearly defined (sub-groups, socio-economic status, etc)
- Were these different groups consulted, how and how often and processes used
- Were their needs, resources and constraints to access/attendance to meetings identified and incorporated into the design
- What solutions were sought
- How well does the project take into account the gender roles in reproduction and raising children, work and community management?

5.2.2. Efficiency

The efficiency criterion deals with how well the various activities transformed the available resources into the intended results (outputs) in terms of quantity, quality and timeliness. A key question is “how were things done and were they done right?” and examines also whether similar results could have been achieved more by other means at lower cost in the same time. This analysis will have to take into account the special circumstances of South Africa in the transformation process.

The analysis of Efficiency for the purpose of this evaluation will focus on:

- Management aspects
 - Were adequate budgets allocated;
 - How were relations with WMLs, institutional stakeholders and other stakeholders managed, in particular PDIs especially black women and the rural poor
- How far were the costs justified by the benefits they generated in comparison with other similar initiatives, taking into account the differences between each of the project WMAs. Under this item a comparative analysis of the WMAs should be undertaken
- The quality of monitoring, its existence or not and the accuracy and flexibility. Adequacy of baseline information
- Whether the chosen indicators of efficiency were suitable and, if not, whether these were amended
- Did any unplanned results arise from the activities?

Key cross-cutting issues

Involvement of PDIs, gender and poverty alleviation issues

- Have appropriate mechanisms put in place to ensure the participation of all these groups in meetings and decision-making processes.

5.2.3. Effectiveness

Effectiveness criterion concerns how far the results of the various initiatives related to introducing IWRM and CMA establishment achieved the original purpose. The key question is what difference the initiative has made in practice, as measured by how far the intended beneficiaries really benefited. In terms of the scope of this study this involves for example:

- The extent to which participation has been achieved by all stakeholders, in particular PDIs especially black women and the rural poor;
- That the institutional framework being proposed or established reflects the needs expressed by stakeholders; and
- That these will ultimately lead to incremental improvements of their representation, active participation and contribution to decision making processes.

The analysis of Effectiveness will therefore focus on:

- Whether the planned benefits have been delivered (or can be expected to be delivered) and received by the key beneficiaries, but also taking account of views of DWAF HO, DWAF Regional Offices and other concerned parties such as NGOs;

- Whether behavioural patterns have changed in organisations, institutions and stakeholder groups at all levels and how far these institutional arrangements and characteristics have produced planned improvements (e.g. information dissemination and communication to and between stakeholders; productivity in terms of achieving consensus between groups; and ability to generate actions which will ultimately lead to economic and social development at Catchment and sub-Catchment levels)
- If on the basis of foregoing analysis under Effectiveness, assumptions and risks at results level have turned out or are likely to turn out to be inadequate or invalid, or unforeseen external factors have intervened, how flexibly did management adapt to ensure that the results would still achieve the purpose. Also how well was it supported in this by key stakeholders including DWAF (HO and Regionally)? In other words how were things done and were they done correctly to respond to changing situations to ensure that all stakeholder groups actually have benefited or can be anticipated to benefit.
- Whether the balance of responsibilities between the various stakeholders was correct, which accompanying measures were or should have been taken and with what consequences;
- How unplanned results may have affected the benefits received;
- Whether any shortcomings at this level were due to a failure to take into account cross cutting issues such as gender, poverty and PDIs.

Key cross-cutting issues

Involvement of PDIs, gender and poverty alleviation issues

- Who has access/control of inputs by these groups
- Is training provided to the right groups, given the stakeholder participation requirements of the NWA
- Do women and other vulnerable groups participate in the different phases of implementation of the initiatives

5.2.4. Impact

Impact is synonymous with outcome and denotes the relationship between the purpose of the initiatives within the scope of this study and the overall objectives, that is the extent to which the benefits have or with reasonable certainty can be received by the target beneficiaries and stakeholders. Moreover, it is essential to determine whether the steps taken to date will lead to a wider overall effect on larger numbers of people in the Catchment or sub-Catchment area. The analysis should wherever possible include a quantitative and qualitative in each of the three WMAs.

For the purposes of the evaluation Impact will focus upon:

- To what extent the planned overall objectives (three points of the National Water Act) can be expected to be achieved, and how far that can directly be attributed to the initiatives;

- Can the planned institutional arrangements associated with the CMA establishment be expected to enhance economic and social development
- Have there been any unplanned impacts and how have they affected the overall impact
- Were the LogFrame indicators at this level suitable, were they amended
- Has there been or can it be anticipated that there will be a lack of overall impact due to the neglect of PDI, gender related and poverty impacts
- Could or can the overall desired wider impact have been (be) better achieved otherwise.

5.2.5. Sustainability

Given the different levels of progress in the three WMAs, sustainability for the purpose of this evaluation relates to whether progress so far will lead to the anticipated outcomes and that they will be sustainable. In particular it will be important to achieve a clear understanding of the most appropriate interventions for the implementation phase of the DWAF/DANCED project to address any possible risks to sustainability.

In terms of Sustainability the evaluation will cover:

- The extent to which there is ownership of the objectives and achievements to date. That is to say, how far have all stakeholders been consulted on the objectives from the outset, and whether they agreed with them and have remained in agreement;
- Institutional capacity, the degree of commitment of all parties involved, such as DWAF Regional Offices, WMIs local authorities etc; the extent to which the intent of the NWA is embedded in these institutions; whether these institutions are supportive to the establishment of CMAs; whether the appropriate capacity building arrangements (technically, financially and managerially) are being made to ensure the sustainability of the CMAs once established;
- Plans for ensuring adequate budgets to ensure sustainability;
- Socio-cultural factors: whether the initiatives are in tune with local perceptions of needs and ways of producing and sharing benefits; whether it respects local power-structures, status systems and beliefs. If it seeks to change any of these, how well are the changes accepted by the stakeholders and by others? How well is it based in any event upon the analysis of such factors, including stakeholder participation in design and implementation; and the quality of the relations between the DWAF staff and/or consultants and local communities, notably their leaders.
- Technical (technology) issues: the extent that IWRM principles imbedded in the CMA establishment process fits in with existing needs, culture, traditions, skills or knowledge;
- Whether cross cutting issues such as gender equity, poverty alleviation and good governance have been adequately addressed.

5.3. Evaluation methods

The methods that will be adopted for the evaluation will include the following:

- Analysis of relevant documentation relating to the start up of the initiatives, minutes of meetings, list of stakeholder participation, analysis of issues raised and response to these;
- Questionnaire to stakeholder groups distributed by e-mail, fax and post (translated where necessary);
- Interviews with key stakeholders;
- Participation in meetings
- Participatory feedback on findings

5.4. Logical Framework

On the basis of the preliminary desk work, logical framework PPMs will be prepared for each initiative if these have not already been prepared. Based on the evaluation findings these will be revised for use in the fine-tuning of the design and monitoring of the implementation phase of the DWAF/DANCED IWRM project.

6. REPORTING AND FEEDBACK

On completion of the evaluation draft copies will be sent to key stakeholders for their comments. If considered appropriate (time of stakeholders) presentation workshops will be conducted in each WMA. Summaries of the main findings will be translated into local languages for the purposes of distribution.

The main text of the evaluation report will be a synthesis of the findings in the three WMAs supported in Annex form by the detailed evaluation of the individual WMAs.

One hundred copies of the final version and summaries will be printed and distributed.

7. EXPERTISE REQUIRED

Team Leader, evaluation expert in institutional issues

Technical expert with thorough knowledge of the IWRM and CMA establishment processes and the policies embedded in the National Water Act

Experts in community based issues who will have a thorough understanding and language capabilities to reflect the environment of the WMA to be evaluated

The use of students studying a discipline related to the evaluation may be considered for interview and sampling work.

8. PROJECT PLANNING MATRIX

Level	Goal	Verifiable Indicators and Means of Verification	Critical Assumptions
I	<p><u>Overall Objective</u></p> <p>To enable DWAF/DANCED to ensure that lessons learnt from the CMA establishment process related to institutional arrangements and stakeholder participation in the three project WMAs, as a whole and on an individual basis, are taken into account in the final design of the implementation and monitoring of the DWAF/DANCED IWRM project</p>	<p>Modifications made to existing planned activities in the three project WMAs based on findings of the evaluation study made within one month of completion.</p> <p>Findings of the evaluation study lead to progress in developing tools and manuals for wider use among those working with IWRM and CMA establishment</p>	
II	<p><u>Purpose (Specific Objective)</u></p> <p>1. To assess (i) relevance (ii) effectiveness (iii) efficiency (iv) impact and (v) sustainability of ongoing initiatives related to IWRM and CMA establishment in the three project WMAs and make appropriate recommendations for the implementation phase of the DWAF/DANCED IWRM project</p>	<p>Report (Volume 1) reviews the initiatives as a whole in terms of (a) their coherence, its compatibility with the NWA and their compatibility with regional and local needs and (b) their relevance, effectiveness, efficiency, impact and sustainability</p> <p>Report (Volume 2) contains sections on relevance, effectiveness, efficiency, impact, and sustainability of the initiatives in the three WMAs and makes appropriate recommendations thereto.</p> <p>Revised Log Frame PPMs for the implementation phase of the DWAF/DANCED IWRM Project</p>	<p><i>Achievement of this purpose (specific objective) will lead to achievement of the overall objective described above provided that:</i></p> <p>Recommendations contained in the reports are accepted and implemented, as appropriate, by DWAF and/or the DWAF/DANCED project</p>
III	<p><u>Results</u></p> <ol style="list-style-type: none"> 1. Reports on initial findings 2. Draft final evaluation reports on each of the three WMAs (Vol 2) 3. Draft final synthesis report (Vol 1) 4. Revised Final Report (Vol 1 & 2) 5. Revised PPMs 	<p>Document (?copies) by week 6</p> <p>Document (? copies) by week 8</p> <p>Document (? copies) by week 8</p> <p>Document (? copies) by week 11</p> <p>Document (? copies) by week 11</p>	<p><i>Completion of these results will lead to achievement of the specific objective described above provided that:</i></p> <p>Each of the reports provides all the data and recommendations it is supposed to provide</p>

Level	Goal	Verifiable Indicators and Means of Verification	Critical Assumptions
IV	<p><u>Activities for Result 1</u></p> <p>1.1. Desk top analysis of relevant documents (minutes etc) at DWAF HQ and possibly regional offices)</p> <p>1.2. Draft survey and questionnaire material & Conduct review planning workshop in each of the regional offices (Fine tune survey and questionnaire material and translate</p> <p>1.3. Distribute survey material allowing two week response time</p> <p>1.4. Conduct interviews with stakeholders and community groups over a 2 week period</p> <p>1.5. Attend forum meetings (subject to timing)</p> <p>1.6. Prepare report on initial findings</p> <p>1.7. Presentation workshops</p> <p><u>Activities for Result 2</u></p> <p>2.1. Prepare draft evaluation reports</p> <p>2.2. Distribute to relevant DWAF officials and stakeholders</p> <p><u>Activities for Result 3</u></p> <p>3.1. Prepare draft evaluation reports</p> <p>3.2. Distribute to relevant DWAF officials and stakeholders</p>	<p>Review completed (end of week 1)</p> <p>Survey material (end of week 2)</p> <p>E-mail, fax, post survey completed (end of week 5)</p> <p>Interviews documented (end of week 5)</p> <p>Report completed (end of week 6) Conducted in each WMA (end of week 7)</p> <p>Reports drafted (end of week 8)</p> <p>Reports distributed (end of week 8)</p> <p>Reports drafted (end of week 8)</p> <p>Reports distributed (end of week 8)</p> <p>Comments received (end of week 10)</p> <p>Reports drafted (end of week 11) Reports distributed (end of week 11)</p> <p>Revised PPMs (end of week 11)</p>	<p><i>These activities will lead to the completion of the results described above provided that:</i></p> <p>Officials are available in DWAF HQ and Regional Offices</p> <p>That a member of regional office staff will be assigned (as part of capacity building) to review material.</p> <p>That all relevant documentation (minutes, proposals etc) are made available at DWAF HQ and Regional Offices</p> <p>That all reports relating to initiatives, studies, correspondence and other files is made available</p> <p>That DWAF facilitates in proving access to stakeholders</p> <p>Comments on the final draft report are received in a timely manner</p>

*DWAF-DANCED IWRM Project
Terms of Reference for the Evaluation of Institutional and Public Participation Process in the three Project
WMAs (Tool 19)*

	<p><u>Activities for Result 4</u> 4.1. Receive comments from DWAF and key stakeholders 4.2. Revise draft reports 4.3. Distribute to relevant DWAF officials and stakeholders</p> <p><u>Activities to Result 5</u> 5.1. Based on approved recommendations revise PPM</p>		
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