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**Phase III
of
the Rural Water Supply Programme
in
Iringa, Mbeya and Ruvuma Regions.**

**Volume 2:
Appendices**

Final Report of the Second Annual Joint Tanzanian -
Danish Review Mission, which took place in Tanzania
from 24th August to 12th September 1992.

This report contains
restricted information
and is for official use only.

Danida Ref.No. 104.Tanz.86

March 1993
Danida
Ministry of Foreign Affairs
Asiatisk Plads 2
DK-1448 Copenhagen K
Denmark.

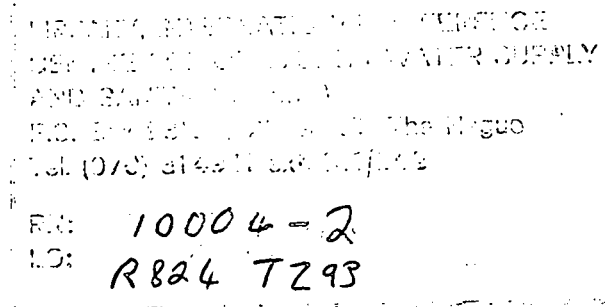
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UNITED REPUBLIC OF TANZANIA

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T E R M S O F R E F E R E N C E

for the second annual joint review of the DANIDA-supported rural water supply programme in the regions of Iringa, Mbeya and Ruvuma of Tanzania, August - September 1992

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1. Introduction

Since 1979 Denmark (DANIDA) has supported a rural water supply programme in the three regions of Iringa, Mbeya and Ruvuma in the Southern Highlands of Tanzania (in the following referred to as "the Project"). As of 31 December 1990 water supply schemes have been handed over to the village governments in 257 villages in the regions.

In July 1990 the Governments of Denmark and Tanzania have concluded a new agreement concerning a third phase of the Project which will run from July 1990 until June 1995. During this phase particular emphasis is placed on developing the village-based operation and maintenance system for water supply schemes, the foundations of which have been laid during the previous phases of the Project.

The Project is implemented by the Ministry of Water, Energy and Minerals (in the following referred to as "MAJI") and the Ministry of Community Development, Women Affairs and Children (in the following referred to as "MAENDELEO").

In the Plans of Operation for phase III of the Project it is stipulated that joint reviews of project implementation will be undertaken every year by DANIDA and the Government of Tanzania. Emphasis is to be given to specific issues for each review. For the second joint review the issue will be operation and maintenance.

2. Objectives

The objectives of the Review Mission are:

- assessment of project performance against stated project objectives as regards implementation of plans and achievements of targets and goals;
- assessment of appropriateness and functioning of the organisational and institutional arrangements for the Project stipulated in the Plans of Operations and recommendations for possible improvements and changes; and
- review of the Danish and Tanzanian contributions to the Project and an assessment of their adequacy for achieving the tasks set out in the Plans of Operation.

3. Output

The results/output expected from the Review Mission shall be a report containing among other things:

- status of project progress and of fulfilment of obligations;
- operational recommendations and proposals for enhanced project performance in the remaining period of phase III;
- recommendations and proposals for further improvement in project design and on modifications to targets, objectives and plans for further implementation; and
- a revised budget for the remaining period of Phase III of the Project.

4. Activities

Based on a study of available documents (particularly the Government Agreement, the Plans of Operation for phase III, the Water Policy of the Government of Tanzania introduced in November 1991, the report of the 1991 joint project review, project reports and other documents relating to the Project) and meetings with relevant persons the review shall include, but not necessarily be limited to the following aspects:

4.1 Community involvement

- make recommendations on the organisational location of the village participation advisers during the remaining period of Phase III;
- review gender aspects of project implementation;
- review the work of the Project on introduction of quality control (e.g. during final inspections) of village participation work; and
- study the proposal made by MAJI on preparation of national strategy for participatory methodologies (PROWESS) in the water and sanitation sector in Tanzania with a view to possible Danish funding

4.2 Operation and maintenance

- review work by the Project on revising the plans for setting up village-based operation and maintenance systems and make recommendations on this subject.

4.3 Water intake protection and environmental issues

- discuss arrangements for cooperation between the Project and the three DANIDA-supported projects (HIMA, Makete and Njombe) in the environmental sector in Iringa region, particular in the fields of source protection and water resource management.

4.4 Construction of new water supply schemes

- review status of project implementation at the time of the review; and
- review arrangements for quality control/final inspection of schemes before handover.

4.5 Project organization

- review arrangements for cooperation between MAJI and MAENDELEO at national, regional and district level;
- review procedures for approving design reports for village water schemes;
- review expatriate staffing level;
- review progress in implementing the training and human resources development plan;
- study the scope for increased involvement of the Ministry of Health in project implementation, e.g. in the fields of sanitation and health education;
- study the feasibility of devolving responsibility for some parts of project implementation to district level, including procedures for transfer of funds; and
- suggest procedures for revising the Plans of Operation.

4.6 Financial aspects

- draw up a revised budget for the remaining period of Phase III; and
- review the procedures for transferring funds from the Danish Embassy to the regions through the Treasury and MAJI.

5. Method of Work

The review team shall have discussions with relevant staff of all concerned organizations, including MAJI and MAENDELEO at national, regional and district level, the Danish Embassy, PICU and COWiconsult (Tanzania). The team will visit all three project regions for field visits and detailed discussion of the issues mentioned in para 4 with staff at the local levels which have immediate responsibility for project implementation.

6. Composition of Review Mission

The composition of the review mission shall be as follows:

Nominated by DANIDA:

- * Mr. Erik Sjørslev Jensen, Senior Technical Adviser, DANIDA Headquarters, team leader (water engineer)
- * Ms. Christine van Wijk-Sijbesma, external consultant to DANIDA (community education and participation, and roles of women)
- * Mr. Michael Loft, external consultant to DANIDA (institutional aspects, budget and financial planning)

Nominated by the Government of Tanzania

- * Mr. C. Sayi, Assistant Commissioner for Design and Construction, Ministry of Water, Energy and Minerals
- * Mr. L.G. Msimbe, Acting Commissioner for Community Development, Ministry of Community Involvement, Women Affairs and Children

Resource Person:

- * Mr. Hans Egerrup, COWiconsult, Copenhagen

7. Timing

The review shall take place from 24 August to 12 September 1992.

The team shall present a draft report on findings, conclusions and recommendations before its departure from Tanzania. A final draft report in 20 copies shall be presented for comments within 30 days after the team's return to Denmark. After receiving any comments, the final version of the report shall be completed in 30 copies.

8. Documents available see Appendix 1

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Approved by TSA 3, DANIDA/HQ, Copenhagen.

Issued by Royal Danish Embassy, Dar es Salaam

17 August 1992

Documents made available to the Joint Tanzanian/Danish Review Mission 1992.

1. Annual Report 1991
2. Annual Budget 1992
3. Financial Report 1991
4. Status of Activities - PlanOp 1992
5. Phase III Expenditures July 1990 to April 1992, and Balance left May 1992 to June 1992
6. Proposed Revised Budget for Phase III
7. Progress Reports for the three Regions:
 - January to March 1992
 - April to June 1992
8. Minutes of Project Meetings in the three regions, 15 to 18 October 1991
9. Minutes of 2nd Interregional meeting on Stores and Procurement, November 1991
10. Minutes of Joint Project Meeting, Dar es Salaam, November 1991
11. Minutes of 3rd Interregional Project Meeting on Transport Matters, Songea, January 1992
12. Minutes of 4th Interregional Project Meeting on Design Matters, Mbeya, May 1992
13. Minutes of the Maji/Maendeleo Supervisory Committee:
 - * Meeting 1 - February 1992
 - * Meeting 2 - May 1992
14. Water Policy 1991 - Draft English Translation
15. Paper on "Expatriate Staffing" dated 20 August 1992
16. Current Financial Routines - 1991
17. Draft Proposal for an O&M system for the 3 regions - June 1992 prepared by an Inter-Regional Task Force + Explanatory Remarks to the O&M System proposal
18. Buffer Store Value
19. Overall Transport Statistics - 1991 (Preliminary)

20. Paper on "Use of Private Haulers"
21. Report on Training Activities in the Project - 1991
22. Report on Training activities in the Project, Januar 1992 - June 1992
23. Report on "Decentralization of Stores"
24. Paper on "Increased Role of Ministry of Health in the Project" - July 1992
25. Draft Handbook containing guidelines for planning and implementation of sustainable rural water supply and environmental sanitation projects in Iringa, Mbeya and Ruvuma Regions. Third Edition, July 1992
26. Expenditures January - June 1992
27. Status Report on action items in 1991 Review Mission report
28. Position Paper on Location of VIPA's in the regions
29. Some thoughts on the future organization and management of the Danida Water Project dated March 1992
30. Uniform Transport Monitoring System - April 1992
31. Proposed Monitoring Format from Maendeleo for Danida Water Project dated 18th December 1991
32. Institutional Latrines
33. Desktop study on procurement of Pipes & Fittings from SADCC region and East Africa, dated 15th July 1992
34. Paper presented to the Review Mission of 1992 by RWE's O&M Section in Ruvuma Region
35. The three year rolling Implementation Plan (1993-95), Mbeya Region
36. A brief report on the recurrent and general financial situation in the districts of Mbeya region (MAJI/Danida O&M Section, Mbeya August 1992)
37. Regional Steering Committee meeting August 19th 1992 Mbeya. Regional Water Engineer's Report
38. Regional Water Engineer's Report for the 45th Regional Steering Committee meeting to be held on 21st August 1992 in Iringa
39. Source Protection Activities in Iringa Region. September 1992

PROGRAMME FOR
THE SECOND ANNUAL JOINT REVIEW
OF THE DANIDA-ASSISTED RURAL WATER SUPPLY PROJECTS
IN IRINGA, MBEYA AND RUVUMA REGIONS OF TANZANIA

24 August to 12 September 1992

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Sun 23 Aug		DANIDA-nominated members of the review team arrive in Dar es Salaam
Mon 24 Aug	Morn.	Introductory meeting at the Danish Embassy
	1200	Introductory meeting with Mrs. Rose Lugembe, Principal Secretary, Ministry of Community Development, Women Affairs and Children
	1330	Lunch and introductory meetings at PICU
Tue 25 Aug	0900	Introductory meeting with Mr. Simon S. Mambali, Commissioner for Water, Ministry of Water, Energy and Minerals
	1415	By chartered aircraft to Songea
	1620	Arrival in Songea
		Overnight stay in Songea (DANIDA compound and Yapinder Guest House)
Wed 26 Aug	0800	Introductory meeting with the Regional Water Engineer
	0900	Call on Col. F.S. Swai, Regional Commissioner, Ruvuma Region
	0930	Introductory meeting with the Regional Community Development Officer and visit to his new offices under construction
	1000	Visit around Maji Yard
	1030	General discussions with RWE and his staff
	1130	Meeting with the District Water Engineer and visit to his new operation & maintenance premises under construction

- 1230 Lunch break
- 1330 Departure for Mpitimbi A & B and Namatuhi gravity schemes (handed over in 1987 and 1989, respectively): inspect intakes and DPs, meet village leaders and water committee members)
- 1800 Back in Songea
- Overnight stay in Songea (DANIDA compound and Yapinder Guest House)
- Thu 27 Aug** 0800 Meeting at Maji Yard: presentation and discussion of paper on operation and maintenance
- 1030 Meeting with the District Executive Director of Songea District
- 1230 Lunch break
- 1330 Departure for Mpandangindo handpump scheme: participate in handover ceremony
- 1800 Back in Songea
- Overnight stay in Songea (DANIDA compound and Yapinder Guest House)
- Fri 28 Aug** Morn. No scheduled activities
- 1400 Discussion on draft proposal for operation and maintenance system
- 1500 Wind-up meeting at the Regional Water Department
- 1930 Reception at Songea Club
- Overnight stay in Songea (DANIDA compound and Yapinder Guest House)
- Sat 29 Aug** 1000 By car to Mbeya; visit en route to Ngadinda village (Songea (R)) to see ringwell under construction
- 1715 Arrival in Mbeya
- Overnight stay in Mbeya at Mount Livingstone Hotel

Sun 30 Aug Dual Programme

A (Jensen, van Wijk and Sayi)

0900 Field visits to Ihombe/Iwala gravity scheme (handed over in 1986) and Mbalizi village in Iwindi group scheme (handed over in 1989), both in Mbeya (R) district, and Nanyala village in Songwe group scheme (handed over in 1986) in Mbozi district

1715 Back in Mbeya

B (Loft and Msimbe)

 Discussions at the Maji Yard on financial and organisational issues

 Overnight stay in Mbeya at Mount Livingstone Hotel

Mon 31 Aug 0900 Call on Mr. Paul Kimiti, Regional Commissioner, and Major Mgere, Regional Development Director

 1000 Meeting at the Maji Yard with Regional Water Engineer, Regional Community Development Officer. Regional Forest Officer and project staff on project issues

 Aftn. Meetings in smaller groups on selected topics

 1900 Informal get-together at the Mbeya Peak Hotel

 Overnight stay in Mbeya at Mount Livingstone Hotel

Tue 1 Sep 0830 Group discussion on implementation capacity

 1030 Group discussion on operation and maintenance

 Aftn. No scheduled activities

 Overnight stay in Mbeya at Mount Livingstone Hotel

Wed 2 Sep	0900	Wind-up meeting at the Regional Water Department
	1330	By car to Iringa
		Overnight stay in Iringa at the Baptist Centre
Thu 3 Sep	0830	Call on the acting Regional Development Director
	0930	Meeting at the Maji Yard with Regional Water Engineer, Regional Community Development Officer. and project staff on project issues
	1300	Lunch break
	1430	Meeting continues
		Overnight stay in Iringa at the Baptist Centre
Fri 4 Sep	0800	Meeting at Iringa District Council with Mrs. Rose Matovu, Project Manager, Ms. Josephine Lemoyan, Socio-Economic Adviser, and Mr. Hallgeir Kismul, Community Participation Adviser, of the HIMA Project
	0900	Meeting at the Maji Yard on operation and maintenance
	1030	Visits to Ugwachanya and Tosamanga villages in the Tanangozi-Kalenga group scheme (handed over in 1987 and 1989, respectively) and to Isupilo village (handpump scheme handed over in 1990)
		Overnight stay in Iringa at the Baptist Centre
Sat 5 Sep		Report-writing
		Overnight stay in Iringa at the Baptist Centre
Sun 6 Sep		Mr. L.G. Msimbe leaves for Dar es Salaam
		Report-writing

Overnight stay in Iringa at the Baptist Centre

Mon 7 Sep 0830 Call on Major-General H. Lupogo, Regional Commissioner, Iringa Region

 0900 Presentation and discussions of preliminary findings with selected project staff at the Hellenic Club in Iringa

 1630 Interview of team leader by Radio Tanzania

 1930 Dinner at the Hellenic Club hosted by Major-General H. Lupogo, Regional Commissioner, Iringa Region

Overnight stay in Iringa at the Baptist Centre

Tue 8 Sep Morn. No scheduled activities

 1400 By chartered aircraft to Dar es Salaam (approx. 75 minutes)

Wed 9 Sep Dar es Salaam, report-writing

Thu 10 Sep Dar es Salaam (public holiday)

Fri 11 Sept 1100 Meeting with Mr. Vincent T. Gondwe, Ag. Principal Secretary, Ministry of Water, Energy and Minerals, to present findings and recommendations

 1230 Meeting with Ag. Principal Secretary, MAENDELEO to present findings and recommendations

Sat 12 Sept Dar es Salaam
Review team leaves

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The review team was throughout its tour of the project regions accompanied by Mr. Everest Ithumbili, National Project

Coordinator, and Mr. Gulam Quraishi, Chief Technical Adviser, of the Project Implementation Coordination Unit in Dar es Salaam, and by Ms. Pernille Haubroe, Desk Officer, DANIDA Headquarters in Copenhagen, and Mr. Jakob Vinding Madsen, Programme Officer, Royal Danish Embassy in Dar es Salaam, and by Mr. Hans Egerrup, Senior Water Supply Engineer , Cowiconsult, Copenhagen.

Selected list of Persons met by the Review MissionMinistry of Water, Energy and Minerals (MAJI)

Mr. Vincent T. Gondwe	Ag. Principal Secretary (Assistant Commissioner for Energy Development)
Mr. S. S. Mambali	Commissioner for Water
Mr. B. E. Njau	Assistant Commissioner (Operation & Maintenance)
Mr. William Ron	Assistant Commissioner (Sewerage & Drainage)
Mr. E. Itumbili	Project Coordinator, PICU
Mr. Gulam Quraishi	Chief Technical Adviser, PICU
Professor Mark Mujwahuzi	Senior Socio-Economic Adviser, PICU
Mr. Hans Sjø	Senior Technical Adviser, PICU
Mr. M. A. Muhongutwa	Senior Community Development Officer seconded by MAENDELEO to PICU
Mr. Leif Kristensen	Stores and Procurements Adviser, PICU
Ms. Dorothy Masawe	Chief Accountant, PICU

Ministry of Community Development, Women Affairs and Children (MAENDELEO).

Mrs. Rose Lugembe	Principal Secretary
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Danish Embassy, Dar es Salaam

Mr. F. Bjørk Pedersen	HE the Ambassador
Mr. Ole Poul Hansen	Minister Counsellor (Development)
Mr. Jakob Vinding Madsen	Counsellor (Development)
Mrs. Nagy L. Kaboyaka	WID Coordinator

Mr. A. N. Luvanda	Regional Community Development Officer (RCDO)
Mr. G. Sanga	Ag. Regional Forestry Officer (RFO)
Mr. D. P. Maro	Head of O&M, Transport and Workshop
Mr. J. P. Gwimile	Head of Design and Construction
Mr. M. M. Kalindimya	Regional Hydrogeologist
Mr. J. O. Gregersen	Regional Project Adviser (RPA)
Mr. Arnfinn Wiken	Regional O&M Adviser
Ms. Elisabeth Christensen	Village Participation Adviser (VIPA)
Ms. Mariana Kyumana	Ag. Head of Village Participation Section
Mr. S. K. Babala	Project Engineer
Mr. H. R. Mawge	Project Engineer
Mr. Kapyela	Project Engineer

Mbeya District (Rural)

Mr. G. S. Kaduri	District Water Engineer (DWE)
Mr. Mwakiteleko Enock	Ag. District Community Development Officer

Members of Village Governments, Village Water Committees, Scheme Attendants and Wananthi of the villages of Ihombe, Iwala, Mbalizi and Nanyala.

Iringa Region

Major General H.C.Lupogo	Regional Commissioner
Mr. M. T. Muro	Ag. Regional Development Director
Mr. J. A. Shillinde	Regional Planning Officer (RPLO)
Mr. B. M. Magimba	Regional Water Engineer (RWE)
Mr. K. Ngu'ngu	Regional Community Development Officer (RCDO)
Mr. W.N.B.N. Mwaruvanda	Regional Hydrologist and Project Engineer

Mr. W. E. Lyimo	Project Engineer and Project Coordinating Engineer
Mr. H. Tesha	Regional Hydrogeologist (PE - Shallow Well Programme)
Mr. Alan R. Jacobsen	Regional Project Adviser (RPA)
Ms. Birte Engelsen	Village Participation Adviser (VIPA)
Mr. Roger Andersen	Regional O&M Adviser
Mr. Jørgen Timm	Interregional Workshop Adviser
Mr. Barnabas Jachi	Project Engineer
Mr. Mohamed Kumbakumba	Project Engineer (O&M), Mechanical Engineer
Mr. N. G. Manyama	Project Engineer, Training Manager
Mr. D. Manjolo	Community Development Officer (O&M)
Ms. Nelly Maliva	Community Development Officer, Head of VP-cell

Iringa District

Mr. H. E. Haule	District Water Engineer (DWE)
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HIMA (Soil and Water Conservation Project)

Mrs. Rose Matovu	Project Manager
Ms. Josephine Lemoyan	Socio-Economic Adviser
Mr. Hallgeir Kismul	Community Participation Adviser

Members of Village Governments, Village Water Committees and Scheme Attendants of the Villages of Ugwachanya and Tosamaganga under the Kalinga Group Scheme, and Isupilo Handpump Scheme.

Others

Mr. Abissay Stephen	Radio Tanzania - Songea
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Participant in the Seminar with the Review Mission in Iringa on 7th September 1992

From MAJI/PICU Das es Salaam

Mr. Everest Itumbili	Project Coordinator, PICU
Mr. Gulam Quraishi	Chief Technical Adviser, PICU
Professor Mark Mujwahuzi	Senior Socio-Economic Adviser, PICU
Mr. Hans Sjö	Senior Technical Adviser, PICU
Mr. M. A. Muhongutwa	Senior Community Development Officer, seconded by MAENDELEO to PICU
Ms. Dorothy Masawe	Chief Accountant, PICU

From Iringa Region

Mr. B. M. Magimba	Regional Water Engineer
Mr. K. A. Ng'ungu	Regional Community Development Officer
Mr. Alan R. Jacobsen	Regional Project Adviser
Ms. Birte Engelsen	Village Participation Adviser
Mr. Roger Andersen	Regional O&M Adviser
Ms. Nelly Maliwa	Community Development Officer, Head of VP-cell
Mr. Jørgen Timm	Interregional Workshop Adviser
Mr. H. E. Haule	District Water Engineer, Iringa (Ru- ral)
Mr. G. N. Manyama	Project Engineer
Mr. M. Kumbakumba	Mechanical Engineer (O&M)

From Mbeya Region

Mr. A. N. Luvanda	Regional Community Development Officer
Mr. Jens O. Gregersen	Regional Project Adviser
Mr. Arnfinn Wiken	Regional O&M Adviser
Ms. E. Riber Christensen	Village Participation Adviser

Mr. D. Maro	Mechanical Engineer (O&M)
Mr. J. P. Gwimile	Head of Design and Construction
Mr. M. Mzanda	Project Accountant

From Ruvuma Region

Mr. J. Kababi	Regional Water Engineer
Mr. S. J. Mwingira	Regional Community Development Officer
Mr. Olav Haldorsen	Regional Project Adviser
Mr. Benedict Kapinga	Village Participation Adviser
Mr. Gard Roland	Regional O&M Adviser
Mr. I. B. Swai	Mechanical Engineer (O&M)
Mr. A. S. Kapinga	District Community Development Officer (Mbinga District)

Others

Ms. Pernille Haubroe	Desk Officer, Southern Africa Regional Division, Copenhagen
Mr. Jakob Vinding Madsen	Counsellor (Development) Danish Embas- sy Dar es Salaam
Mr. Hans Egerrup	Senior Water Supply Engineer, Cowicon- sult, Copenhagen.
Ms. Helene Reffstrup Møller	Short Term Consultant (Accounts), Den- mark

DANIDA WATER PROJECT

PLAN OF OPERATION

NATIONAL PLANOP/PICU - IMPLEMENTATION STATUS AS ON 15TH AUGUST 1992

Activities	Indicators	Implementation Status	Remarks
<p><u>3.1.1</u> Provide fully equipped office facilities and logistical support for PICU.</p>	<p>Office building occupied by PICU within DCMT dept. before end 1990</p>	<p>1. Preliminary design and cost estimate made for new office building for Maji/PICU at Ubungo and preliminary discussions held with Architect. 2. Minor additions and modifications made to existing PICU offices in Ubungo end of 1990/1991.</p>	<p>Funds for carrying out a major construction not available at present. Minor additions & modifications have been made in existing Ubungo offices.</p>
<p><u>3.1.2</u> Recruit/transfer adequate staffing for PICU.</p>	<p>Recruitment of advisers and Tanzanian personnel to be in position by July 1990.</p>	<p>Advisors in position at following dates:- CTA - March 1990 STA - June 1992 AA - Position now phased out SPA - in post SSEA- July 1990 RPA (Mbeya) - in post RPA (Iringa) - Sept.1990 VIPA (Mbeya) - October 1991 VIPA (Iringa) - in post VIPA (Ruvuma) - in post OMA (Mbeya) - in post OMA (Iringa) - August 1991 OMA (Ruvuma) - August 1991</p>	<p>-Recruitment delayed considerably, partly due to delays in approval of candidates by responsible ministries in Tanzania. -The fact that at any one time about 3-4 senior Adviser posts have been vacant since 1 July 1990 has some adverse effect on the timely implementation of some PlanOp activities.</p>

Activities	Indicators	Implementation Status	Remarks
<p><u>3.1.3</u> Decentralize accounts plans to regions in accordance with consultant's recommendations.</p>	<p>Decentralize accounts to regions in Mbeya Dec. 1991, Ruvuma Sept. 1991, Iringa Dec. 1991.</p>	<p>IWA (Iringa) - in post</p> <p>Decentralized accounts in the regions completed as follows: Mbeya - June 1990 Ruvuma - October 1990 Iringa - February 1991</p>	
<p><u>3.1.4</u> Introduce formal stock control system and transfer active stock to regional stores.</p>	<p>-Stock control and transfer active stock to regions (Dec.1991-1993)</p> <p>-Computerization by end 1991, fully functional by 1994.</p>	<p>Ongoing</p> <p>-Computerization in progress. -Training in progress.</p>	<p>Renovation of stores in the regions and fixing of additional shelves embarked upon.</p>
<p><u>3.1.5</u> Transfer DSU workshop equipment to the regions/Boko and sell off/transfer DSU container transport fleet.</p>	<p>Transfer DSU workshop to regions (1991) and dismantle heave fleet.</p>	<p>Pending</p>	<p>Door-to-door delivery of containers through private haulers established in 1990. Propose to use same transport for smaller consignments</p>
<p><u>3.1.6</u> Co-ordinate/finalize detailed organization chart/job descriptions for all staff.</p>	<p>Finalize organisation chart and job descriptions mid 1991. Agreed organisation and job guides provided.</p>	<p>Organisation charts prepared in 1990, job descriptions for advisors prepared. Job description for other staff under preparation.</p>	<p>Proposals for revised organization setup & staffing have been prepared.</p>
<p><u>3.1.7</u> Prepare financial and office management procedures for routing funds to sector involved institutions.</p>	<p>Prepare financial and office management procedures for routing funds to sector institution - third quarter 1990</p>	<p>- In place for Maji - Temporary arrangement in place for other sectors through DPO - Permanent arrangement being looked into.</p>	<p>Involves government financial procedures.</p> <p>Maendeleo is working on this.</p> <p>Involves government financial procedures.</p>

Activities	Indicators	Implementation Status	Remarks
<p><u>3.1.8</u> Approve scheme designs, construction standards and plans, and participate in hand over inspections.</p>	<p>Approved schemes design, construction standards, plans, participate in hand over inspections (continuous).</p>	<p>Continuously in progress, also with the involvement of the Design section in the Ministry of Water MAJI in DSM.</p>	<p>Scheme design approval has to be done by the Ministry's Design Section in DSM regardless of size.</p>
<p><u>3.1.9</u> Monitor project activities and carry out budget controls.</p>	<p>Quarterly reports and audited accounts completed.</p>	<p>New monitoring and budgeting procedures and standard forms introduced in 1990-91.</p>	<p>A close follow-up on all project expenditures is being made.</p>
<p><u>3.1.10</u> Promote involvement of project relevant institutions through coordinated inter-sectoral meetings.</p>	<p>Co-ordinated inter-sectoral meetings. (involve sector related institutions by 1994)</p>	<p>Ongoing all relevant institutions such as Maendeleo, Health, Natural Resources etc. are actively involved. Contact made with other donors etc.</p>	
<p><u>3.2.1</u> Identify and implementation training plan.</p>	<p>Training plan agreed upon 1991 and implemented as scheduled.</p>	<p>The Training Plan for phase 3 was submitted by a Consultant in November 1991. Implementation of the plan is ongoing.</p>	<p>Training is ongoing continuously in accordance with previous plans, both through project funds and Danida local funds.</p>
<p><u>3.2.2</u> Develop appropriate development communication materials.</p>	<p>Communication materials field tested and produced.</p>	<p>Report on communication received from short-term Consultant in July 1991. New consultancy has been proposed. TOR ready.</p>	<p>Development of communication materials embarked upon in the regions. Efforts being made to produce more materials.</p>

Activities	Indicator	Implementation Status	Remarks
<p><u>3.2.3</u> Revise guidelines/handbook on community participation, incl. duties/responsibilities for SA/VWC etc.</p>	<p>Revised village participation Handbook (mid 1993).</p>	<p>Revisions of village Participation Handbook by a committee has been completed june 1992. New Hand-over certificate approved, printed and distributed to the regions.</p>	<p>The revised Handbook is still in Draft and has to be commented upon.</p>
<p><u>3.2.4</u> Propose plan for interdonor support to Kurasini stores and possible private sector support in the project regions.</p>	<p>Interdonor support to Kurasini stores and possible private sector support (proposal by 1991).</p>	<p>Preliminary discussion held.</p>	<p>Further discussions with CSO and site visits to Kurasini planned.</p>
<p><u>3.2.5</u> Initiate measures for local production of sector related equipment and materials.</p>	<p>Proposal for local production of sector materials by end 1991.</p>	<p>Pending. Desk top study for local & regional procurement now ready. Weill be followed in october 1992 by visits to relevant manufacturers in SADCC region & East Africa.</p>	<p>Assessment of production capacity and quality of local factories for PVC pipes made.</p>

Activities	Indicator	Implementation Status	Remarks
<p><u>3.2.6</u> Develop improved handpump technologies, shallow well design and construction methods suitable for project regions.</p>	<p>Improved performance of shallow well schemes by end of 1991.</p>	<p>-Several measures introduced by the project such as improved construction, improved de-watering, well developing and test-pumping equipment, etc. -One short-term consultant appointed in March 1991.</p>	<p>The project has also introduced safety equipment at construction sites for staff use such as safety boots, hard hats and safety lines.</p>
<p><u>3.2.7</u> Assess and revise WMP criteria, incl. design.</p>	<p>Per capita consumption agreed upon by end of January 1991.</p>	<p>New design criteria including increased per capita consumption from 25 to 33 l per day introduced ultimo 1991.</p>	<p>According to recommendation of Annual Joint Review Mission of (August/September 1991).</p>
<p><u>3.2.8</u> Assess the possibility of introducing a staff incentive system for project staff at <u>all</u> levels.</p>	<p>Proposal for introducing an incentive system by end of 1991.</p>	<p>Pending for further discussions. Awaiting common stand from donors.</p>	<p>As recommended by the Review Mission the subject should be discussed upon between Head of Danida and Senior GOT officials.</p>

GQ/CTA. AUGUST, 1992
PICU -DSM

DANIDA WATER PROJECT

PLAN OF OPERATION

IRINGA REGION - IMPLEMENTATION STATUS AS ON 15TH AUGUST 1992

Activities	Indicators	Implementation Status	Remarks
<p><u>1.1.1</u> Provide adequate office facilities and logistical support.</p>	<p>Fully equipped office and transport.</p>	<p>Pending DANIDA decision on a combined effort by both RDD and DANIDA and HIMA to extend the existing Regional Block.</p>	<p>Results/output 1.1 Community Development Support office Established in Regional CD office.</p>
<p><u>1.1.2</u> Community Development deploy graduate CDO.</p>	<p>CDO in position.</p>	<p>Carried out.</p>	
<p><u>1.1.3</u> Transfer VPC to support office.</p>	<p>VPC in position. Iringga by 90/91</p>	<p>Pending for decisions.</p>	
<p><u>1.1.4</u> Establish communication lines between Maji and Maendeleo for O&M activities.</p>	<p>Monthly meetings and participation in RSCM.</p>	<p>Established through a Project Management Team and Monthly O&M Planning meetings.</p>	<p>Result/output 1.2 Effective District O&M Support Village Water Supplies established.</p>
<p><u>1.2.1</u> Sign agreement between District Councils and Maji for transfer of O&M facilities to DWE.</p>	<p>Agreement signed</p>	<p>Pending further decisions. Postponed pending further evaluation of alternative proposals for O&M as recommended by the First Joint Annual Review Mission</p>	<p>An O&M Task Force has been appointed and different O&M setup has been scrutinized. A comprehensive proposal has been submitted to PICU & The regions for comments. Meanwhile, monitoring & O&M support to villages carried out by RWE's office.</p>

Activities	Indicator	Implementation Status	Remarks
<p><u>1.2.2</u> Establish adequate office yard and store facilities for DWE.</p>	<p>Workshop and offices established in all districts.</p>	<p>Drawings for Iringa and Makete office/store buildings under preparation. Possibilities for engaging local contractors investigated.</p>	
<p><u>1.2.3</u> Provide logistical support to Maendeleo staff at district level and below as appropriate for O&M activities.</p>	<p>5 vehicles 50 ward motor-bikes, up-grading existing office facilities at district level.</p>	<p>Outstanding Inventory lists of office facilities and staffing prepared by RCDO and forwarded to PICU for further action. PICU included costs in revised cost-estimates.</p>	<p>See 1.2.1</p>
<p><u>1.2.4</u> Up-grade O&M involved staff through appropriate training, including training in use of communication matter.</p>	<ul style="list-style-type: none"> - DMUs - DWE - DCDO - CDA <p>(see annex)</p>	<p>Commenced through different training courses.</p>	
<p><u>1.2.5</u> Establish mobile maintenance units (DMU) in selected districts.</p>	<p>4 DMU in Iringa in 3 districts.</p>	<p>PMU establishment, pending future decision. A Project Monitoring Unit (PMU) and Backstopping Unit (BSU) are at present in operation according to a Joint Project decision.</p>	<p>See comments on 1.2.1 less costly setup proposed.</p>
<p><u>1.2.6</u> Stock spareparts and tools at DWE's stores</p>	<p>Spares and tools stocked in 3 districts and available without delay for purchase by villagers by end of 1994.</p>	<p>Pending O&M Task Force Proposal Approval.</p>	

Activities	Indicators	Implementation Status	Remarks
<p><u>1.2.7</u> Improve financial and management procedures of DWEs' offices incl. establishment of revolving fund for recovery of maintenance costs.</p> <p><u>1.2.8</u> Strengthen lines of communication between concerned regional and district institutions for effective monitoring.</p> <p><u>1.2.9</u> Findings from monitoring activities communicated through RSCM to DED for subsequent action.</p> <p><u>1.3.1</u> Support VWC and GSC to undertake O&M responsibilities, incl. development of procedures for recovery of maintenance costs.</p>	<p>Accurate budgeting, well kept accounts and a plan for cost recovery in 3 districts. Account no. in Bank.</p> <p>One regional monitoring unit provided for District level O&M support.</p> <p>Monitoring carried out by RWE/RCDO staff of District O&M personnel.</p> <p>Job description for attendants, agreement made with attendants village records on scheme performances, bank accounts.</p>	<p>Done and ongoing.</p> <p>Pending future decision. Proposals under preparation by appointed Project Staff.</p> <p>Functioning, but needs strengthening and future elaboration.</p> <p>Same as 1.2.6 to 1.2.8.</p>	<p>See 1.2.6 and 1.2.1.</p> <p><u>Result/output 1.3</u> Effective village O&M System establishe</p>

Activities	Indicators	Implementation	Remarks
<p><u>1.3.2</u> Train and equip SA/HPAs to become competent caretakers.</p>	<p>New attendants and equipped with tools. Existing attendants given refresher courses.</p>	<p>1. Initiated by assigned staff on the job training and training seminars are ongoing. 2. Bicycles for scheme attendants received & being distributed.</p>	<p>See 1.2.1 Assists approval of proposed O&M setup.</p>
<p><u>1.3.3</u> Develop an adequate reporting system between the village level and district authorities.</p>	<p>Break-downs reported to VWC at time of occurrence and to DWE within 72 hours.</p>	<p>Same as 1.3.1</p>	
<p><u>1.3.4</u> Provide training/communication materials for villagers, stressing womens involvement.</p>	<ul style="list-style-type: none"> - O&M involved villagers trained. - Development Communication Support Unit Established in Iringa. - Training and Communication manual developed. - Materials available when required. 	<p>Consultancy has been proposed to care for this TOR ready. Training of Trainers ongoing and training materials under preparation. Training Coordinators appointed at regional and district levels.</p>	<p><u>Result/output 1.4</u> Effective Maintenance Procedure for Institutional Latrines established.</p>
<p><u>1.4.1</u> Provide communication materials on use and maintenance of latrines.</p>	<ul style="list-style-type: none"> - Posters, film strips, audio-tapes, booklets developed. 	<p>See 1.3.4 Liason with Mbeya on material produced.</p>	
<p><u>1.4.2</u> Assist villagers to plan maintenance activities of institutional latrines.</p>	<ul style="list-style-type: none"> - Maintenance procedures defined. 	<p>See 1.3.4 will base with Mbeya.</p>	<p><u>Result/output 1.5</u> Project Relevant Catchment areas protected.</p>
<p><u>1.5.1</u> Support the Regional Natural Resources Department to prepare a plan for protection of intake catchment areas.</p>	<p>Source of protection plan for area prepared and approved by RSCM.</p>	<p>Initiated but communication and implementation is needs further attention and support.</p>	<p>One lorry and one pick-up recived in 1991.</p>

Activities	Indicators	Implementation	Remarks
<p><u>1.5.2</u> Advise District councils to pass or to follow-up appropriate by-laws.</p> <p><u>1.5.3</u> Support natural Resources Department and villagers to implement the plan for protection of intake catchment areas.</p> <p><u>1.5.4</u> Implement a communication support programme for awareness building.</p>	<p>By-laws for protection of water sources decreed and registered during 1.</p> <ul style="list-style-type: none"> - Demarcation established and or awareness of catchment area secured. - Soil erosion reduced etc. <p>Seminars, workshops and village meetings/exhibitions arranged.</p>	<p>Ongoing. However the subject has been and is discussed with village and district authorities.</p> <p>Ongoing See 1.5.1</p> <p>Continuous actions are being undertaken but need further improvements. See also 1.3.4.</p>	<p><u>Result/output 2.1</u> Efficiency of Maji and Maendeleo regional staff to plan, implement and manage water supply/sanitation facilities improved.</p>

Activities	Indicators	Implementation Status	Remarks
<p><u>2.1.1</u> Determine job descriptions, responsibilities and lines of communication for all project involved staff and prepare job guides for major project involvement personnel.</p> <p><u>2.1.2</u> Implement training programme according to annexed plan and carry out orientation seminars for implementation staff.</p> <p><u>2.1.3</u> Establish village participation cell within RWE office.</p> <p><u>2.1.4</u> Continue regional water quality and quantity monitoring.</p> <p><u>2.1.5</u> Strengthen regional workshop capacity.</p> <p><u>2.1.6</u> Improve store facilities and procedures.</p>	<p>Each individual employee with a clear understanding of functional requirements. Organizational and job descriptions prepared by end of 1.</p> <p>number of project staff trained according to plan. see annex</p> <p>CDO/CDAs placed in RWEs office.</p> <p>Regular updated data on water resources available when required. vehicles utilization.</p> <p>Recording system based on usage pattern introduced by mid 1.</p>	<p>Ongoing T2 workshop participats will later for part of this.</p> <p>Ongoing on regular, accelerated basis.</p> <p>Ongoing accordingg to proposals contained in Project Training Plan for Phase III.</p> <p>Established.</p> <p>Ongoing on regular basis by the hydrology and laboratory sections in RWE Office.</p> <p>Ongoing on regular basis.</p> <p>Civil work of new store building completed. Imported steel racks received 2.5.7 for 5 of this building. Transport of items ongoing.</p>	

Activities	Indicators	Implementation Status	Remarks
<p><u>2.1.7</u> Improve transport management in RWE office.</p> <p><u>2.1.</u> Provide facilities for planing, design and construction sections within RWEs office.</p> <p>2.2.1 Prepared three year rolling implementation plan and budget for RSCM approval.</p> <p>2.2.2 Undertake preliminary design, detailed survey and final design in accordance with 3 year rolling plan.</p> <p><u>2.2.3</u> Implement project construction in accordance with quarterly work plans and budgets based on 3 year rolling plan.</p>	<p>Transport plan developed satisfying departmental requirements in 5 of the cases.</p> <p>Implementation success rate maintained with a reduced number of advisers by end of project period.</p> <p>Plan document for initial 3 years prepared by end of 1st quarter of 1.</p> <p>PDR/Detailed design approval.</p> <p>PDR approval by village government.</p> <p>Schemes implemented and hand over inspection undertaken.</p>	<p>Draft monitoring manual prepared but not yet in action.</p> <p>Ongoing.</p> <p>Ongoing submitted to MAI - DSM.</p> <p>ollowed and ongoing.</p> <p>1 Phase III village H'O almost ready for H'O 1 under construction 4 Social survey in progress.</p>	<p><u>Result/Output 2.2</u> 4 Villages provide with water supplies in accordance with WMP criteria.</p>

Activities	Indicators	Implementation	Remarks
<p><u>2.2.4</u> Undertake communication activities for village participation incl. formation of VWC and selection of scheme/hp attendants.</p>	<ul style="list-style-type: none"> - village water committees formed. - attendants selected. - village meeting held etc. 	<p>Ongoing according to 2.2.3 above. Village Participation Handbook revision is ready.</p>	
<p><u>2.3.1</u> Standardie latrine design for primary schools and village dispensaries.</p>	<p>Latrine design developed by mid-1.</p>	<p>Completed.</p>	
<p><u>2.3.2</u> Provide promotion communication materials to projects.</p>	<p>Materials provided by end of 1.</p>	<p>See 1.3.4 ongoing.</p>	
<p><u>2.3.3</u> Train and motivate villagers for involvement in latrine construction at schools and dispensaries.</p>	<p>Village meetings, workshop and exhibitions carried out.</p>	<p>Ongoing</p>	

Activities	Indicators	Implementation Status	Remarks
<p><u>2.3.4</u> Provided materials slabs, ventilation pipes and assist villagers to construct latrines.</p> <p><u>2.3.5</u> Prepare manual on How to make your own improved latrine.</p>	<p>Materials provided and demonstration latrine completed in project completed in project village according to quarterly implementation plan.</p> <p>Manual prepared by end of 12.</p>	<p>Ongoing.</p> <p>Not yet see 1.3.4</p>	

DANIDA WATER PROJECT

PLAN OF OPERATION

MBEYA REGION-IMPLEMENTATION STATUS AS ON 15TH AUGUST 1992

Activities	Indicators	Implementation Status	Remarks
<p><u>1.1.1</u> Provide adequate office facilities and logistical support.</p> <p><u>1.1.2</u> Community Development deploy graduate CDO.</p> <p><u>1.1.3</u> Transfer VPC to support office.</p>	<p>Fully equipped office and transport</p> <p>CDO in position.</p> <p>VPC in position by 90/91</p>	<p>1) Sketch of new office made but no construction commenced.</p> <p>2) Vehicle provided to RCDO in Nov. 91</p> <p>CDO retired at the end of June 1991. A successor not appointed yet. The region have applied twice for a CDO, the first request was turned down by the Ministry of Manpower.</p> <p>VIPA arrived oct. 1991. The extent and appropriateness of the proposed transfer scrutinized by PICU at present.</p>	<p>Further activities postponed until the reassessment of the issue to conclude the extent and appropriate of the proposed transfer. As temporary measure, office facility for O&M, CDO at RWE's office is being arranged.</p> <p>The reply from the Ministry of Manpower to open a new position in the region should arrive before July. If the answer is negative once more, another solution is to be obtained from the RDD.</p>

Activities	Indicators	Implementation Status	Remarks
<p><u>1.1.4</u> Establish communication lines between Maji and Maendeleo for O&M activities.</p>	<p>Monthly meetings and participation in RSCM.</p>	<p>Activity completed.</p>	
<p><u>1.2.1</u> Sign agreement between District Councils and Maji for transfer of O&M facilities to DWE.</p>	<p>Agreement signed.</p>	<p>Activity done and approved by District concerned. In March 91. the further implementation was suspended in order to scrutinize different set-ups less costly for the District Councils as regards the recurrent expenditures.</p>	<p>An O&M Task Force has been appointed and different O&M set-ups have been scrutinized. A comprehensive proposal for a less costly O&M set-up has been drafted and submitted to PICU for further action and approval. In the meantime the monitoring and O&M support to the villages are carried out by the Regional Water Engineer's Office.</p>
<p><u>1.2.2</u> Establish adequate office yard and store facilities for DWE.</p>	<p>Workshop and offices established in all districts as follows: 1. Mbeya 4. Chunya 2. Kyela 5. Rungwe 3. Mbozi 6. Ileje</p>	<p>1-2) Delayed but in progress. Drawings and budgets approved by PICU May 92. construction to start July 92. 3-6) Drawings and Budgets under preparations.</p>	<p>As for Mbeya, construction awaits the Municipal's approval of the drawings. PICU instructed the regions to speed up implementation. Therefore offices in Rungwe and Ileje are planned for 1993.</p>

Activities	Indicator	Implementation Status	Remarks
<p><u>1.2.3</u> Provide logistical support to Maendeleo staff at district level and below as appropriate for O&M activities.</p>	<p>6 vehicles 60 ward motor-bikes, up-grading existing office facilities at district level.</p>	<p>Still to commence. PICU included extra costs in revised cost estimates.</p>	<p>See comments on activity 1.2.1. Awaits approval of proposed O&M set-up. PICU has initiated questionnaire to RCDO's.</p>
<p><u>1.2.4</u> Up-grading O&M involved staff through appropriate training, including training in use of communication matter.</p>	<p>- DMUs - DWE - DCDO - CDA (see annex)</p>	<p>Commenced Jan. 1992 and continue following the approved Training plan. Training of CDAs in Mbeya rural district to be planned after the arrival of a CDO for O&M activities.</p>	
<p><u>1.2.5</u> Establish mobile maintenance units (DMU) in selected districts.</p>	<p>5 DMU in Mbeya by 1994 in 4 districts.</p>	<p>Not done. Pending future decision. A Project Monitoring Unit is in operation at regional level</p>	<p>See comments on activity 1.2.1. Less costly set-up proposed.</p>
<p><u>1.2.6</u> Stock spare parts and tools at DWE's stores.</p>	<p>Spares and tools stocked in 4 districts and available without delay for purchase by villagers by end of 1994.</p>	<p>Pending O&M Task Force proposal approval</p>	<p>Awaits completion of activity 1.2.2.</p>
<p><u>1.2.7</u> Improve financial and management procedures of DWEs' offices incl. establishment of revolving fund for recovery of maintenance costs.</p>	<p>Accurate budgeting, well kept accounts and plan for cost recovery: Account no. in Bank.</p>	<p>Pending future decision.</p>	<p>As for activity 1.2.6. The DEDs of Mbeya and Kyela have agreed to establish separate bank account.</p>

Activities	Indicators	Implementation Status	Remarks
<p><u>1.2.8</u> Strengthen lines of communication between concerned regional and district institutions for effective monitoring.</p>	<p>One regional monitoring unit provided for District level O&M support.</p>	<p>Done and continued.</p>	<p>Reports are presented to DWEs and DCDOs for action as appropriate. The DEDs are informed as necessary, and also through the RSC meetings.</p>
<p><u>1.2.9</u> Findings from monitoring activities communicated through RSCM to DED for subsequent action.</p>	<p>Monitoring carried out by RWE/RCDO staff of District O&M personnel.</p>	<p>Done.</p>	<p>As for activity 1.2.8.</p>
<p><u>1.3.1</u> Support VWC and GSC to undertake O&M responsibilities, incl. development of procedures for recovery of maintenance costs.</p>	<p>Job description for attendants, agreement made with attendants village records on scheme performances, bank accounts.</p>	<p>Commenced and ongoing.</p>	<p>1) Job description exist. 2) Most villages have bank account for O&M. 3) Ministry and Districts confirmed that VWCs should be kept as sub-committees. 4) CDO for O&M not yet assigned.</p>
<p><u>1.3.2</u> Train and equip SA/HPAs to become competent caretakers.</p>	<p>New attendants and equipped with tools. Existing attendants given refresher</p>	<p>1) on the job training and Training Seminars ongoing. 2) Bicycles for scheme attendants received and being distributed.</p>	

Activities	Indicators	Implementation Status	Remarks
<p><u>1.3.3</u> Develop an adequate reporting system between the village level and district authorities.</p> <p><u>1.3.4</u> Provide training/communication materials for villagers, stressing womens involvement.</p> <p><u>1.4.1</u> Provide communication materials on use and maintenance of latrines.</p> <p><u>1.4.2</u> Assist villagers to plan maintenance activities of institutional latrines.</p>	<p>Breake-down reported to VWC at time of occurrence and to DWE within 72 hours.</p> <ul style="list-style-type: none"> - O&M involved villagers trained - Development Communication Support Unit Established in Iringa. - Training and Communication manual developed. - Materials available when required. <p>- Posters, film strips, audio-tapes, booklets developed.</p> <p>- Maintenance procedures defined.</p>	<p>Reporting system has been developed and under implementation.</p> <p>Ongoing. Draft report on "DEVELOPMENT SUPPORT COMMUNICATION" prepared in June 1991, New consultancy has been proposed - ROR ready.</p> <p>Training Coordinators appointed at regional and district levels.</p> <p>Training of Trainers ongoing and Training materials under preparation.</p> <p>Materials on use and maintenance of VIP latrines have been produced.</p> <p>Preparation on maintenance procedures not yet ready. Procedures are to be worked out based on experiences from pilot training programme.</p>	<p>Awaits approval of proposed O&M set-up. See comments on activity 1.2.1. Mbeya district is to be used as a pilot district for introduction of new system.</p> <p>Mbeya region is following the Review Mission comments by producing its own communication materials.</p> <p>Materials have been produced in connection with ongoing pilot training programme.</p> <p>Procedure expected ready before end of 1992.</p>

Activities	Indicators	Implementation Status	Remarks
<p><u>1.5.1</u> Support the Regional Natural Resources Department to prepare a plan for protection of intake catchment areas.</p>	<p>Source protection plan for area prepared and approved by RSCM.</p>	<p>A 3 year implementation plan for Source Protection has been prepared for approval by RSCM.</p>	<p>1) The input of the report from the RFD has been revised. Final plan submitted ultimo 1992. 2) Lorry received Feb. 1991, Pick-up and Motorcycle in June 1991.</p>
<p><u>1.5.2</u> Advise District councils to pass or to follow-up appropriate by-laws.</p>	<p>By-laws for protection of water sources decreed and registered during 1990.</p>	<p>Ongoing.</p>	<p>1) By-laws exist. 2) Follow-up of By-laws takes place during plantation of catchment areas.</p>
<p><u>1.5.3</u> Support natural Resources Department and villagers to implement the plan for protection of intake catchment.</p>	<p>- Demarcation established and or awareness of catchment area secured. - Soil erosion reduced etc.</p>	<p>Ongoing about 11 catchment areas have been completed with planting of seedlings.</p>	
<p><u>1.5.4</u> Implement a communication support programme for awareness building.</p>	<p>Seminar, workshops and village meetings/exhibitions arranged.</p>	<p>Ongoing. VPA assigned to Source Protection activities.</p>	<p>Materials from "National level" not provided yet.</p>
<p><u>2.1.1</u> Determine job descriptions, responsibilities and lines of communication for all project involved staff and prepare job guides for major project involved personnel.</p>	<p>Each individual employee with a clear understanding of functional requirements. Organizational and job descriptions prepared by end of 1990.</p>	<p>In progress.</p>	<p>Organogram and Job description have been forwarded to PICU. Not yet coordinated by PICU. Therefore not available at regional level.</p>

Activities	Indicators	Implementation Status	Remarks
<p><u>2.1.2</u> Implement training programme according to annexed plan and carry out orientation seminars for implementation staff.</p>	<p>Number of project staff trained according to plan. (see annex)</p>	<p>As for activity 1.5.2 Ongoing on regular, accelated basis.</p>	<p>Regional Training Plan worked out, using Project Training Plan as "shopping list". Training started up substantially since January 1992.</p>
<p><u>2.1.3</u> Establish village participation cell within RWE office.</p>	<p>CDO/CDAs placed in RWE's office. (20 CDAs required)</p>	<p>1) Ongoing, CDO in position. 2) Ongoing, VPAs are going to CD colleges on training.</p>	
<p><u>2.1.4</u> Continue regional water quality and quantity monitoring.</p>	<p>Regular updated data on water resources available when required.</p>	<p>Done and continued. Inter-regional committee on water quality established.</p>	<p>Commenced combined quality and quantity measurements of sources carried out regularly.</p>
<p><u>2.1.5</u> Strengthen regional workshop capacity.</p>	<p>90% vehicles utilization.</p>	<p>1) Done. Present vehicle availability average just above 90%. 2) Workshop Adviser arrived May 1992.</p>	<p>Follow-up activities will be carried out during Phase III.</p>
<p><u>2.1.6</u> Improve store facilities and procedures.</p>	<p>Recording system based on usage pattern introduced by mid 1990.</p>	<p>1) Cardex ledger system introduced and in use. 2) Extension of stores planned to commence medio 1992.</p>	<p>2) Extension of stores planned completion before end of 1992.</p>

Activities	Indicators	Implementation	Remarks
<p><u>2.1.7</u> Improve transport management in RWE office.</p>	<p>Transport plan developed satisfying departmental requirements in 95% of the cases.</p>	<p>1) Regional Transport Plan/Requirement worked out and submitted to PICU Dec. 1991. Departmental requirement Full filled according to PlanOp and Budgets. 2) Transport monitoring system developed and introduced in Dec. 1991. 3) Office upgrading done.</p>	<p>2) Monitoring system developed in Mbeya, approved as uniform project system and introduced in the two other regions May 1992. OMA, is responsible for this activity on DANIDA staff side.</p>
<p><u>2.1.8</u> Provide facilities for planing, design and construction sections within RWE's office.</p>	<p>Implementation success rate maintained with a reduced number of advisers by end of project period.</p>	<p>1) Ongoing in general. 2) Office upgrade began Dec. 1991. Is 95% completed.</p>	<p>2) Planned completion by end August 1992.</p>
<p><u>2.2.1</u> Prepared three year rolling implantation plan and budget for RSCM approval.</p>	<p>Plan document for initial 3 years prepared by end of 1st quarter of 1990.</p>	<p>Shall only cover 59 villages. Ongoing plan 1992-1994, approved in Oct. 1991.</p>	<p>1) New plan to be submitted to RSCM in Aug. 1992. A revision of the budget indicates that the present foreseen programme will exceed the budget by approx. 14 mill. DKK, hence min.10 villages will have to be omitted unless more funds are allocated. 2) Regional Steering Committee (Feb. 92) agreed not to recommend implementation of Medim-Deep borehole programme.</p>

Activities	Indicators	Implementation Status	Remarks
<p><u>2.2.2</u> Undertake preliminary design, detailed survey and final design in accordance with 3 year rolling plan.</p>	<p>PDR/Detailed design approval. PDR approved by village government.</p>	<p>Ongoing. Ongoing</p>	<p>See comments for activity 2.1.1 1) Activities in 4 new schemes have not started up due to the financial constraints. 2) Village Government are involved during the preparation of PDRs (i.e. all PDRs contain statements/ minutes of the Village Governments acceptance of the project/scheme).</p>
<p><u>2.2.3</u> Implement project construction in accordance with quarterly work plans and budgets based on 3 year rolling plan.</p>	<p>Schemes implemented and hand over inspection undertaken.</p>	<p>Ongoing.</p>	<p>See comments for activity 2.2.1</p>
<p><u>2.2.4</u> Undertake communication activities for village participation incl. formation of VWC and selection of scheme/hp attendants.</p>	<ul style="list-style-type: none"> - village water committees formed. - attendants selected. - village meeting held etc. 	<p>Ongoing. Village Participation Handbook revision is ready.</p>	

Activities	Indicators	Implementation Status	Remarks
<p><u>2.3.1</u> Standardize latrine design for primary school and village dispensaries.</p>	<p>Latrine design developed by mid-1990.</p>	<p>Completed.</p>	<p>Standard drawing revised and used for construction. Cooperation organised with Ministry of Health (AFYA).</p>
<p><u>2.3.2</u> Provide promotion communication materials to projects.</p>	<p>Materials provided by end of 1990.</p>	<p>Ongoing.</p>	<p>No materials have been received from national level. The region has arranged production of its own materials.</p>
<p><u>2.3.3</u> Train and motivate villagers for involvement in latrine construction at schools and dispensaries.</p>	<p>Village meetings, workshop and exhibitions carries out.</p>	<p>Ongoing.</p>	<p>Started Feb. 1992.</p>
<p><u>2.3.4</u> Provided materials (slabs, ventilation pipes) and assist villagers to construct latrines.</p>	<p>Materials provide and demonstration latrine completed in project completed in project village according to quarterly implementation plan.</p>	<p>Ongoing.</p>	<p>Started Feb. 1992.</p>
<p><u>2.3.5</u> Prepare manual on How to make your own improved latrine.</p>	<p>Manual prepared by end of 1992</p>	<p>Not yet. See 1.3.4.</p>	<p>Health and Sanitation has just started in Mbeya from Feb. 1992 and no experiences have been compiled yet.</p>

DANIDA WATER PROJECT

PLAN OF OPERATION

RUVUMA REGION - IMPLEMENTATION STATUS AS ON 15TH AUGUST 1992

Activities	Indicators	Implementation Status	Remarks
<p><u>1.1.1</u> Provide adequate office facilities and logistical support.</p> <p><u>1.1.2</u> Community Development deploy graduate CDO.</p> <p><u>1.1.3</u> Transfer VPC to support office.</p> <p><u>1.1.4</u> Establish communication lines between Maji and Maendeleo for O&M activities.</p> <p><u>1.2.1</u> Sign agreement between District Councils and Maji for transfer of O&M facilities to DWE.</p>	<p>Fully equipped office and transport.</p> <p>CDO in position.</p> <p>VPC in position.</p> <p>Monthly meetings and participation in RSCM.</p> <p>Agreement signed</p>	<p>60% of the construction of RCDO, VIPA's offices completed and other logistical supports budgeted for. Vehicle provide for the RCDO.</p> <p>Graduate CDO in RCDO office have been deployed.</p> <p>Pending.</p> <p>Established as required.</p> <p>Postponed as "new models" for O&M are under evaluation by Task Force.</p>	<p><u>Result/output 1.1</u> Community Development support office established in regional CD office.</p> <p><u>Result/output 1.2</u> Effective District O&M support to village water supplies established.</p>

Activities	Indicator	Implementation Status	Remarks
<p><u>1.2.2</u> Establish adequate office yard and store facilities for DWE.</p>	<p>Workshop and offices established in all districts.</p>	<p>Construction of DWE facilities is ongoing. 9 completed in Songea district. unduru district ust started, Mbinga district under planning fo this year.</p>	
<p><u>1.2.3</u> Provide logistical support to Maendeleo staff at district level and below as appropriate for O&M activities.</p>	<p>3 vehicles 25 ward motor-bikes, up-grading existing office facilities at district level.</p>	<p>Office upgrade to DCDO Songea Rural 9 completed within DWE yard.</p>	
<p><u>1.2.4</u> Up-grade O&M involved staff through appropriate training, including training in use of communication matter.</p>	<ul style="list-style-type: none"> - DMUs - DWE - DCDO - CDA <p>(see annex)</p>	<p>Under progress. owever Proect Mobile Unit (PMU) not yet awaiting findings from ask orce.</p>	
<p><u>1.2.5</u> Establish mobile maintenance units (DMU) in selected districts.</p>	<p>3 DMUs in Ruvuma (all by end of 1994</p>	<p>ot done only PMU operating from RWE at present. Awaiting proposals for the ask orce.</p>	
<p><u>1.2.6</u> Stock spare parts and tools at DWE's stores.</p>	<p>Spares and tools stocked in 3 districts and available without delay for purchase by villagers by end of 1994.</p>	<p>ot yet.</p>	

Activities	Indicators	Implementation Status	Remarks
<p><u>1.2.</u> Improve financial and management procedures of DWEs' offices incl. establishment of revolving fund for recovery of maintenance costs.</p>	<p>Accurate budgeting, well kept accounts and a plan for cost recovery Account no. in ank.</p>	<p>not yet established.</p>	
<p><u>1.2.</u> Strengthen lines of communication between concerned regional and district institutions for effective monitoring.</p>	<p>One regional monitoring unit provided for District level O&M support.</p>	<p>PMUs monitoring report are distributed to DWE's and DCDO.</p>	
<p><u>1.2.9</u> Findings from monitoring activities communicated through RSCM to DED for subsequent action.</p>	<p>Monitoring carried out by RWERCDO staff of District O&M personnel.</p>	<p>PMUs monitoring report distributed to DED.</p>	
<p><u>1.3.1</u> Support WC and SC to undertake O&M responsibilities, incl. development of procedures for recovery of maintenance costs.</p>	<p>Job description for attendants, agreement made with attendants village records on scheme performances, bank accounts.</p>	<p>Under process.</p>	
<p><u>1.3.2</u> Train and equip SAPAs to become competent caretakers.</p>	<p>Train attendants and equipped with tools. Existing attendants given refresher.</p>	<p>Under process.</p>	<p><u>Result/output 1.3</u> Effective village O&M System established.</p>

Activities	Indicators	Implementation	Remarks
<p><u>1.3.3</u> Develop an adequate reporting system between the village level and district authorities.</p>	<p>reak-downs reported to WC at time of occurrence and to DWE within 2 hours.</p>	<p>PMUs are operating under RWE. Reporting system from PMU developed.</p>	
<p><u>1.3.4</u> Provide training communication materials for villagers, stressing womens involvement.</p>	<ul style="list-style-type: none"> - O&M involved villagers trained. - Development Communication Support Unit Established in Iringa. - raining and Communication manual developed. - Materials available when required. 		
<p><u>1.4.1</u> Provide communication materials on use and maintenance of latrines.</p>	<ul style="list-style-type: none"> - Posters, film strips, audio-tapes, booklets developed. - Posters provided from Ministry of ealth (MO) 	<p>Awareness meeting held with female users. Communicatin materials have been developed.</p>	
<p><u>1.4.2</u> Assist villagers to plan maintenance activities of institutional latrines.</p>	<ul style="list-style-type: none"> - Maintenance procedures defined. 	<p>Under progress but not full developed.</p>	<p><u>ResultOutput 1.4</u> Effective maintenance procedures for institutional latrines established</p>
<p><u>1.5.1</u> Support the Regional atural Resources Department to prepare a plan for protection of intake catchment areas.</p>	<p>Source of protection plan for area prepared and approved by RSCM.</p>	<p>'Iringa Model' has been adopted whereby we support RRD through IPA.</p>	<p><u>Resultoutput 1.5</u> Proect relevant catchment areas protected.</p>
<p><u>1.5.2</u> Advise District councils to pass or to follow-up appropriate by-laws.</p>	<p>y-laws for protection of water sources decreed and registered during 199.</p>	<p>Undertaken.</p>	

Activities	Indicators	Implementation	Remarks
<p><u>1.5.3</u> Support natural Resources Department and villagers to implement the plan for protection of intake catchment areas.</p>	<p>- Demarcation established and or awareness of catchment area secured. - Soil erosion reduced etc.</p>	<p>Undertaken by IPA.</p>	
<p><u>1.5.4</u> Implement a communication support programme for awareness building.</p>	<p>Seminars, workshops and village meetings exhibitions arranged.</p>	<p>Forestry Officer assigned as trainer in training of WCs.</p>	
<p><u>2.1.1</u> Determine job descriptions, responsibilities and lines of communication for all project involved staff and prepare job guides for major project involvement personnel.</p>	<p>Each individual employee with a clear understanding of functional requirements. Organizational and job descriptions prepared by end of 199.</p>	<p>Partly Implemented.</p>	<p><u>Result output 2.1</u> Efficiency of MAI and Maendeleo regional staff to plan, implement and manage water supply sanitation facilities improved.</p>
<p><u>2.1.2</u> Implement training programme according to approved plan and carry out orientation seminars for implementation staff.</p>	<p>'number of project staff trained according to plan. (see annex)</p>	<p>Under progress according to approved training plan.</p>	
<p><u>2.1.3</u> Establish village participation cell within RWE office.</p>	<p>CDOCDAs placed in RWE's office.</p>	<p>Established.</p>	
<p><u>2.1.4</u> Continue regional water quality and quantity monitoring.</p>	<p>Regular updated data on water resources available when required.</p>	<p>Undertaken every year by the hydrology and laboratory sections.</p>	

Activities	Indicators	Implementation Status	Remarks
<u>2.1.5</u> Strengthen regional workshop capacity.	9 vehicles utilization.	Under progress.	
<u>2.1.</u> Improve store facilities and procedures.	Recording system based on usage pattern introduced by mid 199.	Under progress.	
<u>2.1.</u> Improve transport management in RWE office.	transport plan developed satisfying departmental requirements in 95 of the cases.	Under progress.	
<u>2.1.</u> Provide facilities for planing, design and construction sections within RWE's office.	Implementation success rate maintained with a reduced number of advisers by end of proect period.	Ongoing.	
<u>2.2.1</u> Prepared three year rolling implentation plan and budget for RSCM approval.	Plan document for initial 3 years prepared by end of 1st uarter of 199.	Ongoing.	
<u>2.2.2</u> Undertake preliminary design, detailed survey and final design in accordance with 3 year rolling plan.	PDRDetailed design approval. PDR approval by village government.	Ongoing. Carried out and ongoing	<u>Resultoutput 2.2</u> 4 villages provided with water supplies in accordance with WMP criteria.

Activities	Indicators	Implementation Status	Remarks
<p><u>2.2.3</u> Implement project construction in accordance with quarterly work plans and budgets based on 3 year rolling plan.</p>	<p>Schemes implemented and hand over inspection undertaken.</p>	<p>Ongoing.</p>	
<p><u>2.2.4</u> Undertake communication activities for village participation incl. formation of WC and selection of scheme attendants.</p>	<ul style="list-style-type: none"> - village water committees formed. - attendants selected. - village meeting held etc. 	<p>On going. village Participation and look revision at its final stage.</p>	
<p><u>2.3.1</u> Standardie latrine design for primary schools and dispensaries.</p>	<p>latrine design developed by mid- 199</p>	<p>Ministry of ealth (AA) design used</p> <p>MO standard design used. Provided by MO.</p>	<p><u>Resultoutput 2.3</u> Institutional sanitation facilities constructed in 4 villages.</p>

Activities	Indicators	Implementation	Remarks
<p><u>2.3.2</u> Provide promotion communication materials to project.</p>	<p>Materials provided by end of 1991.</p>	<p>Provided by MO.</p>	
<p><u>2.3.3</u> Train and motivate villagers for involvement in latrine construction at schools and dispensaries.</p>	<p>Village meetings, workshop and exhibitions carried out.</p>	<p>Ongoing.</p>	
<p><u>2.3.4</u> Provide materials (slabs, ventilation pipes) and assist villagers to construct latrines.</p>	<p>Materials provided and demonstration latrine completed in project completed in project village according to quarterly implementation plan.</p>	<p>Villagers provide local materials and labour. Project provide cement, rent pipes and corrugated iron roofing.</p>	
<p><u>2.3.5</u> Prepare manual on how to make your own improved latrine.</p>	<p>Manual prepared by end of 1992.</p>	<p>Under progress.</p>	

On-the-job training materials prepared by project staff
as part of a training-of-trainers workshop in Njombe,
11-22 May 1992

1. Design and construction, piped gravity supplies

Title	Target group	Authors
Water engineering survey	Surveyors	J.Makale, J.Lumbe, E. Mbatta
Draughting	Draughtsmen	K.M.Mpalala
How to construct a gravity scheme	Site foremen	G.N.Manyama
Masonry of waterworks	Masons	B.R.Makona, Y.K.M.Shillah
Masonry of waterworks	Ass. technicians	Y.K.M.Shillah, B.R.Makona
How to coordinate activities during project construction	Scheme attendants	W. Anyandwile
Supervising construction sites	Site foremen	S.K.Babala
The responsibility of villagers in project implementation and maintenance of schemes	Villagers	S.Mkandawile, P.Kioti, E.A. Kajange

2. Design and construction, handpump schemes

Shallow well surveying	Surveyors	D.Kipingo
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3. Operation and maintenance, gravity schemes

Operating and maintaining a water project in a ward	Ward secretaries	P.Golwike
How to operate a group scheme	Ward & Div. Secr. VWC, VG chairmen	N.Maliva
Getting cooperation of district personnel on O&M of a waterscheme	District personnel	D. Manjolo

Tap supervision	Tap attendants	P.N. Likoko, E.R.N Ndyakusa (Ms)
Proper use of domestic points	Tap attendants	S. Mukinga (Ms)
Water use	Water users	W.K.S.Kingari, E. Kajiba (Ms)

4. Operation and maintenance, handpumps

Handpump/Well maintenance	Well attendants	B.Kipingo, A.Mwaveya
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5. Management and financing

Managing the village water fund	Village treasurers	A.Mjengwa (Ms), A.Chambo, A. Mahenge
Ten-cell leadership	Ten cell leaders	P.A. Likoko, E.R.N. Ndyakusa (Ms)
The role of extension staff in the water project	Extension staff	K.Chiwaneke, A.G.Nginga

6. Water resources monitoring

Daily gauge reading	Gauge readers	Y. Mpayo
Hydrological operating procedures for Junior Hydrological Technicians	Ass. technicians, Technicians Gr.IV	W.J.Mwruvanda

7. Transport

Diesel engine motor vehicle servicing and maintenance	Mechanics	M.Kumbakumba
Daily maintenance of cars	Drivers, Ass. Drivers	P.Meela, C.Mahawa

Proposed revised TOR for SSEA.

The following adjustments to the original job description are recommended:

He/she will together with the Senior Community Development Officer seconded to the Ministry of Water, Energy and Minerals (MAJI) from the Ministry of Community Development, Women's Affairs and Children (MAENDELEO) be responsible for coordinating and supporting the work of the Village Participation Advisers (VIPAs) and Community Development Officers (CDOs) in the RCDOs' offices on village-based operation and maintenance systems and on the components dealing with health information, sanitation and community participation in design and construction of rural water supplies.

The duties of the SSEA will include:

1. Participate in supervision and monitoring of project activities, particularly in the fields mentioned above
2. Assist in the development of sustainable operation and maintenance systems at village and village-support levels
3. Assist in developing a sustainable system for monitoring and analysing the functioning of completed water supplies
4. Develop a gender strategy for the project, based on the experiences and recommendations of the project's fieldstaff
5. Assist in developing information and communication materials and in periodic updating of the Project Implementation Handbook
6. Liaise with other regions and projects engaged in participatory and village-managed rural water supply projects and/or in water resources management projects
7. Participate in the meetings of the Regional Steering Committees and the Supervisory Committee
8. Coordinate with other involved ministries (Health, Natural Resources, Local Government)
9. Coordinate with the WID-adviser in the Royal Danish Embassy
10. Coordinate with/assist the Sector Advisory Team in MAJI
11. Supervise short-term consultants

ANNEX 10

THE UNITED REPUBLIC OF TANZANIA
 MINISTRY OF WATER, ENERGY AND MINERALS

Telegrams:

Telephone: 31433-5

In reply please quote:

Ref. No. MWEM/D.10.3.VOL.II.46



SOKOINE DRIVE/MKWEPU,
 P.O. Box 2000,
 DAR ES SALAAM,

7 November 1992

Royal Danish Embassy
 P. O.Box 9171
 Dar es Salaam

Attn: Ms. Birte Engelsen

MIN. DIR. L.		
BILAG		
3 NOV. 1992		
ICU	Tanz	85

Re : Comments on the Draft Report of the Second Annual Joint Review Mission : Rural Water Supply Programme in Iringa, Mbeya and Ruvuma Regions

We have gone through the draft report of the Second Annual Joint Review Mission and we have found the contents very useful in the implementation of the Programme. The Ministry is in general agreement with the different recommendations made by the Team; however find attached with this letter few comments on the report which we feel are of importance to be considered when preparing the final draft report.

Yours faithfully,


 Sayi, C. N.
 for Principal Secretary

c.c. Ministry of Community Dev.
 Women's Affairs and Children, Attn: Mr. L. G. Msimbe

c.c. Project Coordinator/Chief Technical Adviser, PICU

Encls:

COMMENTS TO THE FINAL DRAFT REPORT OF THE SECOND ANNUAL JOINT TANZANIAN - DANISH REVIEW MISSION FOR THE RURAL WATER SUPPLY PROGRAMME IN IRINGA, MBEYA AND RUVUMA REGIONS IN TANZANIA 24TH AUGUST - 12TH SEPTEMBER 1992

Page 7 : Item 2.3: Second Constraint

The procedures of transferring funds have not been recently introduced. The procedures have been there years back. The words in brackets should be deleted.

Page 7 : Item 2.4

Two substantive post holders of the O&M Advisers posts were recruited and filled only in the second half of 1991 and the third one was filled in May 1992. Overall there was a one and a half year delay in recruiting the O&M staff which were vital for the formulation and preparation of a community based operation and maintenance system. There would have been little purpose in starting the formulation of the O&M systems before they were in place.

Page 8 : Item 2.8, para 1: Budget

The statement that accounts system is not being used as a management tool is not correct. The statements in the first paragraph are misleading and do not reflect the spirit indicated in Chapter 8 on Financial aspects. It is our feeling and expectation that these statements will be tuned down to reflect fair and actual circumstances. The accounts system in its previous and present form have been used and are continuously being used as a management tool to a large extent, in order to compare actual expenditures against estimated design costs. However we agree that there is a need to improve it further and efforts are being taken by the Project.

Since the beginning of 1992 the project had been putting efforts in revising the accounting system to correspond with the planop activity set up, and computerizing the operations both at PICU and in the regions.

In that respect computers have been installed in all the regions and staff have been trained ready to use the new comprehensive computerized accounts system planned to be introduced early 1993 which shall permit an ongoing control of individual scheme expenditures against estimated design costs and new budget control procedures.

All project implementation activities are carried out by the respective Regional Water Engineers (RWEs) who receive their funds through the Treasury. There are existing government accounts, budgeting and monitoring procedures which the Ministry is using as a management tool to compare actual expenditures against design costs.

The accounting system has always and is being used to make detailed periodical analysis of costs to identify trends as compared to estimated costs and suggest cost saving measures in various expenditures items.

The prediction of a shortfall of funds in Phase III and its magnitude has been publicized in the project since the commencement of phase III in 1990 as such it is not true that it only surfaced in mid 1992. The statement contradicts with statements in item 8.1.4.

Due to the fact that original Planop cost estimates for some activities were unrealistic and too low right from the beginning compared to the scope of work, already in 1990 the magnitude of the shortfall was predicted at 100 million DKK, (see Annual Report 1990). In a document dated 5th January 1991 circulated to all senior project staff and at the Inter-regional Project Meeting on Financial Matters held in Mbeya 5th - 7th May 1991 attended by participants from the three regions, senior officials from the three regions, senior officials from MAJI and MAENDELEO and Danida Mission the prediction of the shortfall was presented and the

magnitude for construction estimated at 88 million DKK. The message of a shortfall has since then been repeated at all meetings.

Page 12 : Status of programme progress

The carry over of Phase II schemes should also be carefully considered when discussing achievements and programme progress in phase III.

The Phase II proposal provided for the construction of 300 high-priority villages at a cost of 200 million DKK (1982 price level) to be implemented over a 5 year period. By the end of Phase II which was extended by one and a half years upto 30th June 1990, a total of 208 villages in the 3 regions were completed and handed over while schemes covering an additional 49 villages in various stages of construction have been completed and handed over during the first two years of Phase III, at a total construction cost of 248 million DKK.

Completion of the Phase II villages utilized the resources of the project particularly the technical and community participation staff who were actively engaged with work in the Phase II villages.

This resources input should be taken into account when calculating the implementation achievement of Phase III and looking into the fact that the first Phase III village was handed over in March 1992.

Page 10/23 : Transfer of VIPA and VP Cell in RCDOs Office

The Second Joint Tanzania-Danish Review Mission has recommended that the institutionalisation of community participation activities can best be achieved by locating them permanently in MAENDELEO through the transfer of VIPA plus the VP cell to the offices of the RCDOs, once office arrangements have been secured.

MAJI is in agreement with the above recommendation which is based on the perceived need and importance of developing sustainable management systems for rural water supplies. MAJI would, however, like to draw the attention to the practical implication connected with the implementation of the above recommendation.

1. MAENDELEO at regional level might not be in favour of having VIPA and VP cell in its offices. It is therefore imperative that before making the physical transfer of VIPA and VP cell to MAENDELEO it is important to get assurance (written) from MAENDELEO that it is willing to have the new staff in its offices.
2. The recommendation to transfer VIPA and VP cell to MAENDELEO is based partly on the assumption that eventually the personnel in the VP cell would be employees of MAENDELEO and partly on the desire to build a sustainable operation and maintenance system. The assumption that MAENDELEO can in the foreseeable future employ all the staff in the present VP cells in the three regions is untenable bearing in mind that the Tanzanian Government is currently in the process of reducing its employees by about 50,000. Transfer of VP cell will only be feasible if the Project will continue paying the VP staff who were employed by the project and are at present still being paid by it.
3. If the VP cell has to be transferred to RCDOs office there is a need of providing the RCDO with more than the 20 square metres of office space which were originally allocated in the PlanOp when it was only the VIPA who was expected to move from the Regional Water Engineer's office to the RCDO's office.
4. Because of the physical separation of RWE and RCDO staff engaged in the project planning and co-ordination of

activities and transfer of funds to RCDO from DPO which is in the RWE's office will demand very careful planning.

Gender Aspects of Project Implementation

Given the importance of the issues of "Women in Development", MAJI is in total Agreement with the recommendations of the Review Mission on the Gender Aspects.

Page 48 : Financial aspects: Item 8.1.3

The figures being quoted in the report for running a car as TShs 200,000 - 250,000 are not correct and do not reflect the real costs. The actual costs of running a car today is TShs 1.0 million per year or 30,000 DKK/year based on 1991-1992 exchange rates and considering 25,000 km being driven in a year. The Planop allowed only 10,000 DKK/year. This should be looked at as a typical example of underbudgeting rather than overspending.

Page 51 : Item 8.1.4 para 3

The shortfall in the discussion paper on the Estimate presented in June 1992, and estimated at about 59 million DKK was for one particular scenario under certain "optimistic" assumptions and at a somewhat lower level of service. There are more than 100 cost-centres in the project and various combinations of costs and level of service are possible.

It was stated that the project may obtain upto 90 per cent of its objective. This is due to constraints of logistics rather than finance. The actual degree of achievement in the various items in the Project will vary. For example it is envisaged that for construction of schemes only upto 80% (some 125 schemes) could be achieved in the scenario presented, whereas for source protection and training upto 90% of the objectives could be achieved.

Page 52 : Item 8.1.4; last para

Changes and improvement in the management procedures have been initiated earlier this year, and are planned to be fully operational on 1st January 1993. These measures include the following:

- a) Standardized computerized, easy to interpret more management-oriented reporting formats which are now being finalized.
- b) Uniform, improved transport monitoring programme.
- c) New Budget control Procedures which will allow among many other things a comparison of total estimated scheme cost and accumulated expenditures over several years broken down into its constituent parts.
- d) A fully computerized, new accounting system which will permit an ongoing control of expenditures for each scheme compared with the estimate contained in the detailed design. The information available will permit detailed analysis of costs on individual water schemes.
- e) Computerization of most Project activities and training of staff.

ANNEX 11

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF COMMUNITY DEVELOPMENT, WOMEN AFFAIRS AND CHILDREN

Telegrams:

Telephone No.: 32136, 32647.

In reply please quote:

P.O. Box 3448,
DAR ES SALAAM.

R.C. No. WJWW/W. 10/3/30

28th October, 1992

Chief Technical Advisor,
DANIDA Water Project,
Project Implementation,
Coordination Unit (FICU),
Office, Maji Ubungo,
P.O. Box 9171,
DAR ES SALAAM

Action to	
Report to	
File No.	

COMMENTS ON DRAFT REPORT OF 2ND ANNUAL JOINT TANZANIAN-
DANISH REVIEW MISSION (24/8 - 12/9/1992)

As member of the above mentioned review mission I am somehow disturbed by contents and/or wording of para 2.8:

- (i) I cannot recall to have participated in discussions leading to observations/opinions being expressed in para 2.8. Although, due to other commitments, I left Iringa before the mission held the final sort of de-briefing session with participants from all concerned regions, I have counterchecked with another reviewer, Mr. Sayi, who also chaired the referred to de-briefing session; he too seemed to be not too clear with the origins of observation/opinions expressed in the said para.

I would thus appreciate an update on the matter especially seen in the light that the said para leads to recommendations that even overshadow the specific theme of this year review mission i.e. Operation and Maintenance issues.

- (ii) I recall to have been given a document entitled "Case History - The shortfall in phase III" in the course of our mission's review work. In that document it was being pointed out that a shortfall was predicted in 1990 - the beginning of phase III. I thus fail to reconcile the the statements - "No trends were identified" and "The result is that only by mid - 1992 did the magnitude of the problem surface",
- (iii) If the document being referred to in (ii) above is taken into consideration, it would seem that the shortfall was largely due to under-estimation. This would be the case because the shortfall was identified right at the beginning of implementation of phase III. So it would not have been due to cost - over runs.
- (iv) It is incomprehensible that accounts system are ever used for anything else apart from being a tool of management. I thought cost - saving measures introduced in the project/programme actually confirm to the contrary of the observation made. Perhaps as a review mission we would do more justice to the project by directly pointing at areas of weaknesses in the management of the project/programme.

Finally I can only emphasize that the financial shortfall for phase III is real and would welcome measures to redress the situation. I would further reiterate that this review mission's specific theme was actually Operation and Maintenance issues. Since no specific theme was proposed for next year's review mission, may I venture into suggesting that it be on programme Management. That would avail review members to critically look into the management aspects including issues like whether or not accounts system are being used as a tool of management.

...../2..

: 2 :


L.C. MsimbeMEMBER OF REVIEW TEAM

c.c. Principal Secretary,
Ministry of Community Development,
Women Affairs and Children,
P.O. Box 3448,
DAR ES SALAAM

" Principal Secretary,
HAJI,
DAR ES SALAAM

" Royal Danish Embassy
P.O. Box 9171,
DAR ES SALAAM. - Att. B. Engelsen

MINISTRY OF FOREIGN AFFAIRS

Mr. L. G. Msimbe
 Ag Commissioner for Community Development
 MAENDELEO, Dar es Salaam
 through Royal Danish Embassy
 Dar es Salaam

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Encl. Div. TSA 3 Ref. 104. Tanz 86

Date 17 November 1992

2nd Annual Joint Tanzanian-Danish Review Mission of
 Phase III of the Rural Water Supply Programme in
 Iringa, Mbeya and Ruvuma Regions

Dear Mr Msimbe and Mr Sayi,

As the Teamleader for the above Review Mission I am sending identical letters to the two of you for clarification of some of the comments you both have given on the reasons for the financial shortfalls for Phase III.

Let me start to confirm that as you are both aware the "Executive Summary on Findings and Recommendations" (Chapter 2) was drafted after the Review Mission had left Dar es Salaam. The responsibility for the wording of this chapter is thus solemnly mine. It is of course based on the rest of the report, but it has to be short and crisp - but also of course correct.

You are both basically objecting to para 2.8. As I see it the facts about the shortfall and when it was recognized are as follows:

a) It is correct that PICU already in 1990 or beginning of 1991 was worried about the budget. I remember that Gulam and the late dr. Lucas came to Copenhagen in August 1991 to discuss this issue. They were, however, not able to substantiate their worries.

b) This issue was, however, dealt with very thoroughly during the 1st Joint Review in August - September 1991 with the conclusion that with a cost savings plan it would be possible to reduce the costs for construction with the expected shortfall of about 15 mill DKK (Another 7 mill DKK would come from unspent Phase II funds) Please refer to chapter 7 (especially para 7.1 of the report from that mission). MAENDELEO com-

mended on the draft version of this report but not on this issue. PICU came with a total of 11 pages comments but again not on this issue. (These comments are reproduced in Annex 14 to the final version of the report). MAJI HQ never came with any comments.

c) PICU was requested to prepare a cost savings plan for Phase III with a revised budget for Phase III to be presented to Danida and GOT by February 1992. As far as I am informed this budget materialized considerably later than by February 1992.

d) As late as in the Annual Report 1991, dated 30 June 1992 on page 32 in para 11.2.3 is stated: "A shortfall in funds for Phase III is predicted as compared to the agreed budget between the government of Tanzania and Denmark of 109 million DKK. However taking into account all possible cost savings measures which have now been initiated it appears that the total cost-savings possible including inflation adjustments will almost balance the total estimated short-fall during Phase III. This implies that the major of almost all of the goals and objectives of Phase III could theoretically be achieved".

On this basis I still find it fair to conclude that the accounts system is not been used as a management system (at least not as an efficient one), and also that the magnitude of the problem surface only by 1991-92.

I shall kindly ask you to reconsider your comments especially on para 2.8 in the light of the above information. I shall be on Mission to Bangladesh untill 3rd December 1992, but I do look forward to receive your replies on my return, in order that I can produce the final version of our report.

Your other comments I have no problems with. I appreciate that especially we should underline the logistics involved with the transfer of VIPA and the VP Cell to RCDs Office.

Best greetings

Yours sincerely


Erik Sjørsløv Jensen

Team Leader for 2nd Review Mission

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