THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF WATER

Five Year Medium Term Strategic Plan 2019/20-2023/24

JUNE,2020

Five Year Medium Term Strategic Plan 2019/20-2023/24

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LIST OF ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
BWBs	Basin Water Boards
BWOs	Basin Water Offices
CA	Chief Accountant
CBOs	Community Based Organizations
CCM	Chama Cha Mapinduzi
CD	Capacity Development
CIA	Chief Internal Auditor
CBWSOs	Community Owned Water Supply Organizations
CSO	Chief Supplies Officer
DAHRM	Director of Administration and Human Resources Management
DAWASA	Dar es Salaam Water Supply Authority
D-by-D	Decentralization by Devolution
DCs	District Commissioners
DDCA	Drilling and Dam Construction Agency
DEDs	District Executive Directors
DPCU	Director of Programme Coordination Unit
DPMU	Director of Procurement Management Unit
DPP	Director of Policy and Planning
DPs	Development Partners
DRWS	Director of Rural Water Supply and Sanitation
DUWS	Director of Urban Water Supply
DWEs	District Water Engineers
DWQ	Director of Water Quality
DWR	Director of Water Resources
EAC	East African Community
ESIAs	Environmental Social Impact Assessments
EWURA	Energy and Water Utilities Regulatory Authority
FYDP	Five Year Development Plan
GCU	Government Communication Unit

HGCU	Head of Government Communication Unit
HICT	Head of Information and Communication Technology Unit
HIV	Human Immune-Deficiency Virus
HLSU	Head of Legal Services Unit
HRM	Human Resources Management
HRP	Human Resource Plan
IAU	Internal Audit Unit
ICT	Information and Communication Technology
IDB	Internal Drainage Basin
IWRMD	Integrated Water Resources Management and Development
JWC	Joint Water Commission
JWSR	Joint Water sector Review
LGAs	Local Government Authorities
LSU	Legal Services Unit
MDAs	Ministries, Independent Departments and Agencies
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MIS	Management Information System
MOFP	Ministry of Finance and Planning
MoW	Ministry of Water
MTEF	Medium Term Expenditure Framework
NAWAPO	National Water Policy
NBI	Nile Basin Initiative
NGOs	Non-Governmental Organizations
NSGRP	National Strategy for Growth and Reduction of Poverty
OGP	Open Government Partnership
OPRAS	Open Performance Review Appraisal System
PAs	Performance Agreements
PCU	Programme Coordination Unit
PO-RALG	President's Office-Regional Administration and Local Government
PMU	Procurement Management Unit
PPPs	Public Private Partnerships

PO-PSM	President's Offices- Public Service Management
RSs	Regional Secretariats
SADC	Southern Africa Development Community
SP	Strategic Plan
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TDV-2025	Tanzania Development Vision- 2025
TLTPP	Tanzania Long Term Perspective Plan
WSSAs	Water Supply and Sanitation Authorities
VCT	Voluntary Counselling and Testing
WPM	Water Point Mapping
WRMA	Water Resources Management Act
WRM	Water Resources Management
WSDP	Water Sector Development Programme
WSS	Water Supply and Sanitation
WUAs	Water User Associations

PREFACE

The Medium Term Strategic Plan of the Ministry of Water (MoW) reflects priorities in the Water Sector related to Water Resources Management; Water Supply and Sanitation Services; as well as Institutional Strengthening and Capacity Building in the next five years from 2019/20 - 2023/24. The plan is consistent with the National Water Policy (NAWAPO) 2002; Ruling Party Election Manifesto (2015-2020);second phase of the National Five Year Development Plan (2016/17-2020/21); the National Long Term Perspective Plan (NLTPP 2011/12-2025/26);the Water Sector Development Programme (WSDP 2006-2025); andRegional and InternationalPolicy Frameworkssuch as Africa Water Agenda 2063 and Sustainable Development Goals(SDGs). All these national and international planning frameworks are designed to meet aspirations of the Tanzania Development Vision 2025that envisages the country to attain the middle-income country status by year 2025.

This plan aims at improving systems, procedures and structures that will strengthen water resources management; improve access to adequate, safe and clean water and sanitation services; boostinstitutional capacity and improve working environment; and enhancing Water Sector networks and partnerships. Other priority areas are coordinating the Ministry's internal and external stakeholders inthe implementation of the National Anti-Corruption Strategy and the National HIV/AIDS Strategy for the purposes of ensuring that the staffs demonstrate a high level of accountability, integrity, transparency and a fight against HIV and AIDS.

The Strategic Plan responds to stakeholders' expectations and executes its mandate of ensuring that water resources are managed, developed and utilized in a sustainable and participatory manner for fostering social and economic development. Development of this plan has taken into account experiences of the previous Strategic Plan, Water Sector reforms, Water Sector policies as well as the dynamics of local and international environment related to the Water Sector. Those experiences are necessary pillars towards long term endeavors to improve services delivered by the water sector institutions to their stakeholders and the public. The quality of these services is largely determined by the knowledge, competence, productivity, honesty and creativity of the MoW staff and the institutional setup of the Water Sector, human resources management, quality of the working environment and other enabling factors that facilitate realization of sectoral goals. It is worth to recognise that in the course of the development of this Strategic Plan, an initial process of review of NAWAPO 2002 was ongoing. Completion of the review of the policy may necessitate an early update of this plan to take into account issues arising from the reviewed policy.

It is my expectation that, given our dedication and commitment, the water sector will continue to contribute towards attainment of the aspirations of the country of becoming a middle-income industrial based economy.

Eng. Anthony Sanga
PERMANENT SECRETARY

EXECUTIVE SUMMARY

The Ministry of Water Medium Term Strategic Plan (MTSP) for 2019/20 to 2023/24 articulates the interventions, results to be achieved and how performance will be measured. The plan takes into account efforts by the Tanzania's Fifth Phase Government to transform the country into a middleincome economy by implementing strategic sectoral reforms in support of the industrialization agenda; realization of the Tanzania National Development Vision 2025; Tanzania Long Term Perspective Plan;and Regional and Internationalwater sector related planning frameworks.

A participatory approach was used in the preparation of this Strategic Plan where a technical committee composed of members from different departments of the Ministry was involved. The interactive process aimed at creating a common understanding and buy-in of both the strategic planning process and its eventual outputs. The assessment of MoW's business operating environment comprisedof the Ministry's historical background; mandates, roles and functions; performance reviews; stakeholders' analysis; strengths, weakness, opportunities and challenges (SWOC) analysis; and recent performance initiatives. The assessment came out with the following critical issues:

a) Improvement in the quantity and quality of water supply and sanitation services;
b) Promoting private sector participation (including public private partnerships);
c) Recovering cost for water supply and sanitation services (investment, production, operation and maintenance);
d) Protecting and conserving water sources;
e) Increasing investment in the water resources development and management;
f) Reduction of non-revenue water;
g) Improving sustainability and capacity to manage water supply and sanitation services in the rural areas;
h) Improving technical capacity to supervise water projects at all levels;
i) Integrating and improving water sector management information system/database;
j) Improving HR management (succession plan, training programmes);
k) Enhancing coordination of the water sector stakeholders, developing and managing partnerships (within ministry, with water utilities, DPs, inter-sectoral, within government, NGOs, LGAs);
l) Mobilizing financial resources for the water sector projects implementation (rapid population increase, urbanisation, supervision, equipment, cars);
m) Improving contract management at all levels;
n) Improving water sector Performance Management System (PMS - MTSP, M&E, CSC, OPRAS);
o) Enhancing awareness on integrated water resource management;
p) Building institutional capacity to deliver quality services;

q) Address HIV/AIDS challenges within the ministry;
r) Mainstreaming gender in the water sector;
s) Promoting research and innovation; and
t) Promoting anti-corruption strategies.

In order to address the above critical issues, the Ministry of Water reviewed its strategic key statements and values as follows:

Vision

To have a water secure country, where people have sustainable access to sufficient quantity and quality of water to meet human, environmental andeconomic needs.

Mission

To ensure water resources are managed and developed sustainably for universal access to water and sanitation services; and economic development.

Core Values

MOW staff will be guided by the following core values: -

i) **Accountability:** We shall perform our duties in compliance with agreed rules and standards.

ii) **Excellence:** We shall execute our duties with professionalism.

iii) **Innovativeness:** We shall be open to new ideas to improve our systems, processes and procedures in delivering services to our clients.

iv) **Integrity:** We shall deliver services to our clients honestly, transparently and respectfully.

v) **Teamwork:** We shall ensure team spirit in the fulfillment of our duties.

The Ministry of Water MTSP for 2019/2020 to 2023/24 carries seven objectives, which addresses the identified critical issues. The objectives are: -

i) HIV/AIDS New Infections Reduced and Supportive Services Improved
ii) Implementation of the National Anti-Corruption Strategy Enhanced
iii) Integrated Water Resources Management Strengthened
iv) Universal Access to Adequate, Safe and Clean Water Improved
v) Universal Environmental Sanitation Improved
vi) Institutional Capacity and Working Environment Improved
vii) Water Sector Networks and Partnerships Enhanced

Based on the strategic objectives, strategies have been identified with the corresponding targets, activities and indicators.

Also, this plan has the results framework, which is the basis for measuring implementation of the plan. It consists of the development objective, beneficiaries of MoW services, linkage to national planningframeworks and the results chain. It also consists of results framework matrix, monitoring plan, planned reviews, evaluation plan, reporting plan and the relationship between the various components of the results framework.

CHAPTER 1
INTRODUCTION

1.1 Overview

The Ministry of Water (MoW) Medium Term Strategic Plan for 2019/20 to 2023/24 presents the vision and mission of the water sector, as well as the interventions to be undertaken to realize the vision. The plan draws, among other things, the experience gained during implementation of the previous Strategic Plan that was implementedfrom 2014/15 to 2018/19 and ongoing interventions through WSDP II (2016/17 – 2019/20).It also takes into account the milestones enshrined in the Tanzania National Development Vision 2025, National Long Term Perspective Plan, as well as regional and international water sector related planning frameworks.

In fulfilling its core mandate of managing water resources and expanding water supply and sanitation services,the Ministry of Water (MoW) will continue to providepolicy and strategic guidance for the water sector implementing agencies (IAs). The key agencies include the National Water Board, Basin Water Boards and Water Users Associations (WUA) for management, development, protection and conservation of catchment areas and water sources; Water Supply and Sanitation Authorities in provision of water and sanitation services in designated areas; Energy and Water Utilities Regulatory Authority (EWURA) for regulation of water supply and sanitation services; Rural Water and Sanitation Agency (RUWASA)for implementing water supply and sanitation projects in the rural areas;and Community Based Water Supply Organizations (CBWSOs) for management of water supply and sanitation services in rural areas. Other key agencies include National Water Fund (NWF) for mobilization of financial resource necessary for the sector management and development and Water Institute for development of human resources in water sector.

During the implementation of this Strategic Plan the Ministry of Water will continue strengthening these institutions so that they exploit their maximum potential in fulfilling their mandates. Furthermore, the ministry will continue to engage its key stakeholders, including the development partners (DPs), the private sector and the civil society organisations that work and have interest in the water sector.

1.2 Methodology

This Strategic Plan has been developed in accordance with Medium Term Strategic Planning and Budgeting Manual (2007) of the Government of the United Republic of Tanzania (URT). The Plan was prepared in a participatory approach involving collection and analysis of inputs from the Ministry's internal and external stakeholders,

includingMoW staff; Management; Water and Sanitation Authorities; Basin Water Boardsand Executive Agencies under the Ministry. In developing the plan, the situation analysis was conducted to assess the internal and external business operating environment,covering background of the water sector; review of MoW's mandate, roles and functions; review of performance of the previous strategic plan; stakeholders' analysis; and Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis. The process further involved developmentof Vision and MissionStatements, Objectives, Strategies, Targets and Key Performance Indicators.

1.3 Purpose of the Plan

The Ministry of Water strategic plan aims at communicating with stakeholders the sectoral strategic direction for the next five years (2019/20- 2023/24). The document serves the purpose of guiding the Ministryand its stakeholdersin planning, budgeting, accountability and management of the water sector. The strategic plan guides the staff and external stakeholders on annual planning and setting of priorities based on the mandateand organisational structure. In addition, the strategic plan provides a basis for mobilising resources in pursuit of the Ministry's vision and strategic direction.

1.4 Outlineof the Strategic Plan

The StrategicPlan is divided into four chapters and annexuresas follows: Chapter One covers Introductionwith sectoral background information, strategic plan development methodology, purposeof the strategic plan and layout. Chapter Two covers the business operating environment or situational analysis which scans through MoW's mandates; roles and functions; review of performance of the previous strategic plan; stakeholder's analysis; and Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis, as well as recent performance improvement initiatives. It also summarizesthecritical issues, which are to be addressed by the Ministry in the current planning period.

Chapter Three presents the Plan that outlines the Ministry's vision, mission, core values, objectives, strategies, targets and key performance indicators. Chapter Four provides the results framework, which is the basis for measuring implementation of the plan. It consists of the development objective, beneficiaries of MoW services, linkage to national planningframeworks and the results chain. It also consists of results framework matrix, monitoring plan, planned reviews, evaluation plan, reporting plan and the relationship between the various components of the results framework.

The annexures include the organizational structure and the MTSP matrix.

CHAPTER 2
SITUATIONAL ANALYSIS

2.0 BUSINESS OPERATING ENVIRONMENT

This chapter describes internal and external organisational scan or business operating environment of the Ministry of Water. The organisational scan takes into account roles and functions of the Ministry, performance review in terms of the mandate execution andthe achievements since establishment. The chapter conducts thestakeholders'analysis, highlightingMinistry's stakeholders and their expectation of services offered to them. The chapter identifies Strengths, Weaknesses, Opportunities and Challenges (SWOC). In the course of implementing the previous plan, the Ministry designed projects and undertook initiatives that were not in the plan; these are referred to as recent initiatives, which aimed to improve performance. After the organisational scan, critical issues to be addressed by the Ministry of Water aregiven special attentionin the 2018/19 to 2023/24 planning period.

2.1 Background

Tanzania is implementing the Tanzania Development Vision (TDV) 2025, which focuses on transforming the county into a middle income one and improving people's livelihood. The vision is implemented through various tools, including Five Year Development Plans (FYDPs) and the Governing Part (CCM) election manifesto. Additionally, Tanzania participates effectively in implementing the international policy frameworks and various agreements, including the Sustainable Development Goals- (SDGs) 2016 - 2030. In all these initiatives water takes a centre stage and plays a critical role in realising them.

The importance of water is based on its natural criticality for life of human beings and other living organisms (both fauna and flora) and environment. Water is also the engine of the socio-economic development and it plays a vital role in ending poverty. Water is the bedrock for agriculture, and a lifeline for electricity generation, manufacturing, tourism, mining, livestock development, and fishing. Simply put, water is life!

Due to its importance, water is one of the life essentials with the greatest demand. "*Around 748 million people today do not have access to an improved source of drinking water and water demand for manufacturing is expected to increase by 400 per cent between 2000 and 2050 globally*". In Tanzania, up to 2019 the renewable per capital fresh water resources have declined from more than 7,862 cubic meters in 1962 to about 2,300 cubic meters.

At the same time, worldwide, temporal and spatial demands are increasingly challenging as a result of population pressure, deforestation, and unsustainable land and water management in fragile catchment areas. This has led to degradation of the water resource base and the livelihoods of the people that depend on it. Tanzania also faces increased risk due to climate variability, which is a growing threat to the sustainability of critical water-using sectors, namely hydropower, irrigation, mining, tourism, livestock, industries, urban and rural water supply, and the environment. While rapid urbanization spurs economic growth, it also putspressure on water resources and this complicates the task of sustaining access to water and sanitation services within the country. Given the economic and social importance of water for national growth and industrial development, the Ministry of Water intends to incorporate measures thataddress competing demands for water in its development plans.

2.1.1 National Policy Frameworks

Tanzania's development agenda is guided by the Tanzania Development Vision 2025, which envisions transforming the country into a middle-income country with a high level of human development. The Vision has five major attributes, namely; high quality livelihood; peace stability and unity; good governance and the rule of law; a well educated and learning society; and competitive economy capable of producing sustainable growth and shared benefits.

The Vision is implemented through a Tanzania Long Term Perspective Plan, which has been organised into Five Year Development Plans. Presently, the Government is implementing a second phase of Five Year Development Plan (FYDP II) 2016/2017 – 2020/2021 as a driving force for achieving the aspirations of the Tanzania Development Vision 2025. The programme has four major components, namely flagship projects; interventions for economic growth; interventions for human development; and enabling environment.

The water sector is covered under the interventions for human development component, the second largest component in the FYDP II. The implementation of the FYDP II for the water sector is guided by the Water Sector Development Programme (WSDP) II which aimsat ensuring availability for water resources for human and socio-economic development needs, as well as environmental sustainability.

The WSDP II targets, among other things, increasing the proportion of rural population having access to clean, safe and adequate drinking water from 51% in June 2014 to 80% in June 2019 and 85% in June 2020; and to increase the proportion of the urban population having access to clean, safe and adequate drinking water from 80% in June 2014 to 95% in June 2020. Further, the WSDP II aims to increase the proportion of the population that use improved sanitation facilities form 2.2million households (25%) in 2013 to 7.3 million households (75%) by 2020, while instituting measures to eradicate open defecation.

The WSDP II targetsare in line and responsive to the CCM 2015 Election Manifesto, as well as international planning frameworksas highlighted below.

2.2.2 International Policy Frameworks

The United Republic of Tanzania is one of members of the international community and regional integration bodies such as the United Nations, African Union, Southern Africa Development Community and the East Africa Community. By being a member of the above-mentioned forums, Tanzania commits to contribute to the regional and international agendasand, is required to report on implementation status of sectoral and non-sectoralgoals and targets as part of the frameworks for monitoring and evaluation systemsand for benchmarking purposes.

Sustainable Development Goals (SDGs)

The Sustainable Development Goal 6 states: *"ensure availability and sustainable management of water and sanitation for all"*. The goal is related to the Water sector and seeks to achieve universal and equitable access to safe and affordable drinking water for all; access to adequate and equitable sanitation and hygiene for all; improvement of water quality; implementation of integrated water resources management at all levels; protect and restore water related ecosystems; support capacity building of countries in water and sanitation management technologies. In addition to Goal 6, the Ministry of Water indirectly contributes to other SDG goals and will continue to facilitate and support initiatives by other URT sectoral ministries in achieving the SDGs.

Africa Agenda 2063

On the other hand, the Africa Agenda 2063 aspires to have a continent driving its own development in a sustainable manner. The Agenda reiterates the importance for peoples' high living standards, quality of life, sound health and well being. It further emphasizes on people having access to affordable basic necessities of life such aswater and sanitation. The Agenda 2063 also statesthe importance of sustainable and inclusive development projects for women, children and marginalized groups.

2.2 Mandate of Ministry of Water

The Ministry of Water was established through the Presidential Instrument of Assignment of Ministerial Responsibilities in the Government **Notice No.144** of 22ndApril 2016 and its amendment of 7th October 2017to deal with water and irrigation policies. Through amendment of 7th July 2018, the Government decided to move irrigation policy and its implementation to the Ministry responsible for Agriculture. Taking into account the institutional changes, the Ministry is mandated to formulate and monitor implementation of policies on Water Resources; Rural and Urban Water;

Central Water Laboratory;River Basins Development;Water Quality and Pollution Control; Drilling, Rain Water Harvest and Dam Construction; Water Sources Protection; Sewage and Drainage Development; Performance Improvement and Development of Human Resources under this Ministry;and Extra-Ministerial Departments, Agencies, Programmes and Projects under this Ministry.

2.3 The Roles and Functions of Ministry of Water

The following are the roles and functions of the Ministry: -

(a) Formulate, coordinate, monitor and evaluate implementation of the national water policy;
(b) Facilitate and coordinate provision of adequate, clean and safe water for domestic, energy, livestock, industrial and other uses;
(c) Regulate, manage and develop water resources in a manner that ensures environmental, social and economic sustainability;
(d) Conduct water quality assessment, assurance and pollution control;
(e) Conduct water related research and promote the use of research findings;
(f) Promote appropriate technologies that enhance efficiency in the development of water supply and sewerage infrastructure;
(g) Promote improved sanitation and hygiene services including waste water disposal;
(h) Promote and support the private sector participation in investment and management of water resources, water supply infrastructure and services;
(i) Undertake water sector institutional strengthening and capacity building;
(j) Provide strategic guidance, technical and operational support to Ministry's Implementing Agencies to enable them perform their mandated tasks effectively;
(k) Coordinate and participate in national, bilateral, regional and international dialogues and initiatives pertaining to the management and development of water resources and water supply services;
(l) Collect, preserve and disseminate water resources and water supply data and information to stakeholders;
(m) Mainstream cross cutting issues such as gender, HIV/AIDS and environment; and
(n) Promote the use of ICT in the water sector.

2.4 Previous Strategic Plan Vision Statement

The previous MTSP vision statement was: "*Universal and sustainable access to adequate and affordable clean and safe water*". The Ministry will continue to ensure universal availability of clean and safe water in a sustainable manner.

2.5 Previous Strategic Plan Mission Statement

The previous MTSP mission statement was: "*To manage and develop water resources in a manner that ensures efficient and effective collaboration and coordination of stakeholders for water and sanitation service delivery*". The Ministry's mandate continues to be the same.

2.6 Performance Review

During 2014/2015 to June 2019 planning period, the Ministry registered significant achievements in improvingwater resources management and access to clean and safe water and sanitation services in the country. A number of interventions were executed to achieve sector objectives. This section presents some of key achievements and it highlights gaps and actions, whichneed to be addressed by the Ministry during the planning period. The performance review is based on all 2014/15-2018/19 Medium Term Strategic Plan objectives and recently undertaken technical and capacity building initiatives for improving performance.

OBJECTIVE A: HIV/AIDS Infections Reduced and Support Services Improved

The objective aimed at undertaking HIV/AIDS preventive and curative measures amongst Ministry staff across all levels. The objective complies with the national regulatory frameworks and guidelines on handling the pandemic in work places. The implementation strategies covered both the Ministry's headquarter and outpost services. The achievements, challenges and way forward are presented below: -

Achievements

(a) Nutritional food and transport support to 9 staff were provided;
(b) 25personnel attended a Training of Trainers (ToT) on enhancing HIV/AIDS awareness; and
(c) HIV/AIDS refreshers course was conducted to all MoW management staff;

Challenges

(a) HIV/AIDS situational analysis was not conducted;
(b) Most of the MoW headquarter staff are not ready for voluntary testing despite efforts of sensitization; and
(c) Lack of funds to implement interventions and reaching outpost offices.

Way Forward

(a) Budgeting for more funds to conduct sensitization seminarson HIV/AIDS to MoW and its implementing agencies;

(b) Sensitizing Water Sector stakeholders to integrate HIV/AIDS interventions in their plans;
(c) Conducting HIV/AIDS situational analysis to MoW and its implementing Agencies which will help in planning and mitigation measures; and
(d) Develop and implement the Water Sector HIV/AIDS strategy.

OBJECTIVE B: Implementation of National Anti-Corruption Strategy Enhanced

This objective aimed at combating and preventing corruption incidences in the water sector through creating awareness on Anti -Corruption Strategy to the management and staff. The awareness focused on internal controls systems; procurement and contract management ethics and public service management at work place. The achievements, challenges and way forward areas listed below.

Achievements

(a) Integrity and Audit Committeeis operational;
(b) Special Audit Committee was formed in order to investigate possible corruption practices on implementation of rural water supply projects; and
(c) Awareness on corruption issues wasconducted in the management and staff meetings.

Challenges

(a) Inadequate knowledge and awareness on good governance, public service laws, rules and regulations among MoW staff;
(b) Inadequate knowledge and awareness on financial, procurement and contract management;
(c) Unethical behavior at workplace forsome staff; and
(d) Limited investment for improving internal control systems.

Way forward

(a) Improving record keeping system by adopting e-document to enhance records management;
(b) Identifying risks areas prone to corruption for improved mitigations;
(c) Enhancing good governance knowledge and skills;
(d) Developing and implementing action plan onawareness creation to staff on laws, rules, regulations and ethics; and
(e) Investing in improving and strengthening internal control systems.

OBJECTIVE C: Sustainable Integrated Water Resources Management Enhanced

This objective intended to enhance management of water resources for improvement of water quantity and quality to meet present and future social, economic and environmental needs. In order to attain the objective, a number of strategies were employed including operationalization of basin water boards, implementation of IWRMD plans, participation of local communities in water resource management and assessment of water quantity and quality trends.The achievements, challenges and way forward were as listed below.

Achievements

(a) All 9 Basin Water Boards are operational, out of which six Boards are implementing IWRMD Plans and the remaining three are at different stages of preparing IWRMD Plans. The completed IWRMDPlans are for Ruvuma and Southern Coast, Lake Tanganyika, Lake Nyasa, Lake Rukwa, Rufiji and Internal drainage and thosefor the Wami/Ruvu, Lake Victoria and Pangani Basins are at different stages of preparation;

(b) Environmental Audit (EA) was conducted and completed for rehabilitation of medium size dams of Leken, Itobo, Uchama, Nkiniziwa, Enguikment I, and Enguikment II;

(c) Detailed engineering designs for rehabilitation of two dams in the Internal Drainage Basin were prepared and contracts signed. The dams are Enguikment II in Monduli District and Itobo in Nzega District;

(d) The 22 successful boreholes out of 30 were drilled andare operational for augmenting surface water during dry season in Pangani Basin;

(e) Feasibility studies and detailed designs for three strategic and multipurpose dams namely Farkwa in Dodoma; Lugoda in Iringa; and Kidunda in Morogoro have been completed;

(f) Environmental and Social Impact Assessment (ESIA) studies for the three strategic dams (Farkwa, Lugoda and Kidunda)were completed. Valuation of land and properties of communities that will be affected by construction of the dams have been completed.Process for compensation to communities that will be affected by Farkwa and Kidunda Dams is ongoing;

(g) The Mechanism (tools and instruments) for Water Quality Management and Pollution Control have been developed and applied as follows: -

    (i) Water Quality Management and Pollution Control Strategy is operational through which water quality data and information have been collected and disseminated to communities and decision makers for various uses;

(ii) The scaling up of Defluoridation Technology Strategy is operational whereby three incineration kilns have been constructed; mould for fabricating defluoridation units purchased; 1,192household defluoridation units fabricated and sold/distributed and; 14 community defluoridation units constructed;

(iii) Fluoride levels assessed in 2,140 water sources from 33 districts in six regions and findings are shown in **Table 1** below.

Table 1: Fluoride Survey Findings 2014-2016

No.	Region	Range of Fluoride (mg/L)	
		Minimum	Maximum
1.	Arusha	0.08	82
2.	Kilimanjaro	0.08	74
3.	Mwanza	0.17	21
4.	Manyara	0	62
5.	Singida	0.2	21
6.	Shinyanga	0.13	32
1,182 of assessed water sources complied to 1.5 mg/l East African standard			
868 water sources had fluoride concentration ranging from 1.6 to 10 mg/L that can be defluoridated with locally available technology i.e cow bone char technology.			

(iv) Guidelines for Preparation of Climate Resilient Water Safety Plans for Urban and Rural Water Supply Organizations have been developed and disseminated to urban and rural water supply organizations for implementation;

(v) Facilitation in development of Water Safety Plans was done in pilot utilities of Kigoma Urban Water Supply Authority, Mkambarani and Mbande CBWSOs. MbandeCBWSO managed to access 125 million shillings from the World Health Organization to support improvement of water availability in the community;

(vi) National Guideline on Drinking Water Quality Monitoring and Reporting has been prepared and disseminated to stakeholders to 26 regions of Tanzania Mainland;

(vii) Laboratory operational and analytical procedures were prepared and applied in laboratories which has resulted into improvement of the analytical performance among laboratories;

(viii) Water Quality Index report for Lake Victoria employing water quality data collected from 2000 to 2016 was prepared. The index illustrated that the littoral zone (areas in lake closer to shore line) of the water body was facing progressive degradation challenges from anthropogenic activities as compared to pelagic zone (inner areas within the lake) and thus need for more effective enforcement and conservation initiatives;

(ix) All water quality laboratories participated in annual inter laboratory Proficiency Test (PT) for microbiology and physical-chemical analysis, coordinated by the Southern Africa Development Community Measurement and Traceability (SADCMET), the performance results were on average of 74 percent for microbial analysis and 71.2percent for physical-chemical analysis;

(x) International Forums and Trans-boundary water resources management endeavors: -

The cooperation with international, continental, regional and trans-boundary water resource forums and institutions which include African Minister's Council on Water (AMCOW), East African Community (EAC), Lake Victoria Basin Commission, Southern Africa Development Community (SADC), Zambezi Basin Watercourse Commission (ZAMCOM), Ruvuma River Joint Water Commission (JWC), Nile Basin Initiative (NBI) and Lake Tanganyika Authority continued to be strengthened as listed below.

i) Tanzania became Chair of African Ministers' Council on Water - AMCOW (2016-2019);

ii) Tanzania became Chair of Zambezi Watercourse Commission – ZAMCOM (2018/2019);

iii) Tanzania became Chair of Nile Equatorial Lakes Subsidiary Action Plan – Coordination Unit – NELSAP- CU (2017/2018);

iv) Establishment of a Joint Songwe River Basin Commission in 2018;

v) Memorandum of Understanding between Tanzania and Malawi for the Implementation of Phase III of Songwe River Basin Development Programme (SRBDP) was signed in 2017;

vi) Memorandum of Understanding on Kagera River Basin Transboundary Integrated Water Resources Management and Development between Tanzania, Burundi, Rwanda Uganda and Nile Equatorial Lakes Subsidiary Action Plan – Coordination Unit – NELSAP- CU was signed in 2016;

vii) Memorandum of Understanding between Tanzania and Kenya for the Management of Transboundary Water Resources of Mara River Basin was signed in 2015;

viii) Memorandum of Understanding between Tanzania and DRC for the Construction of Lukuga Barrage was prepared in 2015; and

ix) The Nile Basin Water Resources Atlaswas prepared. The atlas provides well syntheses, interpreted information about water resources and projects to stakeholders and thereby promote evidence-based decision-making.

(h) Provision of management support to BWBs was done as follows: -

(i) 4 Regulations were prepared namely; the Regulation of Water Body Classification, Regulation of Water Well Quality Monitoring, Regulation of Transfer of Water Permit and Regulation of Control and Management of Storm Water. Also, draft Regulation of Powers of Basin Water Boards on monitoring and enforcing requirements for construction and alteration of water works has been prepared;

(ii) 11 catchment water committees and 111Water User Associations havebeen formed to enhance water resources management;

(iii) Total of 794monitoring stations are in place and operational; And

(iv) A total of 732 important water sources were identified,out of these 120 water sources were demarcated and18of the demarcated water sources have been gazetted.

Challenges

a) Encroachment and degradation of water sources as a result of growing human development activities in water catchments and groundwater recharge areas;
b) Inadequate water storage infrastructure impedes the nation's water security including adaptation to climate change and variability, impacting the socioeconomic development;
c) Inadequate data and information on surface and groundwater that hinder development and management of water resources;
d) Low awareness on water resources management issues among communities;
e) Inadequate investment in development and management of water resources infrastructures;
f) Limited technical and administrative capabilities inbasinwater boards and water quality laboratories;
g) Low levels of revenue collection amongst basinwater boards and water laboratories to meet operation costs;
h) Low level of investment in water quality assessment, researches and management infrastructure;
i) Inadequate private sector participation in water resources development and management; and
j) Low awareness on defluoridation technology in the community.

Way forward

a) Demarcation and gazetting of strategic water sources for protection;
b) Awareness creation on management and conservation of water sources and groundwater recharge areas at all levels;
c) Review enforcement of WRM regulatory framework;
d) Formation and strengthening of water user associations and water catchment and sub-catchment committees;
e) Completion of the remaining three basin IWRMD plans and implementation of the completed IWRMD plans;
f) Establishment of water resources database, models and maps; and dissemination of information products;
g) Establishment of the Water Resources Center of Excellence;
h) Rehabilitation and construction of water resources monitoring stations;
i) Construction of strategic dams;
j) Facilitate accreditation of water laboratories;
k) Conduct research on various defluoridation options and performance efficiency of the defluoridation units at community and household levels;
l) Develop fluoride database and map;
m) Develop Laboratory Information Management System for effective water quality data management; and
n) Facilitate technical execution of the Water Safety Plans in urban and rural water organizations.

OBJECTIVE D: Universal Access to Adequate, Safe and Clean Water Improved

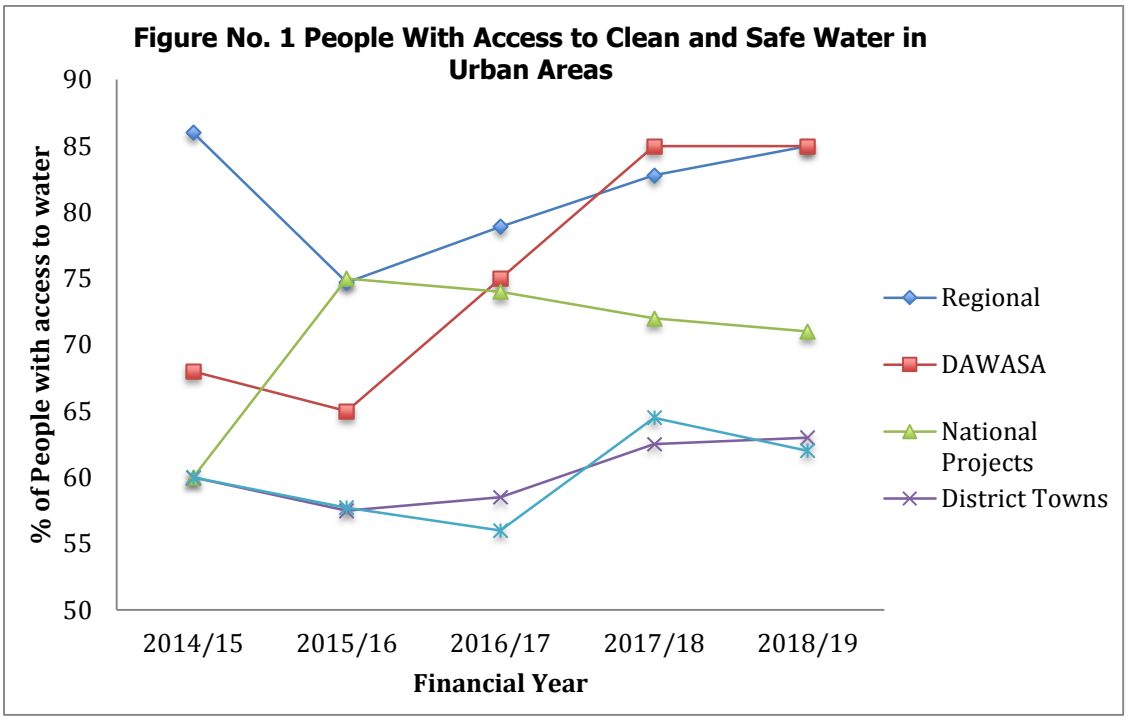
This objective aimed at achieving universal targets on access to adequate, safe and clean water in a sustainable manner for the Tanzanian population. The strategies employed were strengthening WSSAs capacity; improve access to safe water in both urban and rural areas; strengthening operational plan in rural water supply projects; and promotion of PPP projects. The achievement, challenges and way forward are as listed below.

Achievements

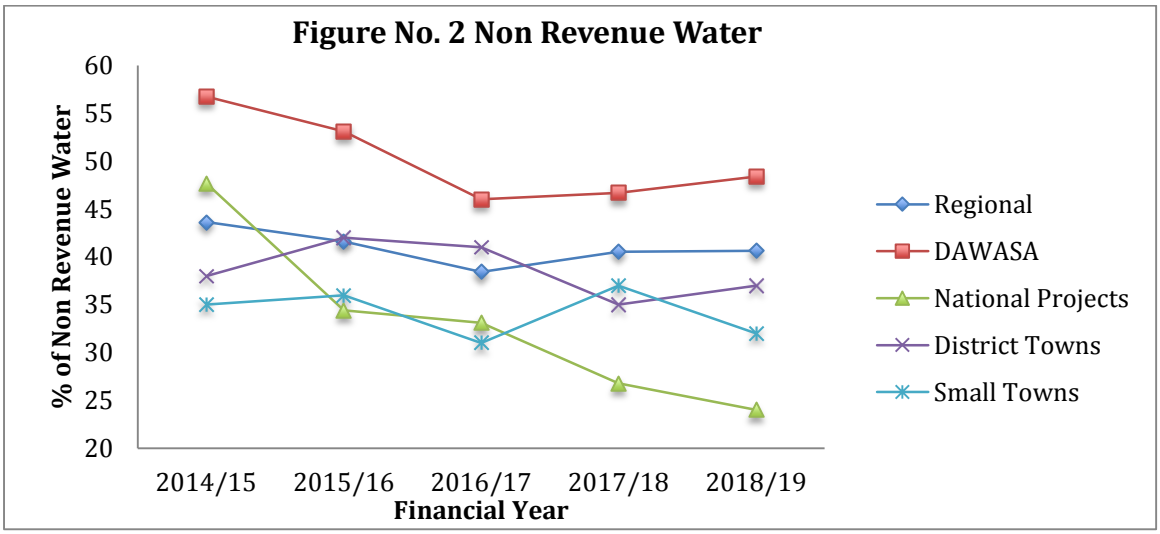
a) Access to clean and safe water in urban areas (**Figure No. 1**)increased as follows:
   (i) In Regional Towns, including DAWASA service area, the coverage of water supply services was at 86% (3,885,060 people) in 2014 and85% (13,242,996people) in 2019 through 821,235domestic connections and 3,562kiosks.The decrease in coverage of water supply services is mainly contributed by inclusionof the population in peri urban areas that were not previously included leading to the increase of service area.

(ii) In DAWASA serviced areas, access increased from 68% (1,932,480 people) in 2014 to 85% (4,964,586people) in June, 2019 through 510kiosks and 261,294connections.

(iii) In District Towns, Small Towns and National Projects access has increased from60% (2,106,200 people) in 2014 to63%, 62% and 71% out of 3,131,082, 533,634 and 1,799,252 people living within the service area respectively in June, 2019.



b) Non-Revenue Water decreased from 43.63% (2014/15) to 40.63% (2018/19) in the Regional Centers; 47.7% (2014/15) to 24% (2018/19) in the National Projects; 56.73% (2014/15) to 48.4% (2018/19) in DAWASA service area. In the District and Small Towns WSSA non-revenue Water decreased from 38% (2014/2015) to 36.1% (2018/19) as illustrated in **Figure No. 2**.



c) Kahama Water Supply and Sanitation Authority has graduated from Category C to A;

d) Access to clean and safe water in rural areas has increased from 51% in 2014 to 64.8% in2019, through 86,780functioning water points;

e) Capacity building initiatives has been undertaken in WSS utilities andCBWSOs as well as an increase number of CBWSOs registered and operation from 1,236 in 2014 to 3,236by June 2019.

Challenges

a) Inadequate capacity in implementation of projects, performance monitoring and non-availability of adequate qualified staff in WSSAs and RUWASA contribute to delay in projects implementation, decision making and reporting;

b) Inadequate financingofoperation and maintenance of water projects in both rural and urban areas which leads to unsustainable water projects;

c) Diminishing of water sourcesdue to environmental degradation and climate change;

d) Inadequate capacity of consultants and contractors to undertake water supply projects;

e) High level of water losses (non-revenue water) in most urban water supply systems and national water projects;

f) Vandalism of water supply and sewerage infrastructures in both rural and urban areas;

g) Rapid population growth and urbanization outstrip investment pace in Water Sector;

h) Delays in funds disbursements and inadequate project funding hinder the attainment of the set targets;

i) Limited water treatment facilities in some of the utilities especially the District, Small Towns and National Projects and most of the rural water supply schemes;

j) Ineffective implementation of asset management system in water supply;
k) Un-harmonized data and service definitions result into silos data management systems and different reporting formats.

Way forward

(a) Implement sustainability strategy on maintenance and operation of water infrastructures in rural and non-revenue water strategy in urban;
(b) Improve procurement process of competent contractors and consultants;
(c) Review and implement water supply and management systems related regulatory legal framework;
(d) Form a strong legal framework to address vandalism of water infrastructures and water resources;
(e) Increase water supply and sanitation investment in rural and urban areas;
(f) Promote use of appropriate technology.
(g) Harmonize data, service definitions and reporting formats across the sector.
(h) Implement an integrated data management and reporting systems.
(i) Revise new sources of funding for water projects.

OBJECTIVE E: Universal Environmental Sanitation Improved

This objective aimed to improve sanitation and hygiene in both rural and urban areas by promoting new household connections to the public sewer systems; constructing wastewater treatmentfacilities;improving latrines in schools and health centers; and conducting National Sanitation Campaigns in rural communities. Achievements, challenges and way forward related to the objective are as listed below.

Achievements

(a) Total number of sewerage connections increased from 46,263 in 2014/15 to 50,044in June 2019;
(b) Out of 26Regional Water Utilities, **11** water utilities (Arusha, Dodoma, Moshi, Morogoro, Mwanza, Iringa, Songea, Mbeya, Tabora, Tanga and DAWASA) have sewerage network; **five**utilities(Sumbawanga, Bukoba, Geita, Kigoma and Musoma) have sludge digesters; **two**utilities (Lindi and Kahama) have started construction of waste water treatment facilities; and **six** utilities (DAWASA (construction of additional wastewater treatment plant),Mtwara, Njombe, Tanga, Shinyanga and Babati) have acquired land for construction of new wastewater treatment facilities. Tanga WSSA has a sewerage network but currently disposing the sewage directly into the Indian Ocean. The utility has acquired land for construction of wastewater treatment facilities.
(c) TheNational Sanitation Campaign (NSC) 2016-2021 aims at creatingawareness on sanitation and hygiene issues and is in progress in all 26 regions involving 184 councils. The success of the campaign is reducing the number of Villages/Mitaa

without any toilet from 7.5% in June 2016 to 2.5% in June 2019 also in the same period, percentage of households with improved toilets have increased from 35.8% to 57.2%.

Challenge

(a) Inadequate investments in sanitation services compared to sector service areas;
(b) Inadequate financing on investment in sanitation; and
(c) Low awareness of communities regarding sanitation practices.

Way forward

(a) Establish local budget line for financing sanitation and hygiene interventions;
(b) Invest on continuous advocacy and sensitization; and
(c) Roll out National Sanitation Campaign phase II into all the villages and *mitaa* in the country. Regions need to strengthen regular follow up and supervision of the activities conducted at LGAs level and provide the technical back stopping in various NSC related issues as well as to provide supportive supervision.

OBJECTIVE F: Human Resources Management and Working Environment Improved

This objective aimed at improving the human resources, working environment and social welfare amongst MoW staff. The objective intended to ensure that MoW staff at the headquarter and in the implementing, agencies are available at the required number and qualifications and the working environment improved. The recorded achievements, challenges and way forward are as listed below.

Achievements

(a) MoW managed to fill vacancies for 228 staff consisting of Engineers (69), Technicians (142), Statistician (3), Economist (2),Drivers (8) and (4) Community Development Officers. The recruited staff were posted to various implementing agencies and at MoW headquarter;
(b) FiveBWBs (Lake Victoria, Rufiji, Pangani, Lake Rukwa and Wami/Ruvu) have established Tender Boards, hired procurement officers and accountants;
(c) MoW and implementing Agencies (BWBs, WSSA, NP) were equipped with working tools such as ICT equipment, motor vehicles and furniture;
(d) Construction and rehabilitation of office and laboratory buildings in water basins at: Lake Victoria and Lake Tanganyika (100%), Internal Drainage (97%), Lake Nyasa headquarter (100%) and the field offices of Njombe and Songea (50%), Lake Rukwa (70%), Ruvuma (95%), Wami-Ruvu (15%) and Pangani is at procurement stage;
(e) Estate management was undertaken as follows:

i) Rehabilitation and extension of Dar es Salaam Central Laboratory Building is at 99% whereby the remaining works are landscaping and air condition installation;

ii) Construction of Maji House in Dar es Salaam reached 55% ofphysical progress and has been transferred to DAWASA;

iii) Rehabilitation of Maji House in Dodomareached 50% of physical progress and is now transferred to Tanzania Police Force;

iv) 4 Water Institute office buildings were rehabilitated;and

v) 2 office buildings were constructed in Geita and Mpanda WSSAs.

Challenges

(a) Inadequate office accommodation, furniture and working tools; and

(b) Staff shortage across the MoWand Implementing Agencies (IAs) shown in Table 2 below.

Table 2:Status Staff RequirementMoWand IAs as of June 2019

Cadre	Required	Available	Deficit
Supporting Staff	3,280	2,354	926
Technicians	3,596	2,575	1,021
Proffesionals	3,082	2,207	875
Total	**9,958**	**7,136**	**2,822**

Way forward

(a) Improving office accommodation at the MoW headquarters (Dodoma) and its implementing agencies;

(b) Providing adequate working tools and equipment; and

(c) Recruiting staff to fill the vacancies.

OBJECTIVE G: Institutional Capacity to Carry out Operations Improved

This objective intended to ensure that sector personnel are equipped with knowledge, appropriate skills and working equipment necessary for executing their daily activities. The recorded achievements, challenges and way forward are as listed below.

Achievements

a) 1,005staff attended short and long course training in the country;

b) 39 staffs attended training outside the country

c) 6 ICT technical staff attended courses leading to IT Certifications;

d) 92members of management attended strengthening leadership performance course;

e) 1,691CBWSOs members and staff from LGAs and Regional Secretariats were trained on project management and supervision;

f) 470staff from LGAs and WSSAs attended Management Information System and Water Point Mapping System training;

g) Mwanza water quality laboratory has been accredited in 16 physical-chemical parameters by the Southern Africa Development Community Accreditation Services (SADCAS);

h) Water Sector budgetary, planning and monitoring documents including the Medium Term Expenditure Framework (MTEF); Budget Speeches; Budget Memorandum; Action Plans; Work Plans, Water Sector Monitoring and Evaluation Framework were prepared and implemented;

i) Communication Strategies for MoW and 8 BWBs were prepared and implemented except Lake Tanganyika Basin which is at final stage of preparation;

j) Monitoring of WSDP has been done through quarterly reports and various visits such as planned technical field, adhoc management supervision, joint supervision missions, high level official, technical working groupsand steering committee;

k) Improvement of LAN and internet service in the Ministry;

l) Approved Ministry's ICT Policy on 1st July 2017 and its implementation plan; and

m) Use of government mailing system for official communication and data sharing.

Challenges

a) Limited awareness of staff members on internal controls, financial management, procurement and contract management;

b) Inadequateoffice spaceand equipment across the Water Sector; and

c) Disintegrated ICT systems and applications across the Water Sector.

Way Forward

a) Strengthening institutional capacity to deliver quality services;

b) Improving work environment;

c) Integration of ICT systems for effective accessibility of information;

d) Adherence to e-Government Standards and Guidelines that will ensure ICT is properly governed, planned, implemented and used in the Ministry and its Institutions/Agencies for improved service delivery.

2.7 Stakeholders Analysis

Stakeholders' analysis encompasses identifying stakeholders, services offered, their expectations and potential impacts upon not meeting their expectations.

2.7.1 Stakeholders, Services Offered, their Expectations and Potential Impacts

S/N	Stakeholder	Service Offered	Expectations	Potential Impacts of not meeting their Expectations	Rating (H, M, L)
1	Community and general public	Provision of clean and safe water and improved sanitation Provision of guidelines, Policies related to water, data and information	• Easy access to adequate clean and safe water, within reach. • Adequate sanitation and hygiene services • Effective participation of different social groups in water supply decision making, especially women who are key potential beneficiaries • User friendly water supply technology • Adequate water supply and improved sanitation services to schools and colleges • Good governance and transparency. • Timely and effective service delivery • Gender sensitivity in the provision of services • Clear policies, guidelines and manuals for institutional and regulatory framework for sustainable water management and development • Effective and reliable early warning systems • Ownership and Sustainability of rural water supply projects	• Community unrests and demonstrations • Conflicts between pastoralists and agriculturalists • Encroachment of water sources • Increase in community poverty levels • Lack of public trust on the Government	H

S/N	Stakeholder	Service Offered	Expectations	Potential Impacts of not meeting their Expectations	Rating (H, M, L)
2	Investors and Private Sector	Information on business opportunities in the water sector, data, guidelines and procedures	• Clear policies, guidelines and manuals for institutional and regulatory framework for private sector participation • Accessibility to information on investment opportunities • Good governance and transparency • Effective and reliable early warning systems	• Low private sector participation in water sector investment projects • Poor water supply services	H
3	LGAs	Guidelines, policy, strategies and funding	• Clear policies, guidelines, standards, manuals for institutional and regulatory frameworks with gender perspectives • Decentralization of water related decision-making to appropriate lower levels. E.g. Village • User friendly water supply technology • Innovativeness in water technologies • Technical backstopping on implementation of water programmes • Participatory relationship in policy and programme development • Effective cross-sectoral coordination • Effective and reliable early warning systems	• Poor collaboration with LGAs in the management and development of water resources • Poor water supply services • Encroachment of water sources	M

S/N	Stakeholder	Service Offered	Expectations	Potential Impacts of not meeting their Expectations	Rating (H, M, L)
4	MDAs	Guidelines, water user permits; information and data; wastewater discharge permit; land-use plans; funds	• Equitable water allocation • Clear policies, guidelines, standards, manuals for institutional and regulatory frameworks • Effective coordination and collaboration in cross-sectoral issues • Effective and reliable early warning systems • Secure water permit • Technical backstopping in implementation of Water Sector Policies and Strategies • Adequate allocation of water for hydropower generation and mining activities; • Adequate water allocation for industrial use • Collaboration in the preparation of land use plan in order to protect water sources • Adequate water supply for sanitation and hygiene • Improved water and sanitation infrastructures • Good governance and transparency • Assurance of value for money and improved access to quality water and sanitation services at all levels • Effective monitoring and evaluation mechanism • Timely and accurate physical and financial report in implementation of projects and programmes	• Pastoralists vs agriculturalists conflicts. • Poor collaboration with line Ministries in water resources management and development. • Coordination failure, wastage and costly delivery • Power supply shortages. • Low investment and performance in other sector • Pollution of water sources • Low investment and performance of the industrial sector • Poor human settlement • Environmental degradation and water sources destruction • Frequent outbreak of water borne diseases • Inadequate line Ministries collaboration in management and development of water resources • Vandalism of water	M

S/N	Stakeholder	Service Offered	Expectations	Potential Impacts of not meeting their Expectations	Rating (H, M, L)
5	Regional and International Organizations	Data and information	• Good governance and transparency • Clear policies, guidelines, standards, manuals and institutional and regulatory frameworks • Effective communication and information sharing • Effective monitoring and evaluation mechanism	• Poor relations and conflicts with other countries (especially in shared water sources) and international community	M
6	Development Partners	Data and information Periodic and performance reports Policies and guidelines	• Good governance and transparency • Effective and reliable early warning systems • Clear policies, guidelines, standards, manuals and institutional and regulatory frameworks • Assurance of value for money and improved access to quality water and sanitation services at all levels • Adherence to MoUs and other agreements • Effective collaboration and coordination in cross-sectoral issues • Effective sector-wide dialogue mechanism • Effective and reliable early warning systems; • Effective monitoring, evaluation and reporting mechanism	• Inadequate financing for programmes and projects. • Withdrawal in financing of programmes and projects.	H

S/N	Stakeholder	Service Offered	Expectations	Potential Impacts of not meeting their Expectations	Rating (H, M, L)
7	Service Providers	Provide non-core services	• Clear policies, guidelines and manuals for institutional and regulatory framework for private sector participation • Access to information on investment opportunities • Good governance and transparency • Effective and reliable early warning systems	• Increased work load leading to poor performance • Poor participation of private sector • Poor water services	M
8	MoW Staff	Knowledge and skills, Time and Labour, Guidelines, Policies, Data and Information	• Improved working environment • Provision of good working gears, • Capacity development, good management, • Good governance and transparency	• Declined morale • Limited access to water & sanitation services • Limited citizens trust of the government • Poor service delivery	H

S/N	Stakeholder	Service Offered	Expectations	Potential Impacts of not meeting their Expectations	Rating (H, M, L)
9	Members of Parliament (MPs)	Knowledge on Guidelines and Policies related to water, data and information	• Good governance and transparency • Assurance of value for money and improved access to quality water and sanitation services to the community • Reduced complaints from the public regarding water scarcity	• Reduced budget allocations • Conflicts between pastoralists and agriculturalists • Encroachment of water sources • Reduced public trust to their Government	H
10	NGOs and CBOs	Guidelines, Policies related to water, data and Information	• Easy access to adequate clean and safe water within reach; • Adequate sanitation and hygiene services; • Participation of different social groups in water supply decision making, especially women who are potential beneficiaries; • User friendly water supply technology; • Timely and effective service delivery • Gender sensitivity in services provision • Clear policies, guidelines and manuals for institutional and regulatory framework for sustainable water management and development; • Effective and reliable early warning systems.	• Community riots and demonstrations • Conflicts between pastoralists and agriculturalists. • Encroachment of water sources • Increase in community poverty levels • Lack of public trust to the Government	M

S/N	Stakeholder	Service Offered	Expectations	Potential Impacts of not meeting their Expectations	Rating (H, M, L)
11	Water Implementing Agencies(BWBs, RUWASA, WI, NWF, WSSAs, CBWSOs)	• Provide guidelines and standards for IAsexecution of mandated activities. • Monitor operations and maintenance of IAs. • Support management and project investment.	• Clear policies, guidelines, standards, manuals for effective execution of utilities activities; • Sufficient investment support; and • Effective supervision and coordination.	• Poor water supply services. • Poor efficiency of project execution. • Increase non-revenue water due to dilapidated infrastructure • Degradation of water sources. • Conflict over water uses • Poor planning of water uses.	H
12	Academic and research institutions	• Policy, guidelines and standards regarding water issues. • Information and data.	• Clear policies, guidelines and standards; • Effective collaboration; and • Accurate and reliable data and information.	• Unreliable water research findings. • Poor formulation of water syllabus in academic institutions	M

Achievements in dealing with stakeholders

(a) Increased participation of private sector players in the water sector;
(b) Enhanced cooperation between MoW and its stakeholders at national, regional and international levels;
(c) Enhanced stakeholders' dialogue mechanism through Technical Working Groups, Joint Sector Supervision Mission and Joint Water Sector Review;
(d) Enhanced collaboration between MoW and line ministries through High level Steering Committee involving Permanent Secretaries and DPs Sector Leads; and Line Ministries Convention involving Permanent Secretaries and Directors; and
(e) Increased donor participation in the Water Sector.

Challenges in dealing with stakeholders

(a) Public expectation on access to clean and safe water outstrips sector investment capacity;
(b) Low public awareness and willingness in protecting water sources and infrastructure;
(c) Investors and donors investment preferences relative to government priorities;
(d) Absence of integrated plans among different sectors;
(e) Conflicting cross sectoral policies, laws and regulations;
(f) Degradation of catchment and pollution of water sources;
(g) Inadequate monitoring and evaluation process; and
(h) Ineffective one stop center for dissemination and sharing of sector information and data.

Way forward on stakeholders' management

(a) Regular sharing of the information and feedback mechanism;
(b) Increase investments pace in water projects and programmes;
(c) Harmonization of conflicting cross sectoral policies, laws and regulations;
(d) Finalize formulation and implement Integrated Water Resources Management and DevelopmentsPlans;
(e) Strengthen monitoring and evaluation system;
(f) Enhanced awareness creation on conservation and protection of water sources;
(g) Enhanced promotion of the private sector to render water service; and
(h) Institute an electronic one-stop center for dissemination and sharing of sector information and data.

2.8 SWOC Analysis

The Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis assesses the internal environment (strengths and weaknesses) and the external environment (opportunities and challenges) under which MoW operates using four criteria namely organization capacity and innovation, customer perspective, business processes perspective and stakeholders' perspective as follows:

CRITERIA	STRENGTHS	WEAKNESSESS	OPPORTUNITIES	CHALLENGES
ORGANIZATION CAPACITY AND INNOVATION PERSPECTIVES	• Qualified and experienced personnel • Presence of Water Development and Management Institute (WDMI) • Existence of Drilling and Dam Construction Agency (DDCA) • BWOs are in place and are fully operational • Improved MoW's organization structure • Effective structure for operationalization of monitoring and supervision • Institutional framework that link the Ministry and its Implementing Agencies	• Inadequatequalified and experienced staff; • OPRAS is not fully operational • Low staff motivation resulting from poor remuneration and benefits. • Inadequate working tools and office accommodation. • Absence of reward and sanction based on performance • Lack of Institutional self-assessment. • Weak records keeping management system. • Absence of Human Resource Plan (HRP), Succession Plan as well as Capacity Development (CD) Plans • Untimely uploading of information in the systems • Outdated Water Policy and strategy	• Qualified and experienced staff in the competitive labour market • Training institutions providing water professional courses • Existence of Human Capital Management Information System • Consulting opportunities • DPs interested to invest in the water sector • Regional integration protocols and agreements e.g. trans boundary agreements	• Transfers and Labour turnover • Limited employment allowance and limited establishment budget • Inadequate financing and investment in Water Sector • Water stakeholders in the lower levels that are working in silos

CRITERIA	STRENGTHS	WEAKNESSESS	OPPORTUNITIES	CHALLENGES
		• Inadequate DPs/stakeholders coordination mechanism		
CUSTOMER PERSPECTIVE	• Existence of service delivery utilities • Existence of Client Service Charter • Existence of Complaints Handling Mechanism • Existence of Ministry Website • Existence of staff with customer care knowledge	• Inadequate customer services in Water Utilities • Poor customers and community perception on the provision of water services • Weak data systems and untimely dissemination of information • Lack of customer orientation culture e.g. treating fellow staff as a customer • Inadequate feedback mechanism i.e. complements and complaints handling • Failure to use customer feedback to improve services • Lack of facilities for physically challenged customers visiting the Ministry	• Increasing demand for water services • Customers' willingness to pay for water service • ICT's role in improving service delivery • The potential of private water service providers	• The perception of politicians and community that water should be a free service and its impact on cost sharing initiative • Customers low economic status and effects on sustainability of water projects • Degradation of water catchment and water sources • Vandalism of water infrastructures including illegal water abstractions and connections • Unaffordable and unsustainable technology in rural areas

CRITERIA	STRENGTHS	WEAKNESSESS	OPPORTUNITIES	CHALLENGES
		• Lack of service delivery and customer surveys • Limited awareness creation on the scope of work, roles and functions of the Ministry		
BUSINESS PROCESSES PERSPECTIVE	• Existence of policies, regulatory frameworks, legislations, circular and standard operating procedures governing Water Sector operations • Existence of Sector Information Systems, • Existence of Water Sector Development Program • Existence of Water Sector Implementing Agencies • Existence of water laboratories in 16 regions • Existence of mechanism to monitor and evaluate	• Weak enforcement mechanism; • Conflicting sectorial policies, laws, regulations and guidelines; • Undocumented work processes and weak institutional memory • Low implementation/ follow of the Ministry strategic plan • Weak monitoring and evaluation of projects • Weak supervision of Implementing Agencies under the Ministry	• Existence of national and international development frameworks (TDV-2025, FYDPs & SDGs); • Substantial availability of water resources in the country • Embracement of D-by-D policy • State of the art water equipment and related supplies in the market • Collaboration of in-country, regional and international Water Sector related research institutions • Crosscutting and	• Inadequate coordination and collaboration of line Ministries in management, development and conservation of water resources • Rapid population increase puts pressure on water resources • Degradation of water sources • Diminishing water resources • Climate change • Inadequate capacity of local contractors to undertake water projects • Limited investments in the Water Sector

CRITERIA	STRENGTHS	WEAKNESSESS	OPPORTUNITIES	CHALLENGES
	Water Sector projects and programmes		sector reform programmes	
STAKEHOLDERS PERSPECTIVE	• Existence of dialogue mechanism to facilitate interactions with stakeholders • Good relations with Stakeholders • Improved image of the Ministry in the rural areas • Participation in national, regional and international fora	• Weak contract management; • Weak negotiation capacity • Weak capacity to engage and involve stakeholders to water related issues • Limited capacity to meet stakeholders' expectations	• Willingness of national and international stakeholders to participate in water sector development • Emerging local private sector • Political support to water sector development • Willingness of the community to participate in water sector undertakings; • Government decision to put water as one of the national priority	• Mistrust of general public to the Government capacity to address water sector issues • Inadequate investment in the water sector • Delay in disbursement of funds to the Water Sector • Inadequate capacity of local contractors • Competing priorities within DPs and its effects on investments in the water sector • Conditionality and hidden agenda imposed on aid and grants • Sustainability of projects and programmes • Political interference in prioritization and allocation of water projects • International tension and conflicts on shared water sources.

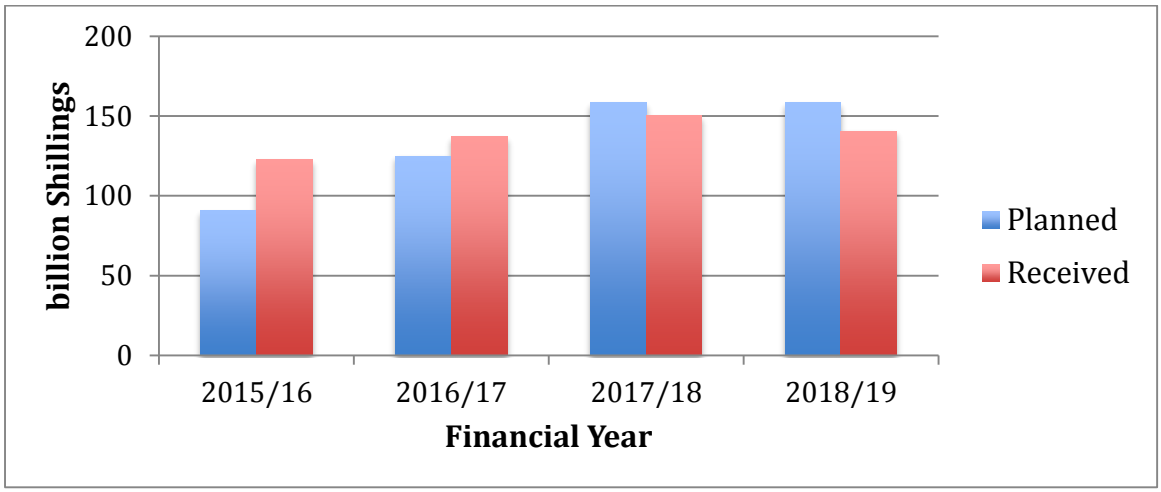
2.9 Recent Initiatives for Improving Performancein the water Sector

During the plan under review, the Ministry undertook some new and strategic initiatives for improving performance and service delivery. Some of theseinitiatives arehighlighted below.

2.9.1 Establishment of the National Water Fund (NWF)

The National Water Fund (NWF) was established by the Water Supply and Sanitation Act of 2009 and came into operation in 2015. The Fund aims at providing investment support for water supply infrastructure; management of water resources; and related activities as well as interventions that are necessary for delivery of planned targets in the water sector. The fund, through amendment of Finance Act of 2015 collects a levy of 50 Shillings per every litre of diesel and 50 Shillings per every litre of petrol as a revenue source. in the year2018/2019, NWF has mobilized up to an amountof **Tsh 140.5billionshillings**as presented in **Figure No. 3**.Out of the amount collected, 65% goes to the infrastructural and services water investment in the rural areas.

FigureNo. 3: REVENUE ESTIMATES AND RECEIVED FOR THE NATIONAL WATER FUND 2015/16 – 2018/19



2.9.2 Payment by Results and Program for Results

(i) Payment by Results (PbR)

The Government in collaboration with the British Government through her Department For International Development (DFID) is implementing Payment-by-Result project. This project aims at giving money as an incentiveto council projects so as to increase the pace of operations and rehabilitation of rural water projects. Through such modality, payment of 300Pounds is given to every water point that is functioning, 150 Pounds to the functioning water points but found locked during verification period and 150 Pounds will begiven to every water point that will be found not function because of lack of electricity or diesel in generator within 48 hours. The first phase of the plan was completed in June, 2017 and the total of 57 councils qualified for such payment where 2.53 billion shillings were sent to those councils out of the 6 billion shillings which were

allocated in the year 2016/17. The second phase the total of 72 councils has qualified for the payment and total of 11.23 billion shillings were sent to those council out of 53.6 billion shillings allocated in the year 2017/18. The third phase the total of 187 councils has qualified for the payment and a total of 30.09 billion shillings were sent to those council out of 54.5billion shillings allocated in the year 2018/19.

(ii) Program for Results (PforR)

The Government in collaboration with the World Bank started implementing Rural Water and Sanitation Services Sustainability Strengthening Programme by using Payment for Results (PforR) for the duration of six (6) years from 2018 through 2024 for the cost of **350 million US Dollars**equivalent to**798 billion Tshs**. The Programme officially commenced in July 2018 in 17 regions of Tabora, Katavi, Rukwa, Lindi, Geita, Shinyanga, Singida, Kagera, Mwanza, Manyara, Mtwara, Simiyu, Iringa, Mara, Ruvuma, Kigoma and Songwe. In the year 2018/19, a total of 23.5 billion shillings has been allocated to the programme.

2.9.3 Usage of Renewable Energy

The Government in collaboration with the Ohio State University (OSU) of America is implementing two pilot projects on renewable energy in Ghalunyanga and Mughangha villages of Singida Council since November, 2017. Additionally, the Government solicited funds from OSU for implementation of the project in 36 villages of Kilimanjaro, Mwanza, Mara, Tabora, Singida and Dodoma Regions.

2.9.4 Revision of the Ministry's Organisation structure

Following decision by the Government to move the Irrigation functions from Ministry of Water and Irrigation to Ministry responsible for agriculture together with the need to improve Ministry's performance the Ministry has revised its organization structure as follows (**Annex I**): -

2.9.4.1 Establishment of Project Preparation, Coordination and Delivery Unit

Ministry has established a dedicated unit to support project preparation and delivery and to facilitate cooperation with development partners and stakeholders in the water sector to increase efficiency in project preparation and coordination.

2.9.4.2 Merging of the Directorate of Rural and Urban

In improving Ministry's performance in the provision of water and sanitation services, the Ministry decided to merge two divisions that were responsible in provision of those services. The Division of Urban Water Supply andSanitation merged withDivision of Rural Water Supply into one Division named as Division of Water Supply and Sanitation.

2.9.5 Merging of DAWASA and DAWASCO

As one of the initiatives to improve efficiency in provision of water services in the DAWASA services area, the Government decided to merge the two institutions (DAWASA and DAWASCO) that were responsible in provision of water supply and sanitation services.

2.9.6 Enactment of Water Supply and Sanitation Act2019

The current major reforms in the water sector triggered for the enactment of the Water Supply and Sanitation Act 2019. TheAct provides for sustainable management, adequate operation and transparent regulation of water supply and sanitation services with a view to give effect to the National Water Policy, 2002; to provide for the establishment of water supply and sanitation authorities, Rural Water Supply and Sanitation Agency, National Water Fund as well as Community BasedWater Supply Organisations; to provide for private sectoras service providers, repeal of the Water Supply and Sanitation Act, 2009 and Dar es Salaam Water Supply and Sewerage Authority Act, 2001 and to provide for related matters. The key features of the new Act includes establishment of Rural Water Supply and Sanitation Agency (RUWASA) and transfer of water sector professionals at the LGAs and Regional level fromMinistry responsible for Regional Administration and Local Government to Ministryresponsible for water.

2.9.6.1 Establishment of RUWASA

The establishment of the Rural Water Supply and Sanitation Agency (RUWASA) is part of the Government efforts to ensure improvement of water supply and sanitation services in rural area. The Agency is established under the Executive Agencies Act Cap. 245 as an institution mandated to execute non- policy Government functions on its behalf. The Agency will coordinate all efforts related to provision of rural water supply and sanitation services in the country to ensure sustainable socio-economic development.

In order to improve the level of service provision to the communities, the Government instructed all Executive Agencies to execute their functions at possible lowest operating costs. In this regard, MoW merged Drilling and Dam Construction Agency (DDCA) together with Maji Central Stores (MCS) within the RUWASA framework.

2.9.6.2 Transfer of Water Sector Professionals

Challenges experienced during implementation of water sector initiatives, especially in rural areas, resulted into higher-leveldecision-making body to rethink critically so as to improve water and sanitation services. Due to that, Water sector professionals at the LGAs and Regional level who were technically and administratively accountable to the Minister responsible for Regional Administration and Local Government have been transferred to Ministry responsible for water. The move intends to improve supervision, accountability and coordination, both technically and administratively that will enhance sector performance towards improvement of services to be rendered to the public.

2.10 Critical Issues

Critical issues are the main areas of improvement identified after reviewing the mandate of MoW, undertaking performance review, stakeholders' analysis, SWOC analysis, and recent initiatives. These main areas of improvement will be the basis of the interventions to be undertaken in the current strategic plan cycle as follows:-

a) Improvement in the quantity and quality of water supply and sanitation services;
b) Promoting private sector participation (including public private partnerships);
c) Recovering cost for water supply and sanitation services(investment, production, operation and maintenance);
d) Protecting and conserving water sources;
e) Increasing investment in the water resources development and management;
f) Reduction ofnon-revenue water;
g) Improving sustainability and capacity to manage water supply and sanitationservices in the rural areas;
h) Improving technical capacity to supervise water projects at all levels;
i) Integrating and improving water sector management information system/database;
j) Improving HR management (succession plan, training programmes);
k) Enhancing coordination of the water sector stakeholders, developing and managing partnerships (within ministry, with water utilities, DPs, inter-sectoral, within government, NGOs, LGAs);
l) Mobilizingfinancial resources for the water sector projects implementation (rapid population increase, urbanisation, supervision, equipment, cars);
m) Improving contract management at all levels;
n) Improving water sector Performance Management System (PMS - MTSP, M&E, CSC, OPRAS);
o) Enhancing awareness on integrated water resource management;
p) Building institutional capacity to deliver quality services;
q) Address HIV/AIDS challenges within the ministry;
r) Mainstreaming gender in the water sector;
s) Promoting research and innovation; and
t) Promoting anti corruption strategies.

CHAPTER 3

THE PLAN

3.1 Vision

To have a water secure country, where people have sustainable access to sufficient quantity and quality of water to meet human, environmental andeconomic needs.

3.2 Mission

To ensure water resources are managed and developed sustainably for universal access to water and sanitation services;and economic development.

3.3 Core Values

MOW staff will be guided by the following core values: -

vi) **Accountability:** We shall perform our duties in compliance with agreed rules and standards.

vii) **Excellence:** We shall execute our duties with professionalism.

viii) **Innovativeness:** We shall be open to new ideas to improve our systems, processes and procedures in delivering services to our clients.

ix) **Integrity:** We shall deliver services to our clients honestly, transparently and respectfully.

x) **Teamwork:** We shall ensure team spirit in the fulfillment of our duties.

3.4 Objectives

The Ministry of Water MTSP for 2019/2020 to 2023/24 carries seven objectives. The objectives were developed basing on the critical issues identified in Chapter Two. The objectives, rationale for adopting them, strategies for effective implementation, targets and key performance indicators are as highlighted below and elaborated in **Annex II**.

OBJECTIVE A: HIV/AIDS New Infections Reduced and Supportive Services Improved

Rationale

HIV/AIDS is a pandemic disease that has adverse effects on the Ministry's provision of servicesto the communities. It mayaffect human resources and the effective operation of the Ministry by weakening the capacity of service provision. In addressing these challenges, MoW will implement the National HIV/AIDS Strategy through a number of

interventions which include voluntary counseling and testing, training of trainers on enhancing HIV/AIDS awareness and provision of nutritional food, transport and light duties to staff living with HIV and AIDS.

Strategies

To achieve the above objective the following strategies will be implemented:

1) Create awareness on HIV and AIDS at work place; and
2) Provide support services to staff living with HIV and AIDS.

Targets

In implementing the above strategies, the following are the planned targets:

01) HIV and AIDS Situation Analysis conducted by June 2024;and
02) HIV and AIDS Programme implemented at work place by June 2024.

Performance indicators

The following indicators will be used to measure the achievement of the targets:

1) Percentage of staff who received testing for HIV and received their results; and
2) Percentage of staff living with HIV/AIDS receiving care and support.

OBJECTIVE B: Implementation of the National Anti-Corruption StrategyEnhanced

Rationale

Corruption is a socio-economic problem prevailing in both public and private sector. It can pervade the provision of water supply and sanitation services in all aspects including deprivation of people's rights to access water services, inflating the costs of water supply and sanitation projects and hampering the value for money of water projects. The fight against corruption is vital and demands the involvement of all stakeholders in the water sector. In an effort to institutionalize measures for preventing and combating corruption, MOW has conducted good governance training to management staff and formulated Integrity and Audit Committee to improve transparency in service delivery processes and procedures. Despite of the initiatives taken by the Ministry to address corruption at workplace, a number of challenges have been encountered such as inadequate knowledge and awareness on good governance; public service laws, rules and regulations among the staff;inadequate knowledge and awareness on financial, procurement and contract management; and unethical behaviour at workplace to some staff. These challenges call for more efforts to address corruption practices in the Water Sector.

Strategies

1) Create awareness on corruption and good governance.
2) Enhance MoW capacity to receive and manage complaints.

Targets

Consistent with the above strategies, the following are the planned targets to achieve the objective:

01) Action Plan for preventing and combating corruption at work place implemented by June 2024;
02) MoW Good Governance Plan implemented by June 2024.

Performance Indicators

The following indicators will be used to measure the achievement of the targets:

1) Public perception on the level of corruption at MoW.
2) Percentage of corruption related complaints out of all received complaints.
3) Level of customer satisfaction on MoW service delivery.

OBJECTIVE C: Integrated Water Resources Management Strengthened

Rationale

Water is a vital natural resource that touches all aspects of human life including agricultural, industrial development as well as cultural and religious values embedded in the society. Currently,the average amount of water per person continues to decline from around 7,000 cubic meters per person per year in 1960s to around 1,800 in 2018. With this declining trend,it is estimated that Tanzania will face water scarcity by the year 2035, which is below 1,500 cubic meters per person per year. Due to importance of water resources and the current decreasing trend, management of water resources has been given priority for which MoW adopted the Integrated Water Resources Management (IWRM) approach for efficient, equitable and sustainable development and management of the water resources. In addition, the IWRMD Plans for all 9 water basins are being developed to emphasize the importance of involving all stakeholders in the management and development of water resources. However, implementation of these initiatives towards achieving sustainable integrated water resources management is hampered by several challenges including rapid population growth, expansion of agricultural and industrial activities; deterioration of water quality and quantity due to pollution and impacts of climate change.

This objective intends to enhance conservation of water sources and resources for improvement of water quantity and quality to meet various social, economic and environmental needs. It fosters for effective collaboration among stakeholders at all levels to ensure that the current and projected developmental plans take into consideration the management of water resources.

Strategies

As a means to achieve the above objective, the strategies to be used include: -

1) Enhance water storage and security in all basins;
2) Ensure sustainable integrated management of water resources;
3) Enhance coordination of climate change mitigation;
4) Sustain water resources monitoring and assessment;
5) Improve water quality management;
6) Promote water quality research; and
7) Promote private sector involvement in management of the water resources.

Targets

Under the above strategies, the planned targets include: -

01) 1Strategic Dam constructed by June, 2024
02) 20 medium dams rehabilitated by June 2024.
03) 9 Water Basins IWRMD Plans operational by June, 2024
04) Water Centre of Excellence established and operational by June, 2024
05) 2,320 water use permits granted by June, 2024
06) 300 discharge permits to eligible enterprises granted by June, 2024
07) 158 water sources and recharge areas demarcated and gazzetted by June, 2024
08) 260 WUAs created and operationalised by June, 2024
09) 54 catchment and sub-catchment water committees operational by June, 2024
10) Water related disaster early warning system developed by June, 2024
11) Strategic Action Plan for Climate Change adaptation implemented by June, 2024
12) 600 new water resources monitoring stations installed by June, 2024
13) National water resources database operationalized by June, 2024
14) 2 Water Audits conducted by June, 2024;
15) Action plan for involvement of private sector in management of water resources developed and implemented by June 2024;
16) Ambient water quality monitoring and assessment in 50 strategic water bodies conducted by June, 2024; and

17) Two water resources quality studies conducted by June, 2024

Performance Indicators

The following indicators will be used to measure the achievement of the targets:

1) Average renewable water per capita.
2) Proportional of bodies ofwaterwith good ambient water quality.
3) Proportion of implemented IWRMD plans

OBJECTIVE D: Universal Access to Adequate, Safe and Clean Water Improved

Rationale

Safe and clean water is a fundamental need for human health, environment and social economic wellbeing. It plays a pivotal role in poverty alleviation through the enhancement of industrialization, food security, hygiene and the environment. The availability of safe and clean water raises the standard of living while the inadequacy of it poses serious health risks and leads to the decline of living standards and life expectancy.Access to safe and clean water in Tanzania has been increasing at a slow pace as compared to the various needs ranging from domestic to social economic activities. Currently, access to water in rural areas stands at 61.1%out of 85% to be attained by 2020 while that of urban regional centers is at 78% out of 95% to be attained by 2020, small town and National Projects at 60% out of 90% and Dar es Salaam at 75% out of 95% to be attained by 2020.

The challenges in the Water Sector include sustainability of water supply services, low capacity of technical personnel, dilapidated schemes and the low pace of investment that is far surpassed by demand. In an effort to address these challenges, MoW has embarked into various initiatives that aim at improving access to adequate, safe and clean water in both rural and urban areas.

Strategies

To achieve the above objective the following strategies will be instituted: -

1) Increase investment in water supply projects;
2) Address cross-cutting issues in water supply services (disparity across regions, LGAs, gender);
3) Improve access to safe water in rural and urban areas; and
4) Enhance capacity of water utilities and CBWSOs on service delivery.

Targets

To achieve the above objective, the planned targets include: -

01) 500,000 new piped water supply connections installed and 10 additional operational water kiosks constructed in DAWASA servicearea by June, 2024;

02) 200,000 new piped water supply connections installed and 103 additional operational water kiosks constructed for Utilities in Regional Centers by June, 2024;

03) 110,000 new piped water supply connections constructed and 1250 additional operational water kiosks constructed in District, Small Towns and National Projects by June 2024;

04) Non-Revenue Water reduced from the national average of 36% in July 2014 to 25% by June, 2024;

05) All regional WSSAs and 10 District Towns, Small Towns, and National project WSSAs transformed to Category A by June 2024;

06) 20 District Towns, Small Towns, and National Project WSSAs transformed to Category B by June 2024;

07) Rural Water Agencyestablished by June 2019;

08) 65,329water points in rural areas constructed by June, 2024;

09) 5,986CBWSOs created and operationalised by June, 2024;

10) Drinking water quality assessment and monitoring enhanced by June 2024;

11) Water projects are prepared, reviewed and monitored at all phases of project execution as per design specifications by June 2024.

12) Water Safety Plans for Water Utilities and 1,000 Community Based Water Supply and Sanitation Organisation (CBWSOs)establishedbyJune, 2024;

13) Water Quality data management frameworks and information developed by 2024;

14) Field and laboratory safety management programmes implemented by 2024;

15) Defluoridation strategy operationalized by June, 2024.

Performance Indicators

The following indicators will be used to measure the achievement of the targets.

1) Percentage of urban population with access toimproved drinkingwater services (Basic + Safely Managed);

2) Percentage of national average non-revenue water; and

3) Percentage of rural population with access to improved drinking water services (Basic + Safely Managed).

OBJECTIVE E: Universal Environmental Sanitation Improved

Rationale

It is estimated that, about 80% of safe water that is used for domestic, some industrial and other uses turns into wastewater. This water has been affected by human use and is a byproduct of domestic, industrial, commercial or agricultural activities and can affect the environment and public health conditions related to safe drinking water and sanitation.Currently,there is inadequate investment that has been done in urban areas on extension of sewer lines, construction of wastewater treatment plants including sludge ponds and wetlands and promotion of National Sanitation and Hygiene Campaigns in rural areas.

Deliberate efforts are still needed to improve access to sanitation services and assimilate communities towards changing their behavior to good sanitation and hygiene practices.In view of the fact that water is becoming a scarce resource, it is a high time to consider wastewater as an important constituent of water resources, which can be treated, regulated and reused for irrigation and other viable social economic uses.

Strategies

To achieve the above objective the following strategies will be instituted: -

1) Increase investment in waste water management in urban areas;
2) Create awareness on sanitation and hygiene;
3) Enhance the compliance of Environmental and Social Management in the Water Sector and
4) Promote new technologies in sanitation services.

Targets

To achieve the above objective, the following are the planned targets:

01) 15,000 new houses connected to the public sewer systems by June, 2024 in DAWASA area;
02) 10,000 new houses connected to the public sewer systems by June, 2024 in Regional WSSAs;
03) 7 water treatment ponds and 156 km of the public sewer line constructed for by June 2024 in DAWASA area;
04) Waste water quality assessment and monitoring conducted by June, 2024;
05) Safeguard instruments (ESMF, RMF and GEESP) implemented by June 2024;
06) 60 waste water treatment ponds for on/off-grid sanitation and 887 km of sewer line constructed by June 2024 in Regional WSSAs;

07) 2 wastewater treatment plants improved to generate renewable energy by 2024;

08) National Sanitation Campaigns facilitatedin all LGAs by June, 2024.

Performance Indicators

The following indicators will be used to measure the achievement of the targets:

1) Proportion of households connected to conventional public sewerage systems in urban area;
2) Proportion of population using safely managed sanitation services; and
3) Proportion of wastewater safelytreated.
4) Proportion of projects adhered to safeguard compliance.
5) Number of institutionalized safeguard arrangements in the water sector.

OBJECTIVE F: Institutional Capacity and Working Environment Improved

Rationale

In order for the Ministry of Water to perform its core functions of ensuring universal access to reliable and affordable clean and safewater for social-economic purposes, effective institutional capacity and improved working environment for the staff is a pre-requisite. The current situation regarding working environment at MoW and its implementing agencies is not satisfactorily conducive to both employees and customers. The relocation of Government headquarters from Dar es Salaam to newly established city of Dodoma hasresulted to reduced office accommodation and facilitating working gears.

The new mandate of the Ministry on water sector undertakingsis another area that has increased the need for enough outpost offices and transport facilities. In addition, there is critical shortage of staff across the water sector, limited capacity of staff in major areas such as hydrology, chemists, hydrogeology, engineering and designs, policy management, financial management, planning, procurement and contract managementand a low ratio of female to male staff in management positions.

Strategies

To achieve the above objective, the following strategies will be instituted: -

1) Enhance sector capacity in planning and resource mobilization;
2) Enhance monitoring and evaluation;
3) Enhance staff knowledge and skills;
4) Strengthen financialmanagement systems;
5) Strengthen legal services;
6) Strengthen procurement and contract management;

7) Strengthen internal control systems;
8) Strengthen water sector ICT and services;
9) Strengthen the ministry communication services;
10) Improve policy management;
11) Strengthen capacity of Implementing Agencies;
12) Strengthen human resources management;
13) Improve working environment;
14) Improve business processes; and
15) Improve water quality assurance.

Targets

To achieve the above objective, the following are the planned targets:

01) Development and review of water sector policy frameworks coordinated by June, 2024;
02) Preparation, monitoring and evaluation of sector plans, programs and projects undertaken by June, 2024;
03) 5 annual reports on the state of the water resources in place by June, 2024;
04) Periodic performance reports developed annually;
05) 5 studies on water sector issues conducted by June, 2024;
06) Financial management systems strengthened by June, 2024;
07) Legal services to water institutions provided by June, 2024;
08) Procurement and contract managementstrengthened by June, 2024;
09) Assets management database updated and maintained by June, 2024;
10) Capacity of the ministry internal control system built by June, 2024;
11) Risk management framework in the water sector developed and implemented by June, 2023;
12) ICT Governance Framework within the Water Sector developed and operationalby June, 2023;
13) ICT Applications and Information Systems in the Water Sector Integrated and Optimized by June 2024.
14) Awareness of water sector issues and information created by June, 2024;
15) Implementation of water policy monitored, evaluated and reviewed by June, 2024;
16) Water sector Implementing Agencies supported by June, 2024;
17) Succession plan developed and implemented by June, 2024;
18) Training plan developed and implemented by June, 2024;

19) Workers' Council meetings conducted annually;
20) Administrative and personnel entitlements facilitated by June, 2024;
21) Office buildings constructed by June, 2024;
22) Office buildings rehabilitated by June, 2024;
23) Office equipment, facilities and working tools procured by June, 2024;
24) Water sector gender strategy implemented by June, 2024;
25) Diversity management program implemented by June, 2024;
26) Business processes improvement projects implemented by June, 2024;
27) E-Office systems installed by June, 2024;
28) 5 water laboratories accredited by June, 2024;
29) Client Service Charter reviewed and implemented by June, 2024;
30) The Water Sector complaints handling mechanism developed by June 2020;
31) Water quality laboratories strengthenedby June, 2024;
32) A robust water sector information and data collection mechanism developed by June 2024; and
33) Water Master Plan developed by June, 2024.

Performance Indicators

The following indicators will be used to measure the achievement of the targets

1) Level of stakeholders satisfaction; and
2) Unqualified Audit opinion.

OBJECTIVE G: Water Sector Networks and Partnerships Enhanced

Rationale

There are many stakeholders who are implementing water related cross-sectoral issues. These stakeholders are scattered and operate separately towards the effort to improve access to clean and safe water and sanitation services to communities. The existence of uncoordinatedstakeholders leads to duplication of effortstowards provision of water and sanitation services raising the need for improved collaboration among water sector stakeholders and measuresof establishing a unified platform where stakeholders can meet periodically to discuss water sector issues.

This objective intends to improve networking and partnerships among stakeholders. It focuses on enhancing collaboration in management of water resources and provision of

water and sanitation services. The areas of collaboration includenational and international dialogues,management and use of the national and transboundary water resources, and financialresource mobilization to support development of the sector.

Strategies

To achieve the above objective, the following strategies will be instituted:

1) Enhance management of trans-boundary water resources;
2) Promote water sector dialogues;
3) Enhance water sector resource mobilization;
4) Improve communication services;
5) Promote private sector involvement in water sector interventions; and
6) Coordinate bilateral and multi-lateral cooperation.

Targets

To achieve the above objective, the following are the planned targets:

01) Agreements on trans-boundary water resources effectively implemented by June 2024;
02) Water sector dialogue mechanism reviewed and implemented by June 2024;
03) Networks with potential water sector financiers established by June 2024;
04) Resources for water sector investment mobilized by June 2024;
05) Communication strategy reviewed and implemented by June 2024;
06) Internal stakeholders meetings conducted annually;
07) The Private Sector involvement strategy implemented by June 2024;
08) International water sector conferences, workshop and meetings facilitated by 2024;
09) Water sector stakeholders mapping conducted by December 2019;
10) The water sector PPP plans implemented by June 2024;
11) Initiatives on trans-boundary water resources effectively implemented by June 2024;
12) Information, Education and Communication strategy developed and implemented by June, 2024; and
13) Environmental and social management framework implemented by June, 2024.

Performance Indicators

The following indicators will be used to measure the achievement of the targets:

1) Percentage of national budget allocated to water supply and sanitation.
2) Level of the stakeholder'ssatisfaction; and
3) Proportion of transboundary water basin area with operational cooperation arrangement.

CHAPTER 4

RESULTS FRAMEWORK

4.1 The Monitoring and Evaluation Plan

This chapter presents the Monitoring and Evaluation Plan of MoW's Strategic Planfor the period of 2019/20-2023/24. It outlines the development objective, the beneficiaries of MoW services, linkage between the sevenobjectives and the national planning frameworks and the Results Chain. This chapter also contains the Results Framework Matrix (**Annex III**), the Monitoring Reviews and Evaluation Plan, the Reporting Plan and the relationship between the Result Framework, the Result Chainand Reporting Arrangements.

4.2 Development Objective

The overriding development objective represents the highest level of results envisioned by MoW, namely ***improved access to water and sanitation services for socio-economic development***. The achievement of this development objective, among others will be influenced by the level of financial resources available, staff and management commitment, the demand for accountability on the part of citizens,MoW's capacity at both strategic and operational level and the participation of other key players who significantly contribute towards the achievement of this development objective.

4.3 Beneficiaries of the MoW Services

MoWprovides services to two categories of beneficiaries according to service delivery model. The first category consists of direct beneficiaries of policy advice and regulatory services. These include MDAs; RSs; LGAs; Training and Research Institutions; Regional and International Organizations; NGOs; CBOs; Investors; Private sector; Development Partners and the following sectors: Agriculture; Energy and Minerals; Livestock and Fisheries; Lands, Natural Resources and Environment; Health; Transportation; Education; Science and Technology; Industrial and Commercial. The second category consists of indirect beneficiarieswho are the users of water supply and sanitation services. These include households; communities; farmers and livestock keepers; industries and hydropower plants; public and private companies; and the ecosystem.

4.4 Linkage with the National Planning and Strategic Frameworks

4.4.1 Linkage with the National Vision 2025

The outcomes of this Strategic Plan will contribute to the Attribute 1.2.1 of the Vision 2025 which aspires for "High quality livelihood contributed by universal access to safe and clean water".

4.4.2 Linkage with the Tanzania Long Term Plan

The outcomes of this Strategic Plan will contribute to the achievement of goals number 1 and 7 of the Tanzania Long Term Perspective Plan.

Goal 1: Food self-sufficiency and security.
Goal 7: Universal access to safe water.

4.4.3 Linkage with the Five Year Development Plan (FYDP II)

The resulting outcomes from the implementation of the planned interventions in this Strategic plan will contribute to the achievement of goals and strategic interventions of the Tanzania Five Year Development Plan Phase II (FYDP II 2016/17 – 2020/21) as follows:

FYDP II Interventions

Para 4.3.4: Ensuring adequacy and reliability of water supply and sanitation services to the community and availability of adequate water for other key socio-economic areas. FYDP II strategic interventions for the water sector are indicated in pages 69-71, 179-182, and 269-272 of the FYDP II book. Main areas of interventions include: -

(a) Strengthen water resource management to cater for social- economic activities (irrigation, hydropower generation, industrial, livestock, domestic use and ecosystem management);
(b) Scale –up rural water supply services;
(c) Scale –up water supply services in Dares Salaam;
(d) Scale –up water supply services in district and small towns;
(e) Scale –up water supply services in regional centers;
(f) Improve sanitation facilities in urban and rural areas;
(g) Improving water pollution control and monitoring, and
(h) Scale-up water supply and sanitation services in Dodoma City.

4.5 Linkage with the International Strategic Frameworks

The outcomes from the implementation of this Strategic plan will contribute to the achievement of Sustainable Development Goals, goal number 6 that is to ***ensure availability and sustainable management of water and sanitation for all***. The

SDGs are being implemented in the framework of Tanzania Development Vision 2025 and its midterm five-year development plan currently on the second phase, the Five Year Development Plan II. Among the objectives of the FYDP II is to ensure that global and regional agreements, like the SDGs, are adequately mainstreamed into national development planning and implementation frameworks.

4.6 Result Chain

MoW's Results Chain consists of outcomes, outputs, activities and inputs, which broadly contribute to national long-term, and medium- term development agenda as indicated in section 4.4 above. A combination of the objectives and targets in this Strategic Plan and activities and inputs in the Medium Term Expenditure Framework (MTEF) forms MoW's Results Chain.

The basic assumption is that, there is a causal linkage in the various elements of the Result Chain. The inputs i.e. utilization of resources will lead to achievement of the activities, which will contribute to achievement of outputs. Achievement of the outputs will lead to achievement of the outcomes i.e. intermediate outcomes and medium term outcomes (objectives). Achievements of the outcomes will lead to achievement of the development objective, which in the medium term will contribute to achievement of goals of the Vision 2025, Tanzania Long Term Perspective Plan and Five Year Development Plan II. This chain of results will justify MoW's use of taxpayer's money into the various interventions and thus contribute to the socio-economic development of the country.

4.6 The Results Framework Matrix

DEVELOPMENT OBJECTIVE	OBJECTIVES CODE AND DESCRIPTION	INTERMEDIATE OUTCOMES	KEY PERFORMANCE INDICATORS
Improved access to water and sanitation services for socio-economic development	**A: HIV/AIDS new infections reduced and supportive services improved**	• Reduced prevalence rate • Increased number of staff attending HIV and AIDS voluntary testing	• HIV/AIDS Prevalence rate • HIV/ AIDS Incidence rate • Percentage of staff who received testing and counselling services
	B: Implementation of the National Anti-Corruption Strategy enhanced	• Increased transparency in key MoW business processes • Reduced corruption incidences • Increased staff awareness on corruption issues	• Public perception on the level of corruption at MoW • Percentage of corruption related complaints out of all complaints • Level of customer satisfaction on MoW service delivery
	C: Integrated water resources management strengthened	• Improved water security • Improved efficiency in water use • Informed decisions on water resources management • Improved resilience to climate change • Effective water resources management • Reduced pollution level in water sources • Informed decisions for water uses	• Average renewable water per capita • Proportion of integrated water resources management and development plans implementation • Proportion of bodies of water with good ambient water quality

DEVELOPMENT OBJECTIVE	OBJECTIVES CODE AND DESCRIPTION	INTERMEDIATE OUTCOMES	KEY PERFORMANCE INDICATORS
	D: Universal access to adequate, safe and clean water improved	• Increased access to safe and clean water • Reduced rate of water related diseases • Decreased non-revenue water • Increased revenue of WSSAs.	• Percentage of urban population with access to improved drinking water services (basic + safely managed) • Percentage of Non-Revenue Water • Water efficiency of industries • Percentage of rural population with access to improved drinking water services (basic + safely managed).
	E: Universal environmental sanitation improved	• Improved ecological health • Decreased water related communicable diseases • Increased population with access to improved sanitation services	• Proportion of household connected to conventional public sewerage systems in urban area • Proportion population using safely managed sanitation services • Proportion of wastewater safely treated
	F: Institutional capacity and working environment improved	• Increased staff morale and efficiency • Improved gender equity • Increased institutional performance • Improved staff welfare	• Level of stakeholders satisfaction • Level of Staff integrity • Unqualified Audit opinion.

DEVELOPMENT OBJECTIVE	OBJECTIVES CODE AND DESCRIPTION	INTERMEDIATE OUTCOMES	KEY PERFORMANCE INDICATORS
	G: Water Sector networks and partnerships enhanced	• Effective management of transboundary waters; • Improved performance of the sector • Increased funds for water projects implementation • Improved public awareness on water sector issues • Increased investment in the water sector • Increased mutual benefit of shared transboundary water resources • Reduced multilateral, regional and bilateral conflicts; and • Increased financial resources.	• Percentage of national budget allocated to water supply and sanitation • Level of satisfaction of the stakeholders • Proportion of transboundary basin area with an operational arrangement for water cooperation.

4.7 Monitoring, Reviews and Evaluation Plan

4.7.1 Monitoring Plan

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES					DATA COLLECTION AND METHODS OF ANALYSIS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR 1	YR 2	YR 3	YR 4	YR 5	DATA SOURCE	DATA COLLECTION INSTRUMENT/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
1	HIV/AIDS Prevalence rate Percentage ofMoW staff thatare HIV Positive. This indicator will be calculated as follows: Number of staff who have tested positive divided by the total number of staff	30th June 2018	na	na	na	na	na	na	VCT Centers	Blood tests	Quarterly	Workshop Report/VCT Test Result Forms	Annually	DAHRM
2	HIV/ AIDS Incidence rate This indicator measures the annual rate of new HIV infection at MoW. It is calculated as follows: The number of people newly infected with HIV in a given year divided by the number of people not infected at the start of the same year	30thJune 2018	na	na	na	na	na	na	VCT Centers	Blood tests	Quarterly	Workshop Report/VCT Test Result Forms	Annually	DAHRM

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES					DATA COLLECTION AND METHODS OF ANALYSIS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR 1	YR 2	YR 3	YR 4	YR 5	DATA SOURCE	DATA COLLECTION INSTRUMENT/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
3	Percentage of staff who attend voluntary HIV testing This indicator measures the number of staff recorded to have taken HIV voluntary testing. It is calculated as follows: Staff who have attended HIV testing divide by the total number of staff times 100	30th June 2018	na	na	na	na	na	na	VCT Centers	Registration forms/VCT Test Result Forms	Quarterly	Workshop Report	Annually	DAHRM
4	Public perception on the level of corruption at MOW This indicator measures the public opinion on the intensity of corruption at MoW. It is calculated as follows: The number of people interviewed and said that there is corruption at MoW divided by the total number of people interviewed	30th June 2018	na	na	na	na	na	na	General Public/ MoW stakeholders	Questionnaires/Interviews/Survey	Quarterly	Survey Report	Annually	DAHRM
5	Percentage of corruption related complaints.	30th June 2018	na	na	na	na	na	na	Complaints Handling	Complaints handling form/	Quarterly	Complains register	Annually	DAHRM

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES					DATA COLLECTION AND METHODS OF ANALYSIS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR 1	YR 2	YR 3	YR 4	YR 5	DATA SOURCE	DATA COLLECTION INSTRUMENT/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
	This indicator measures number of corruption related complains in the complaints handling register The number of corruption related complaints divided by number of complaints in the register times 100								Office	Register				
6	Level of Staff integrity This indicator measures the level of professionalism, honest, trust, fairness, consistence and ethical practices demonstrated by staff in their dealings with clients and other stakeholders. It is calculated as follows: The number of respondent who rated staff integrity as high divided by the total number of respondent times 100	30th June 2018	na	na	na	na	na	na	General Public/MoW stakeholders	Questionnaires/Interviews/Survey	Quarterly	Survey Report	Annually	DAHRM

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES					DATA COLLECTION AND METHODS OF ANALYSIS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR 1	YR 2	YR 3	YR 4	YR 5	DATA SOURCE	DATA COLLECTION INSTRUMENT/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
7	Level of customer satisfaction on MoW service delivery This indicator measures the public opinions on how best the services are provided by MoW. It is calculated as follows: The number of people interviewed and responded that the services are good or best at MoW divided by the total number of people interviewed	30th June 2018	na	na	na	na	na	na	General Public/MoW stakeholders	Questionnaires/Interviews/Survey	Quarterly	Survey Report	Annually	DAHRM
8	Average renewable water per capita Is the sum of the average annual flows of rivers and recharge of ground water generated from endogenous precipitation and the natural flows originated outside the country It is calculated by dividing total annual renewable water to the population It measures the amount of	30 June, 2018	1,800	1800	1850	1900	1900	1950	Hydrological year Book	Monitoring Stations	Annually	Hydrological reports	Annually	DWR

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES					DATA COLLECTION AND METHODS OF ANALYSIS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR 1	YR 2	YR 3	YR 4	YR 5	DATA SOURCE	DATA COLLECTION INSTRUMENT/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
	naturally replenished water on the surface and ground water in the country divided by number of population.													
9	Proportional bodies of water with good ambient water quality. The indicator is defined as the proportion of strategic water bodies in the country that have good ambient water quality. Ambient water quality refers to natural, untreated water in rivers, lakes, dams and ground water and represents a combination of natural influences together with the impacts of all anthropogenic activities. It is calculated by determining the proportion of classified water bodies classified as having a good water quality status to the total number of classified water bodies expressed in percentage;	30th June, 2018	na	na	na	na	na	na	Annual Water Quality Reports	Laboratory Analysis	Quarterly	Monthly reports	Monthly	DWQ

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES					DATA COLLECTION AND METHODS OF ANALYSIS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR 1	YR 2	YR 3	YR 4	YR 5	DATA SOURCE	DATA COLLECTION INSTRUMENT/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
	WBGQ=(N_g/N_t)x100. Where WBGQ is the percentage of water bodies classified as having a good quality status and Nt is the total number of monitored and classified water bodies. Note: A threshold value of 80% compliance is defined to classify water bodies as good quality. Thus a body of water is classified as having a good quality status at least 80% of all monitoring data from all monitoring stations within the water body are in compliance with the respective target.													
10	Proportion of integrated water resources management implementation The proportion to which IWRM is implemented by assessing the four components of policies, institutions, management tools	30th June, 2018	0.1	0.1	0.2	0.2	0.3	0.3	Annual Progress Report	Performance Assessment Framework.	Quarterly	Progress Report	Quarterly	DWR

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES					DATA COLLECTION AND METHODS OF ANALYSIS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR 1	YR 2	YR 3	YR 4	YR 5	DATA SOURCE	DATA COLLECTION INSTRUMENT/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
	and financing. It is calculated by determining the percentage of the implementation of the four components (policies, institutions, management tools and financing)													
11	Percentage of rural population with access to safe and clean water This indicator measures the rural population that is supplied with water from an improved water source and free from faecal and priority chemical contamination. The rural population supplied with water includes household connections and public domesticpoints within 400m. It is calculated as follows: The total rural population served divided by the total rural	30th June, 2018	59.8 %	74%	85%	87%	89%	90%	Data Management Tool, Water Point Mapping	CDMT	Quarterly	Central Data Management Team	Annually	DWSS

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES					DATA COLLECTION AND METHODS OF ANALYSIS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR 1	YR 2	YR 3	YR 4	YR 5	DATA SOURCE	DATA COLLECTION INSTRUMENT/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
	population times 100.													
12	Percentage of urban population with access to safe and clean water This indicator measures the urban population that is supplied with clean and safe water. The urban population supplied with water includes household connections and public stand posts. It is calculated as follows: adding the following arrives at The population served; (i) The number of domestic connections multiplied by the average members using that connection. (ii) The number of public stand posts and/or kiosks is multiplied by the average number of thepopulation served by public stand posts and/or kiosks (iii) the	30th June, 2018	78%	82%	88%	93%	96%	98%	MajIls system	Survey	Quarterly	System Query/ NBS	Quarterly	DWSS

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES					DATA COLLECTION AND METHODS OF ANALYSIS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR 1	YR 2	YR 3	YR 4	YR 5	DATA SOURCE	DATA COLLECTION INSTRUMENT/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
	number of population living in residential institutions,industrial and commercial complexes.													
13	Percentage of Non-Revenue Water This indicator measures water that has been produced andis lost before it reaches authorizedconsumer. It is calculated as follows: The total amount of water produced minus the total amount sold to consumers divided by the total amount of water produced times 100	30th June, 2018	34%	32%	30%	28%	26%	25%	MajIls system	Survey	Quarterly	System Query	Quarterly	DWSS
14	Water efficiency of industries It is calculated as the industrial value added per unit of industrial (net) water withdrawn and expressed in USD/m3.	30th June, 2018	na	na	na	na	na	na	Majis system	Survey	Quarterly	System query/NBS	Quarterly	DWSS

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES					DATA COLLECTION AND METHODS OF ANALYSIS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR 1	YR 2	YR 3	YR 4	YR 5	DATA SOURCE	DATA COLLECTION INSTRUMENT/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
	The net water is the volume of water withdrawn by the industries (excluding energy) [m3] minus volume of water returned to the hydrologic system (return flow) [m3].													
15	Energy (power) water efficiency is calculated as the value added of power production per unit of (net) water withdrawn for energy production, and expressed in MWh/m3.	30th June, 2018	na	na	na	na	na	na	Annual progress report	survey	Quarterly	TANESCO /NBS	Quarterly	DWSS
16	Municipal water supply efficiency The indicator measure ratio between water effectively distributed to the municipal users and the water withdrawn for municipal use by water supply utilities (i.e. distribution efficiency, size of network losses).	30th June, 2018	na	na	na	na	na	na	Majis system	survey	Quarterly	System query	Quarterly	DWSS

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES					DATA COLLECTION AND METHODS OF ANALYSIS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR 1	YR 2	YR 3	YR 4	YR 5	DATA SOURCE	DATA COLLECTION INSTRUMENT/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
	It is calculated by volume of water distributed to users divide by the volume of water withdrawn times 100													
17	Proportion of rural population using safely managed sanitation services This indicator measures the use of improved sanitation facilities that is not shared with other households, schools, health centers and institutions and where the excreta are safely disposed or transported and treated offsite. It is calculated as follows: The total rural households with improved sanitation and hygiene facilities divided by the total rural households times 100.	30th June, 2018	25%	na	na	na	na	75%	MOHGECD	Survey	Quarterly	National Sanitation Campaign Report	Quarterly	DWSS
18	Proportion of household connected to conventional public	30th June,	20%	21%	25%	30%	35%	40%	MajIls	Survey	Quarterly	System	Quarterly	DWSS

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES					DATA COLLECTION AND METHODS OF ANALYSIS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR 1	YR 2	YR 3	YR 4	YR 5	DATA SOURCE	DATA COLLECTION INSTRUMENT/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
	sewerage systems in urban area This indicator measures the urban population with access to sewer connections. It is calculated as follows: The total urban households connected to public sewer divide by the total number of water supply domestic connection times 100.	2018							system			Query		
19	Proportion of wastewater safely1 treated Proportion of wastewater generated both by households (sewage and faecal sludge) as well as economic activities safely treated compared to total wastewater generated both through households and	30th June 2018	na	na	na	na	na	na	Basin Water Boards, Urban water utilities	Routine	Quarterly	Quarterly Reports	Quarterly	DWR

[1]To meet acceptable Tanzanian standard

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES					DATA COLLECTION AND METHODS OF ANALYSIS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR 1	YR 2	YR 3	YR 4	YR 5	DATA SOURCE	DATA COLLECTION INSTRUMENT/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
	economic activities.													
20	Level of stakeholders satisfaction This indicator measures the level of stakeholders' satisfaction on the services offered by MoW. It is calculated as follows: The total number of stakeholders who rated the quality of MoW services as high divided by the total number of stakeholders interviewed	30th June 2018	na	na	na	na	na	na	stakeholders	Questionnaires/Interviews/Survey	Annually	Survey Report	Annually	DAHRM
21	Percentage of Unqualified Audit opinion This indicator measures the performance of financial management i.e. their compliance to Public Finance Act No. 15 of 2009, Public Procurement Act No.9 of 2011, and Public Audi Act No. 11 of 2008. This indicator will be	30th June 2018	na	na	na	na	na	na	National Audit Office	Audited Financial Statements	Annually	Audited Financial Statements	Annually	CA

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES					DATA COLLECTION AND METHODS OF ANALYSIS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR 1	YR 2	YR 3	YR 4	YR 5	DATA SOURCE	DATA COLLECTION INSTRUMENT/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
	determined by the number of Implementing Agencies with Unqualified Audit Opinion divided by the total number of Implementing Agencies times 100.													
22	Percentage of national budget allocated to water supplyand sanitation. Share of the national budget allocated to water supply and sanitation. It is calculated by national budget on water supply and sanitation divided by national budget times 100.	30th June 2018	na	na	na	na	na	na	Government Budget books	Budget reviews	Annually	Government Budget Speech	Annually	DPP
23	Proportion of trans-boundary water bodies with an operational arrangement for water cooperation. It is calculated by number of trans boundary water bodies with	30th June 2018	na	na	na	na	na	na	Basin Water Boards	Checklist	Quarterly	Progress Reports	Quarterly	DWR

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES					DATA COLLECTION AND METHODS OF ANALYSIS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR 1	YR 2	YR 3	YR 4	YR 5	DATA SOURCE	DATA COLLECTION INSTRUMENT/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
	an operational arrangement for water cooperation divided by total number of trans-boundary water bodies times 100.													

4.7.2 Planned Reviews

This will consist of review meetings, planned milestone reviews and rapid appraisals.

4.7.2.1 Review Meetings

SN	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1.	Weekly review meetings	Weekly	Heads of Sections and Units	All staff in Sections or Units
2.	Management meetings	Weekly	Permanent Secretary	All heads of Sections/ Divisions and Units
3.	Divisions/ Unions Meetings	Monthly	Heads of Divisions/ Units	All staff in Divisions/ Units
4.	Quarterly WSDP-TWG meetings	Quarterly	Permanent Secretary/ Head of components	Members from Government, DPs and CBOs
5	Ministerial Audit Committee Meetings	Quarterly	Chairperson of the committee	Members of committee
6.	Ministerial Committee for Control of Revenues and Expenditures	Quarterly	The Minister for Water	Permanent Secretary, All heads in Divisions/ Units
7.	WSDP Water Sector Working Group meetings	Quarterly	Permanent Secretary	Members from Government, DPs and CBOs
8.	WSDP Steering Committee Meetings	Semi Annual	Permanent Secretary	Permanent Secretaries (from MoW, PO RALG, MoHCDGEC, MoEST), Representative of DPs and CBOs
9.	Joint Supervision Mission	Semi annually	Permanent Secretary	Members from Government, DPs and CBOs

SN	Type of Meeting	Frequency	Designation of the Chairperson	Participants
10.	Joint Water Sector Review Meeting	Annually	Minister for Water	Members from Government, DPs CBOs and Private Sector.
11.	Inter-ministerial Consultative meetings	Quarterly	Permanent Secretary	Directors from MoW and PO RALG
12.	Water Resources Management Annual General Meeting	Annually	Minister for Water	BWOs and Directors
13.	Rural Water Supply and Sanitation Annual General Meeting	Annually	Minister for Water	DWSS, RS, DWEs, Representative of Private Sector and CBOs.
14.	Urban Water Supply and Sanitation Annual General Meetings	Annually	Minister for Water	DWSS, MDs and Managers of Utilities, Representative of Private Sector and CBOs.

4.7.2.2 Planned Milestones Reviews

Years	Planned Reviews	Milestones	Time frame	Responsible Person
2019/2020	Two reviews (Mid year and Annual)	400 water use permits granted	Quarterly	DWR
		60 discharge permits to eligible enterprises granted	Quarterly	DWR
		30 water sources and recharge areas demarcated and gazzetted	Quarterly	DWR

Years	Planned Reviews	Milestones	Time frame	Responsible Person
		50 WUAs formed and operationalised	Quarterly	DWR
		10 catchment and sub-catchment water committees operational	Quarterly	DWR
		Construction of 1 Strategic Dam started	Quarterly	DWR
		2 medium dams rehabilitated	Quarterly	DWR
		6 Water Basins IWRMD Plans operational	Quarterly	DWR
		100 new water resources monitoring stations installed	Quarterly	DWR
	Two reviews per year (Mid yea and Annual Review)	25 Water Safety plans for Water Utilities and 200 CBWSOs developed	Quarterly	DWQ
		Ambient water quality monitoring and assessment in 10 strategic water bodies conducted	Quarterly	DWQ
		Water and wastewater quality assessment enhanced	Quarterly	DWQ
	Two reviews per year (Mid yea and Annual Review)	100,000 new piped water supply connections installed in DAWASA service area	Quarterly	DWSS
	Two reviews per year (Mid yea and Annual Review)	40,000 new piped water supply connections constructed in Regional Centers	Quarterly	DWSS
		22,000 new piped water supply connections constructed and 55 additional operational water kiosks constructed	Quarterly	DWSS

Years	Planned Reviews	Milestones	Time frame	Responsible Person
		in Small Towns and National Projects		
		Non-Revenue Water reduced from the National average of 34% to 32%	Quarterly	DWSS
		Rural water agency established	Quarterly	DWSS
		16,520 water points in place in rural areas from construction of new and extension of water projects and rehabilitation of non-functioning water points/schemes	Quarterly	DWSS
		Additional 600 CBWSOs created and operationalised	Quarterly	DWSS
		3,000 new house connections to public sewer systems	Quarterly	DWSS
		12 waste water treatment ponds for on/off-grid sanitation constructed	Quarterly	DWSS
	Two Reviews per year (Mid Year and Annual Review)	Monitoring and Evaluation of Sector Plans; Programs and Projects undertaken.	Quarterly	DPP
		Water sector Management Information Databases and systems integrated	Semi Annual	ICTU
		Office buildings rehabilitated/ constructed	Semi Annual	DAHRM
		e-Office system developed	Semi Annual	ICTU

Years	Planned Reviews	Milestones	Time frame	Responsible Person
		Training Plan Developed for all MoW staff	Semi Annual	DAHRM
2020/2021	Two reviews (Mid year and Annual)	500 water use permits granted	Quarterly	DWR
		60 discharge permits to eligible enterprises granted	Quarterly	DWR
		32 water sources and recharge areas demarcated and gazzetted	Quarterly	DWR
		55 WUAs formed and operationalised	Quarterly	DWR
		11 catchment and sub-catchment water committees operational	Quarterly	DWR
		1 Strategic Dam 50% constructed and 1 Strategic Dam starts to be constructed	Quarterly	DWR
		3 medium dams rehabilitated	Quarterly	DWR
		7 Water Basins IWRMD Plans operational	Quarterly	DWR
		150 new water resources monitoring stations installed	Quarterly	DWR
		25 Water Safety plans for Water Utilities and 200 CBWSOs developed	Quarterly	DWQ
		Ambient water quality monitoring and assessment in 10	Quarterly	DWQ

Years	Planned Reviews	Milestones	Time frame	Responsible Person
		strategic water bodies conducted		
		2 water laboratories accredited	Quarterly	DWQ
		100,000 new piped water supply connections installed in DAWASA service area	Quarterly	DWSS
		40,000 new piped water supply connections constructed in Regional Centers	Quarterly	DWSS
		22,000 new piped water supply connections constructed and 250 additional operational water kiosks constructed in Small Towns and National Projects	Quarterly	DWSS
		Non-Revenue Water reduced from the National average of 34% to 30%	Quarterly	DWSS
		14,031 water points in place in rural areas from construction of new and extension of water projects and rehabilitation of non-functioning water points/schemes	Quarterly	DWSS
		Additional 600 CBWSOs created and operationalised	Quarterly	DWSS
		3,000 and 2,000 new house connections to public sewer systems in DAWASA and Regional WSSAs.	Quarterly	DWSS

Years	Planned Reviews	Milestones	Time frame	Responsible Person
		12 waste water treatment ponds for on/off-grid sanitation constructed in Regional WSSAs and one for DAWASA.	Quarterly	DWSS
	Two Reviews per year (Mid Year and Annual Review)	Monitoring and Evaluation of Sector Plans; Programs and Projects undertaken.	Quarterly	DPP
		Water sector Management Information Databases and systems integrated	Semi Annual	ICTU
		Office buildings rehabilitated/ constructed	Semi Annual	DAHRM
		e-Office system developed	Semi Annual	ICTU
		5 MoW staff trained in water sector specialized skills at PhD levels	Semi Annual	DAHRM
		15 MoW staff trained in water sector specialized skills at Masters levels	Semi Annual	DAHRM
		100MoW staff trained in water sector specialized short term studies	Semi Annual	DAHRM
	Two reviews (Mid year and Annual) Two reviews per year	500 water use permits granted	Quarterly	DWR
		60 discharge permits to eligible enterprises granted	Quarterly	DWR

Years	Planned Reviews	Milestones	Time frame	Responsible Person
	(Mid yea and Annual Review)	32 water sources and recharge areas demarcated and gazzetted	Quarterly	DWR
		55 WUAs formed and operationalised	Quarterly	DWR
		11 catchment and sub-catchment water committees operational	Quarterly	DWR
		1 Strategic Dam 100% constructed, 1 Strategic Dam 50% constructed and 1 Strategic Dam starts to be constructed	Quarterly	DWR
		5 medium dams rehabilitated	Quarterly	DWR
		8 Water Basins IWRMD Plans operational	Quarterly	DWR
		150 new water resources monitoring stations installed	Quarterly	DWR
		26 Water Safety plans for Water Utilities and 200 CBWSOs developed	Semi-annual	DWQ
		Ambient water quality monitoring and assessment in 10 strategic water bodies conducted	Annually	DWQ
		Defluoridation strategy operationalized	Annually	DWQ
		100,000 new piped water supply connections installed	Quarterly	DWSS

Years	Planned Reviews	Milestones	Time frame	Responsible Person
		in DAWASA service area		
		40,000 new piped water supply connections constructed in Regional Centers	Quarterly	DWSS
		22,000 new piped water supply connections constructed and 54 additional operational water kiosks constructed in Small Towns and National Projects	Quarterly	DWSS
		Non-Revenue Water reduced from the National average of 30% to 28%	Quarterly	DWSS
		12,994 water points in place in rural areas from construction of new and extension of water projects and rehabilitation of non-functioning water points/schemes	Quarterly	DWSS
		Additional 600 CBWSOs created and operationalised	Quarterly	DWSS
		3,000 new house connections to public sewer systems	Quarterly	DWSS
		12 waste water treatment ponds for on/off-grid sanitation constructed	Quarterly	DWSS
		Monitoring and Evaluation of Sector Plans; Programs and Projects undertaken.	Quarterly	DPP

Years	Planned Reviews	Milestones	Time frame	Responsible Person
		Office buildings rehabilitated/ constructed	Semi Annual	DAHRM
		5 MoW staff trained in water sector specialized skills at PhD levels	Semi Annual	DAHRM
		15 MoW staff trained in water sector specialized skills at Masters levels	Semi Annual	DAHRM
		100 MoW staff trained in water sector specialized short-term studies.	Semi Annual	DAHRM
2022/2023	Two reviews (Mid year and Annual)	500 water use permits granted	Quarterly	DWR
		60 discharge permits to eligible enterprises granted	Quarterly	DWR
		32 water sources and recharge areas demarcated and gazzetted	Quarterly	DWR
		50 WUAs formed and operationalize	Quarterly	DWR
		11 catchment and sub-catchment water committees operational	Quarterly	DWR
		1 Strategic Dam 100% constructed and 1 Strategic Dam 50% constructed	Quarterly	DWR
		5 medium dams rehabilitated	Quarterly	DWR

Years	Planned Reviews	Milestones	Time frame	Responsible Person
		9 Water Basins IWRMD Plans operational	Quarterly	DWR
		100 new water resources monitoring stations installed	Quarterly	DWR
		25 Water Safety plans for Water Utilities and 200 CBWSOs developed	Semi-annual	DWQ
		Ambient water quality monitoring and assessment in 10 strategic water bodies conducted	Annually	DWQ
		1 water laboratories accredited	Annually	DWQ
		100,000 new piped water supply connections installed in DAWASA service area	Quarterly	DWSS
		40,000 new piped water supply connections constructed in Regional Centers	Quarterly	DWSS
		22,000 new piped water supply connections constructed and 54 additional operational water kiosks constructed in Small Towns and National Projects	Quarterly	DWSS
		Non-Revenue Water reduced from the National average of 28% to 26%	Quarterly	DWSS
		11,831 water points in place in rural areas from construction of new and extension of water projects and	Quarterly	DWSS

Years	Planned Reviews	Milestones	Time frame	Responsible Person
		rehabilitation of non-functioning water points/schemes		
		Additional 600 CBWSOs created and operationalised	Quarterly	DWSS
		3,000 new house connections to public sewer systems	Quarterly	DWSS
		12 waste water treatment ponds for on/off-grid sanitation constructed	Quarterly	DWSS
		Monitoring and Evaluation of Sector Plans; Programs and Projects undertaken.	Quarterly	DPP
		Office buildings rehabilitated/ constructed	Semi Annual	DAHRM
		5 MoW staff trained in water sector specialized skills at PhD levels	Semi Annual	DAHRM
		15 MoW staff trained in water sector specialized skills at Masters levels	Semi Annual	DAHRM
		100 MoW staff trained in water sector specialized short term studies	Semi Annual	DAHRM
2023/2024	Two reviews (Mid year and Annual)	420 water use permits granted	Quarterly	DWR
		60 discharge permits to eligible enterprises granted	Quarterly	DWR

Years	Planned Reviews	Milestones	Time frame	Responsible Person
		32 water sources and recharge areas demarcated and gazzetted	Quarterly	DWR
		50 WUAs created and operationalize	Quarterly	DWR
		11 catchment and sub-catchment water committees operational	Quarterly	DWR
		1 Strategic Dam 100% constructed	Quarterly	DWR
		5 medium dams rehabilitated	Quarterly	DWR
		9 Water Basins IWRMD Plans operational	Quarterly	DWR
		100 new water resources monitoring stations installed	Quarterly	DWR
		26 Water Safety plans for Water Utilities and 200 CBWSOs developed	Semi-annual	DWQ
		Ambient water quality monitoring and assessment in 10 strategic water bodies conducted	Annually	DWQ
		2 water laboratories accredited	Annually	DWQ
		100,000 new piped water supply connections installed in DAWASA service area	Quarterly	DWSS

Years	Planned Reviews	Milestones	Time frame	Responsible Person
		40,000 new piped water supply connections constructed in Regional Centers	Quarterly	DWSS
		22,000 new piped water supply connections constructed and 250 additional operational water kiosks constructed in Small Towns and National Projects	Quarterly	DWSS
		Non-Revenue Water reduced from the National average of 34% to 25%	Quarterly	DWSS
		9,953 water points in place in rural areas from construction of new and extension of water projects and rehabilitation of non-functioning water points/schemes	Quarterly	DWSS
		Additional 600 CBWSOs created and operationalised	Quarterly	DWSS
		3,000 new house connections to public sewer systems	Quarterly	DWSS
		12 waste water treatment ponds for on/off-grid sanitation constructed	Quarterly	DWSS
		Monitoring and Evaluation of Sector Plans; Programs and Projects undertaken.	Quarterly	DPP
		Office buildings rehabilitated/ constructed	Semi Annual	DAHRM

Years	Planned Reviews	Milestones	Time frame	Responsible Person
		5 MoW staff trained in water sector specialized skills at PhD levels	Semi Annual	DAHRM
		15 MoW staff trained in water sector specialized skills at Masters levels	Semi Annual	DAHRM
		100 MoW staff trained in water sector specialized short term studies	Semi Annual	DAHRM

4.7.2.3 Rapid Appraisals

SN	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Timeframe	Responsible Person
1.	Baseline study	This study will collect baseline data for a total of 21indicators identified in the monitoring plan	• What is the current status of each indicator?	This will be done through surveys	June, 2019	DPP
2	Service Delivery Survey on Water Services.	This study will identify and analyze policies, strategy and the level of stakeholders' satisfaction on services delivered by the Ministry, factors affecting it and come up with recommendation for improvement.	• What policies exist? • What strategies exist? • What kinds of services the Ministry is offering? • What are the factors affecting water service delivery? • What is the level of satisfaction? • What can be done to improve the services?	Questionnaires, Semi structured interviews, key informant interviews, focus group discussions.	June 2020/2021/2023	DPP
3.	Institutional Self-Assessment	This study will capture MoW staff opinions on policies, strategy, leadership style, resource management, key business processes, customer service, stakeholders' leverage towards achievement of the organization objectives.	• What are the staff views on policies and strategies? • What are the staff's opinions on the leadership style, resource management and stakeholders' leverage? • What are the staff's opinions on key business processes and customer care? • What are the areas of improvement?	Questionnaires, Semi structured interviews, key informant interviews, focus group discussions.	December, 2019	DPP

SN	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Timeframe	Responsible Person
			• What are the levels of knowledge and skills of staffs in serviceprovision?			
4.	HIV prevalence study	This study assesses status of HIV infection among MoW staff.	• What is the current status of HIV infection rate? • What kind of intervention exists?	Voluntary Counseling and Testing	June 2020	DAHRM
5.	Water Sector Expenditure Review	This review will track resource allocation and expenditure earmarked for water services at the ministry's implementing agencies.	• What was the total amount of fund set for the water sector? • What is the percentage share of the water sector budget to the total government budget? • What is the contribution of the government versus development partners to the total budget? • What was the amount of fund disbursed for water sector? • What was the amount of fund spent for the water sector? • What is the share for each implementing agency? • What are the areas of improvement?	Questionnaires, Interviews, and Documentary Reviews	December 2019	DPP
6	Financing Option Study	This study assesses the capacity of BWBs to generate adequate financing for water resources	• What is the collection of water user charges? • What is the level of discharge permit levies?	Surveys	December 2018	DWR

SN	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Timeframe	Responsible Person
		management	• What is the number of water user permits issued? • What are revenue potentials of the basins?			
7.	Survey on the acceptability of bone char Defluoridation Technology	This study assesses the success and acceptability of Defluoridation Technology by the community	• What is the perception of clients on this technology? • How many members in your family use the technology? • How many households in your community use the technology?	Surveys	December 2019	DWQ
8	Study on the productivity of the activated carbon filters for locally available materials	This study assesses the efficiency of locally available materials on the removal of bacteria in drinking water	• Can this increase the efficiency of Bone Char Technology?	Laboratory analysis	December 2020	DWQ
9	IWRMD Plans Appraisal/ Implementation Assessment?	This reviews all the plans and prepare action plan for implementation.	• What has been proposed in the plans? • What is the timeframe for implementation? • What are the costs for implementations/	Visit, Reviews	December 2019	DWR
10	Study on Water for economic	This assesses the contribution of water sector	• What is the level of water consumption in various sectors? • What is the value of water used in	Survey	December 2019	DPP

SN	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Timeframe	Responsible Person
	development	in the economy.	each sector? • What are the types of water users?			
11.	Performance Assessment Framework	This assesses performance of jointly agreed WSDP indicators	• Has the set targets been achieved?	Reviews	Annual	PCU/DPP/DWR
12	Financing Option Study	This study assesses the capacity of WSSAs to generate adequate financing for water supply and sanitation services	• Are the customers willing to pay for water and sanitation services? • What is the billing efficiency? • How do you use your revenue?	Surveys	Annual	DWSS
13	Sector Financing Option Study	The study will assesses the level of funding, sources, compile criteria for the application for such funds, and establish guidelines for an equitable and efficient fund utilization towards sustainable water resources management and water supply and sanitation services	• What are the criteria for the application for such funds? • What are the mechanisms of improving the unreliable financing of the water sector? • How is the fund being equitably and efficiently utilised?	Surveys/ Reviews	June, 2019	DPP

4.7.3 Evaluation Plan

SN	Evaluation Studies	Description	Evaluation Study Questions	Methodology	Time Frame	Responsible Person
1	Outcome evaluation of Water supply interventions in rural areas.	This evaluation aims to measure benefits of water supply intervention in rural areas for improving water services.	• What were the planned targets? • Have targets been archived? • Has targets achievement led to realization of intended outcomes? • What policy changes can be done to improve the outcome?	Survey, Desk Review, Field Visit, Focus Group Discussions	December 2019 – May 2020	DPP/DWSS
2	Outcome evaluation of water supply interventions in urban areas	This evaluation aims to measure benefits of water supply intervention in urban areas for improving water services.	• What were the planned targets? • Have targets been archived? • Has targets achievement led to realization of intended outcomes? • What policy changes can be done to improve the outcome?	Survey, Desk Review, Field Visit, Focus Group Discussions	December 2019 – May 2020	DPP/DWSS
3	Outcome evaluation of Integrated Water Resources Management interventions	This evaluation aims to measure benefits of integrated water resources management interventions	• What were the planned targets? • Have targets been archived? • Has targets achievement led to realization of intended outcomes? • What policy changes can be done to improve the outcome?	Survey, Desk Review, Field Visit, Focus Group Discussions	December 2019 – May 2020	DPP/DWR
4	Outcome evaluation of Institutional reforms interventions	This evaluation aims to measure benefits of institutional reforms and capacity development interventions	• What were the planned targets? • Have the targets been archived? • Has targets achievement led to realization of intended outcomes? • Did the institution have enough competence to implement the planned interventions? • What policy changes can be done to improve the outcome?	Survey, Desk Review, Field Visit, Focus Group Discussions	December 2019 – May 2020	DPP/DAHRM

4.8 Reporting Plan

4.8.1 Internal Reporting Plan

SN	Type of Report	Recipient	Frequency	Responsible Person
1	Technical Report	Head of Section /Unit	Weekly	Technical Officers
2	Implementation Report	Head of Division/Units	Weekly	Head of Section /Unit
3	Section/Unit Reports	Head of Division/Units	Weekly	Head of Section/Unit
4	Quarterly Reports	Permanent Secretary	Quarterly	Director of Policy and Planning
5	Semi-Annual Reports	Permanent Secretary	Semi-Annually	Director of Policy and Planning
6	Annual Reports	Permanent Secretary	Annually	Director of Policy and Planning

4.8.2 External Reporting Plan

SN	Type of Report	Recipient	Frequency	Responsible Person
1	Performance Reports	MOFP	Quarterly	Permanent Secretary
2	Parliamentary Committee Reports	Parliament	Quarterly	Permanent Secretary
3	WSDP Physical Progress Reports	DPs	Quarterly	Permanent Secretary
4	WSDP Interim Financial Report	DPs	Quarterly	Permanent Secretary
5	Ruling Party Election Manifesto Implementation Report	PO RALG	Semi - Annually	Permanent Secretary
6	WSDP Physical Progress Reports	DPs	Semi - Annually	Permanent Secretary
7	WSDP Aide - Memoire	DPs and MOFP	Semi - Annually	Permanent Secretary
8	WSDP Physical Progress Reports	DPs	Annually	Permanent Secretary
9	Water Sector Status Reports	Members of JWSR	Annually	Permanent Secretary
10	Performance Assessment Framework Review Report	DPs and MOFP	Annually	Permanent Secretary
11	Financial Statements	Controller	Annually	Permanent Secretary

SN	Type of Report	Recipient	Frequency	Responsible Person
		and Auditor General and MOFP		
12	Annual Reports	PO RALG, MOFP, DPs and General Public	Annually	Permanent Secretary
13	Five Years Outcomes Reports	PO RALG, MOFP, Parliament and DPs	Every 5 Yrs.	Permanent Secretary

4.9 Relationship between Result Framework, Result Chain, Monitoring and Evaluation and Reporting Arrangements

4.9.1 Level 1- Inputs

The first level of theResult Framework tracks the allocation and use of resources on the various activities. Resources availability will be reviewed on monthly basis and will be reported on respective implementation reports. At this level indicators will focus on the number and quality of human resources available for various tasks, amount of time dedicated to tasks by staff, information flow between various levels, time spent on resolving problems, quality and timeliness of decisions and staff as well as predictability of resource flows, the alignment of resource flow to the activities and outputs.

4.9.2 Level 2- Activities

The second level of the Results Framework focuses on realization of activities and linkage between activities and outputs. At this level indicators will focus on processes, programming of activities and timeliness of implementation. Activities will be reviewed on weekly, fortnightly or monthly basis and will be reported on respective implementation reports. The reports will focus on quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time, to the expected quality and if the activities are not contributing to outputs.

4.9.3 Level 3 - Outputs

The third level of the Results Framework tracks the realization of the outputs that MoW produces and these produced outputs are attributed solely to MoW. The outputs at this level will be measured by output indicators and milestones and data collection and analysis will be done quarterly. Outputs or milestones, which have significant impact on achievement of the objectives, will be reviewed quarterly and will be reported in quarterly reports. The reports will

focus on how the outputs produced are delivering the outcomes and will inform corrective action if the outputs are not being delivered effectively or are not contributing to outcomes.

4.9.4 Level 4 – Outcomes

The fourth level of the Results Framework tracks the realization of the intermediate outcomes specified for each objective though achievement of these outcomes may not be attributed to MoW alone as there will be several players contributing to these outcomes. These intermediate outcomes will be measured through outcome indicators whose data collection and analysis could be done annually. Indicators at this level will be reported through the annual report or the five-year outcome report. The annual reports and the five-year outcome report will be based on either sector or specific evidenced based studies using national statistics. The reports will focus on benefits delivered to MoW clients and other stakeholders.

4.10 Risk Management in Plan Implementation

In implementing the strategic plan, it is important that potential risks are identified and a Risk Management Framework put in place

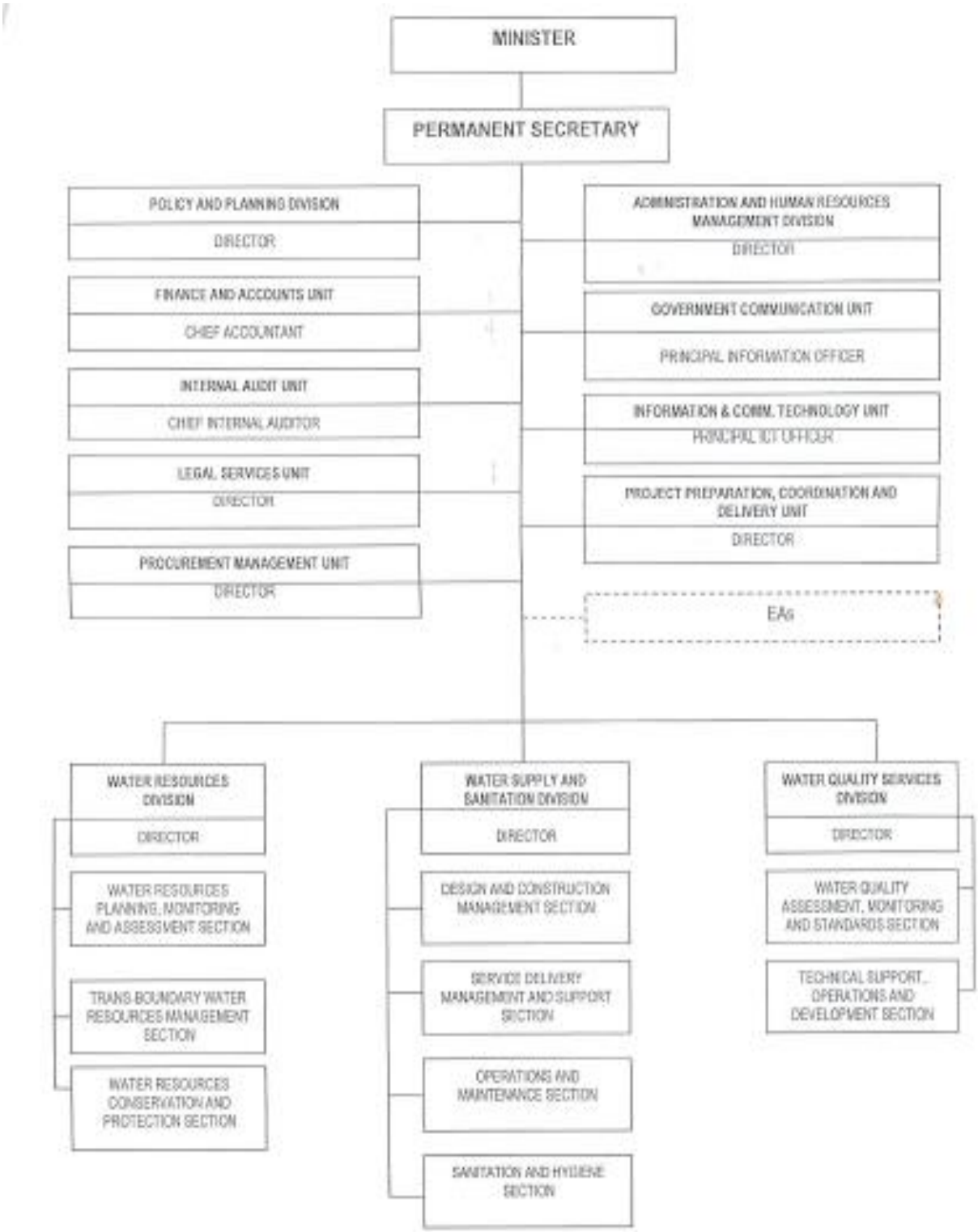
4.10.1 Potential Risks

Political Risks:	Changes in policies and priorities by the government.
Resource Risks:	Events associated with resource availability (financial, human etc.) that may impact on the attainment of the envisaged sector objectives
Operational Risks:	Process and system failures related to resources including people and technology
Reputational Risks:	Actions/events that impact on the image of the MoW and the sector at large
Strategic Risks:	Changes in the overall business environment, poor decisions or inapt implementation of strategic decisions

4.10.2 Risk Management Framework

It is crucial to ensure the presence of a comprehensive risk management framework specifically focused at water sector related risks. Moreover, the strategic aspects of the framework need be put in place including Risk Planning; Risk Orientation; Risk Assessment; Risk Response; and Risk Monitoring.

Annex I: THE ORGANISATION STRUCTURE OF THE MINISTRY OF WATER



Annex II: MATRIX OF THE STRATEGIC PLAN

OBJECTIVE	STRATEGY	TARGETS	KEY PERFOMANCE INDICATORS	PERSON RESPONSIBLE
A: HIV/AIDS new infections reduced and supportive services improved	To achieve the above objective the following strategy will be implemented	HIV and AIDS situation analysis conducted by June 2024.	• HIV/AIDS Prevalence rate • HIV/ AIDS Incidence rate • Percentage of staff who received testing and counselling services for HIV • Percentage of staff living with HIV/AIDS and receiving care and support	DAHRM
	Combat HIV and AIDS at work place.	HIV and AIDS Programme implemented at work place by June 2024		
B: Implementation of the National Anti-Corruption Strategy enhanced	MoW will continue to promote good governance and ethical conduct as a major strategy to achieve theobjective.	Action Plan for preventing and combating corruption at the work place implemented by June 2021.	• Public perception on the level of corruption at MoW • Percentage of corruption related out of all complaints • Level of staff integrity • Level of customer satisfaction on MoW service delivery	DAHRM
		MoW Good Governance Plan implemented by June 2024.		
C: Integrated water resources management strengthened	Improve water storage and security in all basins	3 Strategic Dams constructed by June, 2024	• Average renewable water per capita • Proportional bodies of water with good ambient water quality • Proportion of integrated water resources management plans implementation • Proportion of bodies of water with	DWR
		20 medium dams rehabilitated by June 2024.		
	Ensure sustainable integrated management of water resources	9 Water Basins IWRMD Plans operational by June, 2024		
		Centre of Excellence		

OBJECTIVE	STRATEGY	TARGETS	KEY PERFOMANCE INDICATORS	PERSON RESPONSIBLE
		established by June, 2024	good ambient water quality	
		2,320 water use permits granted by June, 2024		
		300 discharge permits to eligible enterprises granted by June, 2024		
		158 water sources and recharge areas demarcated and gazzetted by June, 2024		
		260 WUAs created and operationalised by June, 2024		
		54 catchment and sub-catchment water committees operational by June, 2024		
	Enhance coordination of climate change mitigation and adoption initiatives	Water related disaster early warning system developed by June, 2024		
		Strategic Action Plan for Climate Change adaptation implemented by June, 2024		
	Enhance management of trans-boundary water			

OBJECTIVE	STRATEGY	TARGETS	KEY PERFOMANCE INDICATORS	PERSON RESPONSIBLE
	resources			
	Strengthen water resources monitoring and assessment	600 new water resources monitoring stations installed by June, 2024		
		National water resources database operationalized by June, 2024		
		2 Water Audits conducted by June, 2024;		
	Improve water quality management	Ambient water quality monitoring and assessment in 50 strategic water bodies conducted by June, 2024		DWQ
	Promote water quality research	Two water quality studies conducted by June, 2024		
	Promote private sector involvement in management of water resources	Action plan for involvement of private sector in management of water resources in place by June 2023		DPP/DWR
D: Universal access to adequate, safe and clean water	Increase investment in water supply services	500,000 new piped water supply connections installed and 10 additional operational water kiosks constructed in DAWASA service area by	• Percentage of urban population with access to safe and clean water; • Percentage of Non-Revenue	DWSS

OBJECTIVE	STRATEGY	TARGETS	KEY PERFOMANCE INDICATORS	PERSON RESPONSIBLE
improved		June, 2024;	Water; • Change in water use efficiency over time • Percentage of rural population with access to safe and clean water;	
		200,000 new piped water supply connections constructed and 1,250 additional operational water kiosks constructed for Utilities in Regional Centers by June, 2024;		
		110,000 new piped water supply connections constructed and 272 additional operational water kiosks constructed in Small Towns and National Projects by June 2024;		
		Non-Revenue Water reduced from the National average of 36% in July 2014 to 25% by June, 2024;		
	Enhance capacity of water utilities and CBWSOs on service delivery	All regional WSSAs and 10 District Towns, Small Towns, and National project WSSAs transformed to Category A by June 2024.		
		20 District Towns, Small Towns, and National Project		DWSS

OBJECTIVE	STRATEGY	TARGETS	KEY PERFOMANCE INDICATORS	PERSON RESPONSIBLE
		WSSAs transformed to Category B by June 2024.		
		11,534CBWSOs created and operationalised by June, 2024		
		Water Safety plans for Water Utilities and 1,000 CBWSOs developed by June, 2024		DWQ
	Improve access of safe water in rural and urban areas	65,329water points in rural areas constructed by June, 2024		DWSS/DWQ
		Water and wastewater quality assessment enhanced by June 2024;		
		Defluoridation strategy operationalized by June, 2024		
E: Universal environmental sanitation improved	Increase investment in waste water management in urban areas	15,000 new house connections to public sewer systems by June 2024	• Proportion of household connected to conventional public sewerage systems in urban area • Proportion population using safely	DWSS
		60 waste water treatment		

OBJECTIVE	STRATEGY	TARGETS	KEY PERFOMANCE INDICATORS	PERSON RESPONSIBLE
		ponds for on/off-grid sanitation constructed by June 2024	managed sanitation services • Proportion of wastewater safely2 treated	
	Create awareness on sanitation and hygiene	National Sanitation Campaign in rural communities facilitated in villages by June, 2024		
		Meetings of stakeholders in sanitation conducted annually		
		Stakeholders and communities capacity built on sanitation and hygiene by June 2024		
F: Institutional capacity and working environment improved	Enhance Sector capacity in planning and resource mobilization	Development and review of water sector plans and strategies coordinated by June 2024	• Level of stakeholders satisfaction; and • Unqualified Audit opinion.	DPP/DAHRM/LU/
	Enhance monitoring and evaluation	Monitoring and evaluation of sector plans, programs and projects undertaken by June, 2024		

[2]To meet acceptable Tanzanian standard

OBJECTIVE	STRATEGY	TARGETS	KEY PERFOMANCE INDICATORS	PERSON RESPONSIBLE
		5 Annual reports on the state of the water resources in place by June, 2024		
		Performance reports developed annually		
		5 studies on water sector issues conducted by June, 2024		
	Enhance staff knowledge and skills	Training Plan developed and Implemented by June, 2024		
	Strengthen Financial and contract Management Systems	Financial and contract management improved by June, 2024		
		Assets management database updated and maintained systems by June, 2024		
	Strengthen Legal Services	Legal services to water institutions provided by June, 2024		

OBJECTIVE	STRATEGY	TARGETS	KEY PERFOMANCE INDICATORS	PERSON RESPONSIBLE
	Strengthen Procurement Management	Procurement plan developed by June 2024	• Staff competence • Percentage of MOW – Implementing Agencies with Unqualified Audit opinions • Public perception on Sector policies, strategies and programmes	PMU/CIA/ICTU
	Strengthen Internal Control systems	Capacity of the ministry internal control system built by June, 2024		
		Risk management framework in the water sector developed and implemented by June, 2023		
	Strengthen water sector ICT infrastructure and services	Effective ICT systems in place by June, 2023		
		Water sector Management Information Databases and systems integrated by June 2024		
		e-Office systems installed by 2024		
	Strengthen Government communication services.	Improved awareness of water sector issues and information by June, 2023		GCU

OBJECTIVE	STRATEGY	TARGETS	KEY PERFOMANCE INDICATORS	PERSON RESPONSIBLE
	Improve Policy management	Implementation of water policy monitored, evaluated and reviewed by June, 2024		DPP
		Water sector gender strategy implemented by June 2024		DPP
	Strengthen capacity of Implementing Agencies	Management support to water sector Implementing Agencies by June, 2024		DWSS
	Strengthen human resources management.	Succession plan developed and Implemented by June, 2024		DAHRM
		Workers' Council meetings conducted annually		DAHRM
		Administrative and personnel entitlements facilitated by June 2024		DAHRM
	Improve working environment	Office buildings constructed by June 2024		DAHRM
		Office buildings rehabilitated by June 2024		DAHRM
		Office equipment, facilities and working tools procured by June 2024		DAHRM

OBJECTIVE	STRATEGY	TARGETS	KEY PERFOMANCE INDICATORS	PERSON RESPONSIBLE
	Improved business process	Business process improvement projects implemented by June 2024		DAHRM
		Diversity management program implemented by June 2024		
	Improve water quality assurance	5 water laboratories accredited by June 2024		DWQ
		Water quality assurance implemented by June, 2024		
G. Water Sector networks and partnerships enhanced	Enhance management of trans-boundary water resources;	Agreements on trans-boundary water resources effectively implemented by June 2024	• Percentage of national budget allocated to water supply, sanitation and hygiene; • Level of satisfaction of the stakeholders • Proportion of transboundary basin area with an operational arrangement for water cooperation.	DWR
		Initiatives on trans-boundary water resources effectively implemented by June 2023;		
	Strengthen water sector dialogue mechanism;	Water sector dialogue mechanism reviewed and implemented by June 2024;		DPP
		Stakeholders mapping conducted by December 2019;		

OBJECTIVE	STRATEGY	TARGETS	KEY PERFOMANCE INDICATORS	PERSON RESPONSIBLE
		Internal stakeholders meetings conducted annually;		DAHRM
	Enhance sector resource mobilization;	Networks with potential water sector financiers established by June 2024;		DPP/PCU
		Resources for water sector investment mobilized by June 2024;		
	Improve communication services;	Communication strategy reviewed and implemented by June 2024;		GCU
		Awareness of water sector issues created by June, 2024;		DPP
	Promote private sector involvement in water sector interventions	Strategy to effectively involve Private Sector implemented by June 2023;		DPP
		PPP plans in the water sector effectively implemented by June 2023		DPP
	Coordinate bilateral and multi-lateral cooperation.	International water sector conferences, workshop and meetings facilitated by 2024		DPP/PCU/DWR

OBJECTIVE	STRATEGY	TARGETS	KEY PERFOMANCE INDICATORS	PERSON RESPONSIBLE
	Environmental and social impacts considered in planning	Environmental and social management framework implemented by June, 2024		DWR/PCU

Annex III: INSTITUTIONAL RESULTS FRAMEWORK

OBJECTIVE Code and Decriptions	Indicator Name	Baseline		Indicator Target Value					Classification					Sources of Data/Means of Verfication
		Baseline Date	Baseline Indicator Value	Yo	Y+1	Y+2	Y+3	Y+4	FYP D II	SDG	M	P	R	
A: HIV/AIDS new infections reduced and supportive services improved	HIV/AIDS Prevalence rate	30th June 2018	na	na	na	na	na	na		√	√			VCT Centers
	HIV/ AIDS Incidence rate	30th June 2018	na	na	na	na	na	na		√	√			VCT Centers
	Percentage of staff who attend voluntary HIV testing	30th June 2018	na	na	na	na	na	na		√	√			VCT Centers
B: Implementation of the National Anti-Corruption Strategy enhanced	Public perception on the level of corruption at MoW	30th June 2018	na	na	na	na	na	na		√	√			General Public/MoW stakeholders
	Percentage of corruption related complaints.	30th June 2018	na	na	na	na	na	na		√	√			Complaints Handling Office
	Level of Staff integrity	30th June 2018	na	na	na	na	na	na		√	√			General Public/ MoW stakeholders
	Level of customer satisfaction on MoW service delivery	30th June 2018	na	na	na	na	na	na						General Public/MoW stakeholders

OBJECTIVE Code and Decriptions	Indicator Name	Baseline		Indicator Target Value					Classification					Sources of Data/Means of Verfication
		Baseline Date	Baseline Indicator Value	Yo	Y+1	Y+2	Y+3	Y+4	FYP D II	SDG	M	P	R	
C: Integrated water resources management strengthened	Average renewable water per capita	30 June, 2018	1,800	1800	1850	1900	1900	1950		√	√		√	Hydrological year Book
	Proportional bodies of water with good ambient water quality.	na	na	na	na	na	na	na	√	√	√		√	Annual Water Quality Reports
	Proportion of integrated water resources management implementation	30th June, 2018	0.1	0.1	0.2	0.2	0.3	0.3		√	√			Annual Progress Report
D: Universal access to adequate, safe and clean water improved	Percentage of rural population with access to safe and clean water	30th June, 2018	59.8%	74 %	85%	87%	89%	90%		√	√		√	Data Management Tool, Water Point Mapping
	Percentage of urban population with access to safe and clean water	30th June, 2018	78%	85 %	90%	95%	96%	98%		√	√		√	MajIls system
	Percentage of Non-Revenue Water	30th June, 2018	34%	32 %	30%	28%	26%	25%		√	√			MajIls system
	Water efficiency of	30th June,	na	na	na	na	na	na		√	√			Majis system

OBJECTIVE Code and Decriptions	Indicator Name	Baseline		Indicator Target Value					Classification					Sources of Data/Means of Verfication
		Baseline Date	Baseline Indicator Value	Yo	Y+1	Y+2	Y+3	Y+4	FYP D II	SDG	M	P	R	
	industries	2018												
	Energy (power) water efficiency	30th June, 2018	na	na	na	na	na	na		√	√			Annual progress report (TANESCO)
	Municipal water supply efficiency Municipal water supply efficiency	30th June, 2018	na	na	na	na	na	na		√	√			Majis system
	Service water use efficiency	30th June, 2018	na	na	na	na	na	na		√	√			Majis/NBS
	Proportion of rural population using safely managed sanitation services	30th June, 2018	25%	na	na	na	na	75%		√	√			MOHGECD
E: Universal environmental sanitation improved	Proportion of household connected to conventional public sewerage systems in urban area	30th June, 2018	20%	21 %	25%	30%	35%	40%		√	√			MajIls system

OBJECTIVE Code and Decriptions	Indicator Name	Baseline		Indicator Target Value					Classification					Sources of Data/Means of Verfication
		Baseline Date	Baseline Indicator Value	Yo	Y+1	Y+2	Y+3	Y+4	FYP D II	SDG	M	P	R	
	Proportion of wastewater safely3 treated	30th June 2018	na	na	na	na	na	na		√	√			Basin Water Boards, Urban water utilities
F: Institutional capacity and working environment improved	Level of stakeholders satisfaction	30th June 2018	na	na	na	na	na	na		√	√			Stakeholders
	Percentage of Unqualified Audit opinion	30th June 2018	na	na	na	na	na	na		√	√			National Audit Office
G:Water Sector networks and partnerships enhanced	Percentage of national budget allocated to water supply, and sanitation.	30th June 2018	na	na	na	na	na	na		√	√			Government Budget books
	Proportion of trans-boundary water bodies with an operational arrangement for water cooperation.	30th June 2018	na	na	na	na	na	na			√			Basin Water Boards

[3]To meet acceptable Tanzanian standard

Annex IV: STRATEGIC PLAN TECHNICAL TEAM

SN.	NAME	TITLE AND DIVISION
	Ministry of Water	
1.	A. M. Nyoni	Director – Policy and Planning Division
2.	Erasto U. Ndunguru	Assistant Director – M&E (MoW)
3.	Enock R. Wagala	Senior Economist – MoW
4.	Alex Tarimo	Senior Economist – MoW
5.	Alex N. George	Senior Chemist – MoW
6.	Eng. Peter R. Kishiwa	Senior Engineer – MoW
7.	Lilian Simbo	Senior Statistician - MoW
8.	Eng. Felister J. Lyimo	Senior Engineer - MoW
9.	Eng. John Sanzage Jaggadi	Senior Engineer - MoW
10.	Richard J. Mahali	Senior Economist - MoW
11.	Bahati Joram	Senior Statistician - MoW
12.	Teddy Mwaijumba	Senior Economist - MoW
13.	James Mackay	Senior Economist - MoW
14.	Remigius Mazigwa	Economist I - MoW
15.	Daniel V. Charrah	Senior Supplies Officer - MoW
16.	Diana F. Kimario	Senior Statistician - MoW
	Facilitator	
17.	Dr. Josephine Kimaro	President's Office, Public Service Management and Good Governance