

Sustainable Water Management Partnership (SUWAMA) in Usa River



SUSTAINABILITY STRATEGY

June 2026

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1. Introduction

From 2017, a group of stakeholders from public sector, private sector and civil society have joined forces to address natural resources challenges in the Usa-River sub-catchment. Following the successful implementation of activities and positive feedback for the first phase (2016 – 2018), and second + third phase (2019-2025) stakeholders agreed to move into another phase that includes expanding to new geographical areas (possible expansion to cover entire Kikuletwa Catchment) and inclusion of new stakeholders. As the Pangani Basin Water Board has replicated the stewardship approach in the Weruweru sub-catchment, GIZ also has further expanded this approach to Tanga (Zigi Catchment) and Mwanza (Mirongo Catchment).

The current implementation period of collaboration (SUWAMA 3.0) expired in January 2026. To ensure sustainability of the measures and results, this document aims to systematically outline steps involved in transitioning and handing over roles to partners as GIZ-NatuReS II programme exits (Phase 5 of the Natural Resources Risk and Action Framework).



Figure 1: Overview of the five NRAF phases

2. Why is Sustainability Strategy Important?

Sustainability strategy clarifies how the partnership evolves or how it will end (for example when goals have been achieved, or at the end of funding cycle). It also provides a plan for withdrawal of participants. Natural resources challenges in Usa River will continue to persist due to increasing pressure caused by different factors e.g., population growth, increased economic activities and impacts of climate change. Furthermore, continued collaboration remains highly relevant, as partners have already recognized the value and effectiveness of working together to address their shared challenges. This reinforces the importance of sustaining the partnership approach beyond the involvement of GIZ-NatuReS II.

Whereas Public sector partners like PBWB, TPHPA, LGAs, and civil society actors like JUWAMAKIJU-WUA and MaliHai will likely continue to be engaged in interventions, companies may want to disengage once either their concerns have been addressed or in worst-case scenario, they shut down their operations like Kiliflora Ltd. (which exited due to concerns other than those related to natural

resources). Some of the businesses (benefactors), for example Mount Meru Game Lodge in the previous phases opted to engage in ad hoc basis and contribute only to interventions.

This strategy has been a process in the making, and it should be noted that it's not one and final but a living document where upon agreements that are made during the Partnership Steering Committee meetings, necessary amendments can be made.

Sustainability Strategy provides a clear idea of what partnership success looks like; a plan of when and how to terminate, hand over, or transform the partnership; and provisions for the withdrawal of participants.

3. Checklist for Sustainability Strategy

01. Partnership governance & structure
02. Selection of Activities (Keep/update the Working Areas)
03. Selection of partners
04. Funding Sources
05. Knowledge transfer
06. Capacity development
07. Monitoring and Evaluation
08. Communication: (What messages, which channels, frequencies, how to communicate...)? Social media?
09. Involvement of vulnerable groups, gender

3.1. Partnership Governance & Structure

With GIZ-NatuReS II exiting, PBWB in collaboration with TPHPA will support coordination efforts of the SUWAMA partnership as the Host/Advisory institutions, providing strategic support and institutional anchoring by reinforcing the partnership's credibility and offering endorsement and fiduciary backing where required, without exercising direct decision-making authority. This includes support to the working groups in fulfilling their tasks, particularly regarding facilitating planning processes and coordinating implementation of activities to ensure consistency across components and partners. Furthermore, the two institutions, in collaboration with all partners, agree on ways to support the monitoring and evaluation of project activities.

With consultations with partners, the discussed arrangement includes a shared role between PBWB, TPHPA and other partners. Civil society or private partners are eligible to assume the coordination role. Primary stakeholders during a consultative meeting agreed on a leadership structure and voted for the leaders specifying their roles and responsibilities as well as the timeframe as further elaborated below.

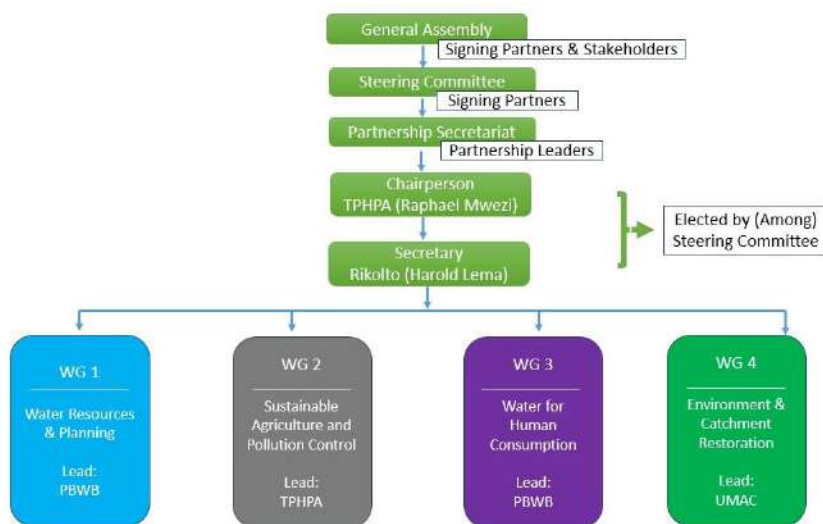


Fig 1. Partnership Leadership Structure 2026 as agreed by all Usa River partners

Notes on the above partnership leadership structure

- The steering committee will comprise all signing members in it.
- Gender representation will be highly observed during the partnership secretariat election.
- The partnership secretariat will serve for a term of 1 year (eligible to be re-elected).
- The partnership chairman, secretariat and working group (WG) leads will be elected/appointed based on their capacity, availability and commitment to the partnership.

3.1.1. Partnership Management



Photo: DOMIKWA Furrow Steering Committee Meeting in progress

Steering Committee

A Stewardship partnership is managed by a joint **Steering Committee** comprising representatives from each partner organization. The Steering Committee conducts regular meetings at least quarterly to provide overall direction for the partnership, ensure the consistency of planned and implemented activities, approve adoption of new members and help to secure further funding. Moreover, the steering committee is responsible for approving contracts and transferring responsibilities to specific project partners or other identified stakeholders. Selected village representatives are involved in steering committees at least twice a year to ensure the steering partners integrate feedback from the ground in their discussions and decisions.

The planning and implementation of specific activities under the partnership working groups are coordinated by specific partners as agreed in the partnership meetings and as appropriate in regard to their mandate. However, working groups are open to the participation of all interested parties.

Sub-catchment Fora

A general assembly (big stakeholder meeting) is held at least twice every year, including all stakeholders of the sub-catchment area to share updates on project implementation and to make sure tensions/misunderstandings are addressed, and that successes are celebrated.

Sub-catchment forum will be organized by PBWB in close collaboration with all partners and stakeholders based on availability of resources. During this forum a catchment bulletin will be shared to the participants and updated on a rolling basis. The Sub-catchment forum will provide input to the Kikuletwa Catchment Forum – which is the all water resources stakeholders forum in the entire catchment.

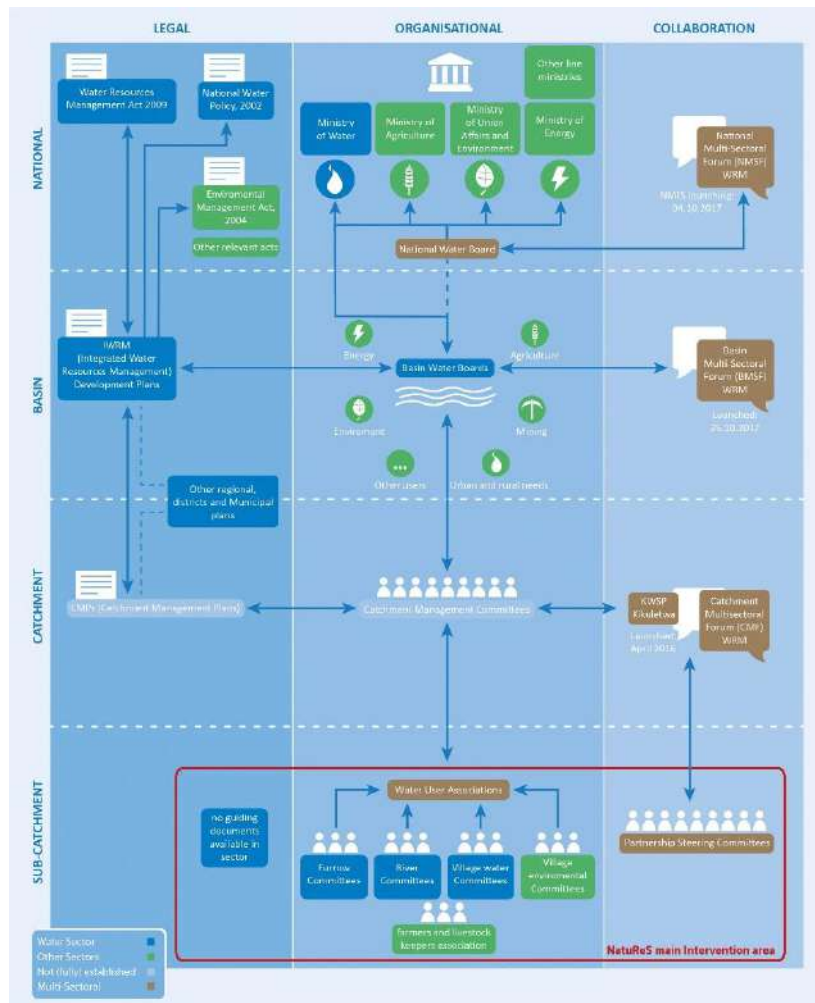
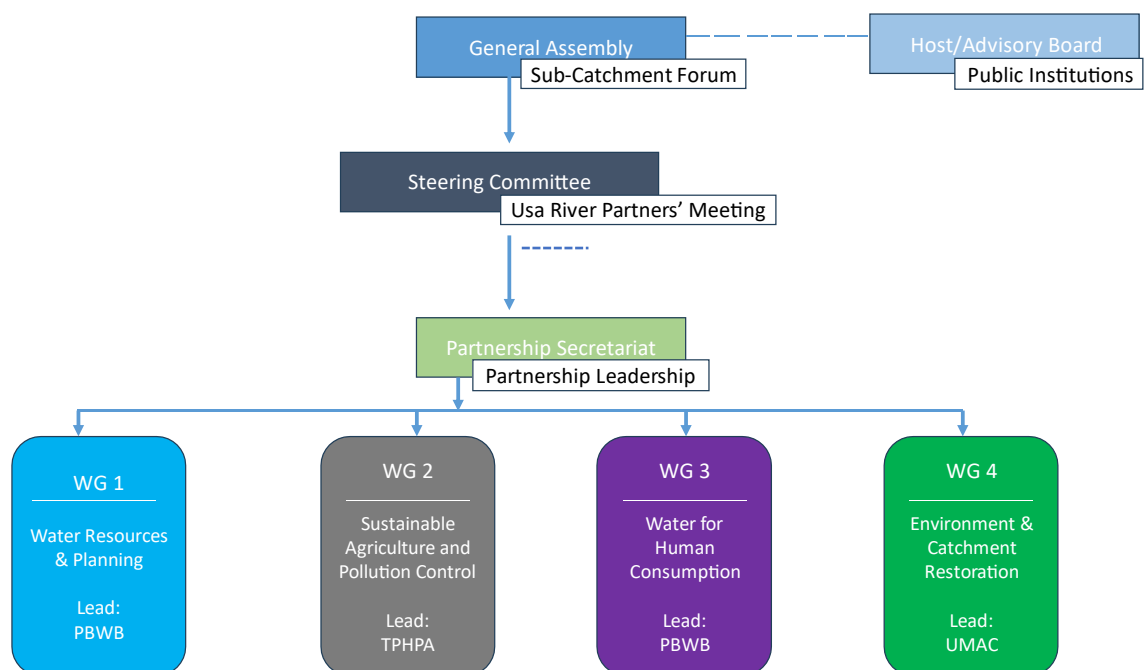


Figure II: A visualization of water resources management institutional set-up in Tanzania

3.1.2. Partnership structure



3.2. Resource Mobilization

All partners will facilitate the identification of additional funding opportunities including further scoping of new potential partners and stakeholders.

Partners will consider utilizing technical expertise from the stakeholders in activity implementation than relying on external consultants.

→ **Who** will commit to contribute for the coordination costs? In-kind contributions from partners and stakeholders such as meeting venue?

As a result of the Sustainability Workshop II held from the 8-9th of June 2026, the Usa River partnership stakeholders agreed the following in relation to resources' mobilization:

I. Project Proposal Development

Every partner within the partnership, depending on their category (.com, .org, .gov), shall be required to develop proposals to support the partnership and its associated activities. Within this framework, any applying entity shall be required to obtain consent from all key partners (Steering Committee members) and secure an endorsement letter from the partnership's Advisory Board in order to qualify for the use of SUWAMA in seeking funding.

This requirement also applies to any application or nomination for awards, where an organization seeks to use the partnership as a basis for qualification, particularly in demonstrating its ability to effectively collaborate and work jointly with partners within the sub-catchment or catchment, or to show that its activities are directly contributing to the partnership's objectives.

Under this section, partners are encouraged to leverage the partnership as a collaborative platform that addresses shared risks and enables joint action particularly when applying for funding opportunities. This multi-stakeholder model—comprising public, private, and civil society organizations (CSOs)—is highly aligned with contemporary donor requirements, providing partners with a distinct competitive advantage when applying for funding opportunities.

As part of the funding and resources for the partnership, stakeholders identified key specific items that would require funds in terms of cash, which include:

- ❖ Meetings: including facilitations, venue & refreshments
- ❖ Capacity building & training
- ❖ Communications & Media coverage
- ❖ Exchange visits
- ❖ Rehabilitation of irrigation infrastructures

The sustainability strategy meeting further agreed that resources mobilization will be a joint responsibility by all partners but to be championed by the chairperson and the secretary.

3.3. Selection of Partners

The partnership's secretariat together with partners will map stakeholders for the next phase of the collaboration. All current partners were required to submit their details to the secretariat for preparation of an online database of the partnership.

Following several bilateral meetings and the sustainability workshop of June 2026, partners agreed to the following as a means of reaching out to stakeholders and further recruiting more partners into SUWAMA:

- Physical meetings: there will be direct visits with potential stakeholders to inform them of the SUWAMA partnership and how they could join in.
- Use of media: to reach more stakeholders, partners agreed to use means such as social media handles for the partnership and start developing a website.

The above means shall be a joint responsibility by all partners, but the leading team will be the secretariat that is tasked with this important role.

3.4. Selection of Activities

Through the decision-making matrix tool exercise that was conducted during the sustainability workshops, the following were identified as the priority activities for the continuation of the partnership.

Activities	Scores	Success factors	Limiting factors
Tree planting	6	Land, nursery establishment, tree species, working tools	Insufficient financial resources
Environmental conservation education	5	Expertise, working tools,	
Furrows rehabilitation	13	Funds, Expertise, working tools, manpower	
Good agricultural practices	8	Demonstration plots, manpower, tools, expertise, training	
Empty Pesticides container collection	10	Guidelines Validation, Manuals, Collection centers, off taking	Insufficient human resources
Training to leaders e.g., WUA	4	Funds, Expertise,	
Water sources demarcation	3		

→ Additional activities to be sustained (to be added in PAP)

Natural Resources Risks	Activities	Responsible/Lead Partners	Contributions
Water and soil pollution through pesticides and fertilizers	- Trainings on proper use handling of pesticides and fertilizers. - Establishment of empty pesticide containers/wrappings collection centers. - Guidelines endorsement - Manuals development	TPHPA	Expertise
		Rikolto & GIZ	Financing and Expertise.
Catchment Degradation	- Soil conservation techniques trainings - Irrigation water use efficiency (drip & furrow) - Water sources conservation and protection through tree planting and demarcation	WUA, PBWB and Rikolto	Financing, Coordination and expertise

	- Formation and strengthening of farmer groups.		
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➔ Activities can will be adapted to the PAP and partnership implementation.

3.5. Capacity Development

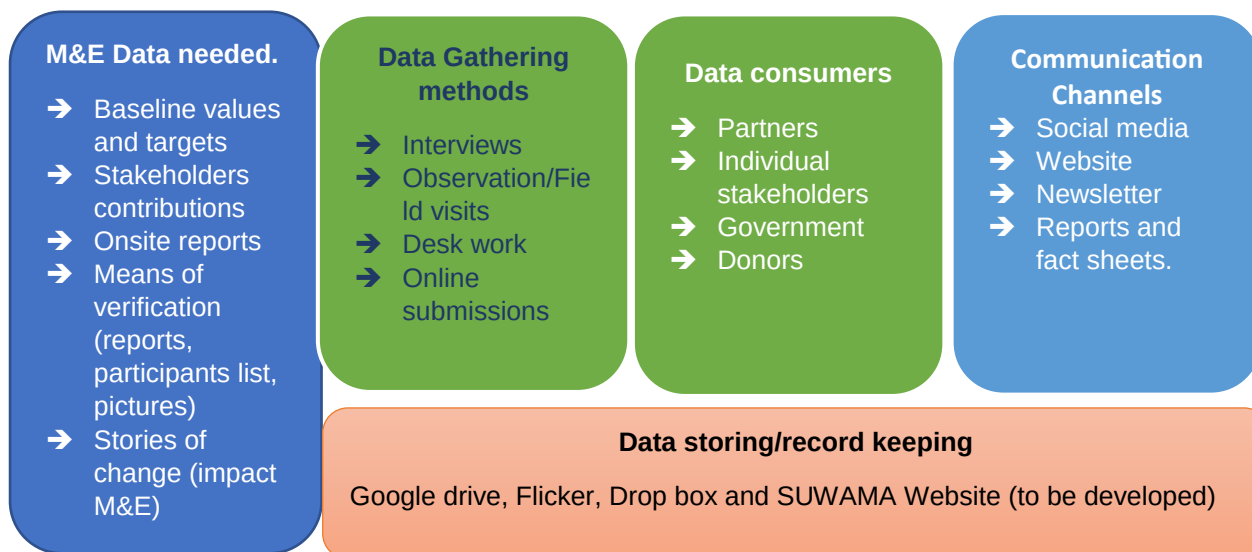
GIZ NatuReS II in collaboration with the secretariat will work together with the partners to identify capacity development needs at individual, organizational and institutional levels to improve overall partnership management.

GIZ NatuReS II will facilitate capacity development measures until October 2026.

3.6. Monitoring and Evaluation

Monitoring and evaluation is an integral part of stewardship partnership sustainability. It is significantly useful to a partnership internal learning, for implementing an adaptive management process, for accountability to internal and external stakeholders and communications. Stakeholders have agreed to:

- Formulate a simplified version of the Partnership Action Plan where all partners will update implementation progress (Secretariat to come up with a proposition by August 2026).
- Use the financial contribution sheet templates to track contributions from partners and stakeholders (templates from GIZ-NatuReS II will be adapted to partners' needs).



Monitoring and Evaluation Discussions

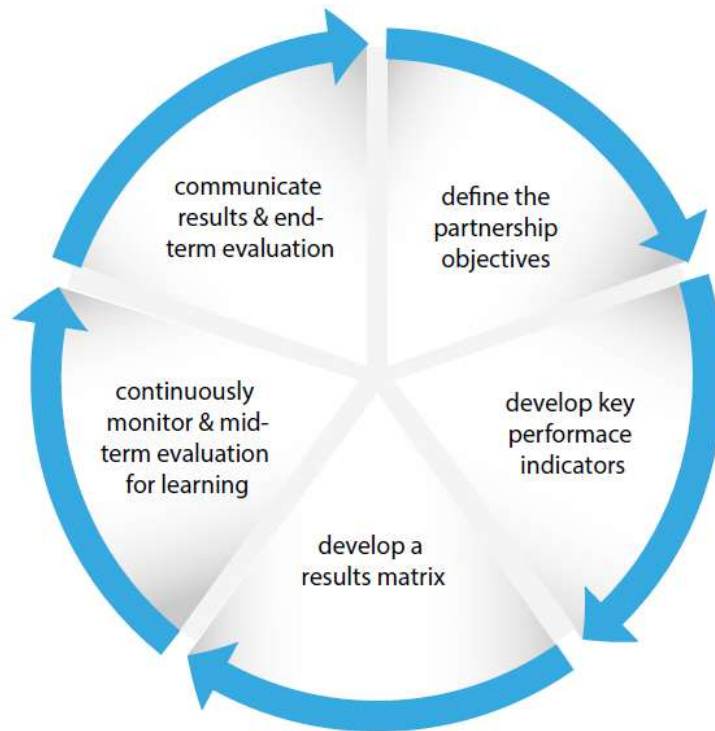


Figure 3: Five steps in implementing a monitoring and evaluation system for a partnership

3.7. Knowledge Transfer

Partners have discussed and agreed about the partnership secretarial function which includes but not limited to:

- Serving as the coordinating body of the partnership, ensuring overall alignment and coherence of activities within the sub-catchment partners and stakeholders.
- Facilitating effective communication and information sharing among all partners.
- Leading the planning and coordination of partnership activities in line with the Partnership Action Plan (PAP).
- Lead in organizing and convening meetings (General Assembly, Steering Committee, and working groups) in collaboration with all partners.
- Preparing agendas, documenting proceedings, and sharing minutes and key decisions.
- Ensuring effective follow-up on agreed action points and decisions made by partners.
- Monitoring progress of implementation and tracking performance against agreed targets.
- Supporting reporting processes, including consolidation of partner inputs and progress updates.
- Maintaining partnership records, documentation, and knowledge management systems.
- Supporting resource mobilization efforts, including coordination of joint proposals where applicable.
- Strengthening collaboration and engagement among partners, including onboarding of new members.
- Liaising with the Advisory Board/Host and other governance structures as needed.
- Representing the partnership in external engagements, where mandated by partners.
- Ensuring transparency, accountability, and adherence to agreed partnership principles, commitments and timelines.

Partners agreed that all partnership information will be stored in a designated repository hosted within the TPHPA offices. The Partnership Secretariat will be responsible for managing this repository, including ensuring that data is regularly updated, properly maintained, and effectively shared among partners and relevant stakeholders. This will be done in consultation with the Steering Committee to ensure consistency, transparency, and alignment with agreed partnership protocols.

3.8. Communication

Within the first three months following the signing of the Partnership Action Plan (PAP), partners will jointly develop and agree on a communication strategy. This strategy will guide the clear and consistent delivery of key messages in appropriate formats and through suitable channels, including partner newsletters, social media platforms, and websites, to effectively reach both targeted stakeholders and a broader audience.

As part of this approach, TPHPA, in its role as a partner and Host/Advisor, has agreed to embed the partnership's website within its institutional platform. The overall objective of the communication efforts is to raise awareness, influence positive change, and attract new partners and contributions to the partnership.

Communication functions may be led by capable partners, particularly civil society organizations (CSOs), such as ATEHA, which possess the necessary technical expertise in information technology and digital communication.

All partners must be informed about external communication on partnership interventions.

3.9. Inclusive Participation

Community participation in decision-making and implementation remains a critical pillar for the sustainability of the partnership. As community engagement has been observed to be limited, largely due to factors such as low motivation and insufficient resources to facilitate participation, including lack of support for transport and related costs. These challenges highlight the need for more deliberate and structured approaches to ensure meaningful and sustained community involvement.

Stakeholders have emphasized the importance of actively engaging women, youth, and vulnerable groups as a key success factor for partnership activities. While some initiatives have incorporated gender-related components through the involvement of civil society organizations, there is a need to further strengthen and systematize inclusive approaches across all partnership interventions for the next phase.

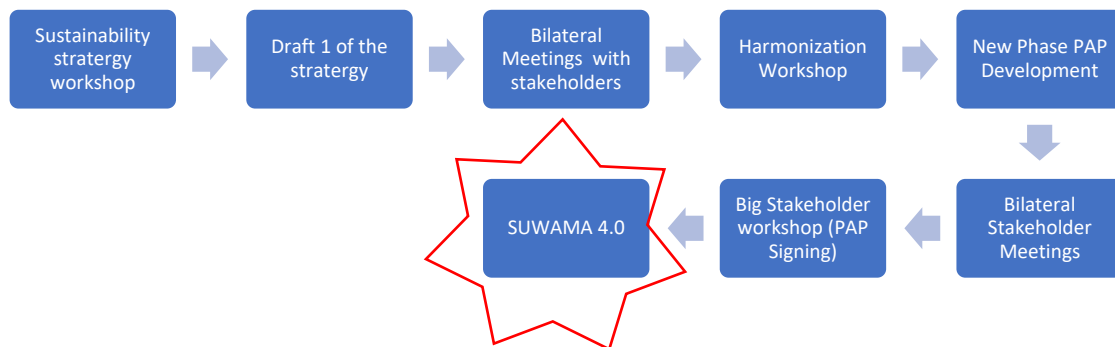
As part of this sustainability strategy, partners will explore options to inclusive participation to better understand existing gaps and opportunities while considering how gender realities and social dynamics—such as roles in community decision-making—can be effectively integrated across key working groups, including communication, capacity development, and the handover of assets, information, and resources. This will ensure that inclusivity is not only addressed at the activity level but embedded within the overall partnership approach.

4. Key Documents

- Tanzania Ministry of Water's Water User Association Formational and Operational Guidelines
- Natural Resources Risk and Action Framework

- Monitoring and Evaluation for Natural Resources Stewardship Partnerships: A Practitioners Guide

5. Timeline for a sustainability strategy and new PAP



6. Next Phase Propositions

As part of the next phase of SUWAMA for the Usa River, and in ensuring long-term sustainability beyond the exit of GIZ-NatuReS II, partners discussed the potential to merge the existing Usa River and Weruweru partnerships into a single, unified catchment-level partnership covering the entire Kikuletwa catchment.

The rationale for this proposition is grounded in the added value of operating under a consolidated structure. A unified partnership would function under a common Host/Advisory arrangement, thereby strengthening institutional anchoring, enhancing legitimacy, and simplifying legal and administrative processes. This setup would also improve the partnership's ability to access funding opportunities, particularly in grant applications that increasingly favor integrated, multi-stakeholder, and landscape-level approaches. In addition, operating under recognized public institutions such as PBWB and TPHPA would facilitate the issuance of official documentation (e.g., endorsement letters), further strengthening the partnership's credibility in external engagements.

The proposed structure is envisioned as dynamic and evolving, allowing for the inclusion of additional public institutions within the Host/Advisory role, expansion of existing partnerships within the current sub-catchments, and support growth beyond the current boundaries through the creation of new sub-partnerships within entirely new sub-catchments. Over time, this would enable the realization of a broader SUWAMA platform, where multiple sub-catchments operate as synchronized, coordinated sub-groups under a single overarching catchment partnership framework.

While this proposition presents significant strategic advantages, partners acknowledged the need for further clarification on key aspects, particularly regarding the management and governance of funding directed solely to the partnership from external sources. Clear modalities will need to be defined to ensure transparency, accountability, and equitable benefit-sharing.

Given that this transition requires joint agreement from both existing partnerships, a harmonization meeting is proposed to facilitate alignment, address outstanding issues, and co-develop a shared vision and operational framework for the unified partnership.

The illustration below presents the envisioned structure of the joint SUWAMA partnership.

