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## ***"STRENGTHENING FROM WITHIN"***

the role of the Ministry's UNDP-supported project  
in the development and application of strategies

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BY THE SECTOR ADVISORY TEAM OF MWEM

13TH ANNUAL WATER ENGINEERS' CONFERENCE  
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UNEP'S INTERNATIONAL REFERENCE  
CENTRE FOR COMMUNITY WATER SUPPLY  
AND SANITATION (IRC)  
P.O. Box 93123, 2500 AD The Hague  
Tel. (070) 814511 ext. 141/142

RN: ISN 9745  
LO: 824 TZ92

**This paper<sup>1</sup> has been jointly prepared and cross-reviewed by members of Sector Advisory Team (SAT) of the Ministry of Water Energy and Minerals:**

Mr.F.Z.Njau	National Project Co-Ordinator
Mr.F.Aram	Project Preparation Counterpart (DSD)
Ms.R.Budimu	Project Preparation Counterpart (DWB)
Mr.J.Kitachang'wa	Project Preparation Counterpart (DOMWL)
Mr.E.Kulwizila	Finance and Management Information Counterpart (NUWA)
Mr.P.Kusare	Organisation and Human Resources Development Counterpart
Ms.V.Lyapa	Finance and Management Information Counterpart (FU)
Mr.M.Msuya	Project Preparation Counterpart (DWR)
Mr.B.Njau	Project Preparation Counterpart (DDCM)
Mr.A.G.T.Nyenza	Investment Planning Counterpart (DP)
Mr.H.Piirainen	Finance and Management Information Adviser
Mr.M.Schroder	Project Preparation Adviser
Mr.M.Seager	Investment Planning Adviser

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<sup>1</sup> A collection of detailed annexes is available in support of this paper, and they are listed on the back page. Interested readers can request copies from the NPC in Dar es Salaam.

## SUMMARY

*The National Water Policy lays down broad guidelines for the development of water supply and environmental sanitation in the country as a whole.*

*To enable it to better fulfill its role under the Water Policy, the Ministry has embarked on a self-strengthening exercise with the support of the United Nations Development Programme (UNDP), co-funded by the Government of Finland under the project "Strengthening the Ministry of Water, Energy and Minerals Towards Achieving Water and Sanitation Sector Objectives". The UNDP/World Bank Regional Water Supply and Sanitation Group, based in Nairobi, assisted in the formulation of the project, and is providing backstopping services to its implementation. The project's potential to act as a model within the East and Southern Africa Region is well recognised.*

*The Project is implemented by the Ministry through its regular staff. For co-ordination purposes the Sector Advisory Team (SAT), consisting of representatives from each Division and Unit of the Ministry, the National Project Co-ordinator (NPC) and four expatriate advisers has been formed, guided by a Steering Committee comprising the Principal Secretary and the Directors.*

*Objectives and outputs of the Project are linked to the four main components of (a) Organisation and Human Resources Development, (b) Investment Planning, (c) Project Preparation (including management of operation and maintenance, procurement and stores) and (d) Finance and Management Information.*

*This paper outlines the background to the Project, its objectives and planned outputs, the strengthening through joint planning and self-implementation approach, Project beneficiaries, workplan highlights, progress and accomplishments to date, the Project's contribution to national strategy development, and lessons learned so far in implementation.*

## WHAT IS THE PROJECT ABOUT? WHO DOES IT CONCERN ?

### Background

The Project is a direct follow-up to a series of initiatives, starting with the declaration of the Tanzania 20-year water programme in 1970, the adoption of the International Drinking Water Supply and Sanitation Decade in Tanzania (1981-1990), and the establishment of the National Action Committee (NAC). Early in 1986 a Seminar on Implementation of Rural Water Supply and Sanitation in Tanzania was conducted and the resulting Action Plan was adopted by Government. This was followed by the Workshop on National Strategies for Operation and Maintenance of Rural Water Supply Schemes held in early 1988 in Morogoro. These form the key milestones in the accumulation of Tanzanian experience which has led to the development of the Water Policy.

As part of this process, a project offering technical support to the National Action Committee was launched in 1985, funded by UNDP. The present Project to strengthen the Ministry of Water, Energy and Minerals, starting in 1990, also supported by UNDP and co-funded by FINNIDA, is a direct follow up.

## Objectives

The general aim of the Project is to develop MWEM in its sector co-ordinating and facilitating role as indicated in the Water Policy. The immediate objectives of the Project are placed within the framework of the development objectives for the sector, that is:

1. Increasing health and productivity of the population through the provision of safe and convenient water supply and adequate sanitation services;
2. Providing effective water supply and waste water disposal services to commerce and industry;
3. Increasing efficiency of the sector investments and its financial self sufficiency;
4. Increasing national private sector capacity;
5. Identifying and preserving water catchment areas in the country.

The immediate objectives are to:

1. Rationalise organisational structure, functions and responsibilities at all levels;
2. Establish efficient and well functioning technical, financial and administrative operational systems in the Divisions/Units of MWEM and NUWA;
3. Develop 5-year investment programmes for rural and urban water supply and sanitation services including priority project packages for direct financing;
4. Train, on the job and based on the training plan, MWEM and NUWA personnel during the establishment of the technical, financial, and administrative operational systems in water supply and sanitation services.

In general the Project concerns the review and updating of sector strategies, plans, procedures, guiding materials and capacities for implementation, in the light of the National Water Policy. These activities fall into four mutually supportive and interactive Project "components":

- Organisation and Human Resources Development;
- Investment Planning;
- Project Preparation (including management of operation and maintenance, and procurement);
- Finance and Management Information.

The major planned material outputs within those components are:

- 1.1 Well defined functions, duties and responsibility at all levels;
- 1.2 Plan for NUWA for take over of certain water supply/ sanitation systems;
- 2.1 Manual for organisational set-up and staffing plan;
- 2.2 Manpower development and training plan;

- 2.3 Tariff study and financial management information study;
- 2.4 Operation and maintenance management systems manual;
- 2.5 Procurement and stores management systems manual;
  
- 3.1 Rural water supply/sanitation programme;
- 3.2 Urban water supply/sanitation programme;
- 3.3 Priority programme/project packages for direct financing;
  
- 4.1 Technical, financial and management information systems installed;
- 4.2 Core group of sector staff trained in the use of installed systems and manuals;
- 4.3 Initiated training of Ministry staff based on prepared training programme.

## **HOW IS THE PROJECT PLANNED AND IMPLEMENTED?**

### **Self-Strengthening through Self-Implementation**

It is important to remind ourselves that this Project is implemented directly by the Ministry of Water, Energy and Minerals (MWEM) itself, and aims to benefit, assist and incorporate us all. As such success or failure is in our hands, as the professional servants of the Ministry.

The project has a clear institutional development focus. In essence it has been designed to strengthen "from within" those parts of the Ministry responsible for water supply and sanitation, and prepare the Ministry for efficiently and effectively fulfilling its new mandates, roles and responsibilities under the Water Policy.

In the same way, certain activities are aimed at strengthening the National Urban Water Authority (NUWA), and assisting it prepare for a future expansion of responsibility. Other Project activities are aimed at strengthening the national water and sanitation sector as a whole and improving co-ordination.

Activities within each component are based in the relevant Divisions/Units of MWEM, (i.e. Personnel and Administration; Planning Division; Design, Construction and Material Testing; Sewerage and Drainage; Operation, Maintenance and Water Laboratories, and Water Research) and of NUWA, (Finance; Planning and Programme Implementation).

### **Sector Advisory Team (SAT)**

Implementation by the Ministry and NUWA themselves, and self-strengthening from within are fundamentals of the Project design. The Project approach is therefore very much aligned to the carrying out of activities and development of systems and material by Ministry and NUWA personnel themselves, in consultation with staff at all levels and supported by the advisers.

To assist this process a Sector Advisory Team (SAT) has been set up, as the principal instrument to develop and spearhead Project implementation.

SAT consists of 14 personnel, headed by a National Project Co-ordinator. Nine senior officers representing the various Divisions/Units of the Ministry and NUWA are SAT members, as are four (currently three) expatriate

experts, who act in the role of advisers and facilitators to the Project. The Project is guided by a Steering Committee consisting of the Divisional Directors, chaired by the Principal Secretary.

As well as to SAT as a co-ordinating body, Counterparts and Advisers report directly to their respective Directors.

### **External Support**

The Project receives external support, in the form of funds for equipment, training and studies as well as expatriate advisory personnel from UNDP, co-financed by FINNIDA. Funding is currently for two years from September 1990 to August 1992. The UNDP/World Bank Regional Water and Sanitation Group in Nairobi is providing backstopping services and linkages within the East and Southern Africa Region.

### **Project Planning Basis**

The formulation of implementation strategies and plans to achieve the project goals has relied heavily on consensus and the availability and accessibility of information. As a general approach therefore, strategies have been formulated based on extensive discussions at the various levels, an assessment of status and experiences, and reference to the directions set out in the Water Policy and other policy material.

In line with this process, a Project "Start-up Workshop" has been conducted in February 1990 at Mikumi, in which the Directors, key Ministry and NUWA Officers, SAT personnel and representatives of other sector agencies actively participated. The workshop stimulated wide discussion, leading to the identification of problems, remedies and objectives within the Sector as a whole.

Making use of the Objective Oriented Project Planning methodology a broad consensus for the necessary actions was developed, together with an Outline Workplan. It became clear by comparison of the Outline Workplan and the original Project Document that the Project indeed offered good opportunities for addressing a number of the identified sector issues. In addition, some new objectives and associated activities were now proposed, including strengthening communities' management capacity and improving working conditions within the Ministry.

### **Participatory Planning in the Divisions**

An implication of the "strengthening from within" approach has been the need to prepare properly formulated joint-workplans, developed on the basis of full consensus. The need to allocate time and resources to this activity was not foreseen in the original project document. Nonetheless the time and effort invested in this activity has already had a positive effect on the planning approach and communication within MWEM.

Because the activities which the Project will trigger have to be well-founded within the Ministry itself, and be carried out with the full commitment and for the benefit of the professional staff, it was considered extremely important that Workplans were developed by consensus within and by each Division/Unit.

Although an excellent foundation was laid at the start-up workshop in Mikumi in February 1991, considerable effort has therefore gone into stimulating the joint-development of detailed workplans, as a fundamental requirement for Project success. Accordingly the Project is currently in a stage between endorsement of the Divisional Workplans and integrating the detailed planning, and implementing the workplans within the Divisions/Units.

The completed detailed workplans will represent the principal project management tool for planning, securing resources and inputs, communication, co-ordination, reporting, monitoring and evaluation. Although a significant amount of time has therefore been spent in the planning and preparatory stages, this is considered a necessary investment to ensure smooth progress and a long-term impact for the Project.

The Project Workplans and their implementation are to be further discussed with other agencies active in the national sector in forthcoming "Sector Forum Meetings", as well as with staff at regional level.

### **Training**

The implementation of the Project in itself provides for continuous "on-the-job" training in all project activities. Specific training is planned with regard to the immediate needs of staff intensively involved in the Project's implementation, exemplified by the computer training that has already taken place. Plans for longer-term training will be an important project output.

### **Sector-wide activities**

Alongside the activities based within MWEM and NUWA, the project and SAT are already acting as catalysts for several sector-wide activities, including regular "Sector Forum Meetings" for discussions on selected key sector topics, a joint MWEM/Ministry of Health National Monitoring Workshop, initiatives on sector information needs, and translation of the Water Policy into the English language. At the same time two-way familiarisation visits to the regions are being undertaken and numerous meetings are planned with regional staff to develop dialogue regarding the various Project activities.

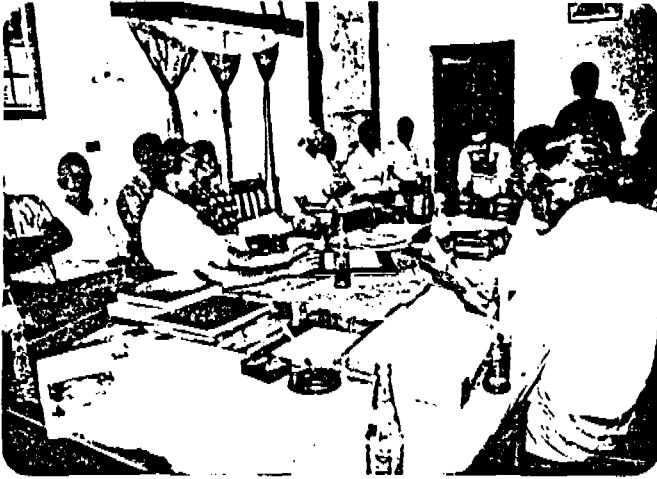
### **WHO DOES THE PROJECT BENEFIT ?**

The prime beneficiaries of the Project will be the Ministry of Water, Energy and Minerals and NUWA, which will be strengthened in terms of institutional capacity and systems.

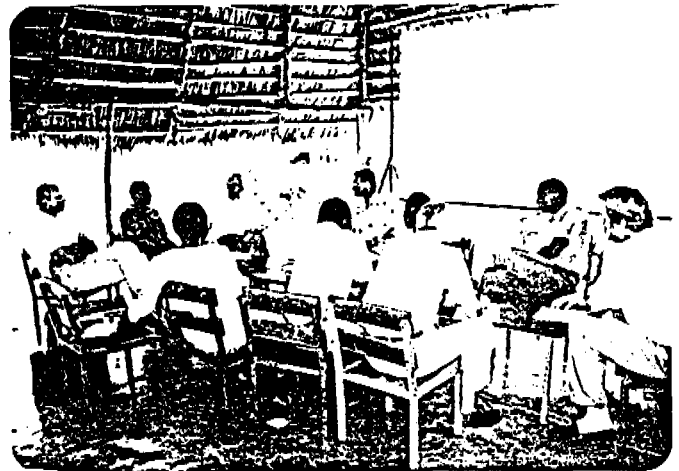
The users and district-level implementors are ultimately expected to benefit, by improving the efficiency and availability of follow-up, support, guidance and co-ordination from the central and the regional levels.

Other sector participants (Ministries, institutions, external support agencies and non-governmental organisations), will benefit through improved co-ordination and information exchange.

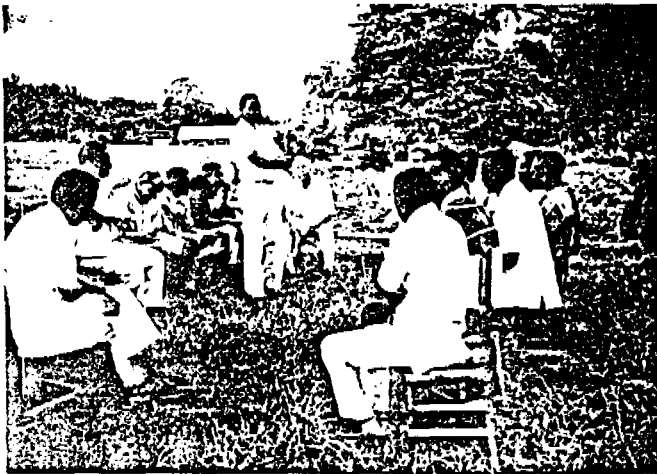
At the personal level, it is expected that performance will become more efficient and that job-satisfaction will be increased.



Discussing current issues with key Regional resource persons



Discussions with representatives of an External Support Agency during visits to a field project



Consultation with village representatives on local water and sanitation issues



Agreeing and summarising team findings at the end of the day



Team member presenting the summary of findings to the Regional Water Engineer

## *SAT IN ACTION IN THE REGIONS*



## **WHAT HAS BEEN ACCOMPLISHED THROUGH THE PROJECT TO DATE ?**

### **SAT Meetings**

Regular SAT meetings are conducted every other week for the purpose of project monitoring and special meetings are called on specific issues. The National Project Co-ordinator attends the weekly Directors' meetings of the Ministry. On several occasions Project progress meetings have been conducted within the Divisions.

### **Outline Ministerial Workplan**

Following the decisions of the first Steering Committee meeting in January 1991 a project start-up workshop was conducted in February 1991 at Mikumi in which the Directors of the relevant Divisions/Units were represented and SAT members and representatives of the key sector Ministries took part.

As a result, by means of the Objective Oriented Project Planning (OOPP) method of participatory problem and remedy analysis, consensus was reached on the sector shortcomings, remedies, strategies and actions by the Ministry, with reference to the Water Policy. An Outline Workplan of the Ministry was produced which served as the basis for the preparation of Detailed Workplans by the individual Divisions/ Units.

### **Detailed Divisional Workplans**

In follow-up of the workshop at Mikumi and on the basis of the Outline Ministerial Workplan, Divisions/Units drafted their Detailed Divisional Workplans for the years 1991 to 1993. These are subject to formal adoption by the Steering Committee.

### **Regional Familiarisation Visits**

The SAT team is undertaking visits to the regions in order to broadly familiarise itself at the regional, municipal, district, village and project levels with the conditions of water supply and sanitation services, to introduce the project and SAT, and to verify the draft project workplans. Two tours have been conducted so far, to the Regions of Tanga, Kilimanjaro and Arusha, and secondly to Mbeya, Iringa and Morogoro Regions.

Group discussions are conducted whereby the whole SAT team discusses with a specific leader/functional manager; more discipline-oriented discussions are held in sub-groups. At the end of each day information is shared and minuted by the team as a whole.

At the end of the visit to a specific region findings are documented and discussed with the Regional Water Engineer as agreed minutes and form the basis for preparation of the tour report. Recommendations are mainly of an immediate follow-up nature, or are incorporated in the workplans.

It appears that implementation of water supply/sanitation sector activities in the different regions vary in approach, rates and resources and external support. There are great discrepancies between the rates of implementation of water supply/sanitation services as well as between the investments in construction and in operation and maintenance, while environmental issues are not receiving much attention. The need for active guidance and co-ordination and follow-up of the communication links both laterally and

co-ordination and follow-up of the communication links both laterally and vertically, between relevant Ministries at all levels and with the Regions is apparent. SAT as a multi-disciplinary team is in the position to advise and assist widely as a co-ordinating agent.

#### **Sector Monitoring Co-ordination**

In August 1991 at Arusha an inter-ministerial workshop has been conducted, organised by MWEM and MOH and financed by UNICEF, to formulate strategies and actions towards future co-ordinated sector monitoring with reference to national sector policies and sector information management in general. The Project made major inputs through triggering of the initiative and through participation in the organising committee and in the workshop itself.

#### **Sector Forum Meetings**

An inaugural sector forum meeting is being prepared for the Ministry to initiate a series of regular meetings on a rotational basis. The objective of these meetings will be to assist in combining and co-ordinating efforts by governmental, non-governmental and external support agencies in the implementation and monitoring of the Water Policy.

#### **Inter-Ministry Working Group on Urban Water Supply and Environmental Sanitation Planning**

As a Project initiative, an inter-ministry working group has been set-up. This acts as an additional inter-ministry planning resource to jointly investigate and make suggestions on aspects of planning urban water and sanitation services.

The group already has the active support of a number of the key agencies involved in the sector, including the Planning Commission. Terms of reference and action plans have been drawn up and inter-ministry activity teams are now embarking on the agreed tasks. A policy-level steering group is also being set-up.

#### **Water Policy English Translation**

Upon the recent formal approval of the Water Policy, the initiative has been taken to prepare a translated version in the English language.

#### **Computer Installation and Operator Training**

Computers provided for the Project have been installed at key places within the Ministry for the benefit of its implementation. Twenty operators have been trained on different types of programmes for the divisions to make use of the equipment.

#### **Reports and Discussion Notes**

The Project issues regular weekly and Quarterly Progress Reports and minutes of SAT meetings. On specific subjects study reports or discussion notes are produced. A UNDP Project Performance Evaluation Report has been prepared by SAT and reports on review and backstopping missions are prepared three or four times a year by the UNDP/World Bank Regional Water and Sanitation Group in Nairobi.

## Workplan Implementation

- NUWA Billing and Revenue Collection Report: focussing on a study of the billing and revenue collection system applied in Dar es Salaam, and with recommendations for immediate follow-up;
- Regional HRD Plan Preparation Co-ordination: to assist co-ordination the O&HRD Project Counterpart assisted the establishment of a HRD programme for the Maji DANIDA-assisted water supply projects in Iringa, Mbeya and Ruvuma Regions;
- Community Participation Trainers Training: the O&HRD Project Counterpart attended a "training of trainers" course supported by the UNDP/World Bank Regional Water and Sanitation Group and contributed to a PROWESS (Promotion of the Role of Women in Water Supply and Environmental Sanitation Services) Training of Trainers Workshop;
- Data Base of Urban Water Supply Operations: DOMWL is developing a data base for reception and production of weekly reports;
- Data Base of Installed Water Supply Pumping Equipment: DOMWL is developing a data bank on all installed pumping equipment in the country;
- Working Groups: in different divisions working groups are being formed to co-ordinate specific Project activities.

## WHAT DO THE WORKPLANS CONTAIN ?

The present Divisional Workplans have a final draft form. They have been prepared by the Divisions/Units individually. Steps to integrate the Divisional Workplans into one have been undertaken by SAT on two occasions.

The Divisional Workplans have been classified according to the five components of:

- Project co-ordination;
- Organisation and Human Resources Development;
- Investment Planning;
- Project Preparation (inclusive of operation and maintenance management and procurement management);
- Finance and Information Management.

The workplans are all of a uniform structure, specifying activities, including sub-activities, for the accomplishment of the outputs, as well as time schedules, costs, person-month inputs by local and expatriate personnel, verifiable indicators, responsibilities and assumptions.

The activities are generally phased into four largely sequential stages:

- Start-up and workplan development;
- Preparation, fact-finding and information assessment;
- Development of systems and guidance material;
- Using and updating systems and outputs.

The main activities and sub-activities per component of the workplan are:

1. Project Co-ordination Component:

Integration of Divisional Workplans, workplan implementation monitoring/evaluation/up-dating/reporting, planning and management of resources, liaison with third parties

2. Organisation & Human Resources Development Component:

Establishment of manpower data base, job classification and title system, training needs, facilities and staff, training plan, training packages, trainers' training, career development guide

3. Investment Planning Component:

Development of guidance for project planning and preparation, national action strategy, strategies of cost-sharing, MWEM and national sector planning and co-ordination, systems of acquisition of finance, rolling rural and urban water and sanitation plans, sector monitoring and evaluation systems

4. Project Preparation Component:

Development of data/information base, collection and feed-back systems, project preparation procedures and criteria, priority project packages, O & M management systems and manuals, procurement and stores management systems, maintenance facilities, standardised materials, tools and equipment, water quality surveillance and research, pollution control, community self-management and participation, strategy for local enterprise involvement, applied renewable resources research policy document and proposals, water resources management systems, river flow/groundwater monitoring and forecasting systems, hydrological research and instrument maintenance laboratory, drilling operations management, geophysical investigations management

5. Finance and Management Information Component:

Development of Government Financial Orders follow-up procedures, financial management information data bank and feed-back, budgeting and financial planning system, accounting and cash/bank practices, auditing system, tariff structure/policy/strategy, customers' data base, revenue collection system, procurement and stores practices, salary payment system

**HOW IS THE PROJECT PROGRESSING?**

As explained above the Project is implemented in four phases. As it is still in its early stages it is not really possible yet to monitor progress using the longer-term indicators. However the achievement of the immediate objectives is considered likely, in view of the adopted project approach, but over a more extended time-frame than was originally envisaged. This is mainly due to the facts that the process of assignment of the expatriate advisers took a longer period than envisaged, the project inputs have been amended with regard to computer equipment and the preparation of workplans which had not been envisaged in the Project Document.

A Tri-Partite Review of the Project (Government, UNDP/Finnida, Regional Water and Sanitation Group EA) is planned for December 1991, and will give opportunities for review and assessment of project directions, progress, plans, and constraints. A proposed in-depth evaluation, based on a balanced partnership between project participants and external resource persons, will provide opportunities for structured analysis and improvement of the project in line with the "self-strengthening" approach.

Recommendations will emerge from the evaluation which will be of immediate benefit in the ongoing development of the project by all involved in its implementation. For this reason, it is felt that the evaluation needs to be carried out as soon as possible after the tri-partite review, and should be followed by sufficient time for the project to implement and benefit from its recommendations. It is anticipated this will therefore take place in the first quarter of 1992.

Opportunities are being explored for preceding the evaluation with (a) training in practical evaluation techniques for MWEM and NUWA staff and (b) an OOP (Objective Oriented Planning) workshop.

#### **HOW DOES THE PROJECT CONTRIBUTE TOWARDS STRATEGY DEVELOPMENT ?**

The ultimate development aim is to reach full and sustainable coverage with appropriate water supply/sanitation services for the entire population and industry. Sector development is based on (a) the mutually dependent build-up and up-keep of appropriate infrastructure, rehabilitation of ageing infrastructure and coping with population increase and (b) the development of the resources of capacity, (institution, manpower and equipment), and of finance.

Clearly defined strategies are required to maintain the permanent feasible balance between the development and operation and maintenance of infrastructure, and the resources of capacity and finance, until full coverage is achieved, and then beyond.

As part of the preparations for the Sector Forum Meetings, discussion have been held within SAT on the major issues, the process and organisation of strategy development, and the Project's role in it. The following preliminary results regarding issues, process and organisation have emerged:

#### **National Strategy Issues**

Whereas the policy sets the framework and conditions of development in the sector, strategies define the courses and the ways of development in all respects. Development of a strategy will also assist in:

- priority setting;
- co-ordination of efforts and definition of roles;
- clarify the relationship between policy, long-term programmes, project preparation, and evaluation;
- facilitation of communication, monitoring and evaluation.

The highlights of the Water Policy are:

- Beneficiary participation
- External support

- Integration of water supply, sanitation and environment
- Institutional aspects (public, private, voluntary)
- Information (management, promotional, guidance)
- Sustainability
- Projects and Programmes
- Legislation

These policy issues have political, financial, human resources, economic and communication implications.

Based on the Water Policy the major issues for strategy development are identified as follows:

Beneficiary Participation

involvement, funds, committee's, management, participation, mobilisation, revenue, tariffs, backstopping, financing, women's involvement, local skills and materials;

External Support

contract, funding, advise, monitoring, training assistance, support strategies;

Integration of water supply, sanitation and environment

awareness, inter-departmental and inter-disciplinary collaboration, source protection, environmental management, distribution of funding, promotion;

Institution (public, private, voluntary)

human resources development, co-ordination, organisation, procedures, information, women's employment;

Information (management, promotion, guidance)

identification, collection, processing, transfer, storage, use, feed-back, dissemination;

Sustainability

appropriate technology, backstopping, operation & maintenance management, access to supplies and services, local materials and skills, financing, affordability, acceptability, standardisation of procedures and equipment;

Projects and Programmes

rehabilitation, priorities, classification, financing, planning, design, implementation, supervision, procurement;

Legislation

water rights, Water Boards, bye-laws, authorisation, environmental protection.

**National Strategy Development**

Strategy development is recognised as a dynamic, continuous process of development, implementation, evaluation and up-dating.

The approach identified so far by SAT for strategy development mainly consists of:

- Recommendation and adoption of the strategy development procedure and major issues to be addressed;
- Review of existing strategies and practices with reference to the guidance given policy material, by means of workshops and working groups;
- Preparation of draft strategy and updating procedures, to be discussed at a National Workshop and subsequently at Sector Forum Meetings;
- Introduction, adoption and application of the strategy by all sector agencies and evaluation;
- Direct co-ordination and facilitation of strategy development by the Sector Advisory Team of MWEM as a multi-disciplinary team.

#### WHAT LESSONS CAN BE LEARNED FROM THE PROJECT SO FAR ?

It is clear that the project is addressing a real need within MWEM and NUWA for self-strengthening and that its design is well founded. To date, considerable time has been invested in carefully laying down mechanisms and plans for project implementation. These have been fully based on consensus and joint effort within the institutions concerned. As such the project is now confidently poised to make contributions to the strengthening of the two institutions and the sector as a whole.

However, the current project period is judged insufficient for the sustainable implementation of the workplans as a Ministry self-implemented exercise. To ensure that they are to be adopted and used, outputs are developed within the existing environment and largely by MWEM and NUWA staff themselves, actively supported by the advisers. This "learning by doing" approach has time implications. In addition the project document did not envisage an essential collaborative planning stage, which has inevitably extended the time required.

Although well integrated at professional and to a large extent at Director levels, the project needs also to establish roles at other levels within the Ministry, and externally within the sector.

The major constraints to progress include the lack of communication opportunity within the Ministry, other time-demands on counterpart staff, a delayed start due to the extended recruitment procedures for the advisers, the absence of an adviser for the Organisation and Human Resources Development component for more than 6-months, changes in management mainly in NUWA, lack of computing equipment and transport at the beginning of the project, and continuing difficulties with shortage of drivers and with telecommunications.

The following proposed actions have therefore been put forward to assist the progress and the impact of the project:

1. That the project quickly completes the transition from detailed planning to implementation, that Divisions fully commit themselves to apply manpower and management support to implement the activities, with proper procedures being introduced for monitoring and following up progress.

Action: SAT team; Divisional Directors

2. That the project duration is extended by at least one year to enable the workplans to be implemented in line with the project approach.  
Action: Tri-partite review team
3. Opportunities are explored to further improve project-related communication (particularly through regularised Steering Committee meetings) at all levels of MWEM and NUWA and the contacts with and influence of the project on the national sector as a whole.  
Action: Tri-partite review team, NPC and SAT team
4. That installation of the OHRD Adviser be given high priority and that emphasis be given to the staffing and development of this pivotal project component to avoid implications for other components.  
Action: UNDP/OPS; DAP; SAT Team
5. That a fully participatory and in-depth evaluation of the project and its possible extension be conducted as a priority.  
Action: SAT team; Government/UNDP/FINNIDA; RWSG-EA

SAT believes that with these recommended actions in mind, and with the commitment and support of all MWEM and NUWA staff, this current MWEM project offers a unique opportunity to take the long-term perspective, and increase preparedness for playing the lead role in sectoral development.

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**List of Annexes related to the Sector Advisory Team Presentation**  
(available on request to the NPC in Dar es Salaam HQ)

1. Review of objectives and outputs specified in the Project Document
2. Outline project workplan, outputs and activities, Mikumi, February 1991.
3. Summarised findings of regional visits
4. Review of main reports and discussion notes issued by SAT
5. Review of project activities and achievements to date