

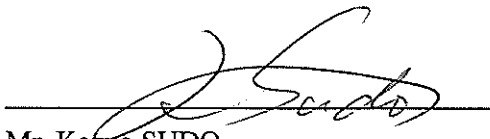
**MINUTES OF MEETING  
BETWEEN  
JAPAN INTERNATIONAL COOPERATION AGENCY  
AND  
AUTHORITIES CONCERNED OF THE GOVERNMENT OF  
THE UNITED REPUBLIC OF TANZANIA  
ON  
THE RURAL WATER SUPPLY AND SANITATION  
CAPACITY DEVELOPMENT PROJECT  
(RUWASA-CAD)**

The Mid-term Review Team (hereinafter referred to as “the Team”) organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”), visited the United Republic of Tanzania (hereinafter referred to as “Tanzania”) from February 16<sup>th</sup> to March 6<sup>th</sup>, 2009 for the purpose of reviewing the progress and the achievements of The Rural Water Supply and Sanitation Capacity Development Project (hereinafter referred to as “the Project”).

During its stay in Tanzania, the Team visited the Project area, exchanged views and opinions with stakeholders on the Project and had a series of discussions with the officials of the Tanzanian Authorities concerned.

As a result of discussions, both parties agreed on the matters referred to in the attached Mid-term Review Report.

Dar es Salaam, March 4<sup>th</sup>, 2009




Mr. Kazuo SUDO

Leader

Mid-term Review Team

Japan International Cooperation Agency



Eng. Christopher. Sayi

for : Permanent Secretary

Ministry of Water and Irrigation (MoWI),

United Republic of Tanzania

**Mid-term Review Report**  
**on**  
**the Rural Water Supply and Sanitation**  
**Capacity Development Project**  
**(RUWASA-CAD)**

**March 4<sup>th</sup>, 2009**

**Joint Mid-term Review Team**



## CONTENTS

### Abbreviations

1. Introduction.....	1
1.1 Background of the Project .....	1
1.2 Objectives of Mid-term Review .....	1
1.3 Method of Mid-term Review .....	1
1.4 Mid-term Review Team.....	2
1.5 Schedule of the Review.....	4
2. Result of the Review .....	5
2.1 Progress of the Project.....	5
2.1.1 Inputs.....	5
2.1.2 Activities.....	6
2.1.3 Outputs .....	6
2.1.4 Project Purpose.....	10
2.1.5 Overall Goal.....	11
2.1.6 Super Goal .....	12
2.2 Implementation Process .....	12
2.3 Evaluation by Five Criteria.....	14
2.3.1 Relevance.....	14
2.3.2 Effectiveness .....	16
2.3.3 Efficiency.....	18
2.3.4 Impact.....	18
2.3.5 Sustainability.....	19
2.4 Conclusion .....	20
3. Recommendations .....	22



## ANNEXES

- Annex 1: Project Design Matrix version 1 (before the revision)
- Annex 2: Revised Project Design Matrix (version 2)
- Annex 3: Plan of Operation (achievement based on the PDM version 1)
- Annex 4: Evaluation Grid
- Annex 5: List of Japanese Experts
- Annex 6: List of Equipment procured for the Project
- Annex 7: Local Cost of the Project (Japanese Side)
- Annex 8: List of Counterparts
- Annex 9: Project Cost Borne by Tanzanian Side
- Annex 10: Capacity Development Programme of the Project
- Annex 11: Conceptual Diagram of the Project



## ABBREVIATIONS

BWO	Basin Water Office
CP	Counterpart
CWSD	Community Water Supply Division
DRA	Demand Responsive Approach
DWSP	District Water and Sanitation Plan
DWST	District Water and Sanitation Team
DRA	Demand Responsive Approach
FSP	Facilitation Service Provider
ID&CB	Institutional Development and Capacity Building
JCC	Joint Coordination Committee
JICA	Japan International Cooperation Agency
JWSR	Joint Water Sector Review
LGA	Local Government Authority
MDGs	Millennium Development Goals
MoWI	Ministry of Water and Irrigation
NAWAPO	National Water Policy
NGO	Nongovernmental Organization
NSGRP	National Strategy for Growth and Reduction of Poverty
NWSDS	National Water Sector Development Strategy
ODA	Official Development Assistance
PCT	Programme Coordination Team
PDM	Project Design Matrix
PMO-RALG	Prime Minister's Office - Regional Administration and Local Government
PO	Plan of Operation
PIM	Programme Implementation Manual
RAS	Regional Administrative Secretary
RS	Regional Secretariat
RWSP	Regional Water Supply Plan
RWSS	Rural Water Supply and Sanitation
RWSSP	Rural Water Supply and Sanitation Programme
RWST	Regional Water and Sanitation Team
SWAp	Sector Wide Approach to Planning
TCB Unit	Training and Capacity Building Unit
TWG	Thematic Working Group
WSDP	Water Sector Development Programme
WSWG	Water Sector Working Group
WUE	Water User Entities



## **1. Introduction**

### **1.1 Background of the Project**

At the request by the Government of the United Republic of Tanzania (hereinafter referred to as “the Tanzanian Government”), the Japanese Government launched Technical Cooperation Project for the Rural Water Supply and Sanitation Capacity Development (RUWASA-CAD) Project (hereinafter referred to as “the Project”) implemented by the Japan International Cooperation Agency (hereinafter referred to as “JICA”) in 2007.

In Tanzania, water supply ratios in urban and rural areas are 74% and 53.5% respectively as of 2005. In order to tackle the problem related to water supply and sanitation, the Ministry of Water and Irrigation (MoWI) of the Government embarked on Water Sector Development Programme (WSDP) in 2007 in accordance with the policies and strategies which were prepared by the Government such as revised National Water Policy (2002), National Strategy for Growth and Reduction of Poverty (2005-2010), and National Water Sector Development Strategy (NWSDS) (2003). Under the context of those directions, the Government has been trying to establish the implementation for system of water supply services and hygiene and sanitation promotion with ownership of the beneficiaries.

The Project started aiming at strengthening the capacity of rural water supply service and sanitation of district level, as well as the capacities of central and regional levels to support the Rural Water Supply and Sanitation Programme in WSDP. As the half of the Project term has passed, JICA dispatched the Mid-term Review Team to assess the progress and achievements of the Project jointly with MoWI.

### **1.2 Objectives of Mid-term Review**

The Mid-term Review (hereinafter referred to as “the Review”) has the following five objectives.

- 1) To review the progress of the Project and evaluate the achievement in accordance with the five evaluation criteria, namely relevance, effectiveness, efficiency, impact, and sustainability.
- 2) To identify factors that promoted or impeded the project implementation and achievement.
- 3) To consider necessary actions to be taken and to make recommendations for the Project.
- 4) To revise the Project Design Matrix (PDM) and the Plan of Operation (PO), if necessary.
- 5) To make the Review report.

### **1.3 Method of Mid-term Review**

The Review was conducted by studying the progress and achievements of the Project and comparing them with the design of the Project described in the PDM version 1. The information collected through



the interviews with various stakeholders and the document review was analyzed and evaluated in terms of the five evaluation criteria mentioned above. For the details of the framework of the Review, refer to the “Attachment 4: Evaluation Grid”.

The following are the brief explanation of 5 each criterion.

1) Relevance

An overall assessment of whether the Project Purpose and the Overall Goal are in line with the policies of the counterpart country and donors and with the counterpart’s needs and priorities.

2) Effectiveness

A measure of whether the Project Purpose will be achieved. This is then a question of the degree to which the Project Outputs contributes to the achievement of the intended Project Purpose.

3) Efficiency

A measure of the extent to which the Project has generated Project Outputs in relation to the total resource inputs.

4) Impact

The positive and negative changes, produced directly and indirectly as a result of the Project.

5) Sustainability

An overall assessment of the extent to which the positive changes achieved by the Project can be expected to last after the completion of the Project.

#### 1.4 Mid-term Review Team

The Mid-term Review was jointly carried out by both Japanese and Tanzanian teams.

< Japanese side >

(1) Mr. Kazuo SUDO (Leader)

Senior Advisor, JICA

(2) Mr. Tsunenari SOYAMA

Program Officer, Water Resources Management Division II,  
Global Environment Department, JICA

(1) Ms. Yuki OHASHI

Consultant, Human and Social Development Partnership, Inter Works Co., Ltd.

< Tanzanian side >

(1) Mr. R. N. T. Kwigizile



Assistant Director of Design and Supervision, Community Water Supply Division, MoWI

(2) Mr. Allen Mweta

Head of Section, Management Information System Unit, Community Water Supply Division, MoWI

*ms*





## 1.5 Schedule of the Review

Date		Sudo, Soyama	Ohashi
15 Feb	Sun		19:55Haneda-Kansai21:15(JL 185) 23:15Kansai-Dubai05:55(JL5099)
16 Feb	Mon		10:50Dubai-Dar15:25(EK 725)
17Feb	Tue		08:30-09:30 TV meeting with JICA HQ 10:00-10:30 Meeting with JICA Tanzania 11:00-12:30 Meeting with MoWI PM Meeting with JICA experts
18 Feb	Wed		Interview to MoWI, other related Organization Arrangement documents
19 Feb	Thu		Ditto
20 Feb	Fri		Ditto
21 Feb	Sat		Arrangement documents
22 Feb	Sun	19:55Haneda-Kansai21:15(EK6257) 23:15Kansai-Dubai05:55(EK 317)	Arrangement documents
23 Feb	Mon	10:50Dubai-Dar15:25(EK 725)	Meeting with MoWI, JICA experts (Interim review, revise of PDM, etc.)
24 Feb	Tue	09:30-10:00 Courtesy Call for MoWI 10:10-11:00 Meeting with MoWI 11:00-13:00 Meeting with JICA experts 14:30-16:00 Meeting with CP of the Project 17:30-18:15 Visiting/Meeting with JICA Tanzania	
25 Feb	Wed	10:30-11:30 Meeting with JICA experts 12:00 Leave for DSM 13:00-14:00 DSM RWST 14:30-15:30 Temeke city DWST	
26 Feb	Thu	10:50Dar- Mtwara12:00(PW401) 12:30-13:30 Mtwara RWST 14:00-15:00 Mtwara Town DWST 15:30-16:30 R-Southern Coast BWO	
27 Feb	Fri	07:45 Leave for Lindi 10:20-11:40 Lindi RWST 12:00-13:00 Lindi DWST 13:00 Leave for Mtwara 14:10-14:30 Mkunbika 15:00-15:30 Mdanga	
28 Feb	Sat	12:20Mtwara- Dar 13:25(PW402) 16:00-18:00 Meeting with JICA experts	
1 Mar	Sun	Internal meeting (result of Mid-term Review, revise PDM, etc.)	
2 Mar	Mon	10:00-12:30 Meeting among Mid-term Review Members 14:00-16:00 Meeting among Mid-term Review Members 16:30-19:00 Meeting with JICA experts	
3 Mar	Tue	Arrangement of Documents	
4 Mar	Wed	10:00 Attendance to JCC Meeting at MOWI Discussion regarding M/M	
5 Mar	Thu	AM Signing MM 14:00 Report to JICA Tanzania Office	
6 Mar	Fri	09:00-19:30 Report to Embassy of Japan 17:20Dar-Dubai23:50(EK 726)	
7 Mar	Sat	02:50Dubai-Kansai16:40(EK 316/JL5090) 19:15Kansai-Haneda20:25(EK6252/JL 188)	

## 2. Result of the Review

### 2.1 Progress of the Project

The progress of the Project was reviewed comparing with the design of the Project which was defined in the PDM version 1 and Plan of Operation 1. The results of the review on each item are as followings.

#### 2.1.1 Inputs

##### 2.1.1.1 Japanese side

###### (1) Dispatch of Experts

Since the commencement of the Project in September 2007 until March 2009, 4 Japanese experts have been dispatched for the Project as it was planned. The function of each expert and their period assigned for the activities in Tanzania are as described below (for details of period of dispatch refer to Annex 5: List of Japanese Experts).

Function of the experts	Period (MM)
Chief Advisor/Community Water Supply Project Management	10.83
Deputy Chief Advisor/Water Resource Management /Water Supply Planning	11.00
Community Water Supply Facility Planning / Operation & Maintenance	9.50
Community Facilitation / Sanitary Promotion	12.50
Total	43.83

###### (2) Equipment

As of February 2009, the equipment worth approximately 175,631,221 Tanzanian Shilling (TZS) (equivalent to 11,942,923 Japanese Yen (JPY), calculated with the average rate of February 2009, 1TZS=0.068JPY) was procured for the Project (for the details of equipment refer to Annex 6: List of Equipment procured for the Project).

###### (3) Expenses

As of the 13<sup>th</sup> of February 2009, a total of 1,126,554,088 TZS (equivalent to 76,605,678 JPY, calculated with the average rate of February 2009, 1TZS=0.068JPY) was spent for the project activities (including the cost for the procurement of equipment and renovation of the office building facility, etc.) (for details refer to Annex 7: Local Cost of the Project (Japanese Side)).

##### 2.1.1.2 Tanzanian side

###### (1) Counterparts (CPs)



At the moment there are Project Director, Project Manager, and 4 CPs allocated for the Project from MoWI, as shown in the Annex 8: List of Counterparts. Since October 2009, there is vacancy of a CP position of Water Resource Division (WRD)/MoWI, and it has not been filled yet.

## (2) Office Spaces

The office space has been provided by MoWI on the premise of MoWI.

## (3) Operation cost

By March 2009 the total cost borne by Tanzanian side will sum up to 41,642,900 TZS (equivalent to 2,831,717 JPY, calculated with the average rate of January 2009, 1TZS=0.068JPY) (for the details refer to Annex 9: Project Cost Borne by Tanzanian Side).

### **2.1.2 Activities**

All activities of the Project have been carried out as they are planned in the Plan of Operation (PO), including the training activities up to the 3<sup>rd</sup> training phase and monitoring and evaluation of the activities (for details refer to the Annex 3: Plan of Operation (based on the PDM version 1)).

### **2.1.3 Outputs**

---

Output 1:

---

Capacity of CWSD/ MoW for managing capacity development programme on RWSS is enhanced.

---

(1) Indicator 1: Capacity development strategy for district, region and basin levels in implementation of RWSS projects is formulated within 6 months from the commencement of the Project in coordination with PMO-RALG and other actors.

The Capacity development strategy for the District Water and Sanitation Team (DWST), Regional Water and Sanitation Team (RWST) and Basin Water Office (BWO) in the implementation of Rural Water Supply and Sanitation (RWSS) project was formulated during the preparatory phase of the Project, and agreed on by the Project Team and members of Joint Coordination Committee (JCC) in the 2<sup>nd</sup> JCC meeting in March 2008.

(2) Indicator 2: Annual work plans of TCB Unit are formulated every year.

The annual work plan of Training and Capacity Building (TCB) Unit for 2008/2009 (the Tanzanian fiscal year starts from July and ends in June) was formulated and agreed on in the CP meeting held in June 2008. Based on the planning process of the MoWI in general, the TCB Unit is scheduled to prepare the annual work plan again in May to June 2009 to formulate the plan for 2009/2010.

(3) Other aspect

Considering that the above mentioned “Indicator 2” dose not reflect whether CPs conducted their activities as they planned, the Project Team decided to add another indicator in the PDM, which is “Activities are conducted by the counterpart personnel in accordance with the action plans attached to the annual work plan” (refer to the “Annex 2: Revised Project Design Matrix (version 2)).

The training activities of the Project were conducted as they were planned. However, it was observed by the Japanese experts that the CPs have not been paying sufficient attention to the action plan. As its result, their contribution to the project activities was less than expected.

---

Output 2:

---

A training system model for District Water and Sanitation Teams (DWST) in managing RWSS projects is established.

---

(1) Indicator 1: Training plan is formulated within 9 months from the commencement of the project.

The training plan for the DWST was formulated during the preparatory phase of the Project as it was planned. All components under 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> training phases were implemented according to this training plan. The plan will be reviewed and modified through the implementation if it is necessary, and compiled as a training package at the end of the Project.

(2) Indicator 2: Monitoring plan is formulated within 9 months from the commencement of the project to record and analyze satisfaction, attainment of skills and knowledge, and behaviour change of trainees as well as impact of the training programme.

The monitoring plan was formulated in February 2008 after the 1<sup>st</sup> training phase. Before the commencement of the 1<sup>st</sup> monitoring survey, the monitoring plan was discussed again within the project team, and the detail of the monitoring survey plan was finalized in the CP meeting held in September 2008. The 1<sup>st</sup> and 2<sup>nd</sup> monitoring activities were carried out according to the plan. The monitoring plan will be reviewed and modified throughout the implementation if it is necessary, and integrated in the Training System Model at the end of the Project.

(3) Indicator 3: Existing training modular guides and manuals to be revised through the Project are finalized as the training package by July 2010.

The course materials were prepared based on the existing materials of MoWI, following the training



curriculum which was associated with the training modules and plan revised by the Project Team. The materials for 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> trainings were prepared before the commencement of each training phase. These training modular guides and course materials will be improved throughout the project activities, and completed as the training package at the end of the Project.

---

Output 3:

---

Capacities of the target Basin Water Offices (BWOs) for supporting Districts in managing RWSS projects are enhanced.

---

- (1) Indicator 1: The preliminary hydrogeological maps are distributed to all the target districts by BWO by the second training phase.

The preliminary hydrogeological maps were prepared by the hydrogeologists of both target BWOs in the preparatory phase, and distributed to all 22 target districts as it was planned.

- (2) Indicator 2: The updated hydrogeological data is distributed to all the target districts by BWO annually.

There was some information about new water supply facility for both target BWOs to update their hydrogeological data. The both BWOs reviewed the information and updated their data. The new data has not been distributed to all the target districts because the updated data was useful only for a small specific area.

---

Output 4:

---

Capacities of Regional Water and Sanitation Teams (RWSTs) in the target Regions for supporting Districts in managing RWSS projects are enhanced.

---

- (1) Indicator 1: RWSPs are formulated in all the target regions by July 2010.

In the second training phase for RWSTs, the training in the formulation of Regional Water Supply Plan (RWSP) was carried out for all 4 target RWSTs. According to the results of monitoring activities, the RWSTs in Lindi and Mtwara have already started to collect necessary data from Local Government Authorities (LGAs) in order to formulate their RWSPs, while the 2 others have not started it yet. The Project Team requires the RWSTs to fulfill specific assignments, which lead them to formulate their RWSPs by collecting necessary information and data to elaborate the RWSPs.

- (2) Indicator 2: Quarterly monitoring reports submitted by the districts are reviewed and responded to the districts by RWSTs in all the target regions within one month from receipt of the reports.

The majority of LGAs, although it is not all of them, have been submitting quarterly reports to the Regional

Secretariats (RSs) on progress of on-going RWSS projects, such as the Quick-Wins and the ones funded by nongovernmental organizations (NGOs). According to the results of the monitoring with 4 RWSTs, all of them at least check the reports received from LGAs before consolidating and forwarding them to Prime Minister's Office – Regional Administration and Local Government (PMO-RALG). In Mtwara Region, the RWST has started organize meeting with all DWSTs together, where they share information and discuss related issues. However, the communication between RWST and LGA is still insufficient in terms of follow-ups of the reporting. The Project Team intends to encourage RWSTs further to get themselves involved more to the monitoring of the LGAs.

---

Output 5:

---

The project cycle and procedures of the RWSS reviewed through the Project are applied to implementation of RWSSP in the target districts.

---

- (1) Indicator 1: Community subprojects are formulated and designed in all the target districts based on advice and approval by RWST and BWO.

The roles and responsibilities of RWSTs and BWOs in the advice and approval of the plan and design of sub-projects of RWSSP have been agreed on by the stakeholders through the trainings of the Project. The tasks allocated to RWST were proposed by the Project Team based on the roles described in the re-structuring of regional administrations. The tasks allocated to BWOs were also proposed by the Project Team based on the necessity of water resources management. These tasks of RWSTs and BWOs in RWSS process are expected to be institutionalized in the near future, by the integration of the RWSS project cycle and task allocation proposed by the Project Team into the Programme Implementation Manual (PIM) of the WSDP.

According to the results of the monitoring activities of the Project, the RWST of Coast Region has already started giving the advice on the community subprojects and approval to a few LGAs. However, the other RWSTs and BWOs have not started these activities yet.

- (2) Indicator 2: Proposals on the necessary revision for the existing RWSS project cycle and procedure are provided.

The proposal on the necessary revision for the existing RWSS project cycle and task allocation was prepared and presented by the Project Team to the Thematic Working Group (TWG) of Institutional Development and Capacity Building (ID&CB), Programme Coordination Team (PCT), and CWSD/MoWI. The review of the project procedures of the RWSS project will be continued in the rest of project period and the Project Team intends to prepare a proposal on new and/or improved procedures.

#### 2.1.4 Project Purpose

---

Project Purpose:

---

Capacities of the target Districts providing RWSS services for rural communities are enhanced.

---

In order to measure the achievement in regard to the indicators of the Project Purpose in all 22 districts, the Impact Evaluation Survey will be conducted at the final stage of the Project,

- (1) Indicator 1: DWSTs in all the target districts adopt selection procedures of candidate communities for the scoping survey based on the demand-responsive approach in the promotion phase.

Although only a few DWSTs followed the necessary steps to realize the Demand- Responsive Approach (DRA) in the process of selection of those communities in the 1<sup>st</sup> cycle of RWSSP since the selection was done before the implementation of the training of the Project, it was confirmed in the training that all participants from DWSTs understood the importance of selection procedure of the target communities complying with DRA. In order to improve the selection procedure, the Project Team intends to constantly remind DWSTs of adequate application of DRA through the trainings, monitoring activities, assignments, and so on in cooperation with RWSTs.

- (2) Indicator 2: DWSTs in all the target districts examine and make comments to progress reports and other output reports to be submitted by the Technical and Facilitation Service Providers within the period agreed.

According to the results of monitoring with 4 pilot districts, the responses of DWSTs to the reports submitted by service providers differ in each LGA. In the LGAs of Temeke and Lindi the reports were responded by District Water Engineers (DWEs) without discussing within DWST. In Mukuranga and Masasi, the members of DWST checked the reports in the team meeting of DWST and prepared comments and instructions to the service providers. Although the opportunities for DWSTs to carry out this practice are limited so far due to the delay in the Rural Water Supply and Sanitation Programme (RWSSP), the Project Team intends to encourage them to improve the supervision of service providers through the project activities when the necessity occurs along with the progress of RWSSP.

- (3) Indicator 3: DWSTs in all the target districts update information on water supply and sanitation conditions as well as operation and maintenance of existing water supply facilities in the district every year.

It was identified through the discussion organized during the trainings that the coverage of required



statistics on water supply and sanitation condition as well as operation and maintenance of existing water supply facilities has improved. The Project Team intends to continue providing trainings and assignment on the information management in the 4<sup>th</sup> and 5<sup>th</sup> training phases to promote further improvement and monitor their achievement. .

(4) Indicator 4: Strategies and activity plans on sanitation and hygiene promotion for households and schools are integrated into DWSP and annual plan in all the target districts.

It was identified that in the case of DWST of Masasi District, the hygiene and sanitation promotion activities have already integrated into for the District Water and Sanitation Plan (DWSP) following the instruction given in the trainings, although there is still room for improvement. The Project Team plans to spread this positive change identified currently only in Masasi District to other target LGAs through the project activities of training, monitoring, assignments, etc. in order to achieve this indicator by the end of the Project.

#### 2.1.5 Overall Goal

---

Overall Goal:

---

RWSS services in the target districts are improved.

---

Indicators:

---

By the year of 2015,

- (1) Coverage rate of improved water supply increases in the rural part of the target districts from X % to Y%.
  - (2) Percentage of functional water supply facilities increases from X% to Y% in the target districts.
  - (3) Number of water supply facilities managed by legally registered Water User Entities (WUEs) increases compared to the present value in each target district.
  - (4) People who have access to improved sanitation in the target districts increases from X% to Y%.
- 

Note: The value of X and Y in these indicators differ in each indicator.

The values replacing the X and Y of the indicators have been discussed by the Project Team, and they will be reflected in the updated version of PDM (version 2). It is considered premature to discuss the progress regarding the Overall Goal at the moment of Mid-term Review.



## 2.1.6 Super Goal

---

Super Goal:

---

RWSS services in the mainland are improved under the WSDP by developing nationwide the training system to be established in the Technical Cooperation.

---

Indicators:

---

By the year of 2025,

- (1) Coverage rate of improved water supply increases in the rural part of the mainland from 53% (2003) to 90%.
  - (2) Percentage of functional water supply facilities increases from X% to Y%.
  - (3) People who have access to improved sanitation in the rural area of the mainland increases from X% to Y%.
- 

Note: The value of X and Y in these indicators differ in each indicator.

The values replacing the X and Y of the indicators have been discussed by the Project Team, and they will be reflected in the updated version of PDM (version 2). It is considered premature to discuss the progress regarding the Super Goal at the moment of Mid-term Review.

## 2.2 Implementation Process

### (1) Means of Technical Transfer

The Project consists of 2 types of technical transfer, which are a) management of the trainings to BWOs, RWSTs and DWSTs, aiming at CPs from CWSD/MoWI, and b) planning, implementation, and operation and maintenance of RWSS services, aiming at BWOs, RWSTs, and DWSTs.

Regarding the above mentioned a), the 3 CWSD staff members who are the CPs of the Project have been working with Japanese experts in the implementation of training activities. The CPs develop their capacity while they engage in the daily project activities. However, the CPs have been assigned to the Project while taking charge of other duties of MoWI, and the participation of CPs in the project activities has so far been less than expected, which has been limiting the technical transfer to them.

As to the above mentioned b), the Project Team has been conducting following monitoring activities in order to make sure the results of technical transfer would be produced sufficiently.

- The results of the training have been monitored through the monitoring and evaluation activities, which consists of the evaluation questions such as i) delivery of the training, ii) learning of the trainees, iii) behavior change at the individual level, and iv) behavior change at the organizational level.
- Regarding the i) and ii), the assessment was done by all trainees in each session of the training, and it

was identified that the results were satisfactory (the average score is about 4 on a scale of 1 to 5) for all sessions so far.

- Regarding the iii) and iv), the assessment has been done with all 2 BWOs, all 4 RWSTs and 4 pilot districts selected by the Project Team through the results of baseline survey conducted at the beginning of the Project. The Project Team visited each of them and interviewed with the trainees and their co-workers and/or superiors to find out the changes in their behaviour after the trainings. It was identified through this activity that positive effects have been already generated in different levels, although these effects are still limited in some cases.
- The Project Team monitors the performance of trainees after the trainings through the assignments given to them in each training phase. Through the assignments, the Project Team has kept communicating with trainees even in the period between each training phase and encouraged them to put what they learnt from the trainings into the practices.

## (2) Communication among the Stakeholders

Japanese experts and CPs have good communication while they work together in the project activities. However, the CPs have other duties of MoWI apart from the project activities, and they sometimes have to urgently leave the project activities in order to fulfill such duties. This situation has been causing a problem in maintaining good communication between Japanese experts and CPs in adequate timing and frequency.

The Project Team has been maintaining communication with BWOs, RWSTs and DWSTs which participated in the training activities of the Project, through the assignments given to the trainees in each training phase. Also the Project Team has been promoting better communication among the BWOs, RWSTs and DWSTs through the fulfillment of assignments which requires the coordination among them. However, it was observed that the coordination among them has not been sufficiently done so far.

## (3) Ownership of the Implementing Organization and CP

The MoWI and the CPs of the Project have demonstrated a certain level of ownership in the Project implementation, however, it is observed that there is still room for improvement, considering the fact that staff members of MoWI consider that the project activities are “extra works” for them.

The WSDP stipulates that the MoWI plans and coordinates the trainings for staff of LGA and RS who deal with RWSS, and the TCB Unit is in charge of this role in the MoWI. However, overburden of work on the TCB Unit staff has not allowed to sufficiently participate in the project activities.

## (4) Participation of the Counterparts

There are 4 CPs assigned to the Project. Among the 4 CPs, 2 of them belong to the TCB Unit of the CWSD, which is responsible for the capacity building of various government organizations and their officials to improve RWSS services, and the other CPs belongs to the Technical Support Section of the CWSD and



Division of Administrations and Human Resources. Therefore they are adequate as the CPs of the Project. However, their involvement in the Project has not been satisfactory to build sufficient capacity through the implementation of the project activities. Although some improvement was observed, Japanese experts have been leading the most of the activities and expecting the CPs to participate in the project activities more actively.

There is another CP position from the WRD which is important in terms of the development of training contents regarding water resources management. However, unfortunately the position has been vacant since October 2008 after the decease of the predecessor. The 3<sup>rd</sup> training phase has passed without a presence of this CP.

#### (5) Others Issues

It was expected that the results of training would be observed clearly by applying what they have learnt into practice immediately after each training, in the implementation of the 1<sup>st</sup> cycle of the RWSSP. However, the 1<sup>st</sup> cycle of RWSSP has been delayed and still in the procurement stage for selection of Facilitation Service Providers (FSPs) and Technical Service Providers (TSPs), which is approximately 8 months delay (for the details of the sequence of trainings and the relationship with the 1<sup>st</sup> cycle of the RWSSP, refer to the Annex 10: Capacity Development Programme of the Project).

## **2.3 Evaluation by Five Criteria**

### **2.3.1 Relevance**

It was identified that the Project is relevant in terms of needs and priority of Tanzania, Japanese Official Development Assistance (ODA) policy, as well as the suitability as means to contribute to the issues in the water sector, as described in the followings.

#### (1) Needs and Priority of Tanzania

The Government of Tanzania sets the development of rural water supply as direct strategy for the poverty reduction in the National Strategy for Growth and Reduction of Poverty (2005 - 2010) and Millennium Development Goals (MDGs). In order to achieve the indicators of these development policies, the National Water Policy was revised in 2002 (NAWAPO 2002), and it is still the current national policy in the water sector in Tanzania. Under this policy, the Government aims at 100% access to safe water (within 400 meters) of the whole nation, and has been trying the strengthening of the implementing system of water supply services.

In order to realize these policy and strategy, the MoWI has launched a Water Sector Development



Programme (WSDP) in February 2007. The Programme is designed under Sector Wide Approach to Planning (SWAp) to address shortfalls in urban and rural water supply infrastructure, to improve water resources management primarily through upgrading the country's nine Basin Water Offices (BWOs), and to strengthen the sector institutions and their capacities. Under the WSDP, the government has started devolving their responsibilities of administrative services for water supply to the district level. The capacity building and training, therefore, is an important component of this new approach. Considering that the capacity building of the LGA staff who plays main role in the rural water supply is a fundamental issue in the WSDP, in order to implement RWSSP and improve the performance of the Sector, the Project is aiming at building the capacity of LGA in the implementation of RWSSP through establishing a Training System Model and strengthening the collaboration with RWST and BWO. In this aspect, the Project contributes directly to the realization of WSDP.

In addition, the WSDP stipulates that the MoWI makes training plans and coordinates the trainings for staff of LGA and RS who deals with RWSS. Then the CWSD/MoWI has established the TCB Unit. Meanwhile the allocation of capacity development budget from WSDP dedicated to LGAs and RSs started in 2007. In this situation it is necessary to strengthen urgently the capacity of CWSD/MoWI as a coordinator of the capacity development related to the implementation of RWSSP.

## (2) Japanese ODA Policy

In the Country Assistance Plan for Tanzania (June 2008) issued by Japanese Ministry of Foreign Affairs, the development of infrastructure is identified as one of the priority issues. Especially for the rural water supply and water resource management, it mentions that "under the WSDP, it provides support for rural governments to plan the water supply and construct facilities in the areas which are difficult to develop them and insufficient in the access to safe water. Also it contributes to strengthen capacity to formulate the water supply plan, implement and manage the water supply services".

## (3) Suitability as means

While in the planning of the RWSSP it focuses on the DRA, the approach of the Project supplements it particularly with the following 2 aspects which are important to enhance the sustainability and efficiency of the RWSS, such as 1) to balance the volume of water resource and demand to secure the sustainability of the water source, and 2) to review each water supply plan with a regional aspect over a wide area considering the economic effects.

The above mentioned approach of the Project can be realized through coordination between BWO, RWST and DWST, especially during the "Promotion Phase" of the RWSSP. Although this phase of the 1<sup>st</sup> cycle of RWSSP was conducted before the implementation of the Project, it is expected to be applied in the 2<sup>nd</sup> cycle of the RWSSP.



In order to collaborate with stakeholders, the Project Team has participated in the WSDP sector dialogue. Under the SWAp policy, the Tanzanian Government and development partners at the Joint Water Sector Review (JWSR) agreed on the establishment of Water Sector Working Group (WSWG) and the 4 TWGs such as 1) Performance and Monitoring, 2) Planning and Financing, 3) Institutional Development and Capacity Building (ID&CB), and 4) Sanitation and Hygiene. JICA decided to participate in the 2 TWGs, above mentioned 2) and 3), and the Project members have been participating in the 3). Through the participation in the TWG, the Project has contributed in the followings;

- Reporting the RUWASA-CAD project activities and outcomes of the training
- Proposal of the RWSS project cycle and procedure
- Technical support for the formulation of capacity development guideline for the water sector as a whole

### 2.3.2 Effectiveness

#### (1) Prospect of achieving the Project Purpose

There is relatively high prospect of accomplishing the Project Purpose by the end of project period, considering the following;

- According to the results of questionnaires for the DWST trainees, they assessed themselves that they understood fairly well the contents of each training phase. Although the delay in the implementation of RWSSP has limited the opportunities to apply what they learnt in the actual implementation of RWSS services, it was identified that among the 4 pilot districts there is a few DWST which has been practicing the activities described in the indicators of the Project Purpose. It can be assumed that along with the progress of the implementation of RWSSP increasing number of districts would put those activities into practice.
- The Project Team has been providing assignments to the trainees as follow-up of the trainings, maintaining the communication with them so that they realize what they learnt from the training in practice and transfer the knowledge gained to their co-workers and/or team members. It will help the Project enhance the achievement of the Project Purpose.
- Considering the scheduled progress of project activities up to the moment of the Review, including the trainings, monitoring and evaluation, as well as follow-ups through the assignments, it can be expected that the activities in the 2<sup>nd</sup> half of the project period would be also carried out according to the plan.

#### (2) Factors which contribute to or impede the achievement of the Project Purpose

As factors which hinder the achievement of the Project Purpose, the following issues have been identified.

- There are some DWSTs and RWSTs which have not been performing satisfactorily in the assignments of the Project. Although an increasing number of them submitted their assignments accordingly, so far there is still room to improve in the fulfillment of the assignments in order to secure the achievement of the Project Purpose.



- Further delay in the implementation of RWSSP may cause difficulties in achieving the indicators of Project Purpose during the project period.
- The coordination with stakeholders including other donors to get the project cycle of the Project and the Training System Model utilized in the target LGAs is necessary. If there is no coordinated support from them the project cycle and the Training System Model of the Project cannot be effectively used in the implementation of RWSSP.
- Insufficient coordination and communication between MoWI and PMO-RALG, such as an issue of the transfer of staff members of DWST and/or RWST who received the training of the Project, causes the confusion and duplication of work at the LGA and RS levels in the implementation of RWSS services,.
- The better coordination among MoWI, Ministry of Health and Social Welfare and Ministry of Education and Vocational Training is required to promote hygiene and sanitation activities.

### (3) Causality between the Outputs and the Project Purpose

Analyzing the progress of 5 Outputs of the Project, it was confirmed that basic indicators representing the achievement of activities realized so far, such as 1-1, 1-2, 2-1, 2-2, 3-1 and 5-2, have been achieved.

Regarding the indicators 2-3, 3-2, 4-1, 4-2 and 5-1, it is expected to be achieved through the training and follow-up activities in the 3<sup>rd</sup> and 4<sup>th</sup> year of the Project according to the PO, applying the results of trainings into the implementation of RWSSP. The implementation of the project activities according to the PO has been secured so far, although the opportunities to practice what they learnt in the trainings during the project period were reduced by the delay of implementation of RWSSP. On the other hand, there are on-going RWSS projects such as Quick-Wins and the ones funded by Donors/ NGOs where some DWSTs, RWSTs and BWOs have already started practicing what they learnt in the training in the implementation of such projects.

As to the indicator 1-3, the initiative of CWSD/MoWI to secure the participation of CPs is essential to achieve this indicator. However, the Japanese experts have been covering the limited level of CPs' participation in the training activities for the target districts during the project period.

Regarding the Important Assumption to achieve the Project Purpose, which is "Trained staff remains in the originally assigned office", so far there were transfers of 19 trainees of RWST and DWST out of 134 to different RSs or LGAs. They are staff members under jurisdiction of PMO-RALG, and it is difficult to avoid the transfer. The Project Team, taking this situation into consideration, has been providing assignments which promote discussion and transfer of knowledge gained through the trainings among the team members of RWST and DWST, and has been inviting the staff in charge of other related area of the training theme to share the knowledge among more than one person.

### 2.3.3 Efficiency

Apart from the issue of the insufficient participation of CPs in the project activities, all inputs have been provided timely and fully utilized for the implementation of the Project. As a result, the project activities were carried out as they were planned, which contributed to a certain level of achievements of the Outputs. However, the volume of inputs has reflected the actual achievement of the Outputs. Regarding the Output 1, the level of achievement was not enough, since the participation of CPs in the project activities was less than expected.

The following points were identified through the Review as constraints to the achievements of Outputs.

- The volume of work which the CPs contribute to the Project is less than what is required to achieve the Output 1.
- The delays in the implementation of RWSSP have been somewhat hindering to the achievement of the Output 2 to 5 as it reduces the opportunities for the trainees to practice what they learnt soon after the trainings.
- There should be concerted activities and coordination among RWSTs, BWOs and DWSTs, in the implementation of RWSSP.

Regarding the Important Assumption to achieve the Outputs, which is "Budget for the Project are secured (MoWI, the target regions and districts)", although the budget of the MoWI for the 1<sup>st</sup> year of the Project (2007 in Japanese fiscal year) was not disbursed due to the difficulty in the middle of the Tanzanian fiscal year, it has been available from the 2<sup>nd</sup> year (2008 in Japanese fiscal year) (for the details of cost borne by the MoWI refer to the "Annex 9: Project Cost Borne by Tanzanian Side") .

Since 2007, each of LGA and RS receive budget for the capacity development provided through the WSDP framework. The staff members of LGAs and RSs participated in the "Seminar in Capacity Development" of the Project using the budget.

### 2.3.4 Impact

#### (1) Prospect of achieving the Overall Goal

Although it is premature to discuss the achievement of Overall Goal at this time, it can be expected that the 22 target LGAs would implement RWSSP utilizing capacities gained through the project activities,

As to the Important Assumption to achieve the Overall Goal, which is "NRWSSP is implemented on schedule", although the implementation of the 1<sup>st</sup> cycle of RWSSP is delayed more than half a year so far, there is no further negative issue identified which leads to serious delays in the RWSSP at the moment of the Review.

## (2) Prospect regarding the Super Goal of the Project

As Super Goal of the Project, it is expected that the “RWSS services in the mainland are improved under the WSDP by developing nationwide the training system to be established in the Technical Cooperation”. It is expected that the Training System Model of the Project will be integrated in the PIM of the WSDP so that the Training System Model would be utilized in the implementation of RWSS services all over the country.

In the “Water Sector Performance Report for the Year 2007/2008” submitted by the MoWI in the Joint Water Sector Review, it mentions in the section of the achievement regarding the rural water supply as following; *“The Ministry carried out the RUWASA-CAD project under the technical cooperation of the JICA. During the year under review, existing manuals and guideline were carefully reviewed and discussed by the project. As a result, project cycle of RWSSP, the role and responsibility of the actors, and training modules for DWST and RWST were revised by the project. Using the project cycle and modules, a series of training courses were carried out to DWST, RWST, and BWO staff. The revised cycle and modules will pass through the dialogue mechanism for generic application”*.

Meanwhile, the “Guideline to Facilitate Implementation of the Capacity Development Framework”, which include the project cycle of RWSSP, was formulated by the ID&CB TWG and circulated in September 2008. The Project Team has proposed the revised project cycle of RWSSP. However, it has not been into the Guideline yet.

## (3) Multiplied Effects of the Project

As multiplied effects of the Project, the following 2 cases were identified.

- It was observed that the target BWOs started applying what they learnt in the trainings in the other areas in their target basin, and/or in the urban water supply or irrigation.
- CWSD/MoWI has been preparing training programme which is similar to the training courses conducted by the Project, dedicated to all DWSTs, RWSTs and BWO, as well as the CWSD staff members. The preparation of the training course is done by one of the CPs of the Project, applying the training programme prepared by the Project Team. The budget for this training is planned to be borne by the WSDP fund, and the training course will be commenced within a few months.

### 2.3.5 Sustainability

#### (1) Policy and institutional aspects

The recognition of the significance of the Project’s approach in the MoWI and other stakeholders has been growing through the implementation of the Project. As it was described in the section “Prospect regarding the Super Goal of the Project”, it is necessary for the Training System Model to be integrated in the PIM of





the WSDP, which allows it to be institutionalized and extended to the other areas.

(2) Organizational and financial aspects

The CWSD/MoWI dose not yet have sufficient organizational capacity to manage the Training System Model of the Project. The fundamental issues are 1) shortage of human resources, and 2) the re-structuring of TCB Unit in order to play its role in the WSDP at the national level has not been sufficiently discussed yet.

At the regional level, there is no hydrogeologist in the Regional Secretariat. Although it is mentioned in the “Functions and organization structure of regional secretariats (August 2007)” that each RS is supposed to have 2 water resources engineer and 1 hydrogeologist, there is only 1 water advisor in each RS so far.

In terms of the financial sustainability, the budget of WSDP specifically for the capacity development has been allocated to each LGA and RS. Also the MoWI and BWOs have capacity development budget provided through WSDP. This budget can be used for any capacity development related activities to communities, for purchasing related equipment or services, and for the training of staff members of each organization. Although the utility of this budget differs in each organization so far, it is considered that this budget would be utilized for DWSTs, RWSTs and BWOs to participate in the trainings similar to the Training System Model of the Project, and also for MoWI to organize the trainings for DWSTs, RWSTs and BWOs.

(3) Technical aspects

According to the evaluation of the each training phase through the questionnaire, the trainees consider the trainings satisfactory in different aspects such as facilitator, training materials, understanding, usefulness, and so on. Although the opportunities to apply the knowledge gained through the trainings are limited so far due to the delay of the implementation of RWSSP, it was found through the interviews with RWSTs, DWSTs and BWOs that the contents of the trainings have been acceptable and satisfactory so far for the trainees.

## 2.4 Conclusion

The Project has high prospect of achievement of the Project Purpose, generating relatively high level of achievement so far through the efforts of the Project Team. The project activities have been carried out as planned, and the trainings have been accepted and appreciated by the DWSTs, RWSTs and BWOs. As the results, the Project has been gradually producing its expected effects. For example, it was identified that some DWSTs have applied what they leant in the training into the practices in their RWSS services. Also RWSTs started supervising the RWSS services of DWSTs, and BWOs has prepared hydrogeological maps



using their skills gained through the trainings provided by the Project. Also the Project Team has steadily been preparing the Training System Model, which is expected to be established in line with the WSDP project cycle and procedure at the end of the project period, and to be applied in the whole country in the future. Although there are some issues to be considered in order to secure the maximum achievement of the Project Purpose at the end of the project period, such as insufficiency in the participation of CPs, unsatisfactory fulfillment of the assignments by a part of trainees, and incomplete coordination between MoWI and PMO-RALG, and so on, it is expected that the Project Team continues its efforts taking the following recommendations into consideration.



### **3. Recommendations**

#### **(1) Closer Collaboration and Communication between CPs and Japanese Experts**

Knowledge and experience of the CPs of MoWI in the field of rural water supply and sanitation are very useful in planning and implementing the project activities and should be fully utilized through closer collaboration and communication between the CPs and Japanese experts. More involvement of the CPs in the various Project activities such as planning and facilitating the training programme, and monitoring the effects of the training on DWSTs in the pilot LGAs should also be considered.

Technical transfer between the CPs and Japanese experts takes place simultaneously through such a process, which will result in further enhancing the capacity of CPs required to successfully implement RWSSP nationwide.

#### **(2) Coordination and Collaboration among Various Administrative Actors**

There are several key actors such as MoWI, BWOs, regional secretariats, LGAs and water service providers/community-owned water supply organizations involved in implementing RWSSP. Coordination and collaboration among those actors are of great importance in the successful implementation of RWSSP.

The Project aims at strengthening the capacities of governmental organizations at different levels in implementing RWSSP. More opportunities for personnel concerned of the government organizations to interact with each other and share ideas and information on rural water supply and sanitation among them should be provided in the training programme conducted by the Project, which would lead to closer coordination and collaboration among various administrative actors in implementing RWSSP.



# ANNEX

- Annex 1: Project Design Matrix version 1 (before the revision)
- Annex 2: Revised Project Design Matrix (version 2)
- Annex 3: Plan of Operation (achievement based on the PDM version 1)
- Annex 4: Evaluation Grid
- Annex 5: List of Japanese Experts
- Annex 6: List of Equipment procured for the Project
- Annex 7: Local Cost of the Project (Japanese Side)
- Annex 8: List of Counterparts
- Annex 9: Project Cost Borne by Tanzanian Side
- Annex 10: Capacity Development Programme of the Project
- Annex 11: Conceptual Diagram of the Project

## Annex 1: Project Design Matrix (PDM 1)

**Project Title :** Rural Water Supply and Sanitation Capacity Development Project (RUWASA-CAD)  
**Duration of the Project :** September 2007 to July 2010  
**Project Area:** 22 districts in the Regions of Dar es Salaam, Coast, Lindi and Mtwara  
**Implementing Agency:** Ministry of Water  
**Target Group:** Staff of Ministry of Water, Division of Community Water Supply, Division of Water Resources, Basin Water Offices of Wami Ruvu and Ruvuma & Southern Coast, Regional Administrative Secretariat (RAS) in four regions and Local Government Authorities in 22 districts

Version: PDM 1      Prepared in: February 2008

Narrative Summary	Indicators	Means of Verification	Important Assumption
<b>[Super Goal]</b> 1. RWSS services in the mainland are improved under the WSDP by developing nationwide the training system to be established in the Technical Cooperation.	By the year of 2025, 1. Coverage rate of improved water supply increases in the rural part of the mainland from 53% (2003) to 90%. 2. Percentage of functional water supply facilities increases from X% to Y%. 3. People who have access to improved sanitation in the rural area of the mainland increases from X% to Y%.	1. Sector performance report to be submitted to Joint Water Sector Review 2. Sector performance report 3. Sector performance report	
<b>[Overall Goal]</b> 1. RWSS services in the target districts are improved.	By the year of 2015, 1. Coverage rate of improved water supply increases in the rural part of the target districts from X% to Y%. 2. Percentage of functional water supply facilities increases from X% to Y% in the target districts. 3. Number of water supply facilities managed by legally registered Water User Entities (WUEs) increases compared to the present value in each target district. 4. People who have access to improved sanitation in the target districts increases from X% to Y%.	1. Sector performance report 2. Sector performance report 3. Monitoring records of the districts 4. Sector performance report	The system practiced in the Project is institutionalized in the WSDP framework
<b>[Project Purpose]</b> 1. Capacities of the target Districts providing RWSS services for rural communities are enhanced.	1. DWSTs in all the target districts adopt selection procedures of candidate communities for the scoping survey based on the demand-responsive approach in the promotion phase. 2. DWSTs in all the target districts examine and make comments to progress reports and other output reports to be submitted by the Technical and Facilitation Service Providers within the period agreed. 3. DWSTs in all the target districts update information on water supply and sanitation conditions as well as operation and maintenance of existing water supply facilities in the district every year. 4. Strategies and activity plans on sanitation and hygiene promotion for households and schools are integrated into DWSP and annual plan in all the target districts.	1. Records of the districts on appraisal of the community applications 2. Records of the districts on comments made to the reports submitted by the service providers 3. Monitoring records of the districts 4. DWSPs and annual investment plans	NRWSSP is implemented on schedule.
<b>[Outputs]</b> 1. Capacity of CWSD/ MoW for managing capacity development programme on RWSS is enhanced.	1-1. Capacity development strategy for district, region and basin levels in implementation of RWSS projects is formulated within 6 months from the commencement of the Project in coordination with PMO-RALG and other actors. 1-2. Annual work plans of TCB Unit are formulated every year.	1-1 Project Progress Report 1-2 Project Progress Report	Trained staff remains in the originally assigned office.
2. A training system model for District Water and Sanitation Teams (DWST) in managing RWSS projects is established.	2-1. Training plan is formulated within 9 months from the commencement of the project. 2-2. Monitoring plan is formulated within 9 months from the commencement of the project to record and analyse satisfaction, attainment of skills and knowledge, and behaviour change of trainees as well as impact of the training programme. 2-3. Existing training modular guides and manuals to be revised through the Project are finalized as the training package by July 2010.	2-1. Project Progress Report 2-2. Project Progress Report 2-3. Training modular guides and manuals finalized	
3. Capacities of the target Basin Water Offices (BWOs) for supporting Districts in managing RWSS projects are enhanced.	3-1 The preliminary hydrogeological maps are distributed to all the target districts by BWO by the second training phase. 3-2 The updated hydrogeological data is distributed to all the target districts by BWO annually.	3-1 Project Progress Report 3-2 Project Progress Report	
4. Capacities of Regional Water and Sanitation Teams (RWSTs) in the target Regions for supporting Districts in managing RWSS projects are enhanced.	4-1. RWSPs are formulated in all the target regions by July 2010. 4-2. Quarterly monitoring reports submitted by the districts are reviewed and responded to the districts by RWSTs in all the target regions within one month from receipt of the reports.	4-1. RWSPs formulated 4-2. Records of RWST on comments made to the monitoring reports submitted by the districts	
5. The project cycle and procedures of the RWSS reviewed through the Project are applied to implementation of RWSSP in the target districts.	5-1. Community subprojects are formulated and designed in all the target districts based on advice and approval by RWST and BWO. 5-2. Proposals on the necessary revision for the existing RWSS project cycle and procedure are provided	5-1. Records of the districts on assessment of preliminary and detail designs of the requested subprojects	
<b>[Activities]</b> 1-1 Assess capacities and training needs of regional and district personnel in the target areas. 1-2 Examine current practices in capacity building of regional and district personnel. 1-3 Collect information on training resources. 1-4 Draft a capacity development programme for the target areas in line with the institutional framework of the RWSS sub-programme of the WSDP. 1-5 Based on the capacity development programme of 1-4 above, draft an annual work plan for the programme. 1-6 Compile and improve the existing manuals and guidelines on RWSS services for Regional and District personnel. 1-7 Monitor progress of RWSS projects implemented by the target Districts. 1-8 Review the annual work plan based on the results of 1-6 and 1-7 above. 1-9 Disseminate the training modules and materials revised through the Project to other stakeholders through the Thematic Working Group for Institutional Development and Capacity Building and other channels. 1-10 Make contribution on revision and improvement of the Project Implementation Manual (PIM) and related guides in RWSS projects based on findings from monitoring and evaluation of application of these documents in the project activities  2-1 Improve existing training programmes for DWSTs in the target districts in managing RWSS projects and supporting communities in O&M and sanitation promotion. 2-2 Develop training curriculum and materials for DWSTs based on 2-1 above. 2-3 Provide training for DWSTs in the target Districts based on 2-1 and 2-2 above. 2-4 Provide mentoring for DWSTs for improvement of their performance in management of RWSS projects through field visit to the districts for monitoring. 2-5 Monitor and evaluate attainment of skills and knowledge, and behaviour change of trainees as well as impact of the training programme for improvement of the training programme.  3-1 Review and compile existing water resource data to be used effectively by the target BWOs. 3-2 Guide the target BWOs on analyzing and processing the water resources data. 3-3 Develop training programmes for BWOs of the target Basin for improvement of support services for the local authorities in RWSS projects. 3-4 Provide training for BWOs based on the training programmes of 3-3 above. 3-5 Monitor the implementation of support services by BWOs to the target districts.  4-1 Examine practices of the RWSTs of the target Regions pertaining to supporting and monitoring water supply services in the target Districts. 4-2 Examine the intercommunication mechanism between Regions, MoW, PMO-RALG, BWO and Districts. 4-3 Develop training programmes for RWSTs of the target Regions based on the examinations of 4-1 and 4-2 above. 4-4 Provide training for RWSTs of the target Regions based on the training programmes of 4-3 above. 4-5 Monitor the implementation of support services by RWSTs to the target districts.  5-1 Review the existing RWSS project cycle and procedures and prepare proposal on the necessary revision. 5-2 Facilitate consensus building among Community Water Supply Division, regional secretariats, BWOs, and local government authorities on application of the revised project cycle and procedures in implementation of RWSSP in the target districts. 5-3 Report the progress of the project periodically to the meetings of Thematic Working Group of Institutional Development and Capacity Building.	<b>[Input]</b> 1. The Japanese Side 1) Experts - Chief Advisor / Community Water Supply Project Management - Deputy Chief Advisor / Water Resources Management/ Water Supply Planning - Community Water Supply Facility Planning/ Operation & Maintenance - Community Facilitation / Sanitary Promotion  2) Equipments - Equipment required for activities - Office equipment 3) Training in Japan  2. The Tanzania Side 1) Counterparts - MoW - BWO - RAS 2) Offices Spaces - Office space(MoW) - Spaces for training 3) Budget for operation	Budget for the Project are secured(MoW, the target regions and districts).  <b>[Pre-condition]</b> <ul style="list-style-type: none"> <li>• Training and Capacity Building Unit in Division of Rural Water Supply, MoW is established.</li> <li>• WSDP launches in March 2007 on schedule.</li> <li>• Decentralization policies on rural water supply sector are progressed.</li> </ul>	

**[Abbreviations]**

RWSS: Rural Water Supply and Sanitation, WSDP: Water Sector Development Programme, CWSD: Community Water Supply Division, MoW: Ministry of Water, DWST: District Water and

## Annex 2: Project Design Matrix (PDM 2)

**Project Title :** Rural Water Supply and Sanitation Capacity Development Project (RUWASA-CAD)  
**Duration of the Project :** September 2007 to July 2010  
**Project Area:** 22 districts in the Regions of Dar es Salaam, Coast, Lindi and Mtwara  
**Implementing Agency:** Ministry of Water and Irrigation  
**Target Group:** Staff of Ministry of Water and Irrigation; Division of Community Water Supply, Division of Water Resources, Basin Water Offices of Wami Ruvu and Ruvuma & Southern Coast, Regional Secretariat (RS) in four regions and Local Government Authorities in 22 districts

Version: PDM 2 Prepared on: 2<sup>nd</sup> March 2009

Narrative Summary	Indicators	Means of Verification	Important Assumption
<b>[Super Goal]</b> 1. RWSS services in the mainland are improved under the WSDP by developing nationwide the training system to be established in the Technical Cooperation.	By the year of 2025, 1. Coverage rate of improved water supply increases in the rural part of the mainland from 53% (2003) to 90%. 2. Percentage of water supply points working for more than 6 months a year increases from 82% (Dec. 07) to 100% in the rural part of the mainland. 3. People who have access to improved sanitation in the rural area of the mainland increases from 55% (Dec.07) to Y%.	1. Sector performance report to be submitted to Joint Water Sector Review 2. Sector Performance Report 3. Sector Performance Report	
<b>[Overall Goal]</b> 1. RWSS services in the target districts are improved.	By the year of 2015, 1. Coverage rate of improved water supply increases in the rural part of the target districts from 57.8 % (Dec. 07) to 75.6%. 2. Percentage of water supply points working for more than 6 months a year increases from 73.5% (Dec. 07) to 100% in the target districts. 3. Number of legally registered Water User Entities (WUEs) increases compared to the present value in each target district. 4. People who have access to improved sanitation in the target districts increases from X% to Y%.	1. Sector Performance Report 2. Sector Performance Report 3. Monitoring records of the districts 4. Sector Performance Report	The system practiced in the Project is institutionalized in the WSDP framework.
<b>[Project Purpose]</b> 1. Capacities of the target Districts providing RWSS services for rural communities are enhanced.	DWSTs which practices the following actions in implementation of RWSSP reaches to 80% (18 districts) by July 2010. 1. To adopt selection procedures of candidate communities for the scoping survey based on the demand-responsive approach in the promotion phase. 2. To examine and make comments to progress reports and other output reports to be submitted by the Technical and Facilitation Service Providers within the period agreed. 3. To update information on water supply and sanitation conditions as well as operation and maintenance of existing water supply facilities in the district every year. 4. To integrate the strategies and activity plans on water supply, sanitation and hygiene promotion for households and schools into DWSP and annual plan.	1. Records of the districts on appraisal of the community applications 2. Records of the districts on comments made to the reports submitted by the service providers 3. Monitoring records of the districts 4. DWSPs and annual investment plans	RWSSP is implemented on schedule.
<b>[Outputs]</b> 1. Capacity of CWSD/ MoWI for managing capacity development programme on RWSS is enhanced.	1-1. Capacity development strategy for district, region and basin levels in implementation of RWSS projects is formulated within 6 months from the commencement of the Project in coordination with PMO-RALG and other actors. 1-2. Annual work plans of TCB Unit are formulated every year. 1-3. Activities are conducted by the counterpart personnel in accordance with the action plans attached to the annual work plan.	1-1 Project Progress Report 1-2 Project Progress Report 1-3 Outputs of the activities indicated in the action plans, Project Progress Report	<ul style="list-style-type: none"> <li>• Trained staff remains in the originally assigned office.</li> <li>• RWSSP is implemented on schedule.</li> </ul>
2. A training system model for District Water and Sanitation Teams (DWST) in managing RWSS projects is established.	2-1. Training plan is formulated within 9 months from the commencement of the project. 2-2. Monitoring plan is formulated within 9 months from the commencement of the project to record and analyse satisfaction, attainment of skills and knowledge, and behaviour change of trainees as well as impact of the training plan. 2-3. Revision of training modular guides and development of course materials associated with training modular guides are finalized as the training package by July 2010.	2-1. Project Progress Report 2-2. Project Progress Report 2-3. Training modular guides and course materials finalized	
3. Capacities of the target Basin Water Offices (BWOs) for supporting Districts in managing RWSS projects are enhanced.	3-1 The preliminary hydrogeological maps are distributed to all the target districts by BWO by the second training phase. 3-2 The updated hydrogeological data is distributed to all the target districts by BWO annually.	3-1 Project Progress Report 3-2 Project Progress Report	
4. Capacities of Regional Water and Sanitation Teams (RWSTs) in the target Regions for supporting Districts in managing RWSS projects are enhanced.	4-1. RWSPs are formulated in all the target regions by July 2010. 4-2. Quarterly monitoring reports submitted by the districts are reviewed and responded to the districts by RWSTs in all the target regions within one month from receipt of the reports.	4-1. RWSPs formulated 4-2. Records of RWST on comments made to the monitoring reports submitted by the districts	
5. The project cycle and procedures of the RWSS reviewed through the Project are applied to implementation of RWSSP in the target districts.	5-1. Community subprojects are formulated and designed in all the target districts based on advice and approval by RWST and BWO. 5-2. Proposals on the necessary revision for the existing RWSS project cycle and procedure are provided	5-1. Records of the districts on assessment of preliminary and detail designs of the requested subprojects 5-2. Proposals submitted from the Project Team to MoWI	
<b>[Activities]</b> 1-1 Assess capacities and training needs of regional and district personnel in the target areas. 1-2 Examine current practices in capacity building of regional and district personnel. 1-3 Collect information on training resources. 1-4 Draft a capacity development programme for the target areas in line with the institutional framework of the RWSS sub-programme of the WSDP. 1-5 Based on the capacity development programme of 1-4 above, draft an annual work plan for the programme. 1-6 Compile and improve the existing manuals and guidelines on RWSS services for Regional and District personnel. 1-7 Manage the implementation of the trainings courses including supervision of the training consultants. 1-8 Monitor progress of RWSS projects implemented by the target Districts. 1-9 Review the annual work plan based on the results of 1-6, 1-7 and 1-8 above. 1-10 Disseminate the training modules and materials revised through the Project to other stakeholders through the Thematic Working Group for Institutional Development and Capacity Building and other channels. 1-11 Make contribution on revision and improvement of the Programme Implementation Manual (PIM) and related guides in RWSS projects based on findings from monitoring and evaluation of application of these documents in the project activities.	2-1 Improve existing training plans for DWSTs in the target districts in managing RWSS projects and supporting communities in O&M and sanitation promotion. 2-2 Develop training curriculum and materials for DWSTs based on 2-1 above. 2-3 Provide training for DWSTs in the target Districts based on 2-1 and 2-2 above. 2-4 Provide mentoring for DWSTs for improvement of their performance in management of RWSS projects through field visit to the districts for monitoring. 2-5 Monitor and evaluate attainment of skills and knowledge, and behaviour change of trainees as well as impact of the training plan for improvement of the training plan. 3-1 Review and compile existing water resource data to be used effectively by the target BWOs. 3-2 Guide the target BWOs on analyzing and processing the water resources data. 3-3 Develop training plans for BWOs of the target Basin for improvement of support services for the local authorities in RWSS projects. 3-4 Provide training for BWOs based on the training plans of 3-3 above. 3-5 Monitor the implementation of support services by BWOs to the target districts. 4-1 Examine practices of the RWSTs of the target Regions pertaining to supporting and monitoring water supply services in the target Districts. 4-2 Examine the intercommunication mechanism between Regions, MoWI, PMO-RALG, BWO and Districts. 4-3 Develop training plans for RWSTs of the target Regions based on the examinations of 4-1 and 4-2 above. 4-4 Provide training for RWSTs of the target Regions based on the training plans of 4-3 above. 4-5 Monitor the implementation of support services by RWSTs to the target districts. 5-1 Review the existing RWSS project cycle and procedures and prepare proposal on the necessary revision. 5-2 Facilitate consensus building among Community Water Supply Division, regional secretariats, BWOs, and local government authorities on application of the revised project cycle and procedures in implementation of RWSSP in the target districts. 5-3 Report the progress of the project periodically to the meetings of Thematic Working Group of Institutional Development and Capacity Building.	<b>[Input ]</b> 1) The Japanese Side 1) Experts - Chief Advisor / Community Water Supply Project Management - Deputy Chief Advisor / Water Resources Management/ Water Supply Planning - Community Water Supply Facility Planning/ Operation & Maintenance - Community Facilitation / Sanitary Promotion 2) Equipments - Equipment required for activities - Office equipment 3) Training in Japan 2. The Tanzania Side 1) Counterparts - MoWI - BWO - RAS 2) Offices Spaces - Office space(MoWI) - Spaces for training 3) Budget for operation	Budget for the Project are secured (MoWI, the target regions and districts).  <b>[Pre-condition]</b> <ul style="list-style-type: none"> <li>• Training and Capacity Building Unit in Division of Rural Water Supply, MoWI is established.</li> <li>• WSDP launches in March 2007 on schedule.</li> <li>• Decentralization policies on rural water supply sector are progressed.</li> </ul>



## Annex 4: Evaluation Grid

### 1. Achievement

ITEMS	DETAILS	NECESSARY INFORMATION	RESULTS OF INVESTIGATION												
Input	Japanese side	Experts, equipments, training (in Japan or 3rd country), expenses	<p>1. Dispatch of experts</p> <p>- Since the commencement of the Project in September 2007 until March 2009, 4 Japanese experts have been dispatched for the Project as it was planned. The function of each expert and their period assigned for the activities in Tanzania are as described below.</p> <table border="1"> <thead> <tr> <th>Function of the experts</th> <th>Period (MM)</th> </tr> </thead> <tbody> <tr> <td>Chief Advisor/Community Water Supply Project Management</td> <td>10.83</td> </tr> <tr> <td>Deputy Chief Advisor/Water Resource Management /Water Supply Planning</td> <td>11.00</td> </tr> <tr> <td>Community Water Supply Facility Planning / Operation &amp; Maintenance</td> <td>9.50</td> </tr> <tr> <td>Community Facilitation / Sanitary Promotion</td> <td>12.50</td> </tr> <tr> <td>Total</td> <td>43.83</td> </tr> </tbody> </table>	Function of the experts	Period (MM)	Chief Advisor/Community Water Supply Project Management	10.83	Deputy Chief Advisor/Water Resource Management /Water Supply Planning	11.00	Community Water Supply Facility Planning / Operation & Maintenance	9.50	Community Facilitation / Sanitary Promotion	12.50	Total	43.83
	Function of the experts	Period (MM)													
Chief Advisor/Community Water Supply Project Management	10.83														
Deputy Chief Advisor/Water Resource Management /Water Supply Planning	11.00														
Community Water Supply Facility Planning / Operation & Maintenance	9.50														
Community Facilitation / Sanitary Promotion	12.50														
Total	43.83														
Tanzanian side	C/P, office space, operation cost	<p>2. Equipment</p> <p>- As of February 2009, the equipment worth approximately 175,631,221 Tanzanian Shilling (TZS) (equivalent to 11,942,923 Japanese Yen (JPY), calculated with the average rate of February 2009, 1TZS=0.068JPY) was procured for the Project.</p> <p>3. C/P Training</p> <p>- CP training in Japan or 3<sup>rd</sup> country has not been realized yet. It is planned to be implemented in the 3<sup>rd</sup> year of the Project.</p> <p>4. Expenses</p> <p>- As of the 13th of February 2009, a total of 1,126,554,088 TZS (equivalent to 76,605,678 JPY, calculated with the average rate of February 2009, 1TZS=0.068JPY) was spent for the project activities (including the cost for the procurement of equipment and renovation of the office building facility, etc.).</p>													
Progress of outputs	Outputs	Indicators of Current PDM	<p>1. C/P</p> <p>- At the moment there are 4 CPs as shown in the attached list of CPs.</p> <p>- Since October 2009, there is vacancy of a CP position of Water Resource Division (WRD)/MoWI, and it has not been filled yet.</p> <p>2. Office space</p> <p>- The office space has been provided by MoWI on the premise of MoWI.</p> <p>3. Operation cost</p> <p>- By March 2009 the total cost borne by Tanzanian side will sum up to 41,642,900 TZS (equivalent to 2,831,717 JPY, calculated with the average rate of January 2009, 1TZS=0.068JPY)</p>												
	Output 1: Capacity of CWSD/ MoW for managing capacity development programme on RWSS is enhanced.	<p>1-1. Capacity development strategy for district, region and basin levels in implementation of RWSS projects is formulated within 6 months from the commencement of the Project in coordination with PMO-RALG and other actors.</p> <p>1-2. Annual work plans of TCB Unit are formulated every year.</p>	<p>- The Capacity development strategy for the DWST, RWST and BWO in the implementation of RWSS project was formulated during the preparatory phase of the Project, and agreed among the Project Team and members of JCC in the 2<sup>nd</sup> JCC meeting in March 2008.</p> <p>- The annual work plan of Training and Capacity Building (TCB) Unit for 2008/2009 (the Tanzanian fiscal year starts from July and ends in June) was formulated and agreed on in the CP meeting held in June 2008.</p> <p>- Based on the planning process of the MoWI in general, the TCB Unit is scheduled to prepare the annual work plan again in May to June 2009 to formulate the plan for 2009/2010.</p>												



<p>Output 2: A training system model for District Water and Sanitation Teams (DWST) in managing RWSS projects is established.</p>	<p>Other aspects: Activities are conducted by the counterpart personnel in accordance with the action plans attached to the annual work plan.</p> <p>2-1. Training plan is formulated within 9 months from the commencement of the project.</p> <p>2-2. Monitoring plan is formulated within 9 months from the commencement of the project to record and analyze satisfaction, attainment of skills and knowledge, and behaviour change of trainees as well as impact of the training programme.</p> <p>2-3. Existing training modular guides and manuals to be revised through the Project are finalized as the training package by July 2010.</p>	<ul style="list-style-type: none"> <li>- The training activities of the Project were conducted as they were planned. However, it was observed that the CPs have not been paying attention much on their action plans. As its results, the products from their activities were generated less than planned. Considering this situation, the Japanese experts think it is necessary to encourage them further and monitor over their activities. Also the experts intend to communicate with superiors of CPs more intensively in order to coordinate the project activities and their general duties more effectively.</li> <li>- The training plan for the DWST was formulated during the preparatory phase of the Project as it was planned.</li> <li>- All components under 1st, 2nd and 3rd training phases were implemented according to this training plan.</li> <li>- The plan will be reviewed and modified through the implementation if it is necessary, and compiled as a training package at the end of the Project.</li> <li>- The monitoring plan was formulated in February 2008 after the 1<sup>st</sup> training phase. Before the commencement of the 1<sup>st</sup> monitoring survey, the monitoring plan was discussed again within the project team, and the detail of the monitoring survey plan was finalized in the 15<sup>th</sup> counterpart meeting held in September 2008.</li> <li>- The 1<sup>st</sup> and 2<sup>nd</sup> monitoring were carried out according to the plan.</li> <li>- The monitoring plan will be reviewed and modified throughout the implementation if it is necessary, and integrated in the training system model at the end of the Project.</li> <li>- In the process of formulation of the training plan, existing training modules were examined and revised in accordance with major issues discussed in NAWAPO. The revised version of the training modules were introduced to ID&amp;CB TWG (Institutional Development &amp; Capacity Building Thematic Working Group) and PCT (Program Coordination Team) by May 2008 as the proposal on RWSS project cycle and procedure.</li> <li>- The course materials are prepared based on the existing ones, training curriculum associated with revised training modules and plan, in the sequence of the implementation of the planned training schedules. The materials for 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> training were prepared before the commencement of each training phase.</li> <li>- The training modular guides and course materials will be improved throughout the project activities, and completed as the training package at the end of the Project.</li> </ul>
<p>Output 3: Capacities of the target Basin Water Offices (BWOs) for supporting Districts in managing RWSS projects are enhanced.</p>	<p>3-1. The preliminary hydrogeological maps are distributed to all the target districts by BWO by the second training phase.</p> <p>3-2. The updated hydrogeological data is distributed to all the target districts by BWO annually.</p>	<ul style="list-style-type: none"> <li>- The preliminary hydrogeological maps were prepared by the hydrogeologists of both BWOs in the preparatory phase, and distributed to all 22 target districts as it was planned.</li> <li>- Due to the delay of the progress of 1<sup>st</sup> cycle of RWSSP, it is still in procurement stage for the selection of consultants. Therefore, there was no new hydrogeological data collected for updating maps from the implementation of RWSSP.</li> <li>- Apart from the RWSSP, there were some updates of the existing data for both BWOs. The both BWOs reviewed and updated their data with such new information. The updated hydrogeological data was not distributed to all districts since the updated area was only a small specific area.</li> <li>- In the second training phase for RWSTs, the training in the formulation of RWSP was carried out.</li> <li>- According to the results of monitoring of the Project, 2 regions have already started to collect necessary data from LGAs in order to formulate their RWSP, while others have not started it yet. The Project requires the RWSTs to fulfill specific assignments, which lead them to formulate their RWSP by collecting necessary information to elaborate the RWSP.</li> </ul>
<p>Output 4: Capacities of Regional Water and Sanitation Teams (RWSTs) in the target Regions for supporting Districts in managing RWSS projects are enhanced.</p>	<p>4-1. RWSPs are formulated in all the target regions by July 2010.</p> <p>4-2. Quarterly monitoring reports submitted by the districts are reviewed and responded to the districts by RWSTs in all the target regions within one month from receipt of the reports.</p>	<ul style="list-style-type: none"> <li>- Although it is not all the LGAs, majority of them have been submitting quarterly reports to the RSs on progress of on-going RWSS projects, such as the Quick-Wins and the ones funded by NGOs.</li> <li>- According to the results of the monitoring with 4 RWSTs, all of them at least check the reports received from LGAs before consolidating and forwarding them to PMO-RALG (Prime Minister's Office – Regional Administration and Local Government). However, the communication made by RWST to LGA is still passive in terms of facilitation and follow-up of the reporting. The Project will facilitate RWSTs further to get themselves involved more to the facilitation and monitoring of the LGAs.</li> </ul>

<p>Output 5: The project cycle and procedures of the RWSS Project are applied to implementation of RWSSP in the target districts.</p>	<p>5-1. Community subprojects are formulated and designed in all the target districts based on advice and approval by RWST and BWO.</p> <p>5-2. Proposals on the necessary revision for the existing RWSS project cycle and procedure are provided</p>	<ul style="list-style-type: none"> <li>- The roles and responsibilities of RWSTs and BWOs in the advice and approval of the plan and design of sub-projects of RWSSP have been agreed on by the stakeholders through the trainings of the Project. The tasks allocated to RWST were proposed by the Project Team based on the roles described in the re-structuring of regional administrations. The tasks allocated to BWOs were also proposed by the Project Team based on the necessity of water resource management. These tasks of RWSTs and BWOs in RWSS process are expected to be institutionalized in the near future, by the integration of the RWSS project cycle and task allocation proposed by the Project Team into the Project Implementation Manual (PIM) of the WSDP.</li> <li>- According to the results of the monitoring activities of the Project, the RWST of Coast region has already started giving the advice on the community subprojects and approval to a few LGAs. However, the other RWSTs and BWOs have not started these activities yet.</li> <li>- In order to report the situation of actual application of the existing RWSS project cycle and procedures in the target districts, the Project Team has participated in various meetings related to the WSDP, and has reported the proposed revisions to the working group of the WSDP.</li> <li>- The proposal on the necessary revision for the existing RWSS project cycle and procedures was prepared and presented by the Project Team to the TWG of ID&amp;CB, PCT, and CWS/D/MoWI.</li> <li>- The review of the project procedures of the Project will be continued in the following project term, and the Project Team will prepare a proposal on new and/or improved procedures.</li> </ul>
<p>Progress of Project Purpose</p>	<p>Project Purpose</p> <p>Capacities of the target Districts providing RWSS services for rural communities are enhanced.</p> <p>Indicators of current PDM</p> <p>1. DWSTs in all the target districts adopt selection procedures of candidate communities for the scoping survey based on the demand- responsive approach in the promotion phase.</p> <p>2. DWSTs in all the target districts examine and make comments to progress reports and other output reports to be submitted by the Technical and Facilitation Service Providers within the period agreed.</p> <p>3. DWSTs in all the target districts update information on water supply and sanitation conditions as well as operation and maintenance of existing water supply facilities in the district every year.</p> <p>4. Strategies and activity plans on sanitation and hygiene promotion for households and schools are integrated into DWSP and annual plan in all the target districts.</p>	<ul style="list-style-type: none"> <li>- The Impact Evaluation Survey will be conducted at the final stage of the Project, in order to measure the achievement regarding to the indicators of the Project Purpose in all 22 districts.</li> <li>- Although only a few DWSTs followed the necessary steps to realize the Demand- Responsive Approach (DRA) in the process of selection of those communities in the 1st cycle of RWSSP, it was confirmed in the training that all participants from DWSTs understood the importance of selection procedure of the target communities complying with DRA.</li> <li>- In order to improve the selection procedure, the Project Team intends to constantly remind DWSTs of adequate application of DRA through the trainings, monitoring activities, assignments, and so on.</li> <li>- According to the results of monitoring with 4 pilot districts, the responses of DWSTs to the reports submitted by service providers differ in each LGA.</li> <li>- In some LGAs the reports were responded by District Water Engineers (DWEs) without discussing within DWST. In other cases, the members of DWST checked the reports in the team meeting of DWST and prepared comments and instructions to the service providers.</li> <li>- Although the opportunities for DWSTs to carry out this practice are limited so far due to the delay in the Rural Water Supply and Sanitation Programme (RWSSP), the Project Team intends to encourage them to improve the supervision of service providers through the project activities when the necessity occurs along with the progress of RWSSP.</li> <li>- It was identified through the discussion organized during the trainings that the coverage of required statistics on water supply and sanitation condition as well as operation and maintenance of existing water supply facilities has improved.</li> <li>- The Project Team will provide further trainings for this information management during the 4<sup>th</sup> and 5<sup>th</sup> training phases, and continue the regular assignment for verifying the achievement and improvement of trainees.</li> <li>- It was identified that in the case of DWST of Masasi District, the hygiene and sanitation promotion activities have already integrated into for the District Water and Sanitation Plan (DWSP) following the instruction given in the trainings, although there is still room for improvement.</li> <li>- The Project Team plans to spread this positive change identified currently only in Masasi District to other target LGAs through the project activities of training, monitoring, assignments, etc. in order to achieve this indicator by the end of the Project.</li> </ul>
<p>Achievement of Overall Goal</p>	<p>Overall Goal</p> <p>RWSS services in the target districts are improved.</p> <p>Indicators of current PDM</p> <p>By the year of 2015,</p> <p>1. Coverage rate of improved water supply increases in the rural part of the target districts from X % to Y%.</p>	<ul style="list-style-type: none"> <li>- The values replacing the X and Y of the indicators have been discussed among the Project Team, and they will be reflected in the updated version of PDM (version 2).</li> <li>- It is considered premature to discuss the progress regarding the Overall Goal at the moment of Mid-term Review.</li> </ul>

		<p>2. Percentage of functional water supply facilities increases from X% to Y% in the target districts.</p> <p>3. Number of water supply facilities managed by legally registered Water User Entities (WUEs) increases compared to the present value in each target district.</p> <p>4. People who have access to improved sanitation in the target districts increases from X% to Y%.</p>	<p>- The values replacing the X and Y of the indicators have been discussed among the Project Team, and they will be reflected in the updated version of PDM (version 2).</p> <p>- It is considered premature to discuss the progress regarding the Super Goal at the moment of Mid-term Review.</p>
Achievement of Super Goal (Perspective)	<p>Super Goal</p> <p>RWSS services in the mainland are improved under the WSDP by developing nationwide the training system to be established in the Technical Cooperation.</p>	<p>Indicators of current PDM</p> <p>By the year of 2025,</p> <p>1. Coverage rate of improved water supply increases in the rural part of the mainland from 53% (2003) to 90%</p> <p>2. Percentage of functional water supply facilities increases from X% to Y%.</p> <p>3. People who have access to improved sanitation in the rural area of the mainland increases from X% to Y%.</p>	

## 2. Implementation Process

THEMS	DETAILS	RESULTS OF INVESTIGATION
Plan of activities	<p>Have the activities of the Project been carried out as they were planned?</p>	<ul style="list-style-type: none"> <li>- All activities of the Project have been carried out as planned in the Plan of Operation (PO).</li> <li>- The training activities, which are the main activities of the Project, have been realized up to the 3<sup>rd</sup> training phase, and completed the "Planning stage" of the planned training contents (for the details of the training schedule and structure, refer to the "Capacity Development Programme").</li> <li>- The monitoring activities of the trainings have been carried out up to the 2<sup>nd</sup> monitoring as planned.</li> </ul>
Technical transfer	<p>Are there any issues or difficulties in the means of technical transfer?</p>	<ul style="list-style-type: none"> <li>- The Project consists of 2 types of technical transfer, which are a) management of the trainings to BWOs, RWSTs and DWSTs, aiming at CPs from CWSD/MoWI, and b) planning, implementation, and operation and maintenance of RWSS services, aiming at BWOs, RWSTs, and DWSTs.</li> <li>- Regarding the above mentioned a), the 3 CWSD staff members who are the CPs of the Project have been working with Japanese experts in the implementation of training activities. The CPs build their capacity while they engage in the daily project activities. However, the CPs have been allocated to the Project while taking in charge of their main duties of the MoWI, and the participation of CPs so far is less than expected, which has been limiting the technical transfer to them.</li> <li>- As to the above mentioned b), the Project Team has been conducting following monitoring activities in order to make sure the results of technical transfer would be produced sufficiently. <ul style="list-style-type: none"> <li>• The Project Team has implemented 3 training phases for BWOs, RWSTs and DWSTs so far. The results of the training have been monitored through the monitoring and evaluation activities, which consists of the evaluation questions such as i) delivery of the training, ii) learning of the trainees, iii) behavior change at the individual level, and iv) behavior change at the organizational level.</li> <li>• Regarding the i) and ii), the assessment was done by all trainees in the each session of the training, and it was identified that the results were satisfactory (the average score is about 4 on a scale of 1 to 5) for all sessions so far.</li> <li>• Regarding the iii) and iv), the assessment has been done with all 2 BWOs, all 4 RWSTs and 4 pilot districts selected by the Project Team through the results of baseline survey conducted at the beginning of the Project. The Project Team visits each of them and interviews with</li> </ul> </li> </ul>

	<p>the trainees and their co-workers and/or superiors to find out the changes in their behaviour after the trainings. It was identified through this activity that positive effects have been already generated in different levels, although these effects are still limited in some cases.</p> <ul style="list-style-type: none"> <li>Apart from the monitoring activities mentioned above, the Project Team monitors the performance of trainees after the trainings through the assignments given to the trainees in each training phase. Through the assignments, the Project Team has kept communicating with trainees even the period between each training phase and promoted them to put what they learnt from the trainings into the practices.</li> </ul>
Monitoring	<p>Who, how and how often has the monitoring of the Project been carried out? Have the results of the monitoring been utilized for the management of the Project?</p> <p>Has the communication between JICA headquarter, Tanzania office and the Project been effectively carried out?</p>
Relationship among the actors involved (Communication)	<p>Mechanism of communication in the Project Team</p> <ul style="list-style-type: none"> <li>—Among Japanese experts</li> <li>—Between Japanese experts and Tanzanian C/Ps</li> <li>—Among Tanzanian C/Ps</li> </ul> <p>Has the communication with other related institutions involved been carried out effectively?</p> <p>Do the implementing organization and C/Ps have high awareness toward the Project? (Is there sufficient participation and awareness of the related organizations and target groups?)</p>
Awareness (ownership)	<ul style="list-style-type: none"> <li>There is good communication among the Japanese experts.</li> <li>Japanese experts and CPs have good communication while they work together in the project activities. However, the CPs have other duties of MoWI apart from the project activities, and they have to leave urgently the project activities in order to fulfill such duties. This situation has been causing a problem to maintain good communication between Japanese experts and CPs in adequate timing and frequency.</li> <li>The Project Team has been maintaining communication with BWOs, RWSTs and DWSTs which participate in the training activities of the Project, through the assignments given to the trainees in each training phase.</li> <li>The Project has been promoting better communication among the BWOs, RWSTs and DWSTs through the realization of assignments which require the coordination among them. However, it is observed that the coordination among them is not sufficiently done yet so far.</li> <li>While most of the past projects of MoWI were carried out under each donor's initiative, the Project is the first Japanese Technical Cooperation Project for MoWI which requires strong ownership and initiative of the Ministry in order to secure the sustainability of the project effects. The MoWI and the CPs of the Project has demonstrated certain level of ownership in the Project implementation, however, it is observed that there is room for improvement, considering the shortage of human resources of MoWI allocating for the Project, and the fact that staff members of MoWI consider that the Project is an "extra work" for them.</li> <li>The WSDP stipulates that the MoWI makes plans and coordinates the trainings for staff of LGA and Regional Secretariat (RS) who deals with RWSS, and the TCBS is in charge of this role in the MoWI. However, the MoWI so far has not allocated enough human resources to TCBS, nor allowed its staff members to participate in the project activities to strengthen their capacity to perform satisfactorily its role.</li> <li>While the participation of trainees in the trainings of the Project is fairly maintained, there are RWSTs and DWSTs which do not fulfill the assignment of the trainings.</li> </ul>
CP	<p>Are the C/Ps allocated adequately? What is the background situation for the lack of C/P personnel? How have the C/Ps been got involved in the project activities?</p>
Others	<p>Apart from items mentioned above, are there any issues or difficulties happening through the implementation of the Project? What are the reasons of the problems?</p>

### 3. Relevance

RESULTS OF INVESTIGATION	
THEMES	DETAILS
Needs	<p>Is the Project relevant with the needs of target area and society of Tanzania?</p> <p>Is the Project relevant with the needs of target groups?</p> <ul style="list-style-type: none"> <li>- In the Water Sector Development Programme (WSDP), the capacity building of the LGA staff who plays main role in the rural water supply is a fundamental issue, in order to implement RWSSP and improve the performance of the Sector. Under this situation, the Project is aiming at building the capacity of LGA in the implementation of RWSSP through establishing a training system model and strengthening the collaboration with RWST and BWO. In this aspect, the Project contributes to the realization of WSDP.</li> <li>- The WSDP stipulates that the MoWI makes plans and coordinates the trainings for staff of LGA and Regional Secretariat (RS) who deals with RWSS. Although the CWSD/MoWI has established the Training and Capacity Building Section (TCBS), the staff does not possess enough capacity to fulfill its role. Meanwhile the budget for CD dedicated to each LGA and RS has been already allocated from WSDP since 2007. In this situation it is necessary to strengthen the capacity of CWSD/MoWI as a coordinator of the CD related to the implementation of RWSSP.</li> <li>- The Government of Tanzania sets the development of rural water supply as direct strategy for the poverty reduction in the National Strategy for Growth and Reduction of Poverty (2005 - 2010) and Millennium Development Goals (MDGs). In order to achieve the indicators of these development policies, the National Water Policy 2002 (NAWAPO 2002) was revised in 2002, and it is still the current national policy in the water supply sector in Tanzania. Under this policy, the Government aims at 100% access to safe water (within 400 meters) of the whole nation, and has been trying the strengthening of the implementing system of water supply services.</li> <li>- The Ministry has launched a Water Sector Development Programme (WSDP) in February 2007, in order to realize these policy and strategy. The Programme is designed under Sector Wide Approach to Planning (SWAp) to address shortfalls in urban and rural water supply infrastructure, to improve water resource management primarily through upgrading the country's nine Basin Water Offices (BWOs), and to strengthen the sector institutions and their capacities. Under the WSDP, the government has started devolving their responsibilities of administrative services for water supply to the district level. The capacity building and training, therefore, is an important component of this new approach.</li> </ul>
Priority	<p>Is the Project consistent with the development policy of the Tanzanian Government?</p> <p>Is the Project consistent with the Japanese aid policy and the JICA's plan of assistance for Tanzania?</p> <ul style="list-style-type: none"> <li>- In the Country Assistance Plan for Tanzania (June, 2008) issued by Japanese Ministry of Foreign Affairs, the development of infrastructure is identified as one of the priority issues. Especially for the rural water supply and water resource management, it mentions that "under the WSDP, it provides support for rural governments to plan the water supply and construct facilities in the areas which are difficult to develop them and insufficient in the access to safe water. Also it contributes to strengthen capacity to formulate the water supply plan and implement and manage the water supply services".</li> <li>- While the Demand Responsive Approach (DRA) is the main focus of the RWSSP, the approach of the Project supplements it particularly with the following 2 aspects which are important to enhance the sustainability and efficiency of the RWSS, such as 1) to balance the volume of water resource and demand to secure the sustainability of the water sources, and 2) to review each water supply plan with a regional aspect over a wide area considering the economic effects.</li> <li>- The above mentioned approach of the Project can be realized through coordination between BWO, RWST and DWST, especially during the "Promotion Phase" of the RWSSP. Although this phase of the 1<sup>st</sup> cycle of RWSSP was conducted before the implementation of the Project, it is expected to be applied in the 2<sup>nd</sup> cycle of the RWSSP.</li> </ul>
Suitability as means	<p>Is the Project appropriate as a strategy to contribute effectively to the issues of water supply and sanitation sector in Tanzania? (in terms of approach, selection of target area, collaboration with other donors, etc.)</p> <p>Are the collaboration and demarcation with other donors and other JICA's projects defined clearly?</p> <ul style="list-style-type: none"> <li>- The Project has been participated in the WSDP sector dialogue. Under the Sector Wide Approach to Planning (SWAp) policy, the Tanzanian Government and Development Partners (DPs) at the Joint Water Sector Review (JWSR) agreed on the establishment of Water Sector Working Group (WSWG) and the 4 Thematic Working Groups (TWG) such as 1) Performance and Monitoring, 2) Planning and Financing, 3) Institutional Development and Capacity Building, and 4) Sanitation and Hygiene. JICA decided to participate in the 2 TWGs, above mentioned 2) and 3), and the Project members have been participating in the 3). Through the participation in the TWG, the Project has contributed in the followingings; <ul style="list-style-type: none"> <li>• Reporting the RUWASA-CAD project activities and outcomes of the training</li> <li>• Proposal of the RWSS project cycle and procedure</li> <li>• Technical support for the formulation of capacity development guideline for the water sector as a whole</li> </ul> </li> </ul>

### 4. Effectiveness

ITEMS	DETAILS	RESULTS OF INVESTIGATION
<p>Dose the Project Purpose have good prospects of accomplishing by the end of project period, reviewing actual achievement and the plan of activities ahead?</p>	<p>There is moderate prospect of accomplishing the Project Purpose by the end of project period, considering the followings;</p> <ul style="list-style-type: none"> <li>According to the results of monitoring and evaluation to the DWST trainees, it was identified that their level of understanding in each training phase was fairly high. Also it was identified that among the pilot districts there is a few DWST which has been practicing the activities described in the indicators of the Project Purpose, and it can be assumed that along with the progress of the implementation of RWSSP increasing number of districts would put those activities into practice.</li> <li>The Project Team has been providing follow-ups of the trainees through the assignments, maintaining the communication with them so that they realize what they learnt from the training in practice and transfer the knowledge gained to their co-workers and/or team members. It will help the Project enhance the achievement of the Project Purpose.</li> <li>Considering the scheduled progress of project activities up to the moment of the Mid-term Review, including the trainings, monitoring and evaluation, as well as follow-ups through the assignments, it can be expected that the activities in the 2<sup>nd</sup> half of the project period would be also carried out according to the plan.</li> </ul>	<p>There are some DWSTs and RWSTs which have not been performing satisfactorily in the assignments of the Project. Although increasing number of them understood the importance of the trainings and submit their assignments accordingly, so far there is a room to improve in order to secure the achievement of the Project Purpose.</p> <ul style="list-style-type: none"> <li>Further delay in the implementation of RWSSP may cause difficulties in achieving the indicators of Project Purpose during the project period.</li> <li>It is important to coordinate with stakeholders including other donors to get the training system utilized in the target LGAs first, and other LGAs in the country in the future. If there is no support from them the training system of the Project cannot be used in the implementation of RWSSP.</li> <li>Regarding the coordination between MoWI and PMO-RALG, it is necessary to improve their articulation in order to avoid the inconvenience in the procedures of the RWSS services at the regional and/or LGA level.</li> <li>It is necessary to enhance the coordination with Ministry of Health and Social Welfare and Ministry of Education and Vocational Training in order to promote hygiene and sanitation promotion activities.</li> </ul>
<p>Prospect of achieving the Project Purpose</p>	<p>Has the Project been producing the outputs sufficiently to achieve the Project Purpose?</p> <p>Are the 5 Outputs sufficient to achieve the Project Purpose?</p>	<p>Analyzing the progress of 5 Outputs of the Project, it was confirmed that basic indicators representing the achievement of activities realized so far, such as 1-1, 1-2, 2-1, 2-2, 3-1 and 5-2, have been achieved.</p> <p>Regarding the indicators 2-3, 3-2, 4-1, 4-2 and 5-1, it is expected to be achieved through the training and follow-up activities in the 3rd and 4th year of the Project according to the PO, applying the results of trainings into the implementation of RWSSP. The implementation of the project activities according to the PO has been secured so far, although the opportunities to practice what they learnt in the trainings during the project period were reduced by the delay of implementation of RWSSP. On the other hand, there are on-going RWSS projects such as Quick-Wins and the ones funded by Donors/ NGOs where some DWSTs, RWSTs and BWOs have already started practicing what they learnt in the training in the implementation of such projects.</p> <p>As to the indicator 1-3, the initiative of CWSD/MoWI to secure the participation of CPs is essential to achieve this indicator. However, the Japanese experts have been covering the limited level of CPs' participation in the training activities for the target districts during the project period.</p> <p>So far 19 trainees of RWST and DWST out of 134 have transferred to the different RSs or LGAs. They are staff members under jurisdiction of PMO-RALG, and it is difficult to avoid the transfer. The Project Team, taking this situation into consideration, has been providing assignments which promote discussion and transfer of knowledge gained through the trainings among each team members of RWST and DWST, and inviting the staff in charge of other related area of the training theme to share the knowledge among more than one person.</p>
<p>Causality between the Outputs and the Project Purpose</p>	<p>Is the Important Assumption from Outputs to achieve the Project Purpose, which is "Trained staff remains in the originally assigned office" still adequate? Is it possible to satisfy the assumptions?</p>	<p>Regarding the Output 1, it was observed that the level of achievement so far was not satisfactory, since the participation of CPs in the project activities was less than expected.</p> <p>It is considered that the level of achievement of Output 2 to 5 is moderate.</p>

### 5. Efficiency

ITEMS	DETAILS	RESULTS OF INVESTIGATION
<p>Level of achievement of the Outputs</p>	<p>Is the level of achievement of each Output satisfactory so far?</p>	<p>Regarding the Output 1, it was observed that the level of achievement so far was not satisfactory, since the participation of CPs in the project activities was less than expected.</p> <p>It is considered that the level of achievement of Output 2 to 5 is moderate.</p>

Is there any constraint in the achievement of the Outputs?	<ul style="list-style-type: none"> <li>- The volume of work which the CPs contribute to the Project is less than what is required to achieve the Output 1.</li> <li>- The delays in the implementation of RWSSP have been causing inconvenience to the achievement of the Output 2 to 5 as it reduces the opportunities for the trainees to put what they learnt into practice soon after the trainings.</li> <li>- There should be higher recognition and understanding in the respective roles and responsibilities of RWST, BWO and DWST, and in the importance of the coordination among them.</li> <li>- The project activities were carried out as they were planned, which contributed the production of actual level of achievement of the Outputs.</li> </ul>
Are the activities sufficient for producing the Outputs of the Project?	<ul style="list-style-type: none"> <li>- The lack of participation of the CPs has limited the production of the Output 1.</li> </ul>
Are the inputs sufficient for producing the Outputs of the Project?	<ul style="list-style-type: none"> <li>- Although the budget of the MoWI for the 1<sup>st</sup> year of the Project was not disbursed due to the difficulty in the middle of the fiscal year, it has been available from the 2<sup>nd</sup> year.</li> <li>- Since 2007, each LGA and RS receive budget for the capacity development provided thorough the WSDP framework. The staff members of LAGs and RSs participated in the "Seminar in Capacity Development" of the Project using the budget.</li> </ul>
Is the Important Assumption from Activities to achieve the Outputs, which is "Budget for the Project are secured (MoWI, the target regions and districts)," still adequate? Is it possible to satisfy the assumptions?	<ul style="list-style-type: none"> <li>- Regarding the issue of the lack of CPs participation, it was observed by the Japanese experts that CPs suddenly leave their tasks of the Project without notice. It is because CWSD/MoWI considers that the Project is an extra duty for the CPs and therefore the CPs have to give priority on their other tasks. Although it was also observed the CPs making efforts to serve for both duties working extra hours, this situation has been hindering the adequate input of human resources in timing and quantity.</li> <li>- The vacancy of a CP from WRD also has been causing difficulties in technical transfer which is adequate in timing.</li> </ul>
How dose the Project deal with the problems related to the inputs, such as a delay of the procurement of equipments?	<ul style="list-style-type: none"> <li>- In order to alleviate above mentioned issue, the Japanese experts have been negotiating with the CPs and the Director of CWSD/MoWI since the beginning of the Project. For example, they discussed with the director of CWSD so that the CPs' achievement in the project activities also get assessed in the staff's performance evaluation of the MoWI. However the situation has not been improved yet.</li> </ul>

## 6. Impact

ITEMS	DETAILS	NECESSARY INFORMATION
Prospect of achieving the Overall Goal	<p>Will the Overall Goal be accomplished as an effect of the Project? (Will it be possible to measure the level of accomplishment at the time of ex-post evaluation?)</p> <p>Is there any constraint in the achievement of the Overall Goal?</p> <p>Is the Important Assumption from Activities to achieve the Outputs, which is "NRWSSP is implemented on schedule" still adequate? Is it possible to satisfy the assumptions?</p> <p>Effects on the Political aspects (system, law, regulation, etc.)</p> <p>Effects on the economic aspects</p> <p>Effects on the gender, human right, poverty (socially vulnerable groups), and other socio-cultural aspects</p> <p>Effects on the environment</p> <p>Effects on the innovations in the technical, political and/or institutional aspects in the water supply and sanitation sector</p>	<ul style="list-style-type: none"> <li>- Although it is premature to discuss the achievement of Overall Goal, at this time it can be expected that the 22 target LGAs would implement RWSSP utilizing capacities gained through the project activities,</li> <li>- Although the implementation of the RWSSP is delayed approximately half a year so far, it is calculated that one cycle of the RWSSP is about 3 to 5 years, and the 1<sup>st</sup> cycle has already been in process. If there is no further serious delay, it would not affect the achievement of the Overall Goal.</li> <li>No effect is identified.</li> <li>No effect is identified.</li> <li>No effect is identified.</li> <li>No effect is identified.</li> <li>- As a Super Goal of the Project, it is expected that the "RWSS services in the mainland are improved under the WSDP by developing nationwide the training system to be established in the Technical Cooperation". If the Training System Model of the Project is integrated in the Programme Implementation Manual (PIM) of the WSDP, the system would be utilized in the implementation of RWSS services all over the country, which allows the innovations particularly in the integration of water resource management in the planning of RWSS services and in the coordination between each actor involved such as RWST, BWO and DWST.</li> </ul>

	<ul style="list-style-type: none"> <li>- In the "Water Sector Performance Report for the Year 2007/2008" submitted by the MoWI in the Joint Water Sector Review, it mentions in the section of the achievement regarding the rural water supply as follows; "The Ministry carried out the RUWASA-CAD project under the technical cooperation of the JICA. During the year under review, existing manuals and guideline were carefully reviewed and discussed by the project. As a result, project cycle of RWSSP, the role and responsibility of the actors, and training modules for DWST and RWST were revised by the project. Using the project cycle and modules, a series of training courses were carried out to DWST, RWST, and BWO staff. The revised cycle and modules will pass through the dialogue mechanism for generic application".</li> <li>- Meanwhile, the "Guidelines to Facilitate Implementation of the Capacity Development Framework" was formulated by the ID&amp;CB TWG and circulated in September 2008. In this guideline the project cycle which the Project Team has proposed has not been integrated yet. It is necessary to communicate closely with stakeholders to enhance the recognition of the approach of the Project.</li> <li>- It was observed that the target BWOs started applying what they learnt in the trainings in the other areas in their target basin, and/or in the urban water supply or irrigation.</li> <li>- CWSD/MoWI has been preparing a training course which is similar to the training courses conducted by the Project, dedicated to all DWSTs, RWSTs and BWO, as well as the CWSD staff members. The preparation of the training course is done by one of the CPs of the Project, applying the training programme prepared by the Project Team. The budget for this training is planned to be borne by the WSDP fund, and the training course will be commenced within a few months.</li> </ul>
Is there any negative impact of the Project?	No negative impact is identified.

## 7. Sustainability

ITEMS	DETAILS	RESULTS OF INVESTIGATION
Policy and institutional aspects	<p>Dose the governmental support in terms of policy continue after the Project?</p> <p>Are the regulations and laws related to the water supply and sanitation established?</p> <p>Is a system to support the extension of the effects of the Project to the other areas secured?</p>	<ul style="list-style-type: none"> <li>- The recognition of the significance of the Project's approach in the MoWI and other stakeholders has been growing through the implementation of the Project.</li> <li>- Under the WSDP framework in Tanzanian water sector, it is necessary for the Training System Model of the Project to get integrated in the PIM to be able to receive governmental support continuously and extend the effects to the other areas.</li> </ul>
Organizational and financial aspects	<p>Dose the MoWI have sufficient organizational capacity to continue the Project's activities after the Project (in terms of allocation of human resources, decision making process, and so on)?</p>	<ul style="list-style-type: none"> <li>- The CWSD/MoWI dose not yet have sufficient organizational capacity to manage the Training System Model of the Project. The fundamental issues are 1) shortage of human resources, and 2) the re-structuring of TCB Unit in order to play its role in the WSDP at the national level has not been sufficiently discussed yet.</li> <li>- At the regional level, there is no hydrobiologist in the Regional Secretariat. Although it is mentioned in the "Functions and organization structure of regional secretariats (August 2007)" that each RS is supposed to have 2 water resources engineer and 1 hydrogeologist, there is only 1 water advisor in each RS so far.</li> <li>- In terms of the financial sustainability, the budget of WSDP specifically for the capacity development has been allocated to each LGA and RS. Also the MoWI and BWOs have capacity development budget provided through WSDP. This budget can be used for any capacity development related activities to communities, for purchasing related equipment or services, and for the training of staff members of each organization. Although the utility of this budget differs in each organization so far, it is considered that this budget would be utilized for DWSTs, RWSTs and BWOs to participate in the trainings similar to the Training System Model of the Project, and also for MoWI to organize the trainings for DWSTs, RWSTs and BWOs.</li> </ul>
	Is the ownership of the MoWI toward the Project secured sufficiently?	<ul style="list-style-type: none"> <li>- Although the CPs demonstrate their efforts to contribute to the implementation of the Project and learn necessary know-how from the Japanese experts, it is considered that the ownership of MoWI toward the Project is not sufficient, especially because the MoWI considers the project activities as extra works and places lower priority.</li> </ul>



	<p>Is the budget from the Tanzanian side necessary for the Project is secured? How much possibility of increase of the budget is there in the future because of the implementation of the Project? Is the budget secured for it?</p>	<p>.. The budget for capacity development in each LGA and RS as well as the MoWI has been secured by the allocation from WSDP budget. The budget can be used for any CB related activities as well as purchasing CB related equipment or services, it is not specifically for the training to be established by the Project.</p> <p>- According to the evaluation of the each training phase through the questionnaire, the trainees consider the trainings satisfactory in different aspects such as facilitator, training materials, understanding, usefulness, and so on. Although the opportunities to apply the knowledge gained through the trainings are limited so far due to the delay of the implementation of RWSSP, it was found through the interviews with RWSITs, DWSITs and BWOs that the contents of the trainings have been acceptable and satisfactory so far for the trainees.</p>
<p>Technical aspects</p>	<p>Is the method of technical transfer taken by the Project accepted (in terms of technical level, social and conventional factors, and so on)?</p> <p>Are the equipments maintained adequately (Do C/Ps have ability to maintain them)?</p>	<p>There is no such case identified.</p>
<p>Social, cultural, and environmental aspects</p>	<p>Is there any possibility for the Project that a lack of consideration toward gender, poverty, and vulnerable groups hinders the sustainable efficacy of the Project? Is there any synergy in terms of gender, poverty and vulnerable groups to promote the sustainability of the Project?</p> <p>Is there any possibility for the Project that a lack of consideration toward environment hinders the sustainable efficacy of the Project?</p>	<p>There is no such case identified.</p>

**Annex 5: List of Japanese Experts**

Name	Function	Period	MM of the 1st year (September 2007 - March 2008)	MM of the 2nd year (April 2008 - March 2009)
Yuichi HATA	Chief Advisor/Community Water Supply Project Management	9/9/2007 - 6/12/2007	4.50	6.33
		26/1/2008 - 15/3/2008		
		4/5/2008 - 17/6/2008		
		1/9/2008 - 14/11/2008		
		5/1/2009 - 15/3/2009		
Hiroyoshi YAMADA	Deputy Chief Advisor/Water Resources Management/Water Supply Planning	18/10/2007 - 15/3/2008	5.00	6.00
		24/5/2008 - 7/7/2008		
		20/9/2008 - 3/12/2008		
		15/1/2009 - 15/3/2009		
Mikiko AZUMA	Community Water Supply Facility Planning/Operation and Maintenance	17/11/2007 - 14/2/1008	3.00	6.50
		1/7/2008 - 8/8/2008		
		10/9/2008 - 14/12/2008		
		15/1/2009 - 15/3/2009		
Tomohiro KATO	Community Facilitation/Sanitary Promotion	9/9/2007 - 21/12/2007	5.00	7.50
		26/1/2008 - 15/3/2008		
		4/5/2008 - 17/7/2008		
		17/10/2008 - 15/3/2009		
Total			17.50	26.33

## ANNEX 6: LIST OF EQUIPMENT PROCURED FOR THE PROJECT

**Table 1. List of Office Equipment**

Equipment	Description	QTY
A3 Color Printer	HP5550N	1
UPS	APC650VA	4
Projector	<u>SONY VPL-ES4</u> Multimedia Projector	1
LAPTOP Computer	<u>Toshiba Satellite</u> CPU: Intel Core Duo at 1.73 RAM: 1GB HDD: 120GB Drive: DVD-RW Multi Drive Layer OS: Windows XP Pro	2
DESKTOP Computer	<u>DELL Optiplex 320N SMT</u> CPU: Intel Core Duo at 3.00 RAM: 2GB HDD: 120GB*2 Drive: DVD Combo Drive OS: Windows XP Pro Monitor: TFT	1
Copy Machine	CANON iR C3380	1

**Table 2. Two Vehicle for the Project**

Vehicles	QTY
- NISSAN PATROL (DFP4766, DFP4765)	2

**Table 3. List of Equipment and Software**

Equipment	Description	QTY
Fax	HP Laserjet All in One (Fax) 3050	1
LAN Network	Switch D-Link	1
Word, Excel, Access	MS Office2007*3	3
GIS Soft	Arc View 9.2 Spatial Analyst	3
Stabilizer	Soltek Voltage Stabilizer 2000VA	1
Generator	ELEMAX7000DX	1

**Table 4. List of Accessories for the Procured Equipment**

Item	QTY
PRNHPCLJ55 HP COLOR LASERJET PRINTER 5550N with (Printer)	<ul style="list-style-type: none"> <li>- Start Manual hp Color Laser Jet 5550, 5550n, 5550dn</li> <li>- Installation network</li> <li>- Cable no Lh-6p, USB Cable</li> <li>- CD Hp Color LaserJet</li> <li>- UPSAPC650V APC 650VA BACK UPS5</li> </ul>
PRNHPLJ3050 HO LASERJET PRINTER 3050 (Printer, Fax, Scanner)	<ul style="list-style-type: none"> <li>- Cable for telephone line and Fax</li> <li>- Adaptor for UK usage</li> <li>- USB Cable</li> <li>- CD</li> <li>- Manual Book</li> </ul>
SONYVPLES4 SONY MULTIMEDIA PROJECTOR VPL ES 4 PROJECTOR (Projector)	<ul style="list-style-type: none"> <li>- Projector Manual</li> <li>- VGA Cable</li> <li>- Power Cable</li> <li>- Remote Control</li> </ul>
D-link 8Port Dlinkn8Port Switch	5
ACCESSPOINT ACCESSPOINT-2100AP(Wireless Access Point)	<ul style="list-style-type: none"> <li>- Manual Book DWL-2100AP</li> <li>- CD -- DWL-2100AP</li> <li>- Power Adopter</li> <li>- Ethernet Cable</li> </ul>
DELLOPT320 DELL OPTIPLEX 320	- WINDOW XP PROGRAM LICENCED
TOSSATA 135- TISHIBA SATTELLITE A 135 – S4527 (2 Laptops)	<ul style="list-style-type: none"> <li>- 2 Window XP Program &amp; CD</li> <li>- 2 TOSHIBA CD</li> <li>- 2 TOSHIBA VONGO</li> <li>- 2 Power Cable</li> <li>- TOSHIBA Catalogue</li> <li>- TFTDELL 17 “S DELL 17” TFT SCREEN MONITOR</li> <li>- CD</li> <li>- MSOFFICE 200 MICROSOFT OFFICE 2007 LICENCED</li> <li>- MICRWINXPP WIN XP PRO SOFTWARE O/S</li> </ul>
Arc GIS 3 set	<ul style="list-style-type: none"> <li>- Business Email reply</li> <li>- ArcGIS Desktop shortcuts</li> <li>- ArcGIS 9 Media kit</li> <li>- ArcGIS 9 Using ArcGIS desktop</li> <li>- ArcGIS 9 what is ArcGIS 9.2?</li> <li>- ArcGIS 9 Media Kit</li> </ul>

Annex 7: Local cost of the Project (Japanese side)

Item		1st year (Japanese Fiscal Year) (achieved:JPY)	2nd year (Japanese Fiscal Year) as of 13 Feb. 2009 (achieved:JPY)	Total (JPY)	Total (TZS)
1	General expenses	9,029,025	20,107,303	29,136,328	428,475,412
1.1	Labor cost	2,513,852	4,434,022	6,947,874	102,174,618
1.2	Equipment maintenance cost	68,802	169,504	238,306	3,504,500
1.3	Consumable cost	884,142	534,756	1,418,898	20,866,147
1.4	Transportation & travel cost	2,062,033	6,790,215	8,852,248	130,180,118
1.5	Communications cost	0	58,260	58,260	856,765
1.6	Document preparation cost	89,481	178,922	268,403	3,947,103
1.7	Rental cost (office space and venue for seminar)	395,096	356,764	751,860	11,056,765
1.8	Local training cost	3,015,619	7,584,860	10,600,479	155,889,397
2	Procurement cost (Project equipment)	4,145,363	0	4,145,363	60,961,221
3	Procurement cost (Vehicles)	7,797,560	0	7,797,560	114,670,000
4	Report preparation cost (Printing&binding)	70,000	0	70,000	1,029,412
5	Report preparation cost (Other than printing&binding)	11,000	0	11,000	161,765
6	Contract with local consultants	12,686,000	18,915,000	31,601,000	464,720,588
7	Contract with local NGOs	0	0	0	0
8	Construction cost	3,844,427	0	3,844,427	56,535,691
				0	0
	Total (tax exclusive)	37,583,375	39,022,303	76,605,678	1,126,554,088

**Annex 8: List of Counterparts**

<b>Name</b>	<b>Position in MoWI</b>	<b>Responsibility in the Project</b>	<b>Assigning Tasks of the Project</b>
Mr. Christopher N. Sayi	Deputy Permanent Secretary, MoWI	Project Director	---
Mr. J. A. Mukumwa	Acting Director of Community Water Supply Division (CWSD), MoWI	Project Manager	---
Mr. Elisamehe Chediel Mziray	Assistant Director of CWSD, MoWI	Counterpart Team Leader	Project coordination
Mr. Goyagoya J. Mbenna	Staff of CWSD, MoWI	Planning of the Training	<ul style="list-style-type: none"> <li>• Selection of training consultants</li> <li>• Preparation of training materials</li> <li>• Update contents of RUWASA-CAD homepage</li> <li>• Preparation of presentation for seminar</li> </ul>
Ms. Neema Siara	Staff of CWSD, MoWI	Implementation of the Training	<ul style="list-style-type: none"> <li>• Management of training</li> <li>• Update of training resources database</li> <li>• Preparation of presentation for seminar</li> </ul>
Ms. Kirenga D.A.T	Staff of CWSD, MoWI	Monitoring and Evaluation of the Training Results	<ul style="list-style-type: none"> <li>• Training evaluation</li> <li>• Monitoring in pilot LGAs</li> <li>• Preparation of presentation for seminar</li> </ul>
Mr. John Daniel	Staff of Division of Administration and Human Resources, MoWI	(Currently no participation in the project activities)	
To be nominated	Staff of Division of Water Resource, MoWI	Planning, implementation and evaluation of training for BWOs	<ul style="list-style-type: none"> <li>• Preparation of Training for BWOs</li> <li>• Implementation of Training for BWOs</li> <li>• Evaluation of Training</li> <li>• Monitoring of BWOs</li> <li>• Preparation of presentation for seminar</li> </ul>

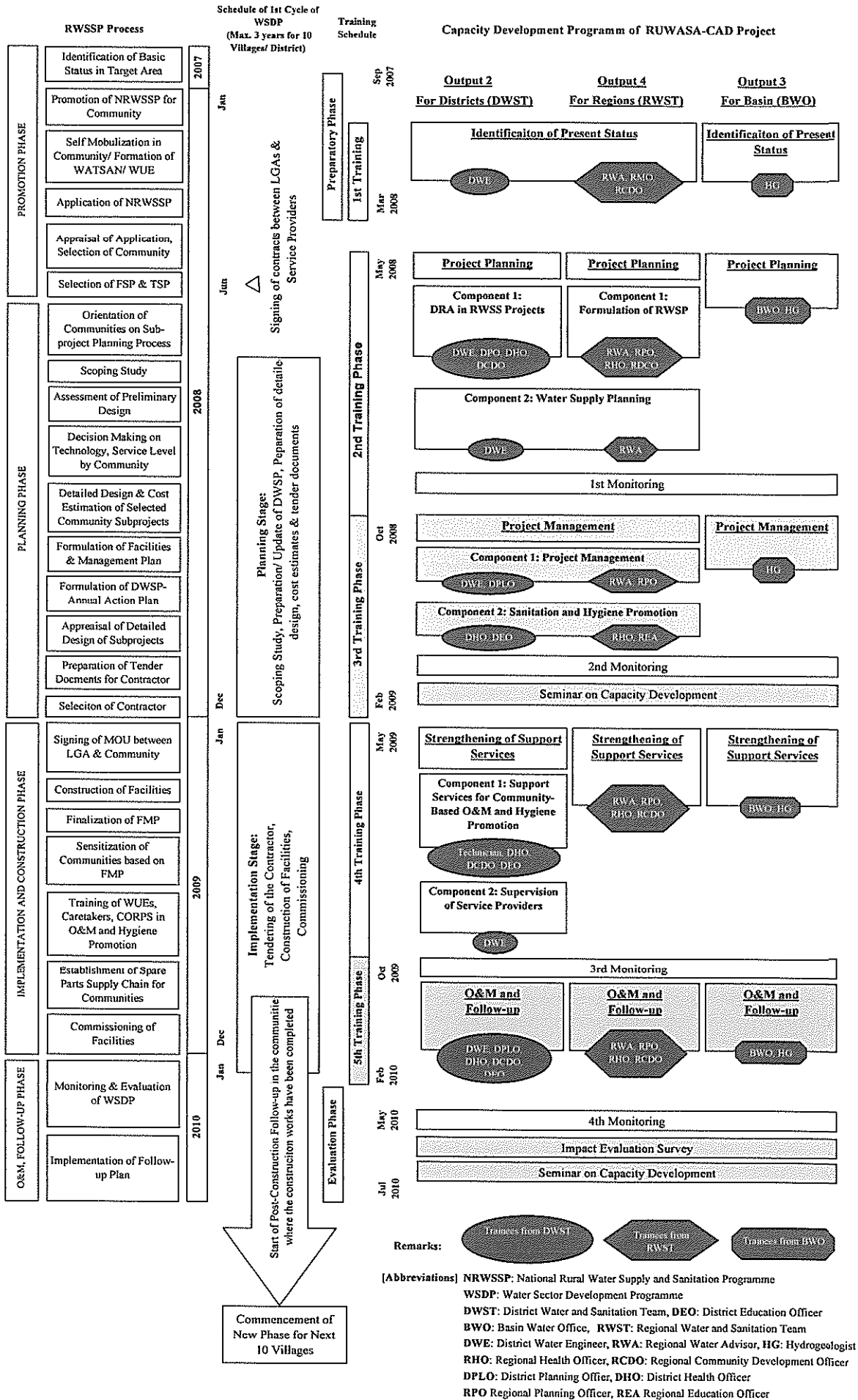
## Annex 9: Project Cost Borne by Tanzanian Side

(Prepared by CWSD, MoWI)

(TZS)

	Cost Item	1st Fiscal Year of the Project (Sep. 07 - Mar. 08)	2nd Fiscal Year of the Project (May 08 - Mar. 09)	Total Amount
1	Cost for Training			
1.1	1st Training Phase (Feb. 2008)			
	Allowance of the Counterpart	780,000		780,000
1.2	2nd Training Phase (Jun.-Jul. 2008)			
	Allowance of the Counterpart		1,170,000	1,170,000
1.3	3rd Training Phase (Nov. 2008)			
	Allowance of the Counterpart		1,290,000	1,290,000
	<b>Sut-Total</b>	<b>780,000</b>	<b>2,460,000</b>	<b>3,240,000</b>
2	Cost for Monitoring Survey			
2.1	1st Monitoring Visit (Sep.-Oct. 2008)			
	Allowance of the Counterpart		595,000	595,000
2.2	2nd Mointoring Visit (Jan. 2009)			
	Allowance of the Counterpart		690,000	690,000
	<b>Sut-Total</b>	<b>0</b>	<b>1,285,000</b>	<b>1,285,000</b>
3	Cost to Organize JCC Meetings			
3.1	1st JCC Meeting (Sep. 2007)			
	Allowance of the Counterpart (RWA, BWO)	1,038,000		1,038,000
3.2	2nd JCC Meeting (Mar. 2008)			
	Allowance of the Counterpart (RWA, BWO)	1,464,500		1,464,500
3.3	3rd JCC Meeting (Oct. 2008)			
	Allowance of the Counterpart (RWA, BWO)		661,000	661,000
	<b>Sut-Total</b>	<b>2,502,500</b>	<b>661,000</b>	<b>3,163,500</b>
4	Costs to Organize RUWASA-CAD Seminar (Feb. 2009)			
4.1	Allowance of the Counterpart		120,000	120,000
4.2	Allowance of the participants from RS/LGA/BWO		13,136,000	13,136,000
4.3	Transport of the participants		17,006,000	17,006,000
	<b>Sut-Total</b>	<b>0</b>	<b>30,262,000</b>	<b>30,262,000</b>
5	Electricity, Telephone, Water for the Project Office			
5.1	Electricity	1,499,400	2,142,000	3,641,400
5.2	Telephone			0
5.3	Water	21,000	30,000	51,000
	<b>Sub-Total</b>	<b>1,520,400</b>	<b>2,172,000</b>	<b>3,692,400</b>
6	Others	0	0	0
	<b>Sub-Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total</b>	<b>4,802,900</b>	<b>36,840,000</b>	<b>41,642,900</b>

Annex 10: Capacity Development Programme of the Project



Commencement of New Phase for Next 10 Villages



## Annex 11: Conceptual Diagram of the Project

