



In Tanzania

Country Strategy

2011 - 2016



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WaterAid Values:

- **Inclusive**
- **Inspiring**
- **Courageous**
- **Always learning**
- **Accountable**

Photo: Alex Macro/WaterAid

Acronyms

CR- Country Representative

CSO - Civil society organizations

COWSO - Community Owned Water Supply Organisation

CBOs - Community Based Organizations

CSP- Country Strategy Paper

DPG - Development Partner Group

GBP – Great Britain Pound

LGA - Local Government Authority

MDGs- Millennium Development Goals

MoHSW - Ministry of health and social welfare

MoWI - Ministry of water and irrigation

NGO- Non Governmental organization

PMO-RALG - Prime Minister's Office – Regional Administration and Local Government

SWASH- School Water, Sanitation and Hygiene

TAWASANET- Tanzania Water and Sanitation civil society network

UNICEF- United Nations Children Fund

WPM - Water point mapping

WATSAN - Water and Sanitation

WASH - Water, sanitation and Hygiene

WRM – Water Resource Management

WHO – World Health Organization

WSDP - Water Sector Development Programme

WAT - Water Aid Tanzania

MKUKUTA - Tanzanian National Strategy for Growth and Poverty Reduction

Introduction

This document outlines the strategic direction of WaterAid in Tanzania Country Programme for the 2011-2016 period. Together with our partners we respond to the country's Water, Sanitation and Hygiene (WASH) sector challenges, by addressing issues of inequality in access, weak sustainability mechanisms, low sanitation profile and poor WASH conditions in schools. We will build on our strong history and track record in Tanzania to increase the impact of our work in the coming five years by deepening services in the targeted areas and employ new strategies.

In the next 5 years our areas of focus will include the provision of sanitation as a key development intervention, improving sustainability of WASH services; mainstreaming equity and inclusion; water resource management; addressing issues of marginalization and exclusion especially for PLWHA, and delivery of a holistic program through a rights based approach; and supporting the development and implementation of pro poor WASH strategies in small towns.

We are very grateful to all the people who took part in the consultative process that was crucial in the development of this strategy. We believe, with concerted efforts, the plans herein will go a long way to address the root causes of water poverty and transform lives by improving access to safe water, sanitation and hygiene in Tanzania's poorest communities.

We are very grateful to the government of Tanzania (through key sector ministries), the donor community and other development partners for the support rendered in the past. Please continue giving us the same much needed support that is necessary for the implementation of this strategy.

This strategy is therefore not just a paper, but our commitment to improve the quality of life of vulnerable people in Tanzania and promotion of the right to WASH. We present to you this strategy with the hope that you will join us in realizing our dream of a Tanzania where there is an equitable and sustainable WASH service.

Country Representative



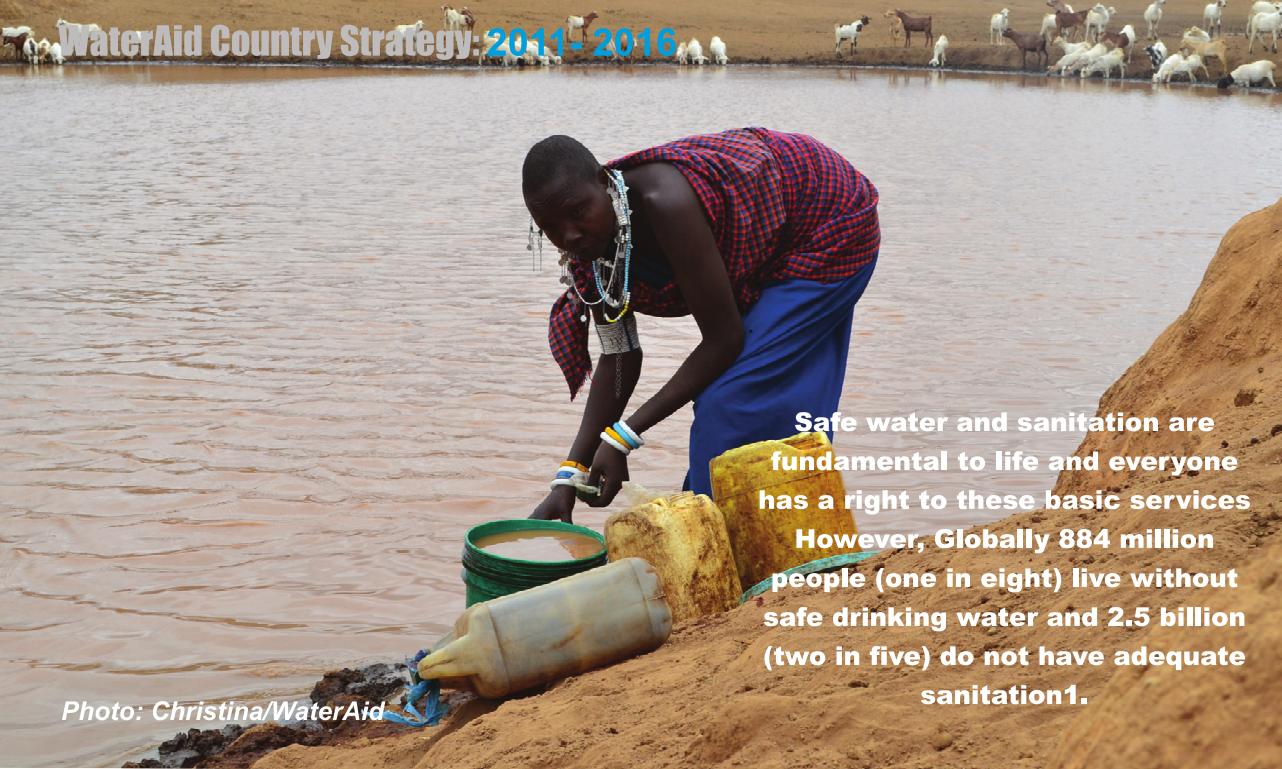


Photo: Christina/WaterAid

Safe water and sanitation are fundamental to life and everyone has a right to these basic services. However, Globally 884 million people (one in eight) live without safe drinking water and 2.5 billion (two in five) do not have adequate sanitation¹.

WaterAid

WaterAid is an international organization established in 1981 focused exclusively on provision of safe domestic water, sanitation and hygiene education to the world's poorest. WaterAid international works in 27 countries in Africa and Asia.

WaterAid began working in Tanzania in 1983 supporting water, hygiene and sanitation activities in Dodoma Region. WaterAid in Tanzania works in partnership with NGOs, local and central government as well as communities in Tabora, Dar Es Salaam, Singida, Manyara regions both on service delivery and policy issues relating to water and sanitation.

Over the years, WaterAid in Tanzania has developed from an organization focused only on service delivery to become an active player influencing policy and practice bringing about large scale and lasting change in the water and sanitation sector. Over the years WaterAid in Tanzania has developed

technical expertise alongside our understanding of community engagement, water resource management and hygiene practices to ensure our work is practical and sustainable.

Our Mission

WaterAid transforms lives by improving access to safe water, hygiene and sanitation in the world's poorest communities. We work with partners and influence decision-makers to maximize our impact.

“ WaterAid’s vision is of a world where everyone has access to safe water and sanitation.”

Proudly Looking Back ...

Country program evaluation in April, 2010 showed that WaterAid has had “a high impact on the sector, in two main ways: Direct influence through the work of its policy programme and influence through the incorporation of WaterAid’s fieldwork methods into national policies and procedures.”

In the 2005 -2010 Country Strategy, WaterAid in Tanzania (WAT) registered a number of achievements in improving access to safe water, sanitation and hygiene in many poor and vulnerable communities in the districts of Bahi, Chamwino, Dodoma urban, Kongwa, Nzega, Urambo, Iramba, Mbulu, Babati, and Temeke and supported policy advocacy work in Tanzania. During this period, the country programme saw a number of achievements for WaterAid and for the sector as a whole.



Photo : Christina/ WaterAid

Service Delivery: During the last strategic period, WaterAid in Tanzania and partners reported 59,000 WATSAN user number per year. WAT shifted its focus into more remote regions to reach rural poor and marginalized communities in Tanzania.

Innovative Technologies: WAT is committed to championing innovative technologies and approaches to deliver equitable and sustainable water and sanitation projects in Tanzania. WAT introduced and championed rural water point mapping (WPM) in Tanzania which helped identify gaps in water supply service delivery. WAT also championed the development of a home-bred approach to sanitation promotion ‘Mtumba’ which is showing positive results. WAT also piloted the use of the Gulper pit emptying technology that is helping to ease sanitation woes among the urban poor in the unplanned settlement of Dar Es Salaam.

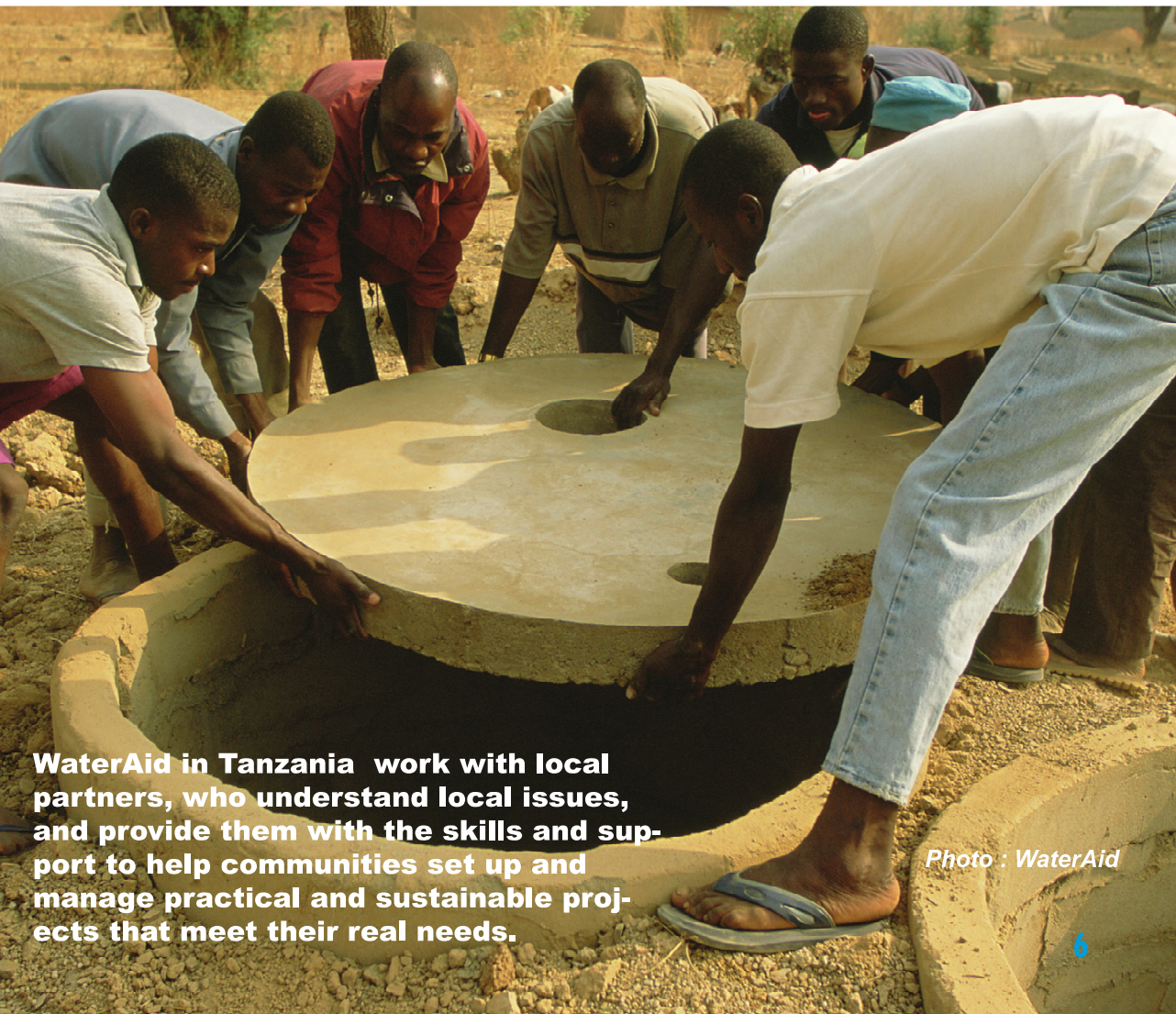
Partnerships: In the last strategic period WAT continued to work in partnership with local organizations, CSO and local government. WaterAid Tz has provided support to its partners in the form of funding, technical assistance, capacity building, innovation and sharing of learning and best practices to deliver sustainable and equitable services.

“ Gulper operators at work: The introduction of the Gulper pit emptying technology has helped ease the sanitation crisis among the urban poor in the unplanned settlement of Dar Es Salaam. ”

Sector Influence: WAT has built a strong reputation in the Tanzania and its contribution in the Water, health and education sector is much respected. Through its Research, policy and advocacy program, WAT has influenced the sector by carrying out research and monitoring reports on issues of equity, sustainability in the WSDP. Our publications have received acclaim in the Wash sector and

referenced in the sector. WAT also supported the formation of Tanzania Water and Sanitation Civil Society Network (Tawasanet) to influence commitments to water and sanitation at a national level.

Organizational Strengthening: WAT has come a long way in the past years. WAT has improved its systems and procedure to respond to strategic shifts in the organization over the years; changed its staffing and structure and approaches.



WaterAid in Tanzania work with local partners, who understand local issues, and provide them with the skills and support to help communities set up and manage practical and sustainable projects that meet their real needs.

Photo : WaterAid

Water and Sanitation in Tanzania

The WASH sector in Tanzania has grown more vibrant and diverse over the past 5 years, with new partners and alliances emerging, for example TAWASANET-a civil society network advocating for improved water and sanitation. There is also an impatience for results which is driving progress in water supply and there is growing momentum and Ministry of Health leadership to establish the preconditions to scale up improved sanitation and hygiene across Tanzania. Wash sector policies and strategies in Tanzania are well developed but the challenge lies largely on policy implementation.

Water and sanitation supply coverage in Tanzania has been on a slow upward trajectory, but still not sufficient to meet the MDG target for water supply. Tanzania's MDG target is to supply 78% of the

population with safe water by 2015 and 62% of the population with adequate sanitation. Population increase and Rapid urbanization are placing increasing pressure on urban water supply and sanitation. This is coupled by the fact that majority of the urban poor settle in unplanned / informal settlements with deficiencies in infrastructure services including water and sanitation.

Sanitation profile: While the water budget was increased in the past financial year, sanitation remains neglected and, at current rates of progress, the MDG targets will still be missed. The 2010 Demographic and Health survey tells us how many households in Tanzania meet the international definition of having access to sanitation. The DHS finds that the just 12% have access, lower than the most recent estimates made by JMP (24%).

Water, sanitation and hygiene education in schools improves child health, leading to higher school attendance, improved cognitive function and attention

Photo : WaterAid

The average access continued to be lower in the rural areas than their counterpart in the urban areas. Coupled by the lack of an approved sanitation policy and the low political profile of Sanitation and Hygiene sanitation demands attention and we will continue to advocate for the increased sanitation profile in Tanzania.

School WASH: Evidence points out that water, sanitation and hygiene education in schools improves child health, leading to higher school attendance, improved cognitive function and attention . But the provision of these services has been neglected and Latrine construction in schools had not kept pace with the increase in enrolment which followed the introduction of free primary school education resulting in some schools having more than 200 pupils per drop-hole.

Equity: There are still some equity issues in WASH reflected from our research and analysis around WASH coverage and

resources allocation between various categories. The rights of marginalized and vulnerable groups are rarely respected, with few mechanisms for upholding the needs and interests of the vulnerable. There is no Poor and inequitable Access to WASH services both in urban and rural areas. Equity and inclusion has not been prioritized in the design and implementation of the WSDP and National and sector policies and strategies risk sidelining the poor in their implementation. A Tawasanet 2009 Equity Monitoring Report revealed that the majority of new funding under the WSDP was targeted at wards that already had high levels of access. The report showed that need was a weak factor in fund allocation, but rather allocations were based on ability to contribute (favoring the wealthier communities) and political influence. Several specific groups are excluded from accessing WASH services.



Access to Water and sanitation is a basic human right, WaterAid in Tanzania is committed to working with other actors to ensure access to WASH for all

Photo : WaterAid

Sustainability crisis: We are very concerned that the sustainability crisis is given little attention by Government and other stakeholders. A major sustainability challenge threatens to undermine recent efforts to increase spending on rural water supply in Tanzania. Surveys have found that only 54% of existing rural water points are functional, and that only two years after installation, already a quarter of water points are no longer functioning (Water Aid 2009). During this strategic period we will advocate for Practical options and solutions to address sustainability crisis, in this regard we will influence the Government to adopt some of the recommended solutions by various actors.

Governance and accountability:

Decentralization and the creation of the Water Sector Development Programme (WSDP) have had an

impact on government expenditure on water supply and sanitation: The current Local Government Reform Programmes have given local government authorities (LGAs) more autonomy over their planning and budgeting processes, and more influence over sector investments. Local Government Authorities mandated to ensure effective WASH services are delivered are characterized by low capacity to effectively deliver services, lack of skilled human resources, limited financial resources, and poor accountability. .Our research shows that if LGAs are left largely unaccountable, there is a risk that equity and efficiency standards drop. Active civil society organizations (CSOs) have a role to play in WASH sector monitoring. We will continue to strengthen the Capacity of the CSO WASH network to hold the Government accountable in WASH service delivery.

Findings from the TDHS 2010 explains that; overall, access to Water supply stands at 56.2% in mainland Tanzania and 79.5% in Zanzibar. Access to improved water in urban areas in mainland Tanzania is 80% and 47.9% in rural areas.

Photo : WaterAid



Key Strategic Shifts and Focus

To make maximum impact and add value in relation to contribution of other development actors this has resulted into the following strategic shifts from the previous strategy:

- **Sanitation and hygiene:** The new CSP will focus on the provision of sanitation as a key development intervention which implies laying emphasis on increasing access to sanitation and improving hygienic behaviors which are important to reducing the enormous disease burden of Tanzania.
- **Water Resource Management:** Water Resources Management is another area of keen interest in the new CSP. WAT will lay emphasis on WRM to enhance water security. We will champion effective water resource management and collaborate with the MoWI and the selected WBAs to ensure WRM policies, guidelines and functions of WBAs are understood by LGAs, communities (COWSOs) and WASH actors.
- **Sustainability:** A lack of ownership or management alongside poor planning and maintenance, inappropriate technology, environmental challenges and lack of secure funding causes many services to fail. We will aim for sustainability of the water supply and sanitation services in all areas of work by promoting appropriate and affordable technologies and developing management capacities among communities.
- **Equity and inclusion:** As a core principle to the rights-based approach which is the overriding approach to the delivery of the new strategy. WAT is committed to working with other actors to ensure access to WASH for marginalized and vulnerable groups. We will seek to benefit the different groups, working with local partners to deliver equitable and sustainable water, hygiene and sanitation services.
- **Mainstreaming:** Focus on addressing issues of marginalization and exclusion particularly for HIV/ AIDS affected communities as well as nontraditional geographical operation zones of WaterAid in Tanzania
- **Urban Works:** Focus on urban work by working with utilities in small towns, we will focus on supporting the development and implementation of pro poor WASH strategies in these small towns and on sanitation improvements in Dar.
- **Partnerships:** WaterAid in Tanzania will seek to reinforce the strategic partnerships with key government ministries – Ministries of Water, Health, and Education, PMO-RALG – as well as with LGAs, civil society and development partners. New partnerships will be sought from the start of the implementation of this strategy and will include a range of organizations.

Where we work.



While WAT will continue working in former geographical areas Dar es salaam, Singida, Manyara, Tabora and Dodoma), In the next phase we will sharpen our approach to ensure that we are serving the most vulnerable, poor and hard to reach communities.

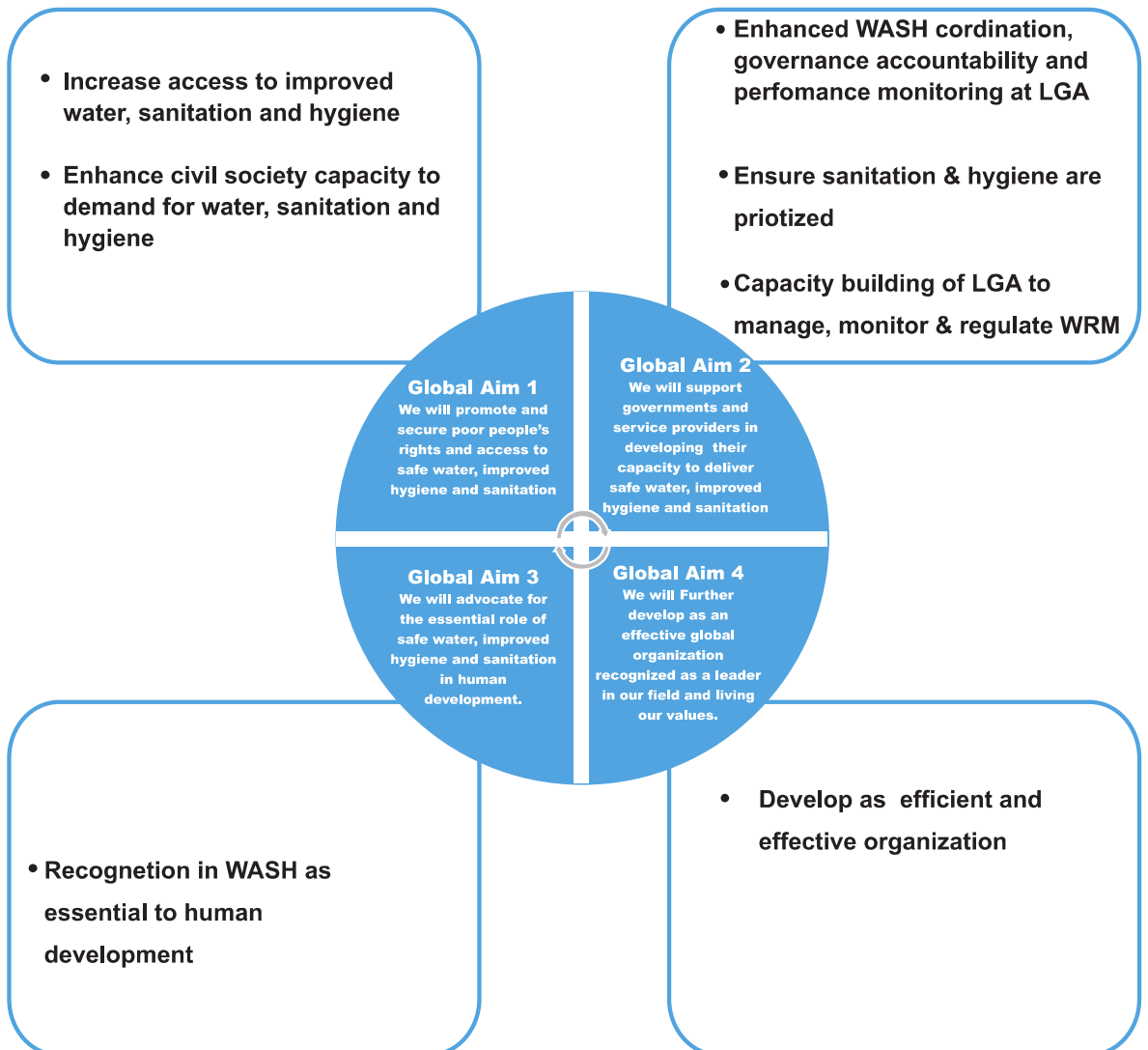
New geographical focus includes:

- The lake region (Musoma, Bunda, Geita),
- North East (Meatu, Babati, Singida)
- South East (Lindi, Mbeya, Iringa and Ruvuma)
- The Coast region.

New Country Strategic Objectives

Our new country objectives are a localized, cascaded down replica of the WaterAid Global aims and are intended at supporting and complementing MKUKUTA II targets on Water and sanitation and MDGs in Tanzania.

WaterAid in Tanzania will therefore contribute to the attainment of the same.



Towards Achieving our Objectives

Working towards achieving the set out 7 strategic objectives, WaterAid Tanzania will adopt the following strategies:

Country Objective 1 (a): Access to improved, sustainable and equitable water, sanitation and hygiene services in selected regions increased for both rural and urban populations, especially in small towns by 2016.

We will work with local partners, the central government and other key stakeholders in the WASH sector to deliver equitable and sustainable water, hygiene and sanitation services in our areas of operations.

In achieving this we will:

- Aim to be innovative and bring solutions that are appropriate to the local context. We will adopt a mixture of technological shifts to include rehabilitations and improvements and where appropriate new systems.
- Build the capacity of communities to sustain their water supplies and to improve their Water Resource Management (WRM) practices and relevant authorities and LGAs to pilot community based monitoring of ground and surface water where
- Work with the emerging commercial water utilities and the Regulatory body to identify, pilot and promote approaches and mechanisms that allow the poor and vulnerable communities in small towns to access sustainable water services.
- **Access to sanitation and Hygiene:** We will ensure sanitation and hand washing services at schools, health posts and communities through carefully selected implementing partners.
- In partnership with local implementing partners WaterAid in Tanzania will pilot the School WASH guideline packages with a focus on testing of appropriate approaches and technologies for scaling up and influencing sector policy and practices in municipalities.
- WaterAid will use its past experience using the Mtumba approach to scale up working in partnership to ensure communities improve their sanitation environment. In addressing sanitation provision of urban unplanned areas we will scale up our emptying technologies (Gulper) through an improved business model and strengthen our partnership with utilities and municipalities.
- WAT will work with LGA, CBO and like-minded organizations to research and pilot most effective methodology of promoting hygiene component of WASH. As such we will promote piloting and adoption of school WASH guidelines to address especially hygiene behavior related to hand washing, menstrual sanitary services (menstrual hygiene). We will also work with specialized agencies to learn how to address special sanitation and hygiene needs of vulnerable groups who are denied services.

Objective 1 (b): Enhance the Capacity of Civil Society to represent and uphold the rights of both urban and rural poor communities to water, sanitation and hygiene and to hold government, service providers and other sector actors to account by 2016

WAT will Monitor the implementation of MKUKUTA II, and sector plans and strategies and advocate for continued priority to social sectors ensuring that sector budgets benefit the poorest groups. WAT will support CSOs through TAWASANET to carry out Public Expenditure Track and use the findings in officials and public servants, accountable and influencing the politicians (parliamentarians) and decision-makers at national level to give priority to sustainable WASH services while ensuring equity and inclusion.

- Support Tawasenet and other Advocacy based NGOs to advocate ~~on~~ ^{for} the cause of WASH nationally. While working with specialized CSO to identify needs of the most vulnerable groups and support them to raise the agenda and demand access to WASH rights from right holders
- Use our leverage through the Donor Partner Group (DPG), WAT will seek to hold national and multilateral development agencies to account for local knowledge, research, advocacy and alternative priorities.
- We will work with the media and national champions to raise the profile of sanitation and hygiene in the country and influence the wider public.

Working with partners and donors, WAT will ensure that there are appropriate community-based social protection mechanisms to enable the most poor and vulnerable groups access WASH services.

Objective 2 (a): Ensure WASH coordination, governance, accountability and performance monitoring is enhanced at sector and LGA levels for more equitable, pro poor and sustainable WASH by 2016

In partnership with the Prime Minister's Office, Regional Administration and Local Government (PMO-RALG), the National Bureau of Statistics and sector ministries to ensure that performance monitoring is strengthened at LGA level. WAT will work at both the national and regional level with PMO-RALG for purposes of ensuring strong government support for and cooperation from LGAs.

Sector dialogue: We will continue to monitor the sectors and engage in dialogue that is relevant to the improvement of governance and performance. We will be actively represented in the water, health and education thematic working groups at national level.

Advocate for pro poor focus on sector policies: WAT will analyse its own work experience in the field and those of others in order to justify equitable investment in water and sanitation that translates actual benefits into long term economic benefits.

Objective 2(b) Sanitation and Hygiene prioritized within sector policies, strategies, budgets and in implementation at LGA level by 2016

WaterAid will work in alliance with UNICEF and other potential stakeholders to provide technical support to the Ministry of Health and Social Welfare in the completion and approval of a clear policy and a strong strategy with a clear budget line.

WAT will work with selected LGAs to improve their capacity in solid waste management; we will assist LGA assess local solid waste collection services and disposal capacity and shall assist in determining the adequacy of collection services and disposal capacity to meet local needs and to protect human health and the environment. We aim to develop their capacity to test and scale up participatory sanitation approaches and pro poor inclusive designed sanitation technologies in rural areas

Objective 2(c): Improve the capacities of WBAs and LGAs to manage, regulate and monitor WRM processes for greater sustainability 2016

Water Resource Management is a major concern to WaterAid Tanzania. In partnership with MOWI we will support development of effective strategies to be implemented by selected WBAs to sustain, manage, regulate and monitor WRM processes. WAT will collaborate with the MoWI and the selected WBAs to ensure WRM policies, guidelines and functions of WBAs are understood by LGAs, communities (COWSOs & WUAs) and WASH actors.

Support selected LGAs to understand their role under the law and to effectively play this role, including providing backstopping and other support to communities. We will further support LGAs to prioritize WRM and sustainability and to develop an enabling environment for support for communities and COWSOs.

At national level, WaterAid will work with other alliances such as UNICEF and the Network of NGOs to raise the profile of the sustainability issue including lobbying for it to be a priority investment under the WSDP.



HRH Prince Charles during a visit to WaterAid Tanzania water project

Jake Lyell / WaterAid

Objective 3: Improved WASH services are recognised as essential elements to human development by decision makers in the Health including HIV/AIDS, Education and Environment sectors and in the national and economic development policies and strategies by 2016.

To ensure that water, sanitation and hygiene programs are integrated and appreciated as core elements of human development, WaterAid will work strategically with the ministries of Education, Health and Environment. Integration of WASH in HIV/AIDS programming will be promoted.

We will support the Ministry of Education and the education sector for Institutional WASH dialogue and promotion. We will support the school WASH agenda to include the provision of safe drinking water sources, sanitation facilities and hygiene education in schools.

Partnership with the Ministry of Health and Social Welfare will be strengthened and we will continue to advocate for the approval of the sanitation and hygiene policy and for the implementation of a well-resourced national strategy. Support the Preventive Unit of the ministry of health for sustained sanitation and hygiene interventions.

Support ministry of Water and Environment for sustainable use of the national water resources: WAT will support the efficient use of water across the nation for realization that water conservation must occur on many levels.

WAT Objective 4: WAT is an effective and efficient organization with engaged workforce achieving country strategic priorities.

We will strengthen our internal ways of working to create a high performing environment .We will review the Country program organization structure, functions, authority levels and staffing to determine appropriate structures, roles, staffing levels and recruitment needs responding to the new strategy.



**WaterAid in Tanzania:
Providing access to
water, sanitation and
hygiene**

Human Resource

WaterAid in Tanzania will deliver its Country Strategy through the efforts, skills and capabilities that staff contribute to the organization. Thus our overall country human resources objective is to be an effective and efficient organization with engaged workforce achieving its strategic priorities.

WaterAid in Tanzania achieve our objective. We will recruit, retain and develop highly skilled and motivated individuals to create diverse and high performing teams. WAT will demonstrate excellence in the leadership and management of staff, which allow both a physically and psychologically safe working environment and maintain an adequate supply of qualified employees who are continuously developed for excellent performance. Our Goal is to be recognized as a global employer of choice with a consistent and unified identity.

Financial Resources:

WaterAid in Tanzania will strengthen Country Programme Finance Strategies to enhance staff and partner capacities in financial management and the harmonization of financial and non-financial reporting. The Multi-Annual Planning and Budgeting arrangement will continue to guide resource planning and allocation. We shall promote leverage funding, controlling and strongly adopt the principle of zero tolerance to fraud and fund mismanagement. Fundraising and fund management

Finances to implement the 2011 – 2016 Country strategy will come from two major sources: WaterAid global resourcing mechanisms and in country funding to compliment the global fundraising efforts. We envisage that the country program will raise at least 40% of its budget from all types of fundraising efforts spearheaded by the country team. Thus we have Country Funding Strategy that provides an outline on the country programme's approach and development of its relationship with the donors. . We will first look in country for such opportunities and then seek funding that is targeted to Tanzania for the sector by various development agencies at the international level seeking to finance the WASH sector in Tanzania. Our key sources of funding will still be the WaterAid local and international funding sources.

Monitoring and Evaluation

The midterm evaluation by external evaluators in collaboration with WA staff, implementing partner, local government staffs and with support from regional desk will be done in 2013, basically for higher level assessment country objective on effectiveness of the implementation processes, relevance, governance and accountability, equity and inclusion, efficiency and possible impact. This evaluation would provide inputs to "Mid term Review" and possibly provide information for next strategy formulation for period of 2015 – 2020.



**Transforming lives by
improving access to
safe water, hygiene
and sanitation in the
world poorest
communities.**

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