

RURAL WATER SUPPLY DIVISION (RWSD)
MINISTRY OF WATER (MoW)
THE UNITED REPUBLIC OF TANZANIA

THE RURAL WATER SUPPLY AND SANITATION
CAPACITY DEVELOPMENT (RUWASA-CAD)
PROJECT PHASE 2
IN THE UNITED REPUBLIC OF TANZANIA

FINAL REPORT

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EARTH SYSTEM SCIENCE CO., LTD.
KOKUSAI KOGYO CO., LTD.
JAPAN TECHNO CO., LTD.

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TABLE OF CONTENTS

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS

	Page:
1 Introduction	1-1
1.1 Background of the Project	1-1
1.1.1 Water Sector Development Programme (WSDP) in Tanzania.....	1-1
1.1.2 Rural Water Supply and Sanitation Capacity Development (RUWASA-CAD) Project	1-1
1.2 Purpose of the Project.....	1-2
1.3 Project Area	1-3
1.4 Persons Concerned by the Project	1-3
1.4.1 Project Director and Manager.....	1-3
1.4.2 Tanzanian Side.....	1-3
1.4.3 Japanese Experts	1-4
1.5 Project Design Matrix (PDM) and Plan of Operation (PO)	1-5
1.5.1 Set-up of PDM ₁ and PO ₁	1-5
1.5.2 Review of PDM ₁ and PO ₁ to PDM ₂ and PO ₂	1-5
1.5.3 Review of PDM ₂ and PO ₂ to PDM ₃ and PO ₃	1-5
 2 Project Contents and Input.....	 2-1
2.1 Work Flow of the Project	2-1
2.2 Contents of the Work and Activities	2-3
2.2.1 1 st Year of the Project (September 2011 – June 2012)	2-3
2.2.2 2 nd Year of the Project (September 2012 - June 2013)	2-6
2.2.3 3 rd Year of the Project (July 2014 - May 2015).....	2-8
2.3 Project Input	2-10
2.3.1 Input from Japanese Side	2-10
2.3.2 Japanese Expert.....	2-10
2.3.3 Procurement of Equipment	2-11
2.3.4 Counterpart Training in Japan	2-12
2.3.5 Local Project Cost.....	2-12
2.3.6 Participation of Counterpart Personnel.....	2-13
2.3.7 JCC Meetings, Workshop and Training	2-14

3	Activities for Overall Project	3-1
3.1	Baseline Survey	3-1
3.1.1	Methodology and Schedule	3-1
3.1.2	Result of Baseline Survey	3-2
3.2	Counterpart Training in Japan	3-5
3.2.1	Outline of Training	3-5
3.2.2	Result of Training	3-7
3.3	Participation in Sector Dialogue of WSDP	3-8
4	Output 1: Improvement of PIM and Acknowledgement among IAs of RWSP	4-1
4.1	Activities Carried Out for Output 1	4-1
4.1.1	1 st Year of the Project (September 2011 to June 2012)	4-1
4.1.2	2 nd Year of the Project (September 2012 to June 2013)	4-2
4.1.3	3 rd Year of the Project (July 2014 to April 2015)	4-3
4.2	Improvement of RUWASA-CAD Training Package	4-3
4.2.1	Study on Training Significance in Target Organizations in Phase 1 ..	4-3
4.2.2	Review of RUWASA-CAD Training Package	4-10
4.3	Incorporation of RUWASA-CAD Training Package into PIM	4-11
4.3.1	Workshops for Dissemination of RUWASA-CAD Training Package and CD Consultation by RWSD/MoW	4-11
4.3.2	Facilitation for Use of RUWASA-CAD Training Packages as Main Tool for Training Plan	4-12
4.3.3	Study on PIM Utilization by IAs	4-13
4.4	Development of Complementary Training Material	4-27
4.4.1	Work for Development of Complementary Training Material	4-27
4.4.2	Analysis of Regional Characteristics for Zoning	4-27
4.4.3	Selection of Pilot Areas	4-31
4.4.4	Preparation of Complementary Training Material	4-32
4.5	Improvement of PIM and Acknowledgement among IAs of RWSP ..	4-39
4.5.1	Examination of Contents in Existing PIM Annexes	4-39
4.5.2	PIM Workshop for Creating Consensus among Stakeholders	4-40
4.5.3	PIM Improvement and Translation Works by Local Consultants ...	4-42
4.5.4	Establishment of Database of Improved PIM Annexes	4-43
4.5.5	PIM Management Structure	4-49
4.5.6	Dissemination Seminar on Improved PIM Annexes	4-51
5	Output 2: Development of CD Implementation Guideline and Acknowledgement among IAs of RWSP	5-1
5.1	Activities Carried Out for Output 2	5-1
5.1.1	Work in Tanzania I (September 2011 to June 2012)	5-1
5.1.2	Work in Tanzania II (September 2012 to June 2013)	5-1

5.1.3	Work in Tanzania III (July 2014 to April 2015).....	5-2
5.2	Training Resources Inventory (Nationwide)	5-2
5.2.1	Background of Existing Inventory of Training Resources (Phase I). 5-2	
5.2.2	Rational for Preparation of Training Resources Inventory (Nationwide)	5-3
5.2.3	Discussion on Establishment of Training Resources Inventory (Nationwide)	5-4
5.2.4	Development of Training Resources Inventory (Nationwide)	5-4
5.2.5	Adaption of Training Resources Inventory (Nationwide) in PIM Annex	5-5
5.3	Study of Training Plan Prepared by CWSTs and RWSTs	5-5
5.3.1	Background of CD Plans	5-5
5.3.2	Collection of CD Plans	5-5
5.3.3	Results of Study on Training Plans.....	5-6
5.4	Preparation of Training Consultation Manual	5-10
5.4.1	Importance of Training Consultation Manual	5-10
5.4.2	References for Preparation.....	5-10
5.4.3	Composition of Contents in Training Consultation Manual.....	5-11
5.4.4	Adaption of Training Consultation Manual in PIM Annex	5-11
5.5	Revision of CD Plans	5-12
5.5.1	Background and Purpose	5-12
5.5.2	Observation of Existing CD Plans	5-12
5.5.3	Revision Approach	5-12
5.5.4	Target Organization and Schedule of Revision	5-14
5.5.5	Result of Revision.....	5-14
5.6	Development of CD Implementation Guideline and Acknowledgement among IAs of RWSP	5-17
5.6.1	Participation and Coordination of Work in CD Sub-group	5-17
5.6.2	Situation Analysis on CD Implementation under WSDP	5-19
5.6.3	Preparation of Draft CD Implementation Guideline.....	5-23
5.6.4	Presentation and Approval of CD Implementation in WSDP Dialogue	5-23
5.6.5	Dissemination Seminar on CD Implementation Guideline	5-23
6	Output 3: Verification of CD Support System of CD through ToT Training with CD Implementation Guideline and Improved PIM Annex	6-1
6.1	Activities Carried Out for Output 3	6-1
6.1.1	Work in Tanzania I (September 2011 to June 2012)	6-1
6.1.2	Work in Tanzania II (September 2012 to June 2013).....	6-1
6.1.3	Work in Tanzania III (July 2014 to April 2015).....	6-2
6.2	Consultation for CWSTs, RWSTs and BWOs on Training Plans.....	6-2
6.2.1	Pilot Area Meeting	6-2
6.2.2	National Workshop	6-5

6.3	Implementation of RUWASA-CAD Training.....	6-6
6.3.1	RUWASA-CAD Training Schedule Planning.....	6-6
6.3.2	Implementation of Training for CWSTs.....	6-8
6.3.3	Training Programme for RWSTs.....	6-23
6.4	Assistance to CWSTs on Monitoring of O&M in Communities.....	6-28
6.4.1	Objective of Assistance	6-29
6.4.2	Methodology of Implementation	6-30
6.4.3	Progress of Activities.....	6-31
6.4.4	Achievement of Assistance and Contribution to Output 3	6-33
6.5	Verification of CD Support System.....	6-33
6.5.1	Formulation of ToT Training Plan and Curriculum for RWSTs	6-33
6.5.2	Implementation of ToT Training	6-35
6.5.3	Verification of CD Support System.....	6-37
7	Status of Achievement	7-1
7.1	Achievement of Outputs.....	7-1
7.1.1	For Output 1: Improvement of PIM and Acknowledgement among IAs of RWSP	7-1
7.1.2	For Output 2: Development of CD Implementation Guideline and Acknowledgement among IAs of RWSP	7-2
7.1.3	For Output 3: Verification of CD Supporting System of CD through ToT Training with CD Implementation Guideline and Improved PIM Annex.....	7-3
7.2	Achievement of Project Purpose	7-4
7.2.1	Status and Perspective of Achievement of Indicators	7-4
7.2.2	Status and Perspective of Achievement of Project Purpose	7-6
8	Result and Recommendation	8-1
8.1	Result of the Project	8-1
8.2	Measures Taken Based on Recommendation from Terminal Evaluation ..	8-1
8.2.1	Measures to be Implemented before the Termination	8-3
8.2.2	Measures to be Taken for the Post Project	8-4
8.3	Recommendation	8-4
8.3.1	Operation of PIM Management	8-5
8.3.2	Mainstreaming of CD in WSDP Phase 2.....	8-5
8.4	Lessons Learned	8-5

LIST OF TABLES

	Page:
Table 1-1: Project Design Matrix (PDM) version 3.1	1-7
Table 1-2: Plan of Operation (PO) version 3.1	1-9
 Table 2-1: Actual Performance Taken by the Japanese Experts	 2-11
Table 2-2: List of Procured Equipment by the Project	2-12
Table 2-3: Local Project Cost Born by Japanese Side	2-13
 Table 3-1: Contents of Baseline Survey	 3-1
Table 3-2: List of Pilot and Control Organizations	3-1
Table 3-3: Capacity Gaps in Pilot CWSTs	3-3
Table 3-4: Capacity Gaps in Pilot RWSTs	3-4
Table 3-5: List of Participants for Technical Training in Japan	3-5
Table 3-6: Contents of Technical Training in Japan	3-5
Table 3-7: Schedule of Technical Training in Japan	3-6
Table 3-8: Summary of WSDP Dialogue Meetings	3-8
 Table 4-1: Activities for Output 1 in 1 st Year of the Project	 4-1
Table 4-2: Activities for Output 1 (former Output 2) in 1 st Year of the Project	4-2
Table 4-3: Activities for Output 1 in 2 nd Year of the Project	4-2
Table 4-4: Activities for Output 1 (former Output 2) in 2 nd Year of the Project	4-3
Table 4-5: Activities for Output 1 in 3 rd Year of the Project	4-3
Table 4-6: Summary of Interview Schedule	4-4
Table 4-7: Perspectives of Assessment	4-4
Table 4-8: Behavior Changes Observed in 2009/10 (CWST)	4-6
Table 4-9: Behavior Changes Observed in 2011/12 (CWST)	4-7
Table 4-10: Recommendations from Interviewees (CWST)	4-8
Table 4-11: Behavior Changes Observed in 2009/10 (BWO)	4-8
Table 4-12: Behavior Changes Observed in 2011/12 (BWO)	4-8
Table 4-13: Recommendations from Interviewees (BWO)	4-9
Table 4-14: Behavior Changes Observed in 2009/10 (RWST)	4-9
Table 4-15: Behavior Changes Observed in 2011/12 (RWST)	4-10
Table 4-16: Recommendations from Interviewees (RWST)	4-10
Table 4-17: Outline of RUWASA-CAD Workshop	4-12
Table 4-18: List of PIM Volumes and Annexes	4-14
Table 4-19: Target Organizations on the Study	4-15
Table 4-20: Study Period and Region	4-15
Table 4-21: Focal Points of the Study	4-16
Table 4-22: Study Period and IAs	4-16
Table 4-23: Status of PIM Possession for Office Use	4-18
Table 4-24: Status of PIM Possession for Personal Use	4-18
Table 4-25: Demanded Area of Technical Information	4-23
Table 4-26: Demand for the Future PIM Annexes on Administrative Aspect	4-24
Table 4-27: Items of Regional Characteristics for Zoning	4-28
Table 4-28: Summary of the Collected Data	4-28
Table 4-29: Socio-economic Condition of each Region	4-31
Table 4-30: Criteria for Selection of the pilot LGAs	4-31
Table 4-31: List of the pilot and the control Areas in Phase 2	4-32

Table 4-32: Outline of Complimentary Materials	4-33
Table 4-33: Concepts of Revision and Updating of Complementary Material	4-36
Table 4-34: Composition of introduction part for complementary training material..	4-38
Table 4-35: No. of Identified Administrative Activities and Availability of Contents	4-40
Table 4-36: Draft of Improvement/Revision Purposes and Principles.....	4-40
Table 4-37: Identified Most Difficult Processes in WSDP	4-41
Table 4-38: Outline of Terms of Reference (Revision of PIM annex).....	4-42
Table 4-39: Outline of Terms of Reference (Translation of PIM Annex)	4-43
Table 4-40: Contents of the Administrative and Technical Sheets	4-44
Table 4-41: PIM Annex Database Development Tools	4-44
Table 4-42: Contents of the Tables in the Database.....	4-45
Table 4-43: Comments and Suggestions on PIM Annex during Public Hearing.....	4-49
Table 4-44: Responsibilities of Update/Revision.....	4-50
Table 4-45: Approach for Update/ Revision	4-50
Table 4-46: Outline of Dissemination Seminar.....	4-52

Table 5-1: Activities for Output 2 (former Output 3) in the Work in Tanzania I	5-1
Table 5-2: Activities for Output 2 (former Output 3) in the Work in Tanzania II	5-2
Table 5-3: Activities for Output 2 in the Work in Tanzania III	5-2
Table 5-4: List of Training Resources (Phase 1).....	5-3
Table 5-5: Number of Identified Service Providers	5-4
Table 5-6: CD Plans Collected from Pilot Areas	5-6
Table 5-7: Category of Training Contents.....	5-6
Table 5-8: Budgets in Categories for LGAs (1)	5-7
Table 5-9: Budgets in Categories for LGAs (2)	5-7
Table 5-10: Budgets in Categories for RSs	5-8
Table 5-11: General Observations on CD Plans.....	5-9
Table 5-12: Key Points in Training Consultation.....	5-10
Table 5-13: References for Preparation.....	5-11
Table 5-14: Revised CD Approach	5-13
Table 5-15: Target Organizations and Schedule	5-14
Table 5-16: Progress of Revision Work	5-15
Table 5-17: Number of Low Budget Activities.....	5-16
Table 5-18: Number of Participants in RUWASA-CAD Workshop	5-17
Table 5-19: Situation of CD Implementation for WSDP	5-19
Table 5-20: Situation of CD Implementation for RWSP	5-20
Table 5-21: Questions and Responses in the Seminar.....	5-24

Table 6-1: Activities for Output 3 (former Output 4) in the Work in Tanzania I	6-1
Table 6-2: Activities for Output 3 (former Output 4) in the Work in Tanzania II	6-1
Table 6-3: Activities for Output 3 in the Work in Tanzania III	6-2
Table 6-4: Topics and Targets Person in the Pilot Area meeting.....	6-2
Table 6-5: Summary of the Agenda in the Pilot Area meetings.....	6-3
Table 6-6: Outline of RUWASA-CAD Workshop	6-6
Table 6-7: Schedule of RUWASA-CAD 4 th and 5 th Training Phases.....	6-7
Table 6-8: Schedule of RUWASA-CAD 1 st and 2 nd Training Phases.....	6-7
Table 6-9: Training Programme for CWST	6-8
Table 6-10: Outline of Training Curriculum for CWST	6-10
Table 6-11: Outline of Training Introduction and 4 th Training Phase Component 1 in Mwanza	6-12

Table 6-12: Evaluation on Training Introduction and 4 th Training Phase Component 1 in Mwanza	6-12
Table 6-13: Outline of Training Introduction and 4 th Training Phase Component 1 in Singida	6-13
Table 6-14: Evaluation on Training Introduction and 4 th Training Phase Component 1 in Singida	6-13
Table 6-15: Outline of Training Introduction and 4 th Training Phase Component 1 in Tabora	6-14
Table 6-16: Evaluation on Training Introduction and 4 th Training Phase Component 1 in Tabora	6-14
Table 6-17: Outline of 4 th Training Phase Component 2 in Mwanza.....	6-15
Table 6-18: Evaluation on 4 th Training Phase Component 2 in Mwanza.....	6-15
Table 6-19: Outline of 4 th Training Phase Component 2 in Singida	6-16
Table 6-20: Evaluation on 4 th Training Phase Component 2 in Singida	6-16
Table 6-21: Outline of 4 th Training Phase Component 2 in Tabora	6-17
Table 6-22: Evaluation on 4 th Training Phase Component 2 in Tabora	6-17
Table 6-23: Outline of Training 5 th Phase in Mwanza	6-18
Table 6-24: Evaluation on 5 th Training Phase in Mwanza	6-18
Table 6-25: Outline of 5 th Training Phase in Singida.....	6-18
Table 6-26: Evaluation on 5 th Training Phase in Singida.....	6-19
Table 6-27: Outline of 5 th Training Phase for CWST in Tabora.....	6-19
Table 6-28: Evaluation on 5 th Training Phase in Tabora.....	6-20
Table 6-29: Outline of 1 st Training Phase for CWSTs	6-20
Table 6-30: Evaluation on 1 st Training Phase for CWSTs	6-21
Table 6-31: Outline of 2 nd Training Phase Component 1 for CWSTs	6-21
Table 6-32: Evaluation on 2 nd Training Phase Component 1 for CWSTs	6-21
Table 6-33: Outline of 2 nd Training Phase Component 2 for CWSTs	6-22
Table 6-34: Evaluation on 2 nd Training Phase Component 2 for CWSTs	6-22
Table 6-35: Training Programme for RWSTs.....	6-23
Table 6-36: Outline of Training Curriculum for RWSTs.....	6-25
Table 6-37: Outline of Training Introduction and 4 th Training Phase for RWSTs	6-26
Table 6-38: Evaluation on the Training Introduction and 4 th Training Phase for RWSTs	6-26
Table 6-39: Outline of 5 th Training Phase for RWSTs.....	6-27
Table 6-40: Evaluation on 5 th Training Phase for RWST	6-27
Table 6-41: Outline of 2 nd Training Phase Component 1 for RWSTs	6-28
Table 6-42: Evaluation on 2 nd Training Phase 2 Component 1 for RWST	6-28
Table 6-43: List of Target Areas of the Project.....	6-30
Table 6-44: COWSO M&E Support Procedure	6-31
Table 6-45: Status of Preparation of COWSO Registration Documents	6-32
Table 6-46: Status of Submission of Monthly Monitoring Report.....	6-32
Table 6-47: ToT Plan.....	6-34
Table 6-48: Outline of 1 st ToT.....	6-35
Table 6-49: Outline of 2 nd ToT.....	6-36
Table 7-1: Summary of Achievement for Outputs and Project Purpose	7-7
Table 8-1: Summary of Recommendations from the Terminal Evaluation Team	8-2

LIST OF FIGURES

	Page:
Figure 1-1: Outputs of the Project	1-3
Figure 1-2: Project Area	1-3
Figure 2-1: Flow Chart of the Work During 1 st to 2 nd Year of the Project.....	2-2
Figure 4-1: Level of Possession of PIM Documents for Office Use.....	4-18
Figure 4-2 Level of Possession of PIM Documents for Personal Use	4-19
Figure 4-3 Status of PIM Utilization	4-19
Figure 4-4 Reasons of Unavailability of PIM	4-20
Figure 4-5 Perception on Volume of PIM Document	4-20
Figure 4-6 Perception on Coverage of PIM Document	4-21
Figure 4-7 Preference of Media Style.....	4-21
Figure 4-8 Perception on Consistency of Format.....	4-22
Figure 4-9 Appropriateness of Language used in PIM Document.....	4-23
Figure 4-10: Factors Controlling PIM Possession / Utilization	4-26
Figure 4-11: Geology of Tanzania.....	4-29
Figure 4-12: Water Quality (Fluoride)	4-30
Figure 4-13: Target Areas of Phase 1 and Phase 2.....	4-33
Figure 4-14: Flowchart of the water supply plan and necessity part of each chapter .	4-37
Figure 4-15: Structure of Database.....	4-46
Figure 4-16: Coding Attribution Rule	4-47
Figure 4-17: Operation Flow for PIM Annex.....	4-48
Figure 4-18: Schematic Structure of PIM Management.....	4-51
Figure 5-1: Composition of Training Contents in LGAs	5-8
Figure 5-2: Total Budgetary Composition of LGAs	5-9
Figure 5-3: Composition of Training Contents in RSs.....	5-9
Figure 5-4: Excellence Model	5-13
Figure 5-5: Proposed Framework of CD Mainstreaming.....	5-18
Figure 6-1: M&E Mechanism on O&M Status	6-30

ANNEXES

Annex 1

PDM and PO.....	A1-1
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Annex 2

Minute of Meeting for JCC Meetings	A2-1
--	------

Annex 3

New Structure and Contents of PIM Annexes	A3-1
---	------

Annex 4

Attribution of coding	A4-1
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Annex 5

Directories of ID	A5-1
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Annex 6

Training Curriculum (ToT)	A6-1
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Annex 7

Statement Letter for PIM Authorization and Enforcement of Official Use Under WSDP	A7-1
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Annex 8

List of Collected Documents During the Project	A8-1
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ABBREVIATIONS

BRN	Big Result Now
BWB	Basin Water Board
BWO	Basin Water Office
CBO	Community Based Organization
CB&T	Capacity Building and Training
CCDO	Council Community Development Officer
CD	Capacity Development
CMS	Community Management Support
COWSO	Community Owned Water Supply Organization
CP	Counterpart
CPLO	Council Planning Officer
CSO	Civil Society Organization
CWST	Council Water and Sanitation Team
DAHR	Division Administration Human Resources
DC	District Council
DCDO	District Community Development Officer
DDCA	Drilling and Dam Construction Agency
DEO	District Education Officer
DHO	District Health Officer
DOM	District Operation Manual
DP	Development Partner
DPG-W	Development Partner Group – Water
DPLO	District Planning Officer
DRA	Demand-Responsive Approach
DPLO	District Planning Officer
DSM	Dar es Salaam
DT	District Treasurer
DWE	District Water Engineers
DWSP	District Water Supply and Sanitation Plan
EWURA	Energy and Water Utilities Regulatory Authority
FMP	Facility and Management Plan
FSP	Facilitation Service Provider
GIS	Geographical Information System
GIZ	the Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
HG	Hydrogeologist
HP	Homepage
IA	Implementing Agency
ICT	Information and Communications Technology Unit
IDB	Internal Drainage Basin
ID&CB	Institutional Development & Capacity Buildings
JCC	Joint Coordination Committee
JICA	Japan International Cooperation Agency
JSM	Joint Supervision Mission
JWSR	Joint Water Sector Review
LGA	Local Government Agency
MC	Municipal Council
MDA	Ministry, Department and Agency
M&E	Monitoring and Evaluation
MoEVT	Ministry of Education and Vocational Training
MoHSW	Ministry of Health and Social Welfare
MoU	Memorandum of Understanding
MoW	Ministry of Water
NAWAPO	National Water Policy
NGO	Non-Governmental Organization
NRWSSP	National Rural Water Supply and Sanitation Programme
NSGRP	National Strategy for Growth and Reduction of Poverty

NWB	National Water Board
NWSDS	National Water Sector Development Strategy
O&M	Operation and Maintenance
PCU	Project Coordination Unit
PDM	Project Design Matrix
PIM	Programme Implementation Manual
PMC	Programme Management Consultant
PMO-RALG	Prime Minister's Office Regional Administration and Local Government
PO	Plan of Operation
POM	Project Operation Manual
PPP	Public-Private Partnership
PPRA	Public Procurement Regulatory Agency
RCDO	Regional Community Development Officer
REO	Regional Education Officer
RHO	Regional Health Officer
RPLO	Regional Planning Officer
RS	Regional Secretariat
RUWASA-CAD	Rural Water Supply and Sanitation Capacity Development
RWA	Regional Water Advisor
RWSD	Rural Water Supply Division
RWSP	Water Supply and Sanitation Plan
RWST	Regional Water Sanitation Team
RWSS	Rural Water Supply and Sanitation
RWSSP	Rural Water Supply and Sanitation Programme
SC	Steering Committee
SWAp	Sector Wide Approach to Planning
TC	Town Council
ToT	Training of Trainers
Tsh	Tanzania Shilling
TSP	Technical Service Provider
TWG	Technical Working Group
UWSA	Urban Water Supply and Sewerage Authority
UWSD	Urban Water Supply Division
SNV	Stichting Nederlandse Vrijwilligers (Netherlands Development Organization)
UWSS	Urban Water Supply and Sewerage
WAHECO	Water, Health and Community Development
WATSAN	Water and Sanitation Committee
WDMI	Water Development and Management Institute
WEO	Ward Executive Officer
WRD	Water Resources Division
WRM	Water Resources Management
WSDP	Water Sector Development Programme
WSSA	Water Supply and Sanitation Authority
WSWG	Water Sector Working Group
WT	Water Technician
WUA	Water User Association

Remarks

- 1: In this report, a term “PIM Annex” is used consistently with PDM although it has been officially altered to be “PIM Processes”.
- 2: Similarly, a term “Regional Water Advisor” is used instead of “Assistant Administrative Secretary for Water” because of its popularity.

1 Introduction

1.1 Background of the Project

1.1.1 Water Sector Development Programme (WSDP) in Tanzania

The Government of the United Republic of Tanzania (hereinafter referred to as “the Government of Tanzania”), sets the development of rural water supply as direct strategy for the poverty reduction, and makes a political target by revised National Water Policy (NAWAPO, 2002), and National Strategy for Growth and Reduction of Poverty (NSGRP, 2005 - 2010).

According to the Policy, the government target is for “every person should get water within 400 meters distance by 2025”. Furthermore, as a reform of the operation system of the water supply projects, the measures consisting 1) community-owned management of the scheme, 2) participation of private sector organizations for the operation and maintenance of the scheme, 3) integrate water supply into the strategy for national hygiene promotion, 4) strengthening decentralized planning, project implementation and management through local government are promoting. Under the policy, the Ministry of Water (MoW) has been trying the strengthening of the implementing system of water supply services.

Based on the Policy, MoW has finalized preparation of the National Water Sector Development Strategy (NWSDS), for implementing National Water Policy and National Strategy for Growth and Reduction of Poverty (2003). Following preparation of the Strategy, 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.

1.1.2 Rural Water Supply and Sanitation Capacity Development (RUWASA-CAD) Project

Under WSDP, the government has started the characterization on their rights of administrative services for water supply to the district level. The capacity building and training, therefore, is an important component of this new approach. Under such circumstance, the Government of Tanzania requested the Government of Japan to implement the technical cooperation project, in order to strengthen the capacities and system for implementation, operation and maintenance of the rural water supply in the target districts.

In response to the request of the Government of Tanzania for the technical cooperation of the Rural Water Supply and Sanitation Capacity Development (RUWASA-CAD Phase-1) Project, the Government of Japan decided to conduct the Project in accordance with the Minutes of Meeting and the Record of Discussion agreed upon between MoW and Ministry of Finance, and Japan International Cooperation Agency (JICA), the government agency which is responsible for the implementation of the technical cooperation programs of the Government of Japan.

The project commenced in September 2007, with the purpose of the “enhancement the capacities of the target Districts providing RWSS (Rural Water Supply and Sanitation) services for rural community”. The project activities were executed for the project area of 22 Local Government Authorities (LGAs) of Dar es Salaam, Coast, Lindi and Mtwara

Regions. Accordingly, the project was completed on July 2010 with the achievement of the project purpose.

Based on the successful completion of the project, MoW indicate their intention to enhance the capacities of the institutions concerned (MoW, Regions, Districts and Basin Water Offices) at nationwide. The target regions of the Phase 1 Project are situated in coastal plain area where the groundwater development is relatively easy. In Tanzania however, since the natural and socioeconomic conditions differ by the regions, feasible training system appropriate for each regional characteristic should be provided. Based on this situation, the Government of Tanzania requested to the continuous support from Government of Japan, as the RUWASA-CAD Phase 2.

However, through the mid-term review of the RUWASA-CAD Phase 2, which was held in January 2013, it was revealed that any CD training was not implemented and budget for CD implementation was used for the construction of water supply facilities other than implementations of training and other CD activities. The mid-term report pointed the difficulty of training implementation as planned in the PDM of the RUWASA-CAD Phase 2. Based on this recognition, the RUWASA-CAD Phase 2 was suspended in July 2013. In June 2014, JICA engaged in the redesigning PDM, which was changed components of the Project to be suitable and directly beneficial for the situation of WSDP, and consequently PDM₂ to PDM₃ for the 3rd year of the Project based on to be commenced in July 2014.

The purpose of the RUWASA-CAD Phase 2 in PDM₃ is “The system of supporting IA’s Capacity Development is enhanced for proper implementation of RWSSP”. This focuses on the improvement of the system of CD implementation rather than the dissemination of the training system models developed in the RUWASA-CAD Phase 1 and encompassed in the project purpose of PDM₂.

The Phase 2 Project commenced in August 2011, and ended in May 2015. This is the Final Report which discusses about achievement of the outputs by the activities taken during the Phase 2 Project.

1.2 Purpose of the Project

The purpose of the Project is to enhance “the system of supporting IA’s Capacity Development is enhanced for proper implementation of Rural Water Supply and Sanitation Project (RWSSP)”. The overall goal and the Outputs of the Project are described below. The relationship among each Output of the project purpose is shown in **Figure 1-1**. Each activity and the Output are closely related.

<Overall Goal>

The capacity of Implementing Agencies (IA’s) to implement RWSSP is strengthened

<Outputs>

Output 1: The existing Programme Implementation Manual (PIM) Annexes for RWSSP are improved and acknowledged among IAs of RWSSP

Output 2: The Capacity Development (CD) Implementation Guideline for RWSSP is authorized and acknowledged among IAs

Output 3: The supporting system of CD is verified through ToT training with the CD Implementation Guideline and PIM

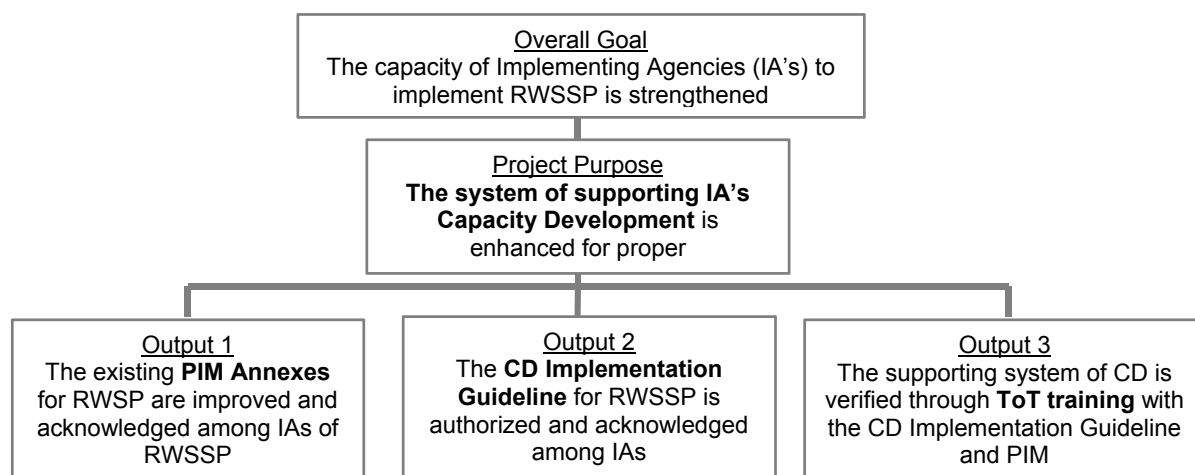


Figure 1-1: Outputs of the Project

1.3 Project Area

The target area of the Project is across the mainland of Tanzania. The activities during 1st and 2nd year of the Project were conducted mainly in the pilot area which includes three (3) Regions (Tabora, Singida and Mwanza) and six (6) LGAs (Sikonge, Uyui, Singida, Manyoni, Kwimba and Sengerema Districts). The Project Area is shown in **Figure 1-2**.

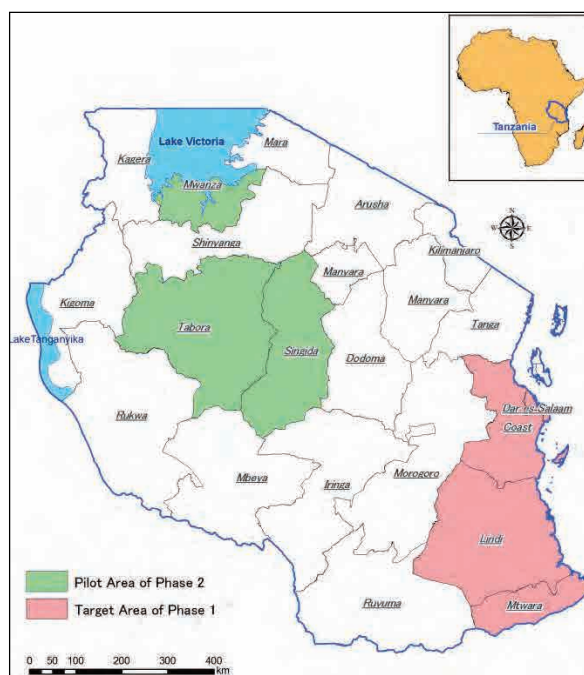


Figure 1-2: Project Area

1.4 Persons Concerned by the Project

1.4.1 Project Director and Manager

The Project Director and Manager are as follows.

- Project Director: Permanent Secretary of Ministry of Water (MoW)

- Project Manager: Director of the Rural Water Supply Division (DRWS), MoW

1.4.2 Tanzanian Side

The counterpart personnel of the Tanzanian side are composed of the following members

1) MINISTRY OF WATER (MoW)

- Director of Policy and Planning Division
- Director of Water Resources Division
- Director of Administration and Human Resources Management Division
- Assistant Director of Community Management Support Section, Rural Water Supply Division
- Officers from the Community Management Support Section, Rural Water Supply Division
- Officers from the Administration and Human Resources Management Division
- Officers from the Policy and Planning Division
- Officers from the Water Resources Division
- Officers from Rural Water Supply Division

2) REGIONS

- Regional Water Advisor (RWA) of Tabora Region
- Regional Water Advisor (RWA) of Singida Region
- Regional Water Advisor (RWA) of Mwanza Region

3) LGAs

- Officers of CWST from Sikonge District
- Officers of CWST from Uyui District
- Officers of CWST from Singida District
- Officers of CWST from Manyoni District
- Officers of CWST from Kwimba District
- Officers of CWST from Sengerema District

1.4.3 Japanese Experts

The JICA Expert Team is composed of the following members.

Dr. Yuichi HATA	: Chief Advisor / Community Water Supply (3 rd year of the Project)
Mr. Yasumasa YAMASAKI, PE	: Rural Water Supply Project Implementation (3 rd year of the Project)
	: Chief Advisor / Community Water Supply (2 nd year of the Project)
Mr. Kazuyuki SUENAGA, PE	: Chief Advisor / Community Water Supply (1 st year of the Project)

Mr. Masao UEMATSU	: Water Supply Planning • Groundwater Development / PIM Database (3 rd year of the Project)
Mr. Tomohiro KATO, MSc	: Deputy Chief Advisor / Institutional Capacity Development
Mr. Toshifumi ANDO, MSc	: Operation and Maintenance of Water -supplying Facility
Mr. Takashi SAITO, MSc	: Hydrogeology
Ms. Chiaki TAMEKAWA, MSc	: Training Material Improvement
Ms. Aya KADOKAMI, MSc	: Operation and Maintenance of Water Supply Facility (3 rd year of the Project)
	: Facilitation of Rural Water Supply and Sanitation (2 nd year of the Project)

1.5 Project Design Matrix (PDM) and Plan of Operation (PO)

1.5.1 Set-up of PDM₁ and PO₁

The first version of PDM, namely PDM₁ and PO₁ were set during the period of the JICA preparatory study mission and signed with Minute of Meeting between Japanese Preparatory Study Team and MoW on 23rd May 2011. Both Japanese and Tanzanian sides agreed to use the PDM as a tool for monitoring, evaluation and management of the activities of the Project. Accordingly the Project was commenced from September 2012 with PDM₁ and PO₁.

PDM₁ and PO₁ are shown in *Annex I*.

1.5.2 Review of PDM₁ and PO₁ to PDM₂ and PO₂

Having an opportunity to receive the mid-term evaluation mission, PDM₁ and PO₁ were thoroughly examined based on the consideration of the present situation of the Project. At the end of the mid-term evaluation mission, the 3rd JCC meeting was held and the mission team left the recommendation on the revision of PDM₁. Based on this recommendation, the Project was discussed the revision with stakeholders and PDM₂ and PO₂ were approved officially by 4th JCC meeting to be held in 5th of March 2013.

PDM₂ and PO₂ are shown in *Annex I*.

1.5.3 Review of PDM₂ and PO₂ to PDM₃ and PO₃

Through the mid-term review of the Phase 2 held in January 2013, it was found that CD trainings were not implemented as originally expected because CD plans were not accessible from the perspective both contents and financial feasibility. The review mission found out that the Project Purpose of the original PDM was not achievable because of the reasons mentioned above. However, the Project could not find any solution to overcome the obstacles until the end of 2nd year of the Project. Accordingly this situation led suspension of the 3rd year's Project activities. In April 2014, JICA dispatched a mission in order to rebuild the Project design, and finally the 3rd year of the Project Phase 2 based on the revised design (PDM version 3.0) commenced in July 2014.

PDM₃ and PO₃ are shown in *Annex I*.

The PDM and PO version 3.0 under the new project design were approved officially by 5th JCC meeting to be held in 11th of August 2013, without fill the blanks of rate of indicators of the Project Purpose and the Overall Goal. The meeting member of JCC agreed that the Project team will consider the appropriate rate of indicators during the course of project activities, and update the PDM accordingly.

After the two (2) months break of dispatch of Japanese Expert, on end of January 2015, the appropriate rate of indicators were discussed among the Project team, and update of the PDM by setting of the rate of indicator and revision of a few minor points and PDM and PO version 3.1 were proposed. The PDM_{3.1} and PO_{3.1} were approved officially by 6th JCC meeting to be held in 19th of February 2015.

The PDM_{3.1} and PO_{3.1} are shown in **Table 1.1** and **Table 1.2**, respectively.

Table 1-1: Project Design Matrix (PDM) version 3.1

Project Design Matrix (PDM3.1)

Project Title : Rural Water Supply and Sanitation Capacity Development Project II (RUWASA-CAD 2) in Tanzania

Project Period : August, 2011 - May, 2015

Target Group : **【Direct】** Staff of the Community Management Support Section of RWSD, MoW staff in charge for CD, Staff of DAHR, PCU and ICT, members of RWST in Tanzania, andPMO-RALG **【Indirect】** CWST, VWC/COWSO and water users in the pilot communities

Version : No. 3.1 Date : February 19, 2015

Narrative Summary	Indicators	Means of Verification	Important Assumptions
< Overall Goal > The capacity of Implementing Agencies (IA's) to implement RWSSP is strengthened.	1. The results of the questionnaire survey by AGM (Annual General Meeting) show that more than 80 % of IAs implement RWSP by referring improved PIM annex. 2. The CD support to IAs of RWSSP is provided to more than 80% of CD activities planned in line with regional scale CD implementation procedure stipulated CD implementation guideline.	1. Questionnaire survey by AGM (Annual General Meeting) 2. Water Sector Status Report	1. The policy and direction on the RWSSP are not drastically changed by the government of Tanzania. 2. The budget and personnel necessary for CD implementations are continuously allocated to RSs and LGAs by the government of Tanzania.
< Project Purpose > The system of supporting IA's Capacity Development is enhanced for proper implementation of RWSSP.	1. The improved PIM Annexes (RWSSP) are authorized by MoW for official use in WSDP. 2. The update method of the improved PIM Annexes (RWSSP) is formulated in TWG-2. 3. More than 80% of RWST, which participated in ToT training provided by the Project, formulates the annual CD plan for their LGAs in line with regional scale CD implementation procedure stipulated in CD implementation guideline.	1. Homepage of MoW 2. M/M of TWG-2 Meeting 3. Result of questionnaire survey upon the completion of the seminar	1. WSDP dialogue meetings are regularly held. 2. The policy and direction on CD (RWSD-RS-LGA) are not drastically changed by the government of Tanzania.
< Outputs > 1. The existing PIM Annexes for RWSSP are improved and acknowledged among IAs of RWSSP. 2. The CD Implementation Guideline for RWSSP is authorized and acknowledged among IAs. 3. The supporting system of CD is verified through ToT training with the CD Implementation Guideline and PIM.	1-1. The improved PIM is prepared. 1-2. The improved PIM becomes accessible to all IAs (RS: 25, LGA: 166) of RWSSP. 1-3. More than 80% of IAs of RWSSP (RS: 25, LGA: 166) participate in the dissemination seminar. 1-4. More than 80 % of participants from IAs of RWSSP in the dissemination seminar rate "Excellent" or "Good" on the contents of the improved PIM. 2-1. The draft CD Implementation Guideline is prepared. 2-2. The draft CD Implementation Guideline is authorized by MoW for official use in WSDP. 2-3. More than 80% of IAs of RWSSP (RS: 25, LGA: 166) participate in the dissemination seminar. 3-1. ToT training is conducted with participation from all RWST (25 RSs). 3-2. More than 80 % of participants for ToT training rate "Excellent" or "Good" on the contents of the training.	1-1. M/M of TGW-2 Meeting 1-2. Homepage of MoW 1-3. M/M of the dissemination seminar 1-4. M/M of the dissemination seminar 2-1. Report from CD sub-group 2-2. M/M of TWG-5 Meeting 2-3. M/M of the dissemination seminar 3-1. Report on ToT Training 3-2. Result of questionnaire survey upon the completion of the seminar	

Project Design Matrix (PDM3.1) (2/2)

< Activities >	< Inputs >	
<p>1-1. Conduct PIM utilization study for identifying factors controlling the use of PIM by the users and collecting the requirements as in the contents of PIM from users.</p> <p>1-2. Assess the contents of PIM from the technical points of view and identify the areas and focuses required for the improvement.</p> <p>1-3. Formulate the approach and methodology for improving PIM through the workshop with the participation of IAs.</p> <p>1-4. Draft the terms of reference (TOR) for improvement of PIM and finalize it in TWG-2.</p> <p>1-5. Identify the contents of the existing PIM and available documents still relevant to the current framework of the WSDP and restructure them for improving the contents of PIM.</p> <p>1-6. Prepare the annexes of PIM for RWSSP according to TOR.</p> <p>1-7. Translate the prepared PIM into Swahili according to TOR.</p> <p>1-8. Computerize all the prepared PIM as the PIM database.</p> <p>1-9. Finalize the preparation of PIM in TWG-2.</p> <p>1-10. Unveil computerized PIM on the homepage of MoW and conduct the public hearing on its readiness to the official commission.</p> <p>1-11. Revise contents of computerized PIM based on the comments/suggestions obtained from the public hearing.</p> <p>1-12. Conduct a seminar for disseminating the computerized PIM.</p>	<p>Japanese Side</p> <p>1. Experts (1st to 2nd years of the Project)</p> <ul style="list-style-type: none"> Chief Advisor/Community Water Supply Institutional Capacity Development Hydrogeology Operation and Maintenance of Water-supplying Facility Training Material Coordinator Facilitation of Rural Water Supply and Sanitation <p>(3rd year of the Project)</p> <ul style="list-style-type: none"> Chief Advisor/Community Water Supply Deputy Chief Advisor/ Institutional Capacity Development Water Supply Planning·Groundwater Development/PIM Database Rural Water Supply Project Implementation Operation and Maintenance of Water Supply Facility <p>2. Training of counterpart personnel in Japan and/or the Third Countries</p> <p>3. Provision of machinery and equipment</p> <p>4. Local expenses for the project activities which are not covered by Tanzania side</p> <ul style="list-style-type: none"> Expenses for workshops/seminar Teaching materials for training Others 	<p>Tanzanian side</p> <p>1. Personnel Project Director Project Manager Counterparts</p> <p>2. Provision of the project offices and facilities necessary for the project implementation</p> <p>3. Local expenses for the project activities - Running costs for project office and facilities such as electricity, water, etc.</p> <p>1. TWG-2 and TWG-5 are held timely as required.</p>
		<p>< Pre-Condition ></p> <p>1. Appointment of full time counterpart to the Project</p>

Table 1-2: Plan of Operation (PO) version 3.1

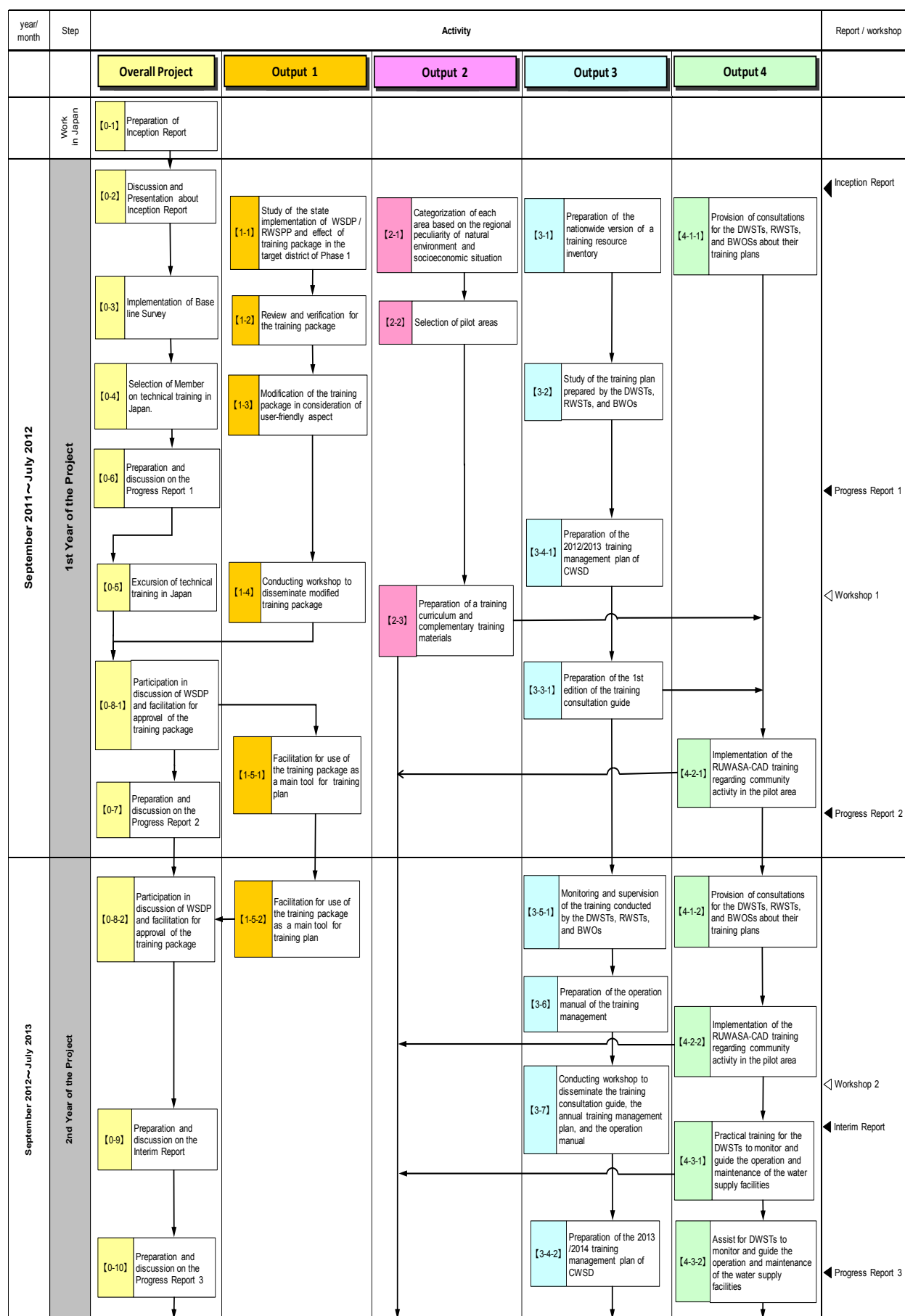
Plan of Operation (PO 3.1)																									
Project Period		2014												2015											
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr														
Activities																									
Preparation activities & General project work																									
Output 1																									
1-1	Conduct PIM utilization study for identifying factors controlling the use of PIM by the users and collecting the requirements as in the contents of PIM from users.																								
1-2	Assess the contents of PIM from the technical points of view and identify the areas and focuses required for the improvement.																								
1-3	Formulate the approach and methodology for improving PIM through the workshop with the participation of IAs.																								
1-4	Draft the terms of reference (TOR) for improvement of PIM and finalize it in TWG-2.																								
1-5	Identify the contents of the existing PIM and available documents still relevant to the current framework of the WSDP and restructure them for improving the contents of PIM.																								
1-6	Prepare the annexes of PIM for RWSP according to TOR.																								
1-7	Translate the prepared PIM into Swahili according to TOR.																								
1-8	Computerize all the prepared PIM as the PIM database.																								
1-9	Finalize the preparation of PIM in TWG-2.																								
1-10	Unveil computerized PIM on the homepage of MoW and conduct the public hearing on its readiness to the official commission.																								
1-11	Revise contents of computerized PIM based on the comments/suggestions obtained from the public hearing.																								
1-12	Conduct a seminar for disseminating the computerized PIM.																								
Output 2																									
2-1	Participate in CD sub-group of TWG-5 as a co-chair.																								
2-2	Assess the situation of CD implementation under WSDP and identify potential measures for its improvement.																								
2-3	Draft the approach and methodology for preparing the CD Implementation Guideline and finalize it in TWG-5.																								
2-4	Draft the CD Implementation Guideline and discuss it in WSDP dialogue for its approval.																								
2-5	Conduct a seminar for disseminating the CD Implementation Guideline.																								
Output 3																									
3-1	Assist RWSD to formulate the ToT training plan and curriculum for RWSTs.																								
3-2	Conduct ToT training to RWSTs in the mainland of Tanzania.																								
3-3	Prepare the training report including an assessment of ToT training.																								
3-4	Examine the improved PIM and CD Implementation Guideline with the result of ToT training implementation, prepare the recommendation for the better utilization of the improved PIM and CD Implementation Guideline, and finally present it to TWG-2.																								

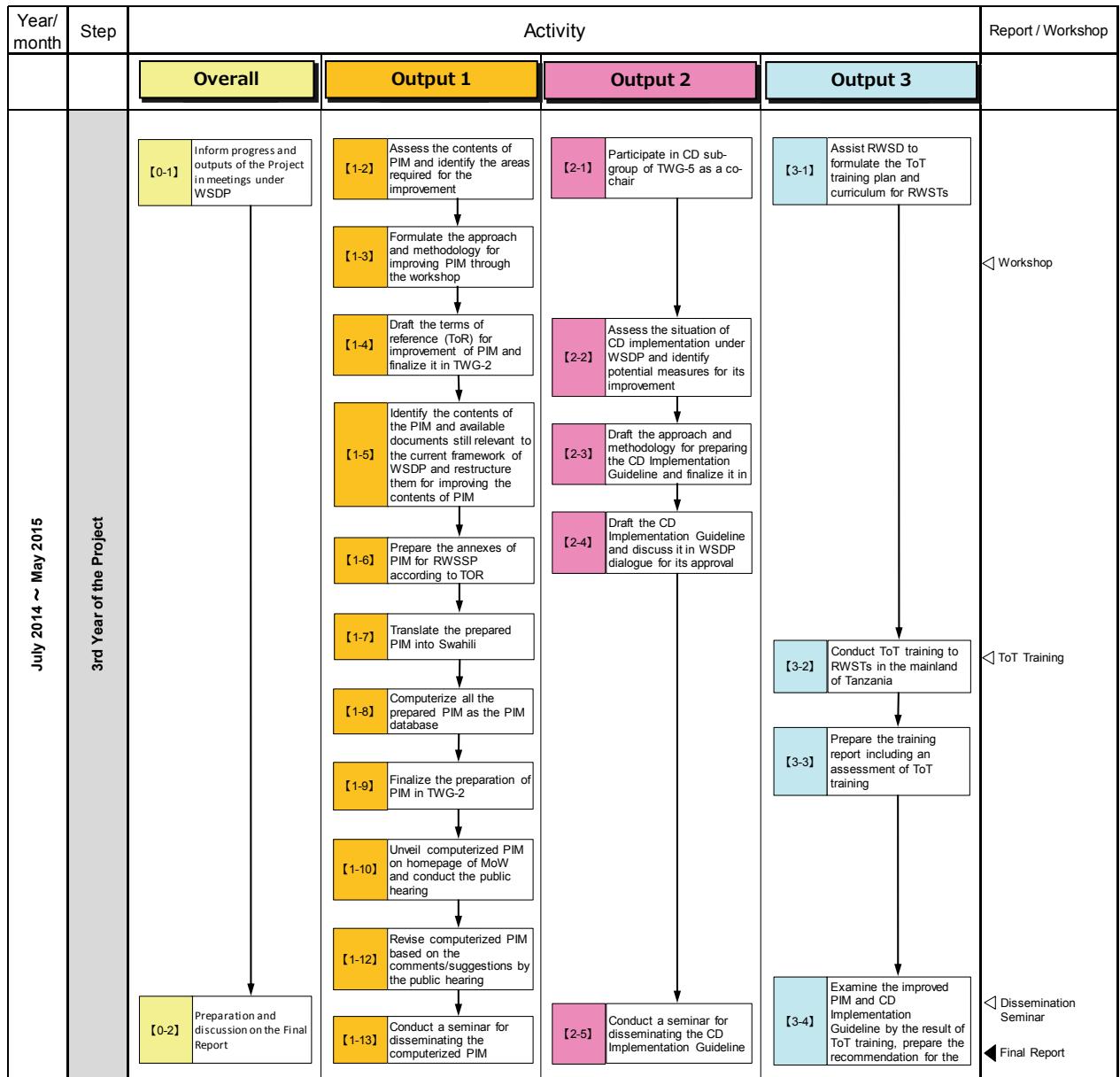
2 Project Contents and Input

2.1 Work Flow of the Project

The Project consists of four (4) stages: the Preparatory Work in Japan, the 1st year, 2nd year and 3rd year of the Project. It starts in August 2012 and completed in May 2015, including almost one (1) year suspension between 2nd year and 3rd year of the Project. **Figure 2-1** shows the entire work activity and steps of the 1st year and 2nd year of the Project as the Work Flow Chart. **Figure 2-2** shows the work activity and steps of the 3rd year of the Project as the Work Flow Chart.

The Final Report presents the entire activities performed and outputs by the Work in Japan and Work in Tanzania in a period from August 2011 to May 2015.

Figure 2-1: Flow Chart of the Work During 1st to 2nd Year of the Project

Figure 2-2: Flow Chart of the Work of 3rd Year of the Project

2.2 Contents of the Work and Activities

The work activities are classified into four works, for Overall Project, and for Output 1, Output 2, Output 3 and Output 4. Detailed work activities for each output are as follows.

2.2.1 1st Year of the Project (September 2011 – June 2012)

a. Activities for Overall Project

Item [0-1] Preparation and submission of the Inception Report

The Inception Report which describes the background, purpose, basic policy and outline of the Project was prepared and submitted at commencement of the Project.

Item [0-2] Presentation and discussion on the Inception Report

The Inception Report was explained and discussed with the Tanzanian side in September 2011.

- Item [0-3] Implementation of the Baseline Survey (Subcontract to the local consultants)
- The baseline survey which was divided into the inventory survey and the semi-structure interview was carried out during October to November 2011.
- Item [0-4] Selection of participants for technical training in Japan
- The participants for technical training in Japan (estimated five officials) were selected from the Counterparts (CPs) under the discussion between JICA Expert Team and MoW. The participants are in charge of management of the water supply project, support for the O&M and human resources related to the rural water supply.
- Item [0-5] Excursion of technical training in Japan
- The technical training in Japan was carried out during the first year, on April 2012, as one of the technical transfer in the project. The participants learned the operation and maintenance of rural water supply systems by the community people, and the system of human resources development on the water supply project in Japan. The participants are expected to reflect their experience to CD for CWSTs, RWSTs and BWOs.
- Item [0-6] Preparation and discussion on Progress Report 1
- The Progress Report 1 described the activities carried out up to February 2012 was prepared and discussed on March 2012, with the Government of Tanzania and Joint Coordination Committee (JCC).
- Item [0-7] Preparation and discussion on Progress Report 2
- The Progress Report 2 described the activities carried out up to June 2012 was prepared and discussed with the Government of Tanzania and JCC in June 2012.
- Item [0-8-1] Participation in discussion on WSDP and facilitation for approval of the training package
- In order to share the progress of the project with the stakeholders, the member of the Expert Team participated in the meetings of the Water Sector Working Group (WSWG) and the Development Partner Group (DPG-Water).
- The Technical Working Group (TWG) of the DPG-Water is composed of four groups: TWG-1 (Water Resources), TWG-2 (Rural Water Supply), TWG-3 (Urban Water Supply) and TWG-4 (Institutional Strengthening and Capacity Building).
- The Expert Team joined TWG-2 in the first year and TWG-2 as well as TWG-4 from the second year. In the meetings, effectiveness of the “Training Package” was discussed and facilitated for approval of the Package.

b. Activities for the Output 1

- Item [1-1] Study on the implementation status of WSDP/RWSSP and the effectiveness of the training package in the target areas of RUWASA-CAD Phase 1
- The present implementation status of WSDP/RWSSP in the target regions of RUWASA-CAD Phase 1 (Coast, DSM, Lindi and Mtwara) was studied. On the basis of the study result, the effectiveness on the “Training Package” was verified.

- Item [1-2] Review and verification of the training package
- Based on the result of the study conducted in Item [1-1], the “Training Package” was reviewed and verified from the viewpoint of the sustainability of the O&M in the communities. The review and the verification were continued in the monitoring activity of Output 4.
- Item [1-3] Modification of the training package in consideration of user-friendly aspects
- Based on the result of review in Item [1-2], the “Training Package” was modified in consideration of the user-friendly.
- Item [1-4] Conducting workshop to disseminate modified training package nationwide
- On June 2012, the workshop was held in Dar es Salaam for CWSTs, RWSTs and BWOs of the whole country in order to share the improved “Training Package”. A total of 165 officials have participated.
- Item [1-5-1] Facilitation for use of the training package as a main tool for training plan
- The effectiveness on the “Training Package” was discussed with stakeholders. Furthermore facilitation for use of the training package as a main tool for the preparation and the implementation of the training.
- Item [1-5-2] Facilitation for use of the training package as a main tool for training plan
- The effectiveness on the “Training Package” was discussed with stakeholders. Furthermore facilitation for use of the training package as a main tool for the preparation and the implementation of the training.

c. Activities for the Output 2

- Item [2-1] Zoning of each area based on the regional characteristics of the natural environment and the socioeconomic situation
- Zoning by characteristic of each region was carried out according to the natural environmental and the socio-economic conditions. Geology, water quality, population density, household income, water supply rate and the implementation status of Japan grant aid project were considered.
- Item [2-2] Selection of the Pilot Areas
- The pilot districts were selected under the discussion between JICA Expert Team and MoW based on the results of categorization in Item [2-1]. In the detailed planning survey of the project in December 2010, Singida, Mwanza and Tabora Regions were tentatively agreed by MoW as the candidates. This idea was considered in the discussion on the selection of the pilot areas.
- Item [2-3] Preparation of the training curriculum and the complementary training materials
- The training curriculum and the complementary training materials were prepared in consideration with the natural environment and the socioeconomic conditions of each pilot district.

d. Activities for the Output 3

- Item [3-1] Preparation of the nationwide version of the Training Resource Inventory
- The nationwide version of a training resource inventory was prepared

based on the inventory made in Phase 1. The inventory prepared includes the potential organizations (research institute, government, NGO and private company).

Item [3-2] Study on the training plan prepared by CWSTs, RWSTs, and BWOs

The training plans prepared by the whole DWSTs, RWSTs and BWOs was examined and improved. Especially, appropriateness, effectiveness, feasibility and characteristics were verified.

Item [3-3-1] Preparation of the 1st edition of the training consultation guide

The 1st edition of the training consultation guide was prepared based on the result of Item [3-2]. The guide includes the process and the methodology of the support for preparation and implementation of the training plan by each IA.

Item [3-4-1] Preparation of the training management plan 2012/2013 of RWSD

The annual training management plan including the budget and the schedule for the year 2012/2013 was prepared by the initiatives of CWSD.

e. Activities for the Output 4

Item [4-1-1] Provision of the consultations for CWSTs, RWSTs, and BWOs on their training plans

The provision of the consultation by CWSD was supported in order to lead DWST, RWST and BWO to implement the training plans in the pilot districts.

Item [4-2-2] Implementation of the Pilot Area Meeting

The RUWASA-CAD training regarding community activity was held on May 2012 for the pilot areas in order to strengthen the facilitation of the O&M activities to the communities.

Item [4-3-1] Implementation of the RUWASA-CAD training on the support of the communities in the Pilot Area (Subcontract to the local consultant) Project Activities

2.2.2 2nd Year of the Project (September 2012 - June 2013)

a. Activities for Overall Project

Item [0-8-2] Participation in discussion of WSDP and facilitation for approval of the training package

The member of the Expert Team attended the periodical meetings related to WSDP (WSWG and TWG) in order to share the progress of the project among the stakeholders. The effectiveness of the “Training Package” was discussed and facilitation for approval of the Package was conducted.

Item [0-9] Preparation and discussion on the Interim Report

The Interim Report described the activities carried out up to February 2013 was prepared and discussed with the Government of Tanzania and JCC.

Item [0-10] Preparation and discussion on the Progress Report 3

The Progress Report 3 described the activities carried out up to June 2013 was prepared and discussed with the Government of Tanzania and JCC.

b. Activities for the Output 1

Item [1-5-2] Facilitation for use of the training package as a main tool for training plan

The work continued from the 1st year of the Project.

c. Activities for the Output 3

Item [3-5-1] Monitoring and supervision of the training conducted by DWSTs, RWSTs, and BWOs

During period from October to November 2012, the monitoring and supervision of CWSD for the training of DWSTs, RWSTs and BWOs were supported according to the training management plan of the year 2012/2013.

Item [3-6] Preparation of the operation manual of the training management

The operation manual of the training management was prepared on June 2013. The manual will be improved by reflecting the result of monitoring and supervision.

Item [3-7] Conducting workshop to disseminate the training consultation guide, the annual training management plan, and the operation manual

New arrangements for CD in RWSSP practiced and proposed by the Project have not been accepted by MoW and institutionalized yet under WSDP. As the result, the Project raised the awareness of members of TWG-4 on the necessity to improve the coordination of CD interventions across the sectors and the sub-group of TWG-4 specialized for capacity development only, not including financial matters, is finally established.

Item [3-4-2] Preparation of the 2013/2014 training management plan of CWSD

The annual training management plan of the year 2013/2014 was prepared at seven (7) regions of Mwanza, Dar es Salaam, Coast, Singida, Tabora, Lindi and Mtwara.

d. Activities for the Output 4

Item [4-1-2] Provision of consultations for DWSTs, RWSTs, and BWOSs about their training plans

The provision of the consultation by CWSD was supported in order to lead DWST, RWST and BWO to implement the training plans in the pilot districts.

Item [4-2-2] Implementation of the RUWASA-CAD training regarding community activity in the pilot area (Subcontracting to the local consultant)

The RUWASA-CAD trainings regarding community activity were held for the pilot areas in order to strengthen facilitation on O&M of the water facilities to the communities.

- Item [4-3-1] Practical training for CWSTs to monitor and guide the operation and maintenance of the water supply facilities

Practical trainings for the seven (7) RWST of Mwanza, Dar es Salaam, Coast, Singida, Tabora, Lindi and Mtwara, and 12 pilot CWSTs, by LCB (Local Capacity Builder) were conducted. The training provides the method for guiding and monitoring on O&M of the water facilities in the communities.

- Item [4-3-2] Assist for DWSTs to monitor and guide the operation and maintenance of the water supply facilities

Guiding and monitoring for the periodical report regarding O&M from the two (2) districts of Mwanza region, one (1) district from Tabora region, one (1) district of Coast region and one (1) municipality of Dar es Salaam region was conducted.

2.2.3 3rd Year of the Project (July 2014 - May 2015)

The 3rd year of the Project is commenced by new project design of PDM version 3.0. Accordingly, the following work items are also set and carried out during 3rd year of the Project in order to achieve each output under the PDM version 3.0.

a. Activities for Overall Project

- Item [0-1] Inform progress and outputs of the Project in meetings under WSDP.

- Item [0-2] Preparation and discussion on the Final Report.

The Final Report described the activities carried out up to April 2015 was prepared and discussed with the Government of Tanzania and JCC.

b. Activities for the Output 1

- Item [1-1] Conduct PIM utilization study for identifying factors controlling the use of PIM by the users and collecting the requirements as in the contents of PIM from users.

It was completed by the end of 2nd year of the Project

- Item [1-2] Assess the contents of PIM from the technical points of view and identify the areas and focuses required for the improvement.

The review was made beginning of August 2014, and the areas and focuses required for the improvement was identified. The assessment was also carried out from November to December 2014

- Item [1-3] Formulate the approach and methodology for improving PIM through the workshop with the participation of IAs.

The workshop was held on end of August 2014, and the approach and methodology for improving PIM was formulated.

- Item [1-4] Draft the terms of reference (TOR) for improvement of PIM and finalize it in TWG-2.

The TOR improvement of PIM was prepared and approved by TWG-2 held on 25th August 2014.

- Item [1-5] Identify the contents of the existing PIM and available documents still relevant

to the current framework of WSDP and restructure them for improving the contents of PIM.

The contents of the existing PIM and available documents were carefully reviewed and restructured the document during September 2014 to February 2015.

- Item [1-6] Prepare the annexes of PIM for RWSSP according to TOR.
- Preparation of improved PIM annex for RWSSP was carried out during September 2014 to February 2015.
- Item [1-7] Translate the prepared PIM into Swahili according to TOR.
- The improved PIM annex for RWSSP was translated into Swahili. The translation was carried out during October 2014 to February 2015.
- Item [1-8] Computerize all the prepared PIM as the PIM database.
- The PIM database system was designed and established for the user friendly manner. The works of the computerization was carried out
- Item [1-9] Finalize the preparation of PIM in TWG-2.
- Digital PIM annex for RWSSP was finalize at end of March 2015 and reported to TWG-2.
- Item [1-10] Unveil computerized PIM on the homepage of MoW and conduct the public hearing on its readiness to the official commission.
- The public hearing was carried out on March 2015.
- Item [1-11]. Revise contents of computerized PIM based on the comments/suggestions obtained from the public hearing.
- Digital PIM annex for RWSSP was revised on beginning of April 2015, after reflection the comments collected by public hearing.
- Item [1-12] Conduct a seminar for disseminating the computerized PIM.
- The dissemination seminar for computerized PIM was held on 17th April 2015.

c. Activities for the Output 2

- Item [2-1] Participate in CD sub-group of TWG-5 as a co-chair.
- During the 3rd year of the Project period, the Expert Team participate the all activities related to the TWG-5 as a co-chair.
- Item [2-2] Assess the situation of CD implementation under WSDP and identify potential measures for its improvement.
- The assessment was carried out on August 2014.
- Item [2-3] Draft the approach and methodology for preparing the CD Implementation Guideline and finalize it in TWG-5.
- The approach and methodology for preparing the CD Implementation Guideline was prepared and approved by TWG-5.
- Item [2-4] Draft the CD Implementation Guideline and discuss it in WSDP dialogue for its approval.

During the period from September to December 2014, CD Implementation Guideline were prepared and approved by the Ministry of Water on end of December 2014.

Item [2-5] Conduct a seminar for disseminating the CD Implementation Guideline.

The seminar for CD Implementation Guideline was held on 17th April 2015.

d. Activities for the Output 3

Item [3-1] Assist RWSD to formulate the ToT training plan and curriculum for RWSTs.

The main component of the ToT training plan and curriculum were formulated on August 2014. The preparation works for the ToT training were continued until the actual training implementation of February 2015.

Item [3-2] Conduct ToT training to RWSTs in the mainland of Tanzania.

The ToT training for the CD Implementation Guideline and PIM were carried out 2nd and 4th week of February 2015.

Item [3-3] Prepare the training report including an assessment of ToT training.

The result of the ToT training was assessed and reported on March 2015.

Item [3-4] Examine the improved PIM and CD Implementation Guideline with the result of ToT training implementation, prepare the recommendation for the better utilization of the improved PIM and CD Implementation Guideline, and finally present it to TWG-2.

The examination was conducted on April 2015, by reflecting the comments and lesson learnt from ToT training, and presented to TWG-2 with the recommendation.

2.3 Project Input

2.3.1 Input from Japanese Side

The necessary project inputs from Japanese side planned by the PDM were executed by the Project. These are consisting from dispatch of Japanese Expert, procurement of equipment and training in Japan.

The dispatched Japanese Expert Team is composed of 1) Chief Advisor/Community Water Supply (three (3) experts), 2) Deputy Chief Advisor/Organizational Capacity Development, 3) Hydrogeology, 4) Operation and Maintenance of Water Supply Facility, 5) Training Material Improvement, 6) Water Supply Planning/Groundwater Development/Database, 7) Rural Water Supply Implementation and 8) Rural Water Supply/Sanitation. The equipment procured by the Project was computers, printers and air conditioners for the project office. The counterpart personnel training course in Japan was held in 2012.

2.3.2 Japanese Expert

Total, ten (10) experts were assigned and dispatched for the Project. The actual work performance taken by the JICA Experts are shown in **Table 2-1**. The total amount of M/M was 77.0 M/M as of the end of the Project.

Mr. Kazuyuki SUENAGA (1 st Year of the Project)	Chief Advisor / Community Water Supply Project Management
Mr. Yasumasa YAMASAKI (2 nd Year of the Project)	Chief Advisor / Community Water Supply Project Management
Mr. Yuichi HATA (3 rd Year of the Project)	Chief Advisor / Community Water Supply Project Management
Mr. Tomohiro KATO	Deputy Chief Advisor / Organizational Capacity Development
Mr. Takashi SAITO	Hydrogeology
Mr. Toshifumi ANDO (1 st and 2 nd Year of the Project)	Operation and Maintenance of Water Supply Facility
Ms. Aya KADOKAMI (3 rd Year of the Project)	Operation and Maintenance of Water Supply Facility
Ms. Chiaki TAMEKAWA	Training Material Improvement
Mr. Masao UEMATSU	Water Supply Planning/Groundwater Development/Database
Mr. Yasumasa YAMASAKI	Rural Water Supply Implementation
Ms. Aya KADOKAMI	Rural Water Supply/Sanitation

Table 2-1: Actual Performance Taken by the Japanese Experts

Name	Assignment	1 st Year	2 nd Year	3 rd Year
Mr. Kazuyuki SUENAGA	Chief Advisor / Community Water Supply Project Management	7.0	-	-
Mr. Yasumasa YAMASAKI		-	5.0	-
Mr. Yuichi HATA		-	-	3.5
Mr. Tomohiro KATO	Deputy Chief Advisor / Organizational Capacity Development	5.0	9.0	8.0
Mr. Takashi SAITO	Hydrogeology	3.0	2.0	-
Mr. Toshifumi ANDO	Operation and Maintenance of Water Supply Facility	4.5	5.5	-
Ms. Aya KADOKAMI		-	-	5.5
Ms. Chiaki TAMEKAWA	Training Material Improvement	5.0	-	-
Mr. Masao UEMATSU	Water Supply Planning/Groundwater Development/Database	-	-	5.5
Mr. Yasumasa YAMASAKI	Rural Water Supply Implementation	-	-	4.5
Ms. Aya KADOKAMI	Rural Water Supply/Sanitation	-	4.0	-
Total of entire project team				77.0

2.3.3 Procurement of Equipment

The equipment procured by the Project was computers, printers and air conditioners for the project office. The List of Equipment procured by the Project is shown in **Table 2-2**.

Table 2-2: List of Procured Equipment by the Project

Item	Number	Unit cost (JPY)	Expenditure (JPY)
Air conditioner	2	91,000	182,000
Printer	1	614,340	614,340
Total			796,340

2.3.4 Counterpart Training in Japan

In order to understand the capacity development system for the rural water supply sector in Japan, technical training in Japan was conducted with participants of five (5) counterpart members. Outline of the training is shown in below.

a. Outline of the Training

Course Title: Human Resource Development of Water Service

Course Organizer: Japan International Cooperation Agency (JICA)

Course Provider: Japan International Cooperation Center (JICE)

Training Coordinator : Earth System Science (ESS)

Period: 7th to 25th April 2012

Participants: Mr. Amani Mafuru (RWSD), Mr. Allen Mweta (RWSD), Mr. Lubasa S.M (AAS-Tabora), Mr. Yunus Rugeiyamu (AAS-Singida), and Mr. Warioba Sanya (AAS-Mwanza)

b. Contents of the Training

The purpose of the training is to enhance the capacities of the counterpart personnel of MoW and Regional Secretariat to support the capacity development intervention in the LGAs by learning the capacity development system for the rural water supply sector in Japan.

The contents of the training in Japan were divided into the following three (3) sessions. They are 1) Human resource development system of water works in Japan, 2) Operation and maintenance of rural water supply by community in Japan and 3) Educational system for water science and water works in Japan.

2.3.5 Local Project Cost

Regarding local project cost disburse during entire project period, the cost born by Japanese side is shown in **Table 2-3**. As shown in the tables, the total expenditure of Japan is 124,469,981 Yen (approx. 1,857,760,910 Tsh).

Table 2-3: Local Project Cost Born by Japanese Side

Item	1 st Year (Achieved: JPY)	2 nd Year (Achieved: JPY)	3 rd Year ¹ (Planned: JPY)	Total (JPY)	Total (TZS)
Employment of local staff	2,115,569	9,501,523	4,088,377	15,705,469	234,409,985
Equipment maintenance	271,847	445,962	337,068	1,054,877	15,744,432
Consumables	872,633	1,261,067	1,275,660	3,409,360	50,885,970
Transportation	2,758,590	5,189,271	4,786,841	12,734,702	190,070,179
Communication	0	55,104	739,976	795,080	11,866,865
Document preparation	24,247	0	959,938	984,185	14,689,328
Rental cost	1,462,545	2,888,656	6,412,474	10,763,675	160,651,865
Procurement	182,000	0	601,106	783,106	11,688,149
Local Training	6,754,608	3,744,119	19,553,935	30,052,662	448,547,194
Training in Japan	949,000	0	0	949,000	14,164,179
Contract with local consultant	22,783,000	10,180,000	14,274,865	47,237,865	705,042,761
Total	38,174,039	33,265,702	53,030,240	124,469,981	1,857,760,910

2.3.6 Participation of Counterpart Personnel

On September 2011, the Project was started with five (5) counterpart personnel. Some counterpart personnel were replaced due to an internal transfer in MoW and retirement in the 2nd year of the Project. Also, almost new counterpart personnel were allocated in the 3rd year of the Project and totally 11 counterpart personnel worked for the Project. The increased counterpart personnel were including the staff from other divisions such as DAHR (Division of Administration and Human Resources) and PCU (Project Coordination Unit). *Table 2-4, 2-5 and 2-6* show lists of counterpart personnel for the Project in each year.

Table 2-4: Counterpart Personnel in the 1st Year

No.	Name	Title
1	Mr. John Mukumwa	Director, Department of Rural Water Supply
2	Mr. Amani Mafuru	Assistant Director, Department of Rural Water Supply
3	Mr. Allen Mweta	Principle Engineer, Department of Rural Water Supply
4	Ms. Dialista Kirenga	Community Development Officer, Department of Rural Water Supply
5	Ms. Diana Kimbute	Hydrogeologist, Department of Water Resources Management

Table 2-5: Counterpart Personnel in the 2nd Year

No.	Name	Title
1	Mr. Gibson Kisaka	Acting Director, Department of Rural Water Supply
2	Mr. Mary Mbowe	Assistant Director, Department of Rural Water Supply
3	Ms. Dialista Lorenga	Principle Engineer, Department of Rural Water Supply
4	Ms. Diana Kimbute	Hydrogeologist, Department of Water Resources Management

¹ Local project cost in 3rd year is planned figure.

Table 2-6: Counterpart Personnel in the 3rd Year

No.	Name	Title
1	Ms. Frida Rweymamu	Acting Director, Department of Rural Water Supply
2	Ms. Catherine Bamwenzaki	Assistant Director, Department of Rural Water Supply
3	Ms. Andria Massawe	Principle Engineer, Department of Rural Water Supply
4	Mr. Benitho N. Mdzovela	Engineer, Department of Rural Water Supply
5	Mr. Emmanuel Magembe	Engineer, Department of Rural Water Supply
6	Mr. Bokeye Mwita	Engineer, Department of Rural Water Supply
7	Ms. Lilian Aden Mlwafu	Engineer, Department of Rural Water Supply
8	Mr. Ally Aweso Kabwelwa	Engineer, Department of Rural Water Supply
9	Mr. Teophil Biragi Sanjawa	Engineer, Department of Rural Water Supply
10	Ms. Diana Kimbute	Hydrogeologist, Department of Water Resources Management
11	Ms. Halima Faraji	Hydrogeologist, Department of Water Resources Management
12	Ms. Maua Monella	Economist, Department of Administration and Human Resource
13	Mr. Emanuel D. Chonza	Senior Economist, Project Coordination Unit

2.3.7 JCC Meetings, Workshop and Training

Through entire project terms, seven (7) time JCC (Joint Coordination Committee) meetings were held. The outline of these meetings is summarized as below. The agreed Minutes of Meeting of JCC meetings are shown in **Annex 2** of this report.

a. 1st JCC Meeting

Date: 4th November 2011

Chairman: Mr. Gabriel Saelie (Director of Policy and Planning Division of MoW)

Participants: **【Tanzanian Side】** MoW, Tabora Region, Singida Region, Mwanza Region; Total 19 participants
【Japanese Side】 JICA Tanzania Office, Expert Team; Total four (4) participants

Agenda:

- Achievement of RUWASA-CAD Phase I
- Presentation of the Inception Report
- Annual plan of the Project
- Selection of the pilot LGAs

b. 2nd JCC Meeting

Date: 20th June 2012

Chairman: Mr. Amani Mafuru (Assistant Director pf Rural Water Supply Division of MoW)

Participants: **【Tanzanian Side】** MoW, Tabora Region, Singida Region, Mwanza Region; Total ten (10) participants
【Japanese Side】 JICA Tanzania Office, Expert Team; Total five (5) participants

Agenda:

- Outline of the activities in the 1st year of the Project

- RUWASA-CAD training
- Complementary materials
- Annual plan in the 2nd year

c. 3rd JCC Meeting

Date: 24th January 2013

Chairman: Mr. Mrindoko Bashir (Deputy Permanent Secretary of MoW)

Participants: **【Tanzanian Side】** MoW, PMO-RALG, Tabora Region, Singida Region, Mwanza Region; Total 16 participants

【Japanese Side】 JICA Headquarter, JICA Tanzania Office, Evaluation mission member, Expert Team; Total seven (7) participants

Agenda:

- Result of the Mid-term review
- Signing of the minutes
- Progress and the way forward of the Project

d. 4th JCC Meeting

Date: 5th March 2013

Chairman: Mr. Mrindoko Bashir (Deputy Permanent Secretary of MoW)

Participants: **【Tanzanian Side】** MoW, Tabora Region, Singida Region, Mwanza Region; Total 13 participants

【Japanese Side】 JICA Tanzania Office, Expert Team; Total four (4) participants

Agenda:

- Recommendation from Mid-term review
- Revision of PDM and Schedule
- Discussion on Interim Report

e. 5th JCC Meeting

Date: 12th August 2014

Chairman: Mr. Mbogo Futakamba (Ag. Permanent Secretary of MoW)

Participants: **【Tanzanian Side】** MoW, PMO-RALG, Tabora Region, Singida Region, Mwanza Region and Internal Drainage BWO; Total 20 participants

【Japanese Side】 JICA Tanzania Office, Expert Team; Total ten (10) participants

Agenda:

- Revision of PDM and PO of the Project
- Related matters of the Project
- Annual plan in the 3rd year

f. 6th JCC Meeting

- Date: 20th February 2015
- Chairman: Mr. Gideon Manambo (Ag. Permanent Secretary of MoW)
- Participants: **【Tanzanian Side】** MoW, PMO-RALG, Tabora Region, Singida Region, Mwanza Region and Lake Victoria BWO; Total 18 participants
【Japanese Side】 JICA Headquarter, JICA Tanzania Office, Expert Team; Total 12 participants
- Agenda:
- Activities taken in the Project 3rd year
 - Proposal on update of PDM
 - Results of Joint Evaluation (Terminal Evaluation) on the Project

g. 7th JCC Meeting

- Date: 23rd April 2015
- Chairman: Mr. Gideon Manambo (Ag. Permanent Secretary of MoW)
- Participants: **【Tanzanian Side】** MoW, PMO-RALG, Tabora Region, Singida Region; Total 20 participants
【Japanese Side】 JICA Tanzania Office, Expert Team; Total ten (10) participants
- Agenda:
- Recommendation of the terminal evaluation mission
 - Contents of Final Report; Achievements of project outputs and Pursues, Findings and recommendations

h. 1st RUWASA-CAD Training

- Date: 7th May to 1st June 2012
- Participants: RWSTs in Mwanza, Tabora and Singida; Total 26 participants
CWSTs in Mwanza, Tabora and Singida; Total 125 participants
- Contents:
- RWST
- Support Services for the Community-Based O&M and Hygiene Promotion DWST
 - Strengthening of support services
 - O&M and follow-up
- DWST
- Support Services for the Community-Based O&M and Hygiene Promotion CWST
 - Supervision of service providers
 - Strengthening of support services
 - O&M and follow-up
- Results of the Scores of “personal understandings of each session” and “usefulness of

Training each session in work” were more than 80% by trainees’ evaluation.

i. 2nd RUWASA-CAD Training

Date: 12th November to 7th December 2012

Participants: BWO in Lake Tangayika, Internal Drainage, Rifiji and Lake Victoria;
Total 15 participants

RWSTs in Mwanza, Tabora and Singida; Total 24 participants

CWSTs in Mwanza, Tabora and Singida; Total 36 participants

Contents:

- Identification of present status
- Demand responsive approach (DRA) in rural water supply and sanitation
- Formulation of RWSSP
- Water supply planning

Results of the Training Scores of “personal understandings of each session” and “usefulness of each session in work” were more than 80% by trainees’ evaluation.

j. PIM Revision Workshop

Date: 22nd August 2014

Participants: MoW, PMO-RALG, RWSTs, CWSTs, WaterAid, TAWASA NET; Total 40 participants

Contents:

- Result of PIM utilization study
- Presentation on procedures and contents for new PIM Annexes
- Discussion of new PIM contents and structure

k. 1st ToT Training

Date: 9th to 13th February 2015

Participants: MoW, PMO-RALG, Assistant Administrative Secretary-Water (AAS-W) and Regional Community Development Officer; Total 50 participants

Contents:

- Capacity development (Introduction of CD implementation guideline, Assessment of organization capacity, Planning of CD activities and Facilitation skill as a trainer)
- Operation and maintenance (Outline of O&M, confirmation of COWSO registration documents, Supervision of O&M monitoring at LGAs, Evaluation of O&M status and feedback and workshop)

Results of the Training Scores of “personal understandings of each session” and “usefulness of each session in work” were more than 80% by participants’ evaluation.

l. 2nd ToT Training

Date: 23rd to 26th February 2015

Participants: MoW, Assistant Administrative Secretary-Water (AAS-W); Total 26

	participants
Contents:	<ul style="list-style-type: none"> • Planning (Assessment of water resources potential, Consideration of socio-economic conditions and Selection of water supply technologies) • Implementation (Contract management of consultant and Contract management of constructor) • Site visit • (World Bank) Solar pumping technologies • (WaterAid) Addressing WASH sustainability through the use of TAF
Results of the Training	Scores of “personal understandings of each session” and “usefulness of each session in work” were more than 80% by participants’ evaluation.

m. Dissemination Seminar of Revised PIM and CD Implementation Guideline

Date:	17 th April 2015
Participants:	MoW, PMO-RALG, RWSTs, CWSTs, DP; Total 200 participants
Contents:	<ul style="list-style-type: none"> • Utilization of revised PIM Annex in WSDP Phase II • Introduction of CD Implementation Guideline • Dissemination of Sustainability Strategy
Result of Evaluation	<ul style="list-style-type: none"> • More than 80% of IAs of RWSSP (RS: 25, LGA: 166) participate in the dissemination seminar. • More than 80 % of participants from IAs of RWSSP in the dissemination seminar rate “Excellent” or “Good” on the contents of the revised PIM.

3 Activities for Overall Project

3.1 Baseline Survey

As one of general project activities, the baseline survey was conducted from September 2011 to January 2012 in order to obtain the baseline data on the present conditions of provision of rural water supply and the capacity status of target authorities, especially CWSTs, RWSTs and BWOs in terms of organization, knowledge and skills, institutional linkages and working tools. The survey was also meant to collect data and information to be used for assessment of the capacity gap and training needs of DWSTs which will form a basis for capacity building interventions.

3.1.1 Methodology and Schedule

The baseline survey was conducted firstly with the inventory survey, which aimed to collect the general data and information of WSDP proceedings and the present conditions of rural water supply and sanitation in the pilot areas. Secondary after both pilot and control LGAs and pilot communities were selected based on the result of the inventory survey and approved in 1st JCC meeting (4th November 2011), the detail survey was carried out there. The contents of both surveys and the list of target organizations in the pilot and control areas are briefly summarized in the table below.

Table 3-1: Contents of Baseline Survey

Survey	Method	Objectives	Targets
Inventory Survey	Literature Review	• to collect general data and information on present conditions of RWSS in the targets	All regions in the mainland of Tanzania
	Questionnaire Survey	• to collect data and information on current activities under the framework of WSDP conducted by CWSTs, RWSTs, and BWOs in the targets	5 BWOs*, Regions**: 3 pilot and 3 control all LGAs in 3 pilot regions
Detailed Survey	Semi-Structured Interview	<ul style="list-style-type: none"> • to collect general data and information on present conditions of RWSS in the targets • to collect data and information on current activities under the framework of WSDP conducted by CWSTs and communities in the target areas 	LGAs: 6 pilot and 6 control Community: 12 pilot and 12 control

*: Lake Tanganyika, Internal Drainage, Rufiji, Lake Victoria and Pangani BWO

**.: The selection of the Pilot Regions (Mwanza, Tabora and Sinida) and Control Regions (Mara, Manyara and Shinyanga) has been agreed between MoW and the Project Team.

Table 3-2: List of Pilot and Control Organizations

No.	Region	LGA	Community
1	Mwanza	Kwimba DC	Muhula
2			Ngungumalwa
3		Sengerema DC	Nyakasaka
4			Sogoso
5		Magu DC	Bibinza
6			Kijereshe
7		Misungwi DC	Busongo
8			Nyaya
9	Singida	Manyoni DC	Chikuyu
10			Msemsmbo

No.	Region	LGA	Community
11	Tabora	Singida DCI	Muhintiri
12			Ikungi
13		Iramba DC	Mamputa
14			Tumuli
15		Singida MC	Mtipo
16			Mwankoko
17		Sikonge DC	Mpombwe
18			Mwenge
19		Uyui DC	Mabama
20			Miswaki
21		Tabora MC	Kakola
22			kabila
23		Igunga DC	Igumo
24			Bulangamilwa
25	Shinyanga		
26	Manyara		
27	Mara		

* The pilot areas are shaded while the control ones are not.

3.1.2 Result of Baseline Survey

The data collected from the inventory survey were utilized for setting the figures for PDM indicators (Ref.; *Section 1.5*) while the results of the detail survey specify the capacity gaps existing in the pilot organizations, which could illustrate the appropriate areas for the training to be conducted under the Project. *Table 3-3* and *Table 3-4* show the capacity gaps respectively in pilot CWSTs and RWSTs identified in the detail survey.

Table 3-3: Capacity Gaps in Pilot CWSTs

×: Applicable, Δ: Partially applicable, O: Not applicable, Blank: No information

No.	Capacity Gaps	Coverage of RUWASA-C AD Training Phase	Singida Region		Tabora Region		Mwanza Region	
			Manyoni DC	Singida DC	Uyui DC	Sikonge DC	Sengerema DC	Kwimba DC
1	No regular meetings (only as per request)	All	×	×	×	Δ	×	Δ
2	Unavailability of manual / guideline on O&M in DWST	All						×
3	No spare parts supply system		×		×	×	×	×
4	No technical trainers for O&M	3, 4, 5				×		×
5	No activities from CD plan		×	×	×	×	×	×
6	Poor coordination of extension workers for O&M support	3, 4, 5	Δ	×	Δ	×	×	×
7	Availability of policy / programme documents	1, 2				×	×	
8	No awareness on CD guideline					×		
9	with communities	All	Δ	×	Δ	Δ	O	×
	with BWO	All	Δ	×	×	×	Δ	×
	with RWST	All	O	×	Δ	Δ	O	Δ
	with RWSD/MoW	All	O	O	×	×	O	×
10	No database of TSP/FSP	3, 4	×	×	×	×	×	×
11	No facilitation for communities on WSDP and related policies	1, 2		×	×	×	×	
12	Inaccuracy of information from communities	5		×				×
13	No familiarity on report formats			×		×		
14	No regular water quality monitoring	2, 5	×	×		×		
15	No plan for improving capacity of communities	5	×	×	×	×	×	×
16	Inadequacy of skills and knowledge of	3, 4, 5		×	×	×	×	

No.	Capacity Gaps	Coverage of RUWASA-CAD Training Phase	Singida Region		Tabora Region		Mwanza Region	
			Manyoni DC	Singida DC	Uyui DC	Sikonge DC	Sengerema DC	Kwimba DC
	extension workers							
17	Inadequacy of financial management	3, 4	×	×	×	×	×	×
18	No technical consultancy from BWO, RWST and RWSD/MoW	All	×	×	×	×		×
19	No implementation of monitoring & evaluation plan	3, 4	×		×	×		×
20	Poor procurement management	3, 4						×
21	Poor awareness on roles and responsibilities in DWST	All					×	×
22	No technical consultancy to communities	4, 5	×	×	×	×		×
23	Poor information management of DWST	4, 5		×				
24	Poor supervision on contract work of TSP/FSP in communities	3, 4	×	×				

Table 3-4: Capacity Gaps in Pilot RWSTs

×: Applicable, Δ: Partially applicable, ○: Not applicable, Blank: No information

No.	Capacity Gaps	Coverage of RUWASA-CAD Training Phase	Singida	Tabora	Mwanza
1	No regular meeting	All	×	×	×
2	No activity from CD plan		×	×	×
3	Availability of policy / programme documents	1, 2			×
4	Poor communication with BWO	All	×	Δ	×
	With DWST	All	×	×	×
	With RWSD/MoW	All	○	×	○
5	No technical consultancy from BWO and RWSD	All	×	×	×

Analysing the capacity gaps and desired areas of training requested by members of CWSTs and RWSTs in pilot areas, it was confirmed that the contents of the 1st, 2nd, 4th and 5th RUWASA-CAD training phases would covers mostly those gaps and requests. Therefore, the Project reached the conclusion that 4th and 5th training phases should be provided in the 1st year of the Project and 1st and 2nd training phases in the 2nd year of the Project as planned during the preparatory study mission of the Project.

3.2 Counterpart Training in Japan

In order to understand the capacity development system for the rural water supply sector in Japan, technical training in Japan was conducted with participants of five counterpart members. The experiences obtained from the training will be applied to the project activity as well as the capacity development implementation under the progress of RWSSP/WSDP.

The purpose of the training is to enhance the capacities of the counterpart personnel of the Ministry of Water and Regional Secretariat to support the capacity development intervention in the LGAs by learning the capacity development system for the rural water supply sector in Japan. For this purpose, the following three targets were set.

Target 1: To understand the water supply and capacity system in Japan

Target 2: To understand the supporting system of LGA in Japan on the operation and maintenance of water supply system

Target 3: To understand the dissemination and enlightenment methods of water science and water supply technology to community people

3.2.1 Outline of Training

This training component was conducted with the title of “Human Resources Development of Water Sector” under the coordination of JICA. The period of training was from 7th to 25th of April 2012 with participation of five counterpart members listed in the table below.

Table 3-5: List of Participants for Technical Training in Japan

Name	Designation
Mr. Amani Mafuru	Assistant Director, RWSD, MoW
Mr. Allen Mweta	Principal Engineer, RWSD, MoW
Mr. Lubasa S.M	Regional Water Advisor, Tabora Region
Mr. Yunus Rugeiyamu	Regional Water Advisor, Singida Region
Mr. Warioba Sanya	Regional Water Advisor, Mwanza Region

The contents of the training in Japan were divided into the following three topics. The sessions in each topic were programmed as shown in the table below.

Table 3-6: Contents of Technical Training in Japan

Topic	Session
Human resource development system of water works in Japan	<ul style="list-style-type: none"> • Outline of the waterworks in Japan • Roles and responsibilities of JWWA (Japan Water Works Association) • Qualification system and inspection mechanism for the projects in Japan • Capacity development system in waterworks department in LGAs
Operation and maintenance of rural water supply by community in Japan	<ul style="list-style-type: none"> • Operation and maintenance of the rural water supply system • Support system by LGAs for operation and

Topic	Session
	maintenance in the community
Educational system for water science and water works in Japan	• Educational method for increasing interest and understanding of water for the general public

In order to achieve the objective of the training in Japan, the activities including class-room training and field trips were carried out with the following schedule.

Table 3-7: Schedule of Technical Training in Japan

Date	Theme	Activities	Location
7-8	Dar es Salaam – Dubai - Tokyo		
9	Briefing and programme orientation Courtesy call to JICA Headquarter	- Introduction of the training course - Opinion exchange	TIC, JICA
10	Water supply business in Japan Role and responsibility of JWWA	- History of water supply business in Japan - Water tariff system in Japan - Cooperation between public and private sectors	JWWA
11	Training project and qualification system of JWWA	- History of training service - Training course (Managerial, Technical) - Certification system (National, Private)	JWWA
12	Inspection System of JWWA	- Inspection system and standard - Quality control system of water works - Visit a pipe product factory	JWWA Mitsubishi Plastics Hiratsuka Factory
13	Rural water supply system in Numata City	- Visit rural water supply scheme - O&M system by water user associations - Communication system between WUA and LGA	Numata Municipal Government
14-15	Compile the training results		
16	Hydrogeology and water resource management in the volcanic area	- Visit Aso Volcano Museum - Groundwater system in the volcanic area - Conservation of the groundwater recharge area	Aso Volcano Museum
17	Rural water supply system in Kikuchi City	- Visit a rural water supply scheme - O&M system by WUA - Support mechanism by LGAs for O&M in the community	Kikuchi Municipal Government
18	Education and dissemination of water science	- Visit Kumamoto Water Science Museum - Educational method and system of water science for the general public - Rainwater harvesting	Kumamoto Water Science Museum
19	Human resource development program for water works department in Tokyo	- Human resource development system in Tokyo Metropolitan	Training and Development Center of

Date	Theme	Activities	Location
	Metropolitan	- Synergistic effect between training and development - Training and Development Center	Bureau of Waterworks, Tokyo Metropolitan Government
20	Human resources development project for water works department in Yokohama Municipality	- Human resource development system in Yokohama City - Visit to surface water purification plant - Visit to Waterworks Technology Museum	Bureau of Waterworks, Yokohama Municipal Government
21-22	Preparation of training report		
23	Training evaluation	- Presentation by trainee - Evaluation of training	TIC
24-25	Narita – Dubai - Dar es Salaam		

TIC: Tokyo International Center, JWWA: Japan Water Works Association

3.2.2 Result of Training

a. Target 1

For the target 1, the trainees visited JWWA, Bureau of Waterworks of Tokyo Metropolitan Government and Bureau of Waterworks of Yokohama City. JWWA are largely contributing the dissemination and enlightenment of water supply.

The Bureau of Waterworks of Tokyo Metropolitan Government has own facilities for capacity building of staff. The Bureau of Waterworks of Yokohama City has an own capacity building system corresponding to the experience and work history of staff.

Learning these was the momentum for the trainees to consider the capacity building system in Tanzania. The trainees diligently discussed with the lecturers and deeply understand the contents of the lectures. The lectures in the training were much advanced compared with the situation in Tanzania. Although such contents of the training cannot be directly applied to Tanzania, knowledge obtained by the training will be useful in consideration of future capacity building system in Tanzania. Therefore, it is considered that the target 1 was achieved.

b. Target 2

For the target 2, the trainees visited rural water supply facilities operated by community in Numata City in Gunma Prefecture and Kikuchi City in Kumamoto Prefecture. The water source of these facilities is groundwater or spring water, therefore, no treatment facility is required. This situation is same as that in Tanzania.

Ownership of the community people is very high in these areas. It is due to contribution of the community people in the construction of the facilities: The community people voluntarily dug the ground for installation of pipes in the construction.

It is also indispensable for Tanzania to ferment ownership of the community people, therefore the training is significant for the trainees.

c. Target 3

The trainees visited the Aso Volcano Museum and the Kumamoto Water Science Museum. In the Aso Volcano Museum, the trainees learned the large function of Aso Volcano to

groundwater recharge in Kumamoto where more than 700 thousand people were supplied by groundwater. In the Kumamoto Water Science Museum, the trainees learned the importance of water, water cycle and reuse of sewerage water. It is important for the Tanzanians to think great deal of water because water sources are limited in Tanzania. Diligent discussion was made between the trainees and lecturers in the training.

Consciousness rising on water is important to sustain the rural water supply in Tanzania. Therefore the training was impressive to the trainees.

d. Overall Achievement

Through the training, the trainees learned the importance of capacity building of staff of MoW to develop the rural water supply in Tanzania and contents of each target set forth in the training. The experience to visit rural water supply facilities in Japan will lead the trainees to make improvement of ownership of community people. The contents of the training were comprehensive about the rural water supply and the trainees positively attended the training.

The result of the training is reflected in the planning and carrying out of the monitoring of activities of COWSO and DWSTs. It is concluded that the training was successful as a whole because the trainees are actively playing their part in the Project.

3.3 Participation in Sector Dialogue of WSDP

Project experts with a specific task as the policy advisor participated in various meetings under WSDP dialogue in order to promote the outputs from the Project to members of WSDP dialogue as well as mainstream the trend/perspective of WSDP into the project activities. The meetings in which the Project participated during the project term are summarized in the table below.

Table 3-8: Summary of WSDP Dialogue Meetings

Types of Meeting	Description	Date
Development Partner Group-Water (DPG-W)	It is a meeting where development partner group (DPG) secretariats coordinate monthly and members discuss various issues of WSDP.	<ul style="list-style-type: none"> • 15/March/2012 • 10/May/2012 • 3/Oct/2012 • 31/Jan/2013 • 21/Aug/2014 • 27/Jan/2015 • 4/March/2015 • 9/April/2015
Technical Working Group (TWG)	In general, TWG quarterly reviews the progress and implementation issues and recommend required actions in all components.	
Component 2	Issues on RWSSP are discussed in this component.	<ul style="list-style-type: none"> • 14/Sep/2011 • 19/April/2012 • 4/Oct/2012 • 23/Nov/2012 • 20/Feb/2013 • 8/May/2013 • 25/Aug/2014 • 11/Sep/2014 • 11/March/2015
Component 4 (Component 5) ¹	It is responsible for overall capacity development, monitoring and fiduciary aspects of WSDP	<ul style="list-style-type: none"> • 5/Oct/2012 • 15/Nov/2012 • 21/Feb/2013

¹ New Component 4: Hygiene and Sanitation is established and former Component 4 is renamed as Component 5 since August 2014.

Types of Meeting	Description	Date
		<ul style="list-style-type: none"> • 9/May/2013 • 12/Sep/2014 • 28/Jan/2015 • 12/March/2015
CD Sub-group	The Project and GIZ managed its establishment with a specific focus on the coordination of the capacity development activities.	<ul style="list-style-type: none"> • 20/March/2013 • 7/July/2014 • 11/July/2014 • 18/July/2014 • 16-17/Sep/2014 • 27/Feb/2015 • 9/March/2015
Joint Supervision Mission (JSM)	JSM is conducted semi-annually to review the progress of implementation of WSDP jointly by GoT and DPs.	<ul style="list-style-type: none"> • 27/Sep-13/Oct/2011 • 14-25/May/2012 • 15-25/Oct/2012 • 21-31/May/2013 • 23/Sep-3/Oct/2014 • 13-24/April/2015
Water Sector Working Group (WSWG)	WSWG is the consultative group for sector dialogue among all stakeholders of WSDP.	<ul style="list-style-type: none"> • 20/Nov/2012
Joint Water Sector Review (JWSR)	The implementation performance of WSDP is appraised annually, on a partnership basis, involving GoT, DPs and other stakeholders from private sector and civil society.	<ul style="list-style-type: none"> • 18-19/Oct/2011 • 1-2/Nov/2012 • 15-16/Oct/2014
Other meeting	Various meetings were organized apart from above listed major WSDP dialogue meetings	
WSDP Phase I evaluation	The achievement of WSDP phase I was evaluated by an external entity, which JICA Tanzania office contracted.	<ul style="list-style-type: none"> • 7/March/2013 • 18/March/2013 • 16/May/2013
RWSS Sustainability Task Force	A special task force directed by Minister of Water was formed with a task to identify the factors influencing the sustainability of water supply schemes in rural areas.	<ul style="list-style-type: none"> • 8/March/2013 • 27/March/2013
Big Result Now (BRN) meeting	Politically initiated intervention aiming to trigger the change of implementation structure and behaviour of implementing agencies for fastening the progress of the development.	<ul style="list-style-type: none"> • 27/March/2013 • 5/March/2015
Training Impact Assessment Study	The impact from the training conducted under WSDP was assessed by a consultant. Based on the result, recommendations for the implementation structure for forthcoming training were presented as well.	<ul style="list-style-type: none"> • 10/May/2013
Public-Private sectors Partnership Study	The study to prepare the strategy to involve private sector into the implementation of RWSS.	<ul style="list-style-type: none"> • 17/May/2013
Water Point Mapping Meeting	WPM intends to locate all the water points in rural area of Tanzania to understand the status of the system functionality.	<ul style="list-style-type: none"> • 8/Oct/2014
PIM Revision Taskforce	This taskforce is assigned to revise PIM documents for WSDP Phase 2.	<ul style="list-style-type: none"> • 9/Oct/2014 • 13/Oct/2014 • 31/Oct/2014 • 3/March/2015
Sustainability Strategy Meeting	Division of rural water supply organizes this meeting for discussing the contents of Sustainability Strategy.	<ul style="list-style-type: none"> • 9/Oct/2014

In addition to these WSDP dialogue meetings, the Project actively participated in other meeting/workshop/seminar conducted by DPs such as GIZ, SNV, etc. As the results from a series of participation, the significance of the Project came to be acknowledged widely by the major stakeholders, which contributed the description of the Project to be introduced in various WSDP documents produced in the review undertakings. Besides, the areas where the Project and other intervention could collaborate have been recognized. For example, the Project made a consensus with GIZ to establish the new forum to discuss the practice of capacity development under TWG component 4, aiming to improve the quality of CD activities rather than financial management. Furthermore, in order for realizing the sustainable O&M structure (COWSO) at the community level, the Project started sharing and harmonizing the project outputs with the planned intervention of SNV.

Based on the achievement described above, it could be assessed that this active participation in WSDP dialogue from the Project has created the permissive environment around stakeholders where the project outputs could be integrated efficiently into the mainstream of WSDP. Therefore, the Project intends continuously to participate in WSDP dialogue.

4 Output 1: Improvement of PIM and Acknowledgement among IAs of RWSP

4.1 Activities Carried Out for Output 1

The expected Output 1 of the Project is “The existing PIM Annexes for RWSSP are improved and acknowledged among IAs of RWSSP”, where the essential information for the implementation of water supply projects included in the former expected Output 1 and Output 2 in PDM₂ for the Project is mostly captured. The incorporation of the products from RUWASA-CAD Phase 1 was not achieved by 2nd year of the Project while the preparation of the complementary training materials was completed by the end of 2nd year of the Project. The products of RUWASA-CAD Phase 1 such as RWSS project cycle, training modular guide, and complementary training materials are now incorporated fully into PIM annex. Thus, the processes of the implementation with regard to Output 1 are described in the following sections.

4.1.1 1st Year of the Project (September 2011 to June 2012)

The activities taken in this term for Output 1 are mainly a review of the RUWASA-CAD training package developed in Phase 1. The study on significance of training impact from Phase 1 was conducted in the target area of Phase 1 in order to examine the effectiveness of the RUWASA-CAD training package. Based on the results of the study, the revision of training packages was examined. So far it was thought that major modification is not necessary for the next RUWASA-CAD training in Phase 2. The preparations of a workshop and the facilitation for use of the RUWASA-CAD training package were also carried out. Activities taken for Output 1 are summarized in *Table 4-1*.

Table 4-1: Activities for Output 1 in 1st Year of the Project

No.	Work Items for Output 1	2011				2012					
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1-1	Study the state of implementation of the Water Sector Development Program (WSDP) and practices according as the training package developed by the MoW and RUWASA-CAD (RUWASA-CAD training package) in the target districts of RUWASA-CAD Phase 1										
1-2	Review and verify RUWASA-CAD training package based on the result of the activity 1-1										
1-3	Modify the training package in consideration of user friendly aspects.										
1-4	Convene a workshop to disseminate the institutional arrangement and linkage of the DWSTs, RWSTs, and BWOs as well as the modified version of the RUWASA-CAD training package to the DWSTs, RWSTs, and BWOs across the mainland of Tanzania and development partners										
1-5	Facilitate the training package to be institutionally used as a main tool for making and implementing training plans.										

The activities carried out in this term for Former Output 2 are mainly the data collection, arrangement for analysis of regional characteristics in the Pilot Areas and preparation of the complementary training materials.

Based on the results of the Baseline Survey, the Pilot and the Control areas were selected using the criteria. The natural environment and the socioeconomic situations of each area were categorized for complementary training materials.

The main focal points of regional characteristics are the natural environment situation such as hydrogeology and water quality, as well as the socio-economic situation such as coverage for WSS and population density. Preparation of the complementary materials was under way based on the analysis of regional characteristics. Activities for Former Output 2 are summarized in **Table 4-2**.

Table 4-2: Activities for Output 1 (former Output 2) in 1st Year of the Project

No.	Work Items for Former Output 2	2011				2012					
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1-7 (2-1)	Categorize each area of Tanzania based on the regional peculiarity from the perspective of natural environment, socioeconomic situation, etc										
1-8 (2-2)	Select the pilot areas different from the regional peculiarity of the RUWASA-CAD Phase 1 based on the criteria established										
1-9 (2-3)	Prepare a training curriculum and complementary training materials adaptive to the regional peculiarity										

Note: Numbers in () are those in PDM₁.

4.1.2 2nd Year of the Project (September 2012 to June 2013)

The activities taken in this term for Output 1 are mainly review, verification and modification of the training package, facilitation of the training package to be institutionally used and conduct of PIM utilization survey. Activities for Output 1 are summarized in **Table 4-3**.

Table 4-3: Activities for Output 1 in 2nd Year of the Project

No.	Work Items for Output 1	2012				2013					
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1-1	Study on the implementation status of WSDP/RWSSP and the effectiveness of the training package in the target areas of Phase 1										
1-2	Review and verification of the training package based on the result of the activity 1-1										
1-3	Modification of the training package in consideration of user-friendly aspects										
1-5	Facilitate the training package to be institutionally used as a main tool for making and implementing training plans										
1-6	Conduct PIM utilization survey										

Note: Numbers in () are those in PDM₂.

The activity carried out for Output 1 (former Output 2) in this term is mainly preparation of training curriculum and complementary training materials. Five (5) kinds of complementary materials were prepared in this term. Activity for Output 1 (former Output 2) is shown in **Table 4-4**.

Table 4-4: Activities for Output 1 (former Output 2) in 2nd Year of the Project

No.	Work Items for Former Output 2	2012				2013					
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1-9 (2-3)	Prepare a training curriculum and complementary training materials adaptive to the regional peculiarity										

Note: Numbers in () are those in PDM₂.

4.1.3 3rd Year of the Project (July 2014 to April 2015)

Activities carried out in this term for Output 1 are revision of PIM annexes and unveiling of the computerized PIM on the homepage of MoW and conduction of a seminar for disseminating the computerized PIM. Activities in this term for Output 1 are summarized in *Table 4-5*.

Table 4-5: Activities for Output 1 in 3rd Year of the Project

No.	Work Items for Output 1	2014						2015			
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
1-2	Assess the contents of PIM from the technical points of view and identify the areas and focuses required for the improvement										
1-3	Formulate the approach and methodology for improving PIM through the workshop with the participation of IAs.										
1-4	Draft the terms of reference (TOR) for improvement of PIM and finalize it in TWG-2.										
1-5	Identify the contents of the existing PIM and available documents still relevant to the current framework of the WSDP and restructure them for improving the contents of PIM										
1-6	Prepare the annexes of PIM for RWSSP according to TOR.										
1-7	Translate the prepared PIM into Swahili according to TOR										
1-8	Computerize all the prepared PIM as the PIM database.										
1-9	Finalize the preparation of PIM in TWG-2.										
1-10	Unveil computerized PIM on the homepage of MoW and conduct the public hearing on its readiness to the official commission.										
1-11	Revise contents of computerized PIM based on the comments/suggestions obtained from the public hearing										
1-12	Conduct a seminar for disseminating the computerized PIM										

4.2 Improvement of RUWASA-CAD Training Package

The purpose of this activity is to examine the progress of RWSSP in the pilot areas of RUWASA-CAD Phase 1, logically assess how much the training effectiveness and impact (significance) are still sustained in the target organizations and eventually the training packages would be revised based on the result of assessment.

4.2.1 Study on Training Significance in Target Organizations in Phase 1

a. Purpose of Study

In order to understand comprehensively the effectiveness of the training packages, which

were prepared in Phase 1, the following focuses were examined in this study.

- 1) To identify the continuation of utilization of training obtainment by RUWASA-CAD trainees
- 2) To identify the areas, topic, contents, etc. to be reviewed for betterment
- 3) To examine the progress of RWSSP at LGA, RS, and BWO levels

b. Target Organizations

All CWST, RWST and BWO, who participated in the intervention of Phase I, are subject to this study. Considering the limitation of the study period, two (2) LGAs have been selected from Coast, Lindi and Mtwara regions, while one (1) LGA from Dar es Salaam region. The organizations interviewed are summarized in the table below.

Table 4-6: Summary of Interview Schedule

No.	Organization		Interview Date
1	CWST	Temeke	30/Sep/2011
2		Rufiji	Cancelled
3		Mafia	11/Oct/2011
4		Kilwa	04/Oct/2011
5		Lindi	04/Oct/2011
6		Mtwara	06/Oct/2011
7		Tandahimba	06/Oct/2011
8	RWST	Dar es Salaam	30/Sep/2011
9		Coast	29/Sep/2011
10		Lindi	05/Oct/2011
11		Mtwara	05/Oct/2011
12	BWO	Wami/Ruvu	22/Sep/2011
13		Ruvuma/Southern Coast	06/Oct/2011

c. Methodology

The impact of Phase 1 could be continuously active to some extent among target individuals and organizations. For assessing this remaining impact, the same approach employed in Phase 1 is considerably appropriate in the sense of having a common standard for the assessment.

Table 4-7 describes the assessment questions, assessment items, and methods in this study.

Table 4-7: Perspectives of Assessment

Assessment Questions	Assessment Items	Assessment Methods
1. Behavior Change at the Individual Level		
Are the trainees utilizing knowledge, skills, and attitudes attained in the training in their actual work?	<ul style="list-style-type: none"> Situation on adoption of knowledge, skills, and attitudes in planning and implementation of DWSP Factors to contribute/ prevent behavior change of the trainees 	Interview with the trainees and their superiors, co-workers and subordinates
2. Behavior Change at the Organizational Level		
Have procedures for planning and implementation of DWSP by the target districts improved as a result of the training?	<ul style="list-style-type: none"> Adoption of selection procedures of candidate communities for the scoping survey based on DRA in the promotion phase Examination of progress reports and other Output reports to be 	Interview with CWST members

Assessment Questions	Assessment Items	Assessment Methods
	<ul style="list-style-type: none"> submitted by consultants/ contractors Updating information on water supply and sanitation conditions as well as O&M of existing water supply facilities in the districts Integration of strategies and activity plans on sanitation and hygiene promotion for households and schools into DWSP and its annual plan Inter-communication between the district and RWST/ BWO at formulating and designing community subprojects Factors contributing/ preventing behavior change at the organizational level such as; <ul style="list-style-type: none"> ➤ Transfer of staff trained ➤ Delay in implementation of RWSSP 	
Has the delivery of support services by BWO to districts improved as a result of the trainings?	<ul style="list-style-type: none"> Distribution of the preliminary hydrogeological maps to the districts Distribution of the updated hydrogeological data to the districts Intercommunication with CWST and RWST Factors contributing/ preventing behavior change at the organizational level 	Interview with BWO at the monitoring visits
Has the delivery of support services by RWST to districts improved as a result of the trainings?	<ul style="list-style-type: none"> Formulation of RWSP Examination of the quarterly reports submitted by the districts Monitoring visits to the districts for technical advice for and performance monitoring of the project implementation Factors contributing/ preventing behavior change at the organizational level 	Interview with RWST members

d. Schedules of Interview

The interview survey was conducted in the date shown in **Table 4-6**. The meeting with the CWST of Rufiji district was not held. Because the team members were assigned for other work on the interview day, the meeting with the project team was eventually cancelled.

e. Results of Interview and Analysis (CWST)

Behavior change as CWST has been monitored from the viewpoints of change in procedures employed in activities related to RWSS projects, especially with regard to the practice of CWST on the indicators of the project purpose;

- 1) Adoption of selection procedures of candidate communities of RWSS projects based

on the Demand-Responsive Approach (DRA) in the promotion phase

- 2) Examination and making comments to progress reports and the other Output reports submitted by the TSP/FSP within the agreed period, if the districts currently implement RWSS projects with hiring TSP/FSP
- 3) Update of information on water supply and sanitation conditions as well as operation and maintenance of existing water supply facilities in the district every year
- 4) Integration of strategies and activity plans on water supply, sanitation and hygiene promotion for households and schools into DWSP and annual plan

The following behavior changes were observed in the monitoring visit to the pilot LGAs conducted in 2009/10 as shown in **Table 4-8**.

Table 4-8: Behavior Changes Observed in 2009/10 (CWST)

Indicators	Facts (Behavior Change)	LGAs
i. DRA	CWST has been facilitating DRA in the promotion phase before commencement of the 1 st cycle of WSDP.	All LGAs
ii. Management of the Outputs	All the members of CWST were involved in examination and preparation of comments on reports submitted by TSP/FSP.	All LGAs
iii. Monitoring	Activities to update the information on water and sanitation conditions have not started yet.	Temeke MC
	DWE office conducted activities to update the information on water and sanitation conditions. CWST reviewed the report by DWE and gave comments on it.	Mkuranga DC
	Information is updated quarterly. WEOs at the wards and Water Technicians stationed at community level are involved in collection of data from all the communities.	Masasi DC
	Information is updated monthly through data collection from all the villages by involving WATSAN committees, Village Governments, and WEOs. DWE Office also collects information through the field supervision.	Lindi DC
iv. Integrated approach	CWST is discussing how to incorporate sanitation and hygiene promotion for household and schools into DWSP. After selecting TSP/FSP, CWST will work with them for formulation of DWSP.	Temeke MC
	The present DWSP was formulated in June 2009 and CWST is elaborating it with support of TSP/FSP to include sanitation and hygiene promotion activities at communities and primary schools.	Mkuranga DC
	CWST will consider necessary activities related to sanitation and hygiene promotion when DWSPs are updated with support of TSP/FSP after the scoping study.	Masasi DC, Lindi DC

RUWASA-CAD Final Report (JICA, 2010)

During the interview survey, the project team apprehended that the following application of training obtainment had been exercised from the last monitoring.

Table 4-9: Behavior Changes Observed in 2011/12 (CWST)

Indicators	Facts (Behavior Change)	LGAs
i. DRA	CWST has been facilitating DRA in the promotion phase before commencement of the 1 st cycle of WSDP.	All LGAs
ii. Management of the Outputs	All the members of CWST were involved in examination and preparation of comments on reports submitted by TSP/FSP.	Kilwa DC, Lindi DC, Mafia DC, Mtwara DC,
	Examination and making comments on the reports submitted by TSP/FSP have been done by members of task force appointed from the district procurement department, not by CWST anymore.	Tandahimba DC
	Examination of the progress report and the other Outputs from consultants are done by the special committee named as WAHECO (water, health and community development) which is composed of 15 members from related departments in the district council.	Temeke MC
iii. Monitoring	DWE and water technicians are directly monitoring and updating the information on water supply and sanitation. However, updated information is shared with other members of CWST in a regular meeting.	Kilwa DC, Lindi DC, Mtwara DC, Tandahimba DC
	CWST now monitors the information as a team but previously only DWE, DHO and DPLO have done it.	Mafia DC
iv. Integrated approach	DWSP has been prepared in the approach integrated with water supply and sanitation promotion.	Kilwa DC, Lindi DC, Mafia DC, Mtwara DC, Tandahimba DC
	Because of insecurity of finance, sanitation and hygiene promotion for household and school are not integrated into the water supply plan.	Temeke MC

As continuing from the last monitoring, it was confirmed that most indicators kept their quality as high as before.

Although Tandahimba DC and Temeke MC formed new institutions (not CWST) for examination of submitted reports from consultants, they performed as a team with participation of multi-sector departments. Moreover, it was understood that the change of water supply and sanitation situation has been informed and shared within existing teams more intensively.

In addition to the above, the attention to H&S promotion was more paid significantly in their activity plan as DWSP, which could be induced from the generalization of the group work among CWSTs in respective LGAs.

As a conclusion from the facts described above, the impact and improvement from training conducted in Phase 1 is still alive practically among the trainees and their teams, which subsequently enhances their individual and group works.

Although the majority of interviewees showed their perception of the contents of training packages very practical enough, some modification and/or revision of them are recommended as shown in the table below.

Table 4-10: Recommendations from Interviewees (CWST)

Recommendations from Interviewees
<ul style="list-style-type: none"> - Water technician and environmental officer should be a part of target trainees and included in the training programme. - RWSS project cycle should be further reviewed more authentically to the reality due to the on-going alternation of designing processes. - Number of participants and time allocation for each session should be increased.

f. Results of Interview and Analysis (BWO)

As a result of the end line survey conducted in June 2010, the following behaviour changes have been observed and identified in BWOs of Wami Ruvu and Ruvuma & Southern Coast and reported in the final report of Phase 1 (JICA, 2010).

Table 4-11: Behavior Changes Observed in 2009/10 (BWO)

Wami Ruvu BWO	Ruvuma & Southern Coast BWO
<ul style="list-style-type: none"> - BWO has updated the database of existing wells and preliminary hydrogeological maps by the middle of May 2010. - BWO has been sought advice from seven (7) out of ten (10) CWSTs and advised them. - BWO has conducted internal training of staff on management of database prepared by the hydrogeologist. - Although BWO has already communicated with CWSTs, however, they recognized that it should be more frequently. 	<ul style="list-style-type: none"> - BWO has updated the database of existing wells and preliminary hydrogeological maps by the middle of March 2010. - BWO has been sought advice from all of 12 CWSTs and advised them. - BWO has conducted internal training of staff on skill of GIS operation. - They have communicated with CWSTs in both seminar organized by BWO and meeting organized by CWSTs. However, BWO recognized that the linkage should be strengthened.

RUWASA-CAD Final Report (JICA, 2010)

During the interview survey, the project team apprehended that the following application of training obtainment had been exercised from the last monitoring.

Table 4-12: Behavior Changes Observed in 2011/12 (BWO)

Wami Ruvu BWO	Ruvuma & Southern Coast BWO
<ul style="list-style-type: none"> - Consultation for exploitation of groundwater using hydrogeological maps has been widely provided to CWSTs. - The contents of service provision to LGAs and regions have been widened not only hydrogeological information but also geographical information necessary for comprehensive design of water supply facilities. - BWO has conducted regularly internal training of staff on GIS and use of GPS. - CWSTs have become more aware of the roles and consultation given from BWOs. 	<ul style="list-style-type: none"> - BWO has conducted the geophysical survey and data collection of water resources in Tunduru and Songea districts, which were not involved in RUWASA-CAD phase I, in order to expand the coverage of the hydrogeological maps prepared previously. - BWO has been still sought advice from all of CWSTs and advised them. - Technical meeting has been quarterly held with participation of CWSTs and RWSTs. - Community sensitization have been carried out more intensively to assist them forming their water management organization in collaboration with district facilitation teams.

It could be assessed in both BWOs that the present application of training obtainment has been more diverse and practical than that in 2009/10. More obviously it was understood that from the comments of interviewees, the frequency of communication between BWO and

other organizations such as CWST, RWST, etc. has increased enough to generate the mutual benefits. From this point of view, the Project would conclude that the training package for BWO contains the effective structure in common for hydrogeologist of BWO. There, however, are various recommendations from interviewees for improving the quality of the training package for BWO as listed below.

Table 4-13: Recommendations from Interviewees (BWO)

Recommendations from Interviewees
<ul style="list-style-type: none"> - The field work with CWST should be included in training programme. - Joint training among BWO, CWST and RWST should be considered. - Number of trainees should be increased from 1 to more. - Visual training contents should be prepared to make the contents more attractive. - The topics on surface and environmental issue (water pollution by illegal mining) should be included.

g. Results of Interview and Analysis (RWST)

Behavior change of RWST was analyzed in 2009/10 from the following aspects;

- 1) Formulation of Regional Water Supply and Sanitation Plan (RWSP)
- 2) Review and provision of comments on the quarterly reports submitted by CWSTs in the region within one month from receipt of the reports
- 3) Provision of advice and approval to the community subprojects formulated and designed by CWSTs in the region
- 4) Coordination with BWO in appraisal of the community subprojects submitted by CWSTs

The table below (**Table 4-14**) summarized findings from the interviews with RWSTs.

Table 4-14: Behavior Changes Observed in 2009/10 (RWST)

Indicators	Facts (Behaviour Change)	RS
i. Formulation of RWSP	The team is currently updating the information from LGAs. This activity is mainly done by RWA, but other members also share information in order to prepare a well elaborated RWSP.	DSM
	RWST is facilitating LGAs to complete preparation of DWSPs so they can compile a RWSP. Though RWST initially thought that RWSP would be prepared by RWA, they realized that the plan should be compiled jointly among the members.	Coast
	RWSP has not yet been compiled as RWST is waiting for DWSPs to be submitted from LGAs.	Lindi, Mtwara
ii. Review of quarterly reports of LGAs	All the RWST members examine the reports submitted by LGAs and prepare comments jointly.	All regions
iii. Provision of advice and approval to subprojects	When the on-going RWSSP/WSDP enters into the appropriate stage, all the RWST members will be involved in examination of the community subprojects to be submitted by LGAs.	DSM, Lindi, Mtwara
	RWST has given advice on the inception reports received from Rufiji, Kibaha DC and Kibaha Town.	Coast
iv. Coordination with BWO	RWA visited Ubungo Branch of Wami Ruvu BWO to ask about previous water rights of existing water supply	DSM

Indicators	Facts (Behaviour Change)	RS
	facilities in Ilala.	
	RWA visited Wami Ruvu BWO in Morogoro in order to obtain hydrogeological data for Rufiji.	Coast
	RWA advised a consultant serving as TSP to enquire BWO of hydrogeological data and information which can be referred to in the scoping study.	Lindi

RUWASA-CAD Final Report (JICA, 2010)

During the interview survey, the project team apprehended that the following application of training obtainment had been exercised from the last monitoring.

Table 4-15: Behavior Changes Observed in 2011/12 (RWST)

Indicator	Facts (Behaviour Change)	RS
i. Formulation of RWSP	RUWASA-CAD training has influenced RWST in the process of formulation of RWSP due to the fact that during the training course of 1 st phase the importance of RWSP has been emphasized repeatedly. Members of RWST still remind of it and make sure the availability of RWSP	Coast, Lindi, Mtwara
	RWST recognizes the importance of RWSP but DWSPs as an essence of RWSP have not yet been submitted from LGAs.	DSM
ii. Review of quarterly reports of LGAs	RWST members have been reviewing the quarterly reports submitted from CWSTs and providing the feedback as conveyed in RUWASA-CAD	Coast, Lindi, Mtwara
iii. Provision of advice and approval to subprojects	When the on-going RWSSP/WSDP enters into the appropriate stage, all the RWST members verify the relevance of designs and plans submitted from CWSTs and provide the approval for implementation.	Coast, DSM, Mtwara
	Provision of advice and approval to sub-project was done only by RWA.	Lindi
iv. Coordination with BWO	Since RUWASA-CAD, the linkage between RWST, CWST and BWO is kept good and frequent.	Coast, BWO, Lindi, Mtwara

Similarly to the results of CWSTs and BWOs, the results of interview to RWSTs also show the continuation of practices accustomed among RWSTs during RUWASA-CAD Phase 1. Besides, all interviewees expressed the practicability of training packages in their works.

Assessing these findings, it could be concluded that the contents of training packages for RWST do not have any particular area to be reviewed urgently. Nonetheless some recommendations were indicated by interviewees for the better provision of training. They are summarized in the table below.

Table 4-16: Recommendations from Interviewees (RWST)

Recommendations from Interviewees
<ul style="list-style-type: none"> - Visual training contents should be prepared to make the contents more attractive. - The field work should be included in training programme. - Numbers of trainees should be increased for each training session. - Executive summary of training materials should be prepared for quick understanding.

4.2.2 Review of RUWASA-CAD Training Package

The facts confirmed during the interview survey illustrate clearly the practicability of training packages prepared in RUWASA-CAD Phase 1 and the approach, which was not one time off

training but rather promoted regular communication between target organizations. On the top of it, current progress of RWSSP/WSDP gives a field to CWST, BWO and RWST to practice the training obtainment for real.

From this point of view, it is presumed that the revision of training packages would not be an urgent matter to be done in this stage of the Project. However, taking recommendations given from trainees into account, the Project ought to examine repeatedly the contents of training packages, especially when the full-scale activities related to CD consultation are carried out.

Assessing the focus of recommendations given from trainees, most of them could be solved or realized by a proper training management and administration. Apart from them, there are some areas which could be applied possibly to the supplementary training materials to be formulated in the Project. They are;

- i) Visual training contents showing the steps of particular methodology and case studies
- ii) More intensive integration of sessions and field practices in the training contents

The examination so far done is looking at the one side of perfection in training packages, meaning that the comments and ideas only from trainees are regarded but training organizers such as training consultants and more importantly members of CB&T have not yet contributed any to the improvement of training packages. Therefore, after training packages are utilized again by those stakeholders in any activity under the Project, their feedback should be regularly incorporated in the revision of training packages. This is a proposal based on the results of a series of examination described above and will be executed during the project period.

4.3 Incorporation of RUWASA-CAD Training Package into PIM

The training packages prepared in Phase 1 would be revised, if necessary, based on the result of the study described in the previous section. In order to facilitate the CD activities under WSDP, the Project shall promote these training packages to IAs of WSDP, especially CWSTs, RWSTs and BWOs and eventually expect that these would be incorporated into PIM as reference materials for training implementation. For this achievement, the following activities have been carried out consecutively during the project period.

4.3.1 Workshops for Dissemination of RUWASA-CAD Training Package and CD Consultation by RWSD/MoW

The objective of the workshop is to disseminate outputs of RUWASA-CAD Phase 1 and introduce services including guidance and consultation for capacity development to be provided from the Project to IAs in order to facilitate the implementation of CD activities incorporated in their CD plans.

The workshop was conducted in 19th June 2012 at Ubungo Plaza, DSM with the participation of members of CWSTs, RWSTs, BWOs and representatives from line ministries. No one was invited to the workshop from DPs due to the official communication protocol which was suggested by the project director. The outline of the workshop was summarized in the table below.

Table 4-17: Outline of RUWASA-CAD Workshop

Date / Time:	19 th June 2012, 10:00 – 14:00		
Venue	Ubungo Plaza, Dar es Salaam		
Numbers of Participants:	CWSTs: 106	Line ministries: 1	
	RWSTs: 22	MoW: 9	
	BWOs: 9	JICA: 3	
	Total number = 150		
Agenda:	<ol style="list-style-type: none">1. Opening remarks2. Statement3. Present situation of RWSSP4. Introduction of RUWASA-CAD Project and how to use the Training Modular Guide5. Experiences of RUWASA-CAD Training6. Types of consultation to be provided from CB&T/RUWASA-CAD7. Discussion8. Conclusion and Closing remarks		
Discussions:	<ol style="list-style-type: none">1. Capacity gaps between target and current situation on progress of RWSSP2. Applicability of the RUWASA-CAD training package for CD implementation of IAs3. Importance and necessity of CD consultation by CB&T/RUWASA-CAD to support IAs		

CPs of the Project clearly explained the various benefits in use of RUWASA-CAD training packages to participants and also expressed the intension on the provision of CD consultation to IAs. Participants responded quite positively by showing the expectation from the Project and necessity of the assistance to their CD activities. However, IAs did not receive any finance disbursed from MoW. This situation limited not only the project activities, but also motivation toward CD in IAs.

Considering the purpose of the workshop, the output from this facilitation could not be realized much in case that there is no financial input to CD interventions of IAs in WSDP. Therefore, the Project would propose that the second workshop planned in the second year of the Project should be cancelled if this situation continuously remains.

4.3.2 Facilitation for Use of RUWASA-CAD Training Packages as Main Tool for Training Plan

a. Current Situation of CD under WSDP

Through the participation in WSDP dialogue and other DPs' initiatives (Ref.: **Section 3.3**), the Project constantly persuaded members of DPs to incorporate these packages in PIM and also IAs including CWSTs, RWSTs and BWOs to make use of these packages in preparing the training plans and even implementing training sessions. Even so, no budgetary measure to implementation of CD plans greatly hindered the intended progress of the Project.

In fact, it was revealed that the budgetary allocation to CD in IAs has been reprogrammed as a part of the phase II of WSDP according to the conceptual framework of WSDP Phase II shared with DPs during 9th JSM and 7th JWSR. This situation could imply that the Project would have less or even no opportunity to provide the consultation to IAs on how to use these packages until WSDP Phase II officially begins in July 2014.

b. WSDP Restructuring and WSDP Phase II

The purpose of this restructure of WSDP is to improve the speed of WSDP implementation by reorganizing the programme as recommended by the mid-term review mission conducted

in March/April 2010 jointly by the Government of Tanzania and representatives of development partners. The recommended strategic and organizational changes to the programme design including establishing new realistic targets, revised financing plan, work plan, procurement plan, disbursement projections, results framework and performance indicators. Some of changes trigger amendments to WSDP MoU, PIM and other documentations.

In line with this restructure, the contents of PIM were partially reviewed by July 2012. Eventually RWSS project cycle which was one of the outputs from Phase I was officially incorporated into Annex 5 of PIM; “Programme Operation Manual”. This project cycle illustrates the general time line of the project process and enlightens the necessary capacity areas for stakeholders involved in RWSS.

With this first step forward, the Project continuously elaborated the significance of RUWASA-CAD training packages within WSDP dialogue and also the need of comprehensive revision of PIM for WSDP Phase II. In 7th JWSR it was finally agreed among the representatives of stakeholders that the comprehensive revision of PIM was one of prerequisites of the appraisal for WSDP Phase II.

The first meeting of TWG-2 after 7th JWSR was held 23rd of November 2012. In this meeting the Project proposed to establish the task force for discussing the contents and features encompassed in the next version of PIM. Although the decision on this proposal was not made yet, the most of TWG-2 members expressed their positive opinion to this initiative and agreed to approve this proposal in the next meeting. The Project will actively participate in this task force in order to basically improve the contents of PIM and provide the user friendly documents to IAs. It is our intention that the outputs of Phase I including RWSS project cycle, training modular guide and RUWASA-CAD training package would be presented to the task force as probable contents of the new version of PIM.

For assisting the task force for the revision of PIM by providing actual information regarding the status of PIM utilization at the level of CWSTs and RWSTs, the Project commenced the study on how much members of CWSTs and RWSTs utilize the contents of PIM in their actual works. This study would highlight the hindering factors of PIM utilization, which should be clearly addressed during the revision work in the preparation of WSDP Phase II. The outline and snapshot of this study are explained in the next section.

4.3.3 Study on PIM Utilization by IAs

The Project roughly comprehended the situation of poor PIM utilization in the implementation of WSDP through the various opportunities including training and field works with CWSTs and RWSTs. However, the level of this comprehension was not accurate enough to share it with other stakeholders. The Project planned to study the level of PIM utilization at the level of IAs by physical observation and interview. The methodology and result of the study are explained in the following sections.

a. Status of PIM in the institutional arrangement of WSDP

Programme Implementation Manual (PIM) was prepared by MoW in order to facilitate all the activities to be implemented under WSDP framework. In the Memorandum of Understanding (MoU) between the United Republic of Tanzania and Development Partners for the Implementation of the Water Sector Development Programme (WSDP) using Pooled Financing Mechanism and Earmarked Financing (Government of Tanzania, 2011), PIM is introduced as an operational guideline adapted by each Implementation Authorities (IAs) such as Local Government Agencies (LGAs), Basin Water Offices (BWOs) and Urban Water

Supply and Sewerage Authorities (UWSAs) and it specifies implementation arrangements including institutional arrangement such as procedures for procurement, disbursement of funds, financial management, environmental and social management and monitoring and evaluation and progress reporting requirement.

It was originally composed of a main document, seven (7) volumes and 18 annexes in 2006, and then the annex 19 was added in 2011 for complementing the contents of hygiene and sanitation in association with the restructuring plan of WSDP Phase I. **Table 4-18** lists titles of volumes and annexes. The annexes of PIM explain the implementation procedures of three components of WSDP; water resources management (WRM), rural water supply and sanitation (RWSS) and urban water supply and sanitation (UWSS).

MoU also states that the procedures and arrangement set out in the MoU are completed by the IAs as defined by PIM. In other words, IAs including members of Regional Water and Sanitation Teams (RWSTs) and Counsel Water and Sanitation Teams (CWSTs) should comply with MoU by using contents of PIM for the implementation of RWSS of WSDP.

As described above, the contents of PIM guide the implementation arrangement and procedures for WSDP to IAs. From this point, if IAs study the contents of PIM, they could improve their understandings timely along with the implementation, which could contribute the development of their capacity.

Table 4-18: List of PIM Volumes and Annexes

Volume		
1	TZ WSDP Programme Summary	
2	Water Sector Development Programme Work Plan and Procurement plan	
3	Financial Management Addendum	
4	Water Sector Development Programme Procurement Manual	
5	Environmental and Social Management Framework	
6	Resettlement Policy Framework	
7	Communication Strategy	
Annex		
1	WRM General Guidelines for River/Lake Basin Management	WRM
2	Basin Water Office Operational Guidelines	
3	Guidelines for Planning and Operating District Water and Sanitation Grants	RWSS
4	Formula Based Allocation of Financial Resources to LGAs	
5	Programme Operational Manual (POM)	
6	District Operational Manual (DOM)	
7	Guidelines for Facilitating Communities in Establishing Legal Water User Entities	
8	Field Monitoring and Coaching Guide	
9	Modular Guide for CWST	
10	Management Models for Community Water User Entities	
11	Final Guide for Training WATSAN	
12	Guideline for Facilitating Community Planning	
13	Community Water Supply Management Manual	
14	Facilitation Skills	
15	Community Facilities and Management Plan (FMP)	
16	Facilitation Manual	
17	Capacity Building and Training Requirements	
18	Operational Guidelines for Urban Utilities and Selection Criteria	UWSS
19	School and Household Sanitation and Hygiene Tools	RWSS

b. Methodology of PIM Utilization Study

PIM is not only the operational guideline on both administrative and technical arrangement for the implementation of WSDP, but also could contribute CD towards IAs for both personnel and institutional levels through timely and adequately utilization. However, it appeared that PIM was not adequately used by IAs for the implementation of WSDP according to observations during activities of the Project.

b.1 Objectives of the Study

The revision of PIM is included in the work plan for preparation of WSDP Phase II. Under such a circumstance, it is quite important to understand the real situation of PIM utilization at the level of IA, which will highlight the important factors to improve the situation of PIM utilization.

For facilitating this, the Project set the following objective for conducting the study.

- 1) To confirm the actual possession and utilization level of PIM in IAs;
- 2) To understand preventing and supporting factors towards PIM utilization;
- 3) To find necessary contents to be included in PIM for WSDP Phase II; and
- 4) To prepare proposals of PIM revision such as contexture, configuration and composition

b.2 Study Area and Organizations

The study aims to understand the actual situation of the study objectives described above. Target organizations are RWSTs in all 21 regions¹ and CWSTs of at least three (3) LGAs in each region. **Table 4-19** lists a number of target organizations in Regional Secretariats (RSs) and LGAs on the study.

Table 4-19: Target Organizations on the Study

Areas	Organizations	Remarks
RS	RWST	21 regions in the mainland of Tanzania are selected
LGA	CWST	Basically 3 LGAs in 21 regions are selected to be 67 LGAs as total

b.3 Period and Schedule of the Study

The study is conducted by two study teams from December 2012 to February 2013, and the period of the study is divided into three phases as shown in **Table 4-20**.

Table 4-20: Study Period and Region

Phase	Period	Group1		Group2	
		RS	LGA	RS	LGA
1	3 rd /Dec to 24 th /Dec	4 (DSM, Morogoro, Tanga, Kilimanjaro)	14	3 (Coast, Mtwara, Lindi)	9
2	7 th /Jan to 25 th /Jan	3 (Dodoma, Iringa, Ruvuma)	11	2 (Mbeya, Rukwa)	6
3	4 th /Feb to 27 th /Feb	4 (Singida, Tabora, Kigoma, Kagera)	14	1 (Shinyanga)	4
Total		11	39	6	19

¹ There were 21 regions in the main land of Tanzania at the time of the study.

b.4 Methods of the Study

The study team physically observed the availability of PIM in IAs and conducted the interview survey to staff of RSs and LGAs. **Table 4-21** shows focal points of each study method.

The observation is meant to check a status of PIM possession for both office use and personal use and frequency of PIM utilization quantitatively. The interview aims to confirm a status of PIM utilization and demands for the future PIM qualitatively. The study teams visit the target office with the whole PIM documents so that all interviewees could answer the questions by referring each PIM document.

The study teams implemented a trial test in RSs and LGAs of Dar es Salaam and Coast regions (totally two (2) RWSTs and six (6) CWSTs) in order for the study team to familiarize and improve the study method and approach.

Table 4-21: Focal Points of the Study

Method	Focal point
Observation	<ul style="list-style-type: none"> ● Possession of PIM documents in office for daily use ● Possession of PIM documents in personal for daily use ● Frequency of PIM utilization by staff for daily use
Interview	<ul style="list-style-type: none"> ● General/specific impression of PIM from users (e.g. contexture, configuration and composition) ● Demands for improvement of PIM (e.g. contexture, configuration, composition, areas to be covered etc.)

c. Results of the Study

c.1 Number of IAs Visited and Respondents Interviewed by the Project

Table 4-22 shows the study period and IAs where the study teams visited during the study. The total number of IAs visited was 73 (RS: 17 and LGA: 56) and that of the respondents was 443. Among 443 respondents, the number of the respondents from the water sector was 119.

Table 4-22: Study Period and IAs

Period	Group 1		Group 2	
	RS	LGA	RS	LGA
3 rd /Dec/2012 to 24 th /Dec/2012	Dar es Salaam	Kinondoni MC	Coast	Kibaha DC
		Ilala MC		Kibaha TC
		Temeke MC		Bagamoyo DC
	Morogoro	Morogoro MC	Mtwara	Mtwara MC
		Morogoro DC		Mtwara DC
		Mvomero DC		Tandahimba DC
	Tanga	Tanga DC	Lindi	Lindi MC
		Mheza DC		Lindi DC
		Korogwe DC		Kilwa DC
	Kilimanjaro	Moshi MC		
		Moshi DC		
		Hai DC		
7 th /Jan/2013 to 25 th /Jan/2013	Dodoma	Dodoma MC	Mbeya	Mbeya DC
		Bahi DC		Mbeya CC
		Chamwino DC		Rungwe DC
	Iringa	Iringa MC	Rukwa	Sumbawanga DC
		Iringa DC		Sumbawanga TC

Period	Group 1		Group 2	
	RS	LGA	RS	LGA
		Kilolo DC		Nkasi DC
	Ruvuma	Songea MC		
		Songea DC		
		Namtumbo DC		
4 th /Feb/2013 to 18 th /Feb/2012	Singida	Singida DC	Shinyanga	Kahama DC
		Singida MC		Shinyanga MC
		Manyoni DC		Shinyanga CC
				Kishapu DC
	Tabora	Uyui DC	(Morogoro)	Ulanga DC
		Tabora MC		Kilosa DC
		Sikonge DC		Kilombero DC
	Kigoma	Kigoma DC	(Dodoma)	Kondoa DC
		Kigoma MC		
		Kasulu DC		
	Kagera	Bukoba DC		
		Bukoba MC		
		Misenyi DC		
Total	12	33	5	23

c.2 Observation Results

This section will report the current status of PIM possession for both office use and personal use and the frequency of PIM utilization understood by the observation.

c.2.1 Possession of PIM for Office Use

RWSTs and CWSTs are established multi-disciplinarily with the participation from water, health, community development, treasurer, education, agriculture etc. depending on a necessity of respective IAs. The results of possession of PIM documents for office use are explained separately by showing the result in the water sector and other sectors. It is because the water sector is a main actor for the implementation of projects under WSDP. Therefore, the Project assumes that the water sector office would possess PIM documents more than other sector offices. **Table 4-23** shows the result of physical observation on the possession of PIM documents for office use. More precisely **Figure 4-1** shows the summary of possession of each PIM document for office use.

The study team could not find any water office of IAs which possessed the complete set of PIM document. 23 out of 73 water sector offices had some PIM documents (the incomplete PIM set) and the rest 50 water sector offices did not have any PIM documents.

The result of PIM possession in other sector offices shows more critical whereby only one other sector office had some PIM documents. In addition to this, it was confirmed that others have no PIM document at all.

The level of possession of PIM document in IAs was totally low. Remarkably it should be noted that annex 19 which was added during the restructuring of WSDP (2012) to introduce the implementation procedure of School and Household Sanitation and Hygiene was not owned by any water sector office but only one health sector office.

Table 4-23: Status of PIM Possession for Office Use

Water sector			Other sectors		
Complete PIM set	Incomplete PIM set	No PIM documents	Complete PIM set	Incomplete PIM set	No PIM documents
0	23	50	0	1	72

Number of IAs which Possessed Each PIM Documents

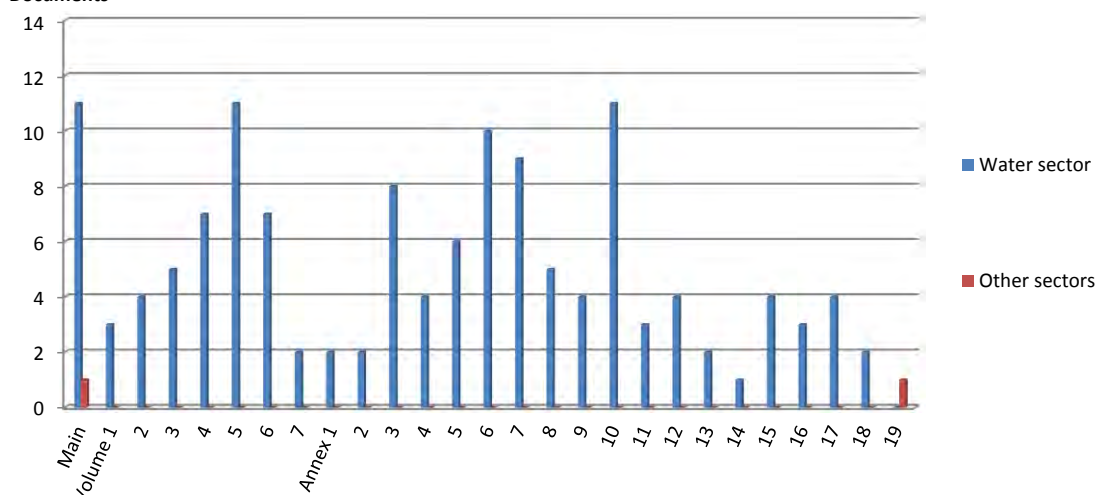


Figure 4-1: Level of Possession of PIM Documents for Office Use

c.2.2 Possession of PIM for Personal Use

It was confirmed that individually members of RWSTs and CWSTs possessed PIM documents for personal use. The results are also separately explained by the water sector and the other sectors in this section. **Table 4-24** shows the current status of possession of PIM documents for personal use. **Figure 4-2** shows the number of respondents who possessed each document for personal use.

Likewise the result for office use in water sector, nobody had the complete PIM document set. 27 respondents (water sector) out of 119 had the incomplete PIM document set and the rest 92 respondents did not have any PIM document. 23 respondents out of 27 respondents had the original version of PIM (2006), and the rest 4 respondents had the revised version (2011).

It was really critically noted that nobody had any PIM documents for personal use in other sectors.

From the result of the observation described above, it could be fair to judge the level of possession of each PIM document for personal use in both water and other sectors was quite low.

Table 4-24: Status of PIM Possession for Personal Use

Respondents in water sector			Respondents in other sectors		
Complete PIM set	Incomplete PIM set	No PIM documents	Complete PIM set	Incomplete PIM set	No PIM documents
0	27	92	0	0	324

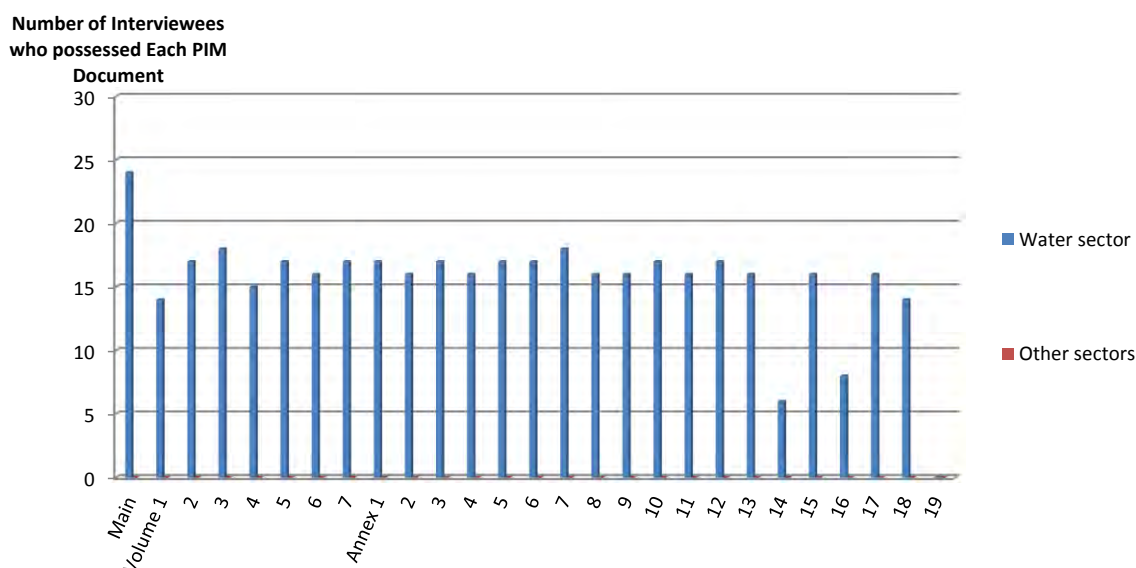


Figure 4-2 Level of Possession of PIM Documents for Personal Use

c.2.3 Utilization of PIM

The status of PIM utilization by respondents was examined and categorized into six levels; excellent, good, fair, poor, rare and none. **Figure 4-3** shows the result of this examination. 88% of the respondents in RWSTs and CWSTs have never used any PIM documents for the implementation of WSDP.

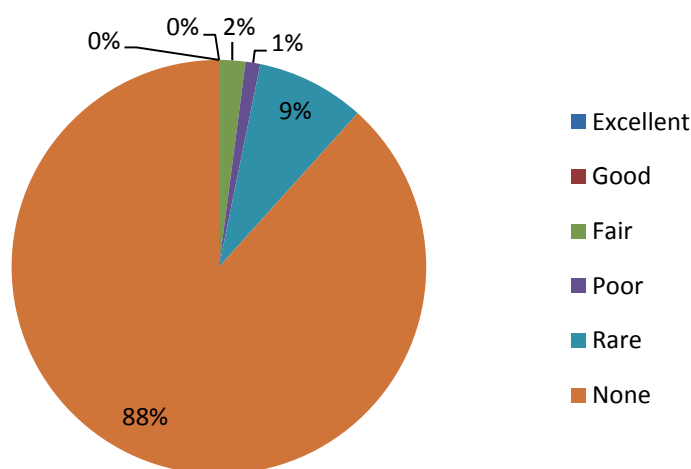


Figure 4-3 Status of PIM Utilization

c.3 Interview Results

This section describes the results of the interview survey concerning about the frequency of PIM utilization, general impression of the current PIM contents and respondents' demands towards the future PIM documents.

c.3.1 Reasons of Unavailability of PIM Document

Figure 4-4 shows reasons of unavailability of PIM collected from respondents. 68% of the respondents answered that they did not know PIM itself and a requirement of PIM utilization for the implementation of WSDP. 15% of the respondents explained that they had ever possessed PIM documents but lost all PIM documents. It should be noted that minor group

of respondents concluded MoW did not enforce and even guide IAs to use PIM documents during the implementation of WSDP.

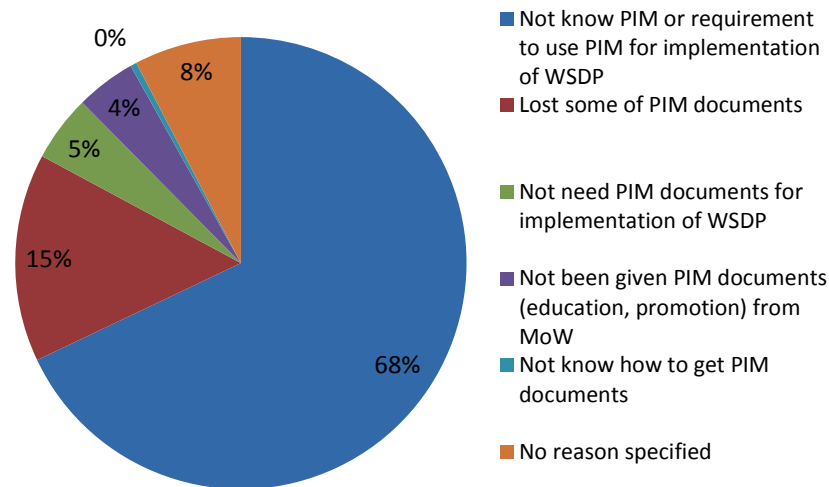


Figure 4-4 Reasons of Unavailability of PIM

c.3.2 Appropriateness of Contents of PIM Document

The appropriateness of contents of PIM document was assessed with respect to volume, coverage, style of media, formats, and language. The study team could collect the response only from those who ever possessed and utilized PIM documents. Especially, those in other sectors were not able to answer the questions provided during the interview. The results of the interview survey on the six aspects are explained separately as follows.

(i) Volume of PIM Document

The study team intended to understand the way how respondents perceived the volume of PIM documents, either too much, much, adequate, little, or too little. A figure below shows the result of the interview on the volume.

48.5% of the respondents perceived that the volume of PIM documents was much or too much for their use. On the other hand there are still 39.5% of the respondents perceiving the volume of PIM document adequate. 11.5% of the respondent, mostly from other sectors, did not answer this question.

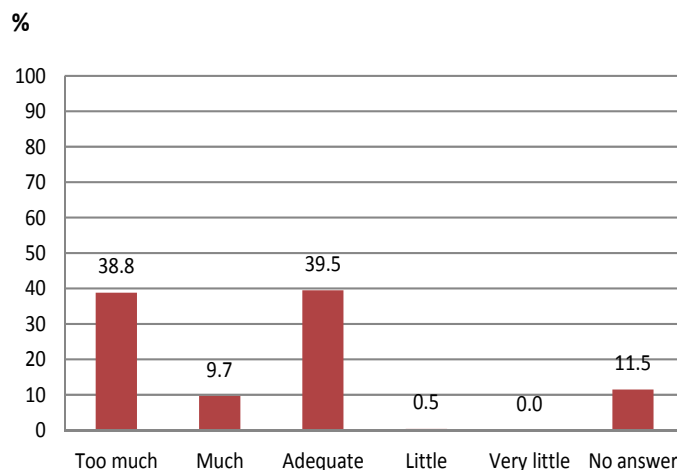


Figure 4-5 Perception on Volume of PIM Document

(ii) Coverage of PIM Document

In this question, the study team tried to understand the readiness of content coverage for the daily works of respondents. The majority of responders (42.7%) expresses that the readiness of PIM documents are adequate while 33.1% of responders perceive the contents are detail and too detail more than they need in their work. On the other hand, a few % of respondents consider the information in PIM documents are rough than their demand. A figure below shows the result of the interview on the coverage.

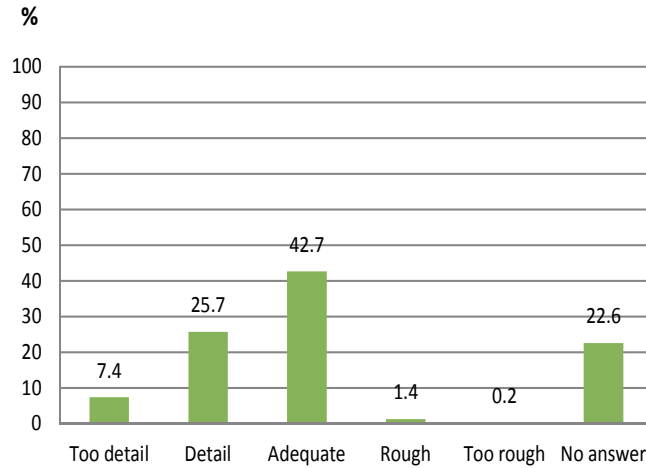


Figure 4-6 Perception on Coverage of PIM Document

(iii) Style of Media of PIM Document

In this question, the study team intended to understand the preference of respondents on the media style of PIM document, either printed matter (hard copy) or computer based referential document (soft copy). The result of this question shows that the largest proportion of respondents consider the current arrangement of PIM document (both hard and soft copies) are adequate. However, it is clear that the preference on soft copy (29.6%) is bigger than that of hard copy (16.7%). A figure below shows the result of the interview on the media style.

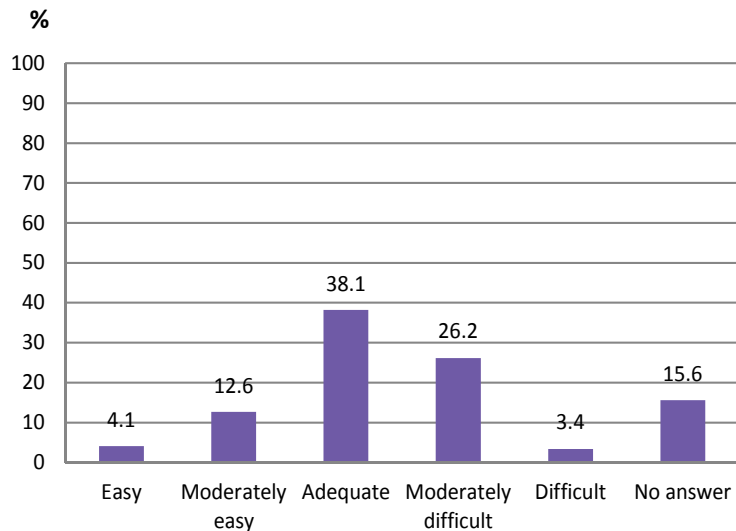


Figure 4-7 Preference of Media Style

(iv) Consistency of Format of PIM Document

The existing PIM document set was prepared in the different occasions by the different authors. As the result of this arrangement, the presentation of contents in the documents is not consistent because of the lack of standard format (font, font size, style of figures/tables, etc.). In this interview, the influence of the consistency of format upon the utilization is examined based on the perception of the respondents.

31.6% of the respondents commented it was adequate. 21.2% of respondents perceived it was moderately inconsistent or inconsistent. On the contrary, 24.6% of the respondents answered it to be consistent. A figure below shows the result of the interview on the consistency of format.

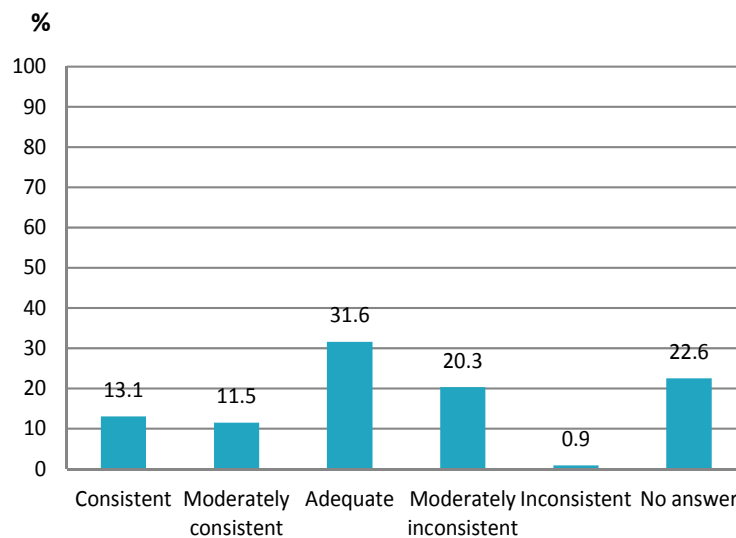


Figure 4-8 Perception on Consistency of Format

(v) Language of PIM document

This question aims to capture the demand of respondents on the language used in PIM documents, either English or Swahili.

54.6% of respondents considered the current situation of language used in PIM document adequate, which means that English is acceptable as a main language. On the other hand 28.7% of respondents perceived that they needed more Swahili in PIM documents. A figure below shows the result of the interview on the language.

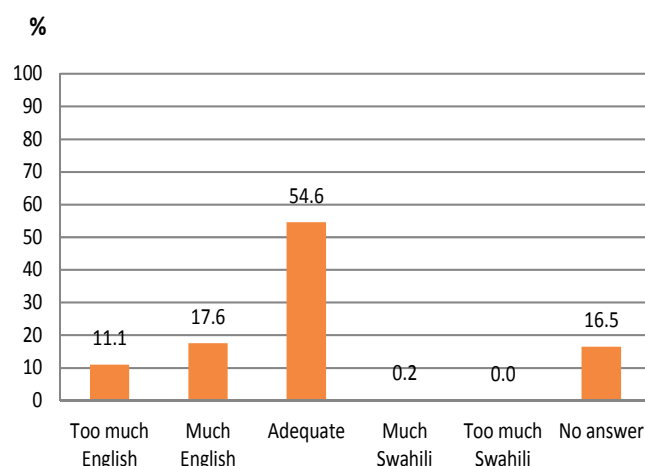


Figure 4-9 Appropriateness of Language used in PIM Document

c.3.3 Necessary Contents for Future PIM Document

The interview on this topic aims to extract the demand of respondents on the contents of PIM document in the future. The result of the interview illustrates the demands on both technical and administrative information.

(i) Demand of Technical Information

The result of the interview on the technical contents is summarized according to the three (3) phases (the planning, implementation and O&M) of the RWSS project cycle as shown in **Table 4-25**.

For the planning phase, the respondents expressed their attention on water resource assessment, mobilization of community and establishment of COWSOs relatively more than other demands. For the implementation phase, the quality control of construction and consultant works was only the answer. For the O&M phase, reporting mechanism and sanitation and hygiene promotion are the highest attention from the respondents and monitoring and evaluation followed. In addition to these phases, the CD in both IAs and COWSO was also regarded as the necessary contents for the future PIM.

Table 4-25 Demanded Area of Technical Information

Phase	Contents to be Included in the Future PIM	Number of Respondents
Planning	Water resource assessment	169
	Socio-economic assessment	20
	Selection of technical options	40
	Safe guard to project implementation	61
	Mobilization of community	193
	Establishment of COWSOs	183
	Salinity control	4
Implementation	Quality control of construction/consultants	119
O&M	O&M of facilities	40
	Reporting mechanism	196
	Technical back-up of O&M	63
	Monitoring and evaluation of O&M	134
	Water tariff setting	1
	Water supply promotion	109

Phase	Contents to be Included in the Future PIM	Number of Respondents
	Sanitation and hygiene promotion	186
CD	CD in IAs	158
	CD in COWSO	8

(ii) Demands of Administrative Contents

Table 4-26 shows the result of the interview on the administrative contents demanded for the future PIM annexes.

The content of procurement process was counted consecutively in the planning and implementation phases. The attention was paid rather intensively for the reporting mechanism as well as CD for institutional arrangements.

Table 4-26: Demand for the Future PIM Annexes on Administrative Aspect

Phase	Contents to be Included in the Future PIM	Number of Respondents
Planning	Promotion of RWSSP	106
	Selection of target community	130
	Procurement of consultant for planning	125
	Safe guard to project implementation	69
Implementation	Procurement of consultant and contractor for implementation	128
	Procurement management	101
	Hand-over of facilities to communities	138
O&M	Reporting mechanism	194
CD	CD for institutional arrangement (e.g. access to CD fund under WSDP)	178

c.3.4 Other Findings during the Study

The study team observed and collected the facts which might affect the possession and utilization of PIM for both personal and office use.

It was observed very commonly that those who received PIM documents from MoW took all documents to their new offices when they were transferred. This caused the massive shortage of PIM documents for the office use. Furthermore, because of poor information/documents management system which led inappropriate communication and poor team work within RWST and CWST, PIM documents were not shared with other sectorial members of RWST and CWST, which was clearly shown in the result of possession. On the other aspect, a storage system of PIM documents in closed spaces such as a locked library or a personal space caused inaccessibility of PIM documents by respondents even if IAs had PIM documents for office use.

The respondents (mostly non-water sector) remarked that they did not know the significance of PIM documents and criticized poor mobilization and promotion from MoW although it was considered particularly as a reluctance of users on this matter. At the same time, they expressed their concern that the authorities related to WSDP such as MoW, Ministry of Health and Social Welfare (MoHSW), and Ministry of Education and Vocational Training (MoEVT) did not provide regularly the guidance on on-going activities according to the contents of PIM.

It was observed that the proportion of PIM possession according to the types of media, the total number of PIM documents owned by soft copy was more than four times higher

compared to those owned by hard copy documents. In addition to this, the team realized that the members of RWST and CWST did not have adequate understanding on their roles and responsibilities as the managers of RWSS in the district level, which caused various hindrances such as procurement processes, supervision of contract, etc. for the implementation of RWSS activities.

It, perhaps, might be also noted that many respondents confessed that they were not really accustomed for reading these documents in their daily works. This could contribute negatively to the level of utilization of PIM documents for their works.

c.3.5 Findings from Literature Review

This section describes findings from the literature review of the current PIM annexes.

As described in *section 4.3.3 a*, PIM is the operational guideline/manual for IAs in order for the implementation of WSDP. Given the nature of PIM, PIM shall primarily explain the outline of the entire administrative procedures and technical requirements on water resources management, rural and urban water supply, sanitation and hygiene and the sector capacity development so that all IAs can conduct their roles and activities smoothly on their progresses.

However, it is concluded from the literature review that the contents of PIM annexes are not well structured by differentiating ideally technical and administrative subjects. Furthermore, the links across all the sectors of WSDP are not clearly indicated and expressed, particularly between water resources managements and both rural and urban water supply, and the capacity development and other sub-sectors.

More importantly, it is quite critically negative that there is no referential linkage between PIM main document and volumes & annexes. This could provide the users (essentially members of CWSTs and RWSTs) substantial difficulties to access various information in PIM required for their day to day works.

Some of contents particularly for RWSSP are outdated because they were initially prepared during the implementation of National Water Supply and Sanitation Project (NRWSSP), which testified the procedures and approaches intended in WSDP. Particularly the contents concerning the institutional arrangement and their roles and responsibilities need the overhaul largely.

The contents of annexes at present mostly explain the changes of related strategies, institutional arrangement, roles and responsibilities, etc. from the previous arrangement although they need to be updated for WSDP Phase II. These contents are quite important to understand the direction of WSDP for all IAs. On the contrary, the information necessary for their day to day activities is contained quite limited. The types of information demanded by IAs are basically to guide them carrying out various activities by fulfilling the administrative and technical requirements under WSDP. In this sense, there would be less need on present contents of PIM among IAs for their day to day work.

There are also miscellaneous findings from the literature review expressing below.

- Considering the English proficiency of IAs, English utilization on PIM documents is not so kind to all IAs, especially to LGAs, COWSOs and large proportion of users in RWSS.
- The same contents are repeatedly contained in the several documents.
- Simply the volume of annexes is so big that IAs such as LGAs and RSs are discouraged to read them all.

- There is only limited description on the capacity development which is not reflected on the new direction developed in CD strategy and guideline.

It is essential that PIM documents cover all necessary information on both technical requirements and administrative procedures, which could lead the volume of PIM documents overgrown contrarily. This is our observation that if the contents of PIM documents are appropriately structured with the referential linkage, though their volume is rather vast, the users would be able to access right information in smooth and adequate manners.

c.3.6 Overall Analysis on the Study Findings

Prior to the recommendation from the study, the findings from above mentioned studies are summarized and examined thoroughly for confirming the current situation of PIM utilization in WSDP.

(i) Actual levels of possession and utilization of PIM documents in IAs (RWSSP)

It is clearly found physically by the field study that all IAs and the respondents (CWSTs and RWSTs) do not have the complete set of PIM documents even the utilization of PIM documents is a prerequisite for the implementation of WSDP. Besides, nearly 90% of the respondents, who possess some of PIM documents, have never used PIM documents for their day to day activities.

(ii) Factors controlling PIM documents possession and utilization

As shown in **Figure 4-10**, the factors controlling both possession and utilization of PIM documents by IAs are synthesized based on the results of the physical observation in target organizations, interview to members of CWSTs and RWSTs and literature review.

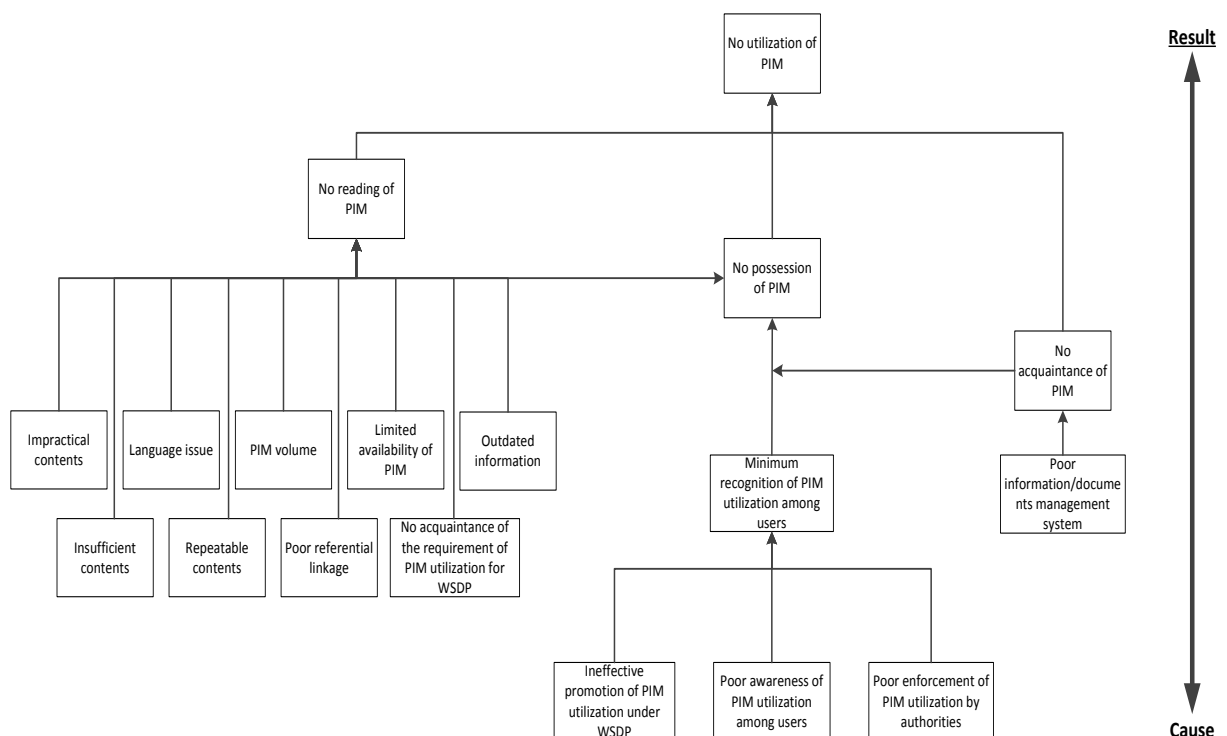


Figure 4-10: Factors Controlling PIM Possession / Utilization

(iii) Overall Analysis on Findings

Assessing the current status of each factor, it could be regrettably concluded that there is little positive impact to the possession and utilization of PIM by IAs for the implementation of

WSDP.

The least contributing factor is the sense of compliance among IAs including awareness of legal status of PIM, enforcement of PIM utilization by the authorities, reluctance of IAs, etc. The study team clearly observed that respondents did not have the sense of compliance with the utilization of PIM document for their work and also they were not required to utilize these documents by the authorities. This theoretically influences greatly the behaviour of individual and organization.

Contents of PIM documents also need the extensive review with regard to the factors above except the sense of compliance unless otherwise PIM documents will not attract users to utilize these documents for their day to day activities.

4.4 Development of Complementary Training Material

4.4.1 Work for Development of Complementary Training Material

The “Training Package” was prepared in Phase 1 of the project covering all the process of RWSS. One of the tasks of Phase 2 Project is to disseminate the package to nationwide. In order to realize the task, it is considered necessary to prepare complementary training materials to cover different natural characteristics from those of the target areas of the Phase 1 project. Because the target areas of the Phase 1 project are mostly covered by the sediments while hard basement rocks are widely distributed in the pilot areas of the Phase 2 Project. Furthermore, deterioration of groundwater by fluoride is often observed in a certain areas. In the formulation of the water supply plan, socio-economic condition of the communities should be considered. However, training material on such issue was not included in the original “Training Package”. Therefore, complementary training materials were prepared in Phase 2 of the project based on the following works carried out from September 2011 to November 2012.

- (1) Categorize each area of Tanzania based on the regional peculiarity from the perspective of natural environment, socioeconomic situation, etc.
- (2) Select the pilot areas different from the regional peculiarity of the RUWASA-CAD Phase 1 based on the criteria established.
- (3) Prepare a training curriculum and complementary training materials adaptive to the regional peculiarity.

As the results, five (5) complementary training materials were prepared: (1) Preliminary Hydrogeological Map, (2) Investigation method in the fractured aquifer, (3) Health damage caused by Fluoride, (4) Distribution map of Fluoride concentration and (5) Socio-economic condition.

4.4.2 Analysis of Regional Characteristics for Zoning

The natural environment and socio-economic conditions vary across the mainland of Tanzania. In order to categorize regional characteristics of each area across the mainland of Tanzania, information of the natural environment and the socio-economic conditions are collected from the Baseline Survey, existing documents and data. For the development of the complementary training material, the regional characteristics will be analyzed and categorized for zoning of each region in consideration with the items related to the process of RWSSP (*Table 4-27*). Those different conditions of each region will be essential for preparation of the water supply plan, and selection of the type and size of the water supply facilities.

Table 4-27: Items of Regional Characteristics for Zoning

Viewpoint	Items of Regional Characteristics	Effect to the Process of RWSSP	Example of the Focal Point for Complementary training material
Natural Environment	Geology	Existing type of groundwater, Survey method	Groundwater development in the fissure water zone
	Potential for Groundwater Development	Type and scale of water supply facility	Water resource management depend on different groundwater potential
	Water Quality	Type of water supply facility, Method of O&M	An important notice for problematic water quality condition
Socio-economic Conditions	Water Supply Rate	Plan of water supply	Situation analysis of current RWSS conditions
	Household Income	Type and scale of water supply facility	Water supply planning depend on different community condition
	Population Density	Type and scale of water supply facility	

An analysis of regional characteristics was conducted by using the results of the baseline survey and existing data from MoW, BWO in the Pilot Area and other organizations. Summary of the collected data is shown in **Table 4-28**.

Table 4-28: Summary of the Collected Data

Type of Data	Data Source
Geological Map Borehole Data	1. GST (Geological Survey of Tanzania) in Dodoma Region 2. DDCA (Drilling and Dam construction Agency) 3. Study Report (JICA 2006*, 2008**, 2011***)
Groundwater Level Groundwater Potential	1. DDCA 2. MoW 3. BWO at Singida and Mwanza 4. Study Report (JICA 2006*, 2008**, 2011***)
Water Quality	1. DDCA 2. BWO at Singida and Mwanza 3. Study Report (JICA 2006*, 2008**, 2011***)
GIS Information	1. BWO at Singida and Mwanza 2. Private Sector
Socioeconomic Information	1. Baseline Survey

*: The Study on Rural Water Supply in Mwanza and Mara Regions in the United Republic of Tanzania (JICA 2006)

** : The Study on the Groundwater Resources Development and Management in the Internal Drainage Basin in the United Republic of Tanzania (JICA 2008)

***: The Study on Rural Water Supply in Tabora Region in The United Republic of Tanzania (JICA 2011)

a. Geological Conditions

The geology is classified into sedimentary layers, volcanic rocks and basement rocks as shown in **Figure 4-11**. The geological conditions of RUWASA-CAD Phase 1 (Coast, Dar es Salaam, Lindi and Mtwara), which mainly consist of sedimentary deposit, are widely covered along the eastern coast area. On the other hand, the general geology of the mainland of Tanzania is extensively characterized with Precambrian basement rock. It is

quite common that the difference of geological condition could result in the difference of groundwater potential area and also the methodology for the exploitation of groundwater.

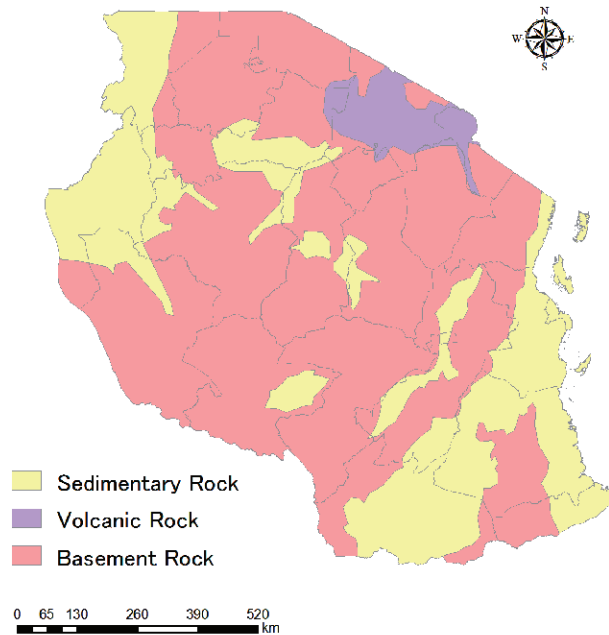


Figure 4-11: Geology of Tanzania

b. Hydrogeological Conditions

The hydrogeological condition is one of the essential factors in the planning stage of the RWSSP process. The main groundwater source in basement rock area is fissure water derived from fractured aquifer such as fault and lineament, even though some parts of groundwater potential area have the thick weathered layer. On the contrast with the coast area of RUWASA-CAD Phase 1, the main groundwater source is the thick sedimentary deposit area where the horizontal aquifers are widely distributed.

c. Groundwater Quality

The distribution map of the regions with problematic water quality conditions is shown in **Figure 4-12**. High concentration of fluoride in groundwater was reported mainly in the Internal Drainage Basin (IDB) located in a north part of Tanzania.

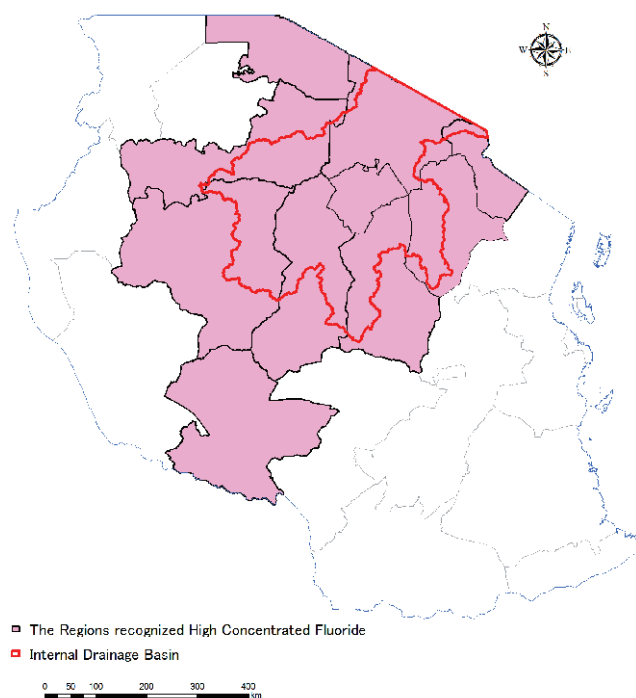


Figure 4-12: Water Quality (Fluoride)

The interview survey was conducted for understanding the situation of fluorosis for residences in the study of IDB (JICA, 2008). Based on the results of this survey, a high percentage of fluorosis in IDB was found in the Tabora and Singida regions although their awareness about fluorosis in the community was very low.

d. Socio-economic conditions

Regarding socio-economic conditions, data of population, population density, households and water coverage of each region are shown in **Table 4-29**. Tabora region has the lowest water coverage (38.85 %) in Tanzania. And Mwanza region has the second highest population density (149.5 person / km²) in Tanzania. On the other hand, lower population density was found in Singida and Tabora regions.

Table 4-29: Socio-economic Condition of each Region

Region	Area (km ²)	Population		Population density (person/km ²) (2002)	Number of Household	Rural Population		Water Coverage (2010) Rural	
		Census (2002)	Estimated (2010)			Census (2002)	Estimated (2010)	Covered Population	%
Arusha	36,486	1,288,088	1,664,780	35.3	286,576	1,018,968	1,394,528	848,469	60.84
Dar es salaam	1,393	2,487,288	3,118,132	1785.6	596,264	147,378	206,399	150,542	72.94
Dodoma	41,311	1,692,025	2,111,763	41.0	376,530	1,205,362	1,652,412	985,802	59.66
Iringa	56,864	1,490,892	1,737,382	26.2	346,815	1,529,169	1,722,598	1,135,635	65.93
Kagera	28,388	2,028,157	2,563,870	71.4	394,128	1,877,705	2,397,158	1,386,407	57.84
Kigoma	37,037	1,674,047	1,814,158	45.2	242,533	1,275,649	1,856,186	1,155,975	62.28
Kilimanjaro	13,309	1,376,702	1,635,870	103.4	297,439	1,376,702	1,401,971	965,808	68.89
Lindi	66,046	787,624	923,607	11.9	190,761	747,895	849,177	340,665	40.12
Manyara	45,820	1,037,605	1,388,295	22.6	199,860	1,040,640	1,402,424	741,209	52.85
Mara	19,566	1,363,397	1,822,866	69.7	246,600	1,259,610	1,533,409	838,699	54.70
Mbeya	60,350	2,063,328	2,662,157	34.2	491,929	2,068,039	2,539,142	1,524,506	60.04
Morogoro	70,799	1,753,362	2,115,275	24.8	385,260	1,545,482	1,897,767	1,111,714	58.58
Mtwara	16,707	1,124,481	1,323,569	67.3	293,908	1,048,369	1,199,725	804,327	67.04
Mwanza	19,592	2,929,644	3,566,263	149.5	495,400	2,547,869	3,278,043	2,015,704	61.49
Pwani	32,407	885,017	1,062,574	27.3	200,919	889,154	1,074,921	696,558	64.80
Rukwa	68,635	1,136,354	1,503,183	16.6	232,340	1,087,011	1,442,487	777,760	53.92
Ruvuma	63,498	1,113,715	1,375,017	17.5	445,020	1,016,648	1,238,687	709,055	57.24
Shinyanga	50,781	2,796,630	3,841,788	55.1	217,572	2,726,134	3,534,677	1,843,547	52.16
Singida	49,341	1,086,748	1,367,480	22.0	291,369	992,770	1,190,841	611,564	51.36
Tabora	76,151	1,710,465	2,349,374	22.5	222,868	1,590,503	2,110,632	819,978	38.85
Tanga	26,808	1,636,280	1,966,908	61.0	356,993	1,427,677	1,646,691	1,082,021	65.71
Total	881,289	33,461,849	41,914,311	38.0	681,108.0	28,418,734	35,569,875	20,545,945	57.76

Source: Population and Housing Census (United Republic of Tanzania, 2002)
Summary for rural water supply coverage for years 2005 to 2010 (Ministry of Water)

4.4.3 Selection of Pilot Areas

The pilot areas were selected for the implementation of the Project, and the control area also for the verification of the project impact. The pilot and the control areas were selected in each different level such as region, LGA and community through the following process.

The pilot regions were tentatively agreed in the detailed planning survey of JICA (Dec 2010). These proposed pilot regions with control regions were confirmed in discussion with C/Ps at the commencement of the project. The pilot LGAs were selected in the 1st JCC meeting in accordance with agreed criteria shown in **Table 4-30**. The control LGAs were also selected on the 1st JCC meeting with similar condition of the pilot LGAs. The pilot and control communities in the pilot LGAs were recommended by CWST of each pilot LGA and accepted by the Project. The prerequisite for the pilot and control communities was that either the community had water supply facilities constructed under JICA grant aid projects or on-going sub-project of RWSSP.

Table 4-30: Criteria for Selection of the pilot LGAs

Item No.	Criterion	Focuses
1	Year of Establishment of CWST	The year of CWST establishment explains the duration of experience.
2	Interview preparation and Filling questionnaire	The correspondence to interview shows the honesty and sincerity of CWST.

Item No.	Criterion	Focuses
3	Status of data submission	The proper data management is essential work for RWSS services.
4	Geographical Situation and Communication (access condition from center of Region)	The conditions of infrastructures such as road, electricity, communication, etc. are assessed based on the past experience. These conditions may physically affect the monitoring activities.
5	Synergetic effects between RWSS and Japanese grant aid Projects (number of JICA project; include plan)	The experiences of Japanese grant aid projects are useful for the monitoring of RWSS process.

In the process of the baseline survey, the pilot/control LGAs and the pilot/control communities for the Project were selected (*Table 4-31*) according to the above criteria as shown in *Table 4-30*.

Table 4-31: List of the pilot and the control Areas in Phase 2

s/n	Region	District	Community
1	Mwanza	Kwimba	Muhula
2			Ngungumalwa
3		Sengerema	Nyakasaka
4			Sogoso
5		Magu	Bibinza
6			Kijereshe
7		Misungwi	Busongo
8			Nyaya
9	Singida	Manyoni	Chikuyu
10			Msembo
11		Singida rural	Muhintiri
12			Ikungi
13		Iramba	Mamputa
14			Tumuli
15		Municipal	Mtipo
16			Mwankoko
17	Tabora	Sikonge	Mpombwe
18			Mwenge
19		Uyui	Mabama
20			Miswaki
21		Tabora mc	Kakola
22			kabila
23		Igunga	Igumo
24			Bulangamilwa
25	Shinyanga		
26	Manyara		
27	Mara		

* The pilot Areas are indicated with color, while the control ones are not.

4.4.4 Preparation of Complementary Training Material

a. Preparation of Complementary Material

In RUWASA-CAD Phase 1, the training packages were prepared for assisting the implementation of RWSSP. The target areas of RUWASA-CAD Phase 1 were Coast, Dar es Salaam, Lindi and Mtwara regions (*Figure 4-13*). One of the targets of the Project is to roll out nationwide the output of RUWASA-CAD Phase 1. For this purpose, Tabora,

Singida and Mwanza regions were selected as the pilot areas of the Project in the aspect of the difference of natural condition contract with RUWASA-CAD Phase 1.

Based on the results of regional analysis, the trial version of the complementary training material was prepared. The complementary training material is composed of five (5) chapters. Outline of each chapter is shown in **Table 4-32**. After that, the practices and lessons in the RUWASA-CAD training were incorporated into the complementary training material. The complementary training material should be updated constantly, and the final version of the “Training Package” will be prepared in the third year of the project. The necessity for preparation of the complimentary materials was discussed as follows.

Table 4-32: Outline of Complimentary Materials

Chapter	Subject	Purpose of utilize	Adopted organization
1	Preliminary Hydrogeological Map	Recognition for water supply potential	CWST,BWO
2	Investigation Method in the Fractured Aquifer	Proper Selection of investigation way	CWST,BWO
3	Health Damage Caused by Fluoride	Recognition of heath damage caused by fluoride and reflection to awareness campaign for the community	CWST
4	Distribution Map of Fluoride Concentration	Recognition of distribution of fluoride concentration	CWST,BWO
5	Socio-economic Condition	Proper selection of priority area and of type of water supply facility	CWST

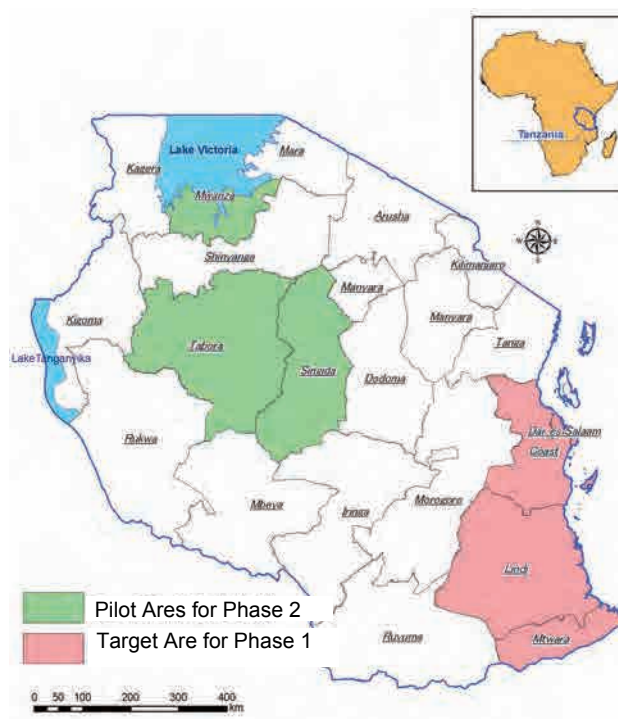


Figure 4-13: Target Areas of Phase 1 and Phase 2

a.1 Complementary training material for development of the fractured aquifer in basement rock areas

a.1.1 Chapter-1 Preliminary Hydrogeological Map

Preliminary hydrogeological maps were prepared for the each region of pilot areas using the GIS database. Preliminary hydrogeological maps are composed of geological classification, groundwater potential and existing water points, etc. In the planning stage, the potential of the available groundwater source is evaluated to determine type of water supply facility, e.g. a piped water supply or a hand pump water supply by using the groundwater potential map. Preliminary hydrogeological maps are used as a guide to roughly identify the groundwater potential area.

a.1.2 Chapter-2 Investigation Method in the Fractured Aquifer

In a basement and volcanic rock area, it is difficult to develop groundwater targeting fissure water because high groundwater potential area is limited and not as widely spread as sedimentary layers area. Methods of groundwater development in such area are different from those in sedimentary layer areas and required advanced investigation. Therefore, Topographic analysis, 2D electronic sounding, EM method and Radon method are introduced in this chapter as proper investigation methods in order to develop the fractured aquifer in basement rock areas.

a.2 Complementary training material for fluoride problem

a.2.1 Chapter-3 Health Damage Caused by Fluoride

Fluoride is generally contained in groundwater in a certain degree of concentration. In case the concentration is low, it is known that fluoride has beneficial effects to prevent tooth decay. However, excess ingestion of fluoride will cause fluorosis such as mottling of teeth, malformation of the bones, and bone functions growing together. Though it is needs to select the borehole point to avoid a high fluoride concentration area, it is impossible to utilize such a selection especially in a widely spread high concentration fluoride area. In case of developing such an area, selection of water facility point is required as low a fluoride concentration as possible to prevent water users from excessive fluorosis ingestion.

This chapter was introduced how to appropriate the water of the high concentration fluoride and for raising community awareness regarding health damages caused by fluoride.

a.2.2 Chapter-4 Distribution Map of Fluoride Concentration

Groundwater with a high concentration of fluoride mostly occurs in the Internal Drainage Basin (IDB) such as Arusha, Moshi, Singida and Tabora regions. A distribution map of fluoride concentration was prepared for the high concentration areas in particular the Singida and Tabora regions in pilot area of the Project. In the planning of water supply, the possibility to encounter groundwater with a high concentration of fluoride is anticipated by using the map before the groundwater survey.

a.3 Complementary training material for Socio-economic condition

a.3.1 Chapter-5 Socio-economic Condition

This chapter of socio-economic conditions especially for population density and water coverage were prepared as basic information to identify the current situation and select of the priority area in each region. The information of dwelling type will be utilized to select proper design and facilities in the planning stage. In such conditions, community's abilities such as for planning and O&M, efficiency, feasibility, affordability and sustainability are

necessarily considered before establishment of the water supply systems.

b. Extract of the information and data from the RUWASA-CAD training

The trial of complementary training material was prepared and used for the RUWASA-CAD training in the Project. The project team prepared presentation materials together and C/P made presentations for participants effectively to explain the main points of complementary training materials in RUWASA-CAD training. The data and information extracted from the discussion in RUWASA-CAD training was taken into consideration when the complementary training materials were updated and revised.

b.1 Role of organization of update the hydrogeological maps and fluoride distribution

Through RUWASA-CAD training phase 1 and phase 2 component 1, participants understood the usefulness of hydrogeological maps including water potential map, fluoride distribution map, etc. Furthermore, they came to realize that borehole data was more useful than they used to know in selection of the water facility point. Finally the importance of collection of new borehole data, which ongoing WSDP activities could potentially provide, for updating existing hydrogeological maps was recognized.

Practically, CWSTs could have a better access to new borehole data derived from RWSSP sub-project. Therefore, it is highly required for them to share these new data with BWOs for updating these maps through the process of water use permit application.

b.2 Well registration system

It was recognized in the training that well registration system was the one way to provide the new borehole data to BWOs. As an administrative process, BWOs would issue the groundwater permit and water use permit to owners of boreholes. In case of RWSSP, COWSOs as an applicant are supposed to submit all borehole data to BWOs for both completing the well registration and acquiring water use permit. BWO would be able to update the existing hydrogeological maps by using these submitted borehole data and also provide technical guidance how to make better use of water supply facilities from the point of water resources management.

Observing the reaction and the level of understating in training participants, it could be recommended that this mutual benefitting for both RWSSP and WRM should be clearly explained in the complementary materials in order to explain the administrative procedures, required in Water Resources Management Act (2009), for two (2) different components.

b.3 Selection of design and scale of water facility

In case of selecting the design and scale of water facility, it is needed to consider the several elements such as population density and dwelling type in aspect of feasibility, affordability and sustainability of a water facility. However in the discussion among participant, it was revealed that these processes were not taken into consideration when the design and scale of water facility were selected in RWSSP/WSDP. Hence, the Project considered that the complementary materials should include this information for technically better management of RWSSP/WSDP.

b.4 Proper management of high concentrate fluoride

In the implication of RWSSP/WSDP, it was common that the water treatment facilities were not employed because it could greatly increase the cost of O&M, which could potentially decrease the level of the sustainability in general. Therefore, the finding high quality water

source meeting the Tanzania water quality standard is usually put with the highest priority. However there are some areas in Tanzania where groundwater is the only water source without any other alternative but it commonly contains fluoride exceeding more than the standard. Especially high fluoride concentration is widely spread in IDB and its vicinity where alternative water source is hardly exploited. As the second choice, water treatment for the removal of fluoride and also the management of available water utilization should be considered for those areas and described in the complementary materials.

c. Update of the complementary training material

The trial version of complementary training material was prepared in the 1st year of the project term. The contents of the trial version included only the technical explanation on water resources management and socio-economic analysis. However, assessing comments and the level of understanding in training participants, these technical explanations should be aligned with administrative procedures which they had to comply in their daily works. Therefore, in the 2nd year of the project term, the trial version was revised and updated to be more user-friendly with clear indications of the role of CWSTs and BWOs in the water supply planning stage. The concepts of revised and updated complimentary material are as follows.

Table 4-33: Concepts of Revision and Updating of Complementary Material

No.	Concepts
1	The necessity of the complimentary material for water supply plan to be conducted by CWST, RWST, and BWO is introduced in each chapter. The flowchart of water supply plan and necessity part for each chapter is shown in Figure 4-14.
2	Syllabus as training guide that include all contents of chapter is introduced briefly. The user can get the necessary information from the syllabus and identify the detail contents from main part.
3	Main part that consists of technical contents is revised for user to utilize more practically.
4	Information and opinion from the RUWASA-CAD training and result report is reflected to the above to be more practical contents.

Table 4-34: Composition of introduction part for complementary training material

Chap.	Subject	Main contents of introduction
1	Preliminary Hydrogeological Map	<p>Concept and Necessary of Preliminary Hydrogeological Map</p> <ul style="list-style-type: none"> • Role of Hydrogeological maps used as a guide to make a groundwater survey plan • The geological classification and explanation of aquifer into sedimentary layers, volcanic rocks and basement rocks <p>Role of CWST for Groundwater Potential Map and Relationship with BWO</p> <ul style="list-style-type: none"> • Necessity that CWST understand a high potential area in the planning stage. • Necessity that BWO provide the latest high potential map in for CWST • The cycle of each role and well registration system
2	Investigation Method in the Fractured Aquifer	<p>Concept and Necessary Investigation method in basement rock area</p> <ul style="list-style-type: none"> • Difference of investigation method according to the aquifer characteristic • Introduction of investigation method in basement rock area <p>Role of CWST and relationship with BWO</p> <ul style="list-style-type: none"> • Necessity that CWST has the role of proper supervision and management of the survey under BWO consultation
3	Health Damage Caused by Fluoride	<p>Concept and Necessity of knowledge of health caused by fluoride</p> <ul style="list-style-type: none"> • Introduction of effect for health caused by fluoride <p>Role of CWST, BWO for the knowledge of health damage caused by fluoride</p> <ul style="list-style-type: none"> • Necessity that CWST and BWO plan a water facility with as low fluoride concentration as possible to prevent from excessive fluorosis ingestion • Introduction of decision tree of appropriate action with the roles of CWST and BWO in the water supply planning stage
4	Distribution Map of Fluoride Concentration	<p>Concept and Necessity of Fluoride Distribution Map</p> <ul style="list-style-type: none"> • Role of fluoride distribution maps used as a guide to make a groundwater survey plan • Explanation of regional classification of high concentration area <p>Role of CWST for Fluoride Distribution Map and Relationship with BWO</p> <ul style="list-style-type: none"> • Necessity that CWST understand a high concentration fluoride distribution area in the planning stage. • Necessity that BWO provide the latest fluoride distribution map for CWST • The cycle of each role and well registration system
5	Socio-economic Condition	<p>Concept and Necessity of Socio-economic conditions</p> <ul style="list-style-type: none"> • Necessity that Socio-economic conditions are basic information to identify the current situation in the area and method of selecting the proper design and facilities in the planning stage. <p>Role of CWST for Socio-economic Conditions</p> <ul style="list-style-type: none"> • Necessity that CWST selects the priority location of the water facility

4.5 Improvement of PIM and Acknowledgement among IAs of RWSP

Memorandum of Understanding (MoU) for WSDP (June 28, 2011) defines WSDP Implementation Manual as the Programme Implementation Manual (PIM) specifying implementation arrangements for WSDP, including institutional arrangements (procedures for procurements, disbursement of funds, financial management, environmental and social management and monitoring and evaluation) and progress reporting requirements, as the same may be amended from time to time with the endorsement of the Development Partners, and such term includes any annexes to be the said manual. In addition to it, this MoU stipulates procedures and arrangements of WSDP to be complemented by PIM. Interpreting this statement, it could be understood that all IAs should use PIM as a reference material in implementing WSDP activities, unless otherwise, they are regarded not to be complied with this MoU.

On the contrary to this administrative importance of PIM, the result of PIM utilization study (ref: **Section 4.3.3**) clearly indicates that PIM documents are not possessed and practically utilized by officials in IAs of RWSP. Besides, officials of other sectors such as health, education, etc. are not aware of PIM document. In addition to this, the study also illustrates the relationship between influencing factors on possession as well as utilization of PIM document.

Based on these assessments, the Project conducted a series of activities to improve at least the accessibility and contents of PIM annexes for RWSP (Component 2) of WSDP. The proceedings of these activities are explained in the following sections.

4.5.1 Examination of Contents in Existing PIM Annexes

a. Identification of Administrative Activities in WSDP Phase 2 and Necessary Technical Focuses

In the term of RUWASA-CAD Phase 1, the Project studied the vital activities required under the rural water supply and sanitation programme (RWSSP) of WSDP as well as identified the organizations involved and responsible for these procedures. Eventually the relationship between required activities and responsible organizations was summarized in the matrix titled as “Task Matrix of RWSSP Project Cycle”, which was adapted in PIM Annex 5; Programme Operation Manual (POM) when WSDP was restructured for its extension in 2012.

The Project further scrutinized RWSSP Project Cycle, existing regulations and guidelines in order to identify the administrative activities in Rural Water Supply Programme of WSDP Phase II. Key indication of a specific administrative activity was to confirm the obligation of its recording. Eventually the Project understood that there would be five (5) phases (planning, implementation, O&M, M&E and CD) in the project cycle under the new framework of WSDP.

b. Comparison of Contents of Existing PIM Annex with Identified Administrative Activities

The contents of existing PIM annexes, which are still relevant and appropriate to the new framework of WSDP Phase II, need to be fully utilized for the effective improvement and revision works of PIM annexes. For that reason, the Project made a comprehensive comparison between the contents of existing PIM annexes and identified administrative activities. As the result, the availability of relevant contents was confirmed to each identified administrative activities as shown in the table below.

Table 4-35: No. of Identified Administrative Activities and Availability of Contents

Status of Availability	No. of Identified Administrative Activities	
	CWSTs	RWSTs
Available	29	0
Available but not enough	27	0
Not Available	61	35
Total	117	35

The results clearly indicates that more than half of contents of administrative activities for CWSTs and all contents for RWSTs need to be newly developed when PIM annex for WSDP Phase II is revised. It is simply because necessary guidelines and regulations are not prepared enough to cover all the administrative activities.

c. Design of New Structure and Contents of PIM Annex

In addition to the identification of administrative activities, the Project also contemplated and recognized the important technical focuses to each administrative activity, which could improve the quality of works.

As the results of the study, the Project identified 117 administratively required activities and 86 technical focuses for CWSTs. Besides, 35 administratively required activities and 20 technical focuses for RWSTs were defined thoroughly. The new structure and contents of PIM annexes with identified activities and focuses are summarized and attached in *Annex 3*.

d. Purposes and Principles of PIM Improvement/Revision

The Project drafted the purposes and principles of improvement/revision of PIM annexes based on the analytical result of PIM utilization study as summarized in the table below.

Table 4-36: Draft of Improvement/Revision Purposes and Principles

1: Purposes
RUWASA-CAD (MoW and JICA Experts) will revise the structure and improve the contents of PIM Annexes for the rural component in order for.....
(i) Providing better access of PIM Annexes to IAs
(ii) Providing better contents of PIM Annexes to IAs
2: Principles
RUWASA-CAD (MoW and JICA Experts) will revise the structure and improve the contents of PIM Annexes for the rural component by introducing the following principles.....
(i) Online/offline computer based referential system (database)
(ii) Rearrangement of contents based on the project cycle
(iii) Separate description of administrative and technical contents
(iv) Provision of Swahili contents for specific areas

The drafted purposes and principles were reviewed by IAs of RWSSP through various surveys and workshops conducted by the Project. The result of these review processes is described in the next section.

4.5.2 PIM Workshop for Creating Consensus among Stakeholders

According to the result of PIM utilization study (ref: *Section 4.3.3*), the awareness on PIM documents was critically low among IAs of RWSP, which is one of the reasons why IAs do not possess PIM documents. In order to improve the awareness on PIM documents as well as finalize the revision purposes and principles of PIM annexes, the Project strategically conducted the surveys and a workshop of RWSP stakeholders during the 3rd year of the

Project. The proceedings of these events are explained in the following sections.

a. Questionnaire Survey

The questionnaire survey aimed to understand general preference and perception among IAs on revision purpose and principles of PIM annexes drafted based on the result of the PIM utilization study (ref: **Table 4-25**). The Project prepared and sent a questionnaire to all IAs of RWSP (25 RSs, and 166 LGAs) by 15th August 2014 and received filled questionnaires from 30 IAs by 30th August 2014.

The Project examined the responses and comments filled in the questionnaire and concluded that the respondents basically agreed the revision purposes and principles established by the Project.

b. Interview Survey

The interview survey aimed to understand the influence of PIM annexes to the progress of WSDP Phase I and also identify the critical areas/activities which had hindered greatly the progress of WSDP. For this survey, the Project targeted two (2) groups of IAs. The first group consisted of five (5) LGAs where the water coverage and the progress of RWSP at the time of April 2014 was considerably below average (Poor progress group) while the second group with other five (5) LGAs has quite opposite status of the progress (Good progress group).

The result of PIM utilization study (ref: **Section 4.3.3**) obviously reveals that most of IAs in RWSP/WSDP neither had PIM documents, nor utilized the contents of PIM documents for their daily works. With this regard, the Project understood that the examination on the positive influence from PIM documents to the progress of RWSP could be pointless. Although the primary objective of the interview survey was failed, this survey provided a good opportunity for the Project to extract the demand of IAs on more detail information in new PIM annex. The most common response in two groups for new PIM annex specifies their demand clearly on the procedures of procurement and contract management. In fact, the Project acknowledges that Good progress group had a close communication with a procurement unit of LGAs so that the procedures of procurement as well as contract management were conducted in timely and effective manners by CWSTs. Besides, the Project also comprehended that the internal communication including coordination and collaboration between CWST and other unit of LGAs made a quite significant difference between two groups.

c. PIM Workshop for Implementing Agencies (IAs) of RWSP

PIM workshop was conducted on 22nd of August 2014 with totally 47 participants, which consisted of 20 Council Water Engineers (LGAs), 25 Regional Water Advisor (RSs) and Development Partners (DPs), at Ubungo Plaza (Dar es Salaam). The objectives of the workshop were 1): to present and discuss among stakeholders the procedures of revision works and contents of new PIM annexes proposed by the Project.

The participants recognized the most difficult required processes in project phases as shown in the table below.

Table 4-37: Identified Most Difficult Processes in WSDP

No,	Phase	Process
1	Planning	<ul style="list-style-type: none"> • Identification and appraisal of the project village • Preparation of plan and budget • Procurement process (tendering)

2	Implementation	<ul style="list-style-type: none"> Contract management
3	O&M	<ul style="list-style-type: none"> Selection of village (non willing to pay) Unavailability and inaccessibility of spare parts Insufficient capacity of COWSO Facility management plan not in place Poor recognition of roles and responsibilities in COWSOs Poor performance of CWSTs for assisting COWSOs
4	M&E	<ul style="list-style-type: none"> Difficult in reviewing design reports in a short time Difficult in supervision of contracts
5	CD	<ul style="list-style-type: none"> Poor planning capacity in CWSTs for CD

At the end of the workshop, the Project confirmed the consent of all participants about the purposes and principles for the revision works of PIM annex and the areas needing extensive elaboration in new PIM annex as follows.

- i) Process of selection of target villages
- ii) Process of procurement (consultant, contractor and goods)
- iii) Process of contract management

d. Discussion in WSDP Dialogue

The Project requested PCU of MoW to call for the extraordinary TWG-2 meeting to discuss on the procedures of the revision works for new PIM annex. With the acceptance of PCU, this said meeting was held on 25th August 2014.

The Project presented the results of works and proposed the purposes, principles and the work process as well as the new design and contents of PIM annex to the participants. After having a few clarifications from participants, all the participants agreed almost perfectly with proposed items. Eventually the Project obtained the official acceptance from stakeholders of RWSP on the revision procedures of PIM annex.

4.5.3 PIM Improvement and Translation Works by Local Consultants

With the official acceptance from stakeholders of WSDP, the Project engaged the consultants both to revise/develop the technical contents of PIM annex and to translate the prepared contents from English to Swahili. The outlines of contracts are explained in the following sections.

a. Revision of Technical Contents of PIM Annex

The contract for the revision/development of technical contents of PIM annex was commenced with the following outline of terms of reference.

Table 4-38: Outline of Terms of Reference (Revision of PIM annex)

Objectives:	To develop/revise contents of PIM Annexes for RWSP
Scope of works;	<ol style="list-style-type: none"> i) Examination of existing PIM Annexes (Component 2; Annex 3 to Annex 17) ii) Collection and examination of existing acts, regulations, manuals, handbooks, etc. concerning the rural water supply iii) Revision of PIM Annexes iv) Development of the database system of PIM Annexes v) Arrangement of Dissemination Seminar of the Computerized PIM Annexes
Duration of works:	From 15 th September 2014 to 20 th April 2015
Outputs:	The Consultant shall provide the outputs of the works timely as per indicated below.

	<ul style="list-style-type: none"> i) The content availability mapping The Consultant shall finalize the content availability mapping by two weeks as the commencement of the contract. ii) Format sheets for technical contents The Consultant shall fill the format sheets for technical contents based on the content availability mapping and submit the final version to the Client by three and half months after the commencement of the contract. iii) Samples, Manuals, Reference documents of technical contents The Consultant shall collect, revise and develop samples, manuals and reference documents of technical contents and submit the final version to the Client by three and half months after the commencement of the contract.
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All the works stipulated in terms of reference were executed accordingly under the supervision of the Project. The outputs of works are all incorporated in new PIM annex accessible through URL: <http://pim.maji.go.tz/>.

b. Translation of PIM Annex to Swahili

The contract for the translation of PIM annex to Swahili was commenced with the following outline of terms of reference.

Table 4-39: Outline of Terms of Reference (Translation of PIM Annex)

Objectives:	To translate all the contents of PIM annex to Swahili
Scope of works;	<ul style="list-style-type: none"> i) Translation of PIM annexes revised and developed by Phase 2 ii) Arrangement of Swahili contents in designed formats (administrative and technical processes)
Duration of works:	From 15 th October 2014 to 30 th January 2015
Outputs:	<p>The Consultant shall provide the outputs of the works timely as per indicated below.</p> <ul style="list-style-type: none"> iii) Administrative and technical process translated into Swahili The Consultant shall fill the format sheets for revised and developed administrative and technical contents and submit the final version to the Client by three and half months after the commencement of the contract.

All the works stipulated in terms of reference were executed accordingly under the supervision of the Project although the submission of the outputs was slightly delayed. The outputs of works are all incorporated in new PIM annex accessible through URL: <http://pim.maji.go.tz/>.

4.5.4 Establishment of Database of Improved PIM Annexes

a. Establishment of Database

As a result of the examination of contents in existing PIM annexes (ref: *Section 4.5.1*), the Project identified 117 administratively required activities and 86 technical focuses for CWSTs. Besides, 35 administratively required activities and 20 technical focuses for RWSTs were defined thoroughly. A format sheet namely “Administrative sheet” and “Technical sheet” were prepared to describe the contents of the identified administrative activity and technical focus. The contents of each sheet are shown in the *Table 4-40* below.

Table 4-40: Contents of the Administrative and Technical Sheets

Sheet Name	Items	Information
Administrative	Phase	- Related phase of the project cycle
	Process	- Required administrative process in each phase - Outline of the process
	Activity	- Required activities in the process - Outline of the activity
	Regulations	- Regulations related to the activity
	Formats	- Formats related to the activity
	Technical Focus	- Outline of the additional technical information to implement the activities
Technical	Phase	- Related phase of the project cycle
	Process	- Required administrative process in the phase - Outline of the process
	Administrative Activity	- Required administrative activities in the process - Outline of the activity
	Technical Focus	- Detailed technical information to implement the activities explained in the administrative sheet
	Samples	- Samples related to the technical focus
	Manuals	- Manuals related to the technical focus
	References	- References related to the technical focus

The establishment of database was completed by development of contents for the administrative and technical sheets with the structure of database explained in the following sections.

a.1 Design of the database

The significance of a web-based database system is to improve the accessibility of PIM contents from IAs as well as a simple data management structure including uploading and revising the contents timely as required. With this consideration, the database was designed by using the tools shown in *Table 4-41*.

Table 4-41: PIM Annex Database Development Tools

Database engine	My SQL (SQL database server)
Database administrator tool	phpMyAdmin (administration of the database in a web browser)
Web development language	PHP (hypertext pre-processor)

The administrative and technical information contained in the format sheet were divided into 14 tables, according to their characteristics as listed in the *Table 4-42* and the *Figure 4-15*, which illustrate the structure of PIM database.

Table 4-42: Contents of the Tables in the Database

Database table	Items	Contents	Sheet
organisation	<ul style="list-style-type: none"> organisation_id organisation_name organisation_code 	CWST / RWST	Administrative sheet ↑
phase	<ul style="list-style-type: none"> phase_id organisation_id 	<ul style="list-style-type: none"> Phases of the project cycle Outline of the phase 	
phasesw	<ul style="list-style-type: none"> phase_name phase_outline 	Kiswahili translation of the phase name and the outline	
process	<ul style="list-style-type: none"> phase_id process_id 	<ul style="list-style-type: none"> Administrative processes of each phase Outline of the process 	
processsw	<ul style="list-style-type: none"> process_name process_outline 	Kiswahili translation of the process name and the outline	
activities	<ul style="list-style-type: none"> activity_id process_id 	<ul style="list-style-type: none"> Administrative activities of each process Outline of each activity 	
activitiesw	<ul style="list-style-type: none"> activity activity_description 	Kiswahili translation of the activity name and the outline	
regulation	<ul style="list-style-type: none"> regulation_id activity_id regulation regulation_description 	<ul style="list-style-type: none"> Name of the regulation related to the activity Specific part of the regulation for the activity 	Technical sheet ↓
format	<ul style="list-style-type: none"> format_id activity_id format description 	<ul style="list-style-type: none"> Name of the format related to the activity Description / source of the format 	
technical_focus	<ul style="list-style-type: none"> focus_id activity_id technical_focus 	<ul style="list-style-type: none"> Name of the technical focus Outline of the technical focus Description of the technical focus 	
technical_focussw	<ul style="list-style-type: none"> focus_intro focus_description 	Kiswahili translation of the focus name, outline and description	
sample	<ul style="list-style-type: none"> sample_id focus_id sample description 	<ul style="list-style-type: none"> Name of the sample related to the technical focus Source of the sample 	
manual	<ul style="list-style-type: none"> manual_id focus_id manual description 	<ul style="list-style-type: none"> Name of the manual related to the technical focus Source of the manual 	
reference	<ul style="list-style-type: none"> reference_id focus_id reference description 	<ul style="list-style-type: none"> Name of the reference related to the technical focus Source of the manual 	

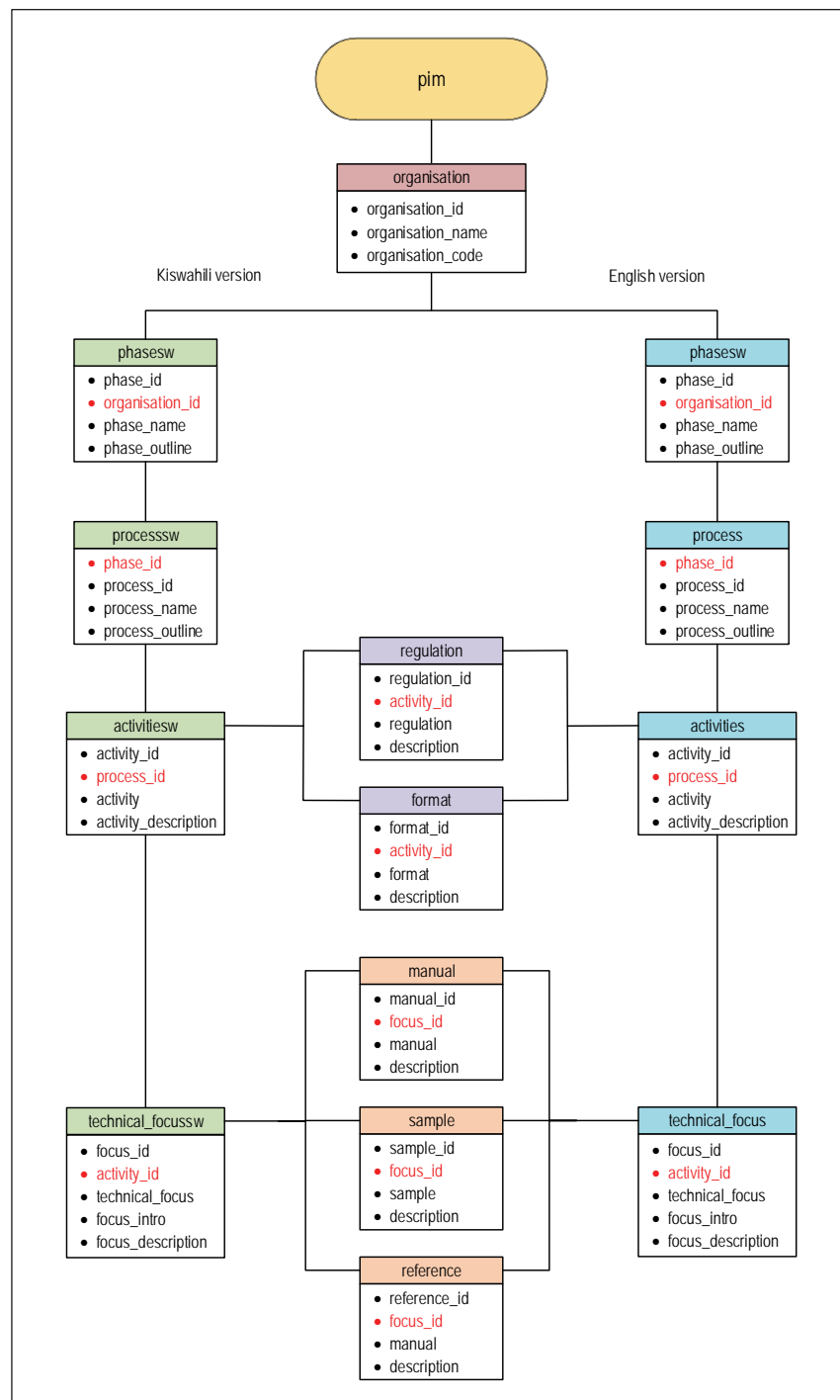


Figure 4-15: Structure of Database

The following coding rule was adopted for the attribution of each item, meaning that each administrative process/activity has its proper “identification number” according to a given rule. Other items such as regulations, formats, technical focus, manual, samples and references are also given ID in association with administrative processes related.

[Administrative sheet coding]		Item	ID
<div> <div>administrative sheet ID</div> <div>r01, r02,...regulations</div> <div>f01, f02,...formats</div> <div>CW_01_01_a01</div> <div>t01, 02,...technical focus</div> <div> <div>organisation</div> <div>phase</div> <div>process</div> <div>activity (adm.)</div> </div> </div>		Organisation	CWST: [CW] RWST: [RW]
		Phase	Planning: [01] Implementation: [02] O&M: [03] M&E: [04] CD: [05]
		Process	[01], [02], [03], ...
[Technical sheet coding]		Activity (adm.)	[a01], [a02], [a03], ...
<div> <div>technical sheet ID</div> <div>s01, s02,...samples</div> <div>m01, m02,...manuals</div> <div>b01, b02,...references</div> <div>CW_01_01_a01_t01</div> <div> <div>organisation</div> <div>phase</div> <div>process</div> <div>activity (adm.)</div> <div>focus (technical)</div> </div> </div>		Regulations	[r01], [r02], [r03], ...
		Formats	[f01], [f02], [f03], ...
		Technical focus	[t01], [t02], [t03], ...
		Samples	[s01], [s02], [s03], ...
		Manuals	[m01], [m02], [m03], ...
		References	[b01], [b02], [b03], ...

Figure 4-16: Coding Attribution Rule

Detailed attribution of coding rule for administrative processes and activities related to contents for CWST and RWST is shown in **Annex 4** and the directories of ID attributed for all items in PIM annex is shown in **Annex 5**.

a.2 How to use/operate the PIM annex Database

PIM annex explains the implementation procedures of RWSP along with the project implementation phases; Planning, Implementation, Operation and Maintenance (O&M), Monitoring & Evaluation (M&E) and Capacity Development (CD). The contents of PIM annex are arranged separately in Administrative Sheet and Technical Sheet.

The administrative sheet explains the implementing procedures of WSDP administratively required. “Administratively required” means that all IAs are required to implement all procedures accordingly. Unless otherwise, the compliance with existing acts, regulation and agreements and the accountability to WSDP stakeholders could not be maintained. Besides, the financial allocation to IAs might be eventually suspended.

On the other hand, the technical sheet delivers users with additional information to implement the activities explained in the administrative sheet. All the administratively required activities can be implemented without the technical information contained in the technical sheet. However, the implementation quality of administratively required activities might be improved if users understand the technical focuses introduced in technical sheets. Specific technical focuses are introduced to each administrative sheet. The flow of this operation is illustrated in **Figure 4-17** below.

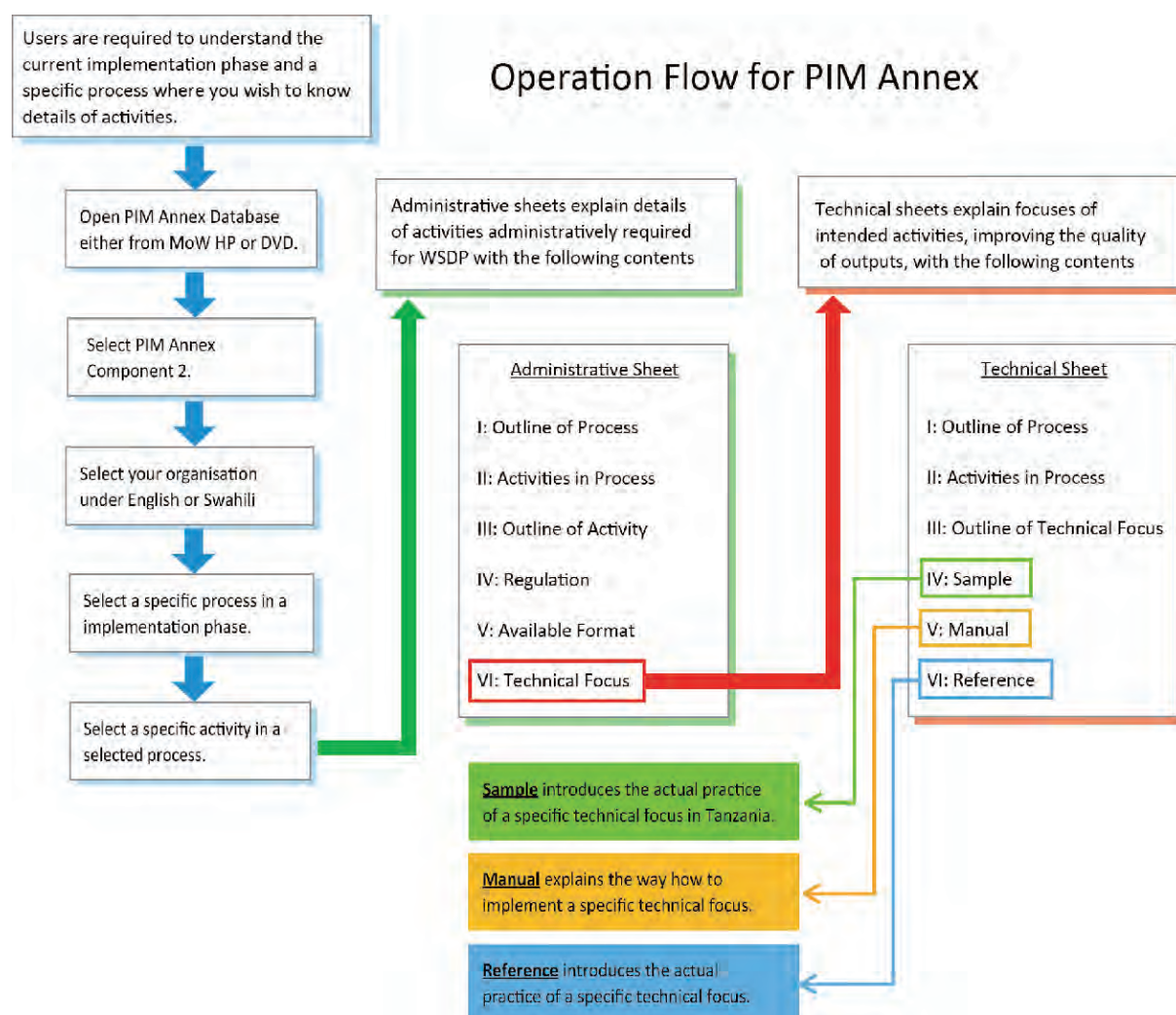


Figure 4-17: Operation Flow for PIM Annex

a.3 Update of the PIM annex Database

Prior to the uploading of the database to the MoW HP, the draft version of PIM annex was introduced and utilized in the ToT training targeting RWAs carried out by the Project. Comments regarding the contents of the administrative processes were raised by the participants and the contents were updated and reflected in the first version of PIM annex officially to be uploaded to the MoW HP. The update/revision of contents was made for the following points based on comments and the lessons learned from ToT training.

- Addition of description/explanation/illustration to the contents for better understanding of users
- Improvement of templates for the contents of PIM annex for better presentation

b. Public Hearing for 1st Version of PIM Annex

After uploading the first version of PIM annex for rural component, the Project set a certain period of public hearing in which staff of IAs could test the contents and operation of improved PIM annex. It started from 16th March until 3rd April 2015.

Comments and suggestions sent from IAs are summarized in the table below.

Table 4-43: Comments and Suggestions on PIM Annex during Public Hearing

No.	Areas of Contents	Comments/ Suggestions
1	Administration	<ul style="list-style-type: none"> • There are some other regulations related to WSDP and recently introduced. These documents should be included in PIM. • Activities related to the sustainability strategy are not captured.
2	Technical	<ul style="list-style-type: none"> • Comments/suggestions will be provided when WSDP activities start. • The capacity development such as training, etc. should be conducted by using this PIM Annex.
3	General	<ul style="list-style-type: none"> • PIM Annex becomes more user-friendly if each text becomes shorter. • The follow up for PIM utilization should be considered.

Most of comments from users indicate that they perceive the contents of improved PIM annex are practically useful and relevant with the framework of WSDP Phase II. Furthermore, they expressed their appreciation on the improvement of PIM annex.

Based on the comments and suggestions received, the Project made some possible modification to the contents of the first version of PIM annex and finalized a series of the improvement/revision works commenced from August 2014.

4.5.5 PIM Management Structure

The information contained in PIM should be revised when necessary and in timely manner. Otherwise, implementing agencies might implement their activities in an incorrect manner. To enable PIM to be updated or revised regular, PIM shall no longer be issued in hard copy, but it should be structured as a computer-based reference document.

All the contents of PIM documents are integral part of one computerized database-like structure. This means that in order to access the information in this database, one needs to use a device that can read this database. For example, if you wish to extract information from PIM, you can do so through a link on MoW's Home-Page, which can be accessed either via the ministry's intranet, or via the internet from outside of MoW. Then you can read and download any particular bit of information using personal computers (Windows, Mac), tablets (Android, iOS), and even smart phones (Android, iOS, Windows). Of course, an offline version of the PIM in the form of a DVD should be made available by MoW to all IAs where proper internet accessibility cannot be ensured.

Basically PIM annex is a live document which shall be revised or updated timely as required. In order to maintain the first version of PIM annex to be a live document, the management structure of PIM document was proposed to stakeholders of WSDP through TWG meetings and JSM in the project term. Eventually the structure proposed was officially accepted and notified to all the parties involved in this structure.

a. Responsibilities of PIM Management

The responsibilities of update/revision of PIM annex are designated according to the institutional arrangement of WSDP and summarized in the table below.

Table 4-44: Responsibilities of Update/Revision

No.	Organizations	Responsibilities
1	PCU / MoW	Implementation of WSDP Phase II is coordinated and managed entirely by Programme Coordination Unit (PCU) of MoW. Along with this arrangement, the updates and revisions of PIM documents shall also be coordinated by PCU, and it may be advisable in future to appoint a special PIM Committee to handle these matters. Changes in the Main document, which provides the policy and legal framework for WSDP implementation, should be rare, and will need agreement and approval from WSDP Steering Committee. It may sometimes be necessary that also the contents of the Volumes must be modified, e.g. following directions issued by other ministerial agencies. In such a case, PCU shall communicate and consult with the respective ministry, and arrange for the update/revision of the Volumes to be applied accordingly.
2	TWG, RWSD/ MoW	On the other hand, the contents of PIM annexes shall be examined regularly on their applicability and practicability, and on their relevance to the institutional arrangements of WSDP. This should be the task of the respective Technical Working Groups (TWG) of WSDP. Once TWG recognizes the necessity of revision/development of the contents of PIM annexes, TWG appoint respective division of MoW to revise/develop the necessary contents accordingly. The revised/developed contents shall be submitted to PCU. Consequently PCU coordinates the upload of revised/developed contents to MoW HP.
3	ICT Unit / MoW	Updated/revised contents will be uploaded to the MoW Home-Page with the assistance of ICT Unit of MoW.
4	User Group / LGA, RSs	IAs in each WSDP component form a user group of PIM documents and are required administratively to utilize and refer the contents of PIM documents for their works under WSDP. In the utilization of contents, IAs may find comments, complaints, suggestions and even proposals for revision/development of PIM documents. In such a case, IAs shall convey these findings to respective division of MoW under TWG concerned.

The specific approach for the updating and revising of the PIM documents is summarized in the table below and the schematic structures of the management of the PIM are illustrated in **Figure 4-45** below.

Table 4-45: Approach for Update/ Revision

No.	Document set	Approach for Update / Revision
1	PIM Main Document	The relevance of update/revision of PIM main document shall be discussed and determined by Steering Committee (SC) of WSDP. Actual update/revision works shall be coordinated and carried out by MoW divisions responsible for a specific issue.
2	Volume	Basically the contents of Volumes are determined based on the regulations and/or guidelines set by other ministries. PCU is supposed to monitor the change of these guidelines and regulations related to the implementation of WSDP and coordinate the update/revision of Volumes timely as required.
3	Annex	Update/revision of the contents of Annex is responsible for each

		<p>TWG of respective WSDP components. When the members of TWG identify that the areas/contents of Annex need to be updated and/or revised, TWG examines the evidence/fact indicating the demand/necessity of update/revision submitted by members of TWG and decides how the contents are updated/revised.</p>
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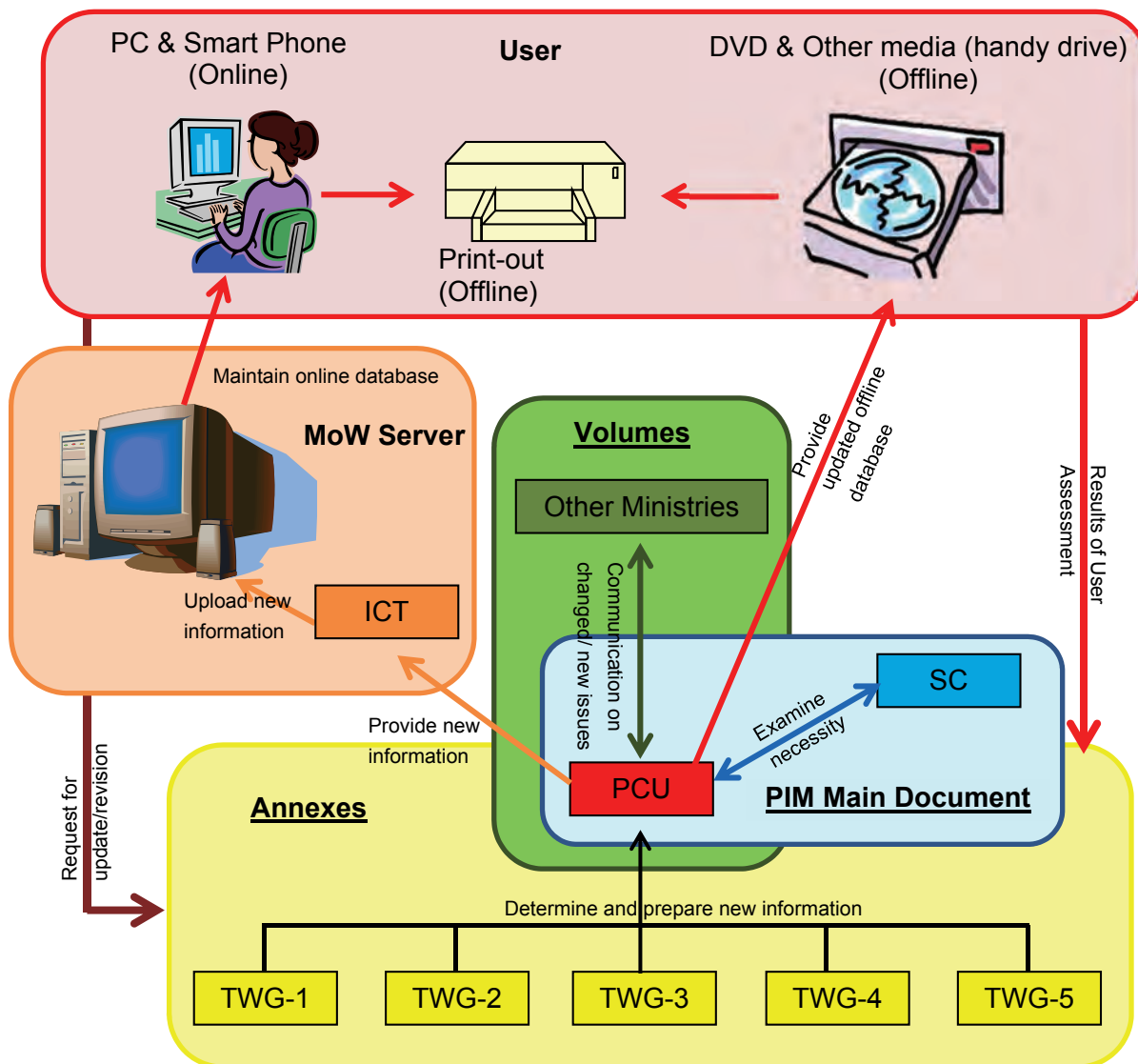


Figure 4-18: Schematic Structure of PIM Management

4.5.6 Dissemination Seminar on Improved PIM Annex

The objective of the seminar is to disseminate improved PIM annex and CD implementation guideline developed for rural component of WSDP to major IAs of RWSP/WSDP. The seminar was conducted in 17th April 2015 at Ubungo Plaza, DSM with the participation of members of CWSTs, RWSTs, representatives of DPs and ministries. The outline of the workshop was summarized in the table below.

Table 4-46: Outline of Dissemination Seminar

Date / Time:	17 th April 2015, 9:00 – 15:00		
Venue	Ubungo Plaza, Dar es Salaam		
Numbers of Participants:	CWSTs: 161	Line ministries: 1	
	RWSTs: 25	MoW: 9	
	DPs: 3	JICA: 1	
	Total number = 200		
Agenda:	<ol style="list-style-type: none">1. Opening remarks2. Orientation of revised PIM Annex in WSDP Phase 23. Introduction of CD implementation guideline4. Dissemination of sustainability strategy5. Statement from JICA6. Statement from MoW7. Conclusion and closing remarks		
Discussions:	<ol style="list-style-type: none">1. Appreciation from participants on improvement of PIM annex was presented. Mostly they perceived the contents were practical and helpful for their daily works.2. On the other hand, there was no discussion or clarification on the operation		

More than 95% of IAs (CWSTs and RWSTs) of RWSSP participated in the seminar. The Project distributed the questionnaire to participants in order to understand the status of PIM utilization during the public hearing period. The result of this questionnaire indicates that 63.9% (108 out of 169 respondents) have accessed improved PIM annex on MoW HP. Among these respondents, 87.2% (95) operated improved PIM annex. 80.8% of those who operated improved PIM annex perceived improved PIM annex to be user friendly as well as 91.0% considered the contents of improved PIM annex were technically and administratively appropriate.

The remarks presented from participants were regarded mostly as their appreciation and gratitude toward the effort and dedication made by the Project but basically no comment/suggestion/recommendation for the further revision.

5 Output 2: Development of CD Implementation Guideline and Acknowledgement among IAs of RWSP

5.1 Activities Carried Out for Output 2

The expected Output 2 of the Project is “The CD Implementation Guideline for RWSSP is authorized and acknowledged among IAs.” Basically this output is modified from the former expected Output 3 in PDM₂ of the Project; “Supporting system of the training of RWSD with assistance from WRD of MoW for CWSTs, RWSTs, and BWOs across the mainland of Tanzania is strengthened.”

5.1.1 Work in Tanzania I (September 2011 to June 2012)

The activities taken in this term for Output 2 (former Output 3) are mainly preparatory working of supporting the training system by MoW for DWSTs, RWSTs and BWOs. Necessity of the nationwide version of a training resource inventories was examined on the present situation of WSDP process. Then, concept and approach of the nationwide version of a training resource inventories were discussed with CPs. The existing training plan of each DWST and RWST on the Pilot Area were collected and the training needs were analysed based on the results of the Baseline Survey and the Pilot Area Meetings. The 1st edition of the training consultation guide was prepared. Activities for Output 2 (former Output 3) are summarized in **Table 5-1**.

Table 5-1: Activities for Output 2 (former Output 3) in the Work in Tanzania I

No.	Work Items for Output 3	2011				2012					
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2-1 (3-1)	Improve the nationwide version of a training resource inventories on the basis of the training resource inventories of the RUWASA-CAD Phase 1.										
2-2 (3-2)	Study the training plans prepared by the DWSTs, RWSTs, and BWOs as well as clarify the issues										
2-3 (3-3)	Prepare the training consultation guide for the formulation and implementation of the training										
2-4 (3-4)	Improve and prepare the annual training management plan of the CWSD, including budgetary measures, schedule, etc. necessary for the implementation of the training plans by the DWSTs, RWSTs, and BWOs.										

Note: Numbers in () are those in PDM₁.

5.1.2 Work in Tanzania II (September 2012 to June 2013)

The activities taken in this term for Output 2 (former Output 3) are mainly to improve the function of MoW widely for providing the support to the implementation of CD activities. The activities taken in this term are mainly the nationwide version of a training resource inventory. The first consultation and supervision on training implementation was practiced in this term in 12 LGAs of pilot areas together with provision of support for the revision of CD plans. Activities for Output 2 (former Output 3) are summarized in **Table 5-2**.

Table 5-2: Activities for Output 2 (former Output 3) in the Work in Tanzania II

No.	Work Items for Output 3	2012				2013					
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2-1 (3-1)	Improve the nationwide version of a training resource inventories on the basis of the training resource inventories of the RUWASA-CAD Phase 1.										
2-4 (3-4)	Improve and prepare the annual training management plan of the CWSD, including budgetary measures, schedule, etc. necessary for the implementation of the training plans by the DWSTs, RWSTs, and BWOs.										
2-5 (3-5)	Monitor and supervise the CD Plan conducted by the CWSTs, RWSTs, and BWOs in the selected areas according to the training management plan										
2-6 (3-6)	Improve the operational manual of the training management based on the above procedures										
2-7 (3-7)	Conduct a workshop to disseminate the training consultation guide, the annual training management plan, and the operational manual to the WSDP stakeholders										
2-8 (3-8)	Support revising the training plan in the selected areas										

Note: Numbers in () are those in PDM₂.

5.1.3 Work in Tanzania III (July 2014 to April 2015)

The activities taken in this term for Output 2 are mainly participating in CD sub-group of TWG-5 as a Co-Chair and activities related to preparing CD Implementation Guideline and conducting a seminar for disseminating. Activities for Output 2 are summarized in **Table 5-3**.

Table 5-3: Activities for Output 2 in the Work in Tanzania III

No. in PDM3	No.	Work Items for Output 2	2014				2015					
			Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Ap
2-1	2-9	Participate in CD sub-group of TWG-5 as a co-chair										
2-2	2-10	Assess the situation of CD implementation under WSDP and identify potential measures for its improvement										
2-3	2-11	Draft the approach and methodology for preparing the CD Implementation Guideline and finalize it in TWG-5										
2-4	2-12	Draft the CD Implementation Guideline and discuss it in WSDP dialogue for its approval.										
2-5	2-13	Conduct a seminar for disseminating the CD Implementation Guideline.										

5.2 Training Resources Inventory (Nationwide)

5.2.1 Background of Existing Inventory of Training Resources (Phase I)

The existing training resources were examined throughout the project period. Primarily five (5) organizations including academic institutions, NGOs and public agencies were identified as potential training providers based on the report of JICA preparatory study.

In the preparatory phase of the Project, other four organizations were introduced by MoW as common training providers in Tanzania.

RUWASA-CAD interviewed those identified organizations with an inventory format. Collected information, data and documents are compiled as training resources and kept properly in database in RUWASA-CAD.

Other listed organizations happened to be involved in the Project through introduction from MoW and WSDP dialogues such as DPG-W, WSWG and TWGs. The list of identified training resources during Phase 1 is shown in **Table 5-4**.

Table 5-4: List of Training Resources (Phase 1)

No.	Name of Institutes	Type
1	Water Aid Tanzania	NGO
2	Drilling and Dam Construction Agency (DDCA)	Public
3	RWEGARULILA Water Resource Institute	Academic
4	ARDHI University (UCLAS)	Academic
5	Dar es Salaam Institute of Technology	Academic
6	WEDECO Ltd	Private
7	NETWAS	Private
8	ACHIRID	Private
9	WATSANET	NGO
10	Multi Water	Private
11	TAWASANET	NGO
12	TWESA	NGO
13	PEVODE	NGO
14	EEPCO	NGO
15	WEPMO	NGO
16	Partner for Water and Sanitation	NGO
17	CCI	NGO

Three (3) or four (4) listed organizations were selected, based on their expertise and specialty associated with specific training objectives and the training programme, as nominees of competitive tender for a particular training package.

The performance of an organization awarded with the contract for training implementation was totally evaluated through the trainings and its results are incorporated into training resource database.

5.2.2 Rational for Preparation of Training Resources Inventory (Nationwide)

After the CD plan was formulated by April 2010 in implementing agencies (IAs) such as DWST, RWST, MoW, CSO, etc under the component 2 (RWSSP) of WSDP, at present as of the mid of December, 2011, there is no significant progress of the implementation of CD plans by IAs. This situation could strongly imply the necessity of intensive assistance to those IAs from the national level. The pressures from WSDP stakeholders has become more intensive as WSDP phase I comes to its end. Especially, the quality of works was raised quite often as the key issues of the desired improvement of WSDP.

Under such circumstances, it is no exaggeration to say that the progress of implementation of CD plans could contribute considerably to the better implementation of RWSSP at any level of IAs. Understanding the roles and responsibilities of WSDP stakeholders, Capacity Building and Training subsection (CB&T) of CWSD is mandated to coordinate and oversee the CD activities entirely conducted under RWSSP/WSDP. To facilitate the functionality of CB&T, it is strongly recommended that CB&T should possess the database which consists of

various service providers to be utilized for a part of CD consultation to IAs. This will widen the service areas and variety potentially provided by CB&T.

5.2.3 Discussion on Establishment of Training Resources Inventory (Nationwide)

After the commencement of the Project, the Expert team started discussion on the most effective approach for this establishment and drafted the outline of the plan by May 2012. The study, financed under WSDP, on the public-private partnership (PPP) was conducted concurrently with the project activity. According to the result of this study, it suggests that the current available resources as service providers should be fully recognized and listed as to be the resources inventory.

With this circumstance, the Project considers that the initiative of the Project should be synchronized with that of WSDP, which could increase the efficiency of the input. Therefore, the Project will pause temporarily the project activity on this and plan to hold the meeting with respective sections of MoW involved in this study in order to prepare the mutual plan between the Project and MoW.

It is our expectation that the comprehensive resources inventory (nationwide) will be established if this cooperation between the Project and WSDP is achieved. In this regard, the Project actively coordinates the discussion with MoW and DPs and accomplishes this task by November 2013 as included in PDM₂.

5.2.4 Development of Training Resources Inventory (Nationwide)

The study on PPP was carried out under WSDP and the consultant submitted the draft final report to MoW during 10th JSM (May 2012). In this study the consultant categorized available service providers according to their registration clusters such as engineering consultant, contractor, manufacture & supplier, driller and NGO/CBO. Among each cluster, identified service providers are again classified by their size (number of employee and sales, experiences, etc.). The number of identified potential service providers in the sector is summarized in the table below.

Table 5-5: Number of Identified Service Providers

No.	Cluster Size	Large	Medium	Small	Total
1	Engineering consultants	74	69	2	145
2	Contractors	39	124	16	179
3	Manufactures/ Suppliers	35	16	27	78
4	Drillers	28	1	4	33
5	NGOs/ CBOs	26	3	77	106
Total		202	213	126	541

These organizations potential are able to deliver the training services to IAs according to their specialty and expertise. Their detail information is compiled as PPP inventory and owned by MoW at present.

The Project held a series of discussion with counterparts and RWSD on the development of training resources inventory (nationwide) and finally concluded that this prepared PPP inventory was regarded as the first version of training resources inventory (nationwide). The contents of PPP inventory contain appropriate information for us to make a short list and to provide to IAs through CD consultation.

Besides, the Project clarified RWSD on the updating mechanism of PPP inventory and the strategy how to make use of this inventory. Unfortunately it was understood that these fundamental issues have not yet been considered thoroughly by MoW. Hence, the Project

explained counterparts of RWSD about the necessity to develop both the updating mechanism and the utilization strategy of PPP inventory.

5.2.5 Adaption of Training Resources Inventory (Nationwide) in PIM Annex

The procedures required for the capacity development in WSDP are explained in PIM annex, which is revised in the Project. Principally the training resources inventory would provide the information of training service providers when IAs plan to conduct the training for improvement and development of their capacities. Therefore, CWSTs and RWSTs need this information at the time of planning and implementation of CD activities. In order to satisfy their need, the training resources inventory (Nationwide) is fully incorporated in the technical contents for CD phase of PIM Annex so that the information contained in the training resources inventory could be utilized in the processes of CD under WSDP Phase 2.

5.3 Study of Training Plan Prepared by CWSTs and RWSTs

5.3.1 Background of CD Plans

Capacity Development (CD) plans were prepared by all IAs as a specific intervention of 2009/10 JWSR agreed undertakings. The approach of planning was stipulated by Guideline to Facilitate Implementation of the Capacity Development Framework (MoW, 2008; hereinafter referred as to CD guideline). According to CD guideline, each organization is supposed to assess the level of the current capacity by measuring the status of nine capacity areas such as five enablers (leadership, human resources, policy & strategy, partnership & resources, and work process) and four results (people results, customer results, society results, and key performance results). Based on the result of the assessment, the priority areas and mitigation measures are selected to fill the capacity gaps hindering the overall performance of an organization. Eventually with the technical assistance from RWSD, all IAs came to possess their own CD plans by April 2010.

5.3.2 Collection of CD Plans

In order to comprehend the contents of CD plans prepared by IAs and provide better CD consultation from the Project to IAs, the Project collected CD plans primarily from LGAs, RSs and BWOs of pilot areas and expanded to the rest of target IAs of RWSSP. The list of CD plans collected from the baseline survey is shown in **Table 5-6**.

Table 5-6: CD Plans Collected from Pilot Areas

No.	Organizations		Status of Collection		
			Soft Copy Collected	Hard Copy Collected	Not Collected
1	BWO	Lake Victoria			•
2		Internal drainage		•	
3		Rufiji basin	•		
4		Pangani	•		
5		Lake Tanganyika	•		
6	RS	Tabora		•	
7		Shinyanga		•	
8		Singida			•
9		Manyara			•
10		Mwanza		•	
11	LGA	Mara			•
12		Mwanza RS	Kwimba DC	•	
13			Sengremema DC	•	
14			Magu DC	•	
15			Misungwi DC		•
16		Singida RS	Singida DC	•	
17			Manyoni DC	•	
18			Iramba DC	•	
19			Singida MC	•	
20		Tabora RS	Sikonge DC	•	
21			Uyui DC		•
22			Igunga DC	•	
23			Tabora MC	•	

 : Control Areas

5.3.3 Results of Study on Training Plans

Ten CD plans for LGAs and three CD plans for RSs were examined with focus on the contents related to training to be conducted in respective IAs. RWSD of MoW is not mandated to support CD activities of BWOs under the current institutional arrangement though three CD plans from BWOs were collected. Therefore, their CD plans were excluded from this study.

After scanning all the contents of collected CD plans, the following training categories are set.

Table 5-7: Category of Training Contents

No.	Categories	Subjects
1	Unspecified	This is a category in which training plan is not practically specified. e.g.) the component starting from training needs assessment is fit in this category.
2	Basic Principles	Basic principles required to implementing the programme such as NAWAPO, WSDP, strategy, regulation, etc are fallen under this category.
3	Training to COWSOs	Training components provided to COWSO, WATSAN, village government are included.
4	Implementation (IM) & O&M Management	Any training required for supervising O&M activities at communities such as monitoring & evaluation, contract management, financial management, etc.

5	PC Operation	Training for computer applications such as Microsoft Word, Excel, PowerPoint, database management, etc.
6	Technicality	Training for hardware maintenance and repair including electrical, pump, piping, and mechanical engineering.
7	Hygiene & Sanitation	Theories, tools and approaches for hygiene and sanitation promotion and practices are included in this category.

Planned interventions in each CD plans were examined based on the categories above and summarized according to the categories and their planned budgets. In some cases, non-training and training interventions are included under the same component whereby a definite budget only for training is not specified. In these cases, the planned budget for the component is divided by the number of whole interventions and multiplied by the number of training in the component, which assumes rough budget allocation to training. The results of the examination are illustrated in the following figure and table.

Table 5-8: Budgets in Categories for LGAs (1)

	Mwanza RS			Singida RS		
	Magu DC	Kwimba DC	Sengere ma DC	Manyoni DC	Sigida DC	Singida MC
Unspecified	16.4	8.5	0.0	0.0	267.5	21.9
Basic Principle	25.7	11.4	10.3	4.4	34.2	12.3
Training to COWSO	39.2	21.2	13.4	0.0	0.0	0.0
IM & O&M Management	28.0	16.1	16.2	18.1	0.0	0.0
PC Operation	27.5	0.0	0.0	0.0	0.0	0.0
Technicality	74.0	0.0	0.0	28.2	0.0	0.0
Hygiene and Sanitation	0.0	0.0	2.5	31.5	0.0	0.0
Training Budget Total	210.8	57.1	42.3	82.1	301.7	34.2
CD Budget Total	550.3	342.2	229.3	468.8	757.0	445.4
% of Training Budget	38.3%	16.7%	18.5%	17.5%	39.9%	7.7%

*: Budget: million Tanzanian Shilling (Tsh)

Table 5-9: Budgets in Categories for LGAs (2)

	Tabora RS			
	Sikonge DC	Igunga DC	Tabora MC	Uyui DC
Unspecified	48.0	176.5	80.0	76.4
Basic Principle	41.7	100.3	4.0	2.5
Training to COWSO	0.0	0.0	0.0	0.0
IM & O&M Management	10.0	83.1	101.4	3.0
PC Operation	0.0	0.0	0.0	0.0
Technicality	25.8	0.0	0.0	0.0
Hygiene and Sanitation	0.0	0.0	0.0	0.0
Training Budget Total	125.6	359.9	185.4	81.9
CD Budget Total	2,038.5	1,152.8	989.5	407.6
% of Training Budget	6.2%	31.2%	18.7%	20.1%

*: Budget: million Tanzanian Shilling (Tsh)

Table 5-10: Budgets in Categories for RSs

	Mwanza RS	Shinyanga RS	Tabora RS
Unspecified	228.4	34.8	5.0
Basic Principle	0.0	0.0	32.5
Training to COWSO	0.0	0.0	0.0
IM & O&M Management	0.0	0.0	0.0
PC Operation	0.0	0.0	0.0
Technicality	0.0	0.0	0.0
Hygiene and Sanitation	0.0	0.0	0.0
Training Total	228.4	34.8	37.5
CD Total	325.7	45.4	123.3
% of Training	70.1%	76.7%	30.4%

*: Budget: million Tanzanian Shilling (Tsh)

For LGAs the amounts of overall CD budget vary from about 230 million to 2 billion Tsh. The percentage of the training budget in overall CD budget shows the range from 6.2 % (minimum) to 39.9 % (maximum) (*Table 5-8* and *Table 5-9*).

On the contrary with the situation of LGAs, the amount of overall CD budget for RSs are rather lower ranging from 45.4 million to 325.7 million Tsh while the percentage of training budget is much higher than that of LGAs (*Table 5-10*).

Assessing the contents of training, the categories counted most frequently are “Unspecified” and “Basic Principle”. Quite a number of training does not indicate a clear intervention approach and even expected outputs. This tendency is obviously seen in LGAs of the Tabora region. The selection of training content concerning the basic principles implies that officers in LGAs identified the scarcity of understanding among themselves on these basics related to policies, strategies, regulation, and even WSDP. The budgetary composition of training contents in each LGA is described in *Figure 5-1* below.

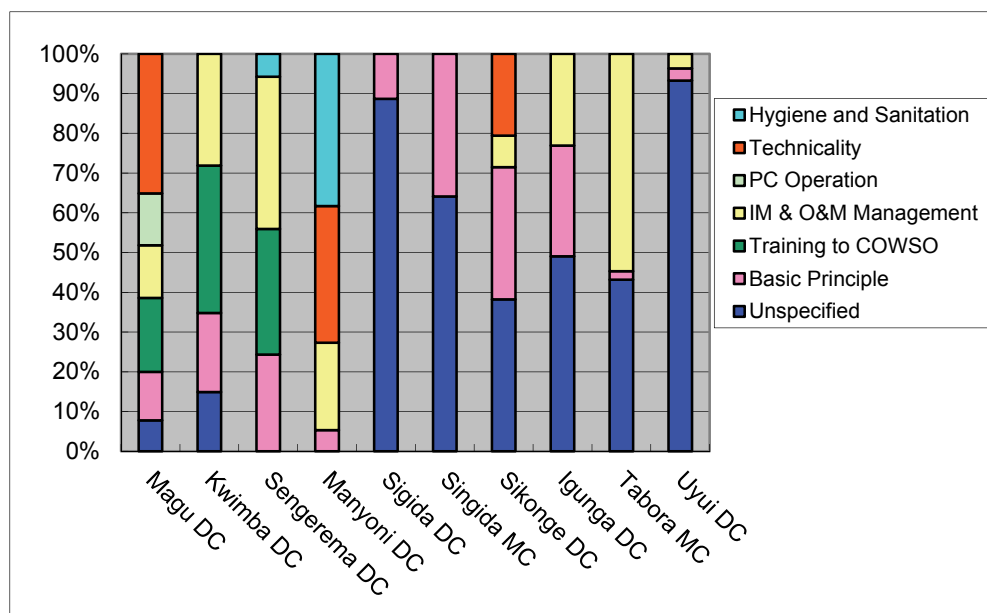


Figure 5-1: Composition of Training Contents in LGAs

The content “Unspecified” occupies the biggest part (52.3 %) of the overall budget and followed by “Implementation and O&M Management” (19.6 %) and “Basic Principle”

(14.1 %) respectively. The total budgetary composition of ten LGAs is shown in **Figure 5-2**.

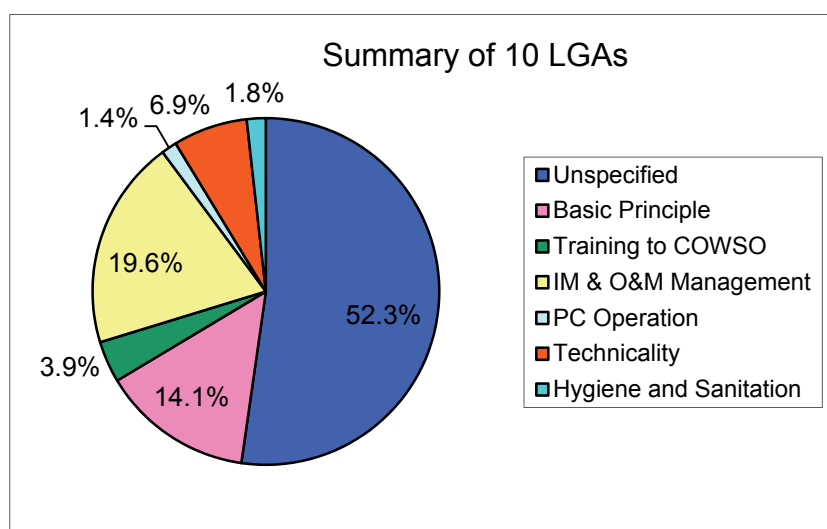


Figure 5-2: Total Budgetary Composition of LGAs

For RSs, the situation is more critical. Training plans for both Mtwara RS and Shinyanga RS do not specify any intended intervention in their plans. As described above, the training budget in their plans occupies the largest part of overall CD budget. The budgetary composition of training contents in each RS is described in **Figure 5-3**.

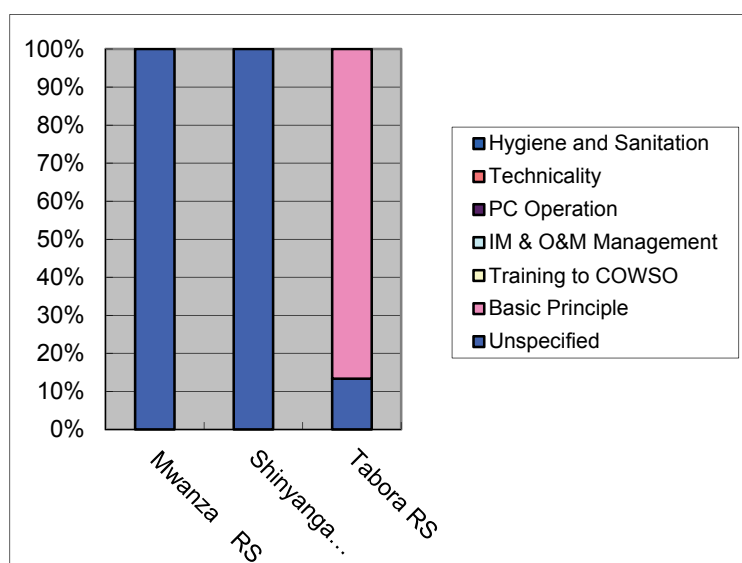


Figure 5-3: Composition of Training Contents in RSs

The Project studied intensively the contents of CD plans collected from the baseline survey and eventually came to have the general observations, which could be a basis on the training consultation from the Project. They are summarized in the table below.

Table 5-11: General Observations on CD Plans

No.	General Observations
1	There is no description explaining the relation between the results of self-assessment and planned CD activities. Therefore, it is quite difficult to estimate how much the capacity gaps are mitigated by implementing planned activities.
2	Each CD plan is bound for its owner organization because CD activities are planned

	based on self-assessment on their own capacity gaps. From this point of view, it is not logically appropriate if CD plan includes CD activities for other organizations.
3	There are some components inappropriate for CD activities such as house rent for staff, recruitment, etc., of which WSDP basket fund is expected as a financial source.
4	As a part of human resource management, many organizations included packages of "Performance Rewards", "Statutory Benefits of employees" and "Incentives", which are very questionable on their relevance of financial justification under WSDP arrangement.
5	Monitoring indicators specified in each activity are assessed technically inadequate due to poor representation of intended improvement, uncertainty of availabilities of indicators, doubtful practicability (timing, and frequency) of monitoring exercise.

Considering and utilizing the results of examination on CD plans fully described above, The Project would like to provide adequate training consultation firstly to DWSTs and RWSTs in pilot areas. It is expected that the Project will gain useful lessons learnt from this practice and extend widely to other areas in Tanzania in the project period. For this perspective, the following points are regarded as key points securely realized in the training consultation provided through the Project.

Table 5-12: Key Points in Training Consultation

No.	Key Points	Specific Focuses
1	Relevance	Relation between capacity gaps and intended activities are clearly addressed.
2	Effectiveness	Training consultation and guidance contribute to the achievement of training objectives.
3	Efficiency	Options with adequate financial requirement are introduced to beneficiaries.
4	Impact	The progress of activities is regularly monitored in association with impact to national and regional objectives/goals.
5	Sustainability	All cases dealt with the Project are recorded properly in various formats and shared with any organization concerned with CD activities.

5.4 Preparation of Training Consultation Manual

5.4.1 Importance of Training Consultation Manual

Major services to IAs from the Project are nothing but consultation and guidance for training planning, implementation and monitoring & evaluation. In order to constantly provide these services with good quality and quantity, the Project should introduce the standard method/procedure in the daily work.

Besides, the results of examination on training plans described in the previous section clearly suggest that the contents of training plans need intensive review, unless otherwise it is difficult for training intervention to address the identified capacity gaps. The training consultation manual will certainly support this review and consequently improve the quality of contents of training plans if consultation and guidance from CB&T of RWSD are provided widely to IAs.

5.4.2 References for Preparation

It is generally said that an incident consists of multiple phases which bear different characteristics. This advocates basically that consultation and guidance to be provided from the Project should not be addressing to a sole phase but multiple areas. From this point of view, the Project intends to integrate this training consultation manual with various theories, principles, basics, etc. related to CD, which have been introduced in other documentation

prepared by development institutions from over the world.

Official documents for CD under WSDP are, of course, the basis of this training consultation manual. Besides, the contents of the other CD related documents are actively referred for supplying additional information and consideration on CD. The following documents are listed in the table below.

Table 5-13: References for Preparation

No.	Name of Documents	Author	Published Year
1	National Water Sector Development Strategy	Ministry of Water	2008
2	Strategic Framework for Capacity Development in the Water Sector in Tanzania	Ministry of Water	2008
3	Guidelines to Facilitate Implementation of the Capacity Development Framework	Ministry of Water	2008
4	Capacity Assessment Handbook - <i>Project Management for Realizing Capacity Development</i> -	JICA Research Institute/ Japan International Cooperation Agency	2008
5	Capacity Assessment PRACTICE NOTE	United Nations Development Programme	2006
6	Capacity Assessment Methodology User's Guide	United Nations Development Programme	2007
7	Institutional Assessment and Capacity Development	European Community	2005
8	The Challenge of Capacity Development <i>WORKING TOWARDS GOOD PRACTICE</i>	Organization for Economic Co-operation and Development	2006
9	The Capacity Development Results Framework <i>A strategic and results-oriented approach to learning for capacity development</i>	World Bank Institute/ The World Bank	2009

These references are used for the first draft of the training consultation manual. The Project intends to seek for appropriate documents for further editing the draft and will finalize this manual before the termination of the project period.

5.4.3 Composition of Contents in Training Consultation Manual

Considering the current ongoing discussion under WSDP dialogue, especially the preparation of monitoring and evaluation framework under TWG-component 4 (Capacity Building and Institutional Strengthening), and the institutional arrangement of WSDP, and reference documents concerning CD, the composition of contents have been carefully chosen.

The manual consists of six (6) chapters starting by introducing the principles and basics of capacity development, which could widen the perception of users on the nature of capacity and capacity development. Secondly outputs from RUWASA-CAD Phase 1, including the strategy/concept of RUWASA-CAD training, training modular guide, and training resources inventory, are thoroughly elaborated with respect to practical use for consultation and guidance from CB&T. Finally it ends with a chapter of monitoring and evaluation for training management.

5.4.4 Adaption of Training Consultation Manual in PIM Annex

The procedures required for the capacity development in WSDP are explained in PIM annex,

which is revised in the Project. The training consultation manual would primarily provide the technical guidance for the management of CD activities. From this perspective, RWSTs need this manual most at throughout the processes of CD. In order to satisfy their need, the training consultation manual is fully incorporated in the technical contents for CD phase of PIM annex so that the information contained in the training consultation manual could be utilized in the processes of CD under WSDP Phase II.

5.5 Revision of CD Plans

5.5.1 Background and Purpose

The CD plan was prepared by April 2010 in all IAs such as CWST, RWST, and MoW under the component 2 (RWSSP) of WSDP. At present, however, there is no significant progress of the implementation of CD plans by IAs due to the lack of the budget. In addition to this, the results of the study on the CD plans for RSs and LGAs in target areas of the Project indicate that the amount of budget required for the implementation of CD plans was huge so as to be not practically feasible and also the activities in many CD plans have poor logical linkage with the results of self-assessment, therefore the expected outputs become naturally out of focus. Under such circumstances, it is strongly recommended that CB&T should provide the guidance on review of the CD plans as well as utilization of the various services providers for training activities as a part of CD consultation to IAs. As one of the activities of CD consultation, the facilitation of the revision of the CD plans was provided to the pilot areas of the Project since March 2013. The expected outputs of this activity are summarized below.

- 1) Members of IAs will understand the appropriate process of CD planning.
- 2) Members of IAs will understand the importance of logical linkages between self-assessment, CD activities and expected outputs.
- 3) Members of IAs will acquire the appropriate approach to estimate the cost of activities.
- 4) The contents of CD plans will be financially feasible considering the financial limitation of WSDP.

5.5.2 Observation of Existing CD Plans

According to the results of the study on the previous CD plans for RSs and LGAs in the pilot and control areas of the Project, the issues identified was that there are no descriptions explaining the relation among the “results” which is expected outcomes of the result of self-assessment, and planned CD activities for addressing each “enablers” which achieves the “results”. Another issue was that many organizations included inappropriate package such as “house rent for staff”, “performance rewards”, etc., which are questionable on their relevance of financial justification under WSDP arrangement. The poor representation of intended improvement, uncertainty of availabilities of indicators, doubtful practicability (timing and frequency) of monitoring exercise in planning could possibly bring about these results.

5.5.3 Revision Approach

The assessment framework, which is “Excellence Model” stipulated by “Guideline to Facilitate Implementation of the Capacity Development Framework” (MoW, 2008; hereinafter referred as to CD guideline) was applied as a CD approach in the workshop. “Excellence Model” intends that each IA makes analysis on the entire system of an

organization to produce goods and services and to achieve expected outcomes from both aspects of “enablers” and “results”. Each IA is supposed to assess gaps between the level of current capacity and best practice by measuring the status of nine capacity areas such as five enablers (leadership, human resources, policy & strategy, partnership & key performance results) and four results (people results, customer results, society results, and key performance results). Based on the result of the assessment, the priority capacity areas and mitigation measures are selected to fill the capacity gaps hindering the overall performance of an organization. **Figure 5-4** shows the concept of “excellence model”.

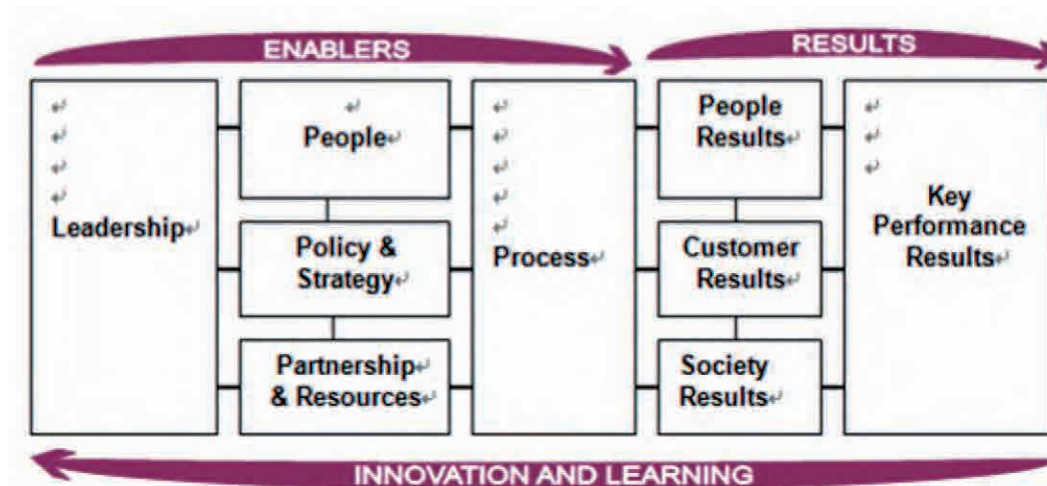


Figure 5-4: Excellence Model

As a method of self-assessment, the CD guideline stipulates that each IA should use the assessment format attached in the guideline. The format embraces the all best practices described for each capacity area and they are scored by five levels. However, the project assumes that it would be difficult for all IAs to apply for the same best practices since each IA possesses different characteristics of purpose, goal of organization etc. Consequently, the approach for CD set by the Project starts from identification of characteristics of each component in “Excellent Model”, not just using already described definition in CD guideline. The assessment of capacity gaps based on the newly set definitions of Excellent Model follows, accordingly. The highlights of the approach for revision of CD plans are summarized in **Table 5-14**.

Table 5-14: Revised CD Approach

No.	Approach for revision of CD plans
1	The characteristics of each component in “Excellent Model” should be clearly defined by each IAs, which depends on their organizational goal and objectives.
2	The indicators of each component should be identified in a verifiable manner (preferably clear numbers, state, condition, etc.).
3	The current level/status of capacity in IAs shall be assessed based on the indicators identified.
4	The CD activities, which would improve the status of indicators of “Results” to the level of satisfaction, would be brainstormed.
5	The CD activities obtained from brainstorming shall be refined and classified in association with components of “Enablers”.
6	The logical linkage between “Enablers” and “Results” shall be formulated by considering the relationship among and between “Enablers” and “Results”.
7	The packages of CD activities shall be prepared as a part of the entire linkage by addressing “Urgency”, “Importance” and “Financial Availability”.

No.	Approach for revision of CD plans
8	The required cost of each item in CD activities shall be estimated and summed up to each package.
9	The sources of finance shall be bound to each CD package according to the nature of finances.
10	The contents of CD package shall be summarized as CD plans.

5.5.4 Target Organization and Schedule of Revision

The facilitation of the revision of CD plans was held for seven (7) RWSTs of Tabora, Mwanza, Singida, Coast, Dar es Salaam, Lindi and Mtwara, 12 CWSTs of these seven (7) regions and five (5) basin water offices of Lake Tanganyika, Lake Victoria, Internal Drainage, Rufiji and Ruvuma/Southern Coast. The schedule of facilitation was summarized in the table below.

Table 5-15: Target Organizations and Schedule

Pilot RWST	Pilot CWST	Schedule		
Tabora	Uyui DC	22/ April	-	26/ April
	Sikonge DC	22/ April	-	26/ April
Mwanza	Kwimba DC	11/ March	-	13/ March
	Sengerema DC	11/ March	-	13/ March
Singida	Manyoni DC	22/ April	-	25/ April
	Singida DC	22/ April	-	25/ April
Dar es Salaam	Tememeke MC	8/ April	-	12/ April
Coast	Kibaha DC	8/ April	-	12/ April
Lindi	Lindi DC	6/ May	-	10/ May
	Kilwa DC	6/ May	-	10/ May
Mtwara	Mtwara DC	6/ May	-	10/ May
	Tandahimba DC	6/ May	-	10/ May
Pilot BWO		Schedule		
Lake Tanganyika		17/ June	-	21/ June
Lake Victoria		3/ June	-	7 /June
Internal Drainage		27/ June	-	3/ July
Rufiji		17/ June	-	21/ June
Ruvuma/ Southern Coast		3/ June	-	7/ June

5.5.5 Result of Revision

a. Progress of Submission

The workshops were held for three (3) days in Mwanza, four (4) days in Singida and five (5) days in the other four (4) areas of Coast (jointly with DSM), Tabora, Mtwara and Lindi after all. In the workshop, after the orientation of the CD approach by the counterpart on the first day, the facilitation was given to each group of RWST/CWST of the participants. For some groups of RWST/CWST, the preparation of CD plans was not completed within the period of the workshop so that they were required to submit the draft of CD plan to the Project later. As of the end of June 2013, the revised CD plans for six (6) RSs, ten (10) LGAs and two (2) BWOs were submitted.

b. After Receipt of the 1st Draft

After receipt of the 1st draft, the Project examined the contents thoroughly and prepared the comments and guidance for all IAs which submitted their revised CD plans. However, many IAs have not yet submitted 2nd draft reflected with comments and guidance from the Project. The Project regularly communicated and reminded these IAs for prompt response

but the situation was not improved much. Therefore, the Project acknowledged the necessity to install the guideline to regulate IAs in a strict manner and started preparation of this guideline with MoW. The status of the submission by each IA is shown in **Table 5-16**.

Table 5-16: Progress of Revision Work

No.	Organizations	Status of Submission		
		1 st Draft	2 nd Draft	3 rd Draft
1	RS	Tabora	•	
2		Dar es Salaam	•	
3		Mwanza	•	•
4		Singida	•	
5		Coast		
6		Lindi	•	
7		Mtwara	•	
8	LGA	Uyui DC	•	
9		Sikonge DC	•	
10		Kwimba DC	•	•
11		Sengerema DC	•	•
12		Manyoni DC		
13		Singida DC		
14		Temeke MC	•	•
15		Kibaha DC	•	
16		Lindi DC	•	
17		Kilwa DC	•	
18		Mtwara DC	•	
19		Tandahimba DC	•	
20	BWO	Lake Tanganyika		
21		Lake Victoria	•	
22		Internal Drainage		
23		Rufiji		
24		Ruvuma/ Southern Coast	•	

c. Examination of Revised CD Plans

To comprehend the improvement of the contents of revised CD plans, CD plans submitted from six (6) RSs and the ten (10) LGAs by the time of reporting were examined and the results of examination is summarized in the following sections.

d. Low Budget CD Activities

The amount of the budget for the implementation of CD plans was initially 4.2 million USD in the restructuring plan of WSDP. However, by the end of December 2012 the total amount of the budget disbursed for CD in IAs under the restructuring plan was approximately 260 million Tsh (MoW, 2012), in which the average allocation for 132 LGAs could be 2 million Tsh (equivalent approx. 1,230 USD). The amount already disbursed is just less than 1 % of total required amounts, which means that the activities in CD plans are hardly implemented by IAs. Eventually due to this limitation of the CD budget, no activity has been so far implemented in the pilot areas. Considering the effective mainstreaming CD intervention into day-to-day activities in IAs of WSDP, although IAs should consider the low budget activities in their CD plan, a certain amount of budget from the ministerial level should be disbursed regularly for assisting the implementation of CD plans.

The CD activities requiring large amount of budget is practically questionable as well as

become an obstacle hindering the implementation of the CD plans. Therefore, having this limited budget situation, it is quite important for all IAs to understand that the low budget activity of a strong logical linkage with a certain capacity gap is quite able to contribute to the improvement of their performance and needs to be included in CD plans unless otherwise this situation remains same.

As mentioned above, the actual disbursement of the budget for CD plans in 2012 was only 2 million Tsh in average for each LGAs. With this focal point, CD plans submitted from the six (6) RSs and ten (10) LGAs were examined. Tentatively, the CD activities requiring less than 2 million Tsh are defined and extracted as the low budget activities. As the result, the low budget CD activities were found in the CD plans of five (5) RSs and eight (8) LGAs. The number of the low budget CD activities and the percentage to the number of overall plans are summarized in the table below.

Table 5-17: Number of Low Budget Activities

No.		Organizations	No. of low budget activities	No. of overall activities	% of low budget activities
1	RS	Tabora	6	9	70%
2		Mwanza	4	14	30%
3		DSM	8	15	50%
4		Lindi	4	18	20%
5		Mtwara	7	16	40%
6	LGA	Uyui	0	10	0%
7		Sikonge	5	22	20%
8		Kwimba	1	11	10%
9		Sengerema	9	45	20%
10		Temeke	4	14	30%
11		Kibaha DC	7	30	20%
12		Lindi DC	0	4	0%
13		Kilwa	3	14	20%
14		Mtwara DC	15	23	70%
15		Tandahimba	6	13	50%
16		Average	4.94	16.13	28%

For LGAs, the number of the low budget CD activities varies from 0 to 15. The percentage of low budget activities to the number of overall plans shows the range from 0 % (minimum) to 70 % (maximum). Meanwhile, the number of the low budget CD activities for RSs indicates from four (4) to eight (8), of which the percentage is rather higher ranging from 20 % to 70 %.

On the other hand, from the result of the sample study on the previous CD plans for three (3) LGAs, in average only one low budget CD activities was observed in their plans while the average percentage of the low budget activities to the number of overall activities was just 10 %.

This result implies that the revised CD plans tend to include much more financial feasible activities than before. Even if the situation of the budget limitation is still same as many IAs faced in the previous year, the low budget activities have a potential to defeat the circumstance that none of the CD activities was done, by which these plans are implemented within their allocated budget. As facilitation for the revision of the CD plans is continued by the CB&T in the future, it is expected that considerable number of CD plans could be

improved so as to be financially feasible.

e. Status and Perspective of Achievement

The provision of the comments and guidance for the submitted CD plans is in progress under the project. In those works, the logical linkage between the result of self-assessment and CD activities still needs to be modified for some of the CD plans. Moreover, as mentioned in the previous section, the appropriateness of the cost estimation should be reviewed for the practical implementation regardless of the financial obstacles. The sub section of CB&T should work on this CD consultation activity continuously with the support from the Project.

5.6 Development of CD Implementation Guideline and Acknowledgement among IAs of RWSP

5.6.1 Participation and Coordination of Work in CD Sub-group

The Project has actively participated in various meetings of WSDP dialogue in order to share the progress and lessons learnt from project activities with other stakeholders. Especially, the Project raised concerns to members of TWG-5 on the necessity to improve the coordination of CD interventions across the sectors. As the result, the sub-group of TWG-5 specialized for capacity development only, not including financial matters, has finally established as CD sub-group by April 2013 with effort jointly from the Project, GIZ and other interested parties.

As described earlier (ref: **Section 5.5**), the Project primarily tried to improve the function of CB&T sub section through the planned activities of the Project but did not obtain substantial progress. Therefore, the Project changed the strategy and intended inputs more to TWG-5 in order to improve the situation of the implementation of CD plans in the sector from higher level of WSDP dialogue. For this perspective, the Project arranged the workshop to discuss the current challenges of CD with wider stakeholder by involving other subsectors (WRM, UWSS, ID&CB) and consequently conducted the workshop in 27th and 28th of June 2013 at Oceanic Hotel in Bagamoyo DC, Coast Region. The number of participants is categorized and summarized in the table below.

Table 5-18: Number of Participants in RUWASA-CAD Workshop

No.	Sub-sector	Number of Participants
1	BWO/BWB, WUA	8
2	RWA, DWE, COWSO representatives	36
3	EWURA, Utilities	10
4	MoW, DDCA, WDMI, MoHSW, PMO-RALG, Private companies	18
5	JICA, GIZ, WaterAid, SNV	10
Total		82

As the output from this workshop, the new framework of CD mainstreaming in WSDP was developed and later proposed to TWG-5. The diagram of the proposed framework is illustrated in the figure below.

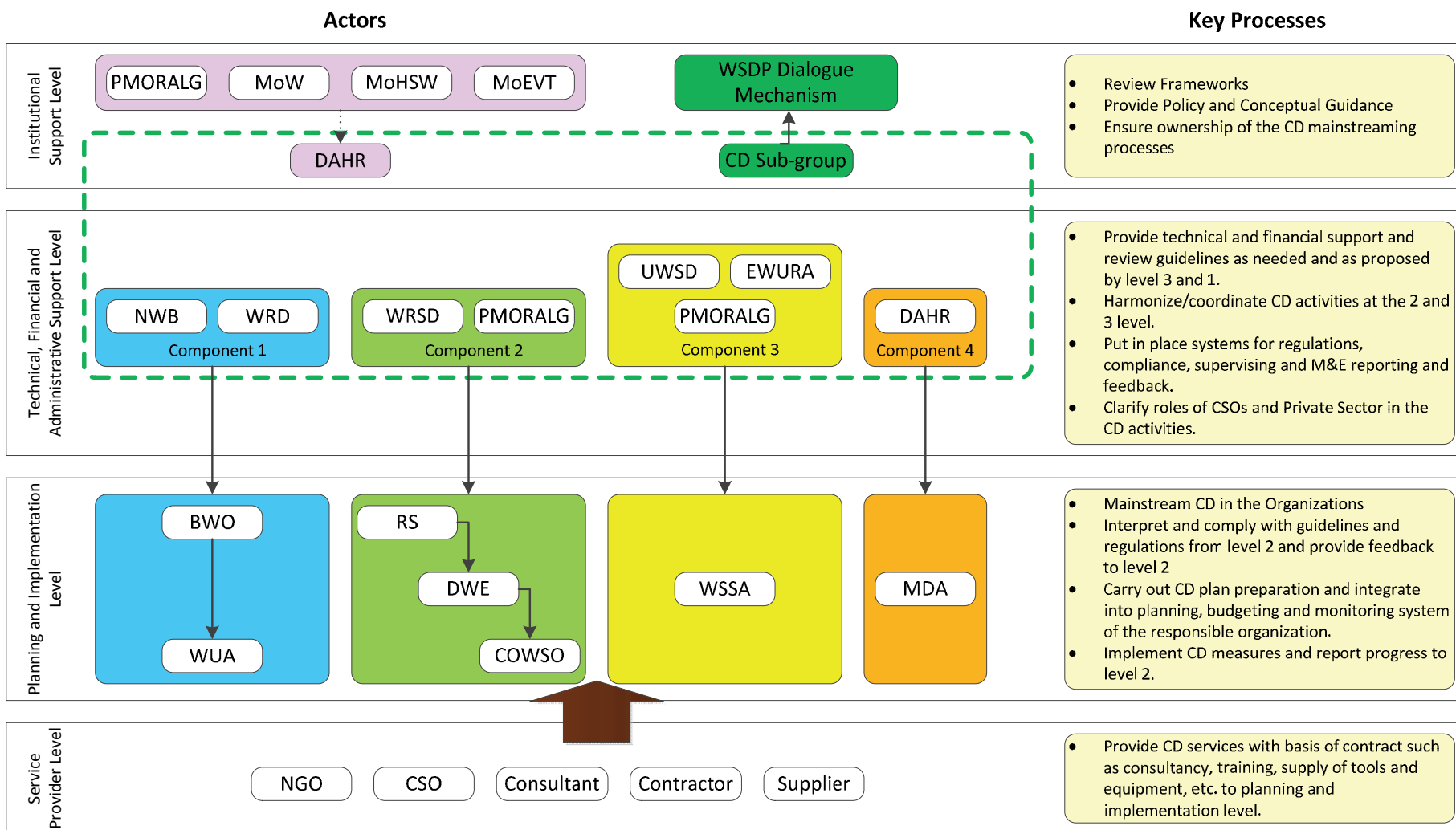


Figure 5-5: Proposed Framework of CD Mainstreaming

Since the establishment of CD sub-group, the Project played a leading role to coordinate the CD sub-group meetings (ref: **Section 5.5**) and facilitated the discussion in order to strengthen the institutional arrangement of CD mainstreaming in WSDP.

5.6.2 Situation Analysis on CD Implementation under WSDP

In comparison with the proposed framework, the situation of CD implementation under WSDP with respect to institutional arrangement, budget arrangement, procedures, etc. was analyzed by participants of a said workshop. On the other hand, members of CD sub-group (representative of RWSD is CP of the Project) conducted a series of discussion in CD sub-group meetings coordinated by the Project to understand the situation of each component. The identified situations for WSDP and RWSP are summarized in the table below.

Table 5-19: Situation of CD Implementation for WSDP

No.	Identified Situation (Bottleneck of CD Mainstreaming)
1	A quick review of the CD plans shows that the plan preparation process was not really in accordance to the process outlined in the guidelines. Also that very few decision makers owned the process.
2	For instance very few heads of the organization really took the ownership of the process. In most cases the planning process was delegated to junior staff alone or with support from consultants. This resulted in producing CD plans that were weak of low quality and with proposed interventions that focused more on hard ware rather than solving the organizational development problems and human resources issues of the organizations.
3	Due to lack of commitment from the management and senior staff of the organizations most of the CD plans have not been mainstreamed into the organizations current system of planning and budgeting. Instead it was assumed that the implementation of the CD plans would be through a parallel funding arrangement. This is a big misunderstanding of the CD concept as outlined in the CD Framework. More work is needed to improve the understanding of the capacity development concept.
4	Mainstreaming means each organization incorporating the proposed CD related interventions into its normal budgeting system. The assumption is that the organization management will prioritize organizational development and human resources issues into their strategic plans as it is done by a good number of Water Supplies and Sanitation Authorities based on the planning guidelines issued by EWURA. However the leadership and guidance provided by EWURA to the WSSAs does not seem to be available in the other areas of WSDP.
5	The understanding that CD should start with individual staff being unsatisfied with their performance and thus finding ways to improve in the required skills and on the other hand the management recognizing and rewarding such individual initiatives was not practiced during the implementation of WSDP Phase 1. Instead CD was seen as top down initiative with very limited achievements.
6	The overall structure in which the CD concept was introduced and implemented was also a problem. The fact that capacity development was a standalone component may have contributed to the poor performance. There were attempts to re-structure the CD mainstreaming framework but this is yet to be institutionalized fully and thus operational. For instance it is not clear as to what is the role of the Ministry of Water and other related Ministries such as PMORALG and MoHSW. It is also not clear as to what form of support should be provided by the centre to the local level where the actual mainstreaming is to happen.

Table 5-20: Situation of CD Implementation for RWSP

Organizations	Key capacity asset		Capacity gap
	Requirements	Baseline	
MoW Rural Water Supply Division <ul style="list-style-type: none"> • Technical Support Section • Operational Planning Section • Community Management Support Section 	<ul style="list-style-type: none"> • Policies and strategies need to be in place for specifying philosophy and methodology to achieve the target of the programme. • Capacity Development framework need to be in place for guiding IAs in assessing Capacity gaps and proper planning of CD plans 	<ul style="list-style-type: none"> • National Water Policy (NAWAPO) outlines the new institutional arrangement for the water sector. • Water Acts and regulations • Local Government Report Policy introduces the decentralization and new administrative structures. • Health Policy indicates the demarcation of ministerial roles and responsibilities for hygiene and sanitation. • Water Sector Development Programme (WSDP) describes the targets and implementation approaches from 2007 to 2025. • National Water Sector Development Strategy (NWSDS) indicates the methodology of planning and implementation of activities till 2015. 	<ul style="list-style-type: none"> • Satisfactory administrative structure to provide proper strategies and guidelines. • Functional structure of the CB & T subgroup within Community Management Support Section in CD panning, implementation, monitoring and evaluation.
	<ul style="list-style-type: none"> • Coordination & provision of technical and financial support to Implementing Agencies (IAs) need to be provided. 	<ul style="list-style-type: none"> • There are 3 sections in RWSD, operational planning, technical support, community management support respectively, for coordination and support to IAs. • RWSSP/WSDP Phase I started from 2007 with 5 years plan. The period of implementation was extended by 2 years till 2014 due to the delay in implementation. • RWSSP design envisaged that each LGA would formulate a district-wide water and sanitation plan that would 	<ul style="list-style-type: none"> • Coordination of the provision of public services in accordance with the terms of references. • Adequacy in number of staff members at RWSD/MoW for effective coordination and technical support to IAs.

Organizations	Key capacity asset		Capacity gap
	Requirements	Baseline	
		<p>provide the framework for investment and other activity during Phase I. In practice, this district-wide vision is missing.</p> <ul style="list-style-type: none"> The consultants were not given clear guidance on the budget available for the schemes as a result higher cost technologies were selected. 	
	<ul style="list-style-type: none"> Technical guidance to LGAs is provided 	<ul style="list-style-type: none"> 5 zones over the mainland of Tanzania have been formed and staff in RWSD is allocated to oversee IAs in each zone. Technical support was to be provided to LGAs by the Programme Management Consultant (PMC) team appointed by MoW in 2012, but this initiative failed to take place on time. 	<ul style="list-style-type: none"> Professional administrative hierarchy to IAs in zones Adequate number of staff of RWSD/MoW for provision of technical guidance to IAs.
	<ul style="list-style-type: none"> Performance of COWSOs is monitored and their performance regulated. 	<ul style="list-style-type: none"> The guideline for COWSO registration is in place. The number of COWSO registration is monitored. The performance of COWSOs is neither monitored nor regulated. 	<ul style="list-style-type: none"> Administrative structure to monitor and regulate the performance of COWSOs in zones.
Prime Minister's Office-Regional Administration and Local Government (PMO-RALG) Water Sector Working Group (WSWG)	<ul style="list-style-type: none"> The level of water supply services provision is supervised at the level of LGAs. The performance of RSs and LGAs for RWSP/WSDP is assessed. Planning and resource mobilization for COWSOs through LGAs budgets, external support agencies, NGOs and Public is well coordinated. 	<ul style="list-style-type: none"> Coordination unit (WSWG) between MoW, RSs and LGAs is established. WSWG is not performing as required in their mandates to be the coordinating unit. 	<ul style="list-style-type: none"> Adequacy of knowledge of staff of WSWG on the framework of RWSP for their coordination work.
Regional Secretariats (RSs)	<ul style="list-style-type: none"> The progress of WSDP activities is monitored regularly at LGA level. There 	<ul style="list-style-type: none"> The progress of RWSP is not monitored adequately. 	<ul style="list-style-type: none"> Guideline for Monitoring and Evaluation of RWSP

Organizations	Key capacity asset		Capacity gap
	Requirements	Baseline	
	<ul style="list-style-type: none"> is provision of expertise advice and guidance to LGAs office staff Technical and administrative consultation, guidance and advice are provided to LGAs. The assistance is provided to LGAs with regard to planning, implementation and M&E of CD in LGAs 	<ul style="list-style-type: none"> Communication between LGAs and RSs is not well established. CD implementation at LGA level is not coordinated adequately. 	<ul style="list-style-type: none"> Office facilities CD implementation guideline. Monitoring and regulating the performance of RSs by WSWG.
	<ul style="list-style-type: none"> Adequate Monitoring and evaluation of projects of LGAs and provision of technical backstops 	<ul style="list-style-type: none"> Responsibilities of RSs in insuring Monitoring & Evaluation of projects of LGAs are not clearly stipulated 	<ul style="list-style-type: none"> Professional administrative hierarchy
	<ul style="list-style-type: none"> Overseeing and compiling LGAs plans and reports and forwarding the same to the Minister is clearly achieved 	<ul style="list-style-type: none"> Responsibilities of RSs in overseeing and compiling LGAs reports are not clearly stipulated 	<ul style="list-style-type: none"> Capacity on Leadership, coordination skills of LGAs/RSs
LGAs	<ul style="list-style-type: none"> Coordination of the budgetary requirements 	<ul style="list-style-type: none"> LGAs supposed to prepare a long term plan for the implementation of WSDP Mostly, the long term plans are not prepared leading into poor budgetary requirements 	<ul style="list-style-type: none"> Adequacy of staff for the LGA offices
	<ul style="list-style-type: none"> Facilitation in registration of COWSOs 	<ul style="list-style-type: none"> The guideline for COWSO registration is in place. 	<ul style="list-style-type: none"> Follow up of COWSOs facilitation by LGAs as per terms of References
	<ul style="list-style-type: none"> Mobilization of communities to take over water supply schemes and provide technical and financial support 	<ul style="list-style-type: none"> Community to be made aware on how to operate and maintain the project after taking over the completed water supply scheme 	<ul style="list-style-type: none"> Adequacy of technical and Financial support to communities after taking over water supply schemes
	<ul style="list-style-type: none"> Effective regulation of the performance of COWSOs 	<ul style="list-style-type: none"> The performance of COWSOs is neither monitored nor regulated. 	<ul style="list-style-type: none"> Adequacy of Occasional trainings to LGAs on support services, Operational and Maintenance are to effectively regulate performance of COWSOs

5.6.3 Preparation of Draft CD Implementation Guideline

Drafting CD implementation guideline for rural component, the Project firstly studied carefully the strategic framework for capacity development in the water sector in Tanzania (MoW, 2008), guidelines to facilitate implementation of the capacity development framework (MoW, 2008), and the results of situation analysis described in the last section. Principally the Project intended to mitigate and/or eliminate the problems/bottlenecks identified in the situation analysis by introducing new implementation procedures stipulated in new CD implementation guideline. Therefore, the Project installed the following key emphasis for developing CD implementation.

(i) Technical assistance from RWSD of MoW to IAs

Capacity Building & Training (CB&T) Sub-section of RWSD/MoW shall provide the technical assistance and administrative guidance to IAs for the implementation of CD plans.

(ii) Simplified planning procedures

Issues directly related to the capacity of IAs need to be captured by following easy-understandable and simplified approach.

(iii) Limitation of budget

Clear indication of budget limitation contributes the better management of CD implementation in RWSP.

(iv) Consistent monitoring and evaluation procedures

Measuring outputs and improvement from CD implementation as well as securing the accountability are essential for WSDP.

(v) Initiatives of RWSTs for CD

RWSTs need more attention and encouragement for their strong initiative to CD implementation in regions.

The draft CD implementation was prepared by the Project with considering the above emphasis and submitted to CD sub-group for discussion by October 2014.

5.6.4 Presentation and Approval of CD Implementation in WSDP Dialogue

Drafted CD implementation guideline was presented to the stakeholders of WSDP in the workshop, which was held with the coordination of CD sub-group and financial assistance from GIZ as one of the official workshops in WSDP during 18th to 20th December 2014 at B-Z hotel in Morogoro town. In this workshop, CP of the Project explained the details of the new procedures of CD implementation from planning, implementation, M&E and provision of assistance from RWSD to stakeholders of rural component (council water engineers from all 167 LGAs and regional water advisor from all 25 RSs).

Stakeholders of rural component basically accepted the new contents of CD implementation guideline for rural component. Eventually with the acceptance from stakeholders, RWSD/MoW approved CD implementation guideline for rural component as an official guideline for CD of WSDP.

5.6.5 Dissemination Seminar on CD Implementation Guideline

As it is explained in *Section 4.5.6*, the dissemination seminar was held on 17th April 2015 with the objective to introduce new PIM annex as well as CD implementation guideline,

which the Project assisted MoW to revise and also develop.

The participation of IAs (CWSTs and RWSTs) of RWSSP in this seminar exceeds more than 90% as detailed in *Section 4.5.6*. The counterparts presented the framework, which included planning, implementation and M&E, of CD implementation guideline to participants. In the proceedings of the seminar, the following questions and clarifications were addressed and responded from the representatives of MoW adequately during the seminar.

Table 5-21: Questions and Responses in the Seminar

No.	Questions	Responses
1	Why only 15 regions are able to receive the fund for conducting regional scale CD activities?	The first reason is the limitation of the budget. Regional scale CD activities need larger amount of budget rather than ones for CD activities in individual organization. Secondly, it is expected that the competitive situation will encourage IAs to be aware on CD. On the other hand, MoW recognizes the safety net
2	The amount of budget 2015/2016 for the implementation of CD plans is enough to cover all IAs of RWSSP?	The budget 2015/2016 is under the preparation now. RWSD/ MoW has been trying to secure the required amount of budget.

In general, the participants understood the focuses of new CD implementation guideline and expressed their expectation that MoW will be able to manage the implementation of CD plans according to the guidance given in this guideline.

6 Output 3: Verification of CD Support System of CD through ToT Training with CD Implementation Guideline and Improved PIM Annex

6.1 Activities Carried Out for Output 3

The expected Output 3 of the Project is “The supporting system of CD is verified through ToT training with the CD Implementation Guideline and PIM.” The former Output 4: “The approach for improving the water supply situation in the communities is enhanced in the pilot area” in PDM₂ is succeeded subsequently to the Output 3 in PDM₃.

6.1.1 Work in Tanzania I (September 2011 to June 2012)

The activities taken in this term for Output 3 (former Output 4) are mainly implementation of the Pilot Area Meetings in order to introduce the project activities and extract the training needs from DWSTs, RWSTs in the Pilot Area and implementation of the RUWASA-CAD training for DWSTs and RWSTs in the Pilot Area. During the training period, necessary advice was given by CPs of MoW. The activities taken by this term for Output 3 (former Output 4) are summarized in **Table 6-1**.

Table 6-1: Activities for Output 3 (former Output 4) in the Work in Tanzania I

No.	Work Items for Output 4	2011				2012					
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
3-1 (4-1)	Provide consultations for the DWSTs, RWSTs, and BWOs in the pilot areas to conduct the training based on their training plans										
3-2 (4-2)	Conduct training for the DWSTs, RWSTs, and BWOs in the pilot areas based on the above CD consultations										
3-3 (4-3)	Assist the DWSTs to monitor and guide the operation and maintenance of the water-supplying facilities in the communities of the pilot areas.										

Note: Numbers in () are those in PDM₁.

6.1.2 Work in Tanzania II (September 2012 to June 2013)

The activities taken in this term for Output 3 (former Output 4) are mainly conducting RUWASA-CAD training for DWSTs and RWSTs in the Pilot Area, and assisting CWST to monitor the activities of the communities in the pilot areas. Activities for Output 3 (former Output 4) are summarized in **Table 6.2**.

Table 6-2: Activities for Output 3 (former Output 4) in the Work in Tanzania II

No.	Work Items for Output 4	2012				2013					
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
3-1 (4-1)	Provide consultations for the CWSTs, RWSTs, and BWOs in the pilot areas to conduct the training based on their training plans										
3-2 (4-2)	Conduct training for CWSTs, RWSTs and BWOs in the pilot areas based on the above training consultations										
3-3 (4-3)	Assist the CWSTs to monitor and guide the operation and maintenance of the water-supplying facilities in the communities of the pilot areas										

Note: Numbers in () are those in PDM₂.

6.1.3 Work in Tanzania III (July 2014 to April 2015)

The activities taken in this term for Output 2 are mainly activities related to preparing CD Implementation Guideline and conducting a ToT training to RWSTs on the revised PIM Annex. Activities for Output 3 are summarized in **Table 6-3**.

Table 6-3: Activities for Output 3 in the Work in Tanzania III

No. in PDM3	No.	Work Items for Output 3	2014						2015			
			Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
3-1	3-4	Assist RWSD to formulate the ToT training plan and curriculum for RWSTs										
3-2	3-5	Conduct ToT training to RWSTs in the mainland of Tanzania										
3-3	3-6	Prepare the training report including an assessment of ToT training										
3-4	3-7	Examine the improved PIM and CD Implementation Guideline with the result of ToT training implementation, prepare the recommendation for the better utilization of the improved PIM and CD Implementation Guideline, and finally present it to TWG-2										

6.2 Consultation for CWSTs, RWSTs and BWOs on Training Plans

6.2.1 Pilot Area Meeting

a. Purpose of meeting

For planning of the RUWASA-CAD training which was scheduled from May to June and from October to December in 2012, the pilot area meetings were held in each pilot regions in order to extract more detail issues in the training needs which the pilot CWSTs and the pilot RWSTs had respectively. The meeting aimed that all of the stakeholders including CWSTs and RWSTs could have common understandings based on the results of the Baseline Survey as well as recognizes the issues in their training needs.

b. Approach

The pilot area meetings were held in the regional capital towns (Mwanza, Tabora and Singida) with participations of main stakeholders such as Japanese Experts, C/Ps of MoW, CWST members, its subcommittee members and RWST members in the pilot areas. The main topics and the target person in the meeting are in **Table 6-4**. The participants understood the contents of topics gradually through the presentation given by each stakeholder, then discussed the issues in their training needs. The summary of the meetings' agenda is shown in **Table 6-5**.

Table 6-4: Topics and Targets Person in the Pilot Area meeting

Topics	Target Person
Understandings about outputs of RUWASA-CAD Phase 1 and purpose and activities of RUWASA-CAD Phase 2	RWST, CWST
Consensus about the regional issues in WATSAN	All participants
Confirmation of the existing CWST's and RWSTs' training plan	All participants
Understandings about contents of the RUWASA-CAD training package	RWST, CWST
Understandings about the schedule of the RUWASA-CAD in future	All participants

Table 6-5: Summary of the Agenda in the Pilot Area meetings

No.	Summary				
1	Date/Venue	<ul style="list-style-type: none"> ● 10th Feb. 2012 (Fri.) at Mwanza ● 13th Feb. 2012 (Mon.) at Tabora ● 5th Feb. 2012 (Wed.) at Singida 			
2	Chairperson	Regional Water Advisor or his/her Deputy			
3	Participants	Organisation/ number of participants			
		Organisation	Mwanza Area	Tabora Area	Singida Area
		RWST	9	5	7
		CWST	8	12	16
		CWST Subcommittee	7	5	9
		Total	24	22	32
4	Topic (Presenter)	<ul style="list-style-type: none"> ● Topic 1: RUWASA-CAD Project Outline (CP of MoW, RWSD; Ms. Kirenga D.A.T) ● Topic 2: Baseline Survey Results (CP of MoW, RWSD; Mr. Allen Mweta) ● Topic 3: IAs' Existing Training Plan (RWSTs, CWSTs) ● Topic 4: RUWASA-CAD Training Package (CP of MoW, WRMD ; Ms. Diana Kimbute) ● Topic 5: RUWASA-CAD Project Activities in Future (Japanese Expert ; Ms. Chiaki Tamekawa) 			

c. Result of meeting

The issues in the training needs are summarized as results of the pilot area meetings. This summary consists not only of the essences extracted from the discussion in the meetings but also of the opinions given in the evaluation sheet survey conducted after the meetings.

In the above evaluation sheet survey, the participants self-evaluated their level of understanding about each topics by five (5) grades scoring (5 is best). According to the results (over 3 grade in every topic), it was recognized that the participants understood the contents of the topics. Besides, based on these understandings the participants could discuss the progress of RWSS projects in LGAs, regions and basins respectively, and finally training needs to facilitate RWSS projects.

c.1 The training requested by CWSTs and RWSTs

Training requests for whole process of the RWSSP: After explaining the structure and the contents of the RUWASA-CAD modular guide, the training modules which CWSTs and RWSTs wanted to participate in were asked. As a result, although each CWST and RWST showed variety of training requests respectively, it was recognized that their training requests covered almost whole process of the RWSSP such as identification of present status, planning, implementation, O&M and follow-up. Especially, RWSTs requested the training of regional water supply and sanitation planning, O&M of water supply facilities, capacity assessment, and CWSTs requested the training of roles/responsibilities of CWST, technical support for O&M, community facilitation for sanitation, project cycle management, supervision of construction firms, general facilitation skills and capacity assessment..

c.2 Community support which shall be given by CWST, RWST

Lack of capacity to support communities: As for the poor quality of community support activities given by CWSTs, which is pointed out in the result of the Baseline Survey; for example, less communication/dialogue between CWSTs and communities, less involvement

of extension workers into WATSAN support services, lack of quick response to the communities' urgent needs due to their poor technical knowledge/ experience, some CWSTs' members hesitated to accept it and doubted the methodologies of the Baseline Survey and its quality. This seems to be a typical sample of the gap on the understanding between CWSTs and communities about the current status of community supports given from CWSTs. In the meeting, however, there were some opinions to explain the difficult situations for them to address the issue even if they have already recognized it.

Especially the less involvement of extension workers in the WATSAN activities was recognized. On the other hand, although some of CWSTs already recognize the importance of use of extension workers in WATSAN, there was an opinion to ask how to collaborate practically with the other sectors' extension workers in the condition that there is no extension worker in charge of water issue.

c.3 Hidden needs: capacities necessary to conduct tasks in WSDP/RWSSP, but not recognized by CWSTs and RWST themselves

c.3.1 Issue in the existing training plan

Needs to develop and realize the training plans: According to the presentation given by each CWST and RWST, it was recognized that they already have developed their own training plan; however, these training plans are still in the process towards developing more detail training contents. Therefore, any existing training plans have not yet been implemented practically.

In the meeting, the participants recognized that the RUWASA-CAD modular guide, which has flexibility of use due to its phase based structure with modules, is very useful in order to develop the existing training plans to detailed ones in future as well as to implement them practically in the current budget limitation.

c.3.2 Understanding of their own roles, responsibilities and relationships among IAs

Lack of basic understandings of WDST/RWSSP: Throughout the pilot area meetings, it was recognized that CWST and RWST members did not understand very much about their own roles, responsibilities and relationships among the IAs.

Needs of practical approach in training: On the other hand, there seems to be imbalance between their existing knowledge about own task and their capacity to practice in the job, in other words lack of practical experience based on the knowledge.

c.4 Points to be taken into consideration on planning of RUWASA-CAD training programme for Pilot Areas

CWST and RWST members requested to prepare training programme for them to improve their technical capacities required in the individual task in WSDP/RWSSP in the pilot area meetings. However, according to the results of discussion in the pilot area meetings, it could be concluded that the following points needs to be included in the training programme for the pilot areas.

c.4.1 Elaboration of new roles and responsibilities for CWST and RWST under RWSSP/WSDP

At first, in the RUWASA-CAD training for them, based on the appropriate understandings about a purpose to organize CWST/RWST, their task, job description of the members and relationships with other IAs, their capacity development shall be conducted through individual training sessions which have clear relationships with the recognized issue and their

training needs, otherwise, the effectiveness of the training could be limited and less impact to improvement of community support services in future. It is better to schedule an introductory session for them to fill this gap before entering into individual main session in modules of the RUWASA-CAD training for them.

c.4.2 Necessity of more comprehensive training topics

In order to link the knowledge and skill to be given in the training with their daily work smoothly, it is better to plan their training schedule in conformity with their current progress of RWSS projects in the pilot areas. Many IAs in the pilot areas are currently in the phase before implementation of the water supply facility construction of RWSSP subprojects and/or JICA projects, and soon they will proceed to the phases of supervision of construction, O&M and follow-up. Furthermore JICA project in Mwanza is already in the O&M phase. Therefore, the contents of the RUWASA-CAD training, which is scheduled to start in May 2012, shall be matched with such phases in the Pilot Areas.

c.4.3 Sharing and promotion of good practices and experiences

The examples of good practices in the pilot areas under WSDP/RWSSP concept shall be followed appropriately in order to share the experiences not only in the RUWASA-CAD training implementation but also in the ensuing activities in the pilot areas. For example, in the pilot area meetings, Manyoni DHO presented the activity with health extension workers who work at communities and feedback the information of the WATSAN situation to the DHO, then it is shared in CWST. This is one of the approaches expected under WSDP/RWSSP concept in order to improve community support, therefore such experience shall be shared appropriately among the training participants to make the training sessions as much as effective and practical ones.

6.2.2 National Workshop

Following to the pilot area meeting held in February 2012, where the contents and advantages of the RUWASA-CAD training modular guide was explained to the pilot CWSTs and RWSTs, the National Workshop of the Project was held to disseminate outputs of RUWASA-CAD Phase 1 and introduce services including guidance and consultation for capacity development to be provided from the Project to IAs in order to facilitate the implementation of CD activities incorporated in their CD plans.

As for IAs' training plans, in the National Workshop held on 18th June 2012, where 1) Introduction of RUWASA-CAD Project and how to use the Training Modular Guide, 2) Experience of RUWASA-CAD Training was presented as important tool and useful information for IAs' Capacity Development. Therefore, the contents of presentation to above purpose were prepared by MoW counterparts and the participants in the RUWASA-CAD training (Kwimba DWE and Singida RWA of project pilot area did the presentation) with support of the Expert Team member.

To strengthen IAs' training plan, it is expected for IAs to be aware that 1) what they really need in order to promote RWSSP, 2) how RUWASA-CAD training is useful for their Capacity Development, and 3) what effect could be attained by the RUWASA-CAD training.

The outline of RUWASA-CAD workshop was summarized in **Table 6-6** below.

Table 6-6: Outline of RUWASA-CAD Workshop

Date	18 th June 2012, 10:00~14:00
Venue	Ubungo Plaza in Dar es Salaam
Participants	All CWSTs, RWSTs and BWOs (152 persons) PMO-RALG (1 person), MoW (9 persons), JICA (3 persons) Expert team (7 persons)
Contents	<ul style="list-style-type: none"> • Opening Remarks (MoW) • Special Speech (JICA Tanzania Office) • Current situation of WSDP (MoW, RWSD) • Presentation of RUWASA-CAD Project and effectiveness of Training Modular guide (MoW, Project team) • Experience in RUWASA-CAD Training (Kwimba DWE) • Experience in RUWASA-CAD Training (Singida RWA) • CD Consultation to be given by MoW-CB&T/RUWASA-CAD (MoW, RWSD) • Discussion • Closing Remarks (MoW)
Points to be discussed	<ul style="list-style-type: none"> • Objectives in RWSSP and issues in current Capacity Development • Usefulness of RUWASA-CAD training package for IAs' CD activities • Basic policy of MoW-CB&T/RUWASA-CAD in CD consultation for IAs • Importance of fluorine issue and necessity of inter-organisational linkages (CWST, RWST, BWO)

6.3 Implementation of RUWASA-CAD Training

6.3.1 RUWASA-CAD Training Schedule Planning

In the Project, as mentioned in the previous section of pilot area meeting, the training schedule was planned for 4th and 5th training phases firstly before 1st and 2nd training phases. This aims that the trainees could use the attained knowledge in their workplace where WSDP's sub-projects are on-going and/or JICA Project have already been implemented /planned. **Table 6-7** and **Table 6-8** show the schedule of RUWASA-CAD 4th and 5th training phases and 1st and 2nd training phases, respectively.

The training contents in the schedule are principally based on the existing RUWASA-CAD training package. Furthermore, necessary sessions and additional information recognized also added in the training contents according to the results of Baseline Survey and pilot area meeting as well as development of complementary materials.

After the individual training was conducted, level of the training programme management and the participants' level of satisfaction were evaluated by all participants. The results of evaluation were used as constructive feedback to project activities.

a. Planning of RUWSA-CAD 4th and 5th Training Phases

As for the 4th and 5th training phases, not only CWST members but also its sub-committee members were invited to the training. This was because such sub-members are currently working as important staff for O&M and follow-up activities in the LGAs' level and their participation in the training was recognized as useful for improvement of quality of work of O&M.

Individual training was carried out in their own regional main town in order to make their access to venue easier and to keep the size of participants' group appropriate for maximum training effectiveness. Training for RWST was carried out in Singida selected as the most convenient place to access for three regions' participants.

Table 6-7: Schedule of RUWASA-CAD 4th and 5th Training Phases

Date	Training Contents	Target*		Venue	No. of person of IAs	
					Targeted**	Participated ***
7 th -11 th May	Introduction/ Training Phase 4 Component 1	Sengerema DC, Kwinba DC	CWST	Mwanza	16	16
		Uyui DC, Sikonge DC	CWST	Tabora	16	16
		Singida DC, Manyoni DC	CWST	Singida	16	17
14 th -18 th May	Training Phase 4 Component 2	Sengerema DC, Kwinba DC	CWST	Mwanza	6	6
	Introduction/ Training Phase 4	Mwanza, Singida and Tabora RS	RWST	Singida	15	13
21 st -25 th May	Training Phase 4 Component 2	Uyui DC, Sikonge DC	CWST	Tabora	6	6
		Singida DC, Manyoni DC	CWST	Singida	6	6
	Training Phase 5	Mwanza, Singida and Tabora RS	RWST	Singida	15	13
28 th May-1 st June	Training Phase 5	Sengerema DC, Kwinba DC	CWST	Mwanza	20	20
		Uyui DC, Sikonge DC	CWST	Tabora	20	20
		Singida DC, Manyoni DC	CWST	Singida	20	18
Total					156	151

*: For CWST session, CWST member (department head in district) and its sub-committee are included.

**: Planned number in the training programme

***: The number of participants given the certificate of the training

b. Planning of RUWASA-CAD 1st and 2nd Training Phases

As for the 1st and 2nd training phases, Basin Water Officer and Hydrogeologist participated not only as a pure trainee but also a kind of resource person in the field of water resource development and management. This arrangement was programmed based on the idea that all participants could understand better the rural water supply planning with appropriate linkage with water resource in their basins.

The venue of training was Mwanza selected as a convenient place to access by transport for all participants.

Table 6-8: Schedule of RUWASA-CAD 1st and 2nd Training Phases

Date	Training Contents	Target*		Venue	No. of person of IAs	
					Targeted**	Participated ***
29 th Oct.-2 nd Nov.	Identification of Present Status	Sengerema DC, Kwimba DC, Uyui DC, Sikonge DC, Singida DC Manyoni DC	CWST	Mwanza	6	6
		Mwanza RS, Tabora RS Singida RS	RWST		9	9

Date	Training Contents	Target*		Venue	No. of person of IAs	
					Targeted**	Participated***
		Lake Tanganyika, Internal Drainage, Rufiji, Lake	BWB		4	4
12 th -16 th Nov.	Demand Responsive Approach (DRA) in Rural Water Supply and Sanitation (RWSS) Project	Sengerema DC, Kwimba DC, Uyui DC, Sikonge DC, Singida DC Manyoni DC	CWST	Mwanza	24	24
19 th -23 rd Nov	Formulation of RWSP	Mwanza RS, Tabora RS Singida RS	RWST	Mwanza	12	12
		Lake Tanganyika, Internal Drainage, Rufiji, Lake Victoria	BWB		4	4
3 rd – 7 th Dec	Water Supply Planning	Sengerema DC, Kwimba DC, Uyui DC, Sikonge DC, Singida DC Manyoni DC	CWST	Mwanza	6	6
		Mwanza RS, Tabora RS Singida RS	RWST		3	3
		Lake Tanganyika, Internal Drainage, Rufiji, Lake Victoria	BWB		8	7
Total					76	75

*: Planned number in the training programme

***: The number of participants given the certificate of the training

6.3.2 Implementation of Training for CWSTs

In the following section, the detail of individual training programme for CWSTs, the outline of the training curriculum and the results of evaluation done by trainees after each training programme are shown in *Table 6-9* and *Table 6-10*, respectively.

Table 6-9: Training Programme for CWST

FY	RUWASA -CAD Training Phase	Training Perspective				Venue
		Contents	Course Objectives / Topics	Participants		
				Trainee	Region	
2011 /12	Introduction	Introduction	<ul style="list-style-type: none">To make trainees understood fully about the basic knowledge	DWE DHO DCDO	Mwanza	Mwanza

FY	RUWASA -CAD Training Phase	Training Perspective				Venue
		Contents	Course Objectives / Topics	Participants		
				Trainee	Region	
			and information of RWSSP Process before entering into individual training phase of the RUWASA-CAD later on, and facilitate their learning process more effective	DEO Sub-Committee members of above CWST members	Tabora Singida	Tabora Singida
	4	Strengthening of Support Services Component 1: Support Services for the Community-Based O&M and Hygiene Promotion	<ul style="list-style-type: none">To strengthen the network of human resources and organizations in the districts to extend support services for the community-based O&M and hygiene promotion activities. It focuses on measures for utilization of the extension workers and CBOs/NGOs in the districts as the facilitators to support WATSAN/WUE in management of the community subprojects	DWE DHO DCDO DEO Sub-Committee members of above CWST members	Mwanza	Mwanza
					Tabora	Tabora
					Singida	Singida
		Component 2: Supervision of Service Providers	<ul style="list-style-type: none">To strengthen knowledge, skills and attitude of DWEs in technical supervision of the service providers, contractors and suppliers to ensure meeting the required standard of the water supply and sanitation services	DWE DT Sub-Committee members of above CWST members	Mwanza	Mwanza
					Tabora	Tabora
					Singida	Singida
	5	O&M and Follow-up	<ul style="list-style-type: none">To strengthen capacity of CWST in planning for the O&M and follow-up stage of RWSS projects.To strengthen capacity of CWST in monitoring and evaluation at the O&M and follow-up stage of RWSS projects.To evaluate achievement of capacity development through RUWASA-CAD and draw lessons learnt and recommendations.	DWE DPLO DHO DEO DCDO Sub-Committee members of above CWST members	Mwanza	Mwanza
					Tabora	Tabora
					Singida	Singida
	2012 /13	1	Identification of Present Status (Joint Training with RWST)	<ul style="list-style-type: none">To focus on situation analysis of RWSS sub-sector in the target regions and districtsTo set the desired goal for improvement of planning	DWE (BWO as special participant)	Mwanza

FY	RUWASA -CAD Training Phase	Training Perspective				Venue
		Contents	Course Objectives / Topics	Participants		
				Trainee	Region	
			and management of RWSS projects by CWSTs in the context of WSDP framework <ul style="list-style-type: none">To encourage DWE to take initiative in the change processes of management of RWSS projects in their respective CWSTs with active linkage and coordination with regional and basin levels, i.e. RWST and BWO.			
	2	Project Planning Component 1: DRA in RWSS Project	<ul style="list-style-type: none">To improve application of the DRA in the project planning and management by CWST with considering institutional, organizational, and socio-economic conditions of each district.To enhance understanding of the trainees on significance and effectiveness to maximize synergy among CWST members for facilitation of RWSS projects.	DWE DPLO DHO DCDO	Mwanza	Mwanza
		Component 2: Water Supply Planning (Joint Training with RWST)	<ul style="list-style-type: none">To equip knowledge and skills for the strategic planning of rural water supply with considering sustainability of water resources in the target area and management by COWSO	DWE (BWO & HG as special participant)	Mwanza	Mwanza

[Abbreviation] CWST: District Water & Sanitation Team, RWST: Regional Water & Sanitation Team, DWE: District Water Engineer, DPLO: District Planning Officer, DHO: District Health Officer, DCDO: District Community Development Officer, DEO: District Education Officer, DT: District Treasurer

Table 6-10: Outline of Training Curriculum for CWST

Training Phase*	Session Structure in Training Course
Introduction	<ol style="list-style-type: none"> 1. New Approach to RWSS Development 2. New Player and New Roles 3. Linking District and Community Project Cycle
Phase 4 Strengthening of Support Services	Component 1: Support Services for the Community-Based O&M and Hygiene Promotion <ol style="list-style-type: none"> 1. Roles & responsibilities of extension workers of the district council and CBOs/NGOs in RWSSP 2. Facilitation skills on water supply and hygiene & sanitation promotion 3. Community management, Community O&M management models and registration procedures

Training Phase*	Session Structure in Training Course
	<ol style="list-style-type: none"> Gender mainstreaming Participatory monitoring and evaluation of WSS situation and O&M
	Component 2: Supervision of Service Providers
	<ol style="list-style-type: none"> Technical Supervision of the Works by Service Providers and Contractors Quality Control of Workmanship O&M Follow-up and Technical Support Contract Management Building Corporative Relationship with Private Sector Management of Database on the available service provider
Phase 5 O&M and Follow-Up	<ol style="list-style-type: none"> O&M Requirement for Sustainability Post-construction follow-up support by CWST Monitoring of O&M conditions Evaluation of Community Sub-Project and Preparation of Follow-Up Plan
Phase 1 Identification of Present Status (Joint Training with RWST)	<ol style="list-style-type: none"> Situation analysis on RWSS conditions of the districts Review of processes of the project planning and implementation in the districts Review of the task allocation and coordination in the team Introduction to the strategic planning of water supply Regional water supply master plan Water resources evaluation Capacity assessment Management of the capacity development process at the district & regional levels Setting the goal and performance monitoring indicators for the training programme
Phase 2 Project Planning	Component 1: DRA in RWSS Project <ol style="list-style-type: none"> National policies and strategies related to RWSS Roles and responsibilities of CWST and relations with other key players Promote demand Application for NRWSP by communities and verification of demand by CWST Selection Communities for RWSSP Deciding scale of programme Appraisal of community proposals
	Component 2: Water Supply Planning (Joint Training with RWST)
	<ol style="list-style-type: none"> Flow of formulation of preliminary and detail design of rural water supply projects Assessment of water resources potential Consideration of socio-economic conditions Water Supply Planning Facility Plan and Design Operation and Maintenance plan Impact Assessment Appraisal of the Community Sub projects

a. Outline and Evaluation by Trainees: Training Introduction and 4th Training Phase Component 1 for CWSTs in Mwanza

a.1 Outline

This training course included introductory part to make the participants from Mwanza understood well before entering into individual session based on the basic knowledge of water sector policies, WSDP, etc. As special guest participants, the staff of Local Capacity Builders of Mwanza area of SNV project has joined to sessions for exchange of experience and opinions. There was no absent person who was invited to participate in the training.

Table 6-11: Outline of Training Introduction and 4th Training Phase Component 1 in Mwanza

No.	Training Outline		
1	Training Consultant	WEDECO Ltd.	
2	Training period	New Mwanza Hotel (Mwanza City, Mwanza Region)	
3	Venue	7 th -11 th , May 2012	
4	Facilitator	Mr. Johannes Ishengoma (WEDECO Ltd.)	
5	Lecturer (Session)	Mr. Johannes Ishengoma (WEDECO Ltd.) Mr. Semu Mjema (WEDECO Ltd.)	Session 1 (Introduction)
		Mr. Johannes Ishengoma (WEDECO Ltd.) Mrs. Halima Chande (WEDECO Ltd.)	Session 2
		Mr. Johannes Ishengoma (WEDECO Ltd.) Mrs. Halima Chande (WEDECO Ltd.)	Session 3
		Mr. Johannes Ishengoma (WEDECO Ltd.) Mrs. Halima Chande (WEDECO Ltd.)	Session 4
		Mr. Johannes Ishengoma (WEDECO Ltd.) Mrs. Halima Chande (WEDECO Ltd.)	Session 5
		Mr. Johannes Ishengoma (WEDECO Ltd.) Mrs. Halima Chande (WEDECO Ltd.)	Session 6
6	Number of Participants (participated & guest/invited)	18/16 (Two person of SNV project in Mwanza Region participated additionally for exchange of local experience.)	

a.2 Evaluation by Trainees

As shown in **Table 6-12**, generally good scores were given to this training (4.5~4.7). The only comment given by trainees for improvement was time management for specific topics such as hygiene and sanitation promotion as well as gender mainstreaming. The participants seem to have expected more discussion with more time due to their interest. Furthermore, there was a comment for facilitator to request easier terminology in the session whose topics were completely new among participants.

Table 6-12: Evaluation on Training Introduction and 4th Training Phase Component 1 in Mwanza

Evaluation Factor & Score	1. Facilitator	2. Presenter	3. Training Handouts	4. Time management
	4.6	4.6	4.6	4.5
	5. Venue size and utility	6. Personal understanding of each session	7. Usefulness of each session in work	
	4.5	4.5	4.7	

Score: 5 (good) to 1 (poor)

b. Outline and Evaluation by Trainees: Training Introduction and 4th Training Phase Component 1 for CWSTs in Singida

b.1 Outline

This training course included introductory part to make the participants from Singida understood well before entering into individual session based on the basic knowledge of water sector policies, WSDP, etc. Apart from CWST members and its sub-committee members in the three regions, Singida RWA participated voluntarily in the training. This was good opportunity for them to discuss training topics and issues. The outline of training is summarized in **Table 6-13**.

Table 6-13: Outline of Training Introduction and 4th Training Phase Component 1 in Singida

No.	Training Outline		
1	Training Consultant	WEDECO Ltd.	
2	Training period	Lakehill –Singida Motel (Singida District, Singida Region)	
3	Venue	7 th -11 th , May 2012	
4	Facilitator	Ms. Mwanasha Ally (WEDECO Ltd.) Mr. Wilfred Mwita (WEDECO Ltd.)	
5	Lecturer (Session)	Ms. Mwanasha Ally (WEDECO Ltd.) Mr. Wilfred Mwita (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 1 (Introduction)
		Mr. Wilfred Mwita (WEDECO Ltd.) Mrs. Mary Swai (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 2
		Mr. Wilfred Mwita (WEDECO Ltd.) Mrs. Mary Swai (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 3
		Ms. Mwanasha Ally (WEDECO Ltd.) Mrs. Mary Swai (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 4
		Mr. Wilfred Mwita (WEDECO Ltd.) Mrs. Mary Swai (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 5
		Ms. Mwanasha Ally (WEDECO Ltd.) Mr. Wilfred Mwita (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 6
6	Number of Participants (participated & guest/invited)	17/16 (Singida RWA participated voluntarily to support the training as well as to learn in the sessions.)	

b.2 Evaluation by Trainees

As shown in **Table 6-14**, generally scores are not bad. The average score is above 4 except for the scores of “4. time management” (3.7) and “5. Venue size and utility” (3.2) are relatively low. The former was because the session contents were new to most CWST members and more time was needed for discussion, contribution, and questions and clarification. The latter was because the room was not spacious for training which sometimes required group works and presentation of output.

Table 6-14: Evaluation on Training Introduction and 4th Training Phase Component 1 in Singida

Evaluation Factor & Score	1. Facilitator	2. Presenter	3. Training Handouts	4. Time management
	4.1	4.1	4.4	3.7
	5. Venue size and utility	6. Personal understanding of each session	7. Usefulness of each session in work	
	3.2	4.2	4.4	

Score: 5 (good) to 1 (poor)

c. Outline and Evaluation by Trainees: Training Introduction and 4th Training Phase Component 1 for CWSTs in Tabora

c.1 Outline

This training course included introductory part to make the participants from Tabora understood well before entering into individual session based on the basic knowledge of water sector policies, WSDP, etc. All of invited CWST members and its sub-committee participated in the training. The outline of training is summarized in **Table 6-15**.

Table 6-15: Outline of Training Introduction and 4th Training Phase Component 1 in Tabora

No.	Training Outline		
1	Training Consultant	WEDECO Ltd.	
2	Training period	Frankman Motel (Tabora District, Tabora Region)	
3	Venue	7 th -11 th , May 2012	
4	Facilitator	Mr.Grayson Mbaruku (WEDECO Ltd.)	
5	Lecturer (Session)	Mr.Grayson Mbaruku (WEDECO Ltd.) Dr. Esnath Chagu (WEDECO Ltd.) Mr. Allen Mweta (MoW)	Session 1 (Introduction)
		Mr.Grayson Mbaruku (WEDECO Ltd.) Dr. Esnath Chagu (WEDECO Ltd.) Mr. Allen Mweta (MoW)	Session 2
		Mr.Grayson Mbaruku (WEDECO Ltd.) Dr. Esnath Chagu (WEDECO Ltd.) Mr. Allen Mweta (MoW)	Session 3
		Mr.Grayson Mbaruku (WEDECO Ltd.) Dr. Esnath Chagu (WEDECO Ltd.) Mr. Allen Mweta (MoW)	Session 4
		Mr.Grayson Mbaruku (WEDECO Ltd.) Dr. Esnath Chagu (WEDECO Ltd.) Mr. Allen Mweta (MoW)	Session 5
		Mr.Grayson Mbaruku (WEDECO Ltd.) Dr. Esnath Chagu (WEDECO Ltd.) Mr. Allen Mweta (MoW)	Session 6
6	Number of Participants (participated & guest/invited)	16/16	

c.2 Evaluation by Trainees

The entire evaluation factor was scored above 4.3 which was good level of satisfaction of trainees (See **Table 6-16**). As for size of training room and time management, there was not any comment as seen in other training venues.

Table 6-16: Evaluation on Training Introduction and 4th Training Phase Component 1 in Tabora

Evaluation Factor & Score	1. Facilitator	2. Presenter	3. Training Handouts	4. Time management
	4.4	4.3	4.4	4.3
	5. Venue size and utility	6. Personal understanding of each session	7. Usefulness of each session in work	
	4.3	4.3	4.3	

Score: 5 (good) to 1 (poor)

d. Outline and Evaluation by Trainees: 4th Training Phase Component 2 for CWST in Mwanza

d.1 Outline

This training was given to DWE, WT and CPLO. All invited have participated though the training. Due to the specific session topics such as Management of Contract, PPRA staff was participated as a lecturer in the training programme in order to deepen the participants' understanding. The outline of training is summarized in **Table 6-17**.

Table 6-17: Outline of 4th Training Phase Component 2 in Mwanza

No.	Training Outline		
1	Training Consultant	WEDECO Ltd.	
2	Training period	14 th -18 th May 2012	
3	Venue	New Mwanza Hotel (Mwanza City, Mwanza Region)	
4	Facilitator	Mr. Johannes Ishengoma (WEDECO Ltd.)	
5	Lecturer (Session)	Mr. Johannes Ishengoma (WEDECO Ltd.) Dr. Rubhera Mato (PPRA)	Session 1
		Mr. Johannes Ishengoma (WEDECO Ltd.) Dr. Rubhera Mato (PPRA)	Session 2
		Mr. Johannes Ishengoma (WEDECO Ltd.) Dr. Rubhera Mato (PPRA)	Session 3
		Mr. Johannes Ishengoma (WEDECO Ltd.) Dr. Rubhera Mato (PPRA)	Session 4
		Mr. Johannes Ishengoma (WEDECO Ltd.) Dr. Rubhera Mato (PPRA)	Session 5
		Mr. Johannes Ishengoma (WEDECO Ltd.) Dr. Rubhera Mato (PPRA)	Session 6
6	Number of Participants (participated/invited)	6/6	

[Abbreviation] PPRA: Public Procurement Regulatory Agency

d.2 Evaluation by Trainees

As shown in **Table 6-18**, generally high scores were given to all evaluation factors. Relatively low score of “6. Personal understanding of each session” (4.3) seems to be due to the difficulty of topics in the training, especially of management contract of Service Provider, Contractor, etc.

Table 6-18: Evaluation on 4th Training Phase Component 2 in Mwanza

Evaluation Factor & Score	1. Facilitator	2. Presenter	3. Training Handouts	4. Time management
	4.9	4.9	4.8	4.6
	5. Venue size and utility	6. Personal understanding of each session	7. Usefulness of each session in work	
	4.6	4.3	4.8	

Score: 5 (good) to 1 (poor)

e. Outline and Evaluation by Trainees: 4th Training Phase Component 2 for CWST in Singida

e.1 Outline

This training was given to DWE, WT and CPLO. All invited have participated though the training. Due to the specific session topics such as Management of Contract, PPRA staff was participated as a lecturer in the training programme in order to deepen the participants'

understanding. The outline of training is summarized in **Table 6-19**.

Table 6-19: Outline of 4th Training Phase Component 2 in Singida

No.	Training Outline		
1	Training Consultant	WEDECO Ltd.	
2	Training period	21 st – 25 th , May 2012	
3	Venue	Lakehill Singida Motel (Singida District, Singida Region)	
4	Facilitator	Mr. Johannes Ishengoma (WEDECO Ltd.) Mr. Wilfred Mwita (WEDECO Ltd.)	
5	Lecturer (Session)	Mr. Wilfred Mwita (WEDECO Ltd.) Mr. Johannes Ishengoma (WEDECO Ltd.)	Session 1
		Mr. Johannes Ishengoma (WEDECO Ltd.) Mr. Wilfred Mwita (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 2
		Mr. Johannes Ishengoma (WEDECO Ltd.) Mr. Wilfred Mwita (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 3
		Mr. Wilfred Mwita (WEDECO Ltd.) Mr. Mwanasha Ally (WEDECO Ltd.) Mr. Abbas Kajwangya (PPRA)	Session 4
		Mr. Johannes Ishengoma (WEDECO Ltd.) Mr. Wilfred Mwita (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 5
		Mr. Wilfred Mwita (WEDECO Ltd.) Mr. Johannes Ishengoma (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 6
6	Number of Participants (participated/invited)	6/6	

e.2 Evaluation by Trainees

As shown in **Table 6-20**, generally good scores were given to all evaluation factors. As for comment by trainees, time management for “Session four: Contract Management” was given relatively low score 3.8. This is due to the difficulty of topics to understand, it was then required more time to spend for good understanding.

Table 6-20: Evaluation on 4th Training Phase Component 2 in Singida

Evaluation Factor & Score	1. Facilitator	2. Presenter	3. Training Handouts	4. Time management
	4.2	4.2	4.2	4.3
	5. Venue size and utility	6. Personal understanding of each session	7. Usefulness of each session in work	
	4.2	4.2	4.3	

Score: 5 (good) to 1 (poor)

f. Outline and Evaluation by Trainees: 4th Training Phase Component 2 for CWST in Tabora

f.1 Outline

This training was given to DWE, WT and CPLO. All invited have participated though the training. The outline of training is summarized in **Table 6-21**.

Table 6-21: Outline of 4th Training Phase Component 2 in Tabora

No.	Training Outline		
1	Training Consultant	WEDECO Ltd.	
2	Training period	21 st -25 th May 2012	
3	Venue	Frankman Hotel (Tabora Municipality, Tabora Region)	
4	Facilitator	Mr.Grayson Mbaruku (WEDECO Ltd.)	
5	Lecturer (Session)	Mr.Grayson Mbaruku (WEDECO Ltd.) Dr. Esnath Chagu (WEDECO Ltd.) Mr. Sedrik Allen Mbunda (WEDECO Ltd.)	Session 1
		Mr.Grayson Mbaruku (WEDECO Ltd.) Dr. Esnath Chagu (WEDECO Ltd.) Mr. Sedrik Allen Mbunda (WEDECO Ltd.)	Session 2
		Mr.Grayson Mbaruku (WEDECO Ltd.) Dr. Esnath Chagu (WEDECO Ltd.) Mr. Sedrik Allen Mbunda (WEDECO Ltd.)	Session 3
		Mr.Grayson Mbaruku (WEDECO Ltd.) Dr. Esnath Chagu (WEDECO Ltd.) Mr. Sedrik Allen Mbunda (WEDECO Ltd.)	Session 4
		Mr.Grayson Mbaruku (WEDECO Ltd.) Dr. Esnath Chagu (WEDECO Ltd.) Mr. Sedrik Allen Mbunda (WEDECO Ltd.)	Session 5
		Mr.Grayson Mbaruku (WEDECO Ltd.) Dr. Esnath Chagu (WEDECO Ltd.) Mr. Sedrik Allen Mbunda (WEDECO Ltd.)	Session 6
6	Number of Participants (participated/invited)	6/6	

f.2 Evaluation by Trainees

As shown in **Table 6-22**, generally high score was given to all evaluation factors, especially training handout was well appreciated by trainees. There was no complaint/request about time management and size of venue.

Table 6-22: Evaluation on 4th Training Phase Component 2 in Tabora

Evaluation Factor & Score	1. Facilitator	2. Presenter	3. Training Handouts	4. Time management
	4.6	4.6	4.7	4.5
	5. Venue size and utility	6. Personal understanding of each session	7. Usefulness of each session in work	
	4.6	4.6	4.3	

Score: 5 (good) to 1 (poor)

g. Outline and Evaluation by Trainees: 5th Training Phase for CWST in Mwanza

g.1 Outline

This training was given to CWST members and its sub-committee members in Mwanza. All invited have participated through the training. The outline of training is summarized in **Table 6-23**.

Table 6-23: Outline of Training 5th Phase in Mwanza

No.	Training Outline		
1	Training Consultant	WEDECO Ltd.	
2	Training period	28 th May to 1 st June 2012	
3	Venue	New Mwanza Hotel (Mwanza City, Mwanza Region)	
4	Facilitator	Mr. Johannes Ishengoma (WEDECO Ltd.)	
5	Lecturer (Session)	Mr. Johannes Ishengoma (WEDECO Ltd.) Dr. Rubhera Mato (PPRA)	Session 1
		Mr. Johannes Ishengoma (WEDECO Ltd.) Dr. Rubhera Mato (PPRA)	Session 2
		Mr. Johannes Ishengoma (WEDECO Ltd.) Dr. Rubhera Mato (PPRA)	Session 3
		Mr. Johannes Ishengoma (WEDECO Ltd.) Dr. Rubhera Mato (PPRA)	Session 4
6	Number of Participants (participated/invited)	20/20	

[Abbreviation] PPRA: Public Procurement Regulatory Agency

g.2 Evaluation by Trainees

As shown in **Table 6-24**, generally good score was given to all evaluation factors. Relatively low score for “4.Time management” means that the allocated time was not enough to deliver the contents of presentation, then this made the trainees unsatisfied with the session. Furthermore, group works, plenary discussion and other practices exhausted longer time, while the time for topics of “O&M requirements for sustainability” was not enough given as the trainees expected.

Table 6-24: Evaluation on 5th Training Phase in Mwanza

Evaluation Factor & Score	1. Facilitator	2. Presenter	3. Training Handouts	4. Time management
	4.4	4.3	4.5	3.9
	5. Venue size and utility	6. Personal understanding of each session	7. Usefulness of each session in work	
	4.1	4.1	4.4	

Score: 5 (good) to 1 (poor)

h. Outline and Evaluation by Trainees: 5th Training Phase for CWST in Singida

h.1 Outline

This training was given to CWST members and its sub-committee members in Singida. All invited except for CCDO and CPLO of Manyoni District have participated through the training. The outline of training is summarized in **Table 6-25**.

Table 6-25: Outline of 5th Training Phase in Singida

No.	Training Outline		
1	Training Consultant	WEDECO Ltd.	
2	Training period	28 th May to 1 st June 2012	
3	Venue	Lakehill Singida Motel (Singida District, Singida Region)	
4	Facilitator	Ms. Mwanasha Ally (WEDECO Ltd.)	
5	Lecturer (Session)	Ms. Mwanasha Ally (WEDECO Ltd.) Mr. Wilfred Mwita (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 1
		Ms. Mwanasha Ally (WEDECO Ltd.) Mr. Wilfred Mwita (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 2

No.	Training Outline		
		Ms. Mwanasha Ally (WEDECO Ltd.) Ms. Mary Swai (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 3
		Ms. Mwanasha Ally (WEDECO Ltd.) Ms. Mary Swai (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 4
6	Number of Participants (participated/invited:Absence)	18/20 (Manyoni DCDO and Manyoni DPLO)	

h.2 Evaluation by Trainees

Generally good score was given by trainees (See **Table 6-26**). There was no negative comment given by trainees.

Table 6-26: Evaluation on 5th Training Phase in Singida

Evaluation Factor & Score	1. Facilitator	2. Presenter	3. Training Handouts	4. Time management
	4.5	4.4	4.6	4.3
	5. Venue size and utility	6. Personal understanding of each session	7. Usefulness of each session in work	
	4.5	4.3	4.4	

Score: 5 (good) to 1 (poor)

i. Outline and Evaluation by Trainees: 5th Training Phase for CWST in Tabora

i.1 Outline

This training was given to CWST members and its sub-committee members in Tabora. All invited have participated through the training. The outline of training is summarized in **Table 6-27**.

Table 6-27: Outline of 5th Training Phase for CWST in Tabora

No.	Training Outline		
1	Training Consultant	WEDECO Ltd.	
2	Training period	28 th May to 1 st June 2012	
3	Venue	Frankman Hotel (Tabora Municipality, Tabora Region)	
4	Facilitator	Mr. Grayson Mbaruku (WEDECO Ltd.)	
5	Lecturer (Session)	Mr. Grayson Mbaruku (WEDECO Ltd.) Dr. Esnath Chagu (WEDECO Ltd.)	Session 1
		Dr. Esnath Chagu (WEDECO Ltd.) Mr. Grayson Mbaruku (WEDECO Ltd.)	Session 2
		Mr. Grayson Mbaruku (WEDECO Ltd.) Dr. Esnath Chagu (WEDECO Ltd.)	Session 3
		Mr. Sedrik Allen Mbunda (WEDECO Ltd.) Dr. Esnath Chagu (WEDECO Ltd.)	Session 4
6	Number of Participants (participated/invited)	20/20	

i.2 Evaluation by Trainees

As shown in **Table 6-28**, generally high score was given to all evaluation factors, especially for “1.Facilitator”, “3. Training Handouts” and “7. Usefulness of each session in work”. The score for “4.Time management” was recognized as negative factor.

Table 6-28: Evaluation on 5th Training Phase in Tabora

Evaluation Factor & Score	1. Facilitator	2. Presenter	3. Training Handouts	4. Time management
	4.7	4.6	4.7	4.3
	5. Venue size and utility	6. Personal understanding of each session		7. Usefulness of each session in work
	4.4	4.5		4.7

Score: 5 (good) to 1 (poor)

j. Outline and Evaluation by Trainees: 1st Training Phase for CWSTs and RWSTs

j.1 Outline

This was a joint training for DWSTs and RWSTs, which was conducted in Mwanza with participation of BWOs. All invited persons were participated in the whole sessions. The outline of training is summarized in **Table 6-29**.

Table 6-29: Outline of 1st Training Phase for CWSTs

No.	Training Outline		
1	Training Consultant	WEDECO Ltd.	
2	Training period	29 th Oct to 2 nd November, 2012	
3	Venue	Midland Hotel (Mwanza city, Mwanza Region)	
4	Facilitator	Mr. Johannes Ishengoma (WEDECO Ltd.) Ms. Mary Timothy Liwa (WEDECO Ltd.)	
5	Lecturer (Session)	Ms. Mary Timothy Liwa (WEDECO Ltd.) Mr. Johannes Ishengoma (WEDECO Ltd.) Mr. Allen Mweta (MoW)	Session 1
		Mr. Johannes Ishengoma (WEDECO Ltd.) Mr. Sedrik Allen Mbunda (WEDECO Ltd.) Mr. Allen Mweta (MoW)	Session 2
		Ms. Mary Timothy Liwa (WEDECO Ltd.) Mr. Sedrik Allen Mbunda (WEDECO Ltd.)	Session 3
		Mr. Sedrik Allen Mbunda (WEDECO Ltd.) Ms. Mary Timothy Liwa (WEDECO Ltd.)	Session 4
		Mr. Johannes Ishengoma (WEDECO Ltd.) Mr. Sedrik Allen Mbunda (WEDECO Ltd.)	Session 5
		Mr. Johannes Ishengoma (WEDECO Ltd.) Mr. Allen Mweta (MoW)	Session 6
		Ms. Mary Timothy Liwa (WEDECO Ltd.) Mr. Johannes Ishengoma (WEDECO Ltd.)	Session 7
		Mr. Johannes Ishengoma (WEDECO Ltd.) Mr. Sedrik Allen Mbunda (WEDECO Ltd.) Mr. Allen Mweta (MoW)	Session 8
		Ms. Mary Timothy Liwa (WEDECO Ltd.) Mr. Allen Mweta (MoW) Ms. Diana Kimbute (MoW)	Session 9
6	Number of Participants (participated/invited: absent person)	19/19	

j.2 Evaluation by Trainees

As shown in **Table 6-30**, generally good scores were given as over 4.0. Especially, the factors such as “3.Training Handout” and “Usefulness of each session in work” were evaluated very high score as 4.7.

Table 6-30: Evaluation on 1st Training Phase for CWSTs

Evaluation Factor & Score	1. Facilitator	2. Presenter	3. Training Handouts	4. Time management
	4.4	4.4	4.7	4.0
	5. Venue size and utility	6. Personal understanding of each session		7. Usefulness of each session in work
	4.2	4.4		4.7

Score: 5 (good) to 1 (poor)

k. Outline and Evaluation by Trainees: 2nd Training Phase Component 1 for CWSTs

k.1 Outline

This training was conducted for the DWSTs members in the Pilot Areas. All invited persons participated in the sessions held at Mwanza. The outline of training is summarized in **Table 6-31**.

Table 6-31: Outline of 2nd Training Phase Component 1 for CWSTs

No.	Training Outline		
1	Training Consultant	WEDECO Ltd.	
2	Training period	12 th to 16 th November, 2012	
3	Venue	Midland Hotel (Mwanza city, Mwanza Region)	
4	Facilitator	Mr. Wilfred Mwita (WEDECO Ltd.)	
5	Lecturer (Session)	Mr. Wilfred Mwita (WEDECO Ltd.) Mr. Sedrik Allen Mbunda (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 1
		Mr. Johannes Ishengoma (WEDECO Ltd.) Mr. Yunusu Rugeiyamu (RWA Singida)	Session 2
		Mr. Wilfred Mwita (WEDECO Ltd.) Mr. Yunusu Rugeiyamu (RWA Singida)	Session 3
		Mr. Wilfred Mwita (WEDECO Ltd.) Mr. Yunusu Rugeiyamu (RWA Singida)	Session 4
		Mr. Wilfred Mwita (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 5
		Mr. Wilfred Mwita (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 6
		Mr. Johannes Ishengoma (WEDECO Ltd.) Mr. Sedrik Allen Mbunda (WEDECO Ltd.)	Session 7
6	Number of Participants (participated/invited: absent person)	24/24	

k.2 Evaluation by Trainees

All evaluation factors were given scores over 4.4 (See **Table 6-32**). This is a sign of very high satisfaction by the training participants, especially for the factors such as “3.Training Handout” and “7.Usefulness of each session in work” which were evaluated as 4.7 respectively.

Table 6-32: Evaluation on 2nd Training Phase Component 1 for CWSTs

Evaluation Factor & Score	1. Facilitator	2. Presenter	3. Training handouts	4. Time management
	4.4	4.4	4.7	4.5
	5. Venue size and utility	6. Personal understanding of each session		7. Usefulness of each session in work
	4.6	4.5		4.7

Score: 5 (good) to 1 (poor)

I. Outline and Evaluation by Trainees: 2nd Training Phase Component 2 for CWSTs and RWSTs

I.1 Outline

This is a joint training for DWSTs and RWSTs with participation of BWBs which cover these IAs. All invited participants attended the training except for hydrogeologist of Lake Victoria BWB. The outline of training is summarized in **Table 6-33**.

Table 6-33: Outline of 2nd Training Phase Component 2 for CWSTs

No.	Training Outline		
1	Training Consultant	WEDECO Ltd.	
2	Training period	3 rd to 7 th December, 2012	
3	Venue	Midland Hotel (Mwanza city, Mwanza Region)	
4	Facilitator	Mr. Wilfred Mwita (WEDECO Ltd.)	
5	Lecturer (Session)	Mr. Faraji Saidi Abbas (WEDECO Ltd.) Mr. Wilfred Mwita (WEDECO Ltd.) Mr. Allen Mweta (MoW)	Session 1
		Mr. Johannes Ishengoma (WEDECO Ltd.) Mr. Faraji Saidi Abbas (WEDECO Ltd.) Mr. Allen Mweta (MoW)	Session 2
		Mr. Wilfred Mwita (WEDECO Ltd.) Mr. Sedrik Allen Mbunda (WEDECO Ltd.)	Session 3
		Mr. Faraji Saidi Abbas (WEDECO Ltd.) Mr. Johannes Ishengoma (WEDECO Ltd.) Mr. Allen Mweta (MoW)	Session 4
		Mr. Wilfred Mwita (WEDECO Ltd.) Mr. Faraji Saidi Abbas (WEDECO Ltd.) Mr. Allen Mweta (MoW)	Session 5
		Mr. Johannes Ishengoma (WEDECO Ltd.) Mr. Faraji Saidi Abbas (WEDECO Ltd.) Mr. Allen Mweta (MoW)	Session 6
		Mr. Johannes Ishengoma (WEDECO Ltd.) Mr. Sedrik Allen Mbunda (WEDECO Ltd.)	Session 7
		Mr. Wilfred Mwita (WEDECO Ltd.) Mr. Sedrik Allen Mbunda (WEDECO Ltd.)	Session 8
6	Number of Participants (participated/invited: absent person)	16/17 (Hydrogeologist of Lake Victoria Basin Water Board was absent.)	

I.2 Evaluation by Trainees

Every factor was given high score of over 4.3 as shown in **Table 6-34**, especially for the factors such as “3.Training Handout” and “7.Usefulness of each session in work” as score 4.7. This is a same tendency as seen in other training sessions.

Table 6-34: Evaluation on 2nd Training Phase Component 2 for CWSTs

Evaluation Factor & Score	1. Facilitator	2. Presenter	3. Training handouts	4. Time management
	4.4	4.5	4.7	4.3
	5. Venue size and utility	6. Personal understanding of each session		7. Usefulness of each session in work
	4.3	4.3		4.6

Score: 5 (good) to 1 (poor)

6.3.3 Training Programme for RWSTs

In the following section, the detail of training programme, and outline of training curriculum are shown in **Table 6-35**, **Table 6-36** and **Table 6-37** respectively for RWSTs. In addition, the result of evaluation done by participants after each training programme is described in the following sections.

a. Training Curriculum for RWSTs

Table 6-35: Training Programme for RWSTs

FY	RUWASA -CAD Training Phase	Training Perspective				Venue
		Contents	Course Objectives / Topics	Participants		
				Trainee	Region	
2011/ 12	Introduction	Introduction	<ul style="list-style-type: none">To make trainees understood fully about the basic knowledge and information of RWSSP Process before entering into individual training phase of the RUWASA-CAD later on, and facilitate their learning process more effective	RWA RPLO RHO RCDO REO	Mwanza Tabora Singida	Singida
	4	Strengthening of Support Services	<ul style="list-style-type: none">To enhance function of RWST to provide support services to CWST for implementing activities of DWSPs	RWA RPLO RHO RCDO REO	Mwanza Tabora Singida	Singida
	5	O&M and Follow-up	<ul style="list-style-type: none">To strengthen capacity of RWST in providing support services at the O&M and follow-up stageTo strengthen capacity of RWST in monitoring and evaluation of RWSSP at the regional levelTo evaluate achievement of capacity development through RUWASA-CAD and draw lessons learnt and recommendations	RWA RPLO RHO RCDO REO	Mwanza Tabora, Singida	Singida
2012 /13	1	Identification of Present Status (Joint Training with CWST)	<ul style="list-style-type: none">To focus on situation analysis of RWSS sub-sector in the target regions and districtsTo set the desired goal for improvement of planning and management of RWSS	RWA, RHO, RCDO (BWO as special participant)	Mwanza Tabora Singida	Mwanza

FY	RUWASA -CAD Training Phase	Training Perspective				Venue
		Contents	Course Objectives / Topics	Participants		
				Trainee	Region	
			projects by CWSTs in the context of WSDP framework <ul style="list-style-type: none">To encourage DWE to take initiative in the change processes of management of RWSS projects in their respective CWSTs with active linkage and coordination with regional and basin levels, i.e. RWST and BWO			
	2	Component 1: Formulation of RWSP	<ul style="list-style-type: none">To strengthen capacities of participants in planning of Regional Water and Sanitation Plan based on principles of the National Water Policy, National Water Sector Development Strategy, and Water Sector Development Programme.To enhance understanding of participants on support services to be rendered by RWSTs at promotion and planning stages of the District Water and Sanitation Plan.	RWA, RPLO, RHO, RCDO (BWO as special participant)	Mwanza Tabora Singida	Mwanza
		Component 2: Water Supply Planning (Joint Training with CWST)	<ul style="list-style-type: none">To equip knowledge and skills for the strategic planning of rural water supply with considering sustainability of water resources in the target area and management by the Community-Owned Water Supply Organization (COWSO)	RWA (BWO & HG as special participants)	Mwanza Tabora Singida	Mwanza

[Abbreviation] **RWST**: Regional Water & Sanitation Team, **RWA**: Regional Water Advisor, **RPLO**: Regional Planning Officer, **RHO**: Regional Health Officer, **RCDO**: Regional Community Development Officer, **REO**: Regional Education Officer, **BWO**: Basin Water Officer, **HG**: Hydrogeologist

b. Training Curriculum for RWST

Table 6-36: Outline of Training Curriculum for RWSTs

Training Phase	Session Structure in Training Course
Introduction	<ol style="list-style-type: none"> 1. Situation Analysis of Present RWSS Condition in LGAs 2. Understanding of RWSS implementation procedures and arrangement of RWSS implementation structure- <i>Review of RWSS project planning and implementation process</i> 3. Understanding of RWSS implementation procedures and arrangement of RWSS implementation structure - <i>Review of task allocations and coordination among RWST members</i>
Phase 4: Strengthening of Support Services	<ol style="list-style-type: none"> 1. Project supervision based on the contract documents between LGAs and TSPs, FSPs, and Contractors 2. Evaluation of quarterly and annual report 3. Support on water supply and hygiene & sanitation activities carried out by CWSTs 4. Support and monitoring community participation in sub projects
Phase 5: O&M and Follow-up	<ol style="list-style-type: none"> 1. O&M Requirements for Sustainability 2. Post-Construction Follow-up Support 3. Monitoring of O&M Conditions 4. Evaluation of Community Sub-Projects and Preparation of Follow-up Plan
Phase 1: Identification of Present Status (Joint Training with CWST)	<ol style="list-style-type: none"> 1. Situation analysis on RWSS conditions of the districts 2. Review of processes of the project planning and implementation in the districts 3. Review of the task allocation and coordination in the team 4. Introduction to the strategic planning of water supply 5. Regional water supply master plan 6. Water resources assessment in RWSS planning 7. Capacity assessment 8. Management of the capacity development process at the district & regional levels 9. Setting the goal and performance monitoring
Phase 2: Project Planning	Component 1: Formulation of RWSP
	<ol style="list-style-type: none"> 1. National policies and strategies related to RWSS sub-sector 2. Roles and responsibilities of RWST and relations with other key players 3. Setting framework for RWSP 4. Assessing available information 5. Support services by RWST at promotion stage 6. Support services by RWST at planning stage 7. Communication and reporting 8. Basics of coaching
	Component 2: Water Supply Planning (Joint Training with CWST)
	<ol style="list-style-type: none"> 1. Flow of formulation of preliminary study and detailed design of rural water supply projects 2. Assessment of water resources potential 3. Consideration of socio-economic conditions 4. Water supply planning 5. Facility plan and design 6. Operation and maintenance plan 7. Impact Assessment 8. Appraisal of the community subprojects

c. Outline and Evaluation by Trainees: Training Introduction and 4th Training Phase for RWSTs

The following outline and evaluation by trainees show only for the training carried out exclusively for RWST (with BWB). The outline and evaluations for the other trainings given with CWST are shown in the section for CWST trainings.

As for attendance in the training, Tabora RCDO and Tabora RPLO were absent for phase 4 training due to their work in the region.

c.1 Outline

The following outline (**Table 6-37**) and evaluation (**Table 6-38**) by trainees show only for the training carried out exclusively for RWST (with BWB). The outline and evaluations for the other trainings given with DWST are shown in the section for DWST trainings.

As for attendance in the training, Tabora RCDO and Tabora RPLO were absent for phase 4 training due to their work in the region.

Table 6-37: Outline of Training Introduction and 4th Training Phase for RWSTs

No.	Training Outline		
1	Training Consultant	WEDECO Ltd.	
2	Training period	14 th May to 18 th May, 2012	
3	Venue	Lake Hill Singida Motel (Singida District, Singida Region)	
4	Facilitator	Mrs. Mwanasha Ally (WEDECO Ltd.) Mr. Wilfred Mwita (WEDECO Ltd.) Mrs. Mary Swai (WEDECO Ltd.)	
5	Lecturer (Session)	Mrs. Mwanasha Ally (WEDECO Ltd.) Mr. Wilfred Mwita (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 1 (Introduction)
		Mrs. Mwanasha Ally (WEDECO Ltd.) Mr. Wilfred Mwita (WEDECO Ltd.)	Session 2
		Mrs. Mwanasha Ally (WEDECO Ltd.) Mr. Wilfred Mwita (WEDECO Ltd.)	Session 3
		Mr. Wilfred Mwita (WEDECO Ltd.) Mrs. Mary Swai (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 4
		Mr. Wilfred Mwita (WEDECO Ltd.) Mrs. Mary Swai (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 5
6	Number of Participants (participated/invited: absent person)	13/15 (Tabora RCDO, Tabora RPLO)	

c.2 Evaluation by Trainees

As shown in **Table 6-38**, generally good scores were given by the participants for all evaluation factors. Especially high score was given to the factor “7. Usefulness of each session in work”.

Table 6-38: Evaluation on the Training Introduction and 4th Training Phase for RWSTs

Evaluation Factor & Score	1. Facilitator	2. Presenter	3. Training Handouts	4. Time management
	4.4	4.5	4.6	4.3
	5. Venue size and utility	6. Personal understanding of each session		7. Usefulness of each session in work

	4.3	4.6	4.7
--	-----	-----	-----

Score: 5 (good) to 1 (poor)

d. Outline and Evaluation by Trainees: 5th Training Phase for RWSTs

As for attendance in the training, Tabora RCDO and Tabora RPLO were absent for phase 4 training due to their work in the region as did in the training 4.

d.1 Outline

The outline of training is summarized in the table below (*Table 3-39*).

Table 6-39: Outline of 5th Training Phase for RWSTs

No.	Training Outline		
1	Training Consultant	WEDECO Ltd.	
2	Training period	21 st May to 25 th May, 2012	
3	Venue	Lake Hill Singida Motel (Singida District, Singida Region)	
4	Facilitator	Mrs. Mwanasha Ally (WEDECO Ltd.) Mr. Wilfred Mwita (WEDECO Ltd.) Mrs. Mary Swai (WEDECO Ltd.)	
5	Lecturer (Session)	Mrs. Mwanasha Ally (WEDECO Ltd.) Mr. Wilfred Mwita (WEDECO Ltd.) Mrs. Mary Swai (WEDECO Ltd.)	Session 1
		Mrs. Mwanasha Ally (WEDECO Ltd.) Mr. Wilfred Mwita (WEDECO Ltd.) Mrs. Mary Swai (WEDECO Ltd.)	Session 2
		Mrs. Mwanasha Ally (WEDECO Ltd.) Mr. Wilfred Mwita (WEDECO Ltd.) Mrs. Mary Swai (WEDECO Ltd.)	Session 3
		Mrs. Mwanasha Ally (WEDECO Ltd.) Mr. Wilfred Mwita (WEDECO Ltd.) Mrs. Mary Swai (WEDECO Ltd.)	Session 4
6	Number of Participants (participated/invited: absent person)	13/15 (Tabora RCDO, Tabora RPLO)	

d.2 Evaluation by Trainees

As shown in *Table 6-40*, generally high scores were given by the participants for all evaluation factors. All scores are above 4.5 for the evaluation factor.

Table 6-40: Evaluation on 5th Training Phase for RWST

Evaluation Factor & Score	1. Facilitator	2. Presenter	3. Training Handouts	4. Time management
	4.7	4.5	4.6	4.6
	5. Venue size and utility	6. Personal understanding of each session	7. Usefulness of each session in work	
	4.6	4.5	4.7	

Score: 5 (good) to 1 (poor)

e. Outline and Evaluation by Trainees: 2nd Training Phase Component 1 for RWSTs

e.1 Outline

This training session for RWST was conducted with participation of BWOs of their jurisdictional areas. All invited participants attended the whole sessions. The outline of training is summarized in *Table 6-41*.

Table 6-41: Outline of 2nd Training Phase Component 1 for RWSTs

No.	Training Outline		
1	Training Consultant	WEDECO Ltd.	
2	Training period	19 th Nov to 23 rd November, 2012	
3	Venue	Midland Hotel (Mwanza city, Mwanza Region)	
4	Facilitator	Mr. Johannes Ishengoma (WEDECO Ltd.) Mr. Sedrik Allen Mbunda (WEDECO Ltd.) Mr. Faraji Saidi Abbas (WEDECO Ltd.)	
5	Lecturer (Session)	Mr. Johannes Ishengoma (WEDECO Ltd.) Mr. Sedrik Allen Mbunda (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 1
		Mr. Wilfred Mwita (WEDECO Ltd.) Mr. Johannes Ishengoma (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 2
		Mr. Faraji Saidi Abbas (WEDECO Ltd.) Mr. Sedrik Allen Mbunda (WEDECO Ltd.)	Session 3
		Mr. Johannes Ishengoma (WEDECO Ltd.) Mr. Faraji Saidi Abbas (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 4
		Mr. Wilfred Mwita (WEDECO Ltd.) Mr. Faraji Saidi Abbas (WEDECO Ltd.) Ms. Diana Kimbute (MoW)	Session 5
		Mr. Faraji Saidi Abbas (WEDECO Ltd.) Mr. Wilfred Mwita (WEDECO Ltd.)	Session 6
		Mr. Johannes Ishengoma (WEDECO Ltd.) Mr. Sedrik Allen Mbunda (WEDECO Ltd.)	Session 7
		Mr. Wilfred Mwita (WEDECO Ltd.) Mr. Sedrik Allen Mbunda (WEDECO Ltd.)	Session 8
6	Number of Participants (participated/invited: absent person)	16/16	

e.2 Evaluation by Trainees

All factors were given high score of over 4.4, especially for the factors such as “3. Training handout (4.7)” and “Usefulness of each session in work (4.6)”. The result of evaluation is summarized in **Table 6-42**.

Table 6-42: Evaluation on 2nd Training Phase 2 Component 1 for RWST

Evaluation Factor & Score	1. Facilitator	2. Presenter	3. Training Handouts	4. Time management
	4.4	4.5	4.7	4.4
	5. Venue size and utility	6. Personal understanding of each session		7. Usefulness of each session in work
	4.3	4.4		4.6

Score: 5 (good) to 1 (poor)

6.4 Assistance to CWSTs on Monitoring of O&M in Communities

The following statuses were identified in many areas on rural water supply during RUWASA-CAD training;

- There is no record keeping system in COWSOs;
- COWSOs have not prepared proper registration documents and not been legally registered;

- Clear demarcation for rehabilitation/replacement has not been set between COWSOs and CWSTs due to poor preparation of COWSO registration document;
- Water tariff is not properly collected, and budget for O&M activities are insufficient; and
- O&M activities have not been conducted in COWSOs.

Consequently, a water supply facility has not been working and/or not supplies water for the community due to unclear demarcation for rehabilitation/replacement, breakdown and malfunction of facilities, water leakage etc. These conditions are led by poor tariff collection and degradation of O&M level. In addition, COWSOs cannot report their status adequately due to the lack of record, and CWSTs cannot monitor and give proper technical guidance to them. The vicious circle occurs in rural areas.

In order to mitigate the above conditions, requests were raised by IAs through RUWASA-CAD 4th and 5th training phases conducted in the 1st and 2nd year of the Project. This activity was started to support IAs especially CWST to provide technical consultation in order to strengthen the M&E mechanisms between COWSOs and CWSTs.

In the 3rd of the Project, due to the alternation of PDM, this component of the assistance to CWSTs was eliminated from the project activities. However, the Project continued the provision of the assistance because the Project intended to accomplish the objective of this activity.

6.4.1 Objective of Assistance

The main objective is to improve the M&E mechanisms on O&M status from COWSOs to MoW through timely consultation and technical support from the Project and MoW. In order to achieve the above objective, the Project conducted the following activities.

- 1) Support to establishment of M&E mechanism on O&M status.
- 2) Support to CWSTs and COWSOs for preparation and evaluation of COWSO registration documents.

Through activities to the activity 1): the Project assists CWSTs and COWSOs to submit reports to IAs and IAs to provide technical guidance to COWSOs. By the activity 2): the Project supports CWSTs and COWSOs to understand their own role and responsibility and required activities for O&M and M&E and to make clear their demarcation for O&M activities between them. The O&M mechanism is shown as **Figure 6-1**.

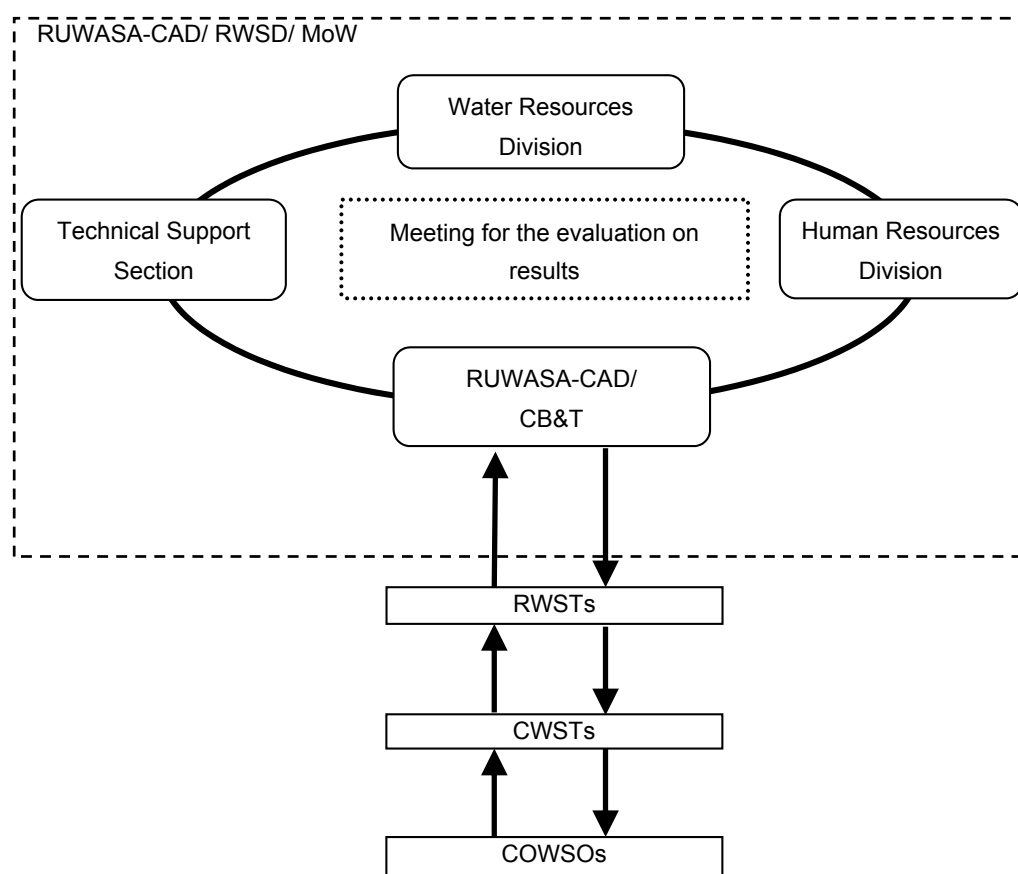


Figure 6-1: M&E Mechanism on O&M Status

6.4.2 Methodology of Implementation

a. Target Area for Assistance

In the 2nd year of the Project, 12 CWSTs in the pilot areas of RUWASA-CAD Phase 1 and 2 and one (1) COWSO each from these areas were selected for the assistance. However, due to the limitation of financial input from the Project, 12 target organizations was narrowed down only to organizations in Tabora region in 3rd year of the Project. The reason why Tabora region was selected is that the synergy with other ongoing JICA funded project was expected. **Table 6-43** shows the target organizations selected in both 2nd year and 3rd year of the Project.

Table 6-43: List of Target Areas of the Project

Target Organizations			Remarks
Entities	No.	Target	
CWST	1	Sikonge DC	Tabora region
	2	Uyui DC	
	3	Kwinba DC	Mwanza region
	4	Sengerema DC	
	5	Manyoni DC	Singida region
	6	Singida DC	
	7	Mtwara DC	Mtwara region
	8	Tandahimba DC	
	9	Lindi DC	Lindi region
	10	Kilwa DC	
	11	Kibaha DC	Coast region
	12	Temeke MC	DSM region

b. Procedure of Assistance

The situation of M&E practices on O&M in target areas was quite different from one to another. However, it was required for the Project to standardize the procedure of assistance in order to realize the mechanism of M&E illustrated in **Figure 6-1**. From this point, the Project standardized the procedures with 6 steps listed in **Table 6-44**.

Table 6-44: COWSO M&E Support Procedure

Activity Step	Contents
1. Kick off Meeting with CWST and RWST	<ul style="list-style-type: none"> • Explain CWST members about the concept of COWSO monitoring • Explanation of analytical result of registration documents • Explanation of the detail activities to be implemented in the communities
2. Community level activities	<ul style="list-style-type: none"> • Explanation of the COWSO members about the concept of COWSO and monitoring activities • Tentative technical consultation to COWSO for future activities based on baseline result • Tentative Agreement with COWSO for future activities based on the baseline survey result
3. Identification of the current status of COWSO	<ul style="list-style-type: none"> • Field survey and interview in the target communities • Confirmation of status of water supply scheme • Confirmation of status of O&M activity and reporting • Confirmation of existence of registration documents • Analysis of the registration document (Facility Management Plan, MoU, Constitution, Water Use Permit, COWSO Certificate, Water Tariff etc.)
4. COWSO Monitoring by CWST	<ul style="list-style-type: none"> • CWST receives report from COWSO regularly • CWST sends report to RWST regularly
5. CWST monitoring by RWST	<ul style="list-style-type: none"> • RWST receives report from CWST regularly • RWST sends report to MoW
6. MoW's Technical consultation	<ul style="list-style-type: none"> • MoW gives technical consultation according to RWST report.

6.4.3 Progress of Activities

a. Progress in 2nd Year

In the 2nd year of the Project, the Project conducted the kick off meeting to all target CWSTs and COWSOs initially by JICA Experts and MoW Counterparts. An objective of the training toward CWSTs was to improve the understanding of their responsibilities on monitoring, evaluation and feedback based on reports submitted from COWSOs.

After this kick off, actual communication on O&M between CWSTs and COWSOs started with monitoring and mentoring by six (6) local capacity builders, who had been trained by SNV on O&M of WSS and directly employed by the Project. Monthly reports were submitted from target COWSOs to MoW through CWSTs and RWSTs and the feedback based on the result of analysis on O&M status in individual COWSO was provided from MoW to CWSTs. This reached to COWSOs through CWSTs later. However, there were some challenges for proper M&E implementation such as punctual report submission among IAs. The main reason of the delay of report submission was poor internal communications between CWST, RWST, and MoW. On the contrary, reports from COWSO were generally

submitted on time. More critically, technical guidance was not provided timely from CWSTs to COWSOs. The following tables summarize the progress of activities of assistance to CWSTs by the end of June 2013.

Table 6-45: Status of Preparation of COWSO Registration Documents

Region	LGA	COWSO	Status of COWSO registration document ●: prepared, Δ: in progress, ×:Not started				
			Constitution	FMP	Certificate	Water Use Permit	MoU
Mwanza	Kwimba	Malya	Δ	Δ	●	●	Δ
	Sengerema	Katunguru	Δ	×	●	Δ	Δ
Tabora	Sikonge	Igunawapina	Δ	×	●	Δ	Δ
	Uyui	Ilolangua	Δ	Δ	×	Δ	Δ
Singida	Singida	Mauwasu	Δ	Δ	●	Δ	Δ
	Manyoni	Mkombozi	×	×	×	Δ	Δ
Coast	Kibaha	Ngeta	Δ	×	●	Δ	Δ
DSM	Temeke	Kibugumo	×	×	×	Δ	Δ
Lindi	Lindi	Kanima	×	×	×	Δ	Δ
	Kilwa	Mtandi	×	×	×	Δ	Δ
Mtwara	Mtwara	Ziwani	Δ	Δ	●	●	Δ
	Tandahimba	Kitama	×	×	×	Δ	Δ

Table 6-46: Status of Submission of Monthly Monitoring Report

Region	LGA	COWSO	Monitoring of O&M							
			Status of Monthly Report Submission ●: Submitted, ×:Not Submitted							
			2012		2013					
			11	12	1	2	3	4	5	6
Mwanza	Kwimba	Malya					●	●	●	●
	Sengerema	Katunguru					●	●	●	●
Tabora	Sikonge	Igunawapina	×	●	×	●	●	●	●	●
	Uyui	Ilolangua	●	●	●	●	●	●	●	●
Singida	Singida	Mauwasu						●	●	●
	Manyoni	Mkombozi						×	●	×
Coast	Kibaha	Ngeta						●	×	●
DSM	Temeke	Kibugumo						●	●	×
Lindi	Lindi	Kanima							●	●
	Kilwa	Mtandi							×	×
Mtwara	Mtwara	Ziwani							●	●
	Tandahimba	Kitama							●	●

Note: Monitoring of O&M did not started in months with shaded cell

b. Progress in 3rd Year

The number of target areas was reduced to two (2) LGAs in Tabora region as explained in the previous section. The Project needed to make a fresh start of this activity for two (2) LGAs in the 3rd year because the status of M&E, which was improved in the 2nd year, went back to the original status due to no assistance activity during the suspension between the 2nd and 3rd years.

The Project conducted a kick off meeting to CWST and RWST of Tabora region again and followed the facilitation to target COWSOs for the preparation of COWSO registration documents. In the 2nd year, target COWSOs in Tabora region did not finish the preparation. By the end of April 2015, target CWSTs and COWSOs could have prepared required registration documents such as constitution of COWSO, regulation for O&M, MoU and FMP with proper information. If the application of COWSO registration is verified and a

certificate is granted to COWSOs, the set up for the proper communication between CWSTs and COWSOs are established adequately.

6.4.4 Achievement of Assistance and Contribution to Output 3

By the end of the Project, the objective of this activity was still in a halfway to the goal. The suspension of the Project and the alternation of PDM greatly affected to this status. However, there was an outstanding contribution from this activity to RWSSP of WSDP.

A lot of input and attention was provided to COWSO registration as one of the most intended interventions in WSDP. However, the speed of the registration was not as fast as it was expected. In such a situation, the results of M&E assistance activity illustrated the weakness of COWSO registration processes. A slow process of the registration in LGAs was the most significant hindrance. More critically the Project revealed that the contents of registration documents were not prepared adequately because of irrelevance on required information in documents. After all, both CWSTs and COWSOs did not understand the contents of registration documents appropriately. Therefore, even though the registration process is completed, the responsibilities of both parties on O&M may not be fulfilled, which will result in poor O&M and eventually poor sustainability of existing water facilities as whole.

This attainment of the project activities were reported and shared with stakeholders in WSDP dialogue and could contributed to the completion of the national rural water sustainability strategy (MoW, 2015), which was enacted in April 2015. Moreover, prepared documents through this activity such as a monitoring sheet, evaluation sheet, MoU and FMP are incorporated into the contents of samples of technical focuses in the revised PIM annexes.

6.5 Verification of CD Support System

6.5.1 Formulation of ToT Training Plan and Curriculum for RWSTs

a. Capacity Development Strategy of the Project

The Project regards the capacity as “the ability of the target LGAs to provide RWSS services for rural communities”. The capacity development is thus “the process that such abilities are enhanced at three different levels of individuals, organizations and institutions, in an integrated way.” In the Project therefore, the capacity development strategy sets the strengthening of the ability of individuals such as officials of LGAs, regions and basin water office, as well as organizational ability of the teams as CWST and RWST, in order to accomplish their required task in managing RWSS services. For the institutional capacity development, the strengthening of the institutional linkage among LGA, BWO and RS is another important challenge in the strategy.

b. Objective of ToT

One of the important roles of Regional Water and Sanitation Team (RWST), representing Regional Secretariats (RSs) in the water sector, is to provide the expertise, advice and guidance to the local government authorities on water supply and sanitation matters. This could be understood, in the context of Capacity Development, which RWST will act as the teacher/mentor/adviser to support CD implementation in LGAs.

During the implementation of the first phase of WSDP, Council Water and Sanitation Team (CWST) representing LGAs could not perform adequately to obtain the intended achievements in the agreed time frame. Consequently the period and activities of the first phase was restructured with additional two (2) years. This incident clearly illustrates the necessity of CD in the rural water supply component. Principally it is each Implementing

Agency (IA) which is responsible for improving their capacity in terms of knowledge, skills, facilities, etc. On the other hand, the support to administratively lower organizations is supposed to be cascaded from MoW to RWSTs, and RWSTs to CWSTs, respectively.

ToT aims to strengthen the capacity of organizations/institutions, which will be potentially a teacher/mentor/adviser of administrative lower organizations in the Rural Water Supply Programme (RWSP), to provide the expertise, advice and guidance in more technically effective manners.

c. Target organizations/institutions for ToT

As it is described in the objectives of ToT, organizations/institutions potentially being a teacher/mentor/adviser of administrative lower organizations in RWSP will be provided with ToT. In this context, Rural Water Supply Department (RWSD) of MoW and Regional Water Advisers (RWAs) will be targeted for ToT.

d. Principles of ToT

Considering the responsibilities of MoW and RWST stipulated in Water Supply and Sanitation Act (2009), the Project would like to adapt the following principles for conducting ToT to the target organizations/institutions.

- (i) RWSD will be a lecturer of ToT. It is expected that staff of RWSD will improve their understanding and skills on the programme coordination, hand in hand with the project experts, through on-the-job training.
- (ii) Members of RWST will be selectively invited to ToT according to their professions and the contents of ToT.

e. Formulation of ToT Plan

Having the above mentioned objective of ToT for target organizations with these principles, the following training courses will be realized through the project activities.

Table 6-47: ToT Plan

Course Title	Training Session	Main Objective	Target Members of RWST
Capacity Development Assistance	1 Introduction of CD implementation guideline	Participants will be familiarized with new planning approach, technical support and monitoring of CD implementation stipulated in CD implementation guideline.	RWA, RCDO
	2 Facilitation skill as a trainer	Participants will be equipped with basic knowledge and manner of facilitation.	RWA, RCDO
Operation and Maintenance Support	3 Management of COWSO assistance	Participants will understand the roles and responsibilities of RWST on the coordination and management of O&M in the region.	RWA, RCDO
Review of Council Water Supply Plan	4 Assessment of water resources potential	Participants will equip knowledge and skills for the strategic planning of rural water supply with considering sustainability of water	RWA
	5 Consideration of socio-economic conditions		RWA

	6	Selection of water supply technologies	resources in the target area and management by the Community-Owned Water Supply Organization (COWSO).	RWA
Contract Management	7	Contract Management for Implementation	Participants will refresh and improve knowledge on contract management under WSDP framework.	RWA

Abbreviation: RWA=Regional Water Advisor, RCDO=Regional Community Development Officer

The Project, with the consideration of the time limitation and volume of contents, divided the above training plan into two phases, where the first phase consists of capacity development assistance and operation and maintenance support while the second phase does the remaining courses. Based on the training plan above, the Project prepared the training curriculum for both training phases. The training curriculums are attached in **Annex 4**.

6.5.2 Implementation of ToT Training

a. 1st Phase of ToT Training

The first phase of ToT training was conducted in Dar es Salaam from 9th to 13th February 2015. The outline of this training is summarized in the table below.

Table 6-48: Outline of 1st ToT

No.	Training Outline			
1	Training period	9 th to 13 th February 2015		
2	Venue	Ubungu Plaza, Dar es Salaam		
3	Facilitator	Mr. Benitho Nikodemu Mdzovela (CMS/RWSD/MoW) Mr. Emmanuel Magembe (CMS/RWSD/MoW)		
4	Lecturer (Session)	1	Introduction of CD implementation guideline	Mr. Benitho Nikodemu Mdzovela (CMS/RWSD/MoW)
		2	Assessment of Organizational Capacity	Mr. Tomohiro Kato (JICA Expert)
		3	Planning of CD activities	
		4	Facilitation Skill as a Trainer	Mr. Benitho Nikodemu Mdzovela (CMS/RWSD/MoW)
		5	Outline of O&M	Ms. Andria Massawe (CMS/RWSD/MoW) Ms. Aya Kadokami (JICA Expert)
		6	Confirmation of COWSO Registration Documents	
		7	Supervision of O&M monitoring at LGA	
		8	Evaluation of O&M status and feedback	
		9	Workshop	
5	Number of Participants (participated / invited)	48 / 50		

The result of evaluation by the participants shows that 80.6% of participants consider their understanding on the training contents to be “Excellent” or “Good” and also 87.9% of participants recognize the training contents to be practically “Excellent” or “Good” for their

works. Taking the average of these results, the Project calculated the satisfaction of participants on the training delivery to be 84.0%.

On the other hand, the achievement of each training session was also evaluated, in which the attainment (technical capacity; expertise, knowledge, skill, etc.) from the training is measured individually by participants. 75.3% of participants perceive that they have achieved the specific objectives of training session in either “Excellent” or “Good” level.

During the first phase of ToT training, the Project recognized some of issues raised by participants to be reflected on the contents of PIM annex. Upon this recognition, the Project revised the contents of PIM annex with regard to the following points.

- i) Optimization of an evaluation format on O&M for RWST
- ii) Addition of procedures related to the establishment of COWSO regulation

b. 2nd Phase of ToT Training

The second phase of ToT training was conducted in Tabora municipality from 23rd to 26th February 2015. The outline of this training is summarized in the table below.

Table 6-49: Outline of 2nd ToT

No.	Training Outline			
1	Training period	23 rd to 26 th February 2015		
2	Venue	Frankman Hotel, Tabora municipality		
3	Facilitator	Mr. Benitho Nikodemu Mdzovela (CMS/RWSD/MoW) Mr. Emmanuel Magembe (CMS/RWSD/MoW) Ms. Kimbute Diana (WRD) Ms. Halima Faraji (WRD)		
4	Lecturer (Session)	1	Assessment of Water Resources Potential	Mr. Bokeye Mwita (PS/RWSD/MoW) Mr. Masao Uematsu (JICA Expert)
		2	Consideration of Socio-economic Conditions	
		3	Selection of Water Supply Technologies	
		4	Contract management of Consultant	Mr. Yasumasa Yamasaki (JICA Expert)
		5	Contract Management of Contractor	
		6	Site Visit	Mr. Takashi Honda (Resident Engineer of Grant Aid Project)
		7	Solar Pumping Technologies	Mr. Kristoffer Welsien (Water Expert of WSP/WB)
		8	Solar Pumping Suppliers in Tanzania and Characteristics of Solar Pump	Mr. Felister Assenga Mr. Samachogu Kihore (Supplier of Solar Pump)
		9	Addressing WASH Sustainability through the use of TAF	Mr. Christian Chonya (Water Expert of WaterAid)
5	Number of Participants (participated / invited)	26 / 25		

The result of evaluation by the participants shows that 85.2% of participants consider their understanding on the training contents to be “Excellent” or “Good” and also 93.0% of participants recognize the training contents to be practically “Excellent” or “Good” for their works. Taking the average of these results, the Project calculated the satisfaction of participants on the training delivery to be 84.0%.

On the other hand, the achievement of each training session was also evaluated, in which the attainment (technical capacity; expertise, knowledge, skill, etc.) from the training is measured individually by participants. 83.3% of participants perceive that they have achieved the specific objectives of training session in either “Excellent” or “Good” level.

In this training phase, the sessions were provided jointly by the Project, World Bank and WaterAid. This arrangement could contribute wider perspectives of contents and better participation of trainees in the session. In addition to it, the field visit to the construction site, where a water supply facility was under construction with the support of Japanese government, greatly increased the quality and practicability of training.

6.5.3 Verification of CD Support System

The effectiveness of the training delivery in the first and second phases of ToT training was rated 84.0% and 89.1%, respectively. This means that the contents of ToT training was accepted effectively and also perceived practical by the participants. Besides, the achievement of specific objectives of sessions maintains their rating more than 70% in both phases of ToT training, which indicates the participants have acknowledged knowledge and skills introduced in ToT training applicable and beneficial to their works.

After the completion of ToT training, RWSTs started disseminating the new framework of CD implementation in the sector to CWSTs and, at the same time, facilitating CWSTs to prepare their CD plan by following the procedures described in CD implementation guideline. By the end of the project term, the Project confirmed that all 25 RWSTs have started the dissemination of CD implementation guideline and preparation of CD plan and eventually received the draft of CD plan from 22 regions.

Conclusively, the Project considers the primary objective of ToT training; “To strengthen the capacity of RWSTs, which will be potentially a teacher/mentor/adviser of administrative lower organizations in the Rural Water Supply Programme (RWSP), to provide the expertise, advice and guidance in more technically effective manners” was adequately accomplished. More importantly the communication between RWSTs and CWSTs has been strengthened through the dissemination of CD implementation guideline and preparation of CD plan, which shall verify CD support system, which the Project proposed, to be effective and practical to improve the capacity of the sector.

7 Status of Achievement

7.1 Achievement of Outputs

This chapter discusses about the achievement of outputs and project purpose by the activities taken through the entire project period (September 2011 to April 2015) but excluding the suspension period (August 2013 to July 2014). The activities taken during these project steps are described in *Chapter 3 to 6* of this report.

The Project has conducted various activities stipulated in PDM₁ for 1st year and PDM₂ for 2nd year of the Project to assist CD activities nationwide by utilizing the outputs from RUWASA-CAD Phase 1. Despite of continuous requests from the Project to MoW for allocation of the budget for the implementation of CD plan, it did not realize by the end of the second year of the Project. The status of this incident was clearly indicated as one of the important assumptions influencing greatly the progress of the Project. Due to this situation, it was agreed mutually between JICA and MoW to suspend the Project from August 2013 in order to formulate the new project design including purpose, output and activities. After having a series of discussion, the new project design as PDM₃, which intends to integrate the outputs from 1st and 2nd years with ones of 3rd year as much as possible. For that reason, the achievement of the Project will be assessed basically based on the framework of PDM₃.

7.1.1 For Output 1: Improvement of PIM and Acknowledgement among IAs of RWSP

The expected goal of 【Output 1】 is that “The existing PIM Annexes for RWSSP are improved and acknowledged among IAs of RWSSP”. A total of four indicators are set for this output as described below. Considering the status of achievement for each indicator, condition of important assumption and other factors related to these indicators, it could be concluded that the target expected in this 【Output 1】 was basically achieved. On the other hand, the continuous utilization of PIM annex needs regular updating/revising works which make the contents of PIM annex attractive, practical, more importantly beneficial to IAs. The achievement of each indicator is described in the following sections.

a. Indicator 1-1

The improved PIM is prepared.

The Project formulated the approach and processes of the improvement of PIM annexes based on the results of the situation analysis on PIM utilization in WSDP Phase I and the identification of demand on the contents of PIM annexes. Further, the Project extended the discussion along with WSDP dialogue mechanism for creating the better understanding and awareness on the improvement of PIM annexes. Eventually all the contents of improved PIM annex were prepared by the beginning of March 2015.

RWSS Project Cycle, which was developed during RUWASA-CAD Phase 1, gives the primary information to identify the administrative procedures constituting the main framework of improved PIM annex. Besides, RUWASA-CAD training packages are totally incorporated as the sample of training materials in CD phase of improved PIM annex. Furthermore, outputs stipulated in PDM₁ and PDM₂ such as complementary training materials, training consultation manual, and training resource inventory are also incorporated in improved PIM annex as well.

Assessing the process of implementation related to this indicator, it could be concluded that the status of this indicator was sufficiently achieved but the timing was slightly delayed.

b. Indicator 1-2

The improved PIM becomes accessible to all IAs (RS: 25, LGA: 166) of RWSSP.

All the contents of improved PIM annex were computerized and uploaded to MoW HP by the mid of March 2015. Offline database contained in DVD was distributed to all IAs at the time of the dissemination seminar. These results of arrangement assure improved PIM annex available and accessible to all IAs.

Based on the results of the related activities with this indicator, it is assessed that the target in the Project has been adequately obtained.

c. Indicator 1-3

More than 80% of IAs of RWSSP (RS: 25, LGA: 166) participate in the dissemination seminar.

In order to make sure that IAs of RWSSP acknowledges the significance of improved PIM annex, the participation of IAs of RWSSP in the dissemination seminar is essential. Therefore, the Project communicated IAs of RWSSP closely and arranged the logistics to be provided to participants. As the result, 186 IAs (161 LGAs and 25 RSs) out of 191 IAs (97.4%) participated in the dissemination seminar on 17th April 2015.

Based on the results of the related activities with this indicator, it is assessed that the target in the Project has been obtained.

d. Indicator 1-4

More than 80 % of participants from IAs of RWSSP in the dissemination seminar rate “Excellent” or “Good” on the contents of the improved PIM.

Before the dissemination seminar was conducted, the Project set the period of public hearing for IAs of RWSSP to test the contents of improved PIM annex as well as its operation. In this period, the Project did not receive any critical comment and suggestion from IAs but positive comments. The Project could optimistically regard this result that IAs has accepted the features and contents newly installed in PIM annex.

In the dissemination seminar, the Project distributed the questionnaire to measure the appreciation of IAs on the contents of improved PIM annex. As the result, 80.8% (user friendliness) and 91.0% (appropriateness) % of participants rated the contents of improved PIM annex “Excellent” or “Good”.

Assessing the result of the questionnaire and the process of implementation related to this indicator, it could be concluded that the status of this indicator was adequately satisfied.

7.1.2 For Output 2: Development of CD Implementation Guideline and Acknowledgement among IAs of RWSP

The expected goal of 【Output 2】 is that “The CD Implementation Guideline for RWSSP is authorized and acknowledged among IAs”. There are three indicators for this output. Considering the status of achievement of the for each indicator explained in the following sections, condition of important assumption and other factor related to these indicators, it could be concluded that the target expected in this【Output 2】was sufficiently achieved. The achievement of each indicator is described in the following sections.

a. Indicator 2-1**The draft CD Implementation Guideline is prepared.**

The Project has coordinated the activities including regular meeting and workshops conducted by CD sub-group since 2nd year of the Project. The aim of the establishment of CD sub-group was to strengthen the implementation structure and arrangement of CD in the sector. Accordingly, CD sub-group examined the weakness of the CD institutional arrangement and came to realize that the implementation procedures of CD in WSDP Phase I were not effectively guided with a certain document. This was a justification to prepare CD implementation guideline. The preparation of CD implementation guideline was done under the full coordination of CD sub-group involving adequately CP of the Project as well as other staff of MoW.

Consequently, the 1st draft of CD implementation guideline was prepared by the end of October 2014, which was a month earlier than the expected time. With this condition, it could be fair to say that the status of this indicator reaches the level of satisfaction expected.

b. Indicator 2-2**The draft CD Implementation Guideline is authorized by MoW for official use in WSDP.**

As described in *Section 5.6.4* in *Chapter 5*, the draft CD implementation guideline was presented to IAs of RWSSP through the workshop held in December 2014. In this workshop, according to the workshop report (GIZ, 2015), RWSD of MoW stated officially their commitment to make an appropriate financial arrangement based on CD implementation guideline to assist the implementation of CD plan during WSDP Phase II. This fact proves that MoW authorized the final draft CD implementation guideline.

Assessing the fact recognized by the Project, the status described in the indicator was adequately achieved.

c. Indicator 2-3**More than 80% of IAs of RWSSP (RS: 25, LGA: 166) participate in the dissemination seminar.**

In the same way described in *Section 7.1.1.c* of this chapter, the Project provided an adequate logistic arrangement to encourage IAs of RWSSP to participate in this seminar. As the result, 186 of IAs (97.4%) participated in the dissemination seminar on 17th April 2015.

With this result, the Project concludes that the status of this indicator has adequately achieved as expected.

7.1.3 For Output 3: Verification of CD Supporting System of CD through ToT Training with CD Implementation Guideline and Improved PIM Annex

The expected goal of [Output 3] is that “The supporting system of CD is verified through ToT training with the CD Implementation Guideline and PIM.” There are two indicators for this output. Considering the status of achievement of each indicator, condition of important assumption and other factor related to these indicators, it could be concluded that the target expected in this [Output 3] was achieved. The achievement of each indicator is described in the following sections.

a. Indicator 3-1

ToT training is conducted with participation from all RWST (25 RSs).

1st and 2nd ToT training was successfully conducted with 100% participation of 25 RSs. The Project confirmed based on the result of training evaluation that participants in ToT training acknowledged the new arrangement of CD implementation, in which RWSTs would play a role as teachers/mentors for LGAs. This means that not only the participation rate but also the objectives of ToT training were adequately achieved.

With this fact, the Project would like to conclude that the status of this indicator was sufficiently fulfilled as expected.

b. Indicator 3-2

More than 80 % of participants for ToT training rate “Excellent” or “Good” on the contents of the training.

In 1st and 2nd ToT training, improved PIM annex was utilized as the training materials and the contents and structure of improved PIM annex were appreciated by all the participants according to the result of training evaluation. Besides, the percentage of rating with “Excellent” or “Good” on the contents of the training exceeds more than 80% in both ToT training.

Considering these facts, the status of this indicator is achieved adequately in an understandable manner.

7.2 Achievement of Project Purpose

The project purpose is set as “The system of supporting IA’s Capacity Development is enhanced for proper implementation of RWSSP”. This section discusses about the current status and perspective of the achievement of the project purpose. The three indicators are provided in PDM₃ for evaluating the achievement of the project purpose.

7.2.1 Status and Perspective of Achievement of Indicators

The current status and perspective of achievement of each indicator are summarized as follows.

a. Indicator 1

The improved PIM Annexes (RWSSP) are authorized by MoW for official use in WSDP.

The Project has conducted various events for creating the awareness as well as stimulating the interest in the contents of PIM annex among stakeholders of RWSSP. Simultaneously the Project revised and developed the contents of PIM annex, which finally were uploaded to MoW HP on 16th March 2015 for the trial use. After having minor correction and updating the contents based on comments and findings from users and the Project, the final version of PIM annex was uploaded for official use by 16th April 2015. By the time of the project termination, it was confirmed that PIM annex for rural component could show its functionality in a quite stable condition.

In the dissemination seminar conducted on 17th April 2015, the permanent secretary of MoW stated officially that all IAs of RWSSP shall refer the contents of improved PIM annex for their daily works of WSDP. This resulted in endorsing the official status of improved PIM annex in WSDP. The statement letter issued by MoW and distributed in the dissemination seminar is attached in *Annex 7*.

The processes the Project took with regard to the improvement of PIM annex have involved many stakeholders for the consensus and awareness creation. Furthermore, the Project communicated with other development partners (DPs) to identify existing technical materials (manuals, samples, references) technically relevant as the contents of PIM annex. This arrangement could extract good cooperation from various DPs for the improvement of PIM annex.

Considering the appropriateness of the processes and the achievement status of this indicator, the Project could conclude that the authorization of improved PIM annex for the official use in WSDP has been realized by the end of the project term.

b. Indicator 2

The update method of the improved PIM Annexes (RWSSP) is formulated in TWG-2.

During the improvement of PIM annex, the Project disclosed all the information on the processes, principles, and methodology of the improvement to stakeholders of WSDP. Unexpectedly representatives of other components articulated their agreement to adapt the same approach to prepare and improve new PIM annexes for their components. Likewise, Programme Coordination Unit (PCU) recognized that the structure and contents of PIM main document shall also be revised with the same concept so that PIM main document and annexes would be able to have strong linkages. Eventually the entire PIM improvement exercise involving all five (5) components of WSDP has been initiated with the technical support from the Project.

The Project presented the proposal of PIM management structure, which was prepared jointly with GIZ, during 14th Joint Supervision Mission (JSM). The proposed function of this structure is to maintain the contents of PIM documents (main, volume and annex) relevant to the institutional arrangement of WSDP as well as introduce the new technologies and philosophies concerning about WSDP interventions. Basically both MoW and DPs understood and appreciated the intention and function of the proposed structure. Upon the mutual agreement between MoW and DPs, the establishment of PIM management structure was accepted and captured as one of JSM agreed actions, which will be subsequently monitored their progresses in future JSM.

The PIM documents are going to have a concrete structure, where all main, volumes and annexes are connected with clear linkages, at the time when the present revision works are completed. With the uniformity of the structure across all the components, it is rather easy and effective to manage the contents of PIM documents under WSDP dialogue.

Based on the facts described above, the update method of the improved PIM annex was adequately formulated in not only TWG-2 but also entire WSDP dialogue. Thus, the status of this indicator reaches conclusively the satisfactory level of the achievement.

c. Indicator 3

More than 80% of RWST, which participated in ToT training provided by the Project, formulates the annual CD plan for their LGAs in line with CD implementation guideline.

As described the progress of the dissemination from RWSTs to CWSTs and preparation of CD plans in **Section 6.5.3**, more than 80% of RWSTs prepared annual CD plan for their LGAs by the end of the project term.

The Project, in fact, provided technical assistance to RWSTs after ToT training was conducted in February 2015. RWSTs of Tanga, Mara and Kigoma regions requested the

Project to assist them to facilitate the workshop to CWSTs. Accordingly, the Project, mainly CPs from CMS of RWSD, participated in the workshop arranged by RWSTs of three (3) regions and provided technical assistant for formulation of CD plans. In addition to this, the Project also provided the consultation and technical advices to RWSTs and CWSTs to their CD plans before they finalized the preparation of the first drafts.

These cases of service provision to IAs of RWSSP were recorded individually and filed properly so that lessons learnt from these experiences would be succeeded from time to time within RWSD of MoW.

The Project has successfully developed CD implementation guideline and it was acknowledged and authorized in WSDP, which resulted in the strengthening of institutional arrangement of CD in RWSSP. The preparation of CD plan is, however, just one part of the cycle of CD intervention that the Project could have assisted. In WSDP Phase 1, in spite of enormous efforts made to the preparation CD plans, no activity from CD plans has been implemented. The assessment of the effectiveness of CD implementation depends on how much prepared CD plans would induce the change of the capacity in each IA of WSDP.

Considering the facts that the primary target (more than 80%) was obtained and also processes for this achievement were adequate, it could be fair to determine the status of this indicator achieved as planned.

7.2.2 Status and Perspective of Achievement of Project Purpose

The assessing the status of indicators described above, the Project consider that the system of supporting IA's Capacity Development has been enhanced with the satisfactory level.

Nevertheless the Project successfully strengthened the system of supporting CD of IAs, this system still does not actually contribute the improvement of the capacity of IAs. Of course, it is assumed that the actual operation of this system shall be realized after the Project is terminated.

As for the conclusion of assessment, the achievement of outputs and project purpose is summarized in *Table 7-1*.

Table 7-1: Summary of Achievement for Outputs and Project Purpose

Project Purpose/ Outputs		Indicators	Targets In the Project	Achievements In the Project	Reasons if planned targets were not satisfied
Project Purpose	The system of supporting IA's Capacity Development is enhanced for proper implementation of RWSSP.	1. The improved PIM Annex (RWSSP) is authorized by MoW for official use in WSDP.	The improved PIM annex is prepared and uploaded to MoW HP for official use in WSDP.	The improved PIM annex (English and Swahili) was prepared and uploaded to MoW HP for official use by the mid of April 2015.	i) The duration of the revision work delayed slightly due to the necessity of development of new contents for PIM annex. ii) The delay of the revision work pushed the schedule of computerization of contents behind the target.
		2. The update method of the improved PIM Annex (RWSSP) is formulated in TWG-2.	The PIM management structure is proposed to WSDP dialogue (TWG-2 and 5) and agreed for adaption.	The proposal of PIM management structure was discussed and agreed in JSM	
		3. More than 80% of RWST, which participated in ToT training provided by the Project, formulates the annual CD plan for their LGAs in line with CD implementation guideline.	21 RWSTs out of 25 formulate the annual CD plan for their LGAs in line with CD implementation guideline.	21 RWSTs formulate the annual CD plans for their LGAs by the end of April.	
Outputs	1. The existing PIM Annexes for RWSSP are improved and acknowledged among IAs of RWSSP.	1-1. The improved PIM is prepared.	PIM annex is improved according to agreed ToR by the mid of February 2015.	All the contents of PIM annex were prepared by the beginning of March 2015.	
		1-2. The improved PIM becomes accessible to all IAs (RS: 25, LGA: 166) of RWSSP.	All the contents of PIM annex are computerized as both online and offline database by the beginning of March 2015.	All the contents of PIM annex were computerized and uploaded to MoW HP by the mid of March 2015. Offline database (DVD) is distributed to all IAs at the time of the dissemination seminar.	
		1-3. More than 80% of IAs of RWSSP (RS: 25, LGA: 166) participate in the dissemination seminar.	More than 80% (153) of total invitees (191) will participate in the dissemination seminar to be held on 17 th April 2015.	186 of IAs in RWSSP (97.4%) participated in the dissemination seminar held on 17 th April 2015.	

Project Purpose/ Outputs		Indicators	Targets In the Project	Achievements In the Project	Reasons if planned targets were not satisfied
		1-4. More than 80 % of participants from IAs of RWSSP in the dissemination seminar rate "Excellent" or "Good" on the contents of the improved PIM.	More than 80% of participants will rate the contents of improved PIM annex either "Excellent" or "Good".	80.8% (user friendliness) and 91.0% (appropriateness) of participants rated the contents of improved PIM annex either "Excellent" or "Good".	
	2. The CD Implementation Guideline for RWSSP is authorized and acknowledged among IAs.	2-1. The draft CD Implementation Guideline is prepared.	The draft CD implementation guideline is prepared by the end of November 2014.	The 1 st draft of CD implementation guideline was prepared by the end of October 2014.	Necessary countermeasures
		2-2. The draft CD Implementation Guideline is authorized by MoW for official use in WSDP.	The draft CD implementation guideline is discussed and approved for official use in WSDP by the end of November 2014.	The final draft CD implementation guideline was discussed in the national workshop held in December 2014 and approved for official use in WSDP.	N.A.
		2-3. More than 80% of IAs of RWSSP (RS: 25, LGA: 166) participate in the dissemination seminar.	More than 80% (153) of total invitees (191) will participate in the dissemination seminar to be held on 17th April 2015.	186 of IAs in RWSSP (97.4%) participated in the dissemination seminar held on 17th April 2015.	Impact (expected/unexpected)
	3. The supporting system of CD is verified through ToT training with the CD Implementation Guideline and PIM.	3-1. ToT training is conducted with participation from all RWST (25 RSs).	1 st and 2 nd ToT training is conducted with the participation of all RWSTs (25 RSs).	1st and 2nd ToT training was conducted in February 2015 with the participation of all RWSTs (25 RSs).	i) The approach of revision work was adapted to other components of WSDP.
		3-2. More than 80 % of participants for ToT training rate "Excellent" or "Good" on the contents of the training.	More than 80 % of participants for ToT training rate "Excellent" or "Good" on the contents of the training.	In 1 st ToT training 84.0% of participants rated "Excellent" or "Good" for their satisfaction on the contents of the training. Likewise, in 2 nd ToT training 89.1% of participants rated "Excellent" or "Good".	

8 Result and Recommendation

8.1 Result of the Project

As it was discussed fully in the previous chapters, indicators for expected outputs of the PDM illustrate the generation of positive impacts by the Project in various aspects. Besides, the achievement of the project purpose could be considered high enough from the assessment on the overall improvement contributed by each indicator.

The computerized PIM Annex for the RWSSP implementation was prepared in a user friendly manner, and disseminated to all IAs. These results of the arrangement taken by the Project assure all the contents of improved PIM Annex available and accessible for all users with their high satisfaction level. Accordingly, the approach of the preparation as well as update/revision works introduced by the Project was adapted entirely for the preparation of other PIM documents and other components of WSDP. Considering these facts, it is expected that the utilization of PIM documents will be monitored widely by all stakeholders of WSDP. In this sense, the sustainability of the output regarding the improved PIM Annex could be considered rather high. The Project perceives that active participation of the counterpart personal in 3rd year of the Project has contributed largely to this achievement.

The CD Implementation Guideline, prepared by the Project aiming to assist the implementation of CD activities in RWSSP/ WSDP Phase II with the emphasis of financial feasibility and practicability in planning, was authorized by MoW. After ToT training provided by the Project, all of RWSTs have begun providing the technical advice and administrative guidance based on the guideline for CWSTs to prepare their CD plans. This result is to indicate that one of important functions of RWSTs, more specifically technical support to LGAs for their capacity development, has been strengthened by an output of the Project.

The Project aimed to establish “the system (both PIM Annex and CD Implementation Guideline) of supporting IA’s capacity development”. In fact, the actual operation of the system shall be starting after the Project is terminated. It should be noted that during the period of WSDP Phase I, the allocation of budget for implementing CD plans was greatly affected by the investment of the infrastructure. In other words, the higher priority was given to the construction of water supply facilities rather than the implementation of CD plans. Considering the results of WSDP Phase I, CD of IAs, without question, is still one of the most important interventions in WSDP. The effective infrastructure investment will be realized based on adequate capacities of IAs. It is highly expected that the system strengthened by the Project will contribute the improvement of implementation status in RWSSP/WSDP.

8.2 Measures Taken Based on Recommendation from Terminal Evaluation

The terminal evaluation team formed jointly with Japanese and Tanzanian sides included their recommendations in their evaluation report submitted on February 2015. The recommendations and their focal points are summarized in the table below.

Table 8-1: Summary of Recommendations from the Terminal Evaluation Team

Recommendations	Focal Points
Recommendations toward the Project achievement	
Initiatives from MoW	In order to contribute sustainable capacity development in rural water supply service, MoW has to make further commitments and participations to the Project's activities such as not only at official meetings but also daily communications toward the achievement of the Project's goal. MoW also has to take initiatives for enhancing scheme of monitoring and evaluation.
Ensuring accessibility of PIM Annexes	The Project has to propose the way how to update and manage PIM Annexes through WSDP-TWG, and ensure the accessibility of PIM Annexes from all districts in Tanzania, in order to fulfill indicators in the project.
Establishment of the scheme for PIM management	WSDP-TWG is expected to commit proactive actions for maintenance and evaluation, and management of PIM Annexes. JICA, which is a member of WSDP, is also expected to support these activities. With supports from partners in WSDP-TWG including JICA, MoW has to consider a new organizational structure of PIM management. The structure must be prepared before the end of the project to ensure smooth commencement of its utilization.
Share the information of commencement of PIM utilization	PIM Annexes should be referred to all activities of rural water supply operations. In order to promote the new PIM Annexes utilization, MoW has to revise the PIM main documents with keeping consistency between PIM and its Annexes. MoW has to encourage WSDP partners to sign the MoU for WSDP, which requires the agreement of MoU for disbursement of CD training budget. Also, MoW has to announce commencement of PIM annexes' utilization to across all regions and LGAs.
Monitoring management of CD implementation guidelines	At the commencement of utilization of CD implementation guidelines after the project, MoW has to monitor the management of it. According to such monitoring, CD Committee under MoW is suitable organization for the subject of monitoring its implementation. In order to monitor its activities effectively, the evaluation team recommends that World Bank would participate in CD Committee, to effectively secure monitoring and evaluation activities on CD implementation guideline.
Recommendations after the Project period	
PIM Management	In order to grasp the status of utilization, and to get information for improvement of PIM, MoW has to provide an opportunity, such as AGM (Annual General Meeting), where engineers in each region and district gather, for collecting such information continuously. After the project, MoW has to figure out the utilization status of PIM, promote its utilization and reflect various opinions from engineers to PIM.
Promotion of CD training in districts	The Project conducts ToT only for regions. After the project, the knowledge of these should be delivered to each district. This is supposed to be implemented by regions. Therefore, MoW should promote and support regions for its implementations of trainings to districts.
Follow-up of CD trainings	The project assumes that the budget for training to regions would be allocated with only ten (10) regions which go ahead of the competition. At the same time, MoW has a responsibility for improvement of capacity building of rural water supply service in all regions of Tanzania. Therefore, MoW has to advice the regions which are not selected for their training implementations.

Referred and modified from Minutes of Meeting between JICA Terminal Evaluation Team and MoW (February 2015)

The Project team has taken various measures as for the responses to their recommendation by the end of the project term. In the following sections, the measures taken and their consequences, and the prospects of the post project are summarized separately.

8.2.1 Measures to be Implemented before the Termination

(1) Initiatives from MoW

In addition to eight (8) project counterparts deployed to the Project from the commencement of the 3rd year of the Project, in March 2015, MoW supplemented two (2) more counterparts to the Project and guaranteed their active participation in the activities and management of the Project in order to ensure the sustainability of the project outputs.

Although the counterpart personnel participation to the Project was generally limited during 1st and 2nd year of the Project, most of project counterpart personnel newly allocated from 3rd year of the Project have been working with an important role and responsibility.

(2) Establishment of the system for PIM Management

The Project prepared the proposal on PIM management structure indicating the way how to update and maintain PIM documents, and this proposal was presented in the regular meeting of the TWG-2 and TWG-5 held on March 2015. Upon due consultation with TWG meetings, the Project presented the proposal again on the 14th JSM (Joint Supervision Mission) of WSDP Phase II held on April 2015, and the contents of the proposal were reviewed and discussed by the meeting of JSM. Based on the discussion, the proposal on PIM management structure was approved in the JSM.

(3) Ensuring accessibility of PIM annex

All the contents of PIM annex of component 2 of WSDP were computerized and uploaded to MoW HP by March 2015. Offline database contained in DVD was distributed to all IAs by the dissemination seminar held on April 2015. These arrangements ensure that the improved PIM annex is accessible to all IAs.

The project also formulated the structure of PIM management presenting the way how to update and maintain PIM documents. The structure also indicates how to maintain the accessibility of the PIM documents.

(4) Share the information of commencement of PIM utilization

MoW commenced the preparation of PIM main document and volumes from March 2015 by adopting the same approach introduced by the Project. Although the preparation was not completed by the end of April 2015, it is expected this preparation work would be completed sometimes in May 2015 just after the termination of the Project.

Offline database of PIM annex (DVD) attached with the official statement from the permanent secretary of MoW was disseminated to all IAs on 17th April 2015.

(5) Monitoring management of CD implementation guidelines

During the discussion in 14th JSM, the Project proposed to add representatives of DPs including co-lead of TWG-5 to CD committee from a view point of better management of CD in the sector, especially the monitoring and evaluation activities along with CD implementation guideline.

8.2.2 Measures to be Taken for the Post Project

(1) PIM Management

Upon completion of the preparation of improved PIM annex, the Project has been recommending RWSD and PCU of MoW to set up the periodical monitoring system in order to grasp the status of IA's utilization of the PIM. As its result, MoW decided to utilize the AGM (Annual General Meeting) as an opportunity to grasp the utilization status and various opinions from the engineers.

Since the AGM is regular and official meeting inviting all the engineers from the regions and LGAs nationwide, it would be the most appropriate opportunity for the monitoring. Furthermore, considering the necessity of the frequency of the update of PIM annex, annual monitoring would be a reasonable timing to figure out the utilization status as well as promotion of its utilization.

(2) Promotion of CD training in LGAs

The ToT training was successfully conducted with 100% participants of 25 RSs, and the Project confirmed that all RWSTs in ToT training acknowledged the new arrangement of CD implementation, in which RWSTs would play a role as the teachers/mentors for their LGAs. Accordingly, all RWSTs provided the guidance to their LGAs for formulating the annual CD plan. As its result, 21 RWSTs out of 25 formulated the annual CD plan for their LGA in line with CD implementation guideline. For remaining four (4) RWSTs, the Project expects that the preparation of their annual CD plans would be completed by the beginning of May 2015.

According to CD implementation guideline, RWSD is supposed to provide technical assistance and also administrative guidance to IAs when they need the consultation. In fact, three (3) regions of Tanga, Mara, Kigoma requested the Project to assist them to facilitate the workshop to CWSTs in order to formulate their annual CD plan. The counterparts from CMS of RWSD participated in these workshops and provide technical support for the formulation of annual CD plan. This indicates that one of the most important functions of RWSD/MoW was strengthened through conducting the project activities.

Providing regularly these assistance and consultation to IAs from RWSD/MoW, it is expected that IAs would come to have an opportunity where CD training is the best approach for their CD and also RWSD would guide them so

(3) Follow-up of CD Training

It could be 10 to 15 RWSTs which will be qualified for the regional CD scheme in each year due to the limitation of the CD budget. Therefore, 10 to 15 RWSTs are not able to conduct their CD plans under the regional CD scheme. In order to assist those unqualified RWSTs, JICA terminal evaluation mission recommended MoW to consider an appropriate measure in future.

The Project discussed this issue with MoW and came to understand a possible measure to place a safety net for those unqualified RWSTs to receive the equal opportunity of being awarded with the fund for their CD plans.

8.3 Recommendation

Based on the results of assessment described in *Chapter 7*, the following matters shall be recommended in order to maximize and sustain the achievement of the Project after the termination.

8.3.1 Operation of PIM Management

(1) Promotion and Enforcement of PIM Utilization

As it is mentioned in *Section 7.2.2*, improved PIM annex only does not contribute the improvement of the capacity of IAs yet by the end of the project term. For realizing the actual benefit from improved PIM annex, MoW, which is the owner of PIM annex, needs to make sure that IAs of RWSSP use improved PIM annex by employing activities of promotion and enforcement on the utilization of improved PIM annex.

(2) Regular Update/Revision of PIM Annex

In order to maintain the contents of PIM annex attractive and informative enough for users (IAs) to regularly refer PIM annex, the contents of PIM annex need to be updated and revised on a regular basis.

8.3.2 Mainstreaming of CD in WSDP Phase II

(1) Budget Allocation for Implementing CD Plans

By the end of the project term, most of IAs in RWSSP prepared their CD plans under the planning procedures stipulated in CD implementation guideline. The total amount of required budget for implementing CD plans in RWSSP does not exceed more than 1.3 million USD because of the restriction of sealing budget. Under new CD implementation guideline, MoW has a better position to manage the financial input for CD in the sector. It is highly recommended to MoW that the required budget for the implementation of CD plans shall be allocated from the fund of WSDP.

(2) Provision of Technical Assistance and Administrative Guidance to IAs

The effective implementation of CD plans at the level of IAs requires sophisticated management and coordination for individual CD intervention. At the time of the project term, it is assessed that the capacity of IA is not good enough to do so. Therefore, MoW is recommended to assist RWSTs and CWSTs technically and administratively for the management and coordination of CD intervention.

(3) Systematic Monitoring and Evaluation on Implementation of CD Plan

In order to sustain and improve the implementation of CD in the sector, a specific strategy to improve the effectiveness of CD intervention should be formulated in an appropriate time of every year. The facts and evidences generated from M&E on CD intervention in the sector will be a basis of the formulation. From this point, MoW is supposed to introduce and operate the M&E structure for CD of RWSSP as CD implementation guideline specifies.

8.4 Lessons Learned

The Project learned various lessons, which were both positive and negative factors, which could influence the progress and achievement of the Project. The followings are the major lessons the Project learned.

(1) Significance of Counterparts

Since the project activities involved different organizations, the coordination and communication needed close attention constantly during the project period. Similarly, the implementation status and arrangement of WSDP have been changing depending on the introduction of new initiatives such as BRN, WPM, PBR, etc.

Due to the absence of full time counterpart and small number of part time counterparts, the

Project faced lots of difficulties to communicate related organizations as well as capture these changes during 1st and 2nd years of the Project. On the contrary, this situation was largely improved in 3rd year when full time counterpart was allocated to the Project and also number of part time counterparts was increased.

From this experience, the Project recognizes the important and benefit of counterpart for the project management. Besides, it should be noted by MoW that proper allocation of counterparts will primarily improve the sense of the ownership upon the Project and also ensure the sustainability of the Project eventually.

(2) Influence from the framework of SWAp

Sector Wide Approach for planning (SWAp) is defined as an approach to international development that brings together governments, donors and other stakeholders within any sector. SWAp has been adapted in WSDP ever since its commencement in 2006. The Project acknowledged the following positive influences from the framework of SWAp during the project term.

- **Involvement of Other Ministerial Divisions/Units**

The improvement of PIM annex involved not only RWSD but also PCU in terms of coordination across the sector. On the other hand, the development of CD implementation guideline could not be achieved if DAHR did not lead the activities under CD sub-group.

- **Collaboration with Basket Funding DPs**

Close communication with basket funding DPs during the project term also improved the coordination among stakeholders to expand the concepts and principles of the Project efficiently in the sector.

- **Communication of Project Information in WSDP Dialogue**

WSDP dialogue is a decision making mechanism for the sector. Therefore, the Project actively participated in this dialogue to consult stakeholders on the issues of project progresses and problems. This could increase the level of mutual understanding among stakeholders on the project objectives and finally contributed the decision making processes of the revision of PIM annex as well as the development of CD implementation guideline.

(3) Active Involvement of RWSTs

3rd year of the Project was commenced with new scopes and objectives. This new arrangement of the Project could provide direct assistance only to RWSTs but CWSTs like previously. However, the outputs from the Project were adequately disseminated and shared with CWSTs in a limited time because RWSTs performed as a bridge of the information. The Project considered RWSTs played their roles and responsibilities nicely for the reason that the Project involved RWSTs actively in the project activities in a proper manner.

Annexes

Annex 1:

PDM and PO

Project Title : Rural Water Supply and Sanitation Capacity Development Project II (RUWASA-CAD 2) in Tanzania Project Period : August, 2011 - July, 2014 (3 Years)

Version No. 1

Target Group : **【Direct】** Staff of the Community Management Support Section of CWSD, staff of BWO, members of RWST and DWST in Tanzania

Date : August, 2, 2011

【Indirect】 VWC/COWSO and water users in the pilot communities

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
【Overall Goal】 Capacity of the District Water and Sanitation Teams (DWSTs), Regional Water and Sanitation Teams (RWSTs), and Basin Water Offices (BWOs) in Tanzania to manage rural water supply and sanitation (RWSS) services is enhanced.	1. The number of RWSS services implemented by DWSTs, RWSTs and BWOs receiving financial assistances from the WSDP budget attains to more than XX in each district across the mainland of Tanzania in 2018. 2. The percentage of populations using improved water supply is increased from XX% to YY% in the districts of pilot areas by 2018.	1. Sector Performance Report 2. Sector Performance Report	The policy and direction on the RWSSP are not drastically changed by the government of Tanzania.
【Project Purpose】 Assistance for the implementation of the capacity development (CD) of the DWSTs, RWSTs, and BWOs across the mainland of Tanzania provided by Community Water Supply Division (CWSD) of MoW is enhanced.	1. Satisfaction ratings of the DWSTs, RWSTs, and BWOs attains to more than XX% on average regarding the assistance for the CD provided by the CWSD. 2. The number of guidance on the RWSS services for the communities in the pilot areas is increased by the DWSTs. 3. The number of guidance on the RWSS services for the DWSTs in the pilot areas is increased by the RWSTs. 4. The number of guidance on the RWSS services for the DWSTs and RWSTs in the pilot areas is increased by the BWOs.	1. Questionnaire survey to DWSTs, RWSTs, and BWOs 2. Project Progress Report 3. Project Progress Report 4. Project Progress Report	The budget and personnel for the RWSSP are continuously allocated by the government of Tanzania.
【Outputs】 1. The RUWASA-CAD training package is improved and adopted by MoW. 2. Complementary training materials adaptive to the natural environment and socioeconomic situation in each area of Tanzania are developed 3. Supporting system of the training of CWSD of MoW for DWSTs, RWSTs, and BWOs across the mainland of Tanzania is strengthened. 4. The approach for improving the water supply situation in the communities is enhanced in the pilot areas.	1-1. The percentage of the DWSTs, RWSTs, and BWOs utilizing the training modular guide distributed by the CWSD of MoW attains to more than XX% across the mainland of Tanzania. 1-2. The RUWASA-CAD training package is incorporated into the Annex of the RWSSP Program Implementation Manual (PIM). 2-1. The number of prepared complementary materials attain to XX. 2-2. Satisfaction ratings of the participants in the training attain to more than XX% on average regarding the complementary training materials. 3-1. The percentage of the DWSTs, RWSTs, and BWOs utilizing the training resource inventories attains to more than XX% across the mainland of Tanzania. 3-2. The training consultation guide is completed by November 2013. 3-3. The number of the DWSTs, RWSTs, and BWOs receiving facilitations by the CWSD regarding the budget allocation for the RWSS-related training in their training plans is increased across the mainland of Tanzania. 4-1. The number of the communities in the pilot areas receiving guidance by the DWSTs is increased. 4-2. The percentage of the communities in the pilot areas increasing the collection ratio of user for water-supplying facilities attains to more than XX%.	1-1. Project Progress Report 1-2. PIM 2-1. Project Progress Report 2-2. Questionnaire survey to participants in the training conducted in activity 4-2. 3-1. Project Progress Report 3-2. Training consultation guide 3-3. Project Progress Report 4-1. Monitoring sheet prepared in activity 4-3 4-2. Monitoring sheet prepared in activity 4-3	
【Activities】 0-1. Conduct the baseline and impact surveys. 1-1. Study the state of implementation of the Water Sector Development Program (WSDP) and practices according as the training package developed by the MoW and RUWASA-CAD (RUWASA-CAD training package) in the target districts of RUWASA-CAD Phase 1.		【Input】 Japanese side 1. Experts • Chief Advisor / Community Water Supply • Institutional Capacity Development	1. Natural disasters, such as droughts, floods, etc., do not have a profound effect on the project activities.

<p>1-2. Review and verify RUWASA-CAD training package based on the result of the activity 1-1.</p> <p>1-3. Modify the training package in consideration of user-friendly aspects.</p> <p>1-4. Convene a workshop to disseminate the institutional arrangement and linkage of the DWSTs, RWSTs, and BWOs as well as the modified version of the RUWASA-CAD training package to the DWSTs, RWSTs, and BWOs across the mainland of Tanzania and development partners.</p> <p>1-5. Facilitate the training package to be institutionally used as a main tool for making and implementing training plans.</p> <p>2-1. Categorize each area of Tanzania based on regional peculiarity from the perspective of natural environment, socioeconomic situation, etc.</p> <p>2-2. Select the pilot areas different from the regional peculiarity of the RUWASA-CAD Phase 1 based on the criteria established.</p> <p>2-3. Prepare a training curriculum and complementary training materials adaptive to the regional peculiarity.</p> <p>2-4. Compile the information and data extracted from the training in the pilot areas (activity 4-2).</p> <p>2-5. Update the training curriculum and complementary training materials for the nationwide expansion.</p> <p>3-1. Improve the nationwide version of a training resource inventories on the basis of the training resource inventories of the RUWASA-CAD Phase 1.</p> <p>3-2. Study the training plans prepared by the DWSTs, RWSTs, and BWOs as well as clarify the issues.</p> <p>3-3. Prepare the training consultation guide for the formulation and implementation of the training plans as well as modify and update the training consultation guide through the activity 4-1.</p> <p>3-4. Improve and prepare the annual training management plan of the CWSD, including budgetary measures, schedule, etc. necessary for the implementation of the training plans by the DWSTs, RWSTs, and BWOs.</p> <p>3-5. Monitor and supervise the training conducted by the DWSTs, RWSTs, and BWOs in the mainland of Tanzania according to the training management plan.</p> <p>3-6. Improve the operational manual of the training management based on the above procedures.</p> <p>3-7. Conduct a workshop to disseminate the training consultation guide, the annual training management plan, and the operational manual to the WSDP stakeholders.</p> <p>4-1. Provide consultations for the DWSTs, RWSTs, and BWOs in the pilot areas to conduct the training based on their training plans.</p> <p>4-2. Conduct training for the DWSTs, RWSTs, and BWOs in the pilot areas based on the above CD consultations.</p> <p>4-3. Assist the DWSTs to monitor and guide the operation and maintenance of the water-supplying facilities in the communities of the pilot areas.</p> <p>4-4. Compile and document the experiences, outcomes, and lessons learned extracted from the monitoring activities in the communities for the nationwide expansion in Tanzania.</p> <p>4-5. Conduct a workshop to disseminate the operation and maintenance of the water-supplying facilities and the above monitoring results for the DWSTs across the mainland in Tanzania.</p>	<ul style="list-style-type: none"> • Operation and Maintenance of Water- supplying Facility • Hydrogeology • Others as necessary <p>2. Training of counterpart personnel in Japan and/or the Third Countries</p> <p>3. Provision of machinery and equipment</p> <p>4. Local expenses for the project activities which are not covered by Tanzania side</p> <ul style="list-style-type: none"> - Expenses for workshops - Teaching materials for training <p>Tanzanian side</p> <p>1. Personnel</p> <ul style="list-style-type: none"> Project Director Project Manager Counterparts <p>2. Provision of the project offices and facilities necessary for the project implementation</p> <p>3. Local expenses for the project activities</p> <ul style="list-style-type: none"> - Running costs for project office and facilities such as electricity, water, etc. 	<p>2. The main staff of CWSD capacitated by the Project continues working for the CWSD.</p> <p>-----</p> <p>【Pre-condition】</p>
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A1-3

Project Title : Rural Water Supply and Sanitation Capacity Development Project II (RUWASA-CAD 2) in Tanzania

Project Period : August, 2011 – July, 2014 (3 Years)

Version No. 2

Target Group : **【Direct】** Staff of RWSD, staff of BWO, members of RWST and CWST in Tanzania

Date : 5, March 2013

【Indirect】 VWC/COWSO and water users in the pilot communities

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal Capacity of the Council Water and Sanitation Teams (CWSTs), Regional Water and Sanitation Teams (RWSTs), and Basin Water Offices (BWOs) in Tanzania to manage rural water supply and sanitation (RWSS) services is enhanced.	1. Available funds vs. expenditure of RWSSP in districts across the mainland Tanzania (19% in 2011/12 to YY% in 2018/19). 2. The percentage of populations using improved water supply is increased from 56.6% (2011) to YY% in the mainland Tanzania by 2018/2019.	1. Sector Performance Report 2. Sector Performance Report	The policy and direction on the RWSSP are not drastically changed by the government of Tanzania.
Project Purpose Assistance for the implementation of the capacity development (CD) of the CWSTs, RWSTs, and BWOs across the mainland of Tanzania provided by Rural Water Supply Division (RWSD) of MoW is enhanced.	1. Satisfaction ratings of the CWSTs, RWSTs, and BWOs attains to more than 80% on average regarding the assistance for the CD provided by the RWSD with a support from WRD. 2. 80% of CWSTs receiving the assistance from RWSD during the Project implementation provide guidance on the RWSS services for the COWSO.. 3. 80% of RWSTs receiving the assistance from RWSD during the Project implementation provide guidance on the RWSS services for the CWSTs. 4. 80% of BWOs receiving the assistance from RWSD with support from WRD during the Project implementation provide guidance on the RWSS services for the CWSTs and RWSTs.	1. Questionnaire survey to CWSTs, RWSTs, and BWOs 2. Project Progress Report 3. Project Progress Report 4. Project Progress Report	1. The RWSSP are smoothly implemented by the development partners. 2. The budget and personnel necessary for the RWSSP are continuously allocated by the government of Tanzania. 3. Water supply points in villages are constructed according to the schedule of the RWSSP.
Outputs 1. “RWSS Project Cycle” and “Training Modular Guide” are adopted by MoW and WSDP TWG. 2. Complementary training materials adaptive to the natural environment and socioeconomic situation in each area of Tanzania are developed	1-1. 80% of CWSTs, RWSTs and BWOs in mainland of Tanzania receiving the assistance from RWSD with support from WRD utilize the training modular guide. 1-2. “RWSS Project Cycle” and “Training Modular Guide” are incorporated into the Annex of PIM. 2-1. 5 complementary training materials adaptive to the natural and socio-economic situations in each area of Tanzania are produced. 2-2. Satisfaction ratings of the participants in the training attain to more than 80% on average regarding the complementary training materials.	1-1. Project Progress Report 1-2. PIM 1-3. PIM 2-1. Project Progress Report 2-2. Questionnaire survey to participants in the training conducted in activity 4-2	

<p>3. Supporting system of the training of RWSD with assistance from WRD of MoW for CWSTs, RWSTs, and BWOs across the mainland of Tanzania is strengthened.</p> <p>4. The approach for improving the water supply situation in the communities is enhanced in the pilot area.</p>	<p>3-1. The training resource inventories are utilized in more than 12 CWSTs, 7 RWSTs and 7 BWOs in the mainland of Tanzania..</p> <p>3-2. The training consultation manual is completed by November 2013.</p> <p>3-3. More than 12 CWSTs, 7 RWSTs and 7 BWOs in the mainland of Tanzania receive facilitations by the RWSD with support from WRD regarding the RWSS-related training in their training plans.</p> <p>4-1. Monthly Report is regularly submitted by all COWSOs receiving guidance by pilot CWSTs.</p> <p>4-2. Satisfaction rating of support by CWST to COWSO attains to more than 80%.</p> <p>4-3. RWSD extracts the good practice and bad practice from their assistance to communities in the pilot areas.</p>	<p>3-1. Project Progress Report</p> <p>3-2. Training consultation guide</p> <p>3-3. Project Progress Report</p> <p>4-1. Monitoring sheet prepared in activity 4-3</p> <p>4-2. Monitoring sheet prepared in activity 4-3</p> <p>4-3. Project Progress Report</p>	
<p>Activities</p> <p>0-1 Conduct the baseline and impact surveys.</p> <p>1-1 Study the state of implementation of WSDP and practices according as the training package developed by the MoW and RUWASA-CAD (RUWASA-CAD training package) in the target districts of RUWASA-CAD Phase 1.</p> <p>1-2 Review and verify the training package based on the result of the activity 1-1.</p> <p>1-3 Modify the training package in consideration of user-friendly aspects.</p> <p>1-4 Convene a workshop to disseminate the institutional arrangement and linkage of the CWSTs, RWSTs and BWOs as well as the modified RUWASA-CAD training package to the CWSTs, RWSTs, and BWOs across the mainland of Tanzania and development partners.</p> <p>1-5 Facilitate the training package to be institutionally used as a main tool for making and implementing training plans.</p>	<p>Inputs</p> <p>Japanese side</p> <p>1. Experts</p> <ul style="list-style-type: none"> • Chief Advisor/Community Water Supply • Institutional Capacity Development • Hydrogeology • Operation and Maintenance of Water-supplying Facility • Training Material Coordinator <p>2. Training of counterpart personnel in Japan and/or the Third Countries</p> <p>3. Provision of machinery and equipment</p> <p>4. Local expenses for the project activities which are not covered by Tanzania side</p> <ul style="list-style-type: none"> - Expenses for workshops - Teaching materials for training 	<p>Tanzanian side</p> <p>1. Personnel</p> <p>Project Director</p> <p>Project Manager</p> <p>Counterparts</p> <p>2. Provision of the project offices and facilities necessary for the project implementation</p> <p>3. Local expenses for the project activities</p> <ul style="list-style-type: none"> - Running costs for project office and facilities such as electricity, water, etc. 	<p>1. Natural disasters, such as droughts, floods, etc., do not give a profound effect to the project activities.</p> <p>2. The main staff of RWSD capacitated by the Project continues working for the RWSD.</p>

<p>1-6 Conduct PIM utilization study.</p> <p>2-1 Categorize each area of Tanzania based on the regional peculiarity from the perspective of natural environment, socioeconomic situation, etc.</p> <p>2-2 Select the pilot areas different from the regional peculiarity of the RUWASA-CAD Phase 1 based on the criteria established.</p> <p>2-3 Prepare a training curriculum and complementary training materials adaptive to the regional peculiarity.</p> <p>2-4 Compile the information and data extracted from the training in the pilot areas (activity 4-2).</p> <p>2-5 Update the training curriculum and complementary training materials for the nationwide expansion.</p> <p>3-1 Improve the nationwide version of a training resource inventories on the basis of the training resource inventories of the RUWASA-CAD Phase 1.</p> <p>3-2 Study the training plans prepared by the CWSTs, RWSTs, and BWOs as well as clarify the issues.</p> <p>3-3 Prepare the training consultation guide necessary for the formulation and implementation of the training plans as well as modify and update the training consultation guide through the activity 4-1.</p> <p>3-4 Improve and prepare the annual training management plan of the RWSD, including budgetary measures, schedule, etc. necessary for the implementation of the training plans by the CWSTs, RWSTs, and BWOs in the selected areas.</p> <p>3-5 Monitor and supervise the CD Plan conducted by the CWSTs, RWSTs, and BWOs in the selected areas according to the training management plan.</p> <p>3-6 Improve the operational manual of the training management based on the above procedures.</p> <p>3-7 Conduct a workshop to disseminate the training consultation guide, the annual training management plan, and the operational manual to the WSDP stakeholders.</p> <p>3-8 Support revising the training plan in the selected</p>			<p>Pre-condition</p>
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<p>areas.</p> <p>4-1 Provide consultations for the CWSTs, RWSTs, and BWOs in the pilot areas to conduct the training based on their training plans.</p> <p>4-2 Conduct training for CWSTs, RWSTs and BWOs in the pilot areas based on the above training consultations.</p> <p>4-3 Assist the CWSTs to monitor and guide the operation and maintenance of the water-supplying facilities in the communities of the pilot areas.</p> <p>4-4 Compile and document the experiences, outcomes, and lessons learned extracted from the monitoring activities in the communities for the nationwide expansion in Tanzania.</p> <p>4-5 Conduct a workshop to disseminate the operation and maintenance of the water-supplying facilities and the above monitoring results for the CWSTs across the mainland in Tanzania.</p>			
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General Project Activities

General Project Activities																																							
Work Items for Overall Project		2011				2012												2013												2014									
No.		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug		
0-1	Preparation and submission of the Inception Report																																						
0-2	Presentation and discussion on the Inception Report																																						
0-3	Implementation of the baseline and impact surveys																																						
0-4	Selection of participants for technical training in Japan																																						
0-5	Excursion of technical training in Japan																																						
0-6	Preparation and discussion on Progress Report 1																																						
0-7	Preparation and discussion on Progress Report 2																																						
0-8-1	Participation in discussion on WSDP and facilitation for approval of the training package																																						
0-8-2	Participation in discussion of WSDP and facilitation training package for approval of the training package																																						
0-9	Preparation and discussion on the Interim Report																																						

Output 1

Output 1		2011				2012												2013												2014											
No.	Work Items for Output 1	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug				
1-1	Study the state of implementation of WSDP and practices according as the training package developed by MoW and RUWASA-CAD in the target districts of RUWASA-CAD Phase 1																																								
1-2	Review and verify RUWASA-CAD training package based on the result of the activity 1-1																																								
1-3	Modify the training packages in consideration of user-friendly aspects																																								
1-4	Convene a workshop to disseminate the institutional arrangement and linkage of the CWSTs, RWSTs and BWOs as well as the modified version of the RUWASA-CAD training package to the CWSTs, RWSTs and BWOs across the mainland of Tanzania and development partners																																								
1-5	Facilitate the training package to be institutionally used as a main tool for making and implementing training																																								
1-6	Conduct PIM utilization study																																								

Output 2

Output 2		2011				2012												2013												2014											
No.	Work Items for Output 2	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug				
2-1	Categorize each area of Tanzania based on the regional peculiarity from the perspective of natural environment, socioeconomic situation, etc.																																								
2-2	Select the pilot areas different from the regional peculiarity of the RUWASA-CAD Phase 1 based on the criteria established																																								
2-3	Prepare a training curriculum and complementary training materials adaptive to the regional peculiarity																																								
2-4	Compile the information and data extracted from the training in the pilot areas (activity 4-2)																																								
2-5	Update the training curriculum and complementary training materials for the nationwide expansion																																								

Output 3

Output 3		2011												2012												2013												2014											
No.	Work Items for Output 3	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug												
3-1	Improve the nationwide version of a training resource inventories on the basis of the training resource inventories of the RUWASA-CAD Phase 1	■■																																															

Output 4

Output 4		2011				2012												2013												2014											
No.	Work Items for Output 4	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug				
4-1	Provide consultation for the CWSTs, RWSTs and BWOs in the pilot areas to conduct the training based on their training plans																																								
4-2	Conduct training for the CWSTs, RWSTs and BWOs in the pilot areas based on the above training consultation																																								
4-3	Assist CWSTs to monitor and guide the operation and maintenance of the water supplying facilities in the communities of the pilot areas.																																								
4-4	Compile and document the experiences, outcomes and lessons learned extracted from the monitoring activities in the communities for the nationwide expansion in Tanzania.																																								
4-5	Conduct a workshop to disseminate the operation and maintenance of the water-supplying facilities and the above monitoring results for the CWSTs across the whole of Tanzania.																																								

■ : Implementation Period (Planned)

||||| : Continuous Implementation Period (Planned)

■ : Actual Implementation Period (Implemented)

Project Design Matrix (PDM3.1)

Project Title : Rural Water Supply and Sanitation Capacity Development Project II (RUWASA-CAD 2) in Tanzania

Project Period : August, 2011 - May, 2015

Target Group : **【Direct】** Staff of the Community Management Support Section of RWSD, MoW staff in charge for CD, Staff of DAHR, PCU and ICT, members of RWST in Tanzania, andPMO-RALG **【Indirect】** CWST, VWC/COWSO and water users in the pilot communities

Version : No. 3.1 Date : February 19, 2015

Narrative Summary	Indicators	Means of Verification	Important Assumptions
< Overall Goal > The capacity of Implementing Agencies (IA's) to implement RWSSP is strengthened.	1. The results of the questionnaire survey by AGM (Annual General Meeting) show that more than 80 % of IAs implement RWSP by referring improved PIM annex. 2. The CD support to IAs of RWSSP is provided to more than 80% of CD activities planned in line with regional scale CD implementation procedure stipulated CD implementation guideline.	1. Questionnaire survey by AGM (Annual General Meeting) 2. Water Sector Status Report	1. The policy and direction on the RWSSP are not drastically changed by the government of Tanzania. 2. The budget and personnel necessary for CD implementations are continuously allocated to RSs and LGAs by the government of Tanzania.
< Project Purpose > The system of supporting IA's Capacity Development is enhanced for proper implementation of RWSSP.	1. The improved PIM Annexes (RWSSP) are authorized by MoW for official use in WSDP. 2. The update method of the improved PIM Annexes (RWSSP) is formulated in TWG-2. 3. More than 80% of RWST, which participated in ToT training provided by the Project, formulates the annual CD plan for their LGAs in line with regional scale CD implementation procedure stipulated in CD implementation guideline.	1. Homepage of MoW 2. M/M of TWG-2 Meeting 3. Result of questionnaire survey upon the completion of the seminar	1. WSDP dialogue meetings are regularly held. 2. The policy and direction on CD (RWSD-RS-LGA) are not drastically changed by the government of Tanzania.
< Outputs > 1. The existing PIM Annexes for RWSSP are improved and acknowledged among IAs of RWSSP. 2. The CD Implementation Guideline for RWSSP is authorized and acknowledged among IAs. 3. The supporting system of CD is verified through ToT training with the CD Implementation Guideline and PIM.	1-1. The improved PIM is prepared. 1-2. The improved PIM becomes accessible to all IAs (RS:25, LGA:166) of RWSSP. 1-3. More than 80% of IAs of RWSSP (RS:25, LGA:166) participate in the dissemination seminar. 1-4. More than 80 % of participants from IAs of RWSSP in the dissemination seminar rate "Excellent" or "Good" on the contents of the improved PIM. 2-1. The draft CD Implementation Guideline is prepared. 2-2. The draft CD Implementation Guideline is authorized by MoW for official use in WSDP. 2-3. More than 80% of IAs of RWSSP (RS:25, LGA:166) participate in the dissemination seminar. 3-1. ToT training is conducted with participation from all RWST (25 RSs). 3-2. More than 80 % of participants for ToT training rate "Excellent" or "Good" on the contents of the training.	1-1. M/M of TGW-2 Meeting 1-2. Homepage of MoW 1-3. M/M of the dissemination seminar 1-4. M/M of the dissemination seminar 2-1. Report from CD sub-group 2-2. M/M of TWG-5 Meeting 2-3. M/M of the dissemination seminar 3-1. Report on ToT Training 3-2. Result of questionnaire survey upon the completion of the seminar	

< Activities >	< Inputs >	
<p>1-1. Conduct PIM utilization study for identifying factors controlling the use of PIM by the users and collecting the requirements as in the contents of PIM from users.</p> <p>1-2. Assess the contents of PIM from the technical points of view and identify the areas and focuses required for the improvement.</p> <p>1-3. Formulate the approach and methodology for improving PIM through the workshop with the participation of IAs.</p> <p>1-4. Draft the terms of reference (TOR) for improvement of PIM and finalize it in TWG-2.</p> <p>1-5. Identify the contents of the existing PIM and available documents still relevant to the current framework of the WSDP and restructure them for improving the contents of PIM.</p> <p>1-6. Prepare the annexes of PIM for RWSSP according to TOR.</p> <p>1-7. Translate the prepared PIM into Swahili according to TOR.</p> <p>1-8. Computerize all the prepared PIM as the PIM database.</p> <p>1-9. Finalize the preparation of PIM in TWG-2.</p> <p>1-10. Unveil computerized PIM on the homepage of MoW and conduct the public hearing on its readiness to the official commission.</p> <p>1-11. Revise contents of computerized PIM based on the comments/suggestions obtained from the public hearing.</p> <p>1-12. Conduct a seminar for disseminating the computerized PIM.</p> <p>2-1. Participate in CD sub-group of TWG-5 as a co-chair.</p> <p>2-2. Assess the situation of CD implementation under WSDP and identify potential measures for its improvement.</p> <p>2-3. Draft the approach and methodology for preparing the CD Implementation Guideline and finalize it in TWG-5.</p> <p>2-4. Draft the CD Implementation Guideline and discuss it in WSDP dialogue for its approval.</p> <p>2-5. Conduct a seminar for disseminating the CD Implementation Guideline.</p> <p>3-1. Assist RWSD to formulate the ToT training plan and curriculum for RWSTs.</p> <p>3-2. Conduct ToT training to RWSTs in the mainland of Tanzania.</p> <p>3-3. Prepare the training report including an assessment of ToT training.</p> <p>3-4. Examine the improved PIM and CD Implementation Guideline with the result of ToT training implementation, prepare the recommendation for the better utilization of the improved PIM and CD Implementation Guideline, and finally present it to TWG-2.</p>	<p>Japanese Side</p> <p>1. Experts (1st to 2nd years of the Project)</p> <ul style="list-style-type: none"> • Chief Advisor/Community Water Supply • Institutional Capacity Development • Hydrogeology • Operation and Maintenance of Water-supplying Facility • Training Material Coordinator • Facilitation of Rural Water Supply and Sanitation <p>(3rd year of the Project)</p> <ul style="list-style-type: none"> • Chief Advisor/Community Water Supply • Deputy Chief Advisor/ Institutional Capacity Development • Water Supply Planning • Groundwater Development/PIM Database • Rural Water Supply Project Implementation <p>Operation and Maintenance of Water Supply Facility</p> <p>2. Training of counterpart personnel in Japan and/or the Third Countries</p> <p>3. Provision of machinery and equipment</p> <p>4. Local expenses for the project activities which are not covered by Tanzania side</p> <ul style="list-style-type: none"> • Expenses for workshops/seminar • Teaching materials for training • Others <p>Tanzanian side</p> <p>1. Personnel Project Director Project Manager Counterparts</p> <p>2. Provision of the project offices and facilities necessary for the project implementation</p> <p>3. Local expenses for the project activities - Running costs for project office and facilities such as electricity, water, etc.</p>	<p>1. TWG-2 and TWG-5 are held timely as required.</p>
		<p>< Pre-Condition ></p> <p>1. Appointment of full time counterpart to the Project</p>

Plan of Operation (PO3)

Period	Project	2014						2015							
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr				
Preparation activities & General project work			▼								▼				
Output 1			JCC							Terminal Evaluation	JCC				
1-1 Conduct PIM utilization study for identifying factors controlling the use of PIM by the users and collecting the requirements as in the contents of PIM from users.		Finished in the 2nd year of the Project													
1-2 Assess the contents of PIM from the technical points of view and identify the areas and focuses required for the improvement.															
1-3 Formulate the approach and methodology for improving PIM through the workshop with the participation of IAs.															
1-4 Draft the terms of reference (TOR) for improvement of PIM and finalize it in TWG-2.															
1-5 Identify the contents of the existing PIM and available documents still relevant to the current framework of the WSDP and restructure them for improving the contents of PIM.															
1-6 Prepare the annexes of PIM for RWSSP according to TOR.															
1-7 Translate the prepared PIM into Swahili according to TOR.															
1-8 Computerize all the prepared PIM as the PIM database.															
1-9 Finalize the preparation of PIM in TWG-2.															
1-10 Unveil computerized PIM on the homepage of MoW and conduct the public hearing on its readiness to the official commission.															
1-11 Revise contents of computerized PIM based on the comments/suggestions obtained from the public hearing.															
1-12 Conduct a seminar for disseminating the computerized PIM.															
Output 2															
2-1 Participate in CD sub-group of TWG-5 as a co-chair.															
2-2 Assess the situation of CD implementation under WSDP and identify potential measures for its improvement.															
2-3 Draft the approach and methodology for preparing the CD Implementation Guideline and finalize it in TWG-5.															
2-4 Draft the CD Implementation Guideline and discuss it in WSDP dialogue for its approval.															
2-5 Conduct a seminar for disseminating the CD Implementation Guideline.															
Output 3															
3-1 Assist RWSD to formulate the ToT training plan and curriculum for RWSTs.															
3-2 Conduct ToT training to RWSTs in the mainland of Tanzania.															
3-3 Prepare the training report including an assessment of ToT training.															
3-4 Examine the improved PIM and CD Implementation Guideline with the result of ToT training implementation, prepare the recommendation for the better utilization of the improved PIM and CD Implementation Guideline, and finally present it to TWG-2.															

Annex 2:

Minute of Meeting for JCC Meetings



UNITED REPUBLIC OF TANZANIA

MINISTRY OF WATER

THE RURAL WATER SUPPLY AND SANITATION
CAPACITY DEVELOPMENT (RUWASA-CAD) PROJECT PHASE II

1st JOINT COORDINATING COMMITTEE MEETING

MINUTES OF THE MEETING

REGARDING THE INCEPTION REPORT

AS
AGREED BETWEEN
THE MINISTRY OF WATER
AND
THE JICA EXPERT TEAM

4th November 2011

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The Japanese Expert Team of Japan International Cooperation Agency (JICA) for the Rural Water Supply and Sanitation Capacity Development Project Phase II in the United Republic of Tanzania (the Project) submitted the draft Inception Report to the Rural Water Supply Division (RWSD). The contents of the report were discussed with the Ministry of Water (MoW) on 8th September 2011. The Report was distributed to the JCC members in advance to go through and prepare for the JCC meeting.


The Japanese Expert Team and the Counterpart Team (the Team) made a presentation and a series of discussion on the contents of the report and matters related to the Project with MoW and other concerned organization in the 1st Joint Coordinating Committee (the JCC) held on 4th November 2011, chaired by Mr. Gabriel Saelie, the Acting Director of Policy and Planning Division of MoW. A list of attendants of the JCC Meeting is shown as below.

DATE: 4TH NOVEMBER 2011

VENUE: DAHR CONFERENCE ROOM

ATTENDANTS LIST

Mr. Gabriel Saelie	Director of Policy and Planning Division
Mr. John Mukumwa	Director of Rural Water Supply Division
Mr. Gibson Kisaka	Assistant Director of Operational Planning and Support Section, MoW
Ms. Dorisia Mulashani	Ag. Assistant Director of Community Management Support Section, MoW
Mr. Allen Mweta	Principal Engineer of Rural Water Supply Division, MoW
Ms. Dialista Kirenga	Community Development Officer of Rural Water Supply Division, MoW
Mr. Walter Masanza	Principal Engineer of Rural Water Supply Division, MoW
Mr. Malembeka F.P	Engineer of Rural Water Supply Division, MoW
Mr. James Masaga	Principal Technician of Rural Water Supply Division, MoW
Ms. Adria Massawe	Engineer of Rural Water Supply Division, MoW
Ms. Prisca Henjewe	Community Development Officer of Rural Water Supply Division, MoW
Ms. Diana Kimbute	Hydrologist of Water Resources Division, MoW
Mr. Remigius Mazigwa	Economist of Policy and Planning Division, MoW
Mr. John Daniel	Administration Officer of Programme Coordination Unit, MoW
Ms. Mollel T.N	Assistant Director of Social Services, PMO-RALG
Ms. Wifrida Nshangali	Director of Sector Coordination, PMO-RALG
Mr. Lubasa S.M	Regional Water Advisor, Regional Secretariat of Tabora
Mr. Yunus Rugeiyamu	Regional Water Advisor, Regional Secretariat of Singida
Mr. Warioba Sanya	Regional Water Advisor, Regional Secretariat of Mwanza
Mr. Yukihide Katsuta	Chief Representative, JICA Tanzania Office




Mr. Tetsuya Yamamoto	Representative, JICA Tanzania Office
Mr. Kazuyuki Suenaga	Chief Advisor, RUWASA-CAD Project Phase II
Ms. Chiaki Tamekawa	Training Material Improvement, RUWASA-CAD Project Phase II



AGENDA:

1. Opening of the meeting
2. Achievement of RUWASA-CAD Phase I
3. Presentation of the Inception Report
4. Annual plan of the Project
5. Selection of the Pilot LGA's
6. Discussion
7. Statement from JICA
8. Closing remarks

Agenda 1: Opening of the Meeting

Mr. Gabriel Saelie, the Chairman, opened the meeting at 10:20 by welcoming the participants.

Agenda 2: Achievement of RUWASA-CAD Phase I

Based on the presentation by the Team, a series of discussion on the contents of the achievement of RUWASA-CAD Phase I was made. As the result of the presentation, participants expressed their general understanding on the contents of the achievement of RUWASA-CAD Phase I.

Major items discussed were as follows:

1. Participant asked about how the 4 target regions for Phase I were selected. The Team explained that, the selection had been made based on the area in which many water facilities were installed by the Japanese grant aid projects so that the synergetic effect could be expected through the Phase I.
2. Participants wanted to know how comes in such a short time the behaviour change in the target area was able to be realized. The Team explained that the behaviour change was observed through the 4 monitoring surveys carried out during the training phases in Phase I. The interview survey using the same questionnaire was conducted through the monitoring and the behaviour change was realized after evaluating the results. Also, the assignment given for the participants after every training phase contributed to internalize the knowledge and skills obtained during the training.
3. Participants suggested that the extension workers should be allocated for water sector or effective utilization of the extension workers from other departments. The Team commented that the utilization of the extension workers for water sector is needed in order not only to devolve the roles and responsibilities of LGA's, but also to involve them in the supply chain system which is planned to be established.

Agenda 3: Presentation of the Inception Report

Based on the presentation by the Team, a series of discussion on the contents of the report was made. As the result of the discussions, the participants expressed their general understanding on the contents of the report.

Major items discussed were as follows:

1. It was pointed out by the participants that due to the revision of the National Water Policy 2002 considering the acceptable institutional framework, the management of water supply and sanitation projects should be through Community Owned Water Supply Organizations (COWSO's) instead of




the Village Water Committee. The Team replied that the Project will obviously consider and comply with it.

2. Participants requested the clarification of the term, “consultation for the implementation of CD plan”. The Team explained that RWSD should be responsible to oversee the process of CD in the RWSS component and expected to provide the appropriate advices to IAs to facilitate their CD activities.
3. Participants asked the Team the reason why the Project needs to select the pilot areas although the Project targets addresses all LGA’s in the Tanzania mainland. The Team explained that the training package prepared in the Phase I and complementary materials to be prepared in the Project will be verified during the provision of training in the pilot areas on their locality and appropriateness in order to maximize the effectiveness of nationwide dissemination of these materials. That is why there is a need to select the areas to conduct the training, so as to verify the effect of the materials. The lessons learnt in the training will be reflected to the modification of the training package.

Agenda 4 Annual plan of the Project

The annual plan of the Project which shows the activities in the first year (September 2011 to June 2012) was presented by the Team.

Agenda 5 Selection of pilot and control LGA’s

The selection of the 6 pilot and 6 control LGA’s in 3 regions (Mwanza, Singida and Tabora), and the criteria of the selection were presented to the participants. Based on the presentation, one of the criteria is the “geographical situation”. Participants asked about it whether the criterion of the accessibility was appropriate. The criterion has been selected by considering the convenience of the monitoring activity since there is time and cost limitation for that activity in the Project. No objection arose for the selected pilot and control LGA’s.

Agenda 7 Statement from JICA

JICA Chief Representative emphasized the importance of the strong leadership and ownership by the Ministry. The Project is expected to be implemented effectively by MoW with the support from JICA Experts.

Agenda 8 Closing remarks

The meeting was closed at 12:30.



Mr. Gabriel Saelie
On the behalf of
Permanent Secretary,
Ministry of Water



Mr. Kazuyuki Suenaga
Chief Advisor,
JICA Expert Team



UNITED REPUBLIC OF TANZANIA

MINISTRY OF WATER

THE RURAL WATER SUPPLY AND SANITATION
CAPACITY DEVELOPMENT (RUWASA-CAD) PROJECT PHASE 2

2nd JOINT COORDINATING COMMITTEE MEETING

MINUTES OF THE MEETING

REGARDING TO THE PROGRESS REPORT 2 AND ANNUAL PLAN IN THE 2nd
YEAR

AS

AGREED BETWEEN
THE MINISTRY OF WATER
AND
THE RUWASA-CAD PROJECT TEAM

20th June 2012

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MINUTES OF THE 2nd JOINT COORDINATING COMMITTEE (JCC) MEETING REGARDING THE PROGRESS REPORT 2 AND ANNUAL PLAN IN THE 2nd YEAR AS AGREED BETWEEN THE MINISTRY OF WATER AND THE RUWASA-CAD PROJECT TEAM.

DATE: 20th June 2012

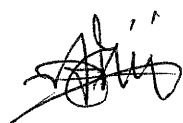
VENUE: DAHRM Conference room

ATTENDANTS LIST

1	Mr. Amani Mafuru	Assistant Director of Rural Water Supply Division
2	Mr. Gibson Kisaka	Assistant Director of Rural Water Supply Division
3	Ms. Diana Kimbute	Hydrologist WRD (Counterpart)
4	Mr. Allen Mweta	Principal Engineer RWSD (Counterpart)
5	Mr. Pascal Ngunda	District Water Engineer - Sikonge DC
6	Mr. Faustine K. Misango	District Water Engineer - Uyui DC
7	Mr. Deusedith Magoma	District Water Engineer - Manyoni DC
8	Mr. Nicholas J. Nyaki	District Water Engineer - Singida DC
9	Mr. Martin Nguzu	District Water Engineer- Kwimba DC
10	Mr. Edward P. Joseph	District Water Engineer- Ukerewe DC(observer - RS Mwanza)
11	Mr. Hajime Iwama	Senior Representative JICA Tanzania Office
12	Mr. Tetsuya Yamamoto	Representative JICA Tanzania Office
13	Mr. Mariango Msuya	In house Consultant JICA Tanzania Office
14	Ms. Kayuzuki Suenaga	Chief Advisor RUWASA-CAD Project
15	Mr. Tomohiro Kato	JICA Expert RUWASA-CAD Project
16	Mr. Toshifumi Ando	JICA Expert RUWASA-CAD Project

AGENDA:

- 1 Opening of the Meeting
- 2 Outline of the activities in the 1st year of RUWASA-CAD phase 2
- 3 RUWASA CAD training
- 4 Complementary materials
- 5 Annual plan in the 2nd year
- 6 Discussion
- 7 Statement from JICA
- 8 Closing remarks.




Agenda 1: Opening of Meeting

The Chairman, opened the meeting at 10:18 by welcoming the participants and asked them to make self-introduction. All participants made self-introduction accordingly.

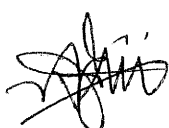
Agenda 2: Outline of the activities in the 1st year of RUWASA-CAD phase 2

The presentation was made by a member of the project, which explained the main activities conducted during this phase. The main activities in this phase were as follows;

- i) The study on significance of training impact from phase 1
- ii) The baseline survey
- iii) The pilot area meeting
- iv) Training in Japan
- v) RUWASA-CAD training
- vi) RUWASA-CAD workshop

A series of discussion was made on the outline of the activities in the 1st year of RUWASA-CAD phase 2. The participants wanted some explanations on the contents of the presentation. Major items discussed were as follows:

- i) Participants wanted to know the experiences and/or outputs gained from the implementation of the pilot areas meeting conducted under output 4. The Team responded that during the meeting the result of the baseline survey was shared with members of DWSTs and RWSTs and the team was able to understand the existing gaps which gave the essential information for preparation of the training plan.
- ii) Participants asked the progress of the preparation of training resource inventory to the Project. Responding to the question the Team explained that the approach of the preparation for the training resource inventory was under discussion currently. The effectiveness of the data collection should be thoroughly examined since there are more than 130 LGAs in Tanzania. The Team indicated that the completion of this preparation would be expected in the 2nd year of the Project.
- iii) Participants showed interests on the technical training conducted in Japan whereby counterparts who participated in this training presented and shared their experiences of capacity development system for rural water supply sector in Japan and the existing COWSOs established many years ago in managing O&M of their water supply facilities in rural areas. Moreover in Japan there are water museums which help the younger generations to learn and value their water resources and facilities, and eventually improve their sense of ownership. It was also noted that a systematic way to transfer knowledge from old to new generation was totally practiced. Participants commented that Tanzanians should find an appropriate mechanism to transfer the knowledge to our younger generations.
- iv) RUWASA-CAD II training was conducted in the pilot areas targeting 6 DWSTs and 3 RWSTs from 7th May to 1st June 2012. Counterparts attended this training rated this series of training helped to activate DWSTs and RWSTs working as a team also reminded and improved their understanding on their roles and responsibilities.
- v) Participants acknowledged the importance of improvement for improving the capacity on the management of water supply facilities by COWSOs and insisted that the Project should include the support activities to improve the capacity of COWSOs. The Team responded that pilot communities were selected and would be supported by DWSTs and RWSTs in pilot




areas. From this point of view, not directly but indirectly COWSOs in pilot areas would be supported by the Project.

- vi) RUWASA-CAD workshop was held on 18th June 2012 at Dar es Salaam with participation of members of CWSTs, RWSTs and BWO in the main land of Tanzania. The objective of the workshop was to disseminate RUWASA-CAD project and strategy of CD consultation by MoW through Phase 2.

Agenda 3: RUWASA CAD training

The Project presented the outline of RUWASA-CAD training containing the purpose of the training, targeted participants, training curriculum and contents, observations and lessons learnt and conclusion. Participants raised their concern on the sustainability of training impact. In addressing this concern, the Project plans to make a good communication with target organizations comprehensively by conducting regular monitoring and evaluation on the progress to support activities by communities and also providing technical consultation and suggestion in order to facilitate their support activities.

Participants agreed and appreciated the plan of the next RUWASA-CAD training to be conducted in Dar es Salaam, which is out of their working station as this will ensure maximum concentration.

Agenda 4: Complementary Training materials

The following items were presented as the result of the analysis on the regional characteristics with three focal points, respectively geology and hydrogeology, water quality, and socio-economic conditions in pilot areas. This result was a basis of the preparation of the complementary training materials. The trial version of complementary training materials would be prepared by the end of the 1st year and utilized in the 2nd RUWASA-CAD training. The relevance and quality of contents would be assessed and the complementary training materials will be finalized based on the result of this assessment

The following notes were the comments and concerns raised by participants:

- (i) Participants expressed their awareness on health hazard from the fluoride concentration in groundwater, especially in the northern part of Tanzania and asked the possibility for the project to deal with it under the project activities.

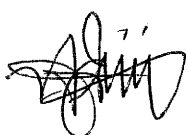
The Team explained that the intended complementary training materials would include the distribution maps of various substances such as fluoride, electric conductivity, pH, etc., which are elements of the water quality assessment for water supply. Besides, these materials would be rolled out to BWOs in the pilot areas so that they can update the information according to the progress of RWSSP if CWSTs share their information obtained from the implementation with BWOs.

- (ii) Participants also expressed their concern and difficulty in groundwater exploration and development and expected that RUWASA-CAD intervention could address these issues.

The Team again explained the significance of hydrogeological maps to participants. The set of these maps could also contain the potential maps of water resources in both surface water and groundwater. This map could be utilized to identify the potential areas for water development and facility design.

- (iii) Participants asked the way how the indicators of socio-economic situation such as willingness to pay, the level of poverty, etc. were dealt in the complimentary training materials.

It was clarified by the Team that these indicators need to be assessed when the water supply plans are formulated, in order to design appropriate levels of water supply services,




management institutions, O&M structure, etc. These necessary indicators shall be carefully selected and addressed in these materials.

Agenda 5: Annual Plan in the 2nd year

This discussion on this agenda was focused on the schedule of the implementation in the 2nd year of the Project as shown in annex 1.

The CD Consultation by MoW to support IAs, the plan of the RUWASA-CAD training and the plan of practical training in the community were elaborated in detail.

After the explanation given by the Project the following discussions were held:

- (i) Participants showed their concern on the necessity of updating of the CD plans prepared in 2009 by all IAs with the target of implementation from 2009 to 2012 using the CD Guidelines. The situation of IAs has changed in many aspects and even some of the staff since 2009. Therefore, they thought the contents of CD plans need a review.

The Team expressed that the necessity has been recognized, especially on the diversity of funding sources. Currently all CD activities relied on WSDP funding. However, since there are many other funding sources among IAs, they should properly allocate appropriate budget for each activities from diversified sources. Otherwise, if WSDP falls in shorts its amount of finance due to various reasons, no activity would be implemented likely to the current situation.

- (ii) Participants wanted to understand the current status of the facilitation on the use of the training package as a main tool for the training plan.

The Team responded that the revision of the PIM and its annexes is currently under process. On completion of the discussion the approval will follow the WSDP dialogue structure. The Team will also participate in the discussion under TWG component 2 (RWSSP).

Agenda 6: Progress report

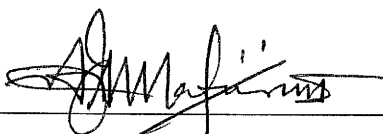
Participants were asked to give their comments on progress report No:2 and the deadline of submission was set to be latest on Monday 10:00 am.

Agenda 7: Statement from JICA

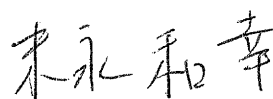
JICA chief representative in his remarks emphasized and advised the project team to continue building a strong relationship with JICA bearing in mind the philosophy of technical cooperation. JICA's philosophy of technical cooperation is capacity development for stakeholder in recipient countries and capacity building to the recipient countries. To this context, JICA does not regard JICA expert as consultants to take over your job. It is expected that JICA experts and Tanzanian counterparts will work together as cooperation partners, share expertise and experiences, educate each other every day this way we can ensure the real sustainability.

Agenda 8: Closing remarks

The meeting was closed at 12:30.



Mr. Amani Mafuru
For Permanent Secretary
Ministry of Water



Mr. Kazuyuki Suenaga
Chief Advisor,
JICA Expert Team



UNITED REPUBLIC OF TANZANIA

MINISTRY OF WATER

THE RURAL WATER SUPPLY AND SANITATION
CAPACITY DEVELOPMENT (RUWASA-CAD) PROJECT PHASE 2

3rd JOINT COORDINATING COMMITTEE MEETING

MINUTES OF THE MEETING

REGARDING TO THE RESULT OF THE MID-TERM REVIEW

AS

AGREED BETWEEN

THE MINISTRY OF WATER

AND

THE RUWASA-CAD PROJECT TEAM

24th January 2013

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MINUTES OF THE 3rd JOINT COORDINATING COMMITTEE (JCC) MEETING
REGARDING THE RESULT OF THE MID-TERM REVIEW AS AGREED BETWEEN
THE MINISTRY OF WATER AND THE RUWASA-CAD PROJECT TEAM.

DATE: 24th January 2013

VENUE: MoW Conference room

ATTENDANTS LIST

1	Mr. Mrindoko Bashir	Deputy Permanent Secretary MoW
2	Mr. Gibson J. Kisaka	Ag. Director of Rural Water Supply Division
2	Ms. Mary K. Mbowe	Assistant Director Rural Water Supply Division
3	Ms. Diana Kimbute	Hydrologist WRD (Counterpart)
4	Mr. Allen Mweta	Principal Engineer RWSD (Counterpart)
5	Mr. Abdalla Abrahamani	Engineer Coordinator RWSD (PCU)
6	Mr. Imani Sifuel	Engineer RWS
7	Ms. Jane George	Human Resource Officer (DAHR)
8	Mr. Dismas Teti	Representative from PMO RALG
9	Mr. Yunus Rugeiyamu	Regional Water Advisor- Mwanza
10	Mr. Muhibu Lubasa	Regional Water Advisor- Mwanza
11	Mr. Warioba Sanya	Regional Water Advisor- Mwanza
12	Mr. Jaffar Wibonella	District Water Engineer - Sikonge DC
13	Mr. Daniel W. Phakumba	District Water Engineer - Uyui DC
14	Mr. Kilanga Maganya	District Water Engineer – Sengerema DC
15	Mr. Nicholas J. Nyaki	District Water Engineer - Singida DC
16	Mr. Yukihide Katsuta	Representative JICA Tanzania Office
17	Mr. Takanori Obayashi	Representative JICA Tanzania Office
18	Mr. Yasunori Nakamura	Evaluation expert
19	Mr. Jun Moriguchi	Assistant Director JICA
20	Mr. Toshio Murakami	Senior advisor, JICA
21	Mr. Tomohiro Kato	JICA Expert RUWASA-CAD Project
22	Ms. Kadokami Aya	JICA Expert RUWASA-CAD Project

AGENDA:

- 1 Opening of the Meeting
- 2 Result of the Mid-term review
- 3 Signing of the minutes
- 4 Progress and the way forward of the project
- 5 A.O.B
- 6 Closing remarks

Agenda 1: Opening of the Meeting

The Chairperson opened the meeting at 10:20 by welcoming the participants and asked them to make self-introduction. All participants made self-introduction accordingly.

Agenda 2: Result of the Mid-term Review

The results of the mid-term review were presented by members of the mid-term review team (hereinafter referred as “the Team”) with the following contents.

- i) Purpose of the mid-term review
- ii) Members of the mid-term review
- iii) Result of the mid-term review
- iv) Conclusion
- v) Recommendation

The results of the mid-term review were summarized as shown in the table below. The review report is attached in Annex.

Criteria	Result
Relevance	Mostly high
Effectiveness	Low
Efficiency	Low
Impact	Difficult to be judged
Sustainability	Low

Based on the results above, the Team recommended the following actions in order to improve the performance of RUWASA-CAD Project (hereinafter referred as “the Project”) in the latter half of the project term.

No.	Areas	Action to be taken
1	Implementation of CD plans by DWSTs, RWSTs and BWOs (Action: Japanese experts and MoW)	<p>1-1 In order to make sure that CD plans by DWSTs, RWSTs and BWOs are to be implemented by the limited budget, it is recommended that the Project support revising them to be financially feasible. During the Project implementation period, it is recommended to support the revision of CD plans of the pilot areas of the phase 1 and phase 2.</p> <p>1-2 In order to make sure that the WSDP budget for implementation of CD plans allocated in 2012/13 and 2013/14 of MTEF 2012/13-2015/16 is to be disbursed as planned, it is recommended to make a follow-up of the disbursement in WSDP TWG.</p> <p>1-3 In order to make sure that DWSTs, RWSTs and BWOs are to utilize the allocated budget for the training among various activities under their CD plans, it is recommended that MoW makes an official guidance to secure some budget for the training.</p> <p>1-4 In order to make sure that the budget for the training is available, it is recommended to broaden the financial</p>

No.	Areas	Action to be taken
		channel from which the DWSTs, RWST and BWOs are to be able to obtain the budget for the training. Their revenue apart from WSDP budget is the first financial channel to be considered. 1-5 It is recommended to produce the nationwide resource inventories for the training in the pilot areas.
2	Ownership of Tanzanian project member (Action: Tanzanian project member)	2-1 2-1 More active participation from Tanzanian project members, especially management level and CB&T, is necessary for the project to achieve the Project Purpose. 2-2 It is highly recommended for management level of Tanzania project member to cooperate with the implementation of the Project. 2-3 It is highly recommended to allocate one staff from CB&T, which monitors the implementation of CD plans by DWSTs and RWSTs, in the Project implementation.
3	Administrative setup for implementation of the Project (Action: Tanzanian project member)	3-1 It is highly recommended to include a representative from Water Sector Coordination Group of PMO-RALG as a project member since PMO-RALG involvement is to make it easier for CWSD to contact with DWSTs and RWSTs. 3-2 It is highly recommended to include WRMD in the project design of this Project since BWOs are under WRMD.
4	Performance of COWSO in the pilot areas	4-1 Although the indicator for the performance of COWSO has been removed from the indicators due to difficulty to set such indicator, it is recommended for the Project to monitor the performance of COWSO in the pilot areas.

The participants exchanged their opinions on the results and recommendations of the mid-term review. Major items discussed were as follows:

- i) Participants expressed their understanding on the negative influence on the progress of the Project from the fact that no activities of CD plans has been so far implemented due to the inappropriate financing to the implementation of CD plans and financial infeasible contents of CD plans. On the other hand, it was also remarked by participants that the financial arrangement to the implementation of CD plans was beyond the Project's capacity and responsibility. Therefore, this incident should be excluded from the factors of evaluation as well as the rating on "Effectiveness" and "Efficiency" should be revised as fair or more.
- ii) Participants from LGAs and regions agreed that the budgets estimated in the current CD plans were exaggerated, which eventually inflated the total amount of required budgets much more than the available amount. The Project explained that there would be particular activities not requiring any budgetary allocation but contribute to the improvement of the performance of IAs. The Project proposed to support IAs to revise their CD plans by identifying these activities with IAs in pilot areas.
- iii) Participants commented that the indicators in Project Design Matrix 1 (PDM₁) should be presented by numbers, percentage, or concrete figure instead of XX, or YY% so that during

the evaluation would be easier to measure the level of progress. It was agreed to revise PDM₁ to PDM₂ with certain figures by the Team and the Project.

- iv) Participants suggested that the Project should participate not only in TWG-2; Rural Water Supply, but also TWG-1; Water Resources Management in order to ascertain the harmonization of two components. The Project responded that the possibility of participation would be taken into consideration.
- v) Participants clarified the reason why the progress of COWSO assistance in Tabora regions was introduced, even other regions, Mwanza and Singida regions had certain progresses on this. The Team explained that the review focused only on the input which the Project has made and the progress from it by this time. Therefore in this review only the fact observed in Tabora region was taken into the evaluation although the requests from other regions were submitted to the Project and the situation analysis of new COWSOs was made.
- vi) MoW expressed their strong intention to improve the situation of the implementation of CD plans and the progress and the sustainability of the overall project activities as the response to the recommendation by the Team, which include the following points.
 - ✓ Special requests to higher level of the MoW management shall be sent in order to make sure the budgetary arrangement for the implementation of CD plans.
 - ✓ The number of counterpart personnel for the Project shall be increased urgently from the department of administration and human resources, CB&T of RWSD and other potential department.

Agenda 3: Signing of Minutes of Meeting on the Mid-term Review

After the presentation of the result of the mid-term review and a series of discussion noted above, the Deputy permanent secretary and the members of the JCC agreed to sign the minutes of meeting for the mid-term review report with a condition, in which the contents of discussion shall be recorded clearly and attached with the minutes of meeting for the JCC meeting.

Agenda 4: Progress and Way Forward of the Project

The following items were presented as the progress and the way forward of the Project

- i) Training results and COWSO assistance as the project progress
- ii) Major activities up to June 2013 as the way forward

The following notes, comments and concerns were raised by participants:

- (i) Participants expressed their concerns on the approach of COWSO assistance, which they thought that the Project would expand this activity to other areas of Tanzania immediately. However, the Project explained clearly that the pilot COWSOs were primary target to formulate a proper model of COWSO assistance and after extracting the good practices from this exercise the Project would introduce this model to other areas.

- (ii) Participants and the Project came to have the consensus, based on the results of the mid-term review, to speed up the implementation of planned activities in order to secure the achievement of the project objective timely before the termination of the Project. Facilitating this, it was also agreed that Project would prepare the Plan of Operation (PO₂) for the coming project activities and shortly circulate it among the stakeholders.
- (iii) Participants suggested that staff from CB&T for the monitoring of the implementation of CD plans of CWST and RWST should be allocated urgently. It was mentioned by a counterpart of the Project that DAHR and RWSD would coordinate this issue.

Agenda 5: A.O.B.

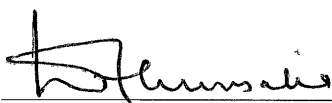
In association with the discussion on the way forward, the Project explained that there would be necessary for all stakeholders of the Project to discuss on the revision of PDM₁ to PDM₂ based on the recommendation prepared by the Team. In this regard, the Project would prepare the draft of PDM₂ and PO₂ and circulate them among the stakeholders by the early next week.

Agenda 7: Closing Remarks

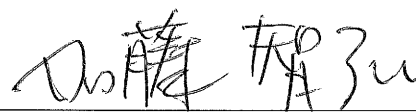
JICA chief representative in his remarks emphasized the ownership of the project, especially after the end of the project, and also the sustainability to be the highest priority. He recommended that the CD plans should be revised with encouraging the ownership of CD plans and their implementation be supported by MoW in the sustainable manner.

Agenda 8: Closing remarks

The meeting was closed at 12:40pm



Mr. G.J. Kisaka
For Permanent Secretary
Ministry of Water



Mr. Tomohiro Kato
For Chief Advisor,
JICA Expert Team



UNITED REPUBLIC OF TANZANIA

MINISTRY OF WATER

THE RURAL WATER SUPPLY AND SANITATION

CAPACITY DEVELOPMENT (RUWASA-CAD) PROJECT PHASE 2

4TH JOINT COORDINATING COMMITTEE MEETING

MINUTES OF THE MEETING

REGARDING THE RESULT OF THE MID-TERM REVIEW

AS

AGREED BETWEEN

THE MINISTRY OF WATER

AND

THE RUWASA-CAD PROJECT TEAM

5th March 2013

PR

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MINUTES OF THE 4TH JOINT COORDINATING COMMITTEE (JCC) MEETING
REGARDING THE RESULT OF THE MID-TERM REVIEW AS AGREED BETWEEN
THE MINISTRY OF WATER AND THE RUWASA-CAD PROJECT TEAM.

DATE: 5th March 2013

VENUE: MoW Conference room

ATTENDANTS LIST

1	Mr.Mrindoko Bashir	Deputy Permanent Secretary MoW-Chairman
2	Mr.G.Sailie	Director for Policy and Planning
3	Mr.Dr.Justus Rwetabula	Director Planning and Coordination Unit
4	Mr. Hamza Sadick	Director for Water Resources management
5	Ms. Frida C. Rweyemamu	Assistant Director Technical Support Division
6	Ms. Dorisia Mulashani.	Ag. Assistant Director Rural Water Supply Division
7	Ms. Diana Kimbute	Hydrologist WRD (Counterpart)
8	Mr. Allen Mweta	Principal Engineer RWSD (Counterpart)
9	Mr. Yunus Rugeiyamu	Regional Water Advisor- Mwanza
10	Mr. Warioba Sanya	Regional Water Advisor- Mwanza
11	Mr. Martin Nguzu	District Water Engineer – Kwimba DC
12	Mr. Kilanga Maganya	District Water Engineer – Sengerema DC
13	Mr. Nicholas J. Nyaki	District Water Engineer - Singida DC
14	Mr. Hajime Iwama	Representative JICA Tanzania Office
15	Mr. Tomohiro Kato	JICA Expert RUWASA-CAD Project
16	Ms.Kadokami Aya	JICA Expert RUWASA-CAD Project
17	Ms.Ridda Dally	JICA Staff RUWASA-CAD Project-Secretariat

AGENDA:

- 1 Opening of the Meeting
- 2 Recommendation from Mid-term review
- 3 Revision of PDM and Schedule
- 4 Discussion on Interim Report
- 5 A.O.B
- 6 Closing remarks

Agenda 1: Opening of the Meeting

The Chairperson opened the meeting at 02:26 by welcoming the participants and asked them to make self-introduction. All participants made self-introduction accordingly.

Agenda 2: Recommendation from mid-term review

As a results of the mid-term review report the following were presented as the recommendation by the project team;

- i) Implementation of CD plans by CWSTs, RWSTs and BWOs
- ii) Ownership of Tanzanian project members
- iii) Administrative set up for implementation of the project
- iv) Performance of COWSOs in the pilot areas

After presentation on the above recommendations, the following were discussed:

The project team presented the overview of the CD plan implementation and proposed that in order to make sure the WSDP budget for implementation of CD plans allocated in 2012/13 and 2013/14 of MTEF 2012/13-2015/16 is disbursed as planned, it is recommended to make a follow-up of the disbursement in WSDP TWG. After the presentation participants wanted to understand how the project can make follow up on the budget to make sure funds for the implementation of CD Plan is allocated and disbursed. It was responded that monitoring can be done through TWG under component 2 and 4.

It was also discussed that the performance of COWSOs can be monitored by the activity being reported to WSDP quarterly reports by CWST.

Agenda 3: Revision of PDM and PO

After the presentation of this agenda, the following were discussed on the proposed revision of PDM₁ to PDM₂. The proposed PDM₁ to PDM₂ contains total of 24 areas of revision, out of those only 4 were discussed and agreed upon. Below are the discussed areas.

1. Area number 5; the project team presented that more support from WRM is needed. The participants asked the project team to explain which supports are needed, and the project team answered it was technical supports such as provision of hydrogeological maps from BWO is very important. However, the project team explained difficulty of changing proposed indicators since the existing data might be not adequate as indicators. Therefore, the project team proposed that consideration about proper indicators will be continued though the current indicators are still described in PDM₂.

2. Area number 6; it was agreed that CD assistant on RWSS services for CWSTs and RWSTs in the pilot areas should be paid with more attention under WSDP. It was also suggested that RUWASA-CAD activities should also be reported as part of the implementation of WSDP.
3. Area number 20; the participants acknowledge the necessity of PIM utilization study in the Project. With no objection it was agreed to conduct the PIM utilization study in the Project which will add the value to RWSSP.
4. Area number 23; the participants agreed to implement CD plan revision in the pilot areas of phase 1 and 2.

Agenda 4: Revision of CD Plans (approach and schedule)

The project team presented the contents and observation from the existing CD plans collected from the project pilot areas and it was realized that the process of its formulation has to be reviewed. The project also presented the proposed approach, steps and the time schedule for revision. According to the presentation, the participants discussed the following points.

1. The participants agreed that the Project and CB&T would support the revision of CD plan to be financially feasible in the pilot areas of RUWASA-CAD phase 1 and 2.
2. The project team presented to support the revision of CD plan annually in the pilot areas.
3. The participants suggested rearranging the schedule of the revision work, which the project team presented, since Maji week would be held from 16th to 23rd March 2013. According to this comment, the project team agreed to rearrange it as soon as possible.
4. The Director of WRD expressed his expectation of the impact from the revision of CD plan in BWOs which is facilitated by the Project. After the discussion, the project team acknowledged the importance of this support and the project team will inform the schedule after the arrangement is done.
5. It was agreed that RUWASA-CAD Project and MoW will support the revision of the CD plans to make them financially feasible.
6. In addition to the revision work of CD plans, the participants discussed the COWSOs assistances in the pilot areas were by the project support to strengthen the CWSTs M&E activities and establishment of reporting and monitoring mechanisms.

PM

Agenda 5: Discussion on Interim Report

The participants agreed the contents of Interim report. Participants suggested that Interim report should include the Executive Summary so as the reader will get a clear picture on the contents of the Report.

Agenda 6: A.O.B

It was discussed that all the participants from pilot areas for the RUWASA-CAD Project should participate fully in all planned activities including the JCCs meetings.

Agenda 7: Closing remarks

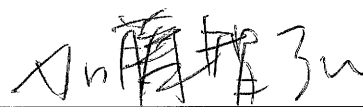
JICA chief representative requested ownership to the project from MoW especially CB&T, for instance CB&T will have presentations about the Project activities, in the next JCC meeting since CB&T is very crucial unit for success of capacity building activity.

Agenda 8: Closing

The meeting was closed at 05:05pm



Mr. Bashiru Mrindoko
Deputy Permanent Secretary
Ministry of Water



Mr. Tomohiro Kato
For Chief Advisor,
JICA Expert Team



MINUTES OF MEETING
ON
5TH JOINT COORDINATION COMMITTEE MEETING
REGARDING
THE PROPOSED REVISION OF PDM (PROJECT DESIGN MATRIX)
AND PO (PLAN OF OPERATION)
OF
THE RURAL WATER SUPPLY AND SANITATION
CAPACITY DEVELOPMENT (RUWASA-CAD) PROJECT PHASE II
IN
THE UNITED REPUBLIC OF TANZANIA

AGREED UPON BETWEEN
THE MINISTRY OF WATER
AND
THE JICA RUWASA-CAD PROJECT TEAM

Signed on 12th August 2014 in Dar es Salaam, Tanzania

Eng. Mbogo Futakamba
Ag. Permanent Secretary
Ministry of Water

Mr. Tomohiro KATO
Deputy Chief Advisor
JICA RUWASA-CAD Project Team

The JICA RUWASA-CAD Project Team (the Team) of Japan International Cooperation Agency (JICA) for the Rural Water Supply and Sanitation Capacity Development Project (the Project) presented the proposed Project Design Matrix version 3 (PDM3) and Plan of Operation version 3 (PO3) to the Joint Coordination Committee (JCC) members.

Based on the presentations by the Team, the Participants discussed contents of the revision and the matters related to the Project in the 5th JCC meeting held on 11th August 2014, chaired by Mr. Mbogo Futakamba, Ag. Permanent Secretary of MoW and Ms. Frida C. Rweyemamu, Director of Rural Water Supply Division of MoW. A List of attendants of the meeting is shown in the **Attachment 1** to these minutes.

As a result of the discussions, the Member of JCC expressed general acceptance to the revision of the current PDM2 and PO2 to the proposed PDM3 and PO3 after reflecting the results of the discussion. The agreed PDM3 and PO3 are shown in **Attachment 2 and 3** respectively. Major items discussed were as follows:

1. Participants pointed out that not all LGAs attend the JWSR meeting, although an indicator for the Overall Goal is to be evaluated in the JWSR meeting. The Team responded that the evaluation on the Overall Goal would be done several years after the completion of the Project. Therefore, there is some more time to select an appropriate modality of the evaluation such as the Annual General Meeting concerning the implementation of RWSS projects.
2. Participants pointed out that the following items need to be corrected. The Team accepted the corrections and reflected them in PDM3 and PO3.
 - Direct Target Group: PMO-RALG should be included
 - Means of verification, Output 2: the word TWG-4 should be corrected as TWG-5
 - Activity 2-1, both PDM3 and PO3: the word TWG-4 should be corrected as TWG-5
 - Activity 2-3, both PDM3 and PO3: the word TWG-4 should be corrected as TWG-5
 - Important Assumptions, Activities: the word TWG-4 should be corrected as TWG-5
3. Participants commented that the support given from the Project to COWSOs had a limited impact because of the number of target COWSOs. It was just one COWSO in a single LGA. They requested that the Project extends its support to other COWSOs so that the tangible impact would be seen. The Team explained that in total 6 COWSOs were supported from the Project. Besides, implementation of Tabora Project including facilitation of COWSOs is ongoing. The Team extracted various lessons learnt from not only these activities but also other JICA supported projects. Upon this, the Team proposed that these lessons learnt should

be shared with other stakeholders widely so that even the lessons learnt would give a tangible impact to other intervention under RWSP/WSDP.

4. Participants explained the situation at the level of IAs that commonly documents and other working tools were poorly succeeded to a new officer, and also the new officer would not utilize the documents and other working tools though they are available in their office. As well, Participants suggested that the utilization of PIM documents should be one of the topics in their orientation so that they are going to utilize more PIM Annexes in coming days.
5. Participants pointed out that the training modules for COWSOs have not been developed during the phase 1 of RUWASA-CAD. However, considering the importance of CD intervention to COWSOs, there needs to be training modules for COWSOs. Therefore, Participants suggested that training modules for COWSO should be developed while PIM Annexes were revised and improved. The Team promised to consider this suggestion positively.
6. JICA emphasized that the focus of RUWASA-CAD Project has been mechanism development, hence it is difficult to bring direct impact to community level through this project. JICA, on the other hand, also stated that it would positively consider one of the recently-submitted official requests from the Ministry regarding sustainable Operation and Maintenance, since JICA was of the same opinion with Participants that further interventions would be needed to address the challenges of the rural water supply component.
7. Upon acceptance of revision of PDM and PO as version 3, JICA explained the necessity of the amendment of the items of “Cooperation Period”, “Project Summary” and “List of JICA Experts” in the RD (Record of Discussion) signed on 23rd May, 2011. Participants agreed the amendment of the RD proposed by JICA. The agreed Minutes of Meeting of the amendment is shown in **the Attachment 4**.
8. The Team promised to incorporate the results of the discussion into the PDM3 and PO3 and to send all Participants.

Attachment-1

5th Joint Coordination Committee Meeting Attendance List

Mr. Mbogo Futakamba	Ag. Permanent Secretary, Ministry of Water
Ms. Frida C. Rweyemamu	Director Rural Water Supply, Ministry of Water
Ms. Catherine Bamwezaki	Assistant Director Community Management, Ministry of Water
Ms. Ritta Kilua	Assistant Director Technical Support, Ministry of Water
Mr. Mujungu Baraka	Assistant Director Human Resource, Ministry of Water
Ms. Adria T. Masawe	Water Engineer – Counterpart, Ministry of Water
Mr. Benitho Mdzovela	Civil Engineer – Counterpart, Ministry of Water
Ms. Halima Faraji	Community Development – Counterpart, Ministry of Water
Ms. Monellah M.B	Human Resource Officer – Counterpart, Ministry of Water
Mr. Emmanuel Chonza	Program Coordinator – PCU, Ministry of Water
Mr. A. Matauna	Civil Engineer Rural Water Supply, Ministry of Water
Mr. Richard Mahali	Division Policy and Planning, Ministry of Water
Mr. Nsanya Warioba	Regional Water Advisor, Mwanza
Mr. Yunus Rugeiyamu	Regional Water Advisor, Singida
Mr. Muhibu Lubasa	Regional Water Advisor, Tabora
Mr. Enock Nyanda	WASH Coordinator, PMO-RALG
Mr. Martin Nguzu	District Water Engineer, Kwimba DC
Mr. J.P. Ngunda	District Water Engineer, Sikonge DC
Mr. Nicholas J. Nyaki	District Water Engineer, Singida DC
Mr. Deusdedith Magoma	District Water Engineer, Manyoni DC
Ms. Florence Lyimo	Community Development Officer, Internal Drainage Basin
Mr. Yasunori Onishi	Chief Representative, JICA Tanzania Office
Mr. Takanori Obayashi	Representative, JICA Tanzania Office
Mr. Twaha Mubarak	Senior Program Officer, JICA Tanzania Office
Dr. Yuichi Hata	Chief Advisor / Rural Water Supply, RUWASA-CAD
Mr. Tomohiro Kato	Deputy Chief Advisor / Institutional Capacity Development, RUWASA-CAD
Mr. Yasumasa Yamasaki	Rural Water Supply Project Implementation, RUWASA-CAD
Mr. Masao Uematsu	Water Supply Planning, Groundwater Development / PIM Database, RUWASA-CAD
Ms. Aya Kadokami	Operation and Maintenance of Water Supply Facility, RUWASA-CAD
Ms. Ridda Dally	Training / Sector Dialogue Coordinator, RUWASA-CAD
Ms. Linda Temba	Office Administrator, RUWASA-CAD

Project Design Matrix (PDM3)

Project Title : Rural Water Supply and Sanitation Capacity Development Project II (RUWASA-CAD 2) in Tanzania

Project Period : August, 2011 - May, 2015

Target Group : **[Direct]** Staff of the Community Management Support Section of RWSD, MoW staff in charge for CD, Staff of DAHR, PCU and ICT, members of RWST in Tanzania, and PMO-RALG

Version : No. 3

Date : August 11, 2014

Narrative Summary	Indicators	Means of Verification	Important Assumptions
<p>< Overall Goal ></p> <p>The capacity of Implementing Agencies (IA's) to implement RWSSP is strengthened.</p>	<ol style="list-style-type: none"> 1. More than ** % of respondents rates “Excellent” or “Good” on the contents and structure of the improved PIM in discussions in the JWSR. 2. The CD support to IAs of RWSSP is provided to more than *** of CD activities planned in line with CD implementation guideline. 	<ol style="list-style-type: none"> 1. Water Sector Status Report 2. Water Sector Status Report 	<ol style="list-style-type: none"> 1. The policy and direction on the RWSSP are not drastically changed by the government of Tanzania. 2. The budget and personnel necessary for CD implementations are continuously allocated to RSS and LGAs by the government of Tanzania.
<p>< Project Purpose ></p> <p>The system of supporting IA's Capacity Development is enhanced for proper implementation of RWSSP.</p>	<ol style="list-style-type: none"> 1. The improved PIM Annexes (RWSSP) are authorized by the MoW for official use in the WSDP. 2. The update method of the improved PIM Annexes (RWSSP) is formulated in TWG-2. 3. More than *** of RWST, which participated in ToT training provided by the Project, formulates the annual CD plan for their LGAs in line with CD implementation guideline. 	<ol style="list-style-type: none"> 1. Homepage of MoW 2. M/M of TWG-2 Meeting 3. Result of questionnaire survey upon the completion of the seminar 	<ol style="list-style-type: none"> 1. WSDP dialogue meetings are regularly held. 2. The policy and direction on CD (RWSD-RS-LGA) are not drastically changed by the government of Tanzania.
<p>< Outputs ></p> <ol style="list-style-type: none"> 1. The existing PIM Annexes for RWSSP are improved and acknowledged among IAs of RWSSP. 2. The CD Implementation Guideline for RWSSP is authorized and acknowledged among IAs. 3. The supporting system of CD is verified through ToT training with the CD Implementation Guideline and PIM. 	<ol style="list-style-type: none"> 1-1. The improved PIM is prepared. 1-2. The improved PIM becomes accessible to all IAs (RS:25, LGA:166) of RWSSP. 1-3. More than 80% of IAs of RWSSP (RS:25, LGA:166) participate in the dissemination seminar. 1-4. More than 80 % of participants from IAs of RWSSP in the dissemination seminar rate “Excellent” or “Good” on the contents of the improved PIM. 2-1. The draft CD Implementation Guideline is prepared. 2-2. The draft CD Implementation Guideline is authorized by MoW for official use in the WSDP. 2-3. More than 80% of IAs of RWSSP (RS:25, LGA:166) participate in the dissemination seminar. 3-1. ToT training is conducted with participation from all RWST (25 RSs). 3-2. More than 80 % of participants for ToT training rate “Excellent” or “Good” on the contents of the training. 	<ol style="list-style-type: none"> 1-1. M/M of TGW-2 Meeting 1-2. Homepage of MoW 1-3. M/M of the dissemination seminar 1-4. M/M of the dissemination seminar 2-1. Report from CD sub-group 2-2. M/M of TWG-5 Meeting 2-3. M/M of the dissemination seminar 3-1. Report on ToT Training 3-2. Result of questionnaire survey upon the completion of the seminar 	

<p>< Activities ></p> <p>1-1. Conduct PIM utilization study for identifying factors controlling the use of PIM by the users and collecting the requirements as in the contents of PIM from users.</p> <p>1-2. Assess the contents of PIM from the technical points of view and identify the areas and focuses required for the improvement.</p> <p>1-3. Formulate the approach and methodology for improving PIM through the workshop with the participation of IAs.</p> <p>1-4. Draft the terms of reference (TOR) for improvement of PIM and finalize it in TWG-2.</p> <p>1-5. Identify the contents of the existing PIM and available documents still relevant to the current framework of the WSDP and restructure them for improving the contents of PIM.</p> <p>1-6. Prepare the annexes of PIM for RWSSP according to TOR.</p> <p>1-7. Translate the prepared PIM into Swahili according to TOR.</p> <p>1-8. Computerize all the prepared PIM as the PIM database.</p> <p>1-9. Finalize the preparation of PIM in TWG-2.</p> <p>1-10. Unveil computerized PIM on the homepage of MoW and conduct the public hearing on its readiness to the official commission.</p> <p>1-11. Revise contents of computerized PIM based on the comments/suggestions obtained from the public hearing.</p> <p>1-12. Conduct a seminar for disseminating the computerized PIM.</p> <p>2-1. Participate in CD sub-group of TWG-5 as a co-chair.</p> <p>2-2. Assess the situation of CD implementation under WSDP and identify potential measures for its improvement.</p> <p>2-3. Draft the approach and methodology for preparing the CD Implementation Guideline and finalize it in TWG-5.</p> <p>2-4. Draft the CD Implementation Guideline and discuss it in WSDP dialogue for its approval.</p> <p>2-5. Conduct a seminar for disseminating the CD Implementation Guideline.</p> <p>3-1. Assist RWSD to formulate the ToT training plan and curriculum for RWSTs.</p> <p>3-2. Conduct ToT training to RWSTs in the mainland of Tanzania.</p> <p>3-3. Prepare the training report including an assessment of ToT training.</p> <p>3-4. Examine the improved PIM and CD Implementation Guideline with the result of ToT training implementation, prepare the recommendation for the better utilization of the improved PIM and CD Implementation Guideline, and finally present it to TWG-2.</p>	<p>< Inputs ></p> <p>Japanese Side</p> <p>1. Experts (1st to 2nd years of the Project)</p> <ul style="list-style-type: none">▪ Chief Advisor/Community Water Supply▪ Institutional Capacity Development▪ Hydrogeology▪ Operation and Maintenance of Water-supplying Facility▪ Training Material Coordinator▪ Facilitation of Rural Water Supply and Sanitation <p>(3rd year of the Project)</p> <ul style="list-style-type: none">▪ Chief Advisor/Community Water Supply▪ Deputy Chief Advisor/ Institutional Capacity Development▪ Water Supply Planning • Groundwater Development/PIM Database▪ Rural Water Supply Project ImplementationOperation and Maintenance of Water Supply Facility <p>2. Training of counterpart personnel in Japan and/or the Third Countries</p> <p>3. Provision of machinery and equipment</p> <p>4. Local expenses for the project activities which are not covered by Tanzania side</p> <ul style="list-style-type: none">▪ Expenses for workshops/seminar▪ Teaching materials for training▪ Others	<p>Tanzanian side</p> <p>1. Personnel</p> <p>Project Director</p> <p>Project Manager</p> <p>Counterparts</p> <p>2. Provision of the project offices and facilities necessary for the project implementation</p> <p>3. Local expenses for the project activities</p> <ul style="list-style-type: none">- Running costs for project office and facilities such as electricity, water, etc.	<p>1. TWG-2 and TWG-5 are held timely as required.</p>
		<p>< Pre-Condition ></p> <p>1. Appointment of full time counterpart to the Project</p>	

Plan of Operation (PO3)

Attachment-3

Project Period Activities	2014						2015			
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Preparation activities & General project work		▼						▼		
Output 1		JCC					Terminal Evaluation	JCC		
1-1 Conduct PIM utilization study for identifying factors controlling the use of PIM by the users and collecting the requirements as in the contents of PIM from users.	Finished in the 2nd year of the Project									
1-2 Assess the contents of PIM from the technical points of view and identify the areas and focuses required for the improvement.										
1-3 Formulate the approach and methodology for improving PIM through the workshop with the participation of IAs.										
1-4 Draft the terms of reference (TOR) for improvement of PIM and finalize it in TWG-2.										
1-5 Identify the contents of the existing PIM and available documents still relevant to the current framework of the WSDP and restructure them for improving the contents of PIM.										
1-6 Prepare the annexes of PIM for RWSSP according to TOR.										
1-7 Translate the prepared PIM into Swahili according to TOR.										
1-8 Computerize all the prepared PIM as the PIM database.										
1-9 Finalize the preparation of PIM in TWG-2.										
1-10 Unveil computerized PIM on the homepage of MoW and conduct the public hearing on its readiness to the official commission.										
1-11 Revise contents of computerized PIM based on the comments/suggestions obtained from the public hearing.										
1-12 Conduct a seminar for disseminating the computerized PIM.										
Output 2										
2-1 Participate in CD sub-group of TWG-5 as a co-chair.										
2-2 Assess the situation of CD implementation under WSDP and identify potential measures for its improvement.										
2-3 Draft the approach and methodology for preparing the CD Implementation Guideline and finalize it in TWG-5.										
2-4 Draft the CD Implementation Guideline and discuss it in WSDP dialogue for its approval.										
2-5 Conduct a seminar for disseminating the CD Implementation Guideline.										
Output 3										
3-1 Assist RWSD to formulate the ToT training plan and curriculum for RWSTs.										
3-2 Conduct ToT training to RWSTs in the mainland of Tanzania.										
3-3 Prepare the training report including an assessment of ToT training.										
3-4 Examine the improved PIM and CD Implementation Guideline with the result of ToT training implementation, prepare the recommendation for the better utilization of the improved PIM and CD Implementation Guideline, and finally present it to TWG-2.										

**MINUTES OF MEETINGS
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF
THE UNITED REPUBLIC OF TANZANIA
ON
JAPANESE TECHNICAL COOPERATION
IN
RURAL WATER SUPPLY AND SANITATION CAPACITY DEVELOPMENT
PROJECT PHASE II**

The project for Rural Water Supply and Sanitation Capacity Development Phase II (hereinafter referred to as "the Project") is being implemented by Ministry of Water (hereinafter referred as "MoW") with Support from Japan International Cooperation Agency (hereinafter referred as "JICA") since September, 2011, based on the Record of Discussion (hereinafter referred as "R/D") signed on 23rd May 2011.

Based on the discussion held during the Joint Coordination Committee in 11th of August 2014, it was agreed to extend the project period for seven month for the purpose of accomplishing the activities emerged following new design of the project. As a result, there may arise a need to amend some clause in the R/D where things are not properly reflecting the current situations. Therefore, both MoW and JICA agreed to amend the items in the R/D as attached herewith.

Dar es Salaam, August 11th, 2014



Mr. Yasunori Onishi
Chief Representative
Tanzania Office
Japan International Cooperation Agency



Eng. Mbogo Futakamba
Acting Permanent Secretary
Ministry of Water
The United Republic of Tanzania



THE ATTACHED DOCUMENT

I. NEW COOPERATION PERIOD (Section IX of the R/D)

The duration of technical cooperation will be extended by eight (8) month, therefore the project will phase out at the end of May 2015.

II. NEW PROJECT SUMMARY (ANNEX I of the R/D)

Revised details of the Project are described in the Logical Framework (Project Design Matrix; PDM) (Annex 1) and the Tentative Plan of Operation (Annex 2).

III. LIST OF JICA EXPERTs (ANNEX II of the R/D)

- Chief Advisor/Community Water Supply
- Deputy Chief Advisor/ Institutional Capacity Development
- Water Supply Planning • Groundwater Development/PIM Database
- Rural Water Supply Project Implementation
- Operation and Maintenance of Water Supply Facility

IV. OTHERS

Other Matters referred in the R/D shall remain unchanged

Annex:

1. Revised PDM
2. Tentative Plan of Operation





MINUTES OF MEETING
ON
6TH JOINT COORDINATION COMMITTEE MEETING
REGARDING
THE RESULT OF TERMINAL EVALUATION AND UPDATE OF PDM 3.0
OF
THE RURAL WATER SUPPLY AND SANITATION
CAPACITY DEVELOPMENT (RUWASA-CAD) PROJECT PHASE II
IN
THE UNITED REPUBLIC OF TANZANIA

AGREED UPON BETWEEN
THE MINISTRY OF WATER
AND
THE JICA RUWASA-CAD PROJECT TEAM

Signed on 20th February 2015 in Dar es Salaam, Tanzania

A handwritten signature in black ink, appearing to read 'Manambo'.

Mr. Manambo Gideon A
On behalf of Permanent Secretary
Ministry of Water

A handwritten signature in black ink, appearing to read 'Yuichi HATA'.

Dr. Yuichi HATA
Chief Advisor
JICA RUWASA-CAD Project Team

MINUTES OF MEETING ON 6TH JOINT COORDINATION COMMITTEE MEETING**DATE: 19 February 2015****VENUE: PERMANENT SECRETARY CONFERENCE ROOM, MoW****ATTENDANTS LIST**

- | | |
|-----------------------------|---|
| 1. Mr. Gideon Manambo | Ag: Permanent Secretary |
| 2. Ms. Frida C. Rweyemamu | Director Rural Water Supply |
| 3. Ms. Catherine Bamwenzaki | Assistant Director, Community Management Support |
| 4. Mr. Jackson Mutazamba | Assistant Director, Operational Planning |
| 5. Ms. Ritha Kilua | Assistant Director, Technical Support Section |
| 6. Mr. Hamza Sadiki | Director, Water Resources |
| 7. Ms. Dorisia Mulashani | Ag. Director, Program Coordination Unit |
| 8. Ms. Prisca Henjewe | Community Development Officer |
| 9. Ms. Adria Massawe | Engineer, Rural Water Supply Division (Counterpart) |
| 10. Ms. Halima Faraji | Community Development Officer (Counterpart) |
| 11. Ms. Agneta M. Nyoni | Director of Division of Policy and Planning |
| 12. Ms. Winfrida Nshangeki | PMORALG |
| 13. Mr. Emmanuel Maghembe | Engineer, Rural Water Supply Division (Counterpart) |
| 14. Mr. Benitho Mdzovela | Engineer, Rural Water Supply Division (Counterpart) |
| 15. Mr. Bokeye Marwa | Engineer, Rural Water Supply Division (Counterpart) |
| 16. Mr. Martin Nguzu | Eng., Kwimba DC |
| 17. Mr. Elius Rwegasila | Eng., Regional Secretariat Mwanza |
| 18. Mr. Jumanne S. Magembe | Basin Water Officer, Lake Victoria |
| 19. Mr. Takanori Obayashi | JICA Representative |
| 20. Mr. Harumi Iida | Terminal Evaluation Mission Member |
| 21. Mr. Akihiro Miyazaki | Director-JICA HQ |
| 22. Mr. Hirofumi Yoshitake | Assistant Director-JICA HQ |
| 23. Mr. Twaha Mubarak | Chief Program Officer-JICA |
| 24. Mr. Yasumasa Yamasaki | JICA Expert RUWASA CAD Project |
| 25. Dr. Yuichi Hata | JICA Expert RUWASA CAD Project |
| 26. Mr. Tomohiro Kato | JICA Expert, RUWASA CAD Project |
| 27. Mr. Uematsu Masao | JICA Expert, RUWASA CAD Project |
| 28. Mr. Aya Kadokami | JICA Expert, RUWASA CAD Project |
| 29. Ms. Ridda Dally | Team Member, JICA RUWASA CAD Project |
| 30. Ms. Linda Temba | Team Member, JICA RUWASA CAD Project |




AGENDA:

1. Opening of the Meeting
2. Self-introduction
3. Activities taken in the Project 3rd Year
4. Proposal on Update of PDM version 3.0
5. Results of Joint Evaluation (Terminal Evaluation) of the Project
6. AOB
7. Closing of Meeting

Agenda 1: Opening of the Meeting

Mr. Manambo Gideon A, the chairman, opened the meeting at 10:00 by welcoming the participants.

Agenda 2: Self-introduction

The chairman asked participants to make self-introduction. All participant made self-introduction accordingly.

Agenda 3: Activities taken in the Project 3rd Year

Based on the presentation by the Project Team, a series of discussion on the activities taken and outputs was made. The participants expressed understanding on the contents of the presentation. Major items discussed were as follows;

1. Participants clarified the topics of ToT and the way how the Project set the topics. Upon this question, the Project responded that ToT programme consist of the introduction of Capacity Development (CD) Implementation Guideline, Operation and Maintenance (O&M) Support, Review of Water Supply Plan and Contract Management, which could cover the major activities carried out during the cycle of WSDP. The Project also explained that the topics of ToT were carefully set by considering various facts both indicated in the evaluation reports of WSDP Phase 1 and observed in the 1st and 2nd years of the Project. The Project presumes that these facts might correctly reflect the demand of the participants of ToT.

Agenda 4: Proposal on Update of PDM version 3.0

The Project Team explained the necessity of the update current PDM version 3.0, and proposed PDM version 3.1. The participant expressed general agreement on the proposal. Major item discussed were as follows.

1. Participants expressed their agreement on the setting the indicators with actual figures in PDM and further reminded that stakeholders of the Project should implement necessary activities to achieve the status described in the indicators proposed. In addition to this, it was also commented by the participants that the progress toward the intended status should be closely monitored in comparison with the reality of WSDP.




Agenda 5: Results of Joint Evaluation (Terminal Evaluation) of the Project

The Joint Evaluation Team (the Team) explained the results of the terminal evaluation on the Project. The Team concluded that the project purpose would be achieved by the end of Project. The Participants expressed general agreement on the contents of the evaluation and recommendation. Major items discussed were as follows;

1. Participants appreciated one of the recommendations concerning about the communication in the Project and articulated the necessity of close communication among the project stakeholders so that the Project could generate the progress and outputs effectively.
2. MoW commended that the products by the Project such as PIM and CD Implementation Guideline would be important tools for Implementing Agencies (IAs). In the next step therefore, MoW should pay the attention to the actual implementation of the rural water supply projects by IAs, using the tools developed by the Project. MoW asked to JICA, from this standpoint, whether there would be any possibility to expand project period or the launch of RUWASA-CAD Phase 3. JICA expressed their expectation of MoW's initiative for the implementation, since the technology and knowhow had been transferred to counterparts through this technical cooperation project. In addition to this, JICA explained that there would be some rooms to discuss if there are other areas necessary for JICA to assist by implementing the technical cooperation project.
3. JICA reminded the Project that there should be a clear mechanism to update the contents of PIM annex by accommodating the opinions/recommendations from users (bottom-up) as well as addressing the implementation bottle necks identified from the results of the examination of the status of RWSP/WSDP (top-down).
4. JICA expressed their concern on the potential difficulty of the management of CD implementation although prepared CD implementation guideline articulated the mechanism of the CD procedures, especially, the budget allocation of CD implementation to Implementing Agencies (IAs) might face the shortage and delay of financial arrangement from WSDP. Despite the amount of the budget allocation to IAs for CD implementation, JICA insisted that MoW should operate and manage CD implementation in WSDP according to CD implementation guideline.

Agenda 6: AOB

1. MoW express their gratitude for JICA's cooperation in this Project, and expectation about further initiative.
2. The Project Team made demonstration of utility of developed PIM uploaded on the MoW's website.

Agenda 7: Closing of Meeting

Ms. Frida C. Rweyemamu, Director of Rural Water Supply MoW, closed meeting at 12:00.






MINUTES OF MEETING
ON
7TH JOINT COORDINATION COMMITTEE MEETING
REGARDING
THE FINAL REPORT
OF
THE RURAL WATER SUPPLY AND SANITATION
CAPACITY DEVELOPMENT (RUWASA-CAD) PROJECT PHASE II
IN
THE UNITED REPUBLIC OF TANZANIA

AGREED UPON BETWEEN
THE MINISTRY OF WATER
AND
THE JICA RUWASA-CAD PROJECT TEAM

Signed on 24th February 2015 in Dar es Salaam, Tanzania

A handwritten signature in black ink, appearing to read 'Manambo'.

Mr. Manambo Gideon A
On behalf of Permanent Secretary
Ministry of Water

A handwritten signature in black ink, appearing to read 'Yuichi HATA'.

Dr. Yuichi HATA
Chief Advisor
JICA RUWASA-CAD Project Team

MINUTES OF MEETING ON 7TH JOINT COORDINATION COMMITTEE MEETING**DATE:** 24 April 2015**VENUE:** PERMANENT SECRETARY CONFERENCE ROOM, MoW**ATTENDANTS LIST**

- | | |
|-----------------------------|---|
| 1. Mr. Gideon Manambo | Ag: Permanent Secretary |
| 2. Ms. Catherine Bamwenzaki | Assistant Director, Community Management Support |
| 3. Mr. Jackson Mutazamba | Assistant Director, Operational Planning |
| 4. Ms. Rita Kilua | Assistant Director, Technical Support Section |
| 5. Mr. Mathew Masangu | Water Enginner, PMO-LARG |
| 6. Ms. Debora Kanyika | Program Coordination Unit, MoW |
| 7. Mr. Ramadhani Mng'agi | RS Singida |
| 8. Mr. Godfrey Shibiti | RS Tabora |
| 9. Mr. Edwin Ntungilwege | RS Singida |
| 10. Mr. Christopher Ndahani | Ag. DWE Manyoni |
| 11. Mr. Faustine Misango | Ag. DWE Uyui |
| 12. Mr. Nicholas Nyaki | DWE Singida DC |
| 13. Ms. Prisca Henjewe | CDO, Rural Water Supply Division (Counterpart) |
| 14. Ms. Adria Massawe | Engineer, Rural Water Supply Division (Counterpart) |
| 15. Ms. Halima Faraji | Community Development Officer (Counterpart) |
| 16. Mr. Emmanuel Maghembe | Engineer, Rural Water Supply Division (Counterpart) |
| 17. Mr. Bokeye Marwa | Engineer, Rural Water Supply Division (Counterpart) |
| 18. Mr. Teophil Sanjawa | Engineer, Rural Water Supply Division (Counterpart) |
| 19. Mr. Ally Kabelwa | Engineer, Rural Water Supply Division (Counterpart) |
| 20. Emmanuel Magembe | Engineer, Rural Water Supply Division (Counterpart) |
| 21. Mr. Kuniaki Amatsu | Senior Representative, JICA Tanzania Office |
| 22. Mr. Kei Umetsu | Representative, JICA Tanzania Office |
| 23. Dr. Yuichi Hata | Chief Advisor, RUWASA CAD Project |
| 24. Mr. Tomohiro Kato | Deputy Chief Advisor, RUWASA CAD Project JICA Team |
| 25. Mr. Yasumasa Yamasaki | RWS Implementation Expert, RUWASA CAD Project Team |
| 26. Mr. Uematsu Masao | WS Planing/Database Expert, RUWASA CAD Project Team |
| 27. Mr. Aya Kadokami | WS Facility O&M Expert, RUWASA CAD Project Team |
| 28. Ms. Ridda Dally | Member, RUWASA CAD Project Team |
| 29. Ms. Irene Mchomvu | Member, RUWASA CAD Project Team |
| 30. Ms. Zainab Njovu | Member, RUWASA CAD Project Team |




AGENDA:

1. Opening of the Meeting
2. Self-introduction
3. Recommendation from the Terminal Evaluation Mission
4. Contents of the Final Report
5. AOB
6. Remarks by Rural Water Division of Ministry of Water
7. Closing of Remarks

Agenda 1: Opening of the Meeting

Mr. Manambo Gideon A, the chairman, opened the meeting at 10:00 by welcoming the participants.

Agenda 2: Self-introduction

The chairman asked participants to make self-introduction. All participants made self-introduction accordingly.

Agenda 3: Recommendation from the Terminal Evaluation Mission

The progress of intervention based on the recommendation from the terminal evaluation mission was presented by the Project. The participants expressed understanding on the contents of the presentation. Major items discussed in the meeting were summarized as below

1. Participants clarified the intention of the terminal evaluation mission on the issue of involvement of Co-lead of TWG-5 in CD committee for monitoring management of CD implementation guidelines. The Project responded this clarification by explaining the following points.
 - CD plans prepared in WSDP Phase 1 was not budgeted.
 - Particular measure was not provided to mitigate/solve the issue of budget allocation.

The Project further explained that the involvement of Co-lead of TWG-5 aimed to mitigate these situations. Conclusively, a representative of MoW expressed the willingness to bring this issue to WSDP dialogue for the further discussion.

Agenda 4: Contents of the Final Report

Prior to the JCC Meeting, the Project Team has delivered the draft Final Report to the member of JCC on 13th April. The Project Team explained mainly regarding to the Achievements of the Project Output and Purpose, and the Lessons Learned and Recommendation. The Participants expressed general agreement on the contents of the presentation. Major items discussed were as follows;

1. A participant asked how to monitor the utilization of PIM Annexes on the MoW HP. The project team explained a visitor counter was introduced on the top page of the HP of PIM to count the total number of access to the HP. A participant further clarified




the possibility to introduce the same counter to the first page of each component so that the number of access to each component would be able to be monitored. The project team promised to consider the technical possibility by the end of the Project.

2. The participant pointed out that although the one of the indicator to evaluate the achievement of project purpose is the number of the CD plan prepared, it may be the quality of CD plan is rather important. The project team explained that since the CD implementation system was newly launched by the Project, activation of the system by counting the number of CD plan was adopted as an indicator as the first evaluation of the achievement. The team further explained that an indicator to evaluate the quality of CD plan would be required at next step. A representative of MoW suggested that the project counterpart should provide regular assistance to IAs of RWSSP in order to improve their common understanding on CD as well as the quality of CD plans

Agenda 5: A.O.B

None of A.O.B arose.

Agenda 6: Remarks by Rural Water Supply Division of the Ministry of Water

A representative of RWSD stated their commitment to sustain the outputs of the Project, which is summarized as shown below.

1. In order to institutionalize PIM Processes in WSDP in a sustainable manner, MoW is supposed to maintain the contents of PIM Processes enough to be attractive for users by updating and revising the contents as well as enforce all IAs of Rural Component to utilize PIM Processes for the implementation of WSDP.
2. The achievement under the Project with regard to CD implementation guideline covers only the planning of a common project cycle, which consists of planning, implementing and monitoring & evaluation (M&E). Therefore, MoW is supposed to realize the implementation of CD plans with a certain budgetary arrangement and also M&E of implementation to measure the impact of CD to the progress of WSDP, accordingly. The mainstreaming of CD in WSDP requires all the elements to be done by each IA.
3. Although there would be various challenges and obstacles to sustain all the outputs and achievement of the Project, it is our responsibility to make sure that these outputs are institutionalized in WSDP and utilized for improving the situation of water supply in the rural areas of Tanzania. “.

Agenda 7: Remarks from JICA

Mr. Kuniaki AMATSU, Senior Representative of JICA Tanzania Office made the Remarks showing his gratitude to the cooperation of the Ministry of Water.

Agenda 8: Closing Remarks

Mr. Manambo Gideon A, the chairman, closed the meeting with his Closing Remarks to congratulate on the Project Outputs and showing his gratitude to the cooperation to JICA.




Annex 3:

New Structure and Contents of PIM Aannexes

New Structure and Contents of PIM Annexes (CWST)

Phase	Process	Activity	Technical Focus
Planning (CW01)	Selection of candidate community (CW0101)	Promotion of RWSSP to communities	N/A
		Receipt of application from community	Appraisal of application form
		Preparation of selection criteria	Collection of existing information of community and its surrounding area
		Selection of probable candidate communities	Selecting and shortlisting prioritised candidate communities
		Announcement of the result of selection	N/A
	Procurement of Consultant (CW0102)	Preparation of Terms of Reference (ToR), cost estimation and Request for Proposal (RFP)	ToR for Technical Service Provision Facilitation service contents of the ToR
		Request for approval on ToR, cost estimation and RFP to MoW for approval	N/A
		Advertisement of Expression of Interest (Eoi)	N/A
		Receipt of Expression of Interest (Eoi)	N/A
		Preparation of shortlist	N/A
		Submission of shortlist to MoW for approval	N/A
		Distribution of ToR and RFP to consultants shortlisted	N/A
		Provision of response on clarification and addendum of ToR	N/A
		Receipt of proposals (Technical and Financial proposals)	N/A
		Evaluation of proposals (Technical and Financial proposals)	N/A
		Submission of combined evaluation report to MoW for approval	N/A
		Appointment of Consultant	N/A
	Contract Management of Consultant (CW0103)	Receipt of inception, progress, interim, and draft final reports by consultant as per contract	N/A
		Evaluation of received reports	Contents of inception report Contents of progress report Contents of interim report
		Receipt of requests for payment from Consultant	Issuance of Interim Payment Certificate
		Approval of interim payments	N/A
		Receipt of final report from Consultant	Contents of Final Report
		Evaluation of final report	Evaluation of water source potential Evaluation of socio-economic conditions Water supply plan Selection of technology of water supply Facility plan and design of water supply facilities Service area Cost estimation Operation and maintenance plan
		Issuance of completion certificate	N/A
		Approval of final payment	N/A
	Formulation of implementation plan (CW0104)	Acquisition of agreement from agencies responsible for other infrastructures	Identification of agencies responsible for other infrastructures
		Submission of implementation plan to MoW	Contents of the implementation plan
		Receipt of approval from MoW	N/A
	Procurement of Consultant (CW0105)	Provision of Terms of Reference (ToR)	Elaboration of the ToR for the Technical Service provision Elaboration of the ToR for the Facilitation Service Provision
		Receipt of proposals from appointed consultants	N/A
		Request for approval on contract with Consultant to MoW	N/A
		Signing of contract	N/A
	Procurement of Contractor (CW0106)	Identification of Requirement (BOQ)	Elaboration of BOQ
		Preparation of Bidding Document	Preparation of a precise Bidding Document
		Preparation of Prequalification Document	Preparation of a precise Prequalification document
		Submission of Bidding and Prequalification Documents to MoW for approval	N/A
		Advertisement of Prequalification Document	N/A
		Receipt of Expression of Interest (Eoi)	N/A
		Evaluation of Expression of Interest (Eoi)	Evaluation of applications for prequalify
		Submission of Evaluation Report on Eoi to MoW for approval	N/A
		Distribution of Bidding Document to contractors shortlisted	N/A
		Provision of response on clarification and addendum of Bidding Documents	N/A
		Receipt of tender bids from contractors	N/A
		Evaluation of received tender	N/A
		Submission of evaluation report to MoW for approval	N/A
		Appointment of Contractor	N/A

Phase	Process	Activity	Technical Focus
Implementation (CW02)	Contract Management of Consultant (CW0201)	Conduct of stakeholder's meeting (kick off)	Kick Off Meeting
		Approval of work plan	Preparation of Work Plan
		Confirmation of acquisition of water use permit or ground water permit	Necessity of acquisition of water resources permission
		Receipt of monthly and quarterly supervision reports from Consultant	monthly and quarterly supervision reports
		Attendance to monthly meeting	Monthly Meeting
		Field inspection as per required in contract	Field inspection of water supply facilities
		Issuance of interim payment certificate	N/A
		Receipt of completion report	Completion report of the consultant
		Final field inspection	Final field inspection
			As built drawings
			Inspection list
			Inspection report
			Taking over
		Issuance of completion certificate for final payment	N/A
	Contract Management of Contractor (CW0202)	Receipt of performance bond and Bank Guarantee for Advance Payment	N/A
		Approval of work plan, construction drawing, shop drawing of equipment and construction materials	Work plan
			Construction method
			Test of construction materials
			Construction schedule
			Protection of environment
			Safeguards
			Working organization
			Restricted land
		Site transfer to Contractor	Land to be prepared (Land acquisition)
		Receipt of monthly and quarterly progress reports from Contractor	Monthly Progress reports
		Attendance to monthly meeting	Monthly Meeting
		Field inspection as per required in contract	Field inspection
		Issuance of interim payment certificate	N/A
		Receipt of as built drawings and manuals for operation and maintenance	As built drawings and operation and maintenance manuals
			Inspection of water supply facilities
		Final field inspection	Observation/checking items
		Approval of variations and addenda	Design change
		Issuance of completion certificate for final payment	N/A
		Receipt of warranty certificate	Warranty certificate
			Defects after completion of the construction works of water supply facilities
	Registration of COWSOs (CW0203)	Signing of MoU	Contents of MoU
		Receipt of registration documents	N/A
		Confirmation of acquisition of water use permit	Water Use Permit
		Evaluation of registration documents	Registration criteria
			Evaluation of Facility Management Plan (FMP)
Operation and Maintenance (CW03)	Monitoring on O&M (CW0301)	Issuance of registration certificate	N/A
		Commissioning of water supply facilities	Commissioning
		Receipt of monthly report (outline of O&M), quarterly report (progress of O&M) and annual report (annual achievement and activity plan for next year)	Contents of report
		Confirmation of payment of water use fee	Evaluation criteria (Overall of O&M)
			Evaluation criteria (Finance)
		Provision of technical and financial guidance to COWSOs	N/A
		Provision of penalties	N/A
		Approval of amendment of registration documents	Verify the contents of change

Phase	Process	Activity	Technical Focus
Monitoring and Evaluation (CW04)	Forecast of activities under Contract Works (CW0401)	Summarize the coming activities under the contract for the next 6 months.	N/A
		Forecast the amount of financial requirement for those coming activities.	N/A
		Fill the forecasted activities and financial requirement in the format of MIS.	N/A
	Forecast of activities under Non Contract Works (CW0402)	Summarize the coming activities under the management support for the next 6 months	N/A
		Forecast the amount of financial requirement for those coming activities.	N/A
		Fill the forecasted financial requirement in the format of MIS.	N/A
	Record of financial management data of activities under Contract and Non Contract Works (CW0403)	Record control cash book.	N/A
		Record subsidiary ledger for each account.	N/A
		Record general ledger.	N/A
		Input all the recorded data in MIS.	N/A
	Monitoring of progresses under Contract Works (CW0404)	Monitor the physical progresses of consultancy and construction works based on the contract signed.	N/A
		Monitor the progress of payment schedules based on the contracts signed.	N/A
		Find out the factors positively and negatively affecting the progress.	Principles of Monitoring and Evaluation Conflict Management
		Revise the processes of contract management if necessary.	N/A
	Monitoring of progresses under Non Contract Works (CW0405)	Monitor the physical progresses of planned activities under Non Contract Works.	N/A
		Monitor the physical progresses of consultancy works and procurement of goods based on the contract signed.	Principles of Monitoring and Evaluation Conflict Management
		Find out the factors positively and negatively affecting the progress.	N/A
	Monitoring of existing water supply facilities (CW0406)	Receive monthly/ quarterly report of O&M from COWSOs/VWCs	Use of penalty
		Input all the reported data to MIS and WPM system	N/A
	Evaluation of the achievement and impacts in association with WSDP targets. (CW0407)	Evaluate the achievement of the interventions under Contract Works and Non Contract Works based on the LGA water supply plan.	Evaluation Techniques
		Evaluate the efficiencies of the interventions in terms of technical and financial aspects.	Evaluation Techniques
		Identify the positive and negative impacts of the projects to others.	Evaluation Techniques
	Reporting of results of monitoring and evaluation (CW0408)	Evaluate the sustainability of the projects from the technical, environmental, organizational, financial, and institutional points of views.	Evaluation Techniques
		Prepare the quarterly physical progress report	N/A
		Prepare the semi annual progress report	N/A
		Prepare the annual progress report.	N/A
		Submit prepared reports to RWSD/MoW via PMO-RALG.	N/A
Capacity Development (CW05)	Assessment of organizational capacity (CW0501)	Conduct monitoring and evaluation on progress of annual plan/ DWSP/ RWSP/ etc.	Principle of Monitoring and Evaluation Criteria for Evaluation Evaluation Techniques
		Assess the capacity of the organization based on the results of monitoring and evaluation.	Adaption of Capacity Models
		Identify the capacity gaps/ weaknesses in the organization with regard to designated roles and responsibilities.	Principles of Project Cycle Management (PCM)
			Principles of setting indicators Different approaches for capacity measurement
	Planning of capacity development activities (CW0502)	Identify appropriate measures/ interventions to improve identified capacity gaps/ weaknesses.	Consideration on the appropriate CD measures
		Estimate the cost of identified measures/ interventions according to the budget ceiling indicated from RWSD/MoW	Cost estimation techniques
		Prepare the capacity development plan (CD plan) for the organization including DWE office, RWA/RWST, RWSD/MoW.	Procedures of program design
		Submit prepared CD plan to RWA for approval.	N/A
	Implementation of CD plan (CW0503)	Request technical support from RWSD/ MoW if necessary.	Consultation on planning of training (Training Modular Guide)
		Implement planned measures/ interventions.	Introduction of CD resources inventory N/A
	Monitoring and evaluation of CD implementation (CW0504)	Assess the impact (improvement, change, etc.) of implementation of CD plan to capacity gaps/ weaknesses.	Monitoring techniques
		Prepare the report of CD implementation and submit to RWSD/ MoW.	N/A

117

Process not explained with any guideline, regulation, etc.

New Structure and Contents of PIM Annexes (RWST)

Phase	Process	Activities	Technical Focus
Planning	Review of selected communities	Receipt of selection criteria from CWSTs	N/A
		Assessment on relevance of selection criteria	Relevance of the selection criteria
		Provision of comment/approval on selection criteria to CWSTs	Provision of comment / approval
		Receipt of selection results from CWSTs	N/A
		Assessment on relevance of selection results	Relevance of selection results
		Provision of comment/approval on selection results to CWSTs	Provision of comment / approval
	Review of ToR and RFP	Receipt of drafts of ToR and RFP for procuring consultants	N/A
		Assessment on drafts of ToR and RFP	Assessment on drafts of ToR and RFP
		Provision of comment/approval on draft of ToR and RFP	Provision of comment / approval
	Review of results of scoping survey	Receipt of results of scoping surveys from CWSTs	N/A
		Technical assessment on results of scoping surveys	Assessment on results of scoping surveys
		Provision of comment/approval on results of scoping surveys to CWSTs	Provision of comment / approval
	Review of results of detail designs	Receipt of results of detail design surveys from CWSTs	N/A
		Technical assessment on results of detail design surveys	Assessment on results of detail design surveys
		Provision of comment/approval on results of detail design surveys to CWSTs	Provision of comment / approval
Implementation and Construction	Review of progress reports	Receipt of monthly progress reports from CWSTs	N/A
		Assessment on progresses of the construction	Contract management of consultant by CWST
		Provision of comment/guidance to CWSTs	Provision of comment/guidance
Operation and Maintenance and follow up	Review of progress of O&M	Receipt of monthly/quarterly/annual O&M reports from CWSTs	Contents of report
		Assessment on progresses of O&M in LGAs	Evaluation criteria (Overall of O&M)
		Provision of comment/guidance to CWSTs	Evaluation criteria (Finance)
Monitoring and Evaluation	Monitoring and supervision of WSS activities implemented in LGAs	Prepare the weekly and monthly reports through Google Docs by consolidating reports from LGAs	N/A
		Identification of issues to be monitored and supervised through the field visit based on the reports submitted from LGAs	Principles of Monitoring and Evaluation
		Verification of information/data included in the reports from LGAs through the field visit	Principles of Monitoring and Evaluation
		Provision of technical and administrative guidance to LGAs based on the results of verification	N/A

Capacity Development	Review of CD plans from CWST	Receipt of CD plans from CWSTs	N/A
		Assessment on relevance/feasibility of CD plans	Consideration on the appropriate CD measures
			Cost estimation techniques
			Principles of setting indicators
	Implementation of CD plan	Provision of comment/guidance and approval to CWSTs	N/A
		Preparation of CD plan for RWST	Principle of Monitoring and Evaluation
			Adaption of Capacity Models
			Principles of setting indicators
			Consideration on the appropriate CD measures
			Cost estimation techniques
			Procedures of program design
		Implementation of CD plan	Consultation on planning of training (Training Modular Guide)
			Introduction of CD resources inventory
	Provision of CD support to CWSTs	Reporting of results of CD implementation	N/A
		Identification of common capacity gaps in a region based on CD plans submitted from CWSTs	N/A
		Application of regional scale CD intervention to MoW	N/A
		Implementation of regional scale CD intervention	Consultation on planning of training (Training Modular Guide)
			Introduction of CD resources inventory
		Reporting of results of CD implementation	N/A

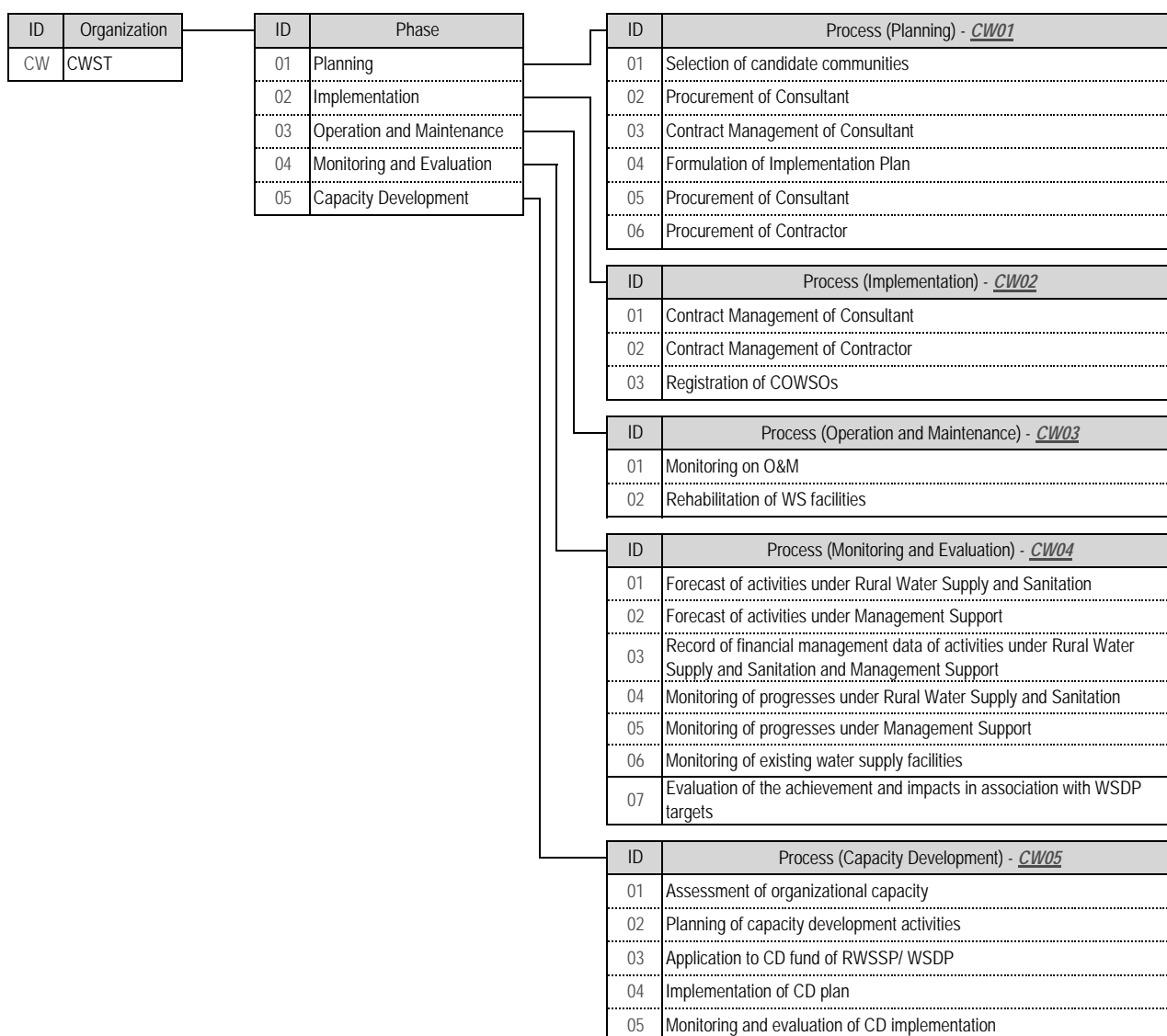
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Process not explained with any guideline, regulation, etc.

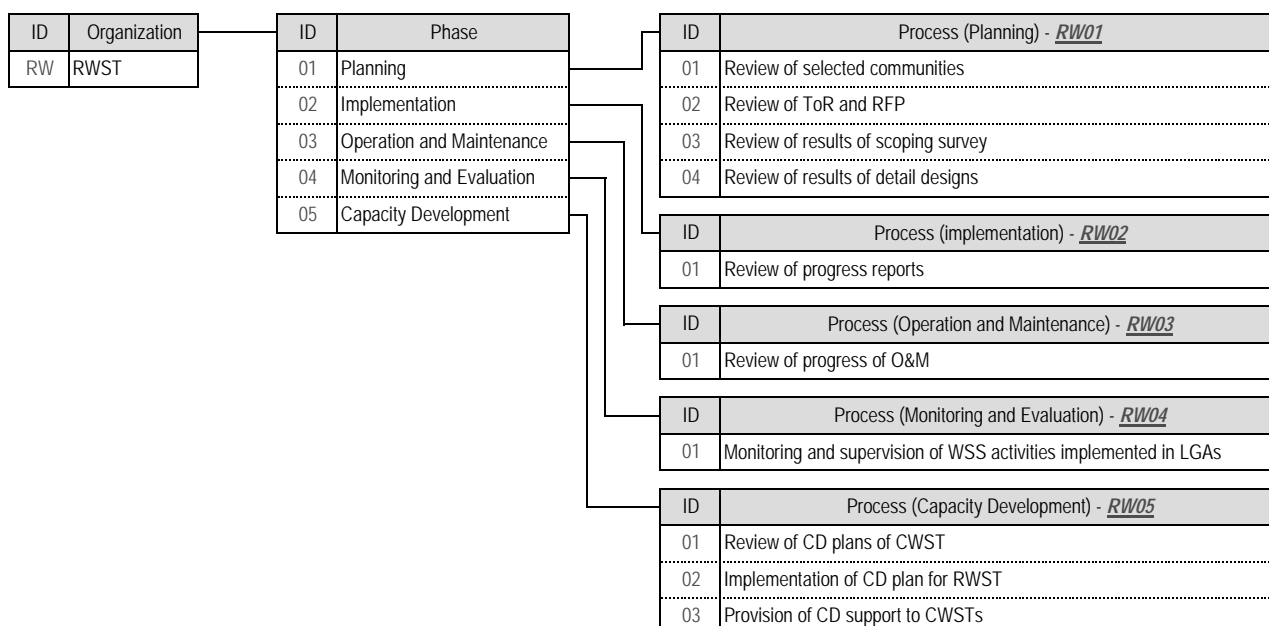
Annex 4:

Attribution of coding

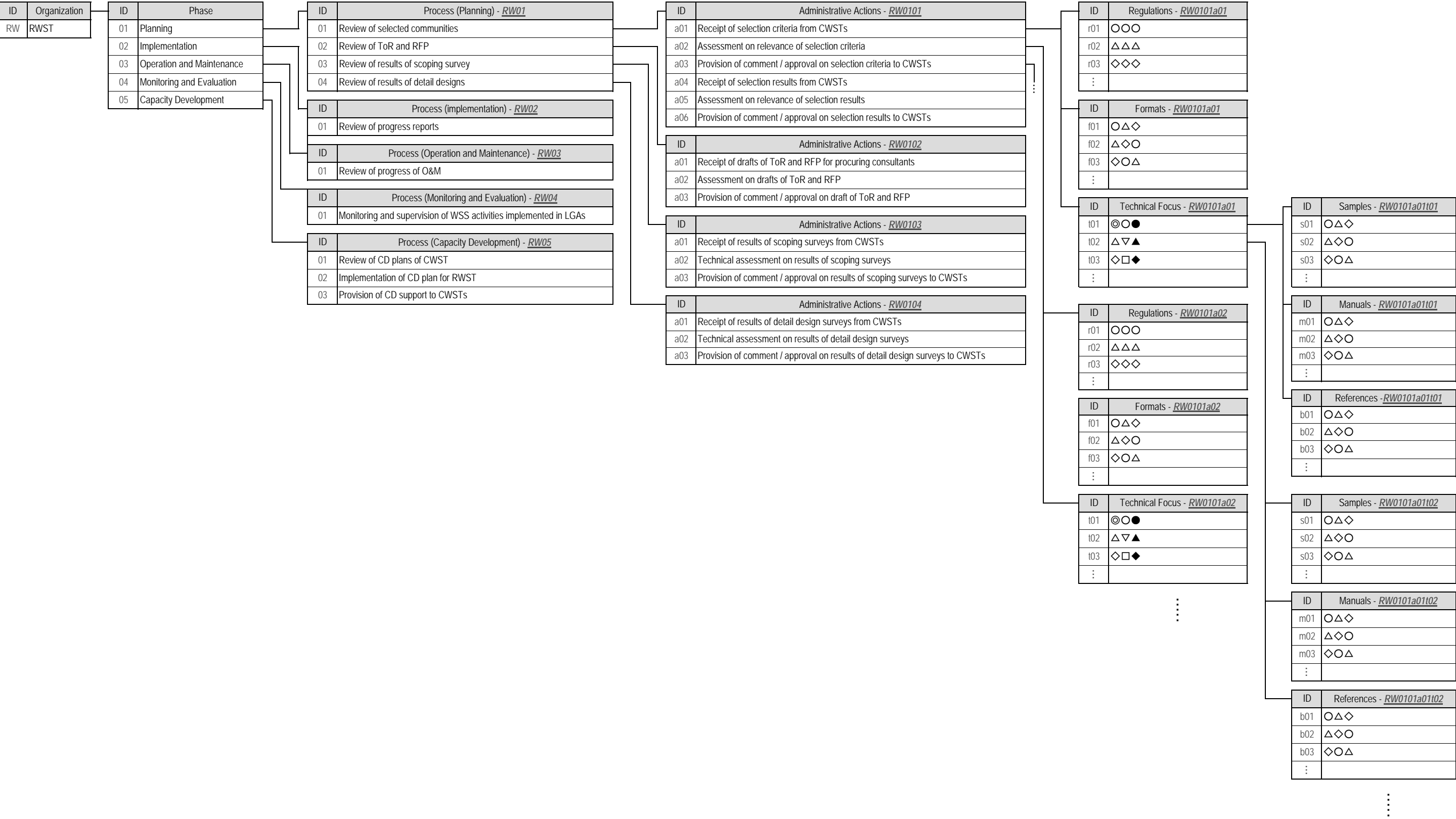
Attribution of coding for administrative processes related to CWST



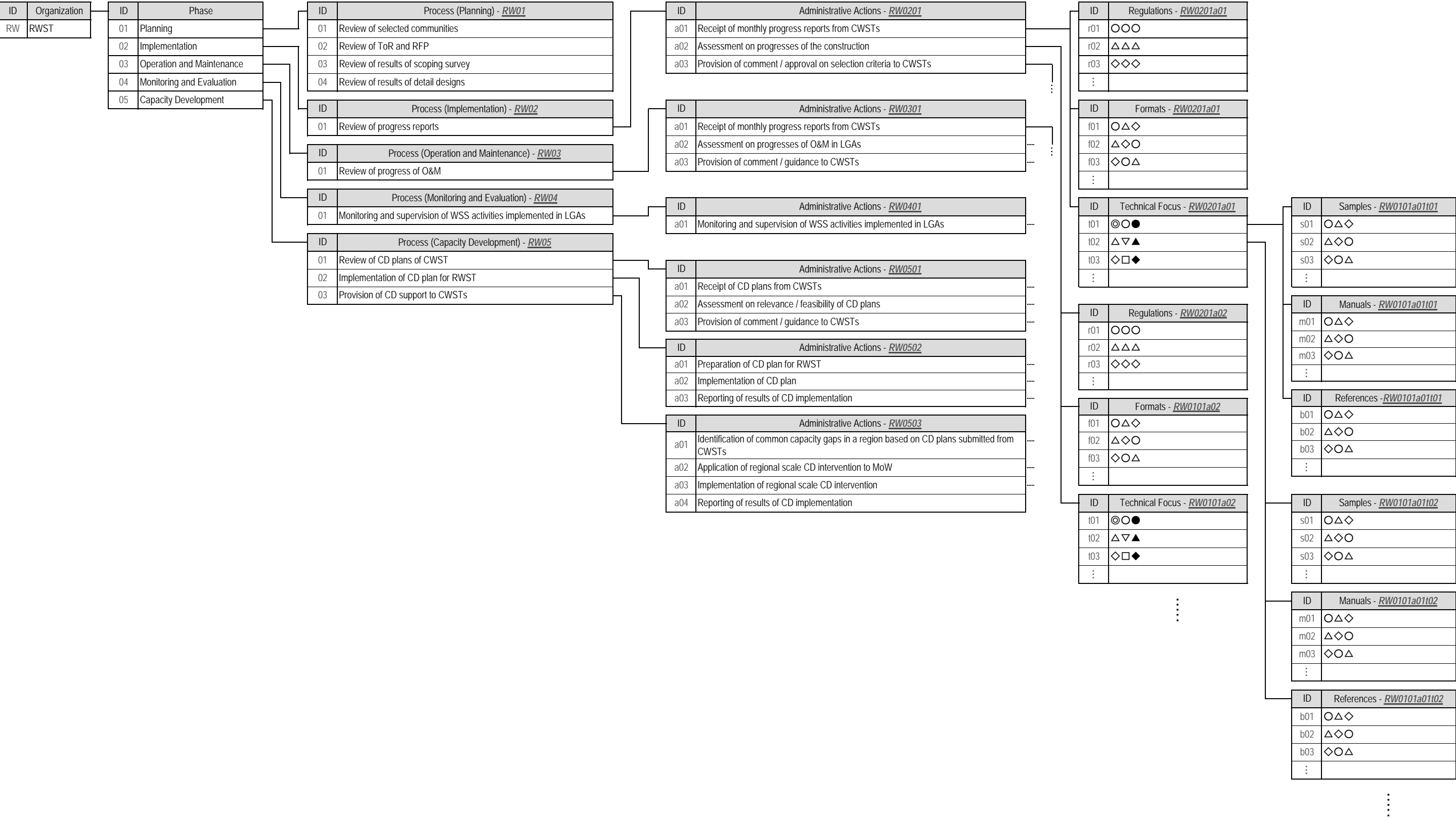
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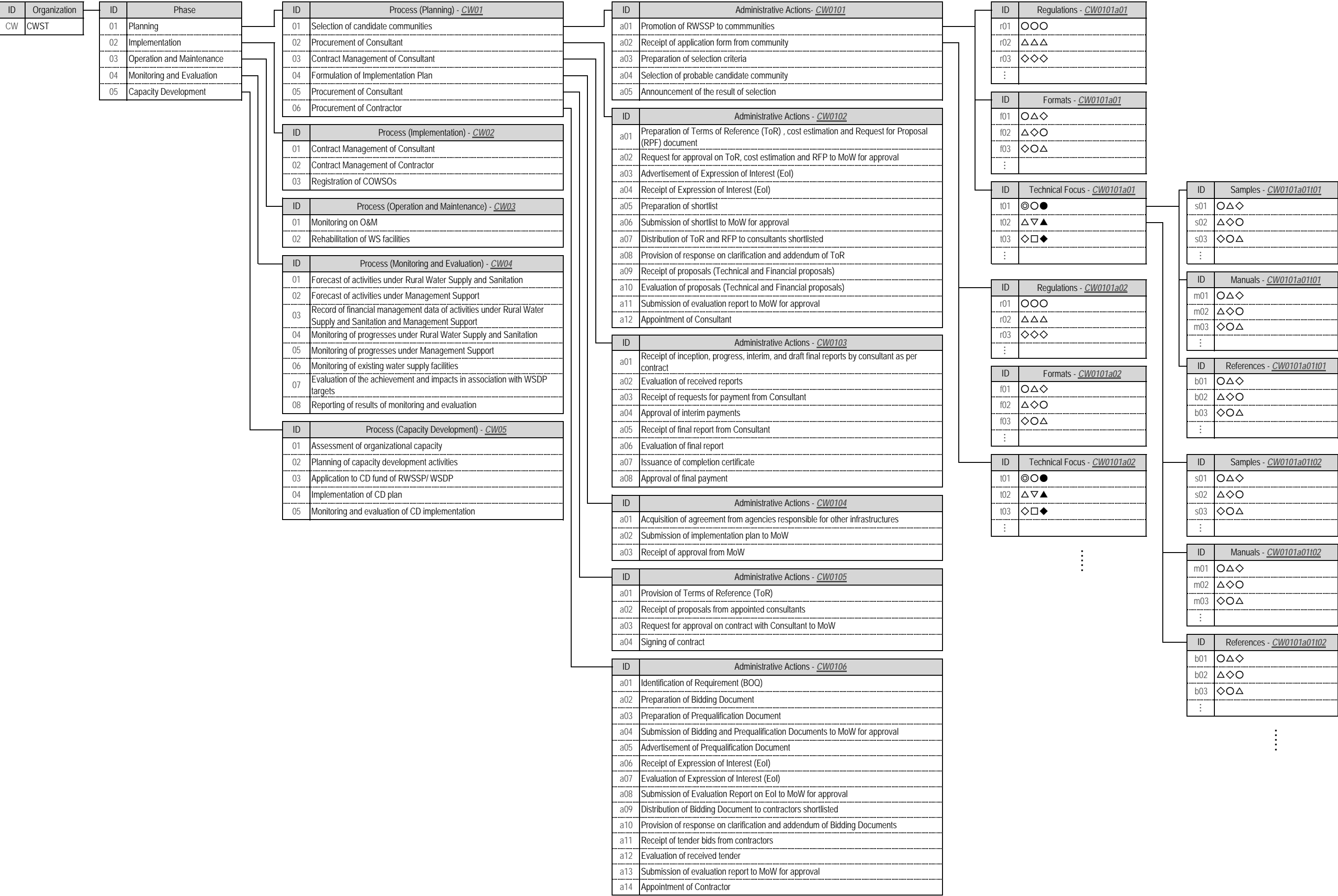
Attribution of coding for procedures related to RWST (Planning phase)



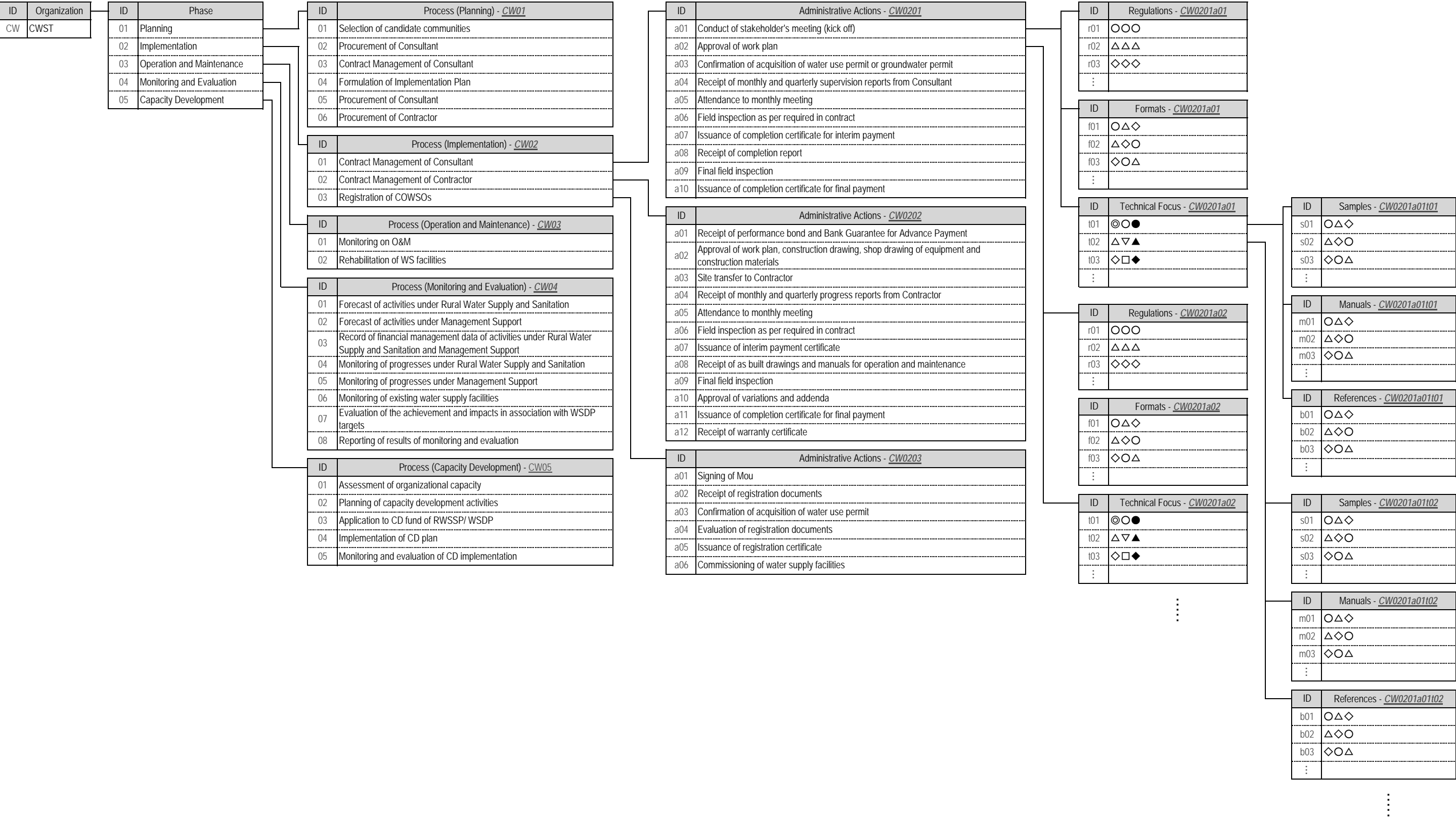
Attribution of coding for procedures related to RWST (Implementation, O&M, M&E, CD phases)



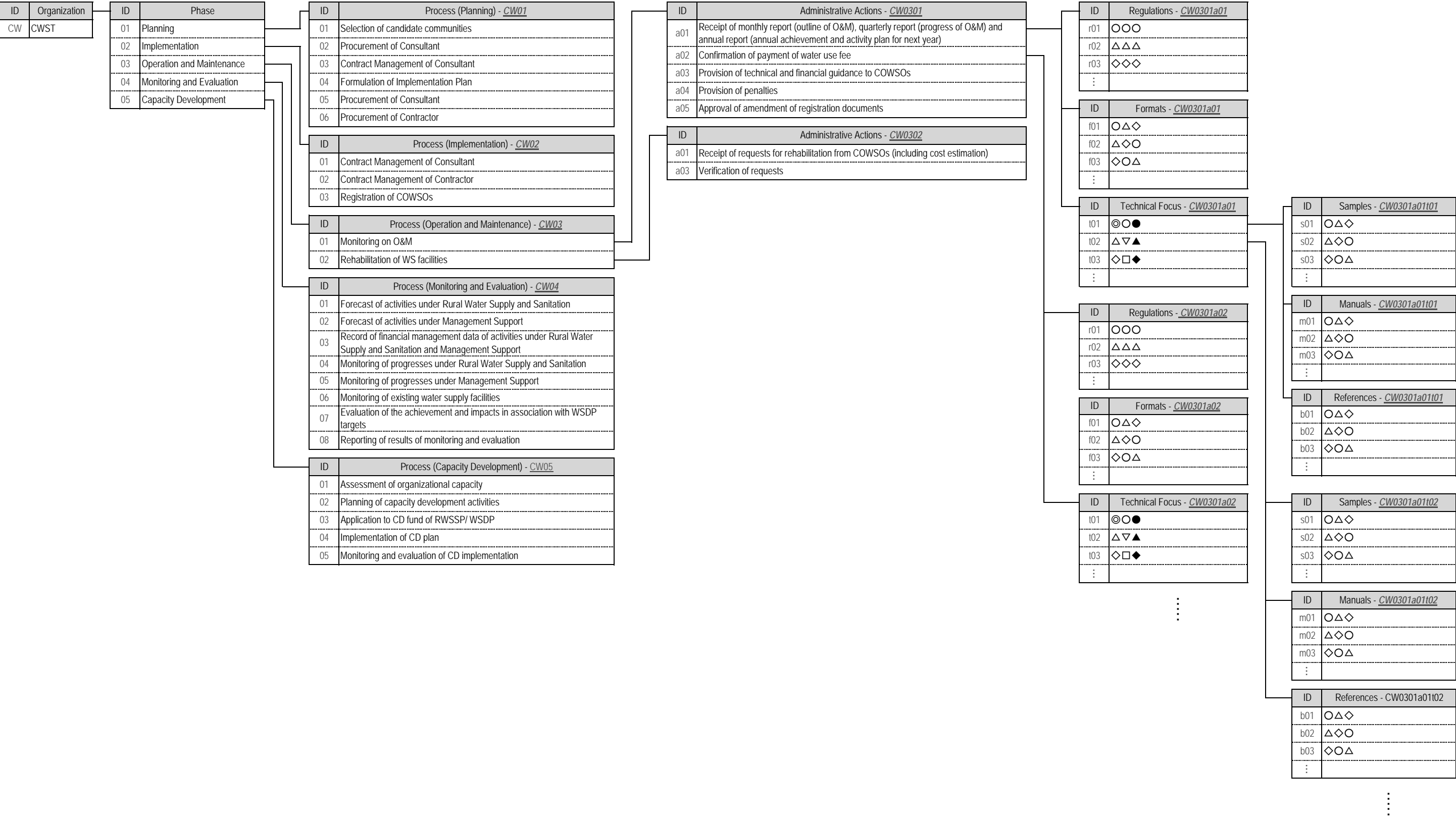
Attribution of coding for procedures related to CWST (Planning phase)



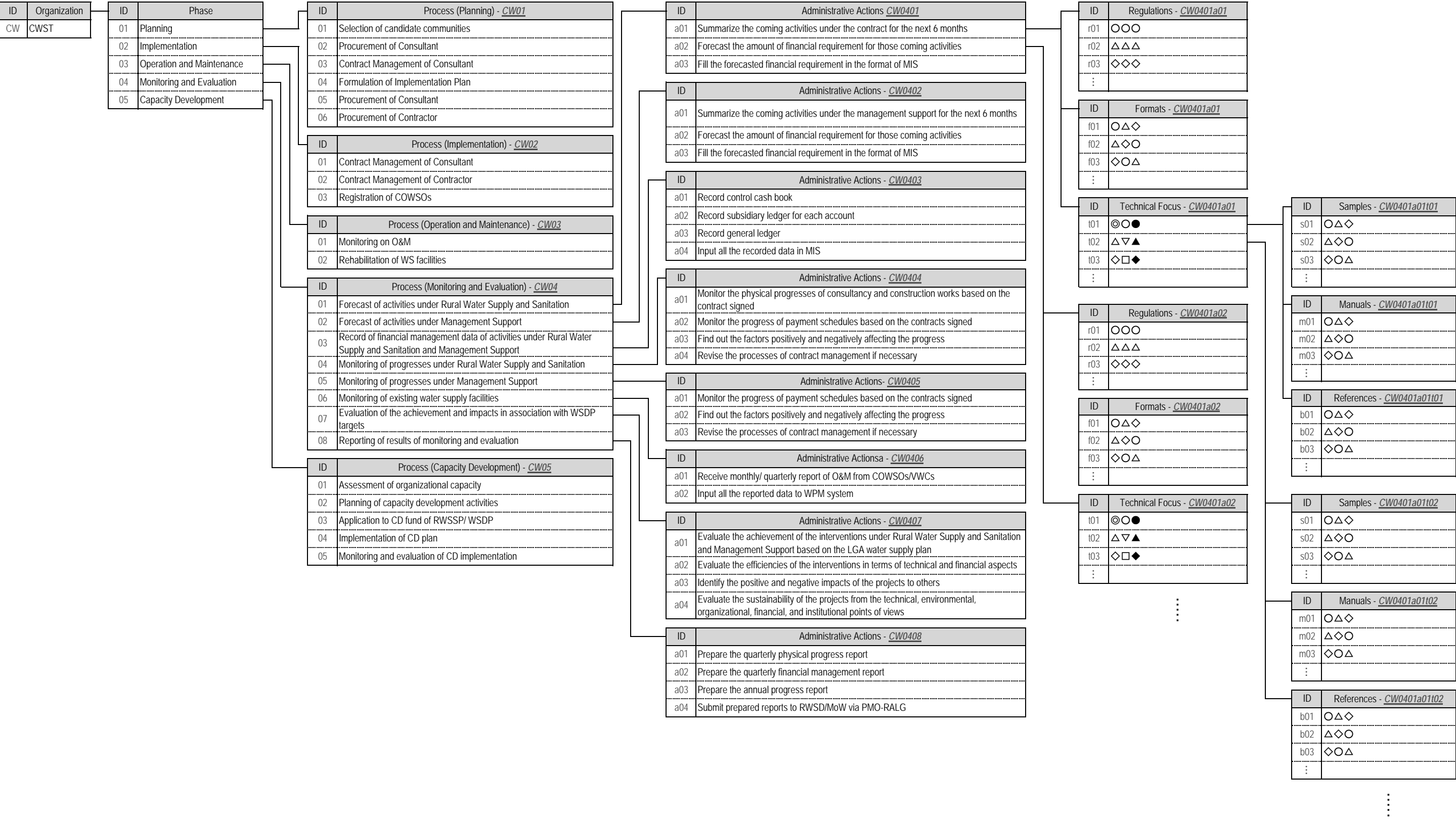
Attribution of coding for procedures related to CWST (Implementation Phase)



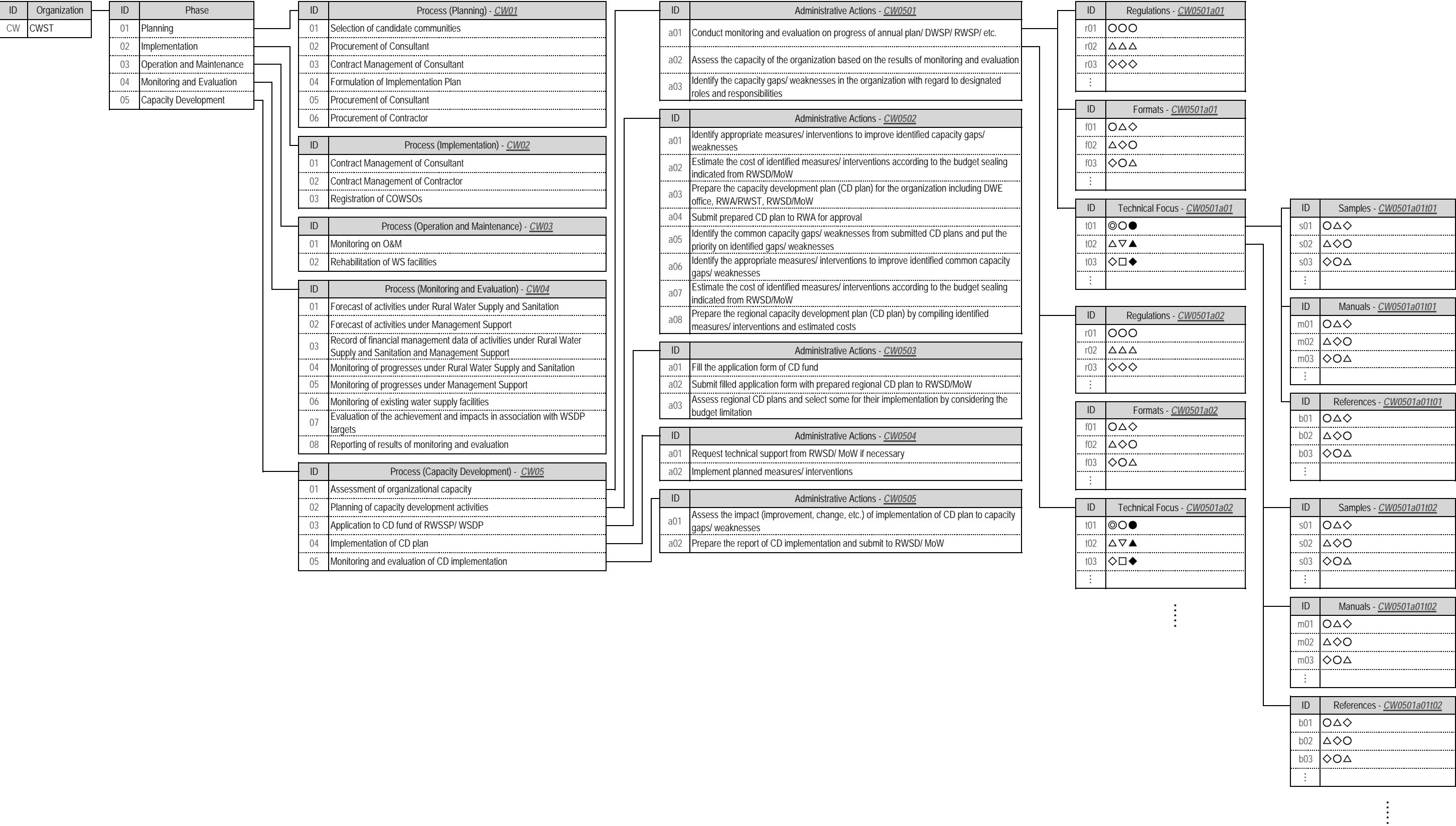
Attribution of coding for procedures related to CWST (Operation and Manitenance phase)



Attribution of coding for procedures related to CWST (Monitoring and Evaluation phase)



Attribution of coding for procedures related to CWST (Capacity Development)



Annex 5:

Directories of ID

Directories of ID: RWST (Planning, Impementation, O&M, M&E, CD Phases)

Phase	Process	Actions	Administrative sheet file name	Regulation	Format	Technical Focus	Technical sheet file name	Sample	Manuals	References
Planning (RW01)	Review of selected communities (RW0101)	Receipt of selection criteria from CWSTs	RW0101a01	RW0101a01r01	N/A	N/A	---	---	---	---
		Assessment on relevance of selection criteria	RW0101a02	RW0101a02r01	N/A	Relevance of the selection criteria	RW0101a02t01	RW0101a02t01s01 RW0101a02t01s02 RW0101a02t01s03 RW0101a02t01s04	N/A	N/A
		Provision of comment/approval on selection criteria to CWSTs	RW0101a03	RW0101a03r01	N/A	N/A	---	---	---	---
		Receipt of selection results from CWSTs	RW0101a04	RW0101a04r01	N/A	N/A	---	---	---	---
		Assessment on relevance of selection results	RW0101a05	RW0101a05r01	N/A	Relevance of selection results	RW0101a05t01	N/A	N/A	N/A
		Provision of comment/approval on selection results to CWSTs	RW0101a06	RW0101a06r01	N/A	N/A	---	---	---	---
	Review of ToR and RFP (RW0102)	Receipt of drafts of ToR and RFP for procuring consultants	RW0102a01	RW0102a01r01	N/A	N/A	---	---	---	---
		Assessment on drafts of ToR and RFP	RW0102a02	RW0102a02r01 RW0102a02r02 RW0102a02r03 RW0102a02r04	RW0102a02f01 RW0102a02f02 RW0102a02f03 RW0102a02f04	Assessment on drafts of ToR and RFP	RW0102a02t01	RW0102a02t01s01 RW0102a02t01s02 RW0102a02t01s03	RW0102a02t01m01	RW0102a02t01b01
		Provision of comment/approval on draft of ToR and RFP	RW0102a03	RW0102a03r01	N/A	N/A	---	---	---	---
	Review of results of scoping survey (RW0103)	Receipt of results of scoping surveys from CWSTs	RW0103a01	RW0103a01r01	N/A	N/A	---	---	---	---
		Technical assessment on results of scoping surveys	RW0103a02	RW0103a02r01	N/A	Assessment on results of scoping surveys	RW0103a02t01	RW0103a02t01s01 RW0103a02t01s02	N/A	RW0103a02t01b01 RW0103a02t01b02
		Provision of comment/approval on results of scoping surveys to CWSTs	RW0103a03	RW0103a03r01	N/A	N/A	---	---	---	---
	Review of results of detail designs (RW0104)	Receipt of results of detail design surveys from CWSTs	RW0104a01	RW0104a01r01	N/A	N/A	---	---	---	---
		Technical assessment on results of detail design surveys	RW0104a02	RW0104a02r01	N/A	Assessment on results of detail design surveys	RW0104a02t01	N/A	RW0104a02t01m01	N/A
			Provision of comment/approval on results of detail design surveys to CWSTs	RW0104a03	RW0104a03r01	N/A	N/A	---	---	---
Implementation (RW02)	Review of progress reports (RW0201)	Receipt of monthly progress reports from CWSTs	RW0201a01	RW0201a01r01	N/A	N/A	---	---	---	---
		Assessment on progresses of the construction	RW0201a02	RW0201a02r01	N/A	Assessment of progress of the construction works	RW0201a02t01	N/A	N/A	N/A
		Provision of comment/guidance to CWSTs	RW0201a03	RW0201a03r01	N/A	N/A	---	---	---	---
Operation and Maintenance (RW03)	Review of progress of O&M (RW0301)	Receipt of monthly/quarterly/annual O&M reports from CWSTs	RW0301a01	RW0301a01r01 RW0301a01r02	N/A	Contents of report	RW0301a01t01	N/A	RW0301a01t01s01 RW0301a01t01s02 RW0301a01t01s03	RW0301a01t01b01
		Assessment on progresses of O&M in LGAs	RW0301a02	RW0301a02r01 RW0301a02r02	N/A	Evaluation criteria (Overall of O&M)	RW0301a02t01	N/A	RW0301a02t01s01 RW0301a02t01s02 RW0301a02t01s03	RW0301a02t01b01 RW0301a02t01b02 RW0301a02t01b03
				Evaluation criteria (Finance)		RW0301a02t02	RW0301a02t02s01 RW0301a02t02s02 RW0301a02t02s03		RW0301a02t02b01 RW0301a02t02b02 RW0301a02t02b03	
				Provision of comment/guidance to CWSTs		RW0301a03			N/A	
		Monitoring and Evaluation (RW04)	Monitoring and supervision of WSS activities implemented in LGAs (RW0401)	Prepare the weekly and monthly reports through MIS by consolidating reports from LGAs	RW0401a01	RW0401a01r01	N/A	N/A	---	---
Identification of issues to be monitored and supervised through the field visit based on the reports submitted from LGAs	RW0401a02			RW0401a02r01	N/A	Principles of Monitoring and Evaluation	RW0401a02t01	N/A	RW0401a02t01m01	RW0401a02t01b01 RW0401a02t01b02 RW0401a02t01b03
Verification of information/data included in the reports from LGAs through the field visit	RW0401a03			RW0401a03r01	N/A	Principles of Monitoring and Evaluation	RW0401a03t01	N/A	RW0401a03t01m01	RW0401a03t01b01
Provision of technical and administrative guidance to LGAs based on the results of verification	RW0401a04			RW0401a04r01	N/A	N/A	---	---	---	---

Capacity Development (RW05)	Review of CD plans from CWST (RW0501)	Receipt of CD plans from CWSTs	RW0501a01	RW0501a01r01	N/A	N/A	---	---	---	---
		Assessment on relevance/feasibility of CD plans	RW0501a02	RW0501a02r01	N/A	Consideration on the appropriate CD measures	RW0501a02t01	RW0501a02t01s01 RW0501a02t01s01	RW0501a02t01m01	RW0501a02t01b01
						Cost estimation techniques	RW0501a02t02	RW0501a02t02s01	N/A	RW0501a02t02b01
						Principles of setting indicators	RW0501a02t03	N/A	RW0501a02t03s01	RW0501a02t03b01
		Provision of comment/guidance and approval to CWSTs	RW0501a03	RW0501a03r01	N/A	N/A	---	---	---	---
	Implementation of CD plan (RW0502)	Preparation of CD plan for RWST	RW0502a01	RW0502a01r01	RW0502a01f01	Principle of Monitoring and Evaluation	RW0502a01t01	N/A	RW0502a01t01m01	RW0502a01t01b01 RW0502a01t01b02
						Adaption of Capacity Models	RW0502a01t02	N/A	RW0502a01t02m01	RW0502a01t02b01 RW0502a01t02b02
						Principles of setting indicators	RW0502a01t03	N/A	RW0502a01t03m01	RW0502a01t03b01
						Consideration on the appropriate CD measures	RW0502a01t04	RW0502a01t04s01 RW0502a01t04s02	RW0502a01t04m01	RW0502a01t04b01
						Cost estimation techniques	RW0502a01t05	RW0502a01t05s01	N/A	RW0502a01t05b01
						Procedures of program design	RW0502a01t06	RW0502a01t06s01	RW0502a01t06m01	RW0502a01t06b01
		Implementation of CD plan	RW0502a02	RW0502a02r01 RW0502a02r02	N/A	Consultation on planning of training (Training Modular Guide)	RW0502a02t01	RW0502a02t01s01 RW0502a02t01s02	RW0502a02t01m01	RW0502a02t01b01 RW0502a02t01b01
						Introduction of CD resources inventory	RW0502a02t02	RW0502a02t02	N/A	N/A
		Reporting of results of CD implementation	RW0502a03	RW0502a03r01 RW0502a03r02	N/A	N/A	---	---	---	---
	Provision of CD support to CWSTs (RW0503)	Identification of common capacity gaps in a region based on CD plans submitted from CWSTs	RW0503a01	RW0503a01r01	N/A	N/A	---	---	---	---
		Application of regional scale CD intervention to MoW	RW0503a02	RW0503a02r01	N/A	N/A	---	---	---	---
		Implementation of regional scale CD intervention	RW0503a03	RW0503a03r01 RW0503a03r02	N/A	Consultation on planning of training (Training Modular Guide)	RW0503a03t01	RW0503a03t01s01 RW0503a03t01s02	RW0503a03t01m01	RW0503a03t01b01
						Introduction of CD resources inventory	RW0503a03t02	RW0503a03t02s01 RW0503a03t02s02	RW0503a03t02m01	RW0503a03t02b01
		Reporting of results of CD implementation	RW0503a04	RW0503a04r01 RW0503a04r02	N/A	N/A	---	---	---	---

Directories of ID: CWST (Planning Phase)

Phase	Process	Actions	Administrative sheet file name	Regulation	Format	Technical Focus	Technical sheet file name	Sample	Manuals	References
Selection of candidate community (CW0101)		Promotion of RWSSP to communities	CW0101a01	CW0101a01r01	N/A	N/A	---	---	---	---
		Receipt of application from community	CW0101a02	N/A	CW0101a02f01 CW0101a02f02	Appraisal of application form	CW0101a02t01	CW0101a02t01s01 CW0101a02t01s02 CW0101a02t01s03 CW0101a02t01s04	CW0101a02t01m01	CW0101a02t01b01
		Preparation of prioritising criteria	CW0101a03	CW0101a03r01 CW0101a03r02 CW0101a03r03 CW0101a03r04	N/A	Collection of existing information of community and its surrounding area	CW0101a03t01	CW0101a03t01s01 CW0101a03t01s02	N/A	CW0101a03t01b01
		Selection of probable candidate communities	CW0101a04	N/A	N/A	Selecting and shortlisting prioritised candidate communities	CW0101a04t01	CW0101a04t01s01 CW0101a04t01s02	N/A	CW0101a04t01b01
		Announcement of the result of selection	CW0101a05	N/A	CW0101a05f01	N/A	---	---	---	---
Procurement of Consultant (CW0102)		Preparation of Terms of Reference (ToR), cost estimation and Request for Proposal (RFP)	CW0102a01	CW0102a01r01	CW0102a01f01	Contents of the TorR for Technical Service Provision	CW0102a01t01	CW0102a01t01s01	CW0102a01t01m01	CW0102a01t01b01
	CW0102a01r02			CW0102a01f02	CW0102a01t01s02					
	CW0102a01r03			CW0102a01f03	Contents of the Tor for Facilitation Service Provision	CW0102a01t02	CW0102a01t01s03	N/A	N/A	
	CW0102a01r04			CW0102a01f04			CW0102a01t02s01			
	CW0102a01r05			CW0102a01f05	CW0102a01t02s02					
	CW0102a01r06	CW0102a01f06			CW0102a01t02s03					
	CW0102a01r07	CW0102a01f07								
		Request for approval on ToR, cost estimation and RFP to MoW	CW0102a02	N/A	CW0102a02f01 CW0102a02f02	N/A	---	---	---	---
		Advertisement of Expression of Interest (Eoi)	CW0102a03	CW0102a03r01 CW0102a03r02 CW0102a03r03 CW0102a03r04	N/A	N/A	---	---	---	---
		Receipt of Expression of Interest (Eoi)	CW0102a04	CW0102a04r01	N/A	N/A	---	---	---	---
		Preparation of shortlist	CW0102a05	CW0102a05r01 CW0102a05r02	N/A	N/A	---	---	---	---
		Submission of shortlist to MoW for approval	CW0102a06	CW0102a06r01	N/A	N/A	---	---	---	---
		Distribution of ToR and RFP to consultants shortlisted	CW0102a07	CW0102a07r01 CW0102a07r02	N/A	N/A	---	---	---	---
		Provision of response on clarification and addendum of ToR	CW0102a08	CW0102a08r01 CW0102a08r02	CW0102a08f01	N/A	---	---	---	---
		Receipt of proposals (Technical and Financial proposals)	CW0102a09	CW0102a09r01 CW0102a09r02	N/A	N/A	---	---	---	---
		Evaluation of proposals (Technical and Financial proposals)	CW0102a10	CW0102a10r01 CW0102a10r02 CW0102a10r03	CW0102a10f01 CW0102a10f02 CW0102a10f03	N/A	---	---	---	---
	Submission of combined evaluation report to MoW for approval	CW0102a11	CW0102a11r01 CW0102a11r02	CW0102a11f01	N/A	---	---	---	---	
	Appointment of Consultant	CW0102a12	CW0102a12r01 CW0102a12r02 CW0102a12r03	CW0102a11f01 CW0102a11f02 CW0102a11f03 CW0102a11f04 CW0102a11f05 CW0102a11f06	N/A	---	---	---	---	
Contract Management of Consultant (CW0103)		Receipt of inception, progress, interim, and draft final reports by consultant as per contract	CW0103a01	CW0103a01r01 CW0103a01r02	N/A	N/A	---	---	---	---
		Evaluation of received reports	CW0103a02	CW0103a02r01	N/A	Contents of Inception Report	CW0103a02t01	CW0103a02t01s01	N/A	CW0103a02t01b01
	CW0103a02r02			Contents of Progress Report		CW0103a02t02	CW0103a02t02s01	N/A	N/A	
						Contents of Interim Report	CW0103a02t03	CW0103a02t03s01 CW0103a02t03s02 CW0103a02t03s03	N/A	N/A
		Receipt of requests for payment from Consultant	CW0103a03	CW0103a03r01 CW0103a03r02 CW0103a03r03	N/A	Issuance of Interim Payment Certificate	CW0103a03t01	CW0103a03t01s01	N/A	N/A
	Approval of interim payments	CW0103a04	CW0103a04r01 CW0103a04r02 CW0103a04r03	N/A	N/A	---	---	---	---	
	Receipt of final report from Consultant	CW0103a05	CW0103a05r01 CW0103a05r02	N/A	Contents of Final Report	CW0103a05t01	N/A	N/A	CW0103a05t01b01	

Phase	Process	Actions	Administrative sheet file name	Regulation	Format	Technical Focus	Technical sheet file name	Sample	Manuals	References
Planning (CW01)	Contract Management of Consultant (CW0103)	Evaluation of final report	CW0103a06	CW0103a06r01	N/A	Evaluation of water source potential	CW0103a06t01	CW0103a06t01s01	CW0103a06t01m01	CW0103a06t01b01
				CW0103a06r02		Evaluation of socio-economic conditions	CW0103a06t02	CW0103a06t02s01	CW0103a06t02s01	CW0103a06t01b02
				CW0103a06r03		Water supply plan	CW0103a06t03	CW0103a06t03s01	N/A	CW0103a06t03b01
				Selection of technology of water supply		CW0103a06t04	N/A	CW0103a06t04m01	CW0103a06t04b01	
						Facility plan and design of water supply facilities	CW0103a06t05	CW0103a06t05s01	CW0103a06t05m01	CW0103a06t05b01
							Service area	CW0103a06t06	CW0103a06t06s01	CW0103a06t06m01
						Cost estimation	CW0103a06t07	N/A	CW0103a06t07m01	CW0103a06t07b01
				Operation and maintenance plan		CW0103a06t08	CW0103a06t08s01	N/A	CW0103a06t08b01	
		Issuance of completion certificate	CW0103a07	CW0103a07r01	N/A	N/A	---	---	---	---
		Approval of final payment	CW0103a08	CW0103a08r01	N/A	N/A	---	---	---	---
	Formulation of implementation plan (CW0104)	Acquisition of agreement from agencies responsible for other infrastructures	CW0104a01	CW0104a01r01 CW0104a01r02 CW0104a01r03 CW0104a01r04	N/A	Identification of agencies responsible for other infrastructures	CW0104a01t01	N/A	N/A	CW0104a01t01b01
		Submission of implementation plan to MoW	CW0104a02	CW0104a02r01	N/A	Contents of the implementation plan	CW0104a02t01	N/A	N/A	CW0104a02t01b01
		Receipt of approval from MoW	CW0104a03	N/A	N/A	N/A	---	---	---	---
	Procurement of Consultant (CW0105)	Provision of Terms of Reference (ToR)	CW0105a01	CW0105a01r01	CW0105a01f01	Elaboration of the ToR for the Technical Service provision	CW0105a01t01	CW0105a01t01s01	N/A	N/A
				CW0105a01r02	CW0105a01f02	Elaboration of the ToR for the Facilitation Service Provision	CW0105a01t02	CW0105a01t01s02	N/A	N/A
				CW0105a01r03	CW0105a01f03					
				CW0105a01r04	CW0105a01f04					
					CW0105a01f05					
					CW0105a01f06					
					CW0105a01f07					
					CW0105a01f08					
					CW0105a01f09					
					CW0105a01f10					
					CW0105a01f11					
					CW0105a01f12					
Receipt of proposals from appointed consultants	CW0105a02	CW0105a02r01 CW0105a02r02	N/A	N/A	---	---	---	---		
Request for approval on contract with Consultant to MoW	CW0105a03	CW0105a03r01	CW0105a03f01	N/A						
		CW0105a03r02	CW0105a03f02							
		CW0105a03r03	CW0105a03f03							
			CW0105a03f04							
Signing of contract	CW0105a04	CW0105a04r01	CW0105a04f01	N/A						
		CW0105a04r02	CW0105a04f02							
		CW0105a04r03	CW0105a04f03							
			CW0105a04f04							
			CW0105a04f05							
			CW0105a04f06							

Phase	Process	Actions	Administrative sheet file name	Regulation	Format	Technical Focus	Technical sheet file name	Sample	Manuals	References
	Procurement of Contractor (CW0106)	Identification of Requirement (BOQ)	CW0106a01	N/A	CW0106a01f01	Elaboration of BOQ	CW0106a01t01	N/A	CW0106a01t01s01	CW0106a01t01b01
		Preparation of Bidding Document	CW0106a02	CW0106a02r01 CW0106a02r02 CW0106a02r03	CW0106a02f01 CW0106a02f02 CW0106a02f03 CW0106a02f04	Preparation of a precise Bidding Document	CW0106a02t01	N/A	N/A	N/A
		Preparation of Prequalification Document	CW0106a03	CW0106a03r01 CW0106a03r02 CW0106a03r03	CW0106a03f01 CW0106a03f02	Preparation of a precise Prequalification document	CW0106a03t01	N/A	N/A	CW0106a03t01b01
		Submission of Bidding and Prequalification Documents to MoW for approval	CW0106a04	N/A	CW0106a04f01 CW0106a04f02	N/A	---	---	---	---
		Advertisement of Prequalification Document	CW0106a05	CW0106a05r01 CW0106a05r02	N/A	N/A	---	---	---	---
		Receipt of Expression of Interest (Eoi)	CW0106a06	CW0106a06r01	N/A	N/A	---	---	---	---
		Evaluation of Expression of Interest (Eoi)	CW0106a07	N/A	CW0106a07f01	Evaluation of applications for prequalify	CW0106a07t01	N/A	N/A	N/A
		Submission of Evaluation Report on Eoi to MoW for approval	CW0106a08	N/A	CW0106a08f01	N/A	---	---	---	---
		Distribution of Bidding Document to contractors shortlisted	CW0106a09	CW0106a09r01 CW0106a09r02	N/A	N/A	---	---	---	---
		Provision of response on clarification and addendum of Bidding Documents	CW0106a10	N/A	CW0106a10f01	N/A	---	---	---	---
		Receipt of tender bids from contractors	CW0106a11	CW0106a11r01 CW0106a11r02	CW0106a11f01	N/A	---	---	---	---
		Evaluation of received tender	CW0106a12	CW0106a12r01 CW0106a12r02 CW0106a12r03 CW0106a12r04	CW0106a12f01 CW0106a12f02 CW0106a12f03 CW0106a12f04 CW0106a12f05	N/A	---	---	---	---
		Submission of evaluation report to MoW for approval	CW0106a13	CW0106a13r01 CW0106a13r02 CW0106a13r03	CW0106a13f01 CW0106a13f02 CW0106a13f03	N/A	---	---	---	---
		Appointment of Contractor	CW0106a14	CW0106a14r01	N/A	N/A	---	---	---	---

Directories of ID: CWST (Implementation, O&M, M&E, CD Phases)

Phase	Process	Actions	Administrative sheet file name	Regulation	Format	Technical Focus	Technical sheet file name	Sample	Manuals	References
Implementation (CW02)	Contract Management of Consultant (CW0201)	Conduct of stakeholder's meeting (kick off)	CW0201a01	CW0201a01r01 CW0201a01r02	N/A	Kick Off Meeting	CW0201a01t01	CW0201a01t01s01	N/A	CW0201a01t01r01
		Approval of work plan	CW0201a02	CW0201a02r01 CW0201a02r02 CW0201a02f02 CW0201a02f03	CW0201a02f01	Work Plan	CW0201a02t01	CW0201a02t01s01	N/A	N/A
		Confirmation of acquisition of water use permit or ground water permit	CW0201a03	CW0201a03r01 CW0201a03r02	N/A	Permits related to water supply	CW0201a03t01	N/A	N/A	N/A
		Receipt of monthly and quarterly supervision reports from Consultant	CW0201a04	CW0201a04r01 CW0201a04r02	N/A	Monthly and quarterly supervision reports	CW0201a04t01	CW0201a04t01s01	N/A	N/A
		Attendance to monthly meeting	CW0201a05	CW0201a05r01 CW0201a05r02	N/A	Monthly Meeting	CW0201a05t01	N/A	N/A	CW0201a05t01b01
		Field inspection as per required in contract	CW0201a06	CW0201a06r01 CW0201a06r02 CW0201a06r03	N/A	Field inspection of water supply facilities	CW0201a06t01	CW0201a06t01s01	N/A	N/A
		Issuance of interim payment certificate	CW0201a07	CW0201a07r01 CW0201a07r02 CW0201a07r03	N/A	N/A	---	---	---	---
		Receipt of completion report	CW0201a08	CW0201a08r01 CW0201a08r02	N/A	Completion report of the consultant	CW0201a08t01	CW0201a08t01s01	N/A	CW0201a08t01b01
		Final field inspection	CW0201a09	CW0201a09r01 CW0201a09r02	N/A	Final field inspection	CW0201a09t01	CW0201a09t01s01	N/A	CW0201a09t01b01
						As built drawings	CW0201a09t02	CW0201a09t02s01	N/A	CW0201a09t02b01
						Inspection list	CW0201a09t03	CW0201a09t03s01	N/A	CW0201a09t03b01
	Contract Management of Contractor (CW0202)	Inspection report	CW0201a09t04	CW0201a09t04s01	N/A	Inspection report	CW0201a09t04	CW0201a09t04s01	N/A	CW0201a09t04b01
		Taking over				Taking over	CW0201a09t05	N/A	N/A	N/A
		Issuance of completion certificate for final payment	CW0201a10	CW0201a10r01	N/A	N/A	---	---	---	---
		Receipt of performance bond and Bank Guarantee for Advance Payment	CW0202a01	CW0202a01r01 CW0202a01r02	CW0202a01f01 CW0202a01f02	N/A	---	---	---	---
		Approval of work plan, construction drawing, shop drawing of equipment and construction materials	CW0202a02	CW0202a02r01 CW0202a02r02 CW0202a02r03 CW0202a02r04 CW0202a02r05 CW0202a02r06 CW0202a02r07	N/A	Contents of Work plan (Contractor)	CW0202a02t01	CW0202a02t01s01	N/A	CW0202a02t01b01
						Construction method	CW0202a02t02	N/A	N/A	CW0202a02t02b01
						Test of construction materials	CW0202a02t03	N/A	N/A	CW0202a02t03b01
						Construction schedule	CW0202a02t04	CW0202a02t04s01	N/A	CW0202a02t04b01
						Protection of Environment	CW0202a02t05	N/A	N/A	N/A
						Safeguards	CW0202a02t06	N/A	N/A	N/A
						Working organization	CW0202a02t07	CW0202a02t07s01	N/A	N/A
		Site transfer to Contractor	CW0202a03	CW0202a03r01 CW0202a03r02 CW0202a03r03	N/A	Land to be prepared (Land acquisition)	CW0202a03t01	N/A	CW0202a03t01m01	N/A
		Receipt of monthly and quarterly progress reports from Contractor	CW0202a04	CW0202a04r01 CW0202a04r02	N/A	Monthly Progress reports	CW0202a04t01	CW0202a04t01s01	N/A	N/A
		Attendance to monthly meeting	CW0202a05	CW0202a05r01 CW0202a05r02	N/A	Monthly Meeting	CW0202a05t01	N/A	N/A	CW0202a05t01r01
		Field inspection as per required in contract	CW0202a06	CW0202a06r01 CW0202a06r02	N/A	Field inspection	CW0202a06t01	CW0202a06t01s01 CW0202a06t01s02 CW0202a06t01s03	N/A	N/A
		Issuance of interim payment certificate	CW0202a07	CW0202a07r01 CW0202a07r02 CW0202a07r03	N/A	N/A	---	---	---	---
		Receipt of as built drawings and manuals for operation and maintenance	CW0202a08	CW0202a08r01	N/A	As built drawings and O&M manuals	CW0202a08t01	CW0202a08t01s01	N/A	CW0202a08t01b01
		Final field inspection	CW0202a09	CW0202a09r01 CW0202a09r02	N/A	Inspection of water supply facilities	CW0202a09t01	CW0202a09t01s01	N/A	CW0202a09t01b01
						Observation/checking items	CW0202a09t02	CW0202a09t02s01	N/A	CW0202a09t02b01
		Approval of variations and addenda	CW0202a10	CW0202a10r01 CW0202a10r02	N/A	Design change	CW0202a10t01	N/A	N/A	N/A
		Issuance of completion certificate for final payment	CW0202a11	CW0202a11r01	N/A	N/A	---	---	---	---
		Receipt of warranty certificate	CW0202a12	CW0202a12r01 CW0202a12r02	N/A	Warranty certificate	CW0202a12t01	N/A	N/A	N/A
						Defects after completion of the construction works of water supply facilities	CW0202a12t02	N/A	N/A	N/A

Directories of ID: CWST (Implementation, O&M, M&E, CD Phases)

Phase	Process	Actions	Administrative sheet file name	Regulation	Format	Technical Focus	Technical sheet file name	Sample	Manuals	References
	Registration of COWSOs (CW0203)	Signing of MoU	CW0203a01	CW0203a01r01 CW0203a01r02 CW0203a01r03 CW0203a01r04	N/A	Contents of MoU	CW0203a01t01	CW0203a01t01s01 CW0203a01t01s02 CW0203a01t01s03 CW0203a01t01s04 CW0203a01t01s05 CW0203a01t01s06	CW0203a01t01m01 CW0203a01t01m02	CW0203a01t01r01 CW0203a01t01r02 CW0203a01t01r03
		Receipt of registration documents	CW0203a02	CW0203a02r01 CW0203a02r02 CW0203a02r03 CW0203a02r04	CW0203a02f01	N/A	---	---	---	---
		Confirmation of acquisition of water use permit	CW0203a03	CW0203a03r01 CW0203a03r02	CW0203a03f01	Water Use Permit	CW0203a03t01	N/A	N/A	N/A
		Evaluation of registration documents	CW0203a04	W0203a04r01 W0203a04r02 W0203a04r03 W0203a04r04	N/A	Registration criteria Evaluation of Facility Management Plan (FMP)	CW0203a04t01 CW0203a04t02	N/A CW0203a04t02f01 CW0203a04t02f02 CW0203a04t02f03 CW0203a04t02f04 CW0203a04t02f05	N/A CW0203a04t02m01 CW0203a04t02m02 CW0203a04t02m03 CW0203a04t02m04 CW0203a04t02m05 CW0203a04t02m06	N/A CW0203a04t02b01 CW0203a04t02b02
		Issuance of registration certificate	CW0203a05	CW0203a05r01 CW0203a05r02 CW0203a05r03 CW0203a05r04	CW0203a05f01 CW0203a05f02 CW0203a05f03	N/A	---	---	---	---
		Commissioning of water supply facilities	CW0203a06	CW0203a06r01	N/A	Commissioning	CW0203a06t01	N/A	N/A	N/A
Operation and Maintenance (CW03)	Monitoring on O&M (CW0301)	Receipt of monthly report (outline of O&M), quarterly report (progress of O&M) and annual report (annual achievement and activity plan for next year)	CW0301a01	CW0301a01r01 CW0301a01r02 CW0301a01r03 CW0301a01r04	N/A	Contents of report	CW0301a01t01	CW0301a01t01s01 CW0301a01t01s02 CW0301a01t01s03	CW0301a01t01m01 CW0301a01t01m02 CW0301a01t01m03	CW0301a01t01b01
		Confirmation of payment of water use fee	CW0301a02	CW0301a02r01 CW0301a02r02 CW0301a02r03	N/A	Evaluation criteria (Overall of O&M) Evaluation criteria (Finance)	CW0301a02t01 CW0301a02t02	CW0301a02t01s01	CW0301a02t01m01 CW0301a02t01m02 CW0301a02t01m03	CW0301a02t01b01 CW0301a02t01b02 CW0301a02t01b03
		Provision of technical and financial guidance to COWSOs	CW0301a03	CW0301a03r01 CW0301a03r02	N/A	N/A	---	---	---	---
		Provision of penalties	CW0301a04	CW0301a04r01 CW0301a04r02	CW0301a04f01	N/A	---	---	---	---
		Approval of amendment of registration documents	CW0301a05	CW0301a05r01 CW0301a05r02	CW0301a05f01	Verify the Contents of Change	CW0301a05t01	N/A	N/A	N/A
	Forecast of activities under Contract Works (CW0401)	Summarize the coming activities under the contract for the next 6 months.	CW0401a01	CW0401a01r01 CW0401a01r02	N/A	N/A	---	---	---	---
		Forecast the amount of financial requirement for those coming activities.	CW0401a02	CW0401a02r01	N/A	N/A	---	---	---	---
		Fill the forecasted activities and financial requirement in the format of MIS.	CW0401a03	CW0401a03r01	N/A	N/A	---	---	---	---
	Forecast of activities under Non Contract Works (CW0402)	Summarize the coming activities under the management support for the next 6 months	CW0402a01	CW0402a01r01 CW0402a01r02	N/A	N/A	---	---	---	---
		Forecast the amount of financial requirement for those coming activities.	CW0402a02	CW0402a02r01	N/A	N/A	---	---	---	---
		Fill the forecasted financial requirement in the format of MIS.	CW0402a03	CW0402a03r01	N/A	N/A	---	---	---	---
	Record of financial management data of activities under Contract and Non Contract Works (CW0403)	Record control cash book.	CW0403a01	CW0403a01r01	N/A	N/A	---	---	---	---
		Record subsidiary ledger for each account.	CW0403a02	CW0403a02r01	N/A	N/A	---	---	---	---
		Record general ledger.	CW0403a03	CW0403a03r01	N/A	N/A	---	---	---	---
		Input all the recorded data in MIS.	CW0403a04	CW0403a04r01	N/A	N/A	---	---	---	---

Directories of ID: CWST (Implementation, O&M, M&E, CD Phases)

Phase	Process	Actions	Administrative sheet file name	Regulation	Format	Technical Focus	Technical sheet file name	Sample	Manuals	References
Monitoring and Evaluation (CW04)	Monitoring of progresses under Contract Works (CW0404)	Monitor the physical progresses of consultancy and construction works based on the contract signed.	CW0404a01	CW0404a01r01	CW0404a01f01	N/A	---	---	---	---
		Monitor the progress of payment schedules based on the contracts signed.	CW0404a02	CW0404a02r01 CW0404a02r02 CW0404a02r03	N/A	N/A	---	---	---	---
		Find out the factors positively and negatively affecting the progress.	CW0404a03	N/A	N/A	Principles of Monitoring and Evaluation Conflict Management	CW0404a03t01 CW0404a03t02	N/A N/A	CW0404a03t01m01 N/A	CW0404a03t01b01 CW0404a03t01b02 CW0404a03t01b03 CW0404a03t02b01
		Revise the processes of contract management if necessary.	CW0404a04	N/A	N/A	N/A	---	---	---	---
	Monitoring of progresses under Non Contract Works (CW0405)	Monitor the physical progresses of planned activities under Non Contract Works.	CW0405a01	CW0405a01r01	N/A	N/A	---	---	---	---
		Monitor the physical progresses of consultancy works and procurement of goods based on the contract signed.	CW0405a02	N/A	N/A	Principles of Monitoring and Evaluation Conflict Management	CW0405a02t01 CW0405a02t02	N/A N/A	CW0405a02t01m01 N/A	CW0405a02t01b01 CW0405a02t01b02 CW0405a02t01b03 CW0405a02t02b01
		Find out the factors positively and negatively affecting the progress.	CW0405a03	N/A	N/A	N/A	---	---	---	---
	Monitoring of existing water supply facilities (CW0406)	Receive monthly/ quarterly report of O&M from COWSOs/VWCs	CW0406a01	CW0406a01r01	N/A	Use of penalty	CW0406a01t01	N/A	N/A	N/A
		Input all the reported data to MIS and WPM system	CW0406a02	N/A	CW0406a02f01 CW0406a02f02	N/A	---	---	---	---
	Evaluation of the achievement and impacts in association with WSDP targets. (CW0407)	Evaluate the achievement of the interventions under Contract Works and Non Contract Works based on the LGA water supply plan.	CW0407a01	CW0407a01r01	N/A	Evaluation Techniques	CW0407a01t01	CW0407a01t01s01	CW0407a01t01m01	CW0407a01t01b01
		Evaluate the efficiencies of the interventions in terms of technical and financial aspects.	CW0407a02	CW0407a02r01	N/A	Evaluation Techniques	CW0407a02t01	CW0407a02t01s01	CW0407a02t01m01	CW0407a02t01b01
		Identify the positive and negative impacts of the projects to others.	CW0407a03	CW0407a03r01	N/A	Evaluation Techniques	CW0407a03t01	---	---	---
		Evaluate the sustainability of the projects from the technical, environmental, organizational, financial, and institutional points of views.	CW0407a04	CW0407a04r01	N/A	Evaluation Technics	CW0407a04t01	CW0407a04t01s01	CW0407a04t01m01	CW0407a04t01b01
	Reporting of results of monitoring and evaluation (CW0408)	Prepare the quarterly physical progress report	CW0408a01	N/A	CW0408a01f01	N/A	---	---	---	---
		Prepare the semi annual progress report	CW0408a02	N/A	CW0408a02f01	N/A	---	---	---	---
		Prepare the annual progress report.	CW0408a03	N/A	CW0408a03f01	N/A	---	---	---	---
		Submit prepared reports to RWSD/MoW via PMO-RALG.	CW0408a04	N/A	N/A	N/A	---	---	---	---

Capacity Development (CW05)	Assessment of organizational capacity (CW0501)	Conduct monitoring and evaluation on progress of annual plan/ DWSP/ RWSP/ etc.	CW0501a01	CW0501a01r01	N/A	Principle of Monitoring and Evaluation	CW0501a01t01	N/A	CW0501a01t01m01	CW0501a01t01b01
				CW0501a01r02		Criteria for Evaluation	CW0501a01t02	N/A	CW0501a01t02m01	CW0501a01t02b01
						Evaluation Techniques	CW0501a01t03	CW0501a01t03s01	CW0501a01t03m01	CW0501a01t03b01
		Assess the capacity of the organization based on the results of monitoring and evaluation.	CW0501a02	CW0501a02r01	CW0501a02f01	Adaption of Capacity Models	CW0501a02t01	N/A	CW0501a02t01m01	CW0501a02t01b01
				CW0501a02r02	CW0501a02f02	Principles of Project Cycle Management (PCM)	CW0501a02t02	CW0501a02t02s01	CW0501a02t02m01	CW0501a02t02b01
						Principles of setting indicators	CW0501a03t01	N/A	CW0501a03t01m01	CW0501a03t01b01
	Planning of capacity development activities (CW0502)	Identify appropriate measures/ interventions to improve identified capacity gaps/ weaknesses.	CW0502a01	CW0501a03r01	N/A	Different approaches for capacity measurement	CW0501a03t02	N/A	CW0501a03t02m01	CW0501a03t02b01
				CW0501a03r02						
						Consideration on the appropriate CD measures	CW0502a01t01	CW0502a01t01s01 CW0502a01t01s02	N/A	CW0502a01t01b01
						Cost estimation techniques	CW0502a02t01	CW0502a02t01s01	N/A	CW0502a02t01b01
						Procedures of program design	CW0502a03t01	CW0502a03t01s01	CW0502a03t01m01	CW0502a03t01b01 CW0502a03t01b02
	Implementation of CD plan (CW0503)	Request technical support from RWSD/ MoW if necessary.	CW0502a04	CW0502a04r01	N/A	N/A	---	---	---	---
						Consultation on planning of training	CW0503a01t01	CW0503a01t01s01	CW0503a01t01m01	N/A
						Introduction of CD resources inventory	CW0503a01t02	CW0503a01t02s02	N/A	N/A
	Monitoring and evaluation of CD implementation (CW0504)	Implement planned measures/ interventions.	CW0503a02	CW0503a02r01	N/A	N/A	---	---	---	---
						Monitoring techniques	CW0504a01t01	CW0504a01t01s01	CW0504a01t01m01 CW0504a01t01m01	CW0504a01t01b01

Annex 6:

Training Curriculum (ToT)

TRAINING CURRICULUM FOR RWST
Training of Trainer Course: Capacity Development and O&M and Follow-up

- (1) Course Objective:
- To strengthen capacity of RWST in managing capacity development activities for CWSTs in the region.
 - To strengthen capacity of RWST in providing support services to CWSTs on O&M.
- (2) Target Group:
- RWA and RCDO from each RWST in all 25 regions
- (3) Training Venue:
- Ubungo Plaza in Dar es Salaam
- (4) Duration of the Training Course:
- 3 days for CD and 2days for O&M = 5 days in total

A6-1

Session [Related Training Module No.]	Specific Objectives of the Session (By the end of the session, participants will be able to:)	Contents	Materials ¹
1. Introduction of CD implementation guideline	<ul style="list-style-type: none"> • Explain the new institutional arrangement of CD implementation. • Understand the limitation of budget and CD activities. • Understand the implementation procedures of CD activities. 	<ul style="list-style-type: none"> • Definition of capacity development • Significance of capacity development to implementing agencies (IAs) • Roles and responsibilities of IAs • Coordination of resource mobilization in implementation of CD plans • Monitoring and evaluation of CD implementation 	<ul style="list-style-type: none"> • CD Implementation Guideline • PIM Annex
2. Assessment of Organizational Capacity	<ul style="list-style-type: none"> • Understand the operation of capacity assessment sheet. • Identify the strength and weakness of their organizational capacity • Identify the negative factors causing 	<ul style="list-style-type: none"> • Capacity Factors from Excellence Model • CD goals in association with objectives of your organization • Current status of your organizational capacity • Effectiveness of work processes 	<ul style="list-style-type: none"> • CD Implementation Guideline • Capacity Assessment Sheet • PIM Annex

¹ The Consultant should propose, in the technical proposal, the training materials which are to be used in each session.

Session [Related Training Module No.]	Specific Objectives of the Session (By the end of the session, participants will be able to:)	Contents	Materials ¹
	the weakness of their organizational capacity.	<ul style="list-style-type: none"> Assessment of your organizational capacity 	
3. Planning of CD activities	<ul style="list-style-type: none"> Prepare financially feasible CD plan with appropriate CD logic/story Prepare their action plan to disseminate CD implementation guideline to LGAs. 	<ul style="list-style-type: none"> Rational of CD planning Formulation of CD measures based on results of capacity assessment Preparation of action plan for disseminating CD implementation guideline to LGAs 	<ul style="list-style-type: none"> CD Implementation Guideline Capacity Assessment Sheet PIM Annex
4. Facilitation Skill as a Trainer	<ul style="list-style-type: none"> Understand the principle skills to be a trainer and facilitator. Facilitate training for CWST. 	<ul style="list-style-type: none"> Roles of facilitator/trainer Communication approach Practice of facilitation: group work 	<ul style="list-style-type: none"> PIM Annex
5. Outline of O&M	<ul style="list-style-type: none"> Understand O&M concept and necessity activities by each actor 	<ul style="list-style-type: none"> Basic concepts, current situation, necessity of O&M Role and responsibilities of each actor (COWSO, CWST, RWST, MoW) for O&M O&M mechanism and required activities at present 	<ul style="list-style-type: none"> RUWASA-CAD Training package “O&M and Follow-up” chap. 4 PIM Annex: Operation and Maintenance phase, Review of Progress of O&M
6. Confirmation of COWSO Registration Documents	<ul style="list-style-type: none"> Understand required documents for COWSO registration Contents of FMP and MoU Understand confirmation points of FMP and MoU 	<ul style="list-style-type: none"> Requirement of COWSO registration Required documents for COWSO registration Contents of FMP and MoU Evaluation and attention points of FMP and MoU 	<ul style="list-style-type: none"> PIM Annex: Implementation phase, Registration of COWSOs

Session [Related Training Module No.]	Specific Objectives of the Session (By the end of the session, participants will be able to:)	Contents	Materials ¹
7. Supervision of O&M monitoring at LGA	<ul style="list-style-type: none"> Understand what data is needed to be collect for supervision of O&M monitoring at LGA and RS 	<ul style="list-style-type: none"> Monitoring contents by IAs Planning of supervision of O&M monitoring at LGA 	<ul style="list-style-type: none"> PIM Annex: Operation and Maintenance phase, Review of Progress of O&M RUWASA-CAD Training package “O&M and Follow-up” chap. 5, 6
8. Evaluation of O&M status and feedback	<ul style="list-style-type: none"> Understand procedures of evaluation and follow-up Understand evaluation indicators 	<ul style="list-style-type: none"> Procedure of evaluation and follow-up Evaluation criteria Evaluation contents and indicator 	<ul style="list-style-type: none"> PIM Annex: Operation and Maintenance phase, Review of Progress of O&M RUWASA-CAD Training package “O&M and Follow-up” chap. 5, 6
9. Workshop	<ul style="list-style-type: none"> Consider reporting contents from COWSOs to CWST Consider reporting contents from CWST to RWST 		<ul style="list-style-type: none"> Participants are divided into 8-10 groups and think about the following contents. Consideration of reporting contents

TRAINING CURRICULUM FOR RWST
Training of Trainer Course: Planning and Implementation

- (3) Course Objective:
- To strengthen capacity of RWST in reviewing water supply plans prepared by CWSTs in the region.
 - To strengthen capacity of RWST in supervising the contract management at LGA level in the region.
- (4) Target Group:
- Assistant Administrative Secretary for Water in all 25 regions
- (5) Co-organizer:
- Water & Sanitation Program (World Bank)
 - WaterAid
- (6) Training Venue:
- Frank Man Hotel in Tabora
- (7) Duration of the Training Course:
- 2 days for Planning and 2days for Implementation = 4 days in total

A6-4

Session [Related Training Module No.]	Specific Objectives of the Session (By the end of the session, participants will be able to:)	Contents	Materials
2. Assessment of Water Resources Potential	<ul style="list-style-type: none"> • Explain the importance of assessing water resources potential 	<ul style="list-style-type: none"> • Geophysical survey • Exploratory drilling • Pumping test • Water quality analysis 	<ul style="list-style-type: none"> • PIM Annex • Complementary materials
3. Consideration of Socio-economic Conditions	<ul style="list-style-type: none"> • Explain the importance of socio-economic consideration 	<ul style="list-style-type: none"> • Population, water coverage and dwelling type analysis 	<ul style="list-style-type: none"> • PIM Annex • Complementary materials
4. Selection of Water Supply Technologies	<ul style="list-style-type: none"> • Explain the methodology for selection of water supply technologies • Understand the characteristics of water supply technologies 	<ul style="list-style-type: none"> • Selection of the type of water supply scheme and the scale 	<ul style="list-style-type: none"> • PIM Annex • Complementary materials

Session [Related Training Module No.]	Specific Objectives of the Session (By the end of the session, participants will be able to:)	Contents	Materials
5. Contract management of Consultant	<ul style="list-style-type: none"> • Explain importance of contract management of consultant • Understand the structure of the contract of the consultant • Understand the technical issues on the contract management of consultant 	<ul style="list-style-type: none"> • Work plan (Supervision plan) of consultant • Supervision work of the consultant • Monthly progress report/meeting • Field inspection • Mobilization of communities • Completion of the project 	<ul style="list-style-type: none"> • PIM Annex
6. Contract Management of Contractor	<ul style="list-style-type: none"> • Explain importance of contract management of contractor • Understand the structure of the contract of contractor • Understand the technical issues on the contract management of contractor 	<ul style="list-style-type: none"> • Work plan (Contractor) • Monthly progress report/meeting • Schedule/Quality/Safety control • Warranty against deficit • Completion of the project 	<ul style="list-style-type: none"> • PIM Annex
7. Site Visit	<ul style="list-style-type: none"> • Explain what are important in supervision of construction works by visiting the actual construction site • Give suggestion to the CWST on supervision of construction works 	<ul style="list-style-type: none"> • Site visit to Mabama Village, Tabora Rural District (water source (deep well), elevated distribution tank) 	<ul style="list-style-type: none"> • Handout
8. Solar Pumping Technologies	<ul style="list-style-type: none"> • Explain the evolution of the solar pumping technology and the most common myths • Understand the performance and life-cycle-costs of the latest solar pumping technology • Understand effective measures against theft 	<ul style="list-style-type: none"> • Pre workshop questionnaire • Identification of common barriers to sustainability, why do water schemes fail? • Definition of common myths on solar pumping • Evolution of solar pumping technologies and performance • Definition of security measures 	<ul style="list-style-type: none"> • PPT • Video (3minutes)

Session [Related Training Module No.]	Specific Objectives of the Session (By the end of the session, participants will be able to:)	Contents	Materials
9. Solar Pumping Suppliers in Tanzania and Characteristics of Solar Pump	<ul style="list-style-type: none"> • Contact solar pumping suppliers, distributors and associations with questions on solar pumping • Understand the pumping range (head/yield) where solar pumping is cost effective • Explain how to design (size) a solar pumping scheme • Understand the CAPEX cost difference between a diesel and solar pumping system 	<ul style="list-style-type: none"> • Introduction to solar pumping suppliers in Tanzania • Role and responsibilities of TAREA • Examples of recent solar installations • Identification of the optimal pumping range (head/yield) for solar pumping • The parameters for sizing a solar pumping scheme • A life-cycle-cost analysis: CAPEX and OPEX for diesel and solar pumping schemes 	<ul style="list-style-type: none"> • PPT • Video (10 minutes)
10. Addressing WASH Sustainability through the use of TAF	<ul style="list-style-type: none"> • Understand rationale, scope and introduction to the tool/TAF • Understand field experience from Tanzania and other countries • Understand steps and resources needed to prepare and apply TAF 	<ul style="list-style-type: none"> • Explain the sustainability issues as also addressed listed in WSDP II • Understand the basic concept, objective and purpose of TAF, the procedures of undertaking the TAF and the results and impacts expected • Experience of using the TAF in Tanzania and other countries • The team composition, time required and costs for one TAF application/assessment • Plenary discussion 	<ul style="list-style-type: none"> • TAF Manual •

Annex 7:

Statement Letter for PIM Authorization and Enforcement of Official Use Under WSDP

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF WATER

Telephone: 022 2450838/40-41
Fax: 022 2450033/1820/1819
Email: psmw@maji.go.tz



Ministry of Water,
426 Morogoro Road,
P. O. Box 9153,
14473, **Dar es Salaam.**

In reply please quote:

Ref. No. GB 232/547/01/57

15th April, 2015

*To all Regional Administrative Secretary,
Tanzania Mainland.

Att: All Ass. Regional,
Administrative Secretary – Water.

Subject: **Statement to all Implementing Agencies (IAs) of RWSSP of WSDP
for Utilization of PIM in WSDP Phase 2**

Please refer to the above mentioned subject.

We are pleased to inform you that the Ministry of Water jointly with JICA through RUWASA-CAD Project (Rural Water Supply and Sanitation Capacity Development Project) Phase 2 has successfully completed the revision of Programme Implementation Manual (PIM) Sections for Rural Water Supply Component (Component 2) and all the contents of PIM are available on Ministry of Water Website (www.maji.go.tz) as well as DVD to be provided from MoW.

PIM Sections for Rural Water Supply Component clearly indicate the implementation procedures of Rural Water Supply and Sanitation Programme (RWSSP) in WSDP Phase 2. All IAs of RWSSP are required to implement the activities of WSDP Phase 2 by referring to this document.

Upon this, it is stated hereby that revised PIM Sections for Rural Water Supply Component available on MoW Website and DVD is the official implementation guideline for WSDP Phase 2.

Your compliance with this statement is highly required and appreciated.

Sincerely yours.

A handwritten signature in black ink, appearing to be 'Joseph Kakunda'.

Joseph Kakunda
for: **PERMANENT SECRETARY**

Annex 8:

List of Collected Documents During the Project

List of Collected Documents during the Project

Area	Africa	Project	The Rural Water Supply and Sanitation Capacity Development (RUWASA-CAD) Project Phase 2	Type pf the Project	Technical Cooperation	Responsible Department in JICA	<ul style="list-style-type: none"> Water Resources Management Team 2, Water Resources and Disaster Management Group, Global Environment Department JICA Tanzania Office
Nation	The Republic of Tanzania	Target Organization	Ministry of Water	Period of the Project	2014/7/2~2015/4/29		Hirohumi YOSHITAKE Takanori OBAYASHI

No.	Document	Type	Issuing Organization	Category for handling	Library comments	Remarks
1.	Draft report for WSDP Training Impact Assessment of Ministry of Water Staff and Other Implementing Agencies	Copy	Ministry of Water			
2.	Proposed Improved Institutional Set Up for Implementation of Water Sector Development Programme	Copy	Ministry of Water			
3.	Work Plan for FYs 2010/2011 and 2011/2012	Copy	Ministry of Water			
4.	Technical Audit of the Water Sector Development Programme (WSDP) for Financial Years 2010/2011 & 2011/2012	Copy	Ministry of Water			
5.	Final Report-Water Water Sector Development Programme, Tanzania Evaluation of Phase I	Copy	JICA/Ministry of Water			
6.	Scaling Up of Rural Water Supply and Sanitation Services-Implementation Report to the 10th Joint Supervision Mission	Copy	Ministry of Water			
7.	WSDP Phase I (2007-2013) Summary of Technical Scan and Main Focus for Wsdp li (2013-2018)	Copy	Ministry of Water			
8.	Report on the implementation of the NSC for Third Quarter	Copy	Ministry of Water			
9.	National Sanitation and Hygiene Campaign- Financial Summary Report for 2011/2012 and 2012/2013 Funds	Copy	Ministry of Water			
10.	Assessment of Capacity Building Requirements to Enhance PSP in RWSS Sub Sector Under WSDP	Copy	Ministry of Water			
11.	Water Lab - Operations & Maintenance Work Stream-Story Line (1 of 2) Strategy, Budgets & Implementation Overview	Copy	Ministry of Water			
12.	Water Lab New & Rehabilitation Work Stream-Working Draft	Copy	Ministry of Water			
13.	"Final Draft Report"-Nationwide Baseline Data Collection For One Hundred Thirty Two (132) Local Government Authorities (Lgas)	Copy	Ministry of Water			
14.	タンザニア連合共和国 ワミ・ルプ流域水資源管理開発計画策定支援プロジェクト 中間報告書 メイン・レポート, February 2013	Copy	JICA, 株式会社地球システム科学 日本テクノ株式会社 株式会社オリエンタルコンサルタンツ			
15.	Strategic Framework for Capacity Development in the Water Sector in Tanzania, August	Copy	Thematic Working Group on Institutional			

No.	Document	Type	Issuing Organization	Category for handling	Library comments	Remarks
	2008		Development and Capacity Building, Ministry of Water and Irrigation			
16.	Guidelines to Facilitate Implementation of the Capacity Development Framework	Copy	Thematic Working Group on Institutional Development and Capacity Building, Ministry of Water and Irrigation			
17.	TRAINING GUIDE FOR SYSTEM USERS AND ADMINISTRATORS	Copy	Ministry of Water			
18.	Inception Report on Water Point Mapping	Copy	Ministry of Water			
19.	Water Point Mapping for Rural Water Supply in LGAs System Design	Copy	Ministry of Water			
20.	Water Point Mapping User Manual	Copy	Ministry of Water			
21.	Water Point Mapping for Rural Water Supply in LGAs Requirements Specification	Copy	Ministry of Water			
22.	Guidelines for Planning and Providing Multiple-Use Water Services	Copy	MUS Group			
23.	LOCAL GOVERNMENT DEVELOPMENT GRANT (LGDG) SYSTEM, ANNUAL REPORT (JULY 2011 – JUNE 2012)	Copy	Prime Minister Office Regional Administration and Local Government			
24.	Technical Audit of the Water Sector Development Programme (WSDP) for Financial Years 2010/2011 & 2011/2012	Copy	Ministry of Water			
25.	Rapid Budget Analysis of the Water Sector in Tanzania	Copy	Overseas Development Institute, London			
26.	REPORT OF THE CONTROLLER AND AUDITOR GENERAL ON THE SPECIAL AUDIT AND REVIEW OF THE WATER SECTOR DEVELOPMENT PROGRAMME (WSDP) 2007 - 2010	Copy	Ministry of Water			
27.	ANNUAL GENERAL REPORT OF THE CONTROLLER AND AUDITOR GENERAL On the Audit of the Financial Statements of Donor Funded Projects for the year ended 30th June, 2012	Copy	National Audit Office			
28.	Integrated Water Resources Management and Development Plan (IWRMDP) for Internal Drainage Basin (IDB)	Copy	Ministry of Water			
29.	Final Report on Assessment of Capacity Building Requirements to Enhance Private Sector Participation	Copy	Ministry of Water			
30.	Inventory of Private Sector Service Providers in the Rural Water Supply and Sanitation Sector	Copy	Ministry of Water			
31.	Draft Final Report on WSDP TRAINING IMPACT ASSESSMENT OF MINISTRY OF WATER STAFF AND OTHER IMPLEMENTING AGENCIES	Copy	Ministry of Water			
32.	Final Report on Water Sector Development Programme, Tanzania Evaluation of Phase I	Copy	Ministry of Water			
33.	Draft Integrated Water Sector Monitoring & Evaluation Framework	Copy	Ministry of Water			
34.	Water Resources Management (Water Abstraction, Use and Discharge) Regulations, 2010	Copy	Government of Tanzania			
35.	The Water Resources Management Act, 2009	Copy	Government of Tanzania			
36.	The Water Resources Management (Water Abstraction, Use & Discharge) Regulations, 2010	Copy	Government of Tanzania			
37.	The Water Resources Management (Dam Safety) Regulations, 2013	Copy	Government of Tanzania			

No.	Document	Type	Issuing Organization	Category for handling	Library comments	Remarks
38.	The Groundwater (Exploration and Drilling) Licensing Regulations, 2013	Copy	Government of Tanzania			
39.	Drilling and Installation Guidelines	Copy	Government of Tanzania			
40.	Guidelines for Dam Safety, 2012	Copy	Government of Tanzania			
41.	Water Supply and Sanitation Act, 2009	Copy	Government of Tanzania			
42.	The Water Supply Regulations, 2013	Copy	Government of Tanzania			
43.	The Road Act, 2007	Copy	Government of Tanzania			
44.	The Road Management Regulation, 2009	Copy	Government of Tanzania			
45.	The Railway Act, 2002	Copy	Government of Tanzania			
46.	The Environmental Management Act, 2004	Copy	Government of Tanzania			
47.	The Land Acquisition Act, 1967	Copy	Government of Tanzania			
48.	The Village Land Act, 1999	Copy	Government of Tanzania			
49.	The Occupational Health and Safety Act, 2003	Copy	Government of Tanzania			
50.	The Petroleum Act, 2008	Copy	Government of Tanzania			
51.	The Oil and Gas Law Review, 2013	Copy	Government of Tanzania			
52.	Guidelines-Selection and Employment of Consultants under IBRD Loans and IDA Credit & Grants by World Bank Borrowers, 2011, Revised 2014	Copy	The World Bank			
53.	Standard Request for Proposals-Selection of Consultants, 2008, Revised 2010	Copy	The World Bank			
54.	Standard Bidding Documents-Procurement of Works & User's Guide, 2006, Revised 2010	Copy	The World Bank			
55.	Standard Bidding Documents- User's Guide for Procurement of Works, 2007	Copy	The World Bank			
56.	The Public Procurement Act, 2011	Copy	Public Procurement Regulatory Authority, Tanzania			
57.	The Public Procurement Regulations, 2013	Copy	Public Procurement Regulatory Authority, Tanzania			
58.	Standard Invitation for Expression of Interest-Selection and Employment of Consultant, 2014	Copy	Public Procurement Regulatory Authority, Tanzania			
59.	Standard Request for Proposal- Selection and Employment of Consultants- Complex Time Based Contracts,2014	Copy	Public Procurement Regulatory Authority, Tanzania			
60.	Standard Request for Proposal- Selection and Employment of Consultants- Simple Time Based Contracts,2014	Copy	Public Procurement Regulatory Authority, Tanzania			
61.	Standard Request for Proposal- Selection and Employment of Consultants-Lump Sum Contracts, 2014	Copy	Public Procurement Regulatory Authority, Tanzania			
62.	Standard Request for Proposal- Selection and Employment of Consultants-Individual Consultants, 2014	Copy	Public Procurement Regulatory Authority, Tanzania			
63.	Standard Tendering Document- Procurement of Medium and Large Works- National and International Competitive Tendering, 2014	Copy	Public Procurement Regulatory Authority, Tanzania			
64.	Standard Tendering Document- Procurement of Smaller Works- National Competitive Tendering, 2014	Copy	Public Procurement Regulatory Authority, Tanzania			

No.	Document	Type	Issuing Organization	Category for handling	Library comments	Remarks
65.	Water Sector Development Programme (WSDP)- Request for Proposal- Consultancy Services for Provision of Technical and Facilitation Services for Rural Water Supply and Sanitation Sub Projects	Copy	PMO-RALG, Government of Tanzania			
66.	The Water Supply and Sanitation(Registration of Community Owned Water Supply Organizations) Regulations, 2009	Copy	Government of Tanzania			
67.	MWONGOZO KUHUSU UUNDAJI NA USAJILI WA KISHERIA WA VYOMBO VYA WATUMIAJI MAJI VIJIJINI, 2010 (Establishment and Registration of legal Community Owned Water Supply Organizations)	Copy	Ministry of Water			
68.	National Rural Water Sustainability Strategy, 2015	Copy	Ministry of Water			
69.	National Rural Water Sustainability Strategy July 2015 – June 2020	Copy	Ministry of Water			
70.	Independent Verification of the baseline data for the PBR Scheme in the Water Sector in Tanzania	Copy	Department for International Development, England			
71.	Water Sector Status Report 2013/14	Copy	Ministry of Water			
72.	Aide Memoire 13 th Joint Supervision Mission of WSDP October 2015	Copy	The World Bank			
73.	Technical Audit of the Water Sector Development Programme Final Draft Report	Copy	Ministry of Water			