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**POSITIVE THINKING APPROACHES AND LEARNING IN
EVALUATIVE RESEARCH. THE CASE OF A CLIMATE CHANGE
ADAPTATION INITIATIVE IN DAR ES SALAAM, TANZANIA**



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**«Evaluating in international cooperation: the learning process through the
positive thinking approach»**

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ACC Dar Project

Adapting to Climate Change in Coastal Dar es Salaam

Specific objective

To enhance local government authorities' (LGAs) capacities, assuming their central role as agents of change, in order to design climate change adaptation (CCA) measures in Dar es Salaam to be mainstreamed into their existing development and environmental management plans

General objective

To contribute to the implementation of the National Adaptation Programme of Action of the United Republic of Tanzania

Climate Change Adaptation (CCA)

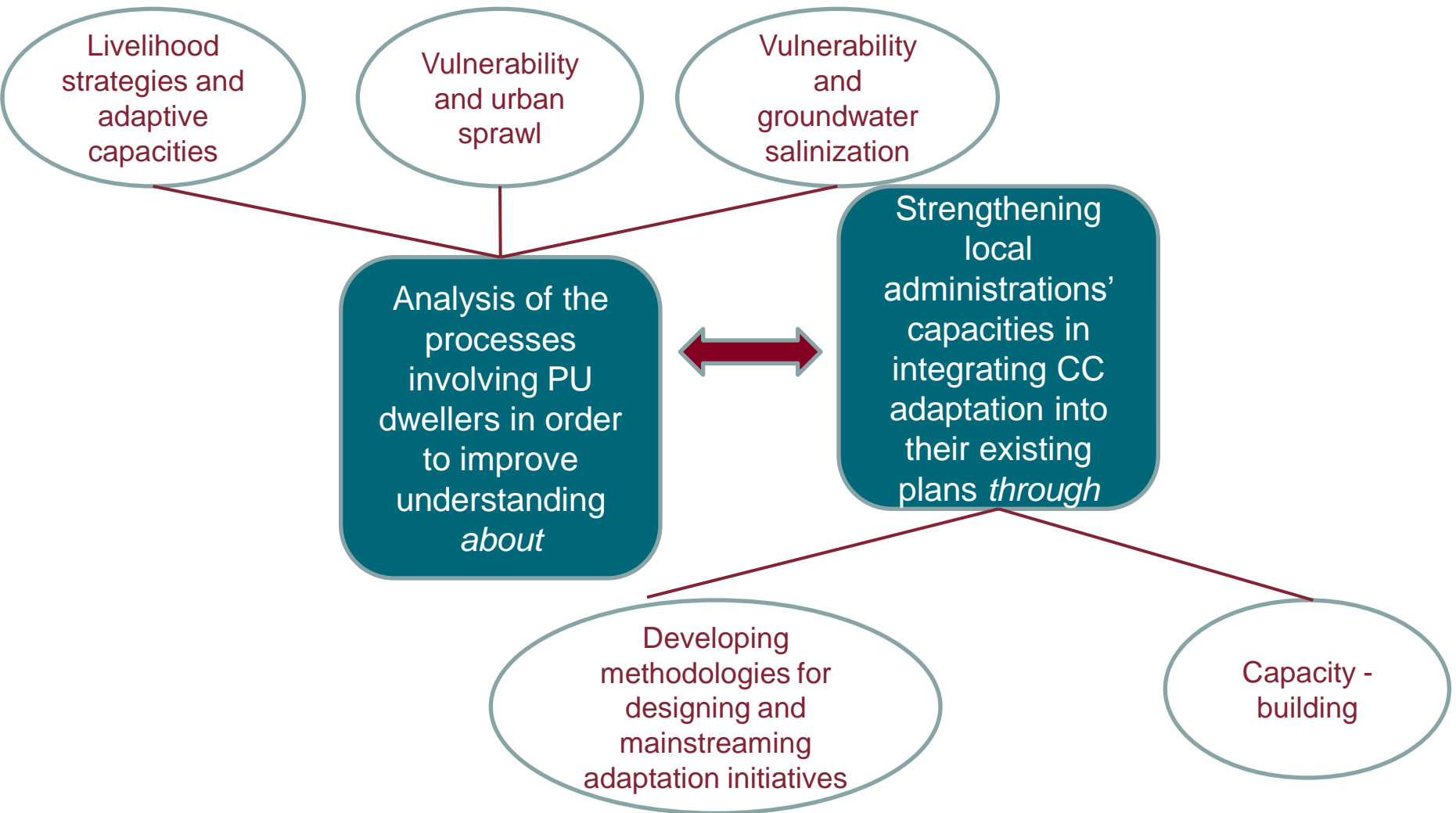
As a local answer to anticipate the negative effects of CC by adopting measures that could moderate harm or exploit beneficial opportunities.

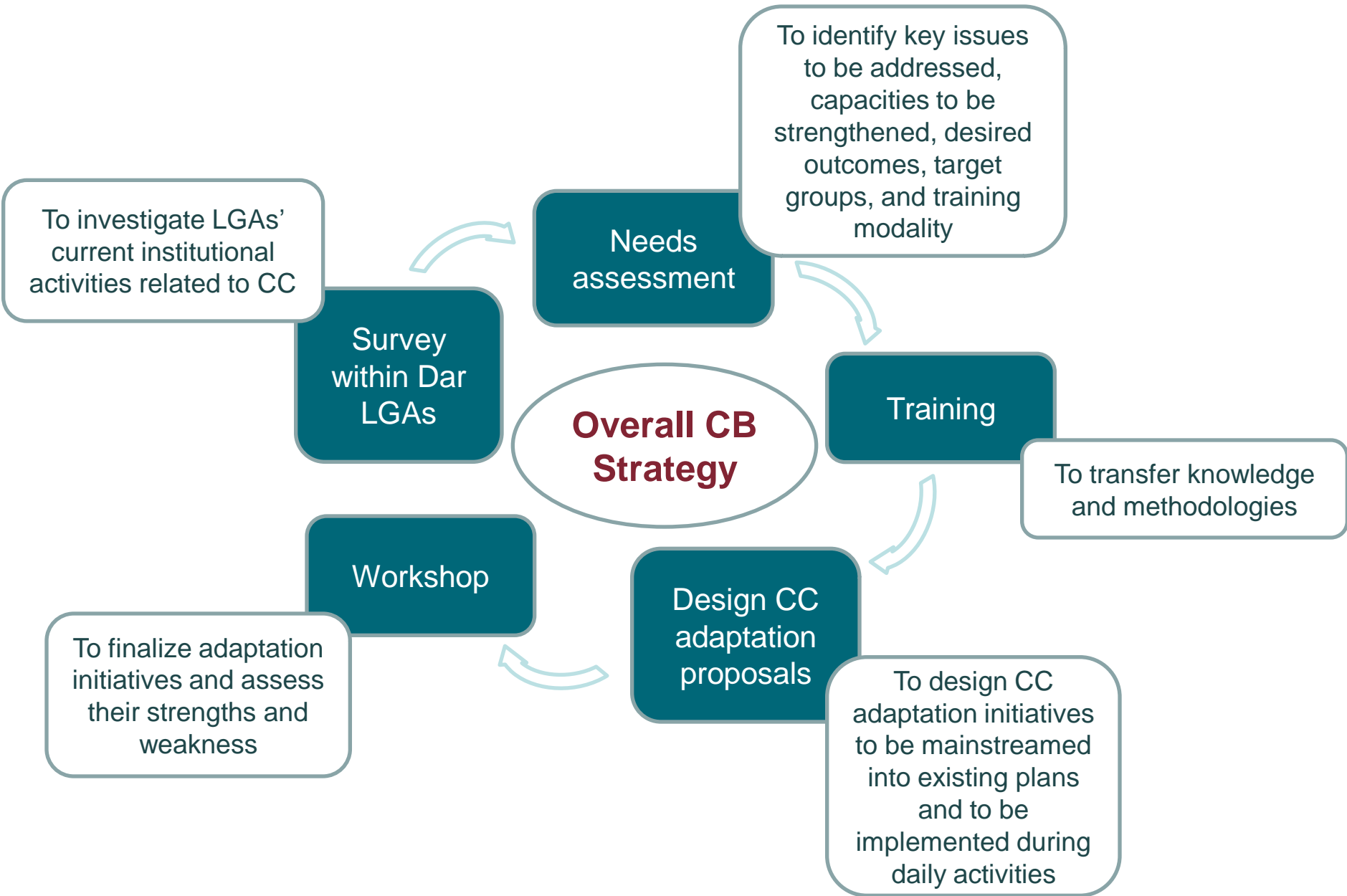
Autonomous adaptation → solutions adopted spontaneously by people in response to ecological changes (even without a conscious relationship with climate stimuli)

Planned adaptation → measures adopted come from strategies, policies, or decisions and they are performed by the administrations

Definitions by IPCC 2001; 2007

Adapting to CC in Coastal Dar es Salaam





How the “*positive thinking*” approach was applied to the case study?

The approach

suggested a learning process starting from the analysis of the specific context in order to identify what could be defined as a “success”

In other words, instead of identifying needs and problems to be addressed, it suggests to: look at those situations in which the expected problems did not occur or are addressed successfully by the community in the real context of the intervention, explain how it happens and capitalize these strengths to address known problems.

What works?

VS

What doesn't work?

Objectives

- Detecting positive examples of CC adaptation measures successfully implemented by the LGAs in Dar es Salaam
- Providing explanations for such “successes” by identifying the specific mechanisms in the process that make them possible and significant

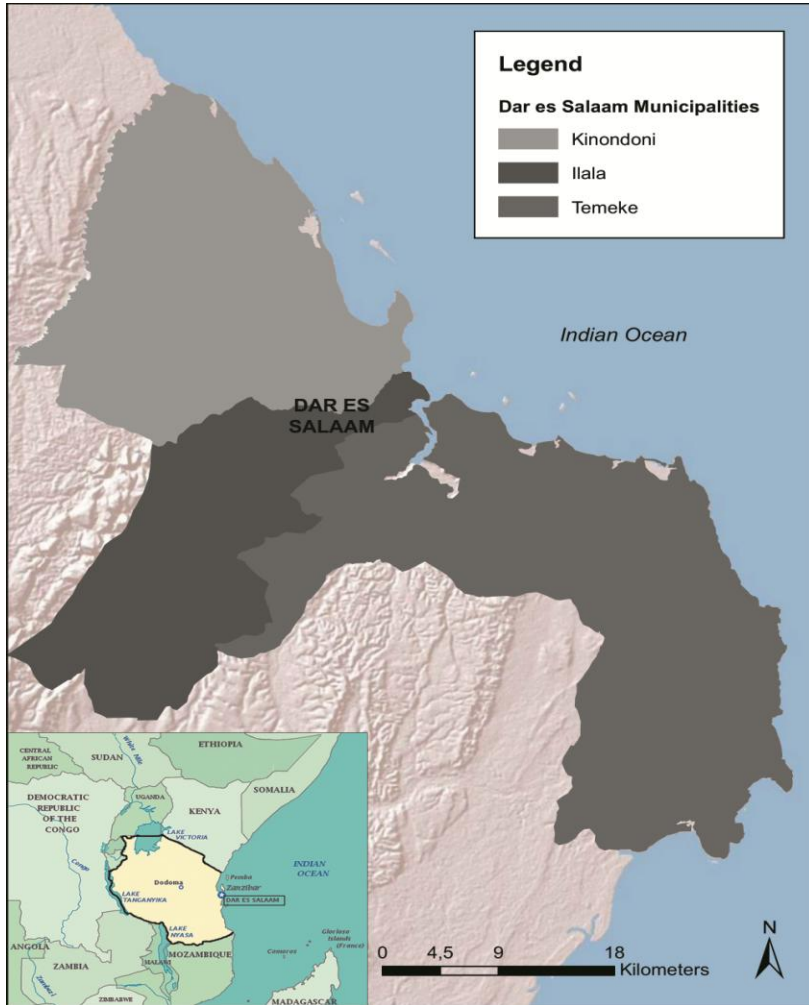
The research question

What contribution could be provided by using the PT approach in evaluating the specific local context to inform the design and the evaluation of the capacity-building addressed to LGAs in Dar es Salaam?

Metodology (I)

Unit of analysis : Kinondoni Municipality

Adaptation need: water scarcity in peri-urban areas



Metodology (II)

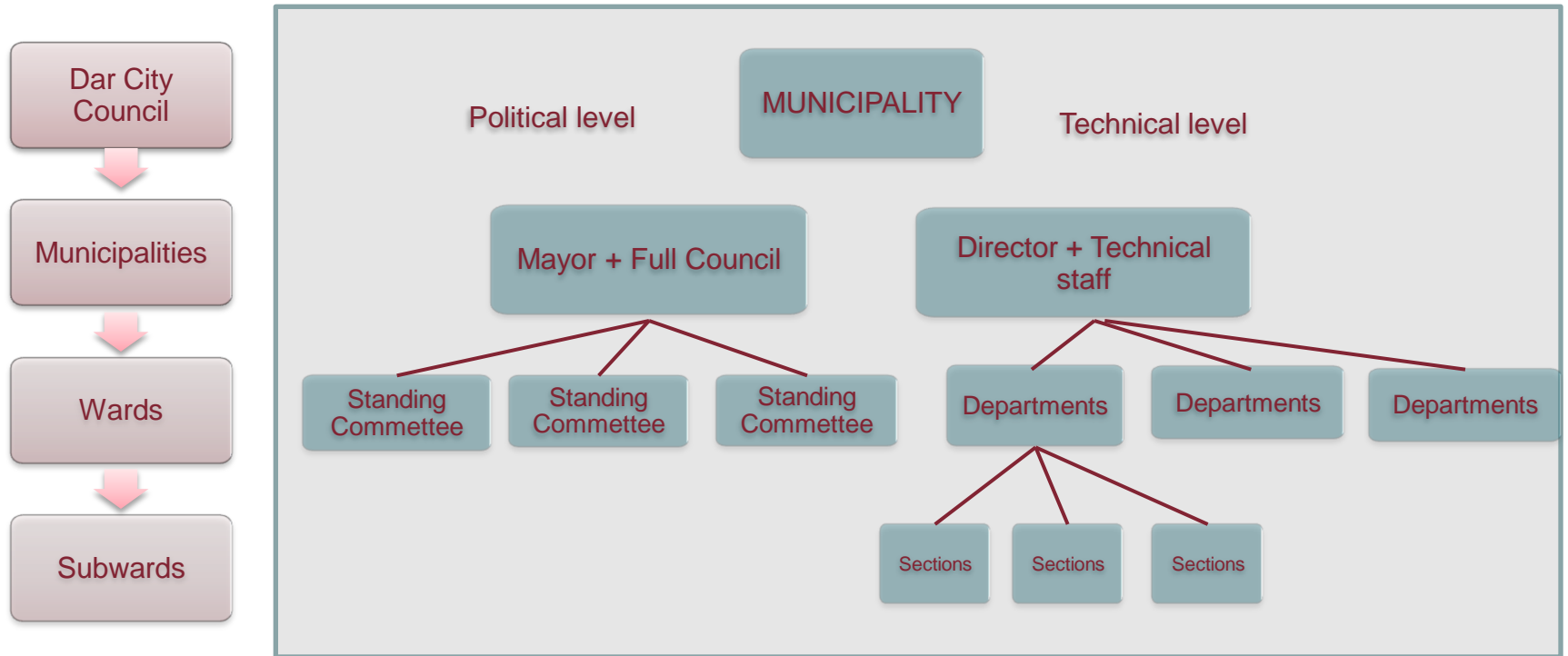
Main phases of the study:

- Set up of the local institutional framework (analysis of the distribution of the competences among the different levels of the local administrations and their links with the national level; state of the art of the decentralization process)
- Identification and selection of the so called “positive cases” (CCA measures successfully implemented by the municipality)
- Validation of the “positive cases” selected with the relevant stakeholders involved

Investigation techniques:

- Semi-structured interview with key informants: 30 administered to: Kinondoni municipality officers at different levels (municipality, ward and sub-ward), other Dar’s LGAs, civil society (CBOs, NGOs, residents, water users associations)
- Desk review: relevant national policies and legislation on local government, environment and CC; strategic plans at municipal level
- Field visits
- Participation in meetings and workshops involving Dar’s LGAs
- Participatory activities involving PU residents

Dar es Salaam city profile



Municipalities	Wards	Sub-wards
ILALA (update 2004)	22	65
TEMEKE (update 2012)	30	180
KINONDONI (update 2012)	34	171
	86	416

The rainwater harvesting project

The adaptation measure:

Enlargement of a natural basin for the rainwater collection and the training provided to the farmers about cultivation techniques.

Located in Temboni subward, Msigani Ward, Kinondoni Municipality

Funded, managed and implemented by Kinondoni Municipality

The process:

Priority identification and technical assistance for project proposal

→ Temboni Sub-ward

Evaluation

→ Msigani Ward Development Council

Evaluation and funding

→ Kinondoni Municipal Council (KMC)

Implementation

→ KMC

Beneficiaries

→ Faraja” group (CBO).

Training

→ KMC through extensionist officers at sub-ward

Results:

Enhanced quality and quantity of water for domestic and agriculture needs
Availability of water also during the dry season

Enhanced quality and quantity of food production for private use and as main income activity



Findings from the analysis of the “positive cases” (I)

Conceptualization vs competences/awareness

Lack of local plans, strategies e measures specifically addressed to CCA at local level should not be translated in the lack of LGAs competences, awareness and knowledge.

Conceptualization of CCA related issues is often confused and linked only to climatic extreme events.

At the contrary, many environmental management measures addressed to prevent or moderate harms caused by environmental phenomena with the aim to enhance residents' livelihood in PU areas are already included in the local plans.

Empirical knowledge and competences within Dar's LGAs enabling them to identify the local adaptation needs and to translate them into adaptation solutions already exist.

Municipalities' role in CCA: obstacles and opportunities

Despite the complex institutional framework at city level, overlapping of functions, unclear responsibilities' attribution, subordination to the central level and lack of involvement within national decision-making process, lack of adequate financial and human resources capacities....

.....an in depth-analysis of the still not effective Local Government Reform shows an opportunity.....

Municipalities became key actors in the government of their territory, due to their autonomy in collecting residents' priorities, in preparing the strategic plan and in negotiating the annual financial plan directly with the sector ministries.

Findings from the analysis of the “positive cases” (II)

The Sub-ward coping behavior

The local government pyramid structure and its widespread territorially-base offer an opportunity for bottom-up identification of priorities and solutions.

The lowest administrative and political level is the Sub-ward, that, especially in PU areas, is often the the only one opportunity of interaction between the citizens and the local government.

It plays a key role in:

- collecting community priorities and in promoting them at the upper local government levels
- mediating between citizens and the municipality for policies and plans implementation

Community-Based Organizations (CBOs)

It is a phenomena recognized in Tanzania since nineties.

They play a crucial role in:

- identifying the priorities of the community,
- promoting, designing and then implementing community-based adaptation initiatives, and
- supporting LGAs in implementing measures and in services provisions (ie. community boreholes water distribution, waste management)

Conclusions

THE ANALYSIS OF THE SPECIFIC INSTITUTIONAL FRAMEWORK USING PT APPROACH



identifying success cases of CCA measures implemented by LGAs



CONTRIBUTED TO MAKE EXPLICIT SOME UNEXPLORED DIMENSIONS OF THE SPECIFIC
CONTEXT USEFUL TO (RE)DESIGN THE CAPACITY-BUILDING COMPONENTS ADDRESSED TO
LGAs

Conclusions

Strengths of the study

The PT approach promoted a different learning, **ABSORBING COMPLEXITY** of the specific situation and **ENGAGING THE RELATIONSHIPS** among different actors/parts of the system to **UNDERSTAND THE MECHANISMS** existing in between them, beyond the project objectives and results.

It **QUESTIONED THE PROJECT ASSUMPTIONS** about how the capacity-building should work and how the local context, in particular within LGAs, works. It also **QUESTIONED THE RESULTS OF THE DAR'S INSTITUTIONAL CAPACITIES**.

The capacity-building should aim to collect and **RE-CONCEPTUALIZE** LGAs' **EXISTING KNOWLEDGE AND EXPERIENCES**, to unleash their social energy and to support their understanding that **"WHAT THEY HAVE BEEN ABLE TO DO BECOMES WHAT THEY KNOW THEY CAN DO IN THE FUTURE"**

Future improvements of the study

The PT aims **TO ASSESS, TO IDENTIFY, TO RECOGNIZE** and **"build" a success**.

THANKS FOR YOUR ATTENTION!