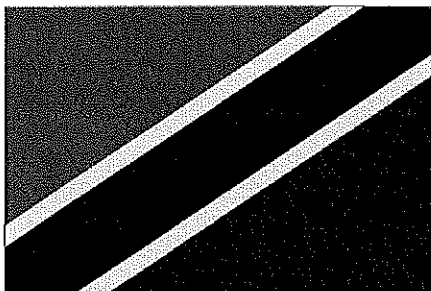


TECHNICAL & FINANCIAL FILE

WATER AND SANITATION KIGOMA
REGION PROJECT (WASKIRP)
TANZANIA

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THE BELGIAN
DEVELOPMENT COOPERATION **.be**

TABLE OF CONTENTS

TABLE OF CONTENTS	2
TABLES & FIGURES	4
ABBREVIATIONS.....	5
EXECUTIVE SUMMARY.....	8
ANALYTICAL RECORD OF THE INTERVENTION	9
1. SITUATION ANALYSIS ON ALIGNMENT AND CONTRIBUTION TO POVERTY REDUCTION POLICIES	10
2. STRATEGIC ORIENTATIONS	12
2.1 FOCUS ON SUSTAINABILITY	12
2.2 PROJECT AREA	13
2.3 ROLES AND RESPONSIBILITIES OF NATIONAL PARTNER STRUCTURES IN THE IMPLEMENTATION OF SUSTAINABLE WATER SUPPLY	15
2.4 SYNERGIES WITHIN BELGIAN DEVELOPMENT COOPERATION PORTFOLIO.....	18
3. INTERVENTION FRAMEWORK	19
3.1 GENERAL OBJECTIVE	19
3.2 SPECIFIC OBJECTIVE	19
3.3 EXPECTED RESULTS & PROJECT IMPLEMENTATION STRATEGY	19
3.4 ACTIVITIES.....	22
3.5 INDICATORS AND MEANS OF VERIFICATION	29
3.6 DESCRIPTION OF BENEFICIARIES.....	31
3.7 RISK ANALYSIS	32
4. RESOURCES.....	35
4.1 FINANCIAL RESOURCES	35
4.2 OTHER RESOURCES.....	40
5. IMPLEMENTATION MODALITIES	41
5.1 CONTRACTUAL FRAMEWORK AND ADMINISTRATIVE RESPONSIBILITIES.....	41
5.2 INSTITUTIONAL ANCHORAGE.....	41
5.3 TECHNICAL AND FINANCIAL RESPONSIBILITIES.....	41
5.4 PROJECT LIFE CYCLE.....	41
5.5 STEERING AND IMPLEMENTATION STRUCTURES	44
5.6 OPERATIONAL MANAGEMENT.....	51

5.7	TFF MODIFICATIONS.....	60
6.	CROSS CUTTING THEMES.....	61
6.1	ENVIRONMENT.....	61
6.2	GENDER.....	61
6.3	CHILDREN'S RIGHTS.....	62
6.4	HIV / AIDS.....	62
7.	ANNEXES.....	64
7.1	LOGICAL FRAMEWORK.....	65
7.2	IMPLEMENTATION CALENDAR.....	69
7.3	CHRONOGRAM.....	69
7.4	TOR OF KEY LONG-TERM PERSONNEL.....	70

TABLES & FIGURES

FIGURE 1. CONSTRUCTED WATER POINTS 2008-2014 - WATER SECTOR STATUS REPORT 2014 (MARKING THE END OF WSDP I – MoWI)	11
FIGURE 2. PRIORITY SITES FOR WATER SCHEMES REHABILITATION & EXTENSION (PROJECT AREA)	14
TABLE 3. DIRECT BENEFICIARIES IN THE SIX SELECTED SITES	14
FIGURE 4. SERVICE PROVISION FUNCTIONS OF COWSOS (MoWI)	15
FIGURE 5. ORGANIZATIONAL CHART DISTRICT WATER ENGINEER DWE OFFICE	16
FIGURE 6. ORGANIZATIONAL STRUCTURE OF REGIONAL ADMINISTRATIVE SECRETARIATS	17
TABLE 7. EVOLUTION OF WSDP I&II COMPONENTS	19
FIGURE 8. PROJECT RESULTS CHAIN (OUTPUTS, OUTCOMES, ACTIVITIES, RISKS & ASSUMPTIONS)	20
FIGURE 9. PROJECT MAJOR IMPLEMENTATION MODALITIES (TA, EXTERNAL SERVICES, NGO'S, CONTRACTORS)	22
TABLE 10. THEMES FOR SUSTAINABLE MANAGEMENT OF WATER SERVICES BY COWSOS	24
FIGURE 11. ACTION RESEARCH PRINCIPLES	25
TABLE 12. PRELIMINARY TARGETS FOR WATER ACCESS INDICATORS	30
TABLE 12. MANAGEMENT, TECHNICAL AND SUPPORT STAFF	38
FIGURE 14. PROJECT IMPLEMENTATION UNIT STAFF ORGANIGRAM	39
FIGURE 15. ORGANOGRAM WASKIRP	47

ABBREVIATIONS

AFM	Administration and Finance Manual
AFO	Administrative and Finance Officer
AIDS	Acquired Immune Deficiency Syndrome
ANO	Avis de non-objection (= Non-objection)
BE-TAN	Belgium-Tanzania
BRN	Big Results Now
BTC	Belgian Technical Cooperation
C4D	Communication for Development
CBO	Community-Based Organization
COWSO	Community Owned Water Supply Organization
CSO	Community Support Organisation
DC	District Council
DED	District Executive Director
DGD	Directorate General for Development Cooperation and Humanitarian Aid
DFP	District Focal Point
DFT	District Facilitation Team
DP	Distribution Point
DWE	District Water Engineer
EPC-LGAP	Enhancement of Procurement Capacity of Local Government Authorities Project
ETR	End-term Review
FT	Full-time
GoT	Government of Tanzania
HIV	Human immunodeficiency virus
HR	Human Resources
ICT	Information and Communication Technology
ITA	International Technical Assistant
IWRM	Integrated Water resources Management
L&A	Logistic & acquisition (= Procurement Unit of BTC-HQ)
LGAs	Local Government Authorities
MDAs	Ministries, Departments and Agencies
MFA	Mutualisation Framework Agreement
MoHSW	Ministry of Health and Social Welfare

MoEST	Ministry of Education, Science and Technology
MoFP	Ministry of Finance and Planning
MoWI	Ministry of Water and Irrigation
MTR	Medium-term Review
NGO	Non-Governmental Organisation
NRM-LED	Natural Resources Management for Local Economic Development in Kigoma Region project
NSGRP	National Strategy for Growth and Reduction of Poverty (or MKUKUTA II)
NTA	National Technical Assistant
O&M	Operation and Maintenance
PC	Project Coordinator
PIM	Project Implementation Manual
PIU	Project Implementation Unit
PLHIV	People Living with HIV
PM	Project Manager
PMT	Project Management Team (PC + PM)
PO-RALG	The President's Office – Regional Administration and Local Government
PSO	Professional Service Organisation
PT	Part-time
RAF	Administrative & Financial Responsible
RAS	Regional Administrative Secretary
RR	(BTC) Resident Representative
RS	Regional Secretariat
RSP	Regional Stakeholder Platform
RWS	Rural Water Supply
RWSD	Rural Water Supply Division (MoWI)
Rural WS&S	Rural water Supply and Sanitation
SAKIRP	Sustainable Agriculture Kigoma Regional Project
SA	Specific Agreement
SC	Steering Committee
SCA	Specific Cooperation Agreement
SE	Social Engineering
SWAP	Sector Wide Approach
TA	Technical Assistance

TDV 2025	Tanzania Development Vision 2025
ToR	Terms of Reference
TFF	Technical and Financial File
TZS/TSh	Tanzanian Shilling
USD	United States Dollar
VEO	Villages Executive Officer
WS&S	Water Supply and Sanitation
WaSKIRP	Water and Sanitation Kigoma Region Project
WP	Water Point
WPMS	Water Point Mapping System
WRM	Water Resources Management
WSDP	Water and Sanitation Development Plan
WUA	Water User Association

EXECUTIVE SUMMARY

Water and Sanitation Kigoma Region Project (WASKIRP) is an 8.8 Million Euro project focusing on water supply services sustainability in rural areas. The Belgian contribution amounts to 8 million while Tanzanian contribution amounts 800,000 Euros.

In rural Tanzania and Kigoma region many water supply systems are mal functioning or out of order due to weak management, ageing infrastructures and lack of Operation and Maintenance (O&M) throughout time. As a consequence, a large part of the population is suffering from inadequate and intermittent water supply. For these reasons WASKIRP will be supporting the establishment of Community Owned Water Supply Organizations (COWSO) as well as improving existing infrastructures with a view of sustaining the water supply service in the long run. The project is aligned with national policies and strategies, contributing directly to the implementation of Tanzania Water & Sanitation Development Plan 2007-2020 (WSDP).

Works will focus on hardware rehabilitation and extension of existing large schemes within six of the height districts of Kigoma region (Kigoma rural DC, Uvinza DC, Kasulu rural DC, Buhigwe DC, Kibondo DC, Kakonko DC - Kigoma-Ujiji Municipality and Kasulu Town not being concerned by the project) rather than on new systems. Catchment and intakes, pumping stations, treatment systems, reservoirs, main lines and distribution lines as well as distribution points will be upgraded to meet state of the art standards. Six multi villages' schemes serving a total population of 200,000 inhabitants will directly benefit from these investments.

To ensure effective shift to sustainable water supply O&M, the project will develop capacities of Regional, Districts and Community Owned Water Supply Organizations bodies in a number of key themes in line with Ministry of Water and Irrigation sustainability strategy June 2015- July 2020: (1) Technical Support Services, (2) COWSO Formation and Registration, (3) Popularization of Policies and Regulations for Sustainable service delivery, (4) Sustainable O&M Financing, (5) Institutional Capacity Development, (6) Human Resource Capacity Development, (7) Stakeholders Cooperation and Networking, (8) Mainstreaming of Crosscutting issues, (9) Data Management, (10) Water Resources protection, (11) Water safety plans, and (12) Governance and management.

Hygiene practices are key to reduce water borne diseases by breaking the contamination cycle from water collection points (in most cases public distribution points) to consumption at home. A specific component, consisting in hygiene awareness campaigns, will address this issue.

Special attention will be paid to transversal themes, such as environment and gender that will be mainstreamed in most activities.

The project will be anchored at regional level and will provide support to Districts personnel and COWSOs at village level through technical assistance and extension workers. Studies, schemes design and services will be procured and coordinated by the regional level. District will be fully involved in procurement of contractors and supervision of hardware works although BTC rules and regulations will apply for the Belgian financial contribution.

The integrated WSDP II monitoring framework will apply to monitor main outputs of the project. Nevertheless, secondary indicators will be set to carefully follow processes and changes in capacity development of COWSOs and hygiene practices.

ANALYTICAL RECORD OF THE INTERVENTION

Intervention number	NN 3016474
Navision Code BTC	TAN1403211
Partner Institution	Ministry of Water and Irrigation (MoWI)
Length of the intervention	60 months
Length of the Specific Agreement (SA)	72 months
Start of Implementation of the intervention	2016
Contribution of the Partner Country	800,000 Euro
Belgian Contribution	8,000,000 Euro
Sector (DAC codes)	14030: Basic drinking water supply and basic sanitation
Global Objective	To contribute towards equitable development and poverty reduction among Kigoma rural communities through improved access to safe and clean water supply and sanitation services
Specific Objective	To increase access to safe/clean water and sanitation services and reduce burden related to water & sanitation amongst communities in Kigoma region, especially women and youths, and use the water as social economic commodity through sustainable interventions on water supply and hygiene practices
Results	<p>A1. Community Owned Water Supply Organisations are managing rural water supply schemes in a sustainable way</p> <p>A2 200,000 inhabitants have access to safe drinking water that reduces water related burden through rehabilitation and extension of existing assets</p> <p>A3 Households have improved their hygiene practices towards water collection, transport, storage and use</p>

1. SITUATION ANALYSIS ON ALIGNMENT AND CONTRIBUTION TO POVERTY REDUCTION POLICIES

The current Tanzania's development effort is guided by two major policies namely, (i) The Tanzania Development Vision 2025 (TDV 2025), and (ii) The National Strategy for Growth and Reduction of Poverty (NSGRP II) also commonly known as MKUKUTA II in its Swahili acronym.

The TDV 2025 defines the course of the country's economic and social goals, which include; (a) high quality livelihood, (b) peace, stability and unity (c) good governance, (d) a well-educated learning society and (e) a competitive economy capable of producing sustainable growth and shared benefits.

NSGRP II is a continuation of the government commitments to accelerating economic growth and fighting poverty. It is a successor to the first National Strategy for Growth and Reduction of Poverty implemented from 2005/06 to 2009/10. The NSGRP II (midterm strategy) is scheduled for implementation between 2010/2011 and 2014/2015. The NSGRP II is non-sector based and integrates the development effort by development partners through a preference for general budget support.

NSGRP II focuses more than its predecessor on enhancing productivity and growth in order to achieve more pronounced success in reducing income poverty. Therefore, NSGRP II identifies selected growth drivers such as water, and outlines sector strategies to promote productivity and private sector activity in these areas. The strategy also calls for a shift towards a greater role of the private sector in economic growth. NSGRP II further emphasizes on:

- i. focused and sharper prioritization of interventions - projects and programmes in key priority growth and poverty reduction sectors;
- ii. strengthening evidence based planning and resource allocation in the priority interventions;
- iii. aligning strategic plans of Ministries, Departments and Agencies (MDAs) and Local Government Authorities (LGAs) to this strategy;
- iv. strengthening government's and national implementation capacity;
- v. scaling up the role and participation of the private sector in priority areas of growth and poverty reduction;
- vi. improving human resources capacity, in terms of skills, knowledge, and efficient deployment;
- vii. fostering changes in mind-set toward hard work, patriotism, and self-reliance;
- viii. mainstreaming cross cutting issues in MDAs and LGAs processes;
- ix. strengthening the monitoring and reporting systems;
- x. better implementation of core reforms, including further improvement of public financial management systems.

To ensure that the implementation of the NSGRP II is more effective and focussed the government established a system to oversee, monitor and evaluate the implementation. This initiative is known as "Big Results Now" (BRN).

The NSGRP II is linked to sector policies and strategies through operational targets. The water sector policy and strategy have been operationalized through a water sector development programme (WSDP). The lifetime of the WSDP coincides with the one of TDV 2025. This is a 20 year programme implemented in five year phases, scheduled to run between 2007 and 2025. WSDP is implemented in line with both TDV 2025 and NSGRP. The funding of the programme is through government and development partners.

WSDP focusses on creating affordable, sustainable and reliable sources of water in rural settlements, township and urban areas, for both drinking and productive activities. The operational targets take into account that the service delivery context varies considerably between Tanzania's main regional urban centres, small towns, rural areas and Dar es Salaam.

For rural areas the WSDP cluster strategies includes:

- Rehabilitation of water facilities and construction of low-cost appropriate water sources;
- Registration of all Community Owned Water Supply Organizations (COWSOs) at District level;
- Water point mapping followed by quarterly monitoring to determine their status of functionality;
- Facilitating the supply chain of essential tools and spare parts in rural settlements.

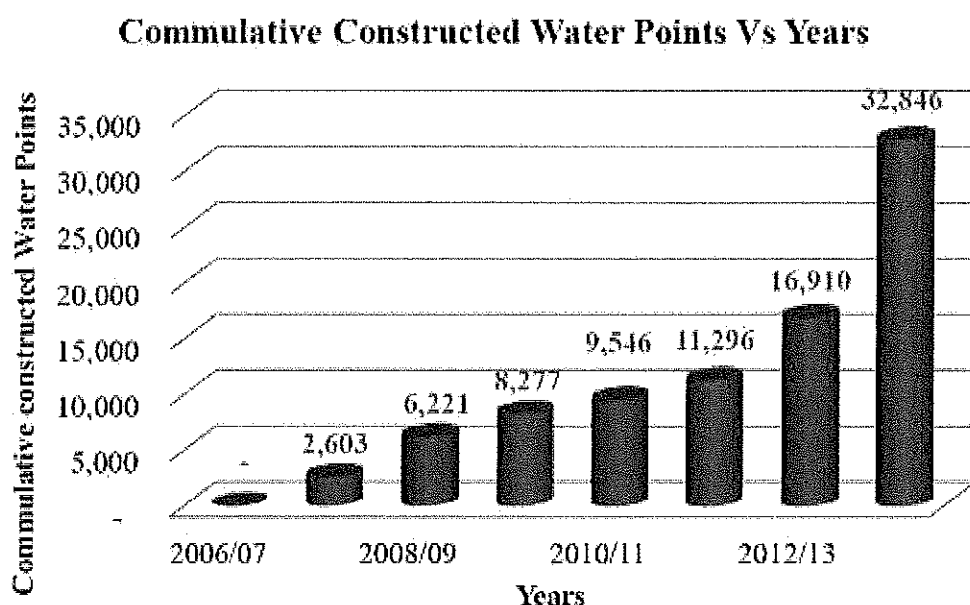


Figure 1. Constructed water points 2008-2014 - Water sector status report 2014 (marking the end of WSDP I – MoWI)

The importance of sanitation and hygiene is recognized given the high population increase in urban areas. Implementation of sanitation and hygiene is a challenge mainly in the urban areas such as Kigoma town, requiring diverse actions. It is critical for prevention of disease outbreak such as cholera. However, with the exception of the refugee camps for Burundese refugees in rural Kigoma region, disease pressure resulting from poor hygiene is still relatively limited.

At commencement of WSDP phase I in July 2007, the Government of Tanzania and Development Partners had committed a total of 951 million USD, but during implementation, more commitments were received, which increased the total WSDP phase I funding commitments to 1,364 million USD. The increase was equivalent to 43% of the original commitment.

Considering this context, the Belgian government has decided to enhance its previous efforts towards poverty reduction in Tanzania, by focussing its support in the new Tanzanian-Belgium agreement to the new sectors agriculture and water.

2. STRATEGIC ORIENTATIONS

2.1 Focus on sustainability

In its introduction to the National rural water sustainability Strategy (January 2015) MoWI is insisting on the following:

"There is still an enormous gap between the targets and the actual level of water supply services, especially in rural areas where national coverage is 51% against the target of 71% (figures from 2014). There are many inter-related challenges facing the achievement of desired service level and overall sustainability of rural water supply services. A key one is inadequate attention to operation and maintenance, right from the planning and design stages through to operation of projects. The second is inadequate community participation in project implementation, which leads to a low sense of ownership of the projects. Other challenges include: the limited capacity of the communities to operate and maintain the water supply systems; a poor supply chain for operational and maintenance spare parts at the community level and deterioration of the quantity and quality of water resources. All these challenges have considerably affected the level of service provided by the rural water supply projects. This reality is depicted by the high number of non-functional Water Points in rural water supply projects. As at the end of September, 2014 out of 74,000 water points 28,000 were non-functional."

Inappropriate choice of technology has also contributed to unsustainable projects in some cases.

The Sustainability Strategy, which will cover the period 2015-2020, addresses the operation and maintenance challenges of the sector in a single overall framework supported by a series of action plans. The strategy defines how, through effective operation and maintenance, the water sector will achieve its objectives aiming at ensuring sustainable water resources and services. The rationale of this sustainability strategy is to involve multiple stakeholders, particularly those at district and community level in formulating and implementing strategies that will contribute towards effective, efficient and equitable rural water supply services. The Strategy enables policy coordination, implementation and performance monitoring among different sector players. The sector is strengthening its performance monitoring in order to guide investment planning and ensure sustainable functionality of existing assets to enable the Government to meet its commitments vis-à-vis MKUKUTA II, the MDGs and Vision 2025. There is a clear need to innovate if these ambitious development goals are to be achieved in practice. This is the challenge before the water sector and a new round of ideas is needed. More of the same way of doing things will simply not be enough. One of the most important innovations is the Big Results Now initiative. This initiative provides the framework for action where O&M issues will focus on four key areas: (i) financial sustainability through effective tariff collection; (ii) establishment of Community Owned Water Supply Organisations (COWSOs); (iii) technical capacity building; and (iv) improvement of the spare parts supply chain.

The WaSKiRP project is aligned with the MoWI sustainability strategy and will provide specific support to the main bodies involved in sustaining rural water supply services which are COWSOs, Local government Authorities, PO-RALG and their Regional Secretariats as well as the Ministry of Water and Irrigation.

Each actor has an important role to play in ensuring sustainability. COWSOs will be formed to effectively manage community water supply services and ensure financial sustainability through tariff collection. LGAs will provide technical support to the COWSOs and ensure that the spare parts supply chain functions well. Each LGA will have performance indicators to speed up the formation and registration of COWSOs. The regions will support LGAs and assist them in monitoring processes. The Ministry of Water and Irrigation and its partners such as PO-RALG, will provide strategic support including policy supports and tools such as the Water point mapping system. The WaSKiRP project will apply the following

approaches towards sustainable development which includes key elements such as:

- Shared responsibilities in the project implementation: the project will be headed by a project coordinator appointed by the RS and a BTC international project manager in Kigoma. In the six LGA a focal point in each DWEs offices will ensure coordination of project activities and will be supported by BTC technical personnel;
- Capacity development: the project is designed in order to provide technical and managerial support to COWSOs, LGAs and RS to fulfil their respective roles and responsibilities in water service provision. Key transversal issues such as gender and environment are included in these responsibilities;
- Direct investment: the project will directly contribute to rehabilitation and extension of existing schemes with the aim to improve service (quality of service) and access (increase of population served) ; this includes design studies, introduction of appropriate technologies and hardware works;
- Action research: this methodology will be used in order to address complexity of the COWSOs management model. COWSOs have the front line responsibility for sustaining rural water supply services. Their functions are diverse and it interacts with many stakeholders at local level. Thus an iterative and reflective approach will be necessary to ensure effective establishment of COWSO's water service provision;
- Communication for development: Communication for Development (C4D) rests on the premise that sustainable development and social change cannot happen without the conscious and active participation of stakeholders at every stage of a development process. C4D combines a range of participatory methods and media to ensure more equitable access to information, knowledge sharing and inclusive decision-making for communities;

When possible priority will be given to the investment in solar driven pumps rather than fossil fuel driven pumps;

Looking for innovative approaches including digital technology (e.g. introduction of sensors to improve data concerning water use, conducting satisfaction surveys, ...).

2.2 Project area

The WaSKIRP project will focus on a limited number of sites mainly composed of rural multi village's schemes and serving large populations (ranging from 10,000 to 50,000 people).

The project is targeting rehabilitation and extension of existing systems rather than developing new infrastructure in accordance with the situation analysis and the sustainability strategy.

A first selection of six priority sites has been conducted during the formulation mission in February 2015 based on data from the water point mapping system, field visits and exchanges at District and regional level. The following criteria have been applied for the selection of the sites:

- Every LGA must benefit at least from on scheme rehabilitation / extension;
- Villages /group of villages with higher population are considered as priority areas;
- Socio-economic viability of water systems (O&M cost recovery);
- Cost per capita must be less than TZS 90,000 to fulfil WSDP requirements.

Group schemes serving several villages, fast growing areas and largest population to be served have been taken into consideration for this selection. In this areas value for money of investments and cost recovery of O&M by tariffs are more favourable. It was made sure that these sites were not already

planned for intervention by Districts through WSDP2 or other Development partners.

The 6 selected sites cover 26 villages and represent some 10% (200,000 inhabitants) of the Kigoma region rural population. Most of the sites are multi-village schemes serving population ranging from 10,000 to 50,000 inhabitants.

For each of these sites a precondition will apply before investing in hardware works. Commitment by local stakeholders to establish multi-village COWSOs according to Water Supply and Sanitation Act No.12 of 2009 and to introduce a paradigm shift towards sustainable management (introduction of tariffs, permanent staffing, water source protection, O&M procedures etc...) will be mandatory.

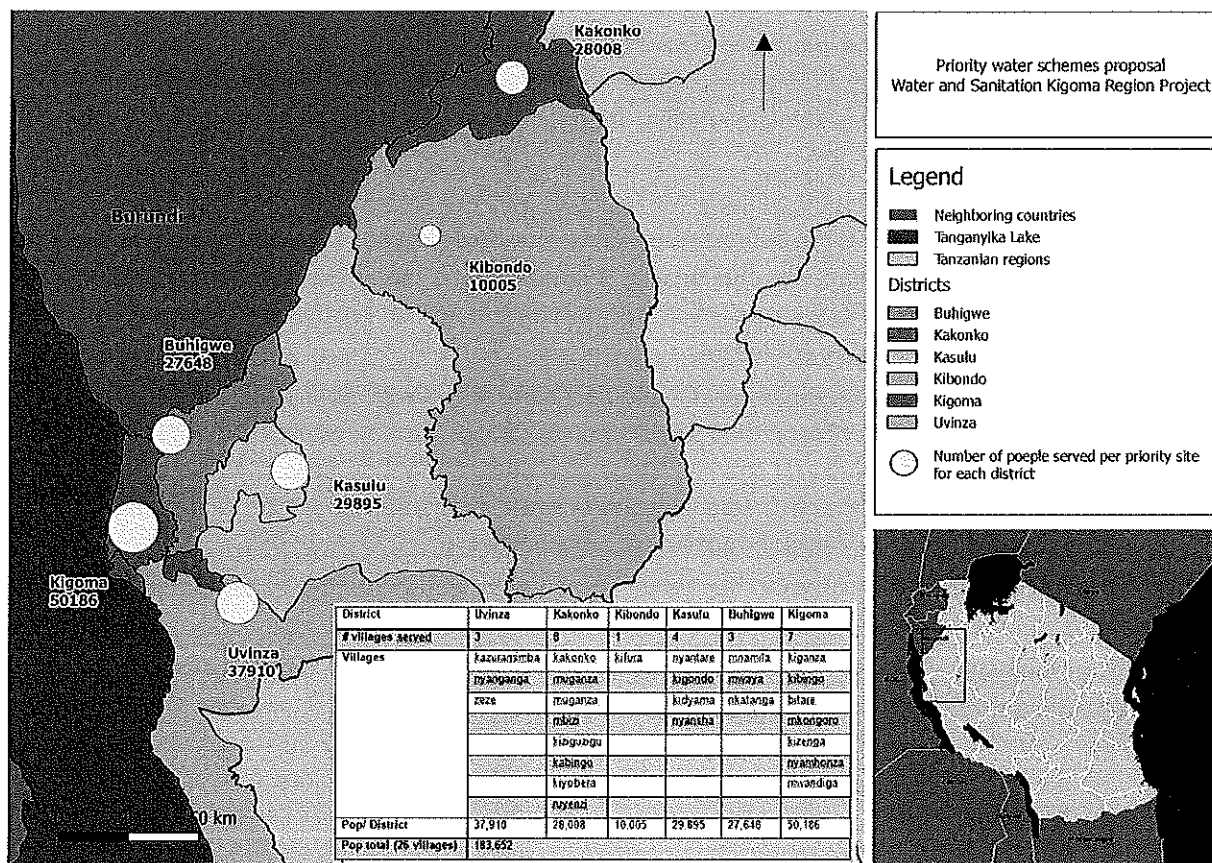


Figure 2. Priority sites for water schemes rehabilitation & extension (project area)

District	Uvinza	Kakonko	Kibondo	Kasulu	Buhigwe	Kigoma	Total / mean
# villages	3	8	1	4	3	7	26
Villages	Kazuramimba Nyanganga Zeze	Kakonko Muganza Itumbiko Mbizi Kiziguzigu Kabingo Kiyobera Ruyenzi	Kifura	Nyantare Kigondo Kidyama Nyansha	Mnamila Mwaya Nkatanga	Kiganza Kibingo Bitare Mkongoro Kizenga Nyamhonza Mwandiga	
Population 2015	40,825	30,162	10,774	32,194	29,774	54,045	197,773
Population 2020	46,190	34,125	12,190	36,424	33,686	61,147	223,762

Table 3. Direct beneficiaries in the six selected sites

Population figures are calculated based on 2012 census and an increase rate of 2.5%. The project design has a horizon of 2025 and consequently, it is expected to serve a population of almost 250,000 in the medium term.

As population growth is very much dependant on socio-economic factors variation that might be observed between the different sites (i.e. fast growing areas). This will be taken into account during the design phase.

2.3 Roles and responsibilities of national partner structures in the implementation of sustainable water supply

Most of the capacity development will target COWSOs, LGAs and RS water section in their respective roles and responsibilities. This section briefly describes main roles and responsibilities with a focus on the sustainability strategy.

2.3.1 COWSOs

In rural areas, water supply and sanitation services are provided by Community Owned Water Supply Organisations, they have the front line responsibility for sustaining rural water supply services on behalf of their members. They have been established through the local government framework of village councils following the adoption of the Water Sector Development Strategy. Out of 10,639 villages, 8,394 had a Water Committee dealing with issues in the water and sanitation sector as of 2007. The role of COWSOs is to operate and maintain the water supply systems on behalf of the community. They are expected to meet all the costs of O&M for their water supply systems through charges levied on water consumers, and to contribute to the capital cost of their systems. The main sources of capital investment are block grants to local government authorities, disbursed by the Regional Secretariat. There are two main types of COWSOs: Water Consumer Associations (Vikundi vya Huduma ya Maji), who are responsible for drinking water supply, and Water User Associations (Vikundi vya Watumiaji Maji), who are responsible for water resources and for solving conflicts among water users. As of 2006, 121 Water User Associations have been established.

During the project, efforts will be made to look for ways to improve the working of COWSOs.

The roles of the COWSOs are shown in the figure below.

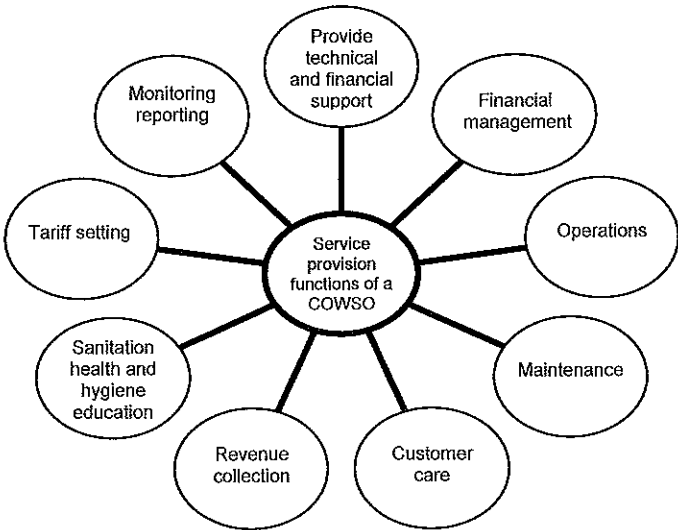


Figure 4. Service provision functions of COWSOs (MoWI)

2.3.2 LGAs

The District Executive Director (DED) is in charge of the LGAs funds proper use. Local Government Authorities (LGAs) are organized in departments covering different sectors. The Water Department, also called District Water Engineer's office (DWE's office), is organised in 3 Units, namely Planning & Design, Construction and O&M.

Presently, the staffing of DWE's offices is very low, especially in the 3 new Districts (Uvinza, Buhigwe, Kikonko), compared to the theoretical composition of 5 engineers and 23 technicians for each Water department. Ministry of Water and Irrigation is in the process of recruiting new staff and plans to double the number of employees in the coming years according to WSDP figures.

In the Water sector, LGAs play a central role in planning, design & construction. They are responsible for the procurement process, implementation and follow up of works.

Another key role of DWE's office is to support COSWO establishment and strengthening as they:

- Promote establishment of COWSOs;
- Provide representation on COWSO management body;
- Delegate performance monitoring and regulation of COWSOs;
- Co-ordinate COWSO budgets within Council Budgets;
- Resolve conflicts within and between communities;
- Formulate by-laws concerning water supply and sanitation;
- Provide technical support to COWSOs including O&M;
- Improve the enabling environment e.g. working with the local private sector to improve the spare parts chain.

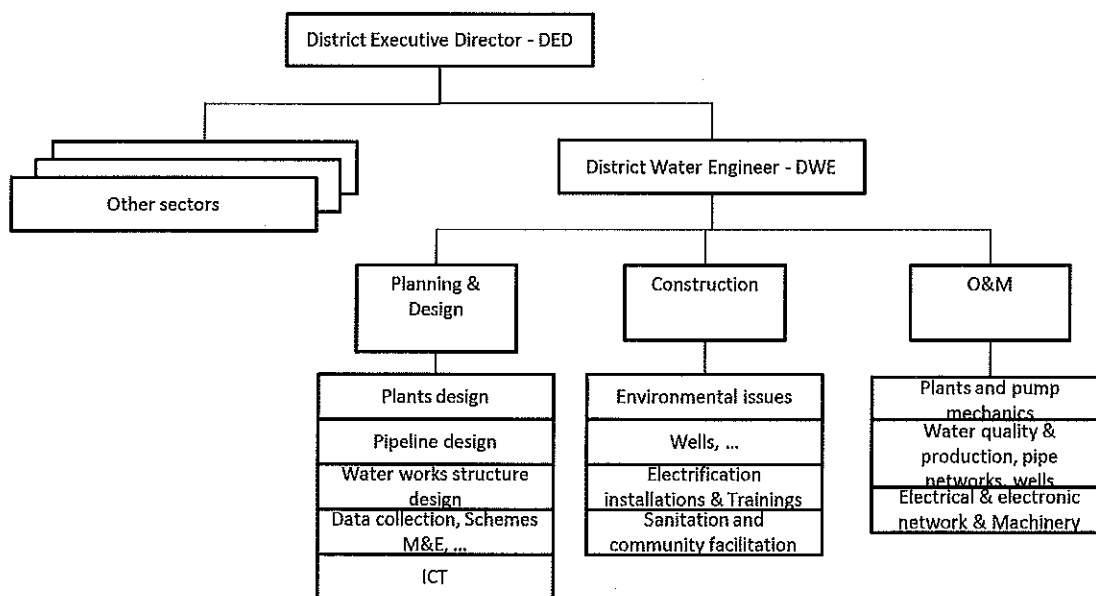


Figure 5. Organizational chart District Water Engineer DWE office

2.3.3 Regional Secretariats (RS)

Regional Secretariats (RS) are devolved entities of central government. The role of Regional Secretariats is, on the one hand, to assist the Regional Commissioner representing the Government, and, on the other hand, through the RAS (Regional Administrative Secretary) as Secretary to the Regional Consultative Committee, support the LGAs activities and responsibilities.

The main RAS roles and responsibilities are to:

- Facilitate Local Government Authorities to provide and support the sustaining of quality services;
- Provide advice to LGAs on policies, approaches, systems and planning methodologies;
- Build Capacity of LGAs;
- Provide legal support and advice to LGAs.

The chart here below shows the organizational structure for Regional Secretariats. The RS counts 5 Units and 8 Sections such as Procurement, Information & Communication Technology, Planning and coordination (in charge of M&E and coordination of donor funded programs), and LGA's Management services (supporting LGAs in budget preparations and expenditure).

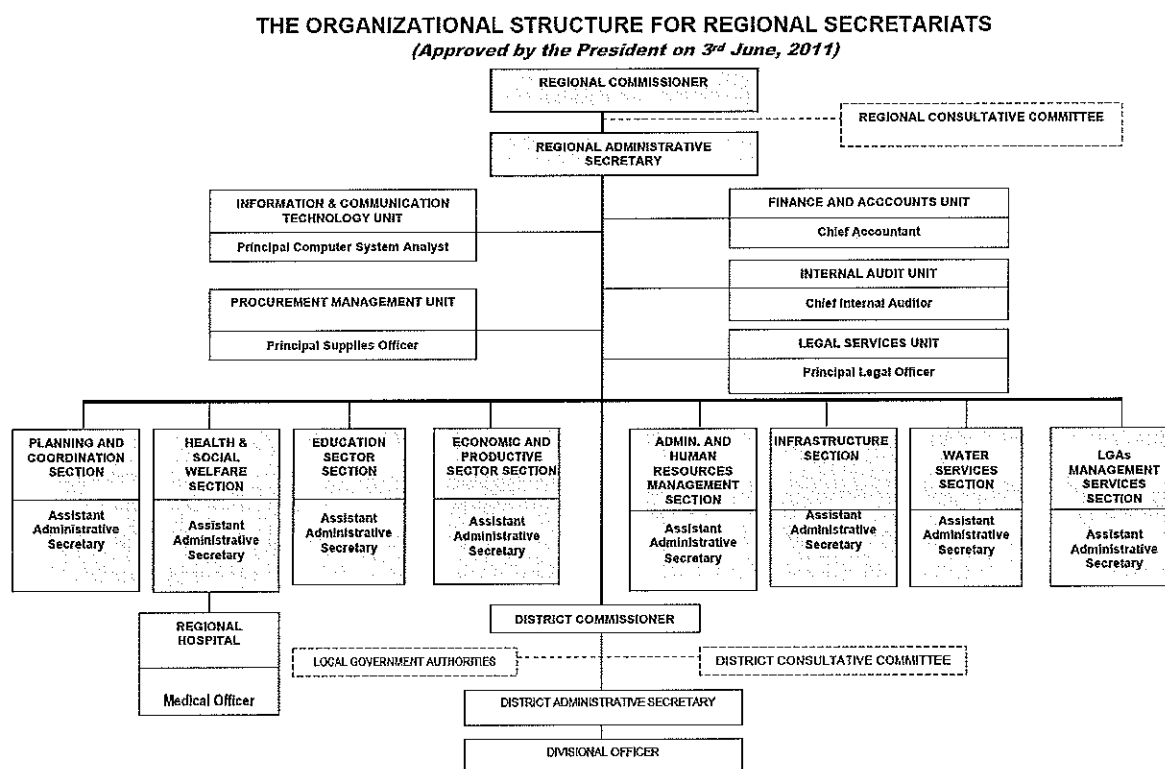


Figure 6. Organizational structure of Regional administrative secretariats

2.3.4 Central level

The mission of PO-RALG – the President's Office – Regional Administration and Local Government – consists of supporting the RS's and LGA's to provide quality services to the community. His role is to oversee the implementation of decentralization by devolution (D-by-D), rural and urban development policies, legislations, guidelines and standards.

Most of the project activities fall under the Rural Water Supply Division (RWSD) of the Ministry of Water and Irrigation (MoWI), as partner ministry of the intervention. RWSD is composed of three sections namely Technical Support, Community Management Support and Operational Planning Support. Some important roles of the sections are to:

- provide technical and financial support to water user entities in order to assist them in identifying/preparing, supervising the construction of and managing water supply projects, and in building their capacity
- facilitate the formation of legal water user entities to manage water supply schemes at local community level

- support and monitor the preparation of water supply and sanitation plans and budgets by District Councils.

Members of the Department of Rural Water Supply are assigned to a specific zone and are working with PO-RALG teams to provide a dedicated and coordinated support to the RS and LGAs.

Other Divisions and Ministries are also concerned for the hygiene and sanitation component (MoHSW, MoEST...)

2.4 Synergies within Belgian development cooperation portfolio

As much as possible synergies between Belgian development projects will be strengthened. This applies with BTC projects in Kigoma region as well as other actors such as NGO's benefiting from Belgium support.

The Enhancement of Procurement Capacity of Local Government Authorities project in Kigoma (EPC-LGAP)

Low capacity in procurement and contract management is identified as one of the reasons for the delay and poor implementation of the WSDP sub projects. The EPC-LGAP project builds capacity in procurement and contract management of 30 LGAs with the 6 Kigoma LGA receiving special attention. Considering that the WaSKiRP project will procure works, services and materials, the EPC-LGAP project will play an important coaching role in procurement and contract management for the proposed project. Notwithstanding the fact that the financial management of the project is executed in BTC-management (See 5.6.2) and procurement will follow Belgian legislation, LGA will be co-responsible for drafting technical specifications, tender analysis and selection as well as contract follow-up

The Natural Resources Management (NRM) project in Kigoma

One of the main concerns regarding water resources management is erosion due to poor agricultural practices around catchments. It is therefore one of the key areas where the two projects can complement each other, for example in training on best practices and enforcement of land, water, and environmental regulation. The NRM project will play a role in facilitating dialogue of water users (farming irrigation water, watering livestock, drinking water consumers, ...) and working on efficient "Integrated Water Resources management (IWRM)".

The sustainable agriculture Kigoma regional project (SAKiRP)

As SAKiRP will concentrate on value chains and not on specific farmers nor villages, there is no obvious synergies between activities of both projects such as sensitisation of water users in catchments areas for instance. Nevertheless, in specific situations activities may be developed jointly.

Both projects SAKiRP and WaSKiRP are anchored at regional level with activities in the LGAs levels. Therefore cooperation must be adopted in terms of shared personnel such as administration and procurement.

Scholarships

The scholarship project is an additional opportunity for capacity development of LGAs in a series of subjects to be defined among the projects intervening at District level.

3. INTERVENTION FRAMEWORK

The specific objective is resulting from two main outcomes: one outcome is linked to sustainable safe drinking water supply, while the other is more focusing on hygiene practices.

The project is embracing two main components of WSDP2 as presented in table 6 below.

Capacity development (CD) is fully integrated in the project activities.

WSDP1 (2006/2007-2013/014)	WSDP2 (2014/2015-2018/2019)	WASKRIP (2015-2020)
4 components: 1) WRM 2) Rural WS&S 3) Urban WS&S 4) Institutional strengthening & capacity building	5 components: 1) WRM 2) Rural WS&S (Investment + O&M 3) Urban WS&S) 4) Sanitation & Hygiene 5) Programme delivery support (fiduciary management, programme coordination 6) & performance monitoring, Capacity development)	2 components will be supported by the project 3) Rural WS&S (Investment + O&M) 4) Hygiene

Table 7. Evolution of WSDP I&I components

3.1 General objective

“To contribute toward equitable development and poverty reduction among Kigoma communities through improved access to safe and clean water supply and sanitation services”.

This objective ties well with the WSDP II programme development objective on water supply and sanitation which is: strengthening sector institutions for integrated water resources management and improve access to water supply and sanitation services.

3.2 Specific objective

“To increase access to safe/clean water and sanitation services and reduce burden related to water & sanitation amongst communities in Kigoma region, especially women and youths, and use the water as social economic commodity through sustainable interventions on water supply and hygiene practices”

3.3 Expected results & project implementation strategy

3.3.1 Results Chain

A simplified results chain has been developed to describe both major project outputs and implementation modalities. Both are guided by the strategic orientation towards sustainability developed in chapter 2.

Both the Tanzanian as the Belgian party will be able to learn from the “hands on” experiences in Kigoma.

The practical experiences can nourish their policy dialogue discussions and help them to take decisions based on “real life” experiences. The MoWI will be informed through their participation in the Steering Committee and through existing official reporting channels. The Belgian Embassy will be informed through BTC and can, depending on the agenda, be invited to participate in the project’s SC as observer.

It is assumed that in order to reach the overall objective of an equitable development and poverty reduction (sphere of interest), two specific outcomes will be pursued, namely improved access to safe drinking water and hygiene practices (sphere of influence). A set of 3 major outputs (results) or “products” to be delivered by the project (sphere of control) will contribute to the respective outcomes. Outcomes will be effectively reached only if these products are properly and timely used by the different stakeholders involved as well as the final beneficiaries.

The three main results are:

A1. Community Owned Water Supply Organisations are managing rural water supply schemes in a sustainable way;

A2. 200,000 inhabitants have access to safe drinking water that reduces water related burden through rehabilitation and extension of existing assets;

A3. Households have improved their hygiene practices towards water collection, transport, storage and use. Each product will benefit from specific support by the project in the form of either technical assistance (such as project technical personnel) or services (such as implementation of hygiene promotion campaigns by NGO’s, water schemes design works by private contractors).

A number of detailed activities will be further developed for each product along with assumptions and associated risks at the start of the project inception phase. In many cases processes are playing a critical role in achieving expected outputs and outcomes. Therefore more attention will be paid to monitor these processes all along the project. Action research methodology will be encouraged so that an analytical evaluation of the project management cycle is systematically done in order to adjust the path towards effective achievement of outcomes.

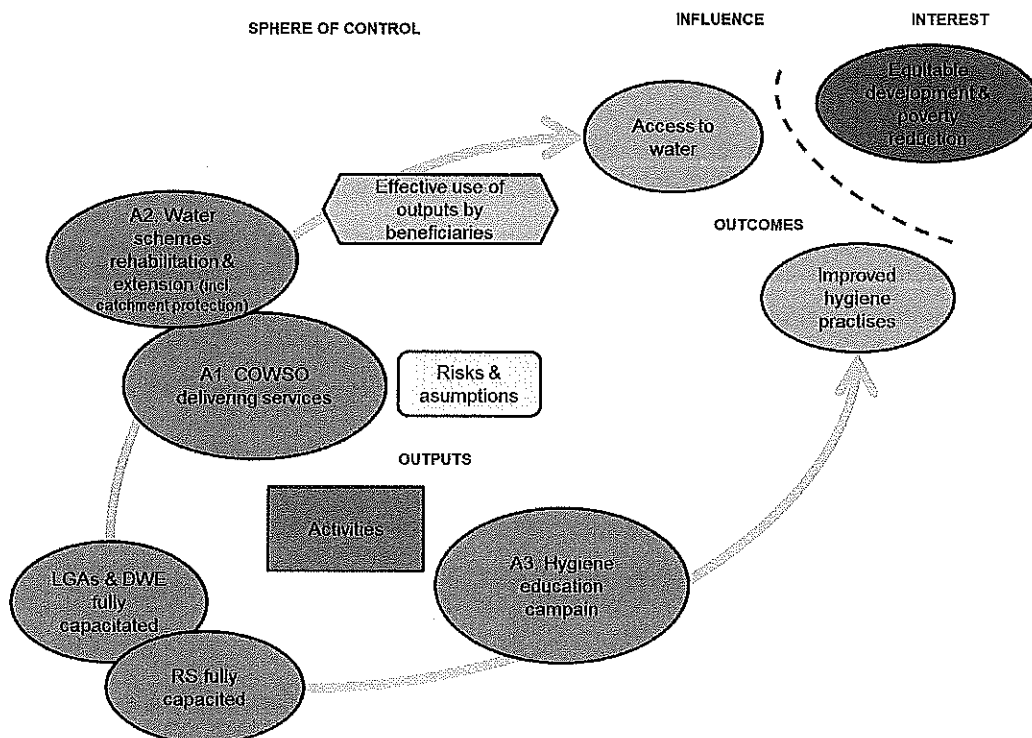


Figure 8. Project results chain (outputs, outcomes, activities, risks & assumptions)

3.3.2 Capacity development

Capacity development activities are a key point to achieve sustainable results. It is fully aligned with national strategies and WSDP II.

Capacity development is understood as a cross-cutting long-term process. Consequent strengthening of partners goes beyond the removal of a deficit through technical instruction or advanced training. Four crucial dimensions of capacity development allowing fully empowerment are:

- Individual competencies: Learning and development of capabilities, skills and knowhow; independent use; self-reflection
- Organisational development: Value-oriented improvement of performance (efficiency, effectiveness); adaptation to change
- Development of networks: Strengthening collaboration between actors; earmarked for specific purpose;
- Development of the system: Development of normative parameters and relationships between actors, lobbying for change.

The project will provide technical assistance (TA) as well as external services (training, etc...) to support RS, LGAs and COWSOs staff. This support will also benefit other stakeholders (wards and villages, local private sectors, community organisations, etc...).

While focus will be directed towards the selected priority areas, the aim of the capacity development activities is to strengthen LGAs in order to address similar issues on a broader scale in their day-to-day activities.

The project implementation unit (PIU) resources will be anchored at regional and district levels. Most of the technical assistance will be deployed at LGAs and COWSO levels with permanent personnel based in the DWEs offices (Social Engineering-National Technical Assistant) and sites (Extension Workers). Each NTA will cover two Districts and will be physically based in the 3 newly established Districts, namely Uvinza (with activities also in Kigoma), Buhigwe (with activities also in Kasulu) and Kakonko (with activities also in Kibondo). At LGAs level, one focal point per district will be assigned by the DED to coordinate project activities implementation. They will be in charge of ensuring proper integration of activities within LGAs planning and budgeting processes.

3.3.3 Implementation strategy

The project is implemented through the existing bodies responsible for water and sanitation in the region: RS and mostly LGAs. The PIU (for the composition of the PIU See Subsection 5.5.3) will nevertheless play a central role in providing a number of services through diversified modalities such as Technical Assistance, contracts with NGO's, contracts with specialized service providers for studies, contracts with contractors for hardware works.

These modalities will (i) take into account comparative advantages of different services providers depending on the expected outputs (NGO's compared to Private sector compared to public institution); (ii) tend to reduce as much as possible project staff; and (iii) increase cooperation among providers (private-public-NGOs), thus sustaining an holistic and inclusive approach throughout the region.

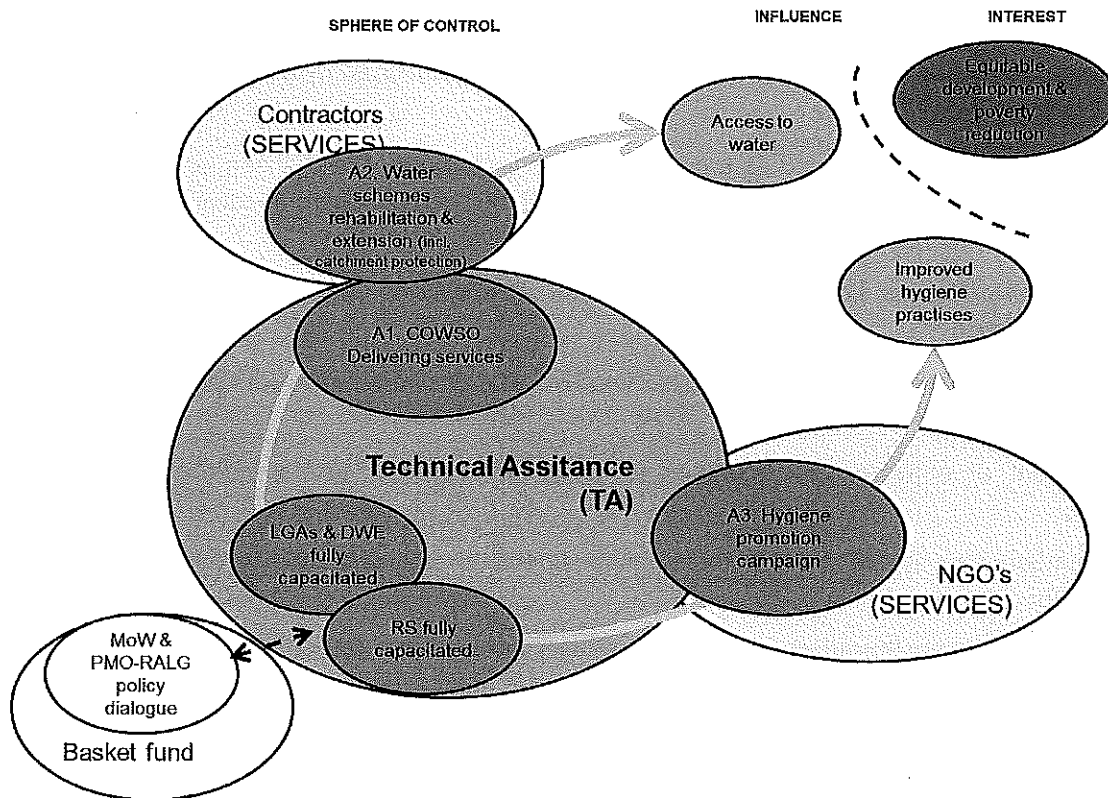


Figure 9. Project major implementation modalities (TA, external services, NGO's, contractors)

3.4 Activities

3.4.1 Result A1. Sustainable management of water supply systems

A1.1 COWSO and water committee assessment study – 50,000 Euros

A detailed assessment study of existing water committees and COWSOs in the 6 Districts of Kigoma will be the basis for the preparation of the capacity development action plan focusing on establishment and operational management of water systems by COWSOs.

The study should give an in-depth understanding of the actual situation and measure major gaps between the national policy and strategy and the specific situation at local level. A set of indicators enabling monitoring of the quality of water services to the population will be proposed with their initial values in the project.

Results from this study will contribute to design an action research aiming at adapting the COWSO model to local parameters in a dynamic way.

A1.2 Capacity development activities – 375,000 Euros

The capacity development activities will be developed throughout the duration of the project in an operational plan which will be regularly revised based on progress evaluations by the project team. Technical assistance will contribute significantly to the activities which represents its core business.

The operational plan, based on the above assessment, will address the main themes described in table 10. Additional themes might appear based on new needs identified during the implementation. Capacity development activities are not restricted to COWSOs and stakeholders benefiting from hardware investment in the six priority areas.

Activities will include training & coaching at different levels. These will take into account lessons learned from similar interventions, including similar interventions supported by the Belgian development cooperation (e.g. support in Butare, Rwanda) and may include field visits.

Strategic theme	Activities
1) Technical Support Services	<p>Develop a procurement plan and procure the minimum stock of spare parts in each LGA</p> <p>Recruit, train and deploy extension workers to support COWSOs at Ward level</p> <p>Establish Centres of Excellence to support O&M activities</p> <p>Promote Public Private Partnership in water service provision</p>
2) COWSO Formation and Registration	<p>Shorten the process of formation and registration of COWSOs to 42 days</p> <p>Allocate and disburse funds for facilitating COWSO registration</p> <p>Develop COWSO Database</p>
3) Popularization of Policies and Regulations for Sustainable service delivery	<p>Raise public awareness of existing policies/ regulations related to sustainable Water Services</p> <p>Inform and train stakeholders on their roles and responsibilities</p> <p>Improve the existing water services guidelines</p> <p>Establish regulations and guidelines on Government support to O&M</p>
4) Sustainable Financing O&M	<p>Establish Water Funds</p> <p>Develop simple tariff setting guidelines</p> <p>Improve revenue collection systems</p> <p>Carry out sensitisation and enforcement</p> <p>Strengthen COWSO financial management control</p> <p>Enhance transparency</p>
5) Institutional Capacity Development	<p>Include COWSO office in water supply project; mobilise resources for offices for COWSOs for existing projects</p> <p>Ensure office equipment in place</p> <p>Build capacity of councillors to effectively support COWSO governance and sustainable service delivery</p>
6) Human Resource Capacity Development	<p>Develop capacity of COWSOs</p> <p>Develop capacity of LGAs</p> <p>Develop capacity of RS</p> <p>Introduce staff retention mechanism</p>
7) Stakeholders	<p>Establish effective mechanisms of communication and Information</p>

Strategic theme	Activities
Cooperation and Networking	<ul style="list-style-type: none"> sharing among stakeholders Develop and budget plans and calendar for COWSOs meetings Promote mechanisms for dialogue and syndication among International, Regional and Local NGOs, CBOs, and Service providers at village level
8) Mainstreaming of Crosscutting issues	<ul style="list-style-type: none"> Awareness raising of cross cutting issues through formal contacts with communities and through improving enforcement and compliance Carry out community awareness campaigns Mainstream gender in all phases of the project Ensure effective community participation in all project phases Ensure facilitation output leads to registration of COWSOs
9) Data Management	<ul style="list-style-type: none"> Strengthen the data management system at RS level Develop capacity on data collection and updating Recruit extension workers at ward level Implement quarterly reporting communication strategy
10) Water Resources protection	<ul style="list-style-type: none"> Sensitize stakeholders on conservation of watersheds Provide alternative livelihoods to the community Enforce environmental and water resources legislations and regulation Sensitise political leaders and public involvement in water sources conservation
11) Water safety plans	<ul style="list-style-type: none"> Develop water safety plans
12) Governance and management	<ul style="list-style-type: none"> Develop improved COWSO management systems Strengthen management systems and ensure compliance to existing laws/by-laws related to community meetings Develop management skills (institutional and human resource) Prepare O&M plans Raise community awareness Regularly audit COWSO accounts Introduce O&M budgets for LGAs Raise awareness of CWST members Monitor performance indicators of COWSOs Speed up registration of COWSOs

Table 10. Themes for sustainable management of water services by COWSOs

Action research

To address the complexity of establishing multi-villages COWSO in Kigoma region, regular analytic evaluation is needed. This will be based on the COWSO guidelines developed by MoWI, the lessons learnt in and outside the project, and scientific research on social engineering. This will guide the operational project cycle as illustrated in the figure below.

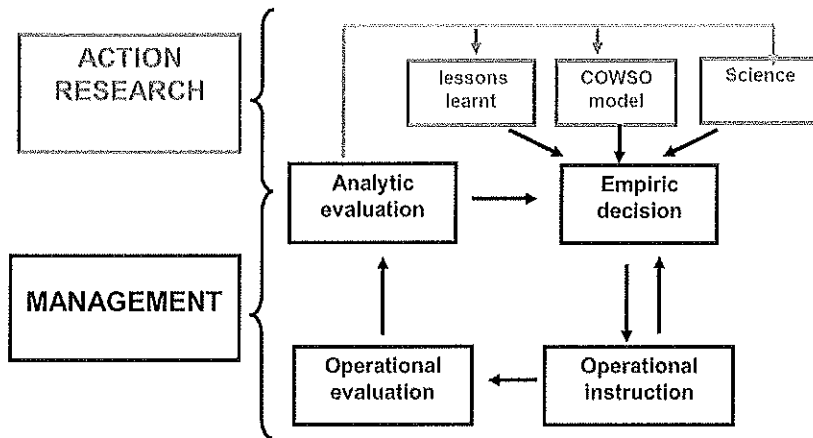


Figure 11. Action research principles

By adopting this methodology, the project intend to embark LGA DWEs staff as well as all stakeholders involved in a learning by doing attitude which will act as a driver for accelerating the implementation of the sustainability national strategy in the region (without moving away from the national guidelines and lessons learnt).

A.1.3 Communication for development C4dev – 75,000 Euros

The project has the ambition to bring together various stakeholders in a view of developing tailored solutions for implementation of WSDP II objectives in Kigoma region. It is well known that capacity to learn and innovate as well as to communicate with the different stakeholders will be part of the success factors of such a project.

Communication for Development (C4D) rests on the premise that sustainable development and social change cannot happen without the conscious and active participation of stakeholders at every stage of a development process. C4D combines a range of participatory methods and media – from community radio to video and modern ICTs – to ensure more equitable access to information, knowledge sharing and inclusive decision-making for communities.

C4D activities can then maximize the impact of development undertakings such as:

- **Project relevance and accountability:** listening to citizens and collecting information about their views, knowledge, skills and attitudes is the first step to ensure that a development initiative is well tailored to meet people's demands, in a timely and culturally appropriate way. Keeping the dialogue open among the different project stakeholders helps to identify relevant solutions, ensure coordination and transparency, and smooth project implementation.
- **Targeted communication support:** mapping stakeholders' sources of information, access to communication resources and social networks is a useful complement to the project baseline and allows to systematically plan communication services and/or activities that are supportive and well integrated in the overall project design.
- **Stakeholder engagement and mobilization:** C4D is key to engage all the parties involved in the decision-making process, generating exchanges and mediating between different standpoints.

Reaching a mutual understanding is the first step towards a broader consensus that will in turn lead to sustainable change.

These principles will be applied all along the project implementation. It applies to every activity of the project as well as to cross cutting issues such as environment, gender, HIV/AIDS

A communication plan will be established during the inception phase and updated annually.

3.4.2 Result A2. Rehabilitation and extension of existing water supply systems

Apart from capacity development of COWSOs to deliver services, a large part of the project will target in priority rehabilitation and extension of six existing mal functioning water schemes serving 26 populated villages within LGA's of Kigoma region.

The precondition to intervene in hardware on the schemes will be the effective establishment of COWSOs in the respective areas. Activities A1.1 A1.2 and A1.3 will directly contribute to fulfil this precondition.

Activities related to water schemes rehabilitation and extension works will be followed up by DWEs staff at each and every step (from design, procurement, supervision etc...) and coordinated by the LGA focal point.

Implementation will be outsourced to private sector for design studies, works and supervision. Due to BTC direct management modality (see Chapter 5.6) the overall procurement process will be coordinated by the PIU at regional level although District level will be closely involved in all steps. All infrastructures works will be on planning the Districts but on budget of the project.

Indicative costing has been introduced in the project budget with an average hardware cost per capita of 30,000 TZS¹ considering savings due to rehabilitation of existing installations such as water tanks and distribution lines compared to brand new infrastructure. Design and supervision has been estimated to 15% of the overall hardware costs. Based on detailed design studies and pricing, the exact scope of the works will be discussed with the Districts and final hardware options validated by the steering committee of the project.

Activities related to rehabilitation and extension of water systems are addressing the following:

- Design studies and supervision;
- Works: catchment and intakes, pumping stations, treatment systems, reservoirs, main lines and distribution lines as well as distribution points;
- Water catchment and intake protection.

A.2.1 studies and supervision – 392,556 Euros

Most existing systems in the region are gravity fed and thus do not require high operation costs such as energy supply for pumping. Nevertheless, at least 3 to 4 systems in the selected sites of the project area will require pumping to extend and sustain the service to additional population. Every system will require water treatment to be added, thus increasing O&M costs significantly (presently none of the existing systems is equipped with functional water treatment -either physical or bacteriological- resulting on distribution of poor quality drinking water to the population).

Design will accurately look at problems encountered by the different systems already in place in terms of O&M and should propose innovative and sustainable solutions. The following is a non-exhaustive list of considerations:

¹ In the budget of this TFF this average cost per capita of TZS 30,000 equals € 15

- Water treatment to insure safe drinking water supply includes silt treatment by filtration to reduce turbidity as well as chlorination systems for bacteriological treatment;
- Appropriate and innovative technologies (e.g. solar powered pumping systems) to reduce as much as possible O&M costs (this should apply to pumping and water treatment technologies);
- Network design allowing proper management and reduction of water losses. In multi-village schemes, distribution should be divided into zones to gain optimum user management control and user water supply comfort;
- Billing systems taking advantages of the rapid development of ICT and more specifically mobile phone applications;
- ...

Design studies and supervision will be subcontracted to the private sector at regional level, covering all selected sites in the six Districts.

A.2.2 Hardware works – 2,617,041 Euros

Hardware works will be subcontracted to private contractors by tender in separate lots.

Attention will be paid to several factors that might influence the quality of the works as follows:

- Technical specifications
- Capacity of private sector companies in terms of personnel and equipment as well as financial capacity
- Supervision
- Contract management
- Logistics and seasonal raining conditions
- Participation of population and local labour
- Proper information and communication with the different stakeholders on works planning and disturbances
- Safety on site
- HIV/AIDS and children's rights

The estimated budget for each district has been calculated based on its population and the average cost of TZS 30,000.

District and population	Budget in Euro
Uvinza (37,910 inhabitants)	540,218
Kakonko (28,008 inhabitants)	399,114
Kibondo (10,005 inhabitants)	142,571
Kasulu (29,895 inhabitants)	426,004
Buhigwe (27,648 inhabitants)	393,984
Kigoma (50,186 inhabitants)	715,151
Total budget for hardware works	2,617,041

A.2.3 Water catchments protection and management – 100,000 Euros

Many systems are currently suffering from water shortages and / or quality degradation of their water catchments. Water catchment protection is therefore a key success factor for this project requiring specific activities.

Activities A.2.1 and A.2.2 will already include specific actions such as:

- Characterisation of the source in terms of catchment area appurtenance, yield, seasonality, quality, sensitivity to agricultural practices and climate change etc... that will be conducted during the design studies (activity A.2.1).
- Physical protection of the catchment will be included in the infrastructure works (activity A.2.2).

Additional activities are required to make sure that an effective management of the catchment area is developed throughout the time. This will comprise:

- Sensitization of water users within the catchment area
- Anti-erosion measures within the catchments
- Registration to the Water Basin Authority (water rights) and participation in Water User Associations (WUAs) when they exist

3.4.3 Result A3. Improved hygiene practices

Activities related to hygiene promotion will be outsourced through a competitive tender procedure. MoHSW and MoEST, as well as their representatives at regional and LGA level (and other relevant stakeholders) will be involved when preparing the overall strategy, guidelines and M&E of the tender specifications.

The campaign objective is to facilitate behavioural changes on hygiene practices among individuals and communities in order to address the issue of water borne diseases. The campaign will be specifically directed towards hygiene on the water supply chain from water production, distribution and collection, transportation to households, storage at home and final consumption by users. It will be articulated with the National Sanitation Campaign under preparation by the Government of Tanzania.

A.3.1 Hygiene promotion Knowledge Attitude & Practices study – 50,000 euros

Information on hygiene practices will be documented by a study during the inception phase to quantify the effects of water collection, storage type and usages on water contamination. The goal is to establish linkages between practices (such as water handling practices) and increased risk to consumers in order to improve the safety of domestic point-of-use water supplies through hygiene education. Attention to the protection of environment and waters resources will also be addressed by this study.

A.3.2 Hygiene promotion campaign – 450,000 Euros

A tender will be launched for the Hygiene component which mainly consists in a media campaign. Local organisations active in the field of community media, entertainment education, social marketing etc. will be encouraged to submit an offer. The tender specifications will specify target groups, key messages, and approaches and will take into account the results of the National Sanitation Campaign conducted by the Government of Tanzania.

Bids will need to describe how the following approaches will be addressed:

- Use of **mass media**, outdoor media and folk media as this media will be useful to raise mass awareness, bring the issue into the limelight and help promote critical behaviours. Simultaneously, they will also provide support and credibility to the interpersonal and community mobilization efforts.

- Use of **entertainment education** that will help disseminating messages through means which are educational in substance, entertaining in structure and popular in the community. For instance, a radio drama on water and hygiene made in a format that is locally popular.
- Use of **social marketing** considering marketing principles such as 'product, price, positioning and promotion' (4Ps) to encourage the use of a product or practice that has a social value e.g. hand washing with soap and use of water treatment products. Social marketing will help both promote adoption of behaviours and create a demand for services and supplies that help practice that behaviour.

A.3.3 Awareness raising activities on HIV/AIDS – 60,000 Euros

The link between infrastructure works and commercial sex workers, leading to increased risk of HIV/AIDS has been documented. Therefore the project will invest in awareness raising activities targeting the workers of the different schemes.

3.5 Indicators and means of verification

Preliminary indicators and sources of verification are included in the logical framework on chapter 7.1. and will be confirmed (as well as initial and target values) during the comprehensive baseline study.

Two sets of indicators will be used to monitor the project:

- Core indicators from WSDPII will be updated on a quarterly base by LGAs;
- Secondary indicators will allow fine-tuned steering of the project implementation. These will take into account (i) action research as a methodology to provide a more analytical evaluation especially on COWSO's establishment and development, (ii) quantitative / qualitative mix of indicators to assess effects of hygiene promotion campaign.

A key instrument introduced by government to monitor WSDP is the Water Point Mapping System (WPMS). It consists of a close monitoring of the number and functionality of all Tanzanian water points, as well as other useful information about water schemes, such as origin of funds, catchment and source type, population served, company and year of construction, water extraction types, breakdowns and frequency, quantity and quality of water, tariffs and cash balances.

WPMS is designed so that Villages Executive Officers (VEO) collect data for existing Water Points (WP) on a regular basis whereas the District Water Engineer (DWE) consolidate all the information coming from the field at district level. The DWE's office is also responsible for registering new WPs.

The project will fully support WPMS through capacity development measures thus participating in the overall M&E framework from local to national level. Information and Communication Technologies (geographic positioning systems and mobile phone technologies in particular) has been key to the development of WPMS. The project will encourage further development in this field.

From the baseline of the WPMS in 2013, initial values for the six selected areas (covering 26 villages) are known to a certain extent: number of functional / non-functional water points are available and have helped to define the project area. Figures indicate low coverages in terms of access (number of people per functional water points) and services (functionality of water points). With this project it is not only expected to significantly increase the number of operational water Distribution Points (DPs) but also the % of operational points. For the latter a minimum of 90% is aimed at, ensuring sustainable water supply services to 200,000 people by 2020.

Preliminary indicators	2015	target 2020
Population of the project area	197,773	223,762
Population with adequate access*	76,448	200,000
Access to safe drinking water**	40%	90%
# of public distribution points (DP)	551	900
WP functionality	55%	90%
# people per functional DP	804	250
# of private connections***	to be defined	to be defined

Table 12. Preliminary targets for water access indicators

*According to Tanzanian standards one public water point should serve a maximum of 250 people within a radius of 400 meters. In 2015 the population having access to a water point doesn't necessary benefit from safe drinking water because of intermittent supply, pollution due to absence of appropriate water treatment and weak management.

** Access varies very much in 2015 depending on villages. Some villages have no access at all and will be supplied by extending existing schemes while others have already some access but will benefit from better services thanks to improvements of water catchments, treatment, storage and distribution lines allowing a larger number of public distribution points and private connections to be constructed / rehabilitated.

*** in addition to public distribution points, the rehabilitation and extension of networks will give the possibility to COWSO to connect households to the network. This will increase both the level of service for customers and financial benefits. A specific tariff will apply and the customer will support a connection fee.

These preliminary indicators values and targets will be assessed and described in details for each scheme during the comprehensive baseline study of the project and will be complemented by the results of the two additional studies addressing A1.1 Management of water systems by the COWSOs/water committees and A3.1. Hygiene knowledge, attitude and practices of households will bring more qualitative information on level of services and hygiene.

As M&E is playing a central role in the MoWI strategy at all levels, this competence will be mainstreamed in the Technical Assistance provided by the project to RS, LGAs and COWSO/VEO.

3.6 Description of beneficiaries

Different stakeholders and beneficiaries are involved

- Final direct beneficiaries
- Key stakeholders

The final direct beneficiaries of the project are households of the six areas covered by rehabilitation / extension of water supplies. These multi-village schemes will serve 26 villages in total which represents 200.000 direct beneficiaries by 2020.

The hygiene promotion campaign will mainly focus on communities living in the villages targeted by the project. A larger number of people will benefit from broader media, such as radio messages. Terms of Reference of the hygiene promotion campaign will specify the different groups to be targeted.

Key stakeholders are also part of the beneficiaries from this project as they are fully integrated in capacity development activities and intervene as intermediates in output delivery. Among them:

- RS personnel (Water, Health, Environment...)
- LGA's personnel
- Ward and Village administration (VEO, etc...)
- CWSOs
- WUAs
- NGO's as intermediate for hygiene promotion activities
- Schools, community organizations, etc...
- Private sector involved in design, supervision & works
- Private sector involved in spare parts and maintenance
-

3.7 Risk Analysis

3.7.1 Implementation risks

Risks	Level ²	Alleviation measure In case of risk identified as H, indication of new level is indicated: example H-> M)
Poor procurement and contract management	M	Ensure quality control of tender documents technical specifications Set appropriate contract management measures at regional, LGA and local level all along the process Recruit qualified personnel in charge of procurement at project level
Private sector capacity for design studies, works and supervision	M	Optimise procurement procedures, such as prequalification to avoid least qualified companies to bid
Rehabilitation and extension final costs estimates from study phase above available budget	M	Clear priority criteria for budget allocation to be established at study phase
Capacity to mobilise Non State Actors (for instance in the hygiene promotion component)	M	Conduct a NGO mapping and ensure proper dissemination of the calls
Insufficient staffing of DWEs offices	M	Sufficient project staff assigned in the weakest Districts (newly established Unvinza, Buhigwe & Kakonko) and deployment of project extension workers in each District ; contract management of design studies centralized at RS level for all networks
Delays in implementation caused by the geographical location of Kigoma	M	Realistic planning for activities and supplies
Limited working window due to extended rainy season of the region	M	Realistic planning for activities - especially on works
Neglect of the importance of the gender dimension activities	M	Top-down accountability for integrating gender at all phases of the programme and at all levels of the PIU.

² H= High, M= medium

Discrimination of vulnerable populations	M	Continuous awareness raising among all stakeholders about the needs and rights of stigmatized populations such as orphans and vulnerable children, people with a disability and PLHIV.
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3.7.2 Management risks

Risks	Level	Alleviation measure
Delays of implementation at District level linked to administrative and technical bottlenecks	M	Provide technical and administrative assistance to Districts to influence bottlenecks, calling on their accountability and on the support through SC.
Districts not sufficiently involved in planning and budgeting resulting on poor ownership and coordination of overall activities	M	Ensure co responsibility of the project and coordination at LGA level by DWEs focal points
Delays in contracting service providers due to bureaucratic procedures at region and district for procurement and tendering	M	Centralize procurement of service contracts as much as possible, but keep a close eye on performance based payments.
Delays in approval channels of technical matters by chancellors	M	Increase communication channels and technics to sensitize decision makers

3.7.3 Effectiveness risks

Risks	Level	Alleviation measure
Lack of capabilities in administration and procurement of the PIU	M	Strong finance and administrative project personnel (shared international and senior finance and administration personnel with SAKiRP and NRM-LED)
Resistance to collaborate within and between different sections of RS and LGA's.	M	Diversified capacity development technics ; ensure permanent presence at LGAs and RS levels
Resistance to change	H->M	Address in a progressive way (step by step) service oriented mind shift, through awareness-raising campaigns, trainings, extension work (for both women and men).

3.7.4 Sustainability risks

Risks	Level	Alleviation measure
Tariffs are not set according to a cost recovery approach	H->M	Develop business plans for COWSO and make these plans a precondition for investments
Opposition between community groups / villages	M	When possible, adapt design to specific cases, such as one water source serving two distinct/villages populations unwilling to cooperate Introduce mediation techniques for conflict resolution at LGAs level Introduce formal agreements between parties
Water sources drying up or being polluted	M	Proper assessment of water sources at design stage before investment Protection or catchments and sensitization of water catchment users
Continuation of extension work after completion of the project	M	Develop an exit strategy plan with LGAs for extension workers financed by the project
Understaffed COWSOs. High turnover of trained COWSO staff	M	Ensure financial sustainability of COWSOs through capacity development activities (to be treated as a priority from the onset of the intervention)

3.7.5 Fiduciary risks

Risks	Level	Alleviation measure
Ineffective control of financial information at District and Regional level and questionable reliability and inconsistency in report data.	M	Prepare Project Implementation Manual (PIM) and Administration and Finance Manual (AFM) early and provide orientation and training and hands on guidance of its use. Provide administrative backup from PIU to districts to help improve quality of reporting Centralize key procurement at project finance and tender support unit. Organize regular financial audits (internal and external) and deal with issues through management reports.

4. RESOURCES

4.1 Financial resources

4.1.1 Tanzanian contribution

The Tanzanian contribution to the project has the following components:

- Full time Project coordinator for 60 months;
- 6 focal points at DWE's offices for 60 months
- RS will provide office space and facilities for the PIU at the Region;
- DED will provide a working place and basic furniture for the project teams at district level.

The total Tanzanian contribution is estimated at € 800,000.

4.1.2 Belgian contribution

The Belgian contribution is detailed below.

TAN 14 032 11: Water & Sanitation Kigoma Region Project		CHRONOGRAM						
BUDGET (Belgian contribution) in Euro		TOTAL (€)	%	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
A	Sustainable water supply and improved hygiene practices	4,169,597	52%	187,500	575,000	1,659,799	1,659,799	87,500
A 01	Sustainable water supply O&M	500,000		117,500	185,000	105,000	105,000	67,500
A 01 01	COWSO assessment study.	50,000		50,000				
A 01 02	RAS, LGAS and COWSO capacity development • Capacity development activities (services) • Action research and capitalisation	300,000		37,500	75,000	75,000	75,000	37,500
A 01 03	C4DEV activities	75,000		15,000	15,000	15,000	15,000	15,000
A 02	Rural water supply schemes rehabilitation and extension	3,109,597		20,000	320,000	1,374,799	1,374,799	20,000
A 02 01	Design studies and supervision	392,556		0	300,000	46,278	46,278	0
A 02 02	Works (catchments, pumping, treatment, reservoirs, distribution lines, DPs), based on number of inhabitants: • Uvinza (37,910 inhabitants) • Kakonko (28,008 inhabitants) • Kibondo (10,005 inhabitants) • Kasulu (29,895 inhabitants) • Buhigwe (27,648 inhabitants) • Kigoma (50,186 inhabitants)	540,218				270,109	270,109	
A 02 03	Catchment protection & management	393,984				196,992	196,992	
A 03	Hygiene promotion campaign	715,151		20,000	20,000	20,000	20,000	20,000
A 03 01	Knowledge, aptitudes, practices study	50,000		50,000				
A 03 02	Hygiene promotion campaign	450,000			150,000	150,000	150,000	
A 03 03	Awareness raising on HIV/AIDS	60,000				30,000	30,000	
B	International and national technical assistants (PIU)	1,828,300	23%	258,600	457,200	427,200	397,200	288,600
B 01	International and national technical assistants (PIU)	1,828,600		258,600	457,200	427,200	397,200	288,600
B 01 01	International technical assistants • RWS ITA International project manager • Consultancy	870,000		150,000	180,000	180,000	180,000	180,000
B 01 02	National technical assistants and extension workers • SE-NTA National advisor social engineering (3) • RWS-NTA National advisor on rural water & sanitation • Project extension worker (6* 48 months)	360,000		45,000	90,000	90,000	90,000	45,000
X	Budgetary reserve	308,453	4%	0	0	308,453	0	0
X 01	Budgetary reserve	308,453		0	0	308,453	0	0
X 01 01	Budgetary reserve	308,453				308,453		

TAN 14 032 11: Water & Sanitation Kigoma Region Project		CHRONOGRAM						
BUDGET (Belgian contribution) in Euro		TOTAL (€)	%	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Z	General means	1,693,150	21%	591,750	300,950	345,850	210,850	243,850
Z	Staff expenses	805,750		175,750	205,350	205,350	115,350	103,350
Z	Z 01 01 Project Coordinator	30,000		6,000	6,000	6,000	6,000	6,000
Z	Z 01 02 PIU secretariat	44,800		6,400	9,600	9,600	9,600	9,600
	Support unit staff							
	• International finance & administration officer (1/2)	270,000		90,000	90,000	90,000		
	• National finance & administration officer (1/2)	84,000		12,000	18,000	18,000	18,000	18,000
Z	Z 01 03	48,000		12,000	12,000	12,000	12,000	12,000
	• National procurement officer (1/2)	84,000		12,000	18,000	18,000	18,000	18,000
	• National accountant	42,750		8,550	8,550	8,550	8,550	8,550
	• National Logistic Officer (1/2)	201,600		28,800	43,200	43,200	43,200	43,200
	• Drivers (6)							
Z	Z 02 Investments	299,000		299,000				
Z	Z 02 01 Vehicles & motorbikes	234,000		234,000				
Z	Z 02 02 Office equipment	20,000		20,000				
Z	Z 02 03 IT equipment	25,000		25,000				
Z	Z 02 04 Office improvement works	20,000		20,000				
Z	Z 03 Operational expenses	444,000		74,000	92,500	92,500	92,500	92,500
Z	Z 03 01 Vehicle running costs and fuel	259,000		37,000	55,500	55,500	55,500	55,500
Z	Z 03 02 Office running costs	50,000		10,000	10,000	10,000	10,000	10,000
Z	Z 03 03 Missions	60,000		12,000	12,000	12,000	12,000	12,000
Z	Z 03 04 Meetings	60,000		12,000	12,000	12,000	12,000	12,000
Z	Z 03 05 Other costs (Financial costs)	15,000		3,000	3,000	3,000	3,000	3,000
Z	Z 04 Audit and M&E	145,000		43,000	3,000	48,000	3,000	48,000
Z	Z 04 01 Mid-term and final evaluation	60,000				30,000		30,000
Z	Z 04 02 Audit	30,000				15,000		15,000
Z	Z 04 03 Backstopping	15,000		3,000	3,000	3,000	3,000	3,000
Z	Z 04 04 Comprehensive Baseline	40,000		40,000				
TOTAL		8,000,000	100%	1,037,850	1,333,950	2,741,302	2,267,849	619,950

4.2 Human resources

Human resources are classified in three categories:

- Management resources
- Technical resources
- Support resources (administration, finance & logistics)

Job descriptions of key personnel are detailed in annex 7.4

Position	Number of months	Full time (FT)/part time (PT)	Financed by	Contracting Party	Type
National project Coordinator, expert in rural water & sanitation	60	FT	Tanzanian Contribution	RS	Management
International project Manager rural water and sanitation	58	FT	Belgian Contribution	BTC	
National advisor for water supply and sanitation (NTA-RWS)	48	FT	Belgian Contribution	BTC	Technical Expertise
National advisor for social engineering (NTA-SE) X 3	3 x 48	FT	Belgian Contribution	BTC	
Extension workers X 6	6 x 48	FT	Belgian Contribution	BTC	
International Financial Officer (ITA-AFO) 1/2 shared with SAKIRP	½ x 36	PT (1/2)	Belgian Contribution	BTC	Shared BTC support services (SAKIRP/WaS KIRP/NRM-LED)
National administrative and financial officer 1(NTA-AFO) /2 shared with SAKIRP	½ x 57	PT (1/2)	Belgian Contribution	BTC	
National Procurement officer (1/2 shared with SAKIRP)	½ x 48	PT (1/2)	Belgian Contribution	BTC	
National Logistic officer	57	PT (1/2)	Belgian Contribution	BTC	
National accountant	56	FT	Belgian Contribution	BTC	
National drivers (6)	6 x 56	FT	Belgian Contribution	BTC	

Table 12. Management, technical and support staff

Project resources are supporting the Regional, LGAs and COWSOs in their roles and responsibilities.

Therefore the project implementation unit (PIU) embraces both regional, District and village levels (see chapter 5.5.4 and figure 15 below).

- The Project Implementation Unit is anchored at Regional level. A project coordinator will be assigned by the RAS and will share responsibilities of the project with a BTC project manager. LGAs will play a central role in the project implementation and will assign a focal point in each DWE. BTC will recruit technical personnel to support LGA as well as extension workers dedicated to WaSKIRP project sites.
- A support unit will provide services to Belgium-Tanzanian projects in Kigoma region (SAKiRP, WASKIRP, NRM-LED ...) in finance, procurement, administration and logistics

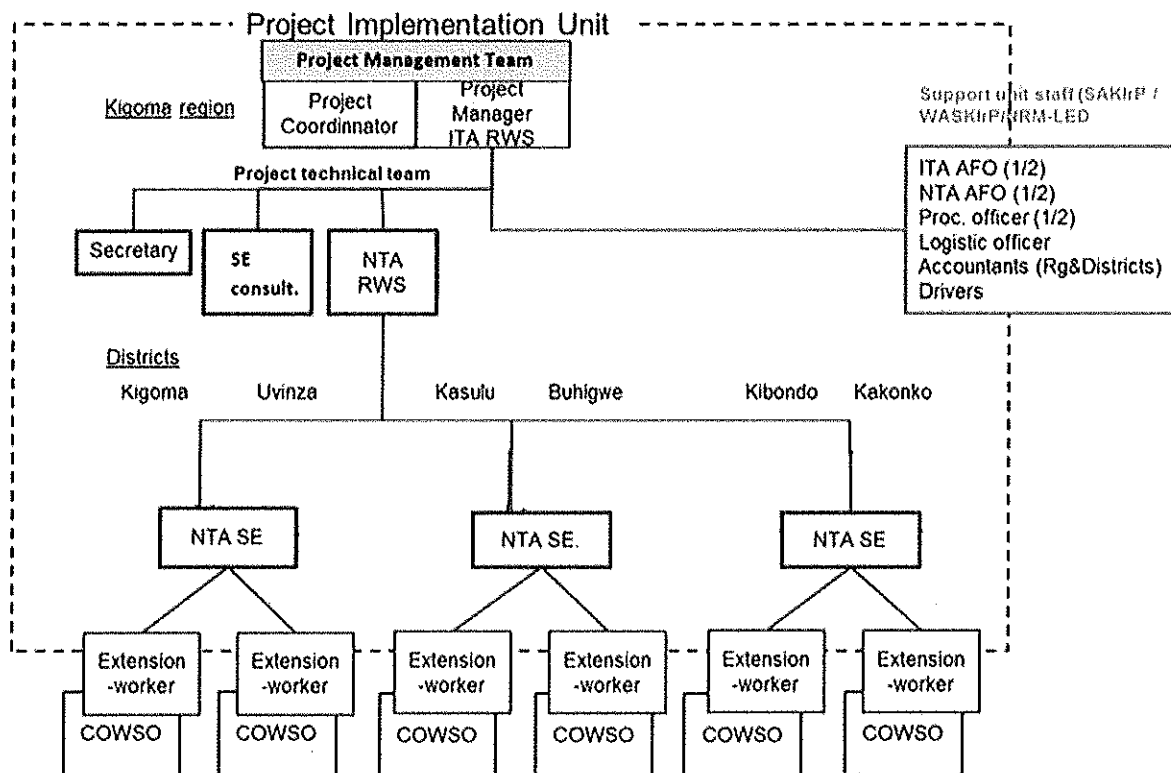


Figure 14. Project Implementation Unit staff organigram

Junior assistants can also be recruited by BTC, without additional salary costs on the project budget. The focus of their TOR could be on communication, O&M, M&E, cross cutting issues such as gender and environment but the need and desired expertise will be analysed during the inception phase.

4.3 Other Resources

Part of the project activities will be outsourced to services providers as follows:

Activity	Type	Budget
A.01.01 COWSOs assessment study	Contract for services	50,000
A.01.02 Capacity development at LGAs level	Contracts for studies, training, coaching, developing tools & manuals, grants agreements	Up to 375,000
A.02.01 Water supply schemes studies and supervision	Contract for services	392,556
A.02.02 Water supply rehabilitation & extension works	Contract for works	2,617,041
A.02.03 Catchments protection sensitisation & activities	To be defined	100,000
A.03.01.01 Knowledge Attitude Practices study	Contract for services	50,000
A.03.01.02 Hygiene promotion campaign	Call for proposal	450,000
A.03.01.03 HIV/AIDS awareness raising	Contract	60,000
Total (EUR)		3,977,000

Services under general means:

- Mid-Term and Final Evaluation costs
- Audit
- Comprehensive baseline survey
- Backstopping

BTC HQ and Representation will provide regular backstopping to the project either for operation and finance, sector specific cross cutting issues. The scope of each mission can be variable and will be established in consultation with the PIU and the Representation.

Evaluation, audits and comprehensive baseline will be outsourced to national or international organisations.

The project will provide material resources such as transport and equipment as follows:

- Purchase of 6 vehicles (3 Regional + 3 District)
- Purchase of 18 motorcycles (1 per DWEs + 1 per extension worker+ 1 per COWSO)
- Purchase of equipment needed for the project team
- Purchase of office equipment (PIU, Districts)

5. IMPLEMENTATION MODALITIES

5.1 Contractual Framework and Administrative Responsibilities

The legal Framework of the present project is governed by:

- the **General Agreement** for Development Cooperation between the Kingdom of Belgium and the United Republic of Tanzania signed on 16th October 2002 between the two governments;
- the **Interim Cooperation Program** (2014 – 2015) between the Kingdom of Belgium and the United Republic of Tanzania signed on 11th March 2014;
- the **Specific Agreement** – of which this TFF is part - signed between the Government of Tanzania and the Government of Belgium.

There is a joint administrative, technical and operational responsibility for the execution of this project.

The United Republic of Tanzania designates the “Ministry of Finance”, hereinafter referred to as “MoFP” as the entity responsible to supervise the financial aspects of the Specific Agreement (SA) on behalf of the Tanzanian Party.

The United Republic of Tanzania designates the “Ministry of Water and Irrigation”, hereinafter referred to as “MoWI” as the entity responsible to supervise the technical arrangements of the SA on behalf of the Tanzanian Party.

The United Republic of Tanzania designates the “Regional Secretariat of the Kigoma Region”, hereinafter referred to as “RS” as the Tanzanian entity responsible for the implementation and follow-up of the project as per TFF.

The Kingdom of Belgium designates the Directorate-General for Development Cooperation and Humanitarian Aid, hereinafter referred to as “DGD”, represented by the Head of Cooperation at the Embassy of Belgium in Dar es Salaam, as the Belgian entity responsible for the Belgian contribution.

The Kingdom of Belgium entrusts the implementation and the follow-up of its obligations to the “Belgian Technical Cooperation”, a public-law company with social purposes, hereinafter referred to as “BTC” and represented by the BTC Resident Representative in Tanzania. To that effect an “Implementation Agreement” is signed between BTC and the Belgian Government.

5.2 Institutional Anchorage

Institutionally the project is anchored in the Regional Secretariat of the Kigoma Region as a specific project implementation unit (PIU) under the Regional Administrative Secretary (RAS). The project will also work with the Districts for certain activities that will be entrusted to them through detailed activity plans and agreements (see 5.5.4). The Districts will be accountable for deliverables.

5.3 Technical and Financial responsibilities

There is a joint Belgian – Tanzanian technical and operational responsibility for the execution and achievement of the results to reach the specific objective of the project both at the level of the steering committee (MoWI, MoFP, RAS and BTC Resident Representative) and the project implementation unit (RS and BTC) (see point 5.5.1 and 5.5.3).

5.4 Project Life cycle

The Specific Agreement has a total duration of 72 months, as from the date of its signature.

The project execution period has a duration of 60 months.

The project life cycle entails 3 phases.

5.4.1 Preparation phase

Activities to be carried out during the preparatory phase by the BTC representation Office and RS:

- Launch of international and national HR recruitment processes
- Opening of main project account
- Start launching procurement of material & logistics

Some expenses can be made before the actual start of the project.

HR	Costs
HR recruitment costs (Z_01_04)	5,000 EUR
Logistics	
Procurement of vehicles (Z_02_01)	234,000 EUR
Procurement of IT equipment (Z_02_02/3)	25,000 EUR
Total	264,000 EUR

5.4.2 Execution phase

5.4.2.1 Project Effective Start-up phase

Indicative duration: 9 months

This Phase is between the implementation agreement notification and the Steering Committee that validates the Start-up report (SC1).

At the beginning of this phase the incoming PIU assumes start-up duties and the kick-off Steering Committee is held.

Project kick-off Steering Committee (SC 0)

As specified in the SA, the kick-off Steering Committee should be held no later than three months from the date of signature of the SA.

The SC 0 minutes will comprise:

- Confirmation of the members (current members, guests, etc.)
- Adoption of the rules of procedure
- Approval of initial planning

After that, the PIU prepares the start-up report to be validated by the first implementation SC.

1st implementation SC (SC1)

SC1 will be held no later than six months from the date of the signature of the SA. It concludes the Project Effective Start-up phase by providing the start-up report comprising the following elements:

- Signed minutes of the Steering Committee 1 meeting
- Project operation manual (including project team and organization)
- Comprehensive baseline work plan

- Operational and financial planning of the 1st year, including the following additional studies:
 - Study on water committees and COWSOs (organisational and performance assessment) A.1.1
 - Technical design studies for rehabilitation and extension of six multi-villages schemes A.2.1
 - Study on households hygiene Knowledge, Attitude and Practices (KAP-Survey) B.1.1

Remark: The comprehensive baseline should focus on the initial situation of the project, providing reliable information as what is expected to change through the realisation of its objective. In that perspective, the three above studies (A.1.1, A.2.1 & B.1.1) should be considered as activities necessary to be executed during the comprehensive baseline timeline of the project. The results of these studies and the data they will provide will be integrated for updating the strategy of the intervention, formulate the operational plan and/or to complement the M&E and risks matrixes.

5.4.2.2 Operational implementation phase

SC 1 – Steering Committee (Operational planning is approved)

Indicative duration: 45 months

The activities will be implemented during this phase.

The second implementation Steering Committee (SC2) validates the comprehensive baseline report (see 5.6.5.1 for the details). It will be held no later than 9 months after SC0.

Both MTR and ETR happen during this phase.

At the end of this phase a planning of the operational closure is validated by the Steering Committee.

5.4.2.3 Closure

Indicative duration: 6 months

SC Closing programming – SC Final report validation (Discharge of project team)

The execution ends with an operational closure phase to ensure proper technical and administrative closing and hand-over. Project final report is produced after the end of the execution period.

This operational closure period starts at the latest 6 months before the end of the Specific Agreement.

Final report:

- Administrative information
- Financial information
- Operational information
- Information on Results

Financial Statement

At the latest six months before the end of the Specific Agreement, the Project Coordinator with the BTC Project Manager must prepare a financial statement with the BTC Representation according to BTC procedures, presented to the closing SC.

Six months before the end of the Specific Agreement, no expenditure will be authorized without the approval of the Authorization Officer of the project and under condition that the expenditure is linked to commitments taken before the end of the Specific Agreement and detailed in the Minutes of the SC.

Balances

Unused funds on bank accounts will be transferred to Belgium Treasury. The affectation of the unused budget amounts at the end of the project will be done as specified in the Specific Agreement.

Expenses after the end of the Specific Agreement

After the end of the Specific Agreement, no expenditure will be authorized. Exceptionally, expenditure will be authorized after the end of the Specific Agreement date, only when linked to commitments taken before this date.

5.4.3 Administrative Closure phase

The final report is sent to DGD and the project is administratively closed.

5.5 Steering and implementation structures

5.5.1 Steering Committee (SC)

Tanzanian and Belgian parties agree to create a Steering Committee (SC) that is in charge of the supervision and the strategic steering of the intervention.

Composition:

The SC will be composed of the representatives of the following institutions:

- RAS (representing PO-RALG), Chair
- Ministry of Water and Irrigation
- Ministry of Finance and Planning
- PO-RALG
- BTC (Resident Representative) co-chair.

The SC may invite external experts or other stakeholders as resource persons on an ad hoc basis.

If the RAS cannot chair in person, he will delegate to the Assistant Administrative Secretary of the Planning and Coordination Section, in order to align with the functions of the RS and to guarantee structural synergies between all the interventions.

Role and functions:

- Supervise the respect of the engagements of the parties;
- Assess the development results obtained by the project (strategic quality assurance and control) and approve planning and recommendations from the project's annual results reports;
- Validate proposals of Grants Agreements as they are not indicated in the TFF;
- Resolve any problems that cannot be solved at the PIU level;
- Approve and ensure the follow-up of recommendations formulated in the reviews (MTR and ETR) reports;
- Based on the financial reporting and audit reports advice on corrective actions to ensure the achievement of the project's objectives;
- Ensure approval of the final report and the final closure of the project.

Operating mode:

- The SC establishes its internal rules during its first meeting;
- The SC meets upon invitation of its chair at least twice a year. Extraordinary meetings can be held upon request of one of its member. The invitation shall be received by the members at least 7 days before the meeting. The invitation shall include an agenda, suggested decisions and supporting documents;
- The SC meets for the first time (at the latest) three months after the signature of the Specific Agreement (SA);
- Decisions of the SC shall be taken by consensus. Decisions of each meeting of the SC shall be recorded in minutes signed by its present voting members;
- A SC is held at the latest three months before the end of the project activities in order to approve the final report and prepare the modalities of the project closure;
- The PIU will act as the Secretariat for the SC and will provide the necessary information to its members in advance of each meeting.

5.5.2 Regional Stakeholder Platform (RSP)

The PIU organises periodical meetings of the Regional Stakeholder Platform (RSP) with all major stakeholders to discuss the progress on the implementation of the project. These meetings can also consolidate documents prepared by the PIU for the SC. At the level of the districts similar District Stakeholder meetings can be organized as a preparation for the RSP.

The proposed composition of the RSP is:

- all DEDs
- all participating DFPs
- relevant thematic regional officers
- representatives of the COWSOs
- representation from the PIU

Role and functions:

These meetings have the following role and functions:

- Coordinate the activities with the Districts and exchange on progress and lessons learned
- Taking stock of progress vs. plans and budgets and checking the reports and M&E of the districts, the RS and the project;
- Identifying and discussing successes and failures;
- Updating the risk analysis;
- Consolidating future plans and budgets of RS and those that have been compiled by DFT. The draft document is the basis on which the PIU checks the conformity with the project objectives and procedures and submit to the SC for approval and for fund release.

Operating mode:

- The RSP will meet at least two times a year or more according to the needs;
- The PIU acts as the Secretariat for the RSP and provides the necessary information to its members in advance of each meeting. All decisions are taken in consensus. If no consensus can be reached the issue is brought up to the level of the SC;
- The RSP shall lay down its own internal rules in conformity with the prescription of the PO-RALG AFM Manual.

5.5.3 Project Implementation Unit (PIU)

The RS designates - after non-objection of BTC - within its permanent staff a senior officer who will serve full time as the **Project Coordinator (PC)**. BTC recruits – after non objection from the GoT – an international advisor water supply and sanitation as the **Project Manager (PM)**. Together they form the **Project Management Team (PMT)** which heads the PIU and is responsible for the overall management of the project. As such the PM and PC are mutually responsible for the achievement of results and specific objective of the project.

The Project Coordinator (PC) will function as an advisor to the Project Manager for operational and technical issues. He will be responsible for the communication and coordination with the RAS and the Districts and other Government stakeholders.

The Project Manager (PM) is responsible that the project strategy is respected and that the project is implemented within the framework of the budget and TFF as approved by the SC. For this the PM will work in close collaboration with the PC for taking operational decisions for the implementation of the activities.

Depending upon available space, the PIU will be located in or near the Regional Offices in Kigoma.

The PIU has the following responsibilities:

- Develop and implement the project strategy and operational plans
- Overall management of the project
- Overall project monitoring : operational and financial planning, adjustments and reporting of the project on a quarterly and annual basis (See 5.6)
- Ensure proper management and apply stringent accountability arrangements for the management of the financial resources allocated to the project,
- Ensure that procurement processes and procedures used by the project is conform to the applicable procurement guidelines,
- Ensure application of proper human resource (technical and support teams) management practices conform to the applicable guidelines;
- Compilation of the project final report at the end of the project.

Project Technical Team

Within the PIU is a Project Technical Team which is steered by the PMT and accountable to the Project Manager (see organogram figure 15).

It will be composed of the following staff members for whom the responsibilities are indicated in Annex 7.4:

At Regional level

- 1 National senior advisor for water and sanitation
- 1 National administrative assistant
- 1 International advisor for social engineering (part-time; through consultancy)

At District level

- 3 National advisors for social engineering (based in Buhigwe, Kakonko and Uvinza and covering all six districts)
- 6 national extension workers based in villages / sites

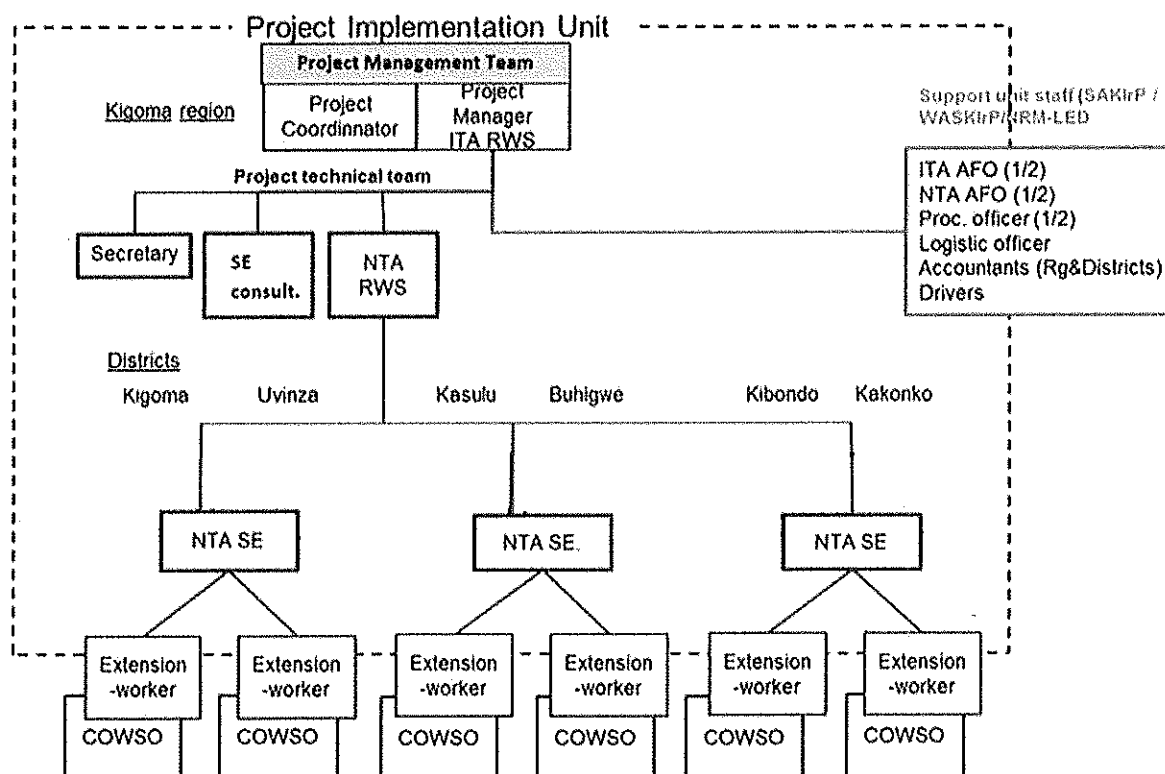


Figure 15. Organogram WaSKiRP

BTC Project Support Team (see also 5.5.6.5)

The PIU will be supported for the implementation of the project by the Project Support Team, which is shared with the BTC project WASKiRP and possible in the future with other Be-Tan projects in the Region.

It will be comprised of the following staff:

At Regional level:

- 1 international administrative and finance officer
- 1 national administrative and financial officer
- 1 national procurement specialist
- 2 or more national accountants

Depending on the agreements established with the Districts it might be also required that accountants are based in the district.

5.5.4 District management

General principle

At district level, the project implementation will be aligned with the district structure. The District Executive Director (DED) will be the officer in charge of supervising the project activities in his/her district as mandated by the District Council.

The DED will delegate day to day coordination to the most appropriate officer to act as District Focal Person (DFP). The DFP will organize the project activities at district level and ensure the optimal integration and tuning of the project activities and the planned district activities in the sector. He/she will

be supported by other officers of the District Facilitation Team (DFT).

The DFP will participate in the planning, coordination and supervision of the project activities. Each district will be responsible for its own work plans and budgets within the limits defined in the TFF, as adjusted after the comprehensive baseline and subject to approval by the SC. The Project Coordinator, International Project Manager and the Administrative Financial Officer will verify the eligibility and adequacy of plans and budget in line with SC decisions. They will compile the information from the districts into the required reports for the whole project and region.

Contracting

The basic principle is that any contract must always be awarded following a competition call through a public tendering procedure as prescribed by the law of 15 June 2006 (and its implementing Royal Decrees)³.

Every District involved in the project described under this TFF will sign an agreement with the project stipulating the activities to be implemented by the Districts, the actors involved, the associated budget, the indicators and the reporting requirements. The same agreement must be signed with every new created District after announcement through government notice before the starting of the activities within these new districts.

Eligible costs

Taking stock, among others through audits and evaluation reports, of other bilateral projects working or having worked with the districts (such as beekeeping or IGA projects), the scope of work that will concern those agreements will be at first strictly limited to operational costs directly related to regular activities of the staff of the District in the framework of the project.

5.5.5 Regional management

General principle

In order to foster coherence and synergies, the modalities will be harmonized with those being developed by the NRM-LED project.

5.5.6 Regional coherence of BE-TAN Cooperation Programme

5.5.6.1 Context of regional coherence

Synergies between the interventions fully implemented in Kigoma Region are opportune based on the fact that they are working with the same actors (Institutions, beneficiaries, NGOs, PSOs, CSOs, COWSOs). The minimum must be to guarantee that each intervention applies the same management principles (per diems, use of cars, etc.) and activities with the same stakeholders are coordinated (for example two missions in one district should be jointly planned in order not to divert HR from one to the other). Those principles are also valid for the other interventions partially implemented in the Region.

Given the fact that 3 interventions from the Be-Tan cooperation programme will be implemented entirely in Kigoma Region, and that most of the other interventions have links with the Region and/or those 3 interventions, it is necessary to guarantee a good coherence between all the activities that will be implemented and their underlying strategies.

To do so, 3 levels of coherence are necessary:

- At strategic level

³ See www.ejustice.just.fgov.be

- At management level
- At implementation level

The roles to be supported by each level of coherence and their interactions are described in the following chapters.

5.5.6.2 Coherence at Strategic level

The SCs of both projects (SAKiRP and WaSKiRP) are responsible for the strategic coherence of each project. As both SCs are chaired by the RAS and Co-chaired by BTC RR, both SCs play also a role of the strategic coherence of both projects.

The RAS and RR of BTC ensure the strategic coherence of projects.

Role and functions:

The strategic coherence will assure:

- a coherent vision and leadership on the interventions and engage stakeholders accordingly;
- a quick high-level response to any question or problem that an intervention might face during implementation;
- an internal coherence between the interventions anchored to the RS, i.e. making sure that one does not contradict the other in terms of expected results and objectives, implementation strategies and interventions governance, as well as fostering geographical synergies to increase efficiency and potential impact;
- a coherence with other Be-Tan interventions partially active in the Region;
- a coherence with other external interventions active in the Region and/or in the sectors.

Operating mode:

The RAS and RR will:

- pro-actively involve each other each time a question is escalated to one of them from the interventions or through their own supervision, or whenever they see an opportunity to develop or strengthen synergies;
- together decide if a special SC meeting is necessary to validate decisions or if they can do it themselves. In that later case, they will inform the other members of the SC about their actions through written communication or latest during the following meeting;
- take the appropriate measure and inform the relevant stakeholders;
- make sure the decisions are correctly documented and followed in the appropriate reports (including a description of their origin (problem or opportunity));
- formally meet during SCs, and on ad-hoc occasions.

5.5.6.3 Coherence at Management level

Responsible:

- Project Managers (from BTC)
- Project Coordinators (from RS)

If beyond the scope of the individual interventions:

- BTC Resident Representation

Role and functions:

- guarantee the coherence of the activities, both in terms of content and planning;
- share a common vision of the synergies and foster it to all the members of their teams;
- agree on the utilization of shared resources (internal and external), including through common public procurement or agreements when the providers or the beneficiaries are the same for two or more interventions. In that case, agree on a fair and efficient repartition in the follow-up of those shared resources;
- assess and follow the risks and opportunities created by one intervention for the others.

Operating mode:

- The coherence at management level will be supervised by one of the BTC Project Manager as decided by the Resident Representative of BTC
- pro-actively involve each other each time a question of synergy arises during the implementation of the interventions;
- take the appropriate and consensual measures and inform the relevant stakeholders, or escalate this to the RR, if this goes beyond the sphere of control of the interventions or if no consensus can be achieved;
- make sure the decisions are correctly documented and followed in the appropriate reports (including a description of their origin (problem or opportunity)).
- meet regularly to follow-up shared activities and cross-interventions risks and opportunities, and to share experiences and draw common lessons in order to improve the efficiency, effectiveness, or impact of the interventions.

5.5.6.4 Coherence at Implementation level

Composition:

- Districts Focal Points (LGA)
- PIU
- Interventions Accountants (BTC)

Role and functions:

- guarantee the coherence of the implementation of the activities in their District;
- escalate problems or opportunities to the PMT when outside their mandate;
- Guarantee the correct involvement and respect of the District structures and processes.

Operating mode:

- pro-actively involve each other each time a question of synergy arises during the implementation of the interventions;
- follow-up shared activities and cross-interventions risks and opportunities.

5.5.6.5 BTC Project Support Team

The BTC Project Support Team provides administrative support for the three interventions in Koigoma Region (economy of scale).

Composition:

- International Administrative and Finance Officer
- National Financial officer
- National Expert in Public procurement
- National Logistic Officer

Role and functions:Generic:

- Support the interventions with administrative, finance, procurement and logistic issues as well as human resource management (recruitment, contract management, safety at work, training...). This support can for example consist of advice in the field of human resources, coaching of staff but can equally consist of the management of public tenders;
- Providing internal control of the interventions in terms of respect of the agreed implementation manuals as validated by the respective SC.

International Administrative and Finance Officer (AFO):

The Internationally recruited administrative and financial officer will support the PIU in managing the finances and administration of the project. He/she will monitor and control the management of the project funds transferred to the districts and provide advice (internal control). In addition the AFO is responsible for budget management and financial reporting, procurement, contracts and logistics, manage fiduciary risks, internal control and audit, capacity building of partner institutions and PIUs.

The AFO manages the team of the Support Unit and is accountable to the Project Manager(s) of the Project(s).

5.6 Operational management

A Project Implementation Manual (in conformity with BTC procedures) will be adopted at the start of the project.

5.6.1 Human Resources Management

	Project Coordinator	Project Manager	Administrative & Financial Responsible (RAF)	NTA's	Support Staff
FUNDED BY	RS	Project funds	Project funds	Project funds	Project funds
ToR	Joint (in the TFF)	Joint (in the TFF)	Joint (in the TFF)	Joint (in the TFF)	Joint
Publication	NA	BTC	BTC	JOINT	JOINT
Candidates pre selection	NA	BTC	BTC	JOINT	JOINT
Selection of candidates	NA	BTC	BTC	JOINT	JOINT
ANO	BTC	RAS	NA	NA	NA
Signature of the contract	RAS	BTC	BTC	BTC	BTC
Individual evaluations	RAS	BTC	BTC	BTC	BTC

Publication:

Positions are open for men and women. Female candidates will be encouraged to apply.

Contract Legislations

Human resources recruited in Belgium will have an employment contract governed by Belgian law.

Human resources recruited in Tanzania will have an employment contract governed by Tanzanian law.

5.6.2 Financial management

Taking into account that the Tanzanian Treasure imposes all development funds to be deposited in the respective accounts and does not allow to open project accounts in co-management at district or regional level, which makes it impossible to trace BTC funds and is not compatible with the BTC system, the management of the Belgian contribution is done under the BTC direct-management mode.

5.6.2.1 Bank Accounts

After the signature of the Specific Agreement, a main bank account in BTC-management will be opened at a commercial bank in Tanzania or at the Bank of Tanzania named 'BTC – management – WASKIRP' in Euro with only BTC personnel signatory rights.

In terms of signature, the double BTC-signature is compulsory.

5.6.2.2 Funds transfer

First transfer

From the notification of implementation agreement between the Belgian State and BTC and after the opening of the main accounts, a cash call can be submitted by the Project Manager to the BTC Representation. The requested amount must be in line with the financial needs of the first three months and will follow the BTC internal procedures.

Subsequent transfers

To receive subsequent transfers, the PM must request a cash call to the RR following BTC procedures.

Each transfer should equate to the estimated funding requirements of the project as prepared by the PIU for the succeeding three months, plus a small margin for contingency, possibly paid in several tranches. The transfer of funds by BTC to the bank accounts will be made provided that:

- The financial accounts for the project are up to date and have been submitted to the BTC Representative
- All required reports have been submitted to the local representation of BTC
- Any recommendations proposed by external audits and/or MTR have been followed up or implemented and reported to the BTC representation

In addition, intermittent urgent cash transfers may be requested; but such urgent cash calls are only acceptable if they are fully justified in relation to extraordinary events.

The cash management procedures and rules of BTC (transfer to operational accounts, cash management...) apply.

5.6.2.3 Preparation of annual and multiannual budgets

Each year, the PIU must develop a budget proposal for the next year following BTC procedures. In this budget proposal, an indicative budget for the following years should also be included. This budget proposal must be approved by the SC

The annual budget is part of the annual plan and provides the basis for the monitoring of budget execution of the next year. (See 5.6.5)

5.6.2.4 Monitoring and budgetary commitments

Each quarter, the PIU must report on the budget execution and the forecast of expenditure, compared to the total budget and annual budget approved. The reporting is done according to the format provided by BTC and is part of the quarterly reporting.

The PIU must ensure proper control and regular budget monitoring of commitments (See 5.6.8).

5.6.2.5 Accounting

Accounting is done on a monthly basis according to BTC rules and regulations and its own financial system and tool.

The accounting documents must be signed for approval by the Project Manager and the Project Coordinator. The accounting documents that must be forwarded to the BTC Representation include an electronic file and if asked the supporting documents as well as the bank statements and petty cash statements.

The accounting documents must be up to date, accurate, reliable and conform to accounting standards and rules in place.

Eligible costs are actual costs which meet the following criteria:

- They are identifiable and verifiable by supporting documents, in particular being recorded in the accounting records of the project according to the applicable accounting standards;
- They relate to activities and criteria as specified in the TFF and necessary for achieving the results;
- They are indicated in the budget and registered under the correct budget line;
- They comply with the requirements of sound financial management.

5.6.2.6 Budget Management

Budget constraints:

The total budget and the budget per execution mode may not be exceeded. The budget of the project sets out the budgetary limits within which the project must be executed.

Budget change:

Overshooting of a general means section (Z_01_01, etc.) or a result less than 10% of the amount budgeted for on this section or result in the latest version of the budget is authorized.

At budget line level, budget overshooting is allowed if the overshooting is less than 10% of the amount of the latest approved budget for this line or if it is less than 50.000 €

At the level of the annual budget, there are no constraints, except for the general means section for which the annual budget overshooting can be no more than 5%.

In case a budget increase is needed, a written request for the increase must be submitted by the national party to the Belgian state after agreement of the steering committee. If Belgium accepts the request an exchange of letters is signed by both parties.

For all other budget changes, a written agreement of the Authorizing Officer and Co- Authorizing officer is sufficient.

For each request for budget change, the project team must elaborate a budget change proposition according to BTC's procedures.

The contingencies budget can only be used after approval of the SC.

5.6.3 Public Procurement Management

Procurement for items under BTC Management budget lines will be done according to the Belgian procurement rules and regulations.

The procurement of goods and services for the budget under BTC-management lines will be carried out in conformity with the Public Procurement,

- The law of 15 June 2006
- The law of 17 June 2013
- Royal Decree of 15 July 2011 (award)
- Royal Decree of 14 January 2013 (performance)
- General Contract Terms and Conditions → General conditions
- Tender Specifications (Call for tender notice) → Specific conditions which provide the legal framework for procurement activities.

Public contracts under full responsibility of BTC

General rules to be respected:

BTC = 'contracting authority', which prepares the public contract, manages the contract award procedure, signs the contract and controls the performance of the public contract by the successful tenderer.

The table below lists the persons responsible for committing the legal act concerned as well as the persons responsible for control prior to committing this act:

Amount (1)	0 to 25,000 €	25,000 € to 85,000 €	85,000 € - 200,000 ⁴ €	200,000 €-
ANO Launch	/	RR	L&A	L&A
Launch of the public contract	Project management	Project management /RR	RR	RR
ANO award/ non-award and contract signature	/	/	L&A	L&A
Contract signature	Project management	RR	RR	a. RR after complete Board mandate b. Directors up to threshold of their respective mandate ⁵ or Board
ANO signature amendment (if applicable)	/	/	L&A	L&A
Signature amendment	Project management	RR	RR	a. RR after complete Board mandate b. Directors up to threshold of their respective mandate or Board
Payments	See "Mandate" and "Treasury management" - see manual Administrative management projects.			

Rules:

- 1) The amount of 85,000 € is without VAT; the amounts of the mandates (25,000 € and 200,000 €) are inclusive of all taxes.
- 2) A notice of non-objection is required before launching a public contract, for the awarding **as well as the non-awarding** and before any amendments are concluded in compliance with the following:
- 3) 'Project management' = mandatory in function of the amount of his/her mandate agreement: project staff (category C) up to 5,000 € and project leader (category B) up to 25,000 €;
- 4) Official and semi-official publication of public contract documents is the duty of the Procurement focal point of the BTC Representation, with possible support from L&A Brussels. Project management prepares all documents for this purpose. Where applicable, Project management itself is to send letters of invitation. For public contracts > 150,000 €, the focal point also contacts L&A for publication on the OECD website;
- 5) To obtain L&A notice of non-objection the following documents must be sent:
 - o The Tender Specifications;
 - o The (signed) Opening report;
 - o The (signed) Evaluation report;
 - o For public contracts for works: The filled-out and signed infrastructure works checklist, with a declaration that the necessary budget lines and controls by recognized control instances have been planned;

Once the dossier is approved, L&A also takes care of the administrative follow-up of the ANO/Mandate for public contracts > 200,000 €.

⁴ Management or control of a public contract by the ITA Public contract officer (BDI) equals an ANO granted by L&A.

⁵ Open procedures: 1,500,000 €, restricted procedures 250,000 € and negotiated procedures without publication of a notice 100,000 €.

Notices of non-objection are sent by e-mail.

If a notice of non-objection (avis de non-objection/ANO)/ad hoc mandate was required to award the original contract, a new ANO/new ad hoc mandate is required for these 'amendments'.

The opening and analysis of the offers will be organised according to the BTC-Management procedures. BTC must analyse the offers. The award proposal has to be approved by RAS according to their normal internal procedures.

The following activities will be managed according to Belgian Law and BTC system (BTC -management):

- Staff contracting
- All Investments (Except operational/running costs)
- All the Consultancies
- Audits(framework contract)
- Mid-term and End-term reviews (framework contract)
- Backstopping

5.6.4 Management of Grant Agreements

In accordance with Article 8 of the BTC Law, BTC can provide financing to one or more third-party partners for the achievement of part of the activities of the TFF or for a project activity that contributes to the achievement of the objectives of the intervention. Grants will be awarded in accordance with the modalities described in the BTC guide for the elaboration and follow-up of Grant Agreements. Public or private entities that are awarded grants are called "beneficiary parties". The beneficiaries of the actions funded by the grant are called "final beneficiaries".

The criteria for identifying a beneficiary party will be established taking the following domains into consideration:

'Eligibility criteria':

- Exclusion criteria ;
- Minimum capacities required in technical, operational or financial terms

'Evaluation criteria':

- Sustainability (including after the end of the Specific Agreement) in financial or content terms;
- Added value of the proposal from a social, economic or environmental point of view;
- Realism of the proposal;
- Compliance of the proposal compared to the objectives of the Specific Agreement;
- Overall cost and eligibility of costs;
- Cost–benefit ratio;
- Level of innovation;
- Expected impact;
- Contribution to the transversal themes.

The use of a Grant Agreement is not provided for in this TFF, if however the necessity of working with a Grant agreement arises during execution it will be necessary to obtain approval of the PSC, approval which is laid down in a report, on the basis of a clearly reasoned justification why, for this case, the public procurement regulations do not apply.

For each Grant Agreement amounting to less than or equal to 500,000 EUR, BTC will inform the Belgian

State. For the purpose, the BTC Resident Representative will regularly transfer to Belgian Embassy the list of the beneficiary parties of Grant Agreements including the object and amount of the Agreements.

Grant Agreements of a budget in excess of 500,000 EUR with a beneficiary party that is not listed in the TFF will be submitted for approval by the Belgian State. In accordance with Article 8 of the BTC Law, BTC can provide financing to one or more third-party partners for the achievement of part of the activities of the TFF or for a project activity that contributes to the achievement of the objectives of the intervention. Grants will be awarded in accordance with the modalities described in the BTC guide for the elaboration and follow-up of Grant Agreements. Public or private entities that are awarded grants are called "beneficiary parties". The beneficiaries of the actions funded by the grant are called "final beneficiaries".

The modalities concerning notification of the Belgian State on the beneficiary parties of the grants and concerning the approval of the Grants beneficiary parties by the Minister of Development Cooperation are the following:

- For each Grant Agreement amounting to less than or equal to 500,000 EUR, BTC will inform the Belgian State. For the purpose, the Resident Representative will regularly transfer to the Belgian Embassy the list of the beneficiary parties of Grant Agreements including the object and amount of the Agreements.
- Grant Agreements of a budget in excess of 500,000 EUR with a beneficiary party that is not listed in the TFF will be submitted for approval to the Belgian Administration.

5.6.5 Management Mutualisation framework agreements

The "public-public" or "horizontal cooperation" cooperation agreements with a public partner may be materialized for BTC through "mutualisation framework agreements" (MFA), operationalized through "specific cooperation agreements" (SCA).

This type of agreement will be used in case the intervention aims to encourage the public synergies expertise coming from other governmental public institutions, mainly Belgian ones, even if cooperation with a non-Belgian contracting authority is also possible.

In such agreements, the public interest and the concept of 'non-profit' are highlighted. The contracting authorities shall cooperate to jointly ensure the execution of public service missions.

The signing of SCA will follow the internal BTC modalities, which will be communicated to the stakeholders, as for the Grants Agreements.

5.6.5.1 Identified MFA/SCA in the TFF

No MFA / SCA have currently been identified.

5.6.5.2 Non identified MFA/SCA in the TFF

A partnership as MFA / SCA can be identified during the execution. It must not necessarily be identified during formulation. In this case, the PIU must obtain the agreement of the steering committee and follow the procedure as described in the MFA / SCA BTC Modalities to initiate the process.

Two situations can arise:

- Either a MFA with the desired partner already exists: the team may directly initiate the procedure for the establishment of a SCA for the desired activity,
- Either no MFA has yet been signed between BTC and the public institution with which it wants to develop a synergy. In this case, the Management Unit initiates the process to facilitate BTC concluding a corresponding Mutualisation Framework Agreement.

5.6.5.3 SCA management

The general rule for a SCA management is the respect of the procedures for engagement and monitoring of expenditure at the BTC.

Like any expense, SCA related expenses must be planned in the planning tools. The MFA / SCA will be signed in BTC-management, that is to say that only the BTC is able to sign the SCA as contracting authority and using the Belgian system.

The monitoring and control of payments are made in accordance with the BTC procedures.

5.6.6 Monitoring & Evaluation

Monitoring and Evaluation (M&E) contribute to achieving more and better results while strengthening accountability, continuous learning and strategic steering.

5.6.6.1 Monitoring

	Report Title	Responsibility	System	Frequency	Users
Comprehensive Baseline	Comprehensive Baseline Report	PIU	BTC	Unique	Project, SC, BTC
Operational Monitoring	MONOP	PIU	BTC	Quarterly	Project, BTC Rep office
Results Monitoring	Results report	PIU	BTC	Annually	Project team, partner, SC, BTC rep office, BE embassy
Final monitoring	Final Report	PIU	BTC	Unique	SC, Partner, BTC RR BE embassy, donor

Comprehensive Baseline

The comprehensive baseline report needs to be established by the PIU at the end of the start-up phase of the project (see 5.4.2).

The comprehensive baseline report comprises:

- a monitoring matrix
- a risks management plan
- an updated operational work plan

Indicators are identified during the formulation process, but baseline values are mostly not available yet. Doing the necessary studies in order to fix the baseline value for each indicator at output and outcome level – or explaining why this wouldn't be possible – is part of the baseline process. Setting baseline values is necessary in order to be able to monitor and evaluate the development process.

The SC takes note of the Comprehensive Baseline Report and validates the way the project will be monitored.

The Comprehensive Baseline Report will be attached to the First Annual Report.

Operational Monitoring

Operational monitoring refers to both planning and follow-up of the project's management information (inputs, activities, outputs) and its purpose is to ensure good management of the project. It is an internal management process of the PIU. Every quarter the Operational Monitoring update is sent to and discussed with BTC representation.

Results Monitoring

Results Monitoring refers to an annual participatory reflection process in which the PIU reflects about the achievements, challenges, etc. of the past year, and looks for ways forward in the year(s) to come. The SC approves or disapproves recommendations made by the PIU in the annual result Report.

Final Monitoring

The purpose of final monitoring is to ensure that the key elements on the project's performance and on the development process are transferred to the partner organisation, the donor and BTC and captured in their "institutional memory". This enables the closure of the project (legal obligation for back-donor of BTC), the hand-over to the partner organisation and the capitalisation of lessons learned. It can be considered as a summary of what different stakeholders might want to know at closure or some years after closure of the project.

5.6.6.2 Reviews and Audits

	Responsibility	System	Frequency	Users
Mid-term Review	BTC	BTC	Unique at mid term	SC, partner, project, BTC, donor
End-term review	BTC	BTC	Unique at end term (6 months before operational closure)	SC, partner, project, BTC, donor
Audits	BTC	BTC	At least once	SC, partners, project, BTC, donor

Mid-Term and End-term Reviews

Reviews are organised twice in a lifetime of a project: at mid and end of term. BTC is responsible for organising the reviews. The ToR of the reviews and their implementation are managed by BTC, with strong involvement of all stakeholders. The reviews are presented to the SC who determines which recommendations are retained and who is responsible for their implementation and follow-up (these decisions are explicitly noted in the minutes of the meeting).

Audits

Financial external audits will be foreseen at least once during the implementation (two audits are budgeted) and should be harmonized with the mid-term review time frame.

The external audit is required to evaluate:

- whether the accounts of the project reflect reality
- the internal control system maturity and respect of procedures
- the economic and efficient use of funds (value for money) (in direct link with the MTR)

BTC will write the terms of references of the audits and select the independent and certified (international standards) audit firm.

The scope will include the full management of the project as well as of the districts involved in the compliance with the agreement requirements. The District internal auditors will share their reports with the SC when the project activities are encompassed in their audit planning.

The auditor's reports will be presented to the SC. The PIU has to elaborate an action plan, in order to improve the procedures and to prove that corrective measures have been taken. This action plan will be presented to the SC. A quarterly follow-up of the action plan has to be sent to the Authorising Officers.

The Tanzanian Audit Office will share with the SC any issues or recommendations they may have after a District audit and concerning the project activities.

Each year an Audit Committee reviews the BTC financial statements according to Belgian law. Within this framework, the Audit Committee may also carry out audits of any projects in Tanzania. The Audit Committee of BTC may also request that BTC's internal auditor audit a specific programme.

5.7 TFF modifications

- The formal agreement of the Belgian Government and the Tanzanian Government is needed for the following changes:
- Modification of the duration of the Specific Agreement;
- Modification of the total Belgian financial contribution;
- Modification of the Overall and Specific Objective of the project.

The request of the above modifications has to be motivated by the PIU and approved by the Steering Committee. The exchange of letters requesting these modifications shall be initiated by the Tanzanian Government and shall be addressed to the Belgian Embassy in Tanzania.

The following changes to the TFF will have to be approved by the Steering Committee:

- The project results and activities and their respective budgets
- The execution modalities
- Competences, attributions, composition and tasks of the SC
- The indicators at the level of the specific objective and the results
- The mechanism to change the TFF
- The financial modalities to implement the contribution of the Parties.

All other changes to the TFF should be approved by the SC chair and the BTC resident representative. The adapted version of the TFF shall be communicated to the BTC headquarters and to the Embassy.

6. CROSS CUTTING THEMES

6.1 Environment

All activities of the intervention will take into consideration the legal and regulatory environmental framework. This framework is mostly defined by the Ministry enacted Water Act no 11 of 2009 and the Environmental Management (water quality standards) regulation (2007)

Regarding water catchments and intakes, the intervention should closely work with the Water Board of Lake Tanganyika Basin that is the entitled authority for resources protection component. The main role of this structure is to assess water resources for all uses in term of quantity, quality and demand. The Water User Associations (WUA) situated in the Tanganyika watershed are all under the supervision of this basin authority; which includes the WUA of Kigoma region.

The regional Master Plans from the Integrated Water Resources Management and Development (IWRMD) strategy which is presently being updated through a consultancy will give more medium term perspectives in terms of characterisation of the water resource and medium term trend lines considering population and activity growth as well as climate changes.

By-laws concerning environmental management have been formulated at LGA levels although environmental protection of water sources isn't effective as community sensitization is very low due to LGAs limited resources. In practice, in some areas human activities (agriculture, ...) are still directed within 60 meters from the water catchment. Other challenges on water sources protection include missing written land ownership relating to the constructed project from the individual communities.

These topics will be taken into consideration during the implementation of the project (activity A.2.3), and also integrated in the ToR of studies. Synergies with Natural Resources Management – Local Economic Development project will be developed.

Environment and sustainability will receive special attention during the implementation of the project. Hence, when possible priority will be given to the investment in solar power driven pumps rather than fossil fuel driven pumps.

6.2 Gender

It is well known that water collection is essentially done by women and young girls and represents a real burden for them. Women also tend to be left apart from decision making processes and are less represented in water committees. Their role in O&M is often neglected.

The intervention intends to have a transformative effect on these observations and reverse the situation by having higher and more effective women representation in community owned water organizations, O&M, private sector etc...

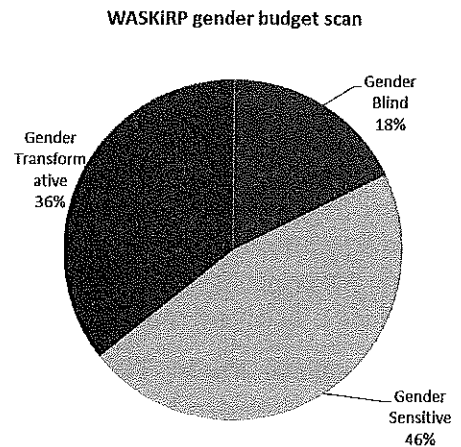
Gender will therefore be taken into consideration at each activity level. To support the approach, the intervention team will use tools such as Gender Budget Scan (GBS). The GBS performs gender sensitiveness of projects and support change drivers.

When applying the gender budget scan to the project, it appears that:

- 18% are expenses considered "gender-blind" (in blue), which are not expected to have a different effect/impact for women or men (the functioning and investment falls under this category like for instance, office or programme vehicle maintenance costs).
- 46% are expenses "gender-sensitive" (green) which means actions taking into account present gender differences, mainly for practical needs (alleviation of tasks, distances covered, water quality,

different modes of use of assets...). Activities tied to monitoring and evaluation system are considered being gender-sensitive (differentiation of data, numbers, statistics, monitoring of gender-specific indicators...). In this project, studies and works representing more than half of the total budget are earmarked as gender sensitive.

- 36% are specific actions targeting women or men and aiming to reduce the gender gap (equal representation in steering committees, strengthening of women leaders...) or to correct an unequal situation (career promotion, salary equity, working conditions...). Such matters are referred as "transformative" activities (red), which aim to change gender relations (relations at the political, economic, social, cultural... level). These positive actions allow women not only to participate on an equal footing to the development processes, but to impact them by taking part in decision-making processes. For instance, hygiene promotion campaigns, COWSOs governance bodies, or technical assistance to LGAs are all participating actively to "gender transformative".



6.3 Children's rights

The project shall ensure that children's rights are observed. One key aspect will be making sure that no child labour is used in any of the water schemes works. Proper water supply in the respective areas will directly benefit to children's by diminishing long distances walks and time to fetch water thus improving children's rights to a certain extent.

6.4 HIV / AIDS

Over the past ten years Tanzania has witnessed significant progress in the delivery of efficacious HIV prevention, treatment, care and support. The national HIV prevalence in mainland Tanzania has declined from 7.0 % (2003/04) to 5.3% (2011/12) among all adults aged 15-49 years and from 6.3% to 3.9% among in the same age group. Regional differences in HIV prevalence rates are great and vary between less than 1% in Pemba Region and 14.8% in Njombe Regions.

The HIV & AIDS epidemic continues to put a high burden on the country's social and economic development. The challenges are still huge as the comprehensive needs of People Living with HIV (PLHIV) are often not being met; stigma and discrimination still prevail; and the coordination of the national response is not resulting in all necessary services being available to those who need them. As the HIV epidemic is stabilising, its face has changed from an emergency situation that required vertical approaches into a broader, long-term response focusing on overall development. The HIV & AIDS response has evolved from a strong health focus to addressing HIV & AIDS as a multi-sectoral challenge that calls for all actors, public and private, formal and informal, to respond at all levels and in all sectors.

TACAIDS, the Tanzania Commission for AIDS, coordinates the National Multi-Sectoral HIV and AIDS Strategic Framework 2013/14-2017/18 (NMSF III) which provides guidance to all public and non-public sectors to review and implement well focused, cost-effective and results-informed HIV interventions that target both the individual person and the entire sector - according to the epidemiology.

In 2008, Tanzania enacted the HIV Prevention and Control Act (HAPCA). Section 6 of this law states that

all organizations and institutions, whether public or private, should design and implement gender and disability responsive HIV & AIDS plans that should be mainstreamed and implemented within their activities. According to Section 9 all employers should also establish a HIV & AIDS workplace programme, which includes gender responsive HIV & AIDS education, distribution of condoms and support to PLHIV. Part VII of the law emphasizes that every local government authority should design plans for ensuring that most vulnerable children are afforded means to access education, basic health and livelihood services. The HIV workplace policy should moreover be part of a broader health and security at the workplace policy (as stipulated in NMSF II). In 2010 TACAIDS also developed a Gender Operational Plan for the HIV Response in Tanzania Mainland 2010-2012 with the aim to ensure that gender is catered for in all HIV & AIDS interventions.

The National HIV and AIDS Policy (2012) further emphasize the importance of respect for the human rights of PLHIV, as stipulated in the Constitution of the United Republic of Tanzania. Specifically the policy commits to enhancing measures that ensure all civil, legal and human rights for men, women, boys and girls living with HIV and AIDS, in accordance with the Constitution and other International Conventions.

The link between infrastructure works and commercial sex workers, leading to increased risk of HIV/AIDS has been documented. Therefore the project will invest in awareness raising activities, for which a budget has been provided.

7. ANNEXES

7.1 Logical framework

	Logical of the intervention	Indicators	Baseline value	Target	Sources of verification	Hypotheses
GO	Global objective: To contribute toward equitable development and poverty reduction among Kigoma communities through improved access to safe and clean water supply and sanitation services	NSGRP II, BRN WSDP II Key Performance Indicators ⁶			WSDP annual sectorial review and report	Government is implementing reforms and programs in particular WSDP II as originally planned
SO	Specific objective: Increased access to safe drinking water and reduce burden related to water & sanitation amongst communities in Kigoma region, especially women and youths, and use the water as social economic commodity through sustainable interventions on water supply and hygiene practices	% of access to functional water supply (according to national standards) ⁶ Water borne diseases statistics	Access to safe drinking water: 40% WP functionality: 55% To be completed during Comprehensive Baseline Study	90% 90% Decrease with minimum 20%	MoWI water point mapping M&E system MoHSW information system and surveys	Enabling environment for sustainability (financial resources, clear roles & responsibilities, adequate water supply systems) and behaviour change
RA1	Result: A1. Community Owned Water Supply Organisations are managing rural water supply schemes in a sustainable way	Quality of service to users (based on a number of performance indicators: number of days with intermittent supply, tariffs, etc...)	N/A as COWSO's have to be established	Targets of performance indicators to be decided upon during the comprehensive baseline study	Core indicators: LGA's M&E system Secondary indicators: project M&E system	Capacity to pay for water by final users No conflicts between neighbouring villages sharing water systems

⁶ See also Section 3.5, Table 13. "Preliminary targets for water access indicators"

		Number of COWSOs with O&M plans	No COWSOs with O&M plans	Minimum 75% of COWSOs have a O&M plans	
		COWSOs have a sound accounting system	COWSOs do not have a sound accounting system	Minimum 85% of COWSOs have a sound accounting system	
		Water points functionality	Number of functional WPs in the rural LGAs varies between 22.9% and 69.7% ⁷ (taking into account the population of the LGAs 51% of the existing WP) The functionality needs to be confirmed during the comprehensive baseline study	Minimum 20% more WPs are functional.	Core indicators: LGA's M&E system Secondary indicators: project M&E system
		Water quality complying with standards	% of existing water points complying to standards to be determined during the comprehensive baseline study	50 % increase of existing Water Points which comply with standards.	
R A2	Result: A2 200,000 inhabitants have access to safe drinking water that reduces water related burden through rehabilitation and extension of existing assets				Feasibility studies confirms viability of water sources and cost estimates No conflicts between water sources and catchment users

⁷ See "Water Point Mapping System (WPMS) Tanzania Official Website", data of 2014 (<http://wpm.maji.go.tz/>)

R A3	<p><u>Result:</u> A3. Households have improved their hygiene practices towards water collection, transport, storage and use</p>	<p>Effective protection and sustainable management of water catchments (water permits, physical protection, users' conflicts...)</p>	<p>% of existing water points with effective protection and sustainable catchment to be determined during the comprehensive baseline study</p>	<p>75% of installed Water Points are protected and sustainably managed</p>		
		<p>Knowledge, attitude and practises (KAP) related to hygiene (during collection, transport, storage and use – example hand washing)</p>	<p>To be defined during the comprehensive baseline study.</p>	<p>A minimum increase with:</p> <ul style="list-style-type: none"> • 50 % for Knowledge • 40 % for Attitude • 30% for Practice 	<p>Secondary indicators from project M&E system based on focus group discussions and other qualitative methodologies</p>	

	Activities to reach Result A1	Means	Belgian Contribution
R A1	<u>Result 1: Sustainable management of rural water schemes by COWSO</u>		500,000 Euros
A 1.1	COWSO benchmarking study	TA & Services	50,000
A 1.2	Capacity development activities (services) RAS, LGAS and COWSO Action research	TA and services (tools, training...) TA & Backstopping	300,000 75,000
A 1.3	Communication 4 development	TA & Backstopping	75,000
	Activities to reach Result A2	Means	Belgian Contribution
R A2	<u>Result 2: Access to safe drinking water that reduces water related burden to 200,000 inhabitants through rehabilitation and extension of existing assets</u>		3,109,597 EUR
A 2.1	Studies and supervision	TA & Services	392,556
A 2.2	Works (catchments, pumping, treatment, reservoirs, distribution lines, DPs) Uvinza, Kakonko, Kibondo, Kasulu, Buhigwe, Kigoma DC	TA & Hardware contracts	2,617,041
A 2.3	Catchment protection & management	TA, Services	100,000
	Activities to reach Result A3	Means	Belgian Contribution
RA 3	<u>Result 3: Improvement in households hygiene practices towards water collection, transport from the distribution point to home, storage and use</u>		500,000 Euros
A3.1	Knowledge, attitude and hygiene practices study	TA & Services	50,000
A 3.2	Hygiene awareness campaign	Media campaign subcontracted to NGOs	450,000

7.2 Implementation calendar

The length of the project implementation calendar can be divided into three main phases, namely:

- Inception phase: 9 months
- Implementation phase: 45 months
- Exit/Closure phase: 6 months.
- Total: 60 months = 5 years.

7.3 Chronogram

Budget Code	Results/activities	Year 1				Year 2	Year 3	Year 4	Year 5
		Q1	Q2	Q3	Q4				
A_01	Sustainable water supply O&M								
A_01_01	COWSO assesment study								
A_01_02	RS, LGAS adn COWSO capacity development								
A_01_03	C4DEV activities								
A_02	Rural water supply schemes rehabilitation and extension								
A_02_01	Studies and supervision								
A_02_02	Works (catchments, pumping, treatment, reservoirs, distribution lines, DPs)								
A_02_03	Catchment protection								
A_03	Hygiene promotion campaign								
A_03_01_01	Knowledge, aptitudes, practices study								
A_03_01_02	Hygiene promotion campaign								
Z_04	Audit and M&E								
Z_04_01	Mid term and final evaluation								
Z_04_02	Audit								
Z_04_03	Backstopping								
Z_04_04	Project baseline								

7.4 ToR of key long-term personnel

NB. As the project is developing its procedures and management systems, the specific tasks assigned to the staff member may evolve over the course of implementation and may be periodically reviewed and updated.

7.4.1 Project Management Team

7.4.1.1 RS Water & sanitation Project Coordinator

Objectives of this function

Under the responsibility of the Regional Secretariat of the Kigoma Region, as entity for the implementation and follow-up, the Project Coordinator (PC) is designated by the RS to the project as Project Coordinator, representing GoT, and being counterpart to the Project Manager (ITA), which is contracted by BTC. The Project Coordinator is responsible to provide the Project Manager and the PIU team of the project with technical and strategic guidance and advice.

The Project Coordinator reports to the RAS.

Responsibilities:

Management responsibilities:

- Coordinate the planning, monitoring and implementation of the project, in collaboration with the Project Manager, to ensure that the activities are executed in accordance with the TFF, approved annual work plans and budgets and any other directives from the SC, in accordance with the BTC Project Implementation Manual (PIM).
- Give guidance to the PIU staff and the involved regional and districts government staff in the field, in particular the Districts focal points
- Provide adequate and up-to-date information and reporting about the project's progress to the members of the Steering Committee (SC).
- Coordinate the intervention with other projects and institutions within and outside the Region.
- Contribute so that annual and semi-annual consolidated work plans, budgets and reports are produced and quality checked and submitted in time to the SC, GoT and BTC-Brussels (through the BTC-Dar es Salaam Resident Representative).
- In collaboration with the Project manager, serve as secretary to the SC meetings.

Other duties:

- Liaise with other relevant national institutions and government agencies as required;
- Monitor expenditures and the use of GoT contribution and assets;
- Coordinate, in collaboration with the Project Co-Manager, the PIU team and facilitate the availability and supervision of GoT staff;

Profile:

Level of education

- Higher University degree in water supply and sanitation or related discipline.

Experience required for the function

- A minimum of 10 years professional experience in working with decentralized water and sanitation

and Local Government.

- A minimum of 5 years professional experience in working with water and sanitation projects as a project manager, team leader, or coordinator in donor funded projects.
- Experience in Kigoma is an asset.

Technical skills

- Skilled in participatory processes
- Skilled in capacity assessment, development of training packages and in building bottom-up capacity development
- Team management
- Excellent oral and written communication skills in English.
- Experienced in co-management, in managing accounts, preparing reports, work plans and budgets, and reporting to Steering Committees.
- Knowledge of office software packages

Behavioural skills

- Good communicator
- Positive and open attitude towards gender issues.
- Willing and able to be based permanently in the region, travel extensively with extended stays in remote and rural locations.

Duration and Duty Station:

60 months, located in the PIU office in Kigoma.

7.4.1.2 Project Manager - Advisor on rural water supply

Objective of this function:

Under the BTC representative, the internationally recruited Technical Advisor represents BTC. The Project Manager is supervising, coordinating and guiding the staff of the Project Implementation Unit (PIU) and work executed through contracted service providers. Jointly with the Project Coordinator, the Project Manager is responsible for the coordination and outcome of the project. As Project Manager, he/she has the task of contributing to the attainment of the specific objective of the service being provided, as stipulated by the project documents (TFF, agreement or contract).

The Project Manager:

- reports to the BTC Resident Representative.
- supervises the staff of the PIU and the contracted service providers

Responsibilities:

Management responsibilities, Planning and reporting:

- Ensure proper planning of the project in order that the activities are planned and executed in accordance with the TFF.
- Ensure the elaboration of annual work plans and budgets, and ensure that annual and semi-annual consolidated budgets, work plans and reports are produced and submitted in time to the SC, GoT and BTC-Brussels (through the BTC-Dar es Salaam Resident Representative).

- In collaboration with the Project Coordinator, the Project Manager serves as secretary to the SC meetings;
- In collaboration with the Project Coordinator, plan and coordinate the intervention with development partners, develop TOR, tender documents and openly advertise and evaluate proposals for Service Provider contracts, and monitor contract performance and quality, supervise the grant contracts with the project's Implementation Partners;

Implementation and monitoring:

- Ensure the proper implementation of the project by ensuring that the activities are executed in accordance with the TFF, approved annual work plans and budgets;
- Ensure the implementation of a M&E evidence based learning framework and process, which is oriented toward achieving results rather than only monitoring activities;

Human and resource management:

- Ensure proper financial management of the project. Monitor expenditures and use of BTC contribution and assets in line with PIM. Ensure the execution of the management and finance duties as described in the TFF.
- Give, in collaboration with the PC, guidance to the NTAs in charge of assisting the DFP at their level, assisting to maintain quality, in consolidating their work plans, budgets and reporting as per AFM Manual.
- Ensure coordination and supervision of BTC employed staff of the PIU at district level.
- Ensure that capacity assessments are undertaken and that training programs and skill development are put into place for both PIU, LGA, NGO and private sector partners.

Technical Responsibilities

- Make sure the crosscutting themes of the Belgian Cooperation are taken into account as described in the TFF, with special attention for gender and environment.
- Input and supervise strategic studies that will guide the project orientation: COWSO assessment, works design studies, assessment of hygiene practices.
- Ensure, in collaboration with the Project coordinator, proper planning and budgeting of project activities in relation with WSDP II activities at regional and District levels.
- Ensure the coherence of approaches implemented by the project (action research, communication for development, capacity development, collaboration with NGOs, double anchorage) with the national policies and strategies.

Profile:

Level of education

- Higher University degree in Water and Sanitation or related field.

Experience required for the function

- A minimum of 10 years professional experience, of which at least 5 years with Rural Water Supply.
- A minimum of 5 years professional experience as a project manager, team leader and/or coordinator
- Proven technical expertise in the following fields:
 - Rural water supply design, works, O&M

- Working with local government authorities, including institutional strengthening and capacity building at local government level and of institutions linked water & sanitation services;
- Proven experience with financial management of donor funded projects. Experienced in co-management, in managing accounts, preparing reports, work plans and budgets, and reporting to Steering Committees.

Technical skills

- Excellent oral and written communication skills in English, some knowledge of Swahili would be an asset.
- Knowledge of office software packages
- Knowledge of engineering software packages
- Skilled in capacity assessment and capacity development and facilitating participatory processes.

Behavioural skills:

- A good communicator,
- Positive and open attitude towards gender issues. Experience with management of projects with gender component
- An excellent and inspiring team manager
- Willing and able to be based permanently in the region, travel extensively with extended stays in remote and rural locations.

Duration and Duty Station:

Duration: 58 months

Duty Station: Kigoma.

7.4.2 Technical team

7.4.2.1 National senior rural water supply advisor

Objective of this function:

Under the PIU manager the national senior rural water supply advisor will be responsible for the hardware component of the project and its articulation with the soft component (social engineering).

He/she plays a key role in operational planning and is involved in all steps of the rehabilitation and extension of infrastructure works from design studies to works and supervision. He/she ensure quality insurance of all documents (tenders, contracts) and processes and liaise permanently with the District Focal Points (Districts Water Engineers).

Responsibilities:

- Management responsibilities:
 - Ensure operational planning of the hardware component
 - Prepare tender plans with the Districts
 - Permanently liaise with DFP Engineers
 - Responsible for hardware procurement and contract management
 - Articulate soft and hard activities with NTA in charge of social engineering
 - Ensure cross cutting issues are well integrated in activities and bidding documents
 - Reporting

- Technical responsibilities
 - Establish ToR and tender documents for design studies and supervision
 - Provide with innovations and appropriate technologies inputs
 - Discuss the investments options with Districts Focal Point engineers
 - Establish tender documents for hardware works
 - Overall quality control of services delivered (studies and supervision) and works
- Monitoring and capitalisation:
 - Monitor hardware progress
 - Capitalise lessons learned on a continuous way and liaise to national sectorial level (MoWI-PO-RALG,...) and Development Partners forums

Profile:

Level of education

- Higher University degree in Water and Sanitation or related field.

Experience required for the function

- A minimum of 10 years professional experience, of which at least 5 years with Rural Water Supply.
- A minimum of 5 years professional experience in a senior position as team leader

Technical skills

Proven technical expertise in the following fields:

- Rural water supply design, works, O&M
- Working with local government authorities, including institutional strengthening and capacity building at local government level;
- procurement of services and works
- contract management

Excellent oral and written communication skills in English,

Knowledge of office software packages

Knowledge of engineering software packages

Behavioural skills:

- A good communicator, skilled in conflict resolution,
- A good team leader,
- Positive and open attitude towards cross cutting issues.

Travel extensively with extended stays in remote and rural locations.

Duration and duty station:

Duration: 58 months

Duty Station: Kigoma.

7.4.2.2 National social engineering technical advisers (NTA-SE) at District level

Objectives & main responsibilities

Guided by the social engineering ITA, National Technical Advisors NTA SE personnel is in charge of

implementation of methodologies, tools and action plans related to capacity development at District level. A team of three NTAs is covering the entire Kigoma region. Each NTA is directly supervising two extension workers. The NTA is supporting District DWEs in their roles and responsibilities related to soft components of WSDP II.

- He/she is particularly in charge of developing capacities of Districts to introduce sustainability strategic themes into planning and advisory services provided by LGAs to local communities and villages.
- He/she supervise extension workers assigned by the project to targeted COWSOs.
- He/she is involved in action research to develop a sustainable COWSO model in the region of Kigoma.
- He/she in charge of the implementation of communication for development plan at District level and local level. He is supervising the hygiene campaign activities in the respective Districts he is assigned to.
- He/she ensure that social engineering activities and infrastructure activities are aligned, e.g. in terms of planning;
- He/she is responsible for reporting on capacity development and hygiene practices indicators.
- He/she will be in charge to ensure sufficient integration of gender and environment.

Profile:

Level of education

- A graduate in social and economic sciences, and/or equivalent through experience

Experience required for the function

- At least 10 years of practical experience in social engineering in development projects preferably water, sanitation and hygiene projects
- At least 5 years working with local government authorities, including institutional strengthening and capacity building at local government level;

Technical skills

- Social engineering methods
- Monitoring and evaluation
- Cross cutting themes (gender, environment, HIV-AIDS)
- Good communication skills
- Excellent oral and written skills in English and Swahili

Behavioural skills

- Gender and environment sensitive
- Team player

Duration and duty station:

- Duration: 48 months
- Duty Station: Buhigwe, Uvinza and Kakonko Districts (3 positions)

7.4.2.3 Extension workers at Village / COWSO level

Objectives

Under the respective NTA-SE based at District level, extension workers will implement day to day basis project activities at local level. They will be involved in capacity development of COWSOs and local stakeholders and will contribute to develop best practices according to the project strategy.

Extension worker plays a central role in the technical team set up. They ensure on the job training of key personnel, organisation development of COWSOs, local networking. They are also involved in close follow up of hardware works supervision, environmental issues and hygiene awareness activities. They are key for mainstreaming cross cutting issues at local level.

Responsibilities

- Capacity development activities: training, organisational development, local networking in line with PIU operational action plan
- Facilitating dialogue between communities, administration and service providers
- Participate actively in data collection and monitoring
- Participate in works supervision
- Mainstreaming of cross cutting issues (gender, environment, social economy, children's right, HIV-aids) in activities at local level
- Report to District level on progress and issues arising at local level

Profile

Level of education

- Diploma in social and administration sciences and/or equivalent through experience

Experience required for the function

- Track record of previous engagement and interest in water and sanitation or other social services, with a minimum of 3 years of experience.
- Experienced in Institutional capacity building and Organization development

Technical skills

- Community management
- Participatory & coaching methods
- Data management
- Cross cutting themes (gender, environment, HIV-AIDS)
- Excellent oral and written skills in English and Swahili

Behavioural skills

- Ability to work supportively and effectively with other members of a team
- Ability to work in remote areas
- Ability in conflict resolution

Duration and duty station:

- Villages benefiting from the project in the six Districts
- 48 months

7.4.3 Administration and finance support unit personnel

7.4.3.1 International finance and administration officer (shared with SAKIRP)

Objective:

The AFO will support the PIU in managing the finance and administration of the project. He/she will monitor and control the project funds transferred to the districts. The AFO is supporting the Project Manager for budget management and financial reporting procurement, contracts and logistics, management of fiduciary risks, internal control and audit. In addition he/she should contribute to capacity building on financial management of the partner institutions.

Responsibilities:

- Budget management and financial reporting
 - o Monitor budget execution
 - o Report budget situation to stakeholders to facilitate decision-taking
 - o Monitor efficient use of funds
 - o Draft budget change proposals and financial planning

- Make cost analyses
- Supervise, consolidate and validate accounting
- Monitor cash position and approve payments
- Procurement, contracts and logistics
 - Draft tender plan
 - Coordinate procurement process
 - Ensure manage and control of grant and sub-delegation contracts
 - Supervise management of equipment, vehicles and infrastructure
- Manage fiduciary risks, internal control and audit
 - Identify and evaluate fiduciary risks
 - Set-up performant internal control system
 - Monitor evolution of risks as well as impact of risk measures
 - Develop action plans based on audit reports and implement them
- Capacity building of partner institutions
 - Assess financial and administrative management of partner institutions
 - Advice partner institutions on improvement actions and on how to implement them
 - Facilitate change processes
 - Assist partner institutions to change organization structure, optimize processes, improve systems and strengthen staff competences
- Manage the financial and administrative team of the program
 - Set-up adequate organisation in terms of roles and responsibilities
 - Plan activities
 - Define together with staff their objectives
 - Motivate, coach and follow-up staff
 - Develop staff competences
- Assist the project manager in human resources management:
 - Recruitment procedures
 - Staff contracts follow up
 - Staff management
 - Identification of additional needs of expertise
 - Training and evaluation
 - Safety and working conditions

Profile:

Level of education

- Master degree in management, applied economics or finance;
- Experience required for the function;
- Minimum 5 years professional experience in financial management;
- Experience in audit, risk management, public finance management, public procurement or change management are an important added value;
- Experience in team management;
- Experience in an international context is an added value;
- Technical skills
- Very good hands-on knowledge of IT tools;
- Proficient in English. Working knowledge of French
- Strong written and analytical skills
- Excellent with figures;
- Behavioural skills
- Result and solution oriented;
- Organisation skills;

- Accurate;
- Pro-active
- Good communicator and team player;

Duration and duty station:

- Duration: 36 months (half time for WASKIRP, half time for SAKIRP project)
- Duty Station: Kigoma.

7.4.3.2 Administration and Financial Officer (AFO-NTA) (shared with SAKIRP)

Objectives:

The AFONTA will support the AFO-ITA in managing the finance and administration of the project. He/she will assist for the monitoring and control of the project funds transferred to the districts. The AFO-NTA is supporting the AFO-NTA for budget management and financial reporting procurement, contracts and logistics, management of fiduciary risks, internal control and audit. In addition he/she should contribute to capacity building on financial management of the partner institutions.

He/she reports to ITA-AFO

Duration and Duty Station:

57 months and located in the PIU office in Kigoma. (Half-time for WASKIRP, half time for SAKIRP project)

7.4.3.3 National procurement officer (shared with SAKIRP)

Objectives:

The Project Procurement officer is under the leadership of the Project Manager and Project Co-Manager of both projects, and is responsible for a variety of procurement related tasks not exclusively limited to the ones listed below, and works under direct supervision of the Project Co-Manager

He/she reports to the ITA- AFO

Main duties and responsibilities:

- Plan procurement
- Draft tender documents
- Publication of tenders
- Follow-tender process
- Organise tender committees
- Coach the procurement unit at Regional and Districts levels, and define and request specific capacity development activities when necessary (in close collaboration with EPC-LGAP intervention).

Duration and duty station:

48 months and located in the PIU office in Kigoma. (Half time for WASKIRP, half time for SAKIRP project)