

Adaptive programming in Tanzania

What is adaptive programming?

Traditional development models often capture knowledge when it is too late to apply lessons to live projects. Adaptive programming takes a 'learning-by-doing' approach that allows development programmes to be continually adapted to reflect the changing local, national and global contexts. Throughout the programme, changes can be made as necessary to programme management, learning, design and indicators.

WaterAid's Programmatic Approach combines service delivery, sectoral capacity building and advocacy. The Global Strategy 2015-2020 sets the goal of reaching everyone everywhere by 2030. To do this, WaterAid needs to work with new partners and integrate evidence from evaluations, post-implementation surveys and the like into its programme design. Adaptive programming helps make this possible.

WaterAid in Tanzania

WaterAid Tanzania has been implementing a five-year country strategy which ended in March 2016. Until mid-2013, three water, sanitation and hygiene (WASH) and policy influencing programmes were being implemented separately in different parts of the country: water supply; sanitation and hygiene; and research, policy and advocacy.

Each programme had a specific implementation team. However, priority was on community water supply with investment here being much higher than in sanitation and hygiene, since it required investing in physical infrastructure and community-based management models. Sanitation only focused on hygiene education, the promotion of improved latrines options, and engaging local government authorities to replicate. The research and policy advocacy programme also had a major focus on national-level engagement, with no connected agenda with the on-the-ground service delivery interventions and experiences. There was a significant disconnect between the three programme plans.



After two and half years, the country programme realised that there was a **total lack of integration** of these three programme plans in terms of:

- Programme design – each programme was not designed with all aspects of WASH in mind, and therefore the joint benefits of water supply, sanitation and hygiene education were being missed.
- Lack of integrated programming between the Rights-Based Approach (RBA) and WASH service delivery, such that experiences from WaterAid Tanzania service delivery were not adequately feeding into the national-level policy, and likewise the policy work at national level added little value to service delivery.

In order to **improve the integration** of its work WaterAid Tanzania decided to:

- **Integrate community water supply, sanitation and hygiene promotion into one programme:** ‘integrated water, sanitation and hygiene’ or ‘iWASH’.
- **Adopt the ‘community-wide approach’ to WASH service planning.** This enables WaterAid Tanzania to comprehensively plan and implement household, school and healthcare WASH services in a single location, and therefore enable schools and health facilities to have a stable water supply from the main supply networks. This has worked well in several districts, such as Bahi, Chamwino, Singida, Iramba, Babati and Mbulu.
- **Strengthen** the link between research and programme design to ensure adequate value is added between its service-delivery projects and policy-influencing work. This has been done by identifying an influencing agenda each year and ensuring all project designs feed into the agreed sector advocacy agenda. The on-the-ground service-delivery projects – such as school WASH, rural water supply, and urban sanitation – are designed to demonstrate best practices on either technology, inclusive designs of infrastructures, management models, or research findings, which WaterAid Tanzania uses in sector capacity support and influencing works.

The first change was to adopt the Programmatic Approach and re-structure programmes based on the lessons learned – i.e. to address the challenge of updating water coverage data within the Tanzanian water sector, WaterAid used water point mapping, testing it in the Manyara region. The findings were presented to stakeholders, resulting in the Ministry of Water scaling up its use nationwide.

Another notable success for the country programme was carrying out a parallel evaluation of its phase 1 Water Sector Development Program (WSDP I). The results helped to inform sector stakeholders that WSDP I focused more on the development and extension of physical water supply infrastructures and less on how to sustain them. The evaluation also pointed out the inadequate attention given to sanitation and hygiene by WSDP I. Through this independent evaluation, WaterAid influenced the sector to focus on sustainability issues and profile the attention of WSDP II to sanitation and hygiene as a separate component with 5% allocation of budget but still integrated within the wider programme.

Spotlight: What does adopting the Programmatic Approach mean to WaterAid Tanzania?

The Programmatic Approach positions WaterAid Tanzania to be more of catalyst or innovator than an implementer. A member of staff stated: “We simply demonstrate our innovations to the sector for adaption”. For example, it has initiated the rural sanitation marketing approach known as ‘MTUMBA’ locally, and it is making good progress. The MTUMBA methodology combines elements of community-led total sanitation (CLTS), participatory hygiene and sanitation transformation (PHAST), participatory rural appraisal (PRA), and sanitation marketing aspects such as the training of local artisans and latrine demonstrations. The Ministry of Health, implementing the National Sanitation Campaign programme, has replicated some of the elements of the MTUMBA approach, which includes sanitation marketing and promotion of improved latrines. This differs from previously when only CLTS was used, which focuses on promoting adoption of any type of toilets with the purpose of reducing open defecation.

Lessons for working more effectively and sustainably with local government authorities (LGAs):

- **Set relevant and appropriate national objectives.** WaterAid Tanzania is currently developing a new country strategy, and the process has been informed by the results of the country programme evaluation and post-implementation monitoring survey (PIMS). The new strategy looks more at how WaterAid will be helping Local Government Authorities (LGAs) to improve their delivery capacity than at the number of people benefiting from the interventions.
- **Be socio-politically astute.** WaterAid Tanzania is also assessing current trends and opportunities for influencing. It is convinced that, with the new Government focusing on restoring discipline, transparency and accountability at all levels, the level of engagement of civil servants is gradually improving. WaterAid sees this trend as an opportunity to influence the sector to adopt aspects of its strategy, such as focusing more on the sustainability of water supply infrastructure.
- **Work at scale – sector and/or district level.** WaterAid Tanzania is focusing on sector strengthening. It expects that, with improved working systems on planning, implementation and monitoring, and capacity of LGAs (part of the 2015 strategy), the coordination of sector stakeholders at the district level will be enhanced. In the past, such coordination has generally been weak, since LGAs did not take sector strengthening and coordination seriously in WASH interventions. There is evidence now that LGAs are gradually regarding coordination of sector stakeholders as their own responsibility.

Spotlight: Using results

WaterAid Tanzania participated in the Research Into Use (RIU) and communications regional workshop that focused on ensuring strong links between research evidence and influencing work from local to global levels. To develop this area WaterAid developed a concrete RIU plan. This has been used

to identify clear influencing targets in mapping WASH in health facilities in Zanzibar.

The Zanzibar maternal health research has helped improve WaterAid's understanding of equity and inclusion in maternity units. Findings revealed inadequate availability of handwashing services, especially in smaller health facilities. The learning from this study helped guide the Ministry of Health in Zanzibar in developing a plan to improve WASH in maternal health facilities.

The Zanzibar experience also helped in building internal programming and management expertise of WASH interventions in health-care settings. WaterAid Tanzania is currently implementing a two-year WASH in health-care facilities programme in Singida, where the baseline was informed by data collection tools from Zanzibar. From this project, Tanzania was among the case study country programmes from which experiences and impact are feed into the global campaign on maternal health. WaterAid, in collaboration with AMREF health Africa, also won a four-year WASH in health facilities project from DFATD Canada. Its on-the-ground experience from this will feed into influencing and supporting Tanzania's Ministry of Health to develop guidelines for WASH in health facilities.

Lessons for other country programmes

- **The coordination of sector stakeholders should be a common agenda, especially in WASH programmes, and not specific to WaterAid.** Otherwise, it cannot succeed. Sector stakeholders should support government in a coordinated manner, rather than each doing things independently. Through coordination, it is possible for stakeholders to gain experience from others – with everyone learning together. A member of staff noted: “If the purpose is to strengthen the government systems, we need to work together.”
- **Engaging the private sector in WASH is key to sustainability.** WaterAid Tanzania's experience in supporting the private sector to engage with integrated WASH in urban areas, specifically in pit emptying in Dar es Salaam, has proved successful. WaterAid helped two entrepreneurial groups access loans through a revolving fund facility for purchasing pit emptying equipment, such as emptying pumps, tri-cycles, tanks, lifting devices, and protective gear, and provided training on sanitation for business start-ups. All groups have repaid their loans and are continuing to provide pit emptying services independently. Similarly, pump/scheme attendants can effectively run rural water supply schemes as private operators.
- **There is a need to look at partnerships beyond NGOs.** Traditionally WaterAid Tanzania has partnered with NGOs. However, there are now opportunities to work with private sector partners who can provide efficient WASH services.

Study based on focus group discussions by IOD Parc held with WaterAid staff and partners, as part of the UK Department for International Development's Programme Partnership Arrangement final evaluation, 2016.

Photo: WaterAid/ Jake Lyell