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Lake Rukwa Basin IWRMD Plan: Final Report Volume IV: Stakeholder Participation and Capacity Building Plan



by

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Lake Rukwa Basin Integrated Water Resources Management and Development Plan

Final Report: Volume IV

Stakeholder Participation and Capacity Building Plan

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Disclaimer

The views expressed in this report are those of WREM International Inc. and do not necessarily reflect the views of the Lake Rukwa Basin Water Board, or the views of the Ministry of Water of the United Republic of Tanzania.

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Preamble

This report is one of six Final IWRMD Plan report volumes developed under the project “Lake Rukwa Basin Integrated Water Resources Management and Development Plan (IWRMDP).” This project was carried out for the Ministry of Water, United Republic of Tanzania, under the Water Sector Development Program (WSDP).

A brief description of these reports is provided below.

Volume I: Lake Rukwa Basin IWRMD Plan Main Report – Volume I contains the synthesis of information generated from all project activities with emphasis on the main study findings, conclusions, and recommendations. It contains results from the basin-wide integrated assessments and recommended actions that cut across sub-basins.

Volume II: Sub-basin Water Resources Management and Development Plans – Volume II (a) to (f) of the report series presents the sub-basin specific water resources management and development plans for Katuma, Songwe, Momba, Luiche, Muze, and Rungwa. The sub-basin plans are the basis for development of the basin-wide IWRMD Plan.

Volume III: IWRMD Plan Implementation Strategy and Action Plan – Volume III presents the IWRMD Plan implementation strategy and action plan which includes two main components: (a) the implementation strategy which highlights the administrative and financial modalities of the IWRMD Plan implementation, and identifies the key players to be involved in implementation of the Plan and their corresponding roles; and (b) the Action Plan which outlines the requisite steps to be taken and preparatory activities necessary to kick-start the Plan implementation process. The report also presents the Monitoring and Evaluation Strategy for the IWRMD Plan implementation process and a Communication Plan for information dissemination to the public to facilitate sustained stakeholder engagement and feedback.

Volume IV: Capacity Building and Stakeholder Participation Plan – Volume IV presents the proposed capacity building and stakeholder participation mechanisms. The report identifies the different basin stakeholder groups, assesses their capacity needs, and proposes capacity building measures to enable them to effectively participate in basin water resources management activities, particularly IWRMD Plan implementation.

Volume V: Rukwa Decision Support System (Rukwa DSS v3.0) – Volume V describes the third version of the Lake Rukwa Basin Decision Support System (Rukwa DSS v3.0) developed to support integrated water resources planning and management. The Rukwa DSS v3.0 is a state of the science information and modeling tool including comprehensive databases; data management and analysis tools; and detailed models for hydrologic forecasting, river simulation, and scenario/policy assessment. The report is a systematic guide to the use of this modern information, modeling, and assessment system for integrated planning and management of the basin water resources.

Volume VI: Lake Rukwa Basin Monitoring Plan – This volume provides recommendations for comprehensive monitoring of the basin climate, surface water hydrology, groundwater hydrology, and water quality. The condition of the existing monitoring networks is critically reviewed and existing gaps identified. Guiding principles for the design of effective monitoring

networks are outlined and used as the basis for specific recommendations on network upgrade, expansion, efficient operation, and coordination. Important data management issues are discussed, and an integrated data and information management process is outlined.

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List of Acronyms and Abbreviations

BMUs	Beach Management Units
CC	City Council
CITES	Convention on International Trade in Endangered Wild Flora
COSTECH	Commission for Science and Technology
COWSO	Community Owned Water Supply Organization
DC	District Council
DSS	Decision Support System
EFA	Environmental Flow Assessment
EFRs	Environmental Flow Requirements
FAO	Food and Agriculture Organization of the United Nations
GBIF	Global Biodiversity Information Facility
GEF	Global Environmental Facility
GoB	Government of Belgium
GoT	Government of Tanzania
GR	Game Reserve
HEC	Human Elephant Conflict
HIMA	Hifadhi ya Mazingira
IMP	Integrated Management Plan
IUCN	The World Conservation Union
IWRDMP	Integrated Water Resources Development and Management Plan
LRBWB	Lake Rukwa Basin Water Board
MC	Municipal Council
MoLDF	Ministry of Livestock Development and Fisheries
MSY	Maximum Sustainable Yield
MW	Mega Watts
NEAP	National Environmental Action Plan
NEMC	National Environment Management Council
NGO	Non Governmental Organization
MNRT	Ministry of Natural Resources and Tourism
PID	Pelvic Inflammatory Disease
SADC	Southern African Development Cooperation
SMUWC	Sustainable Management of the Usangu Wetland and its Catchment
SRF	Systematic Reconnaissance Flight
TAFIRI	Tanzania Fisheries Research Institute
TAFORI	Tanzania Forestry Research Institute
TANAPA	Tanzania National Parks
TanBIF	Tanzania Biodiversity Information Facility
TAWIRI	Tanzania Wildlife Research Institute
TC	Town Council
TTB	Tanzania Tourism Board
TANAPA	Tanzania National Parks
TShs	Tanzanian Shillings
WB	The World Bank
WCS	Wildlife Conservation Society
WCST	Wildlife Conservation Society of Tanzania
WMA	Wildlife Management Area
WREM	Water Resources and Energy Management Incorporated

1. Introduction

This report presents the Lake Rukwa basin stakeholder participation and capacity building plan. The report addresses stakeholder participation issues and makes specific recommendations on how to ensure effective and sustained participation of all key basin stakeholders in the management and development of the basin water resources. The proposed Capacity Building Plan identifies the critical capacity building needs in the basin and proposes specific intervention measures designed to address these needs.

The report is organized in four chapters. Chapter 2 discusses the Stakeholder Participation Plan. Chapter 3 is dedicated to the basin Capacity Building Plan. Lastly, Chapter 4 presents the Strategic Action Plan and Budget for implementation of the stakeholder participation and capacity building activities.

2. Stakeholder Participation Plan

2.1 Objective and Justification

2.1.1 Objective

To be effective, stakeholder participation requires adequate capacity and deliberate planning. Stakeholder participation should be a continuous and proactive process motivated by a clear appreciation of the important functions that different stakeholders have in water resources management and development.

Thus, the main objective of the Stakeholder Participation Plan is to enhance the effective and sustained participation of all major stakeholder agencies and groups involved in water related and other natural resources management activities, through the design and implementation of appropriate participation mechanisms.

Specific goals of the Stakeholder Participation Plan include:

- (i) Carry out comprehensive stakeholder identification, characterization, and mapping in the Lake Rukwa basin.
- (ii) Carry out a detailed assessment of stakeholder interests, importance, and influence.
- (iii) Analyze the current roles and levels of involvement of different stakeholders.
- (iv) Assess the existing stakeholder participation mechanisms, and the inherent constraints and challenges to effective participation.
- (v) Recommend a comprehensive strategy for enhancing effective and sustained stakeholder participation in basin water resources planning and management processes.

2.1.2 Justification

Integrated water resources management and development is a multi-sectoral undertaking that should involve active and sustained participation of all stakeholder agencies and groups. Being the direct beneficiaries and users of the basin water resources, stakeholders have a legitimate right to be involved in all important water resources planning and management decision processes in the basin. The main benefits of promoting active stakeholder participation in water resources management and development in Lake Rukwa basin include:

- (1) To legitimize the outcomes of the management and development initiatives in the basin. Broad stakeholder involvement enhances the credibility of the planning and management processes and increases the acceptability and sustainability of the outcomes of these processes. Engaging a broad group of stakeholders makes it more difficult for critics to assert that the results would have been different if others had been included in the process.
- (2) To ensure that any water resources management and development decisions and initiatives in the basin address true stakeholder concerns. The most effective way to identify true stakeholder concerns is by directly involving the stakeholders themselves in the basin decision processes.

- (3) To enhance the quality and relevance of outputs of development initiatives. Stakeholders are professionals as well as ordinary citizens who have lived in the basin for a long time. Leveraging the local and indigenous knowledge of the local communities can be helpful in clarifying several issues during the planning process. This helps avoiding irrelevant assumptions regarding stakeholder interests and concerns. It also helps to focus the planned intervention measures toward addressing practical issues of direct concern to the communities. In particular, stakeholders sometimes know about or have access to data otherwise not available to the external technical teams.
- (4) To provide a forum for stakeholders with diverse interests and concerns to share ideas and generate consensus on basin priorities and intervention measures. This helps to build confidence and trust among the different stakeholder groups and minimize potential conflicts during the planning and implementation of development initiatives. In coming together and sharing ideas, stakeholders may even discover unexpected areas of common interest.
- (5) To facilitate mobilization and dissemination of information to wider stakeholder constituencies. Because of the large number of stakeholders, no single development initiative can reach out to all basin stakeholders. Therefore, working with a representative group of stakeholders could greatly help with dissemination of information, both by informing their own constituencies and by advising the basin authorities regarding dissemination strategies such as public information opportunities.
- (6) To sensitize stakeholders to possible impacts as well as adaptation strategies. Several development initiatives have both positive and negative impacts on society. It is therefore inevitable that certain sections of stakeholders will be affected more than others, positively or negatively. The stakeholder participation process should therefore sensitize stakeholders to potential positive and negative impacts of any development initiatives and options that would leverage opportunities or cope with adverse impacts.

2.2 Stakeholder Analysis

2.2.1 Stakeholder Identification and Mapping

The key stakeholders in the Lake Rukwa basin were identified and include direct beneficiaries and intermediaries, namely, those whose livelihood is linked directly to the basin resources, and those involved in natural resources management processes. The Stakeholders have been divided into two broad categories:

- **Primary Stakeholders** – These are stakeholders that are both directly and indirectly affected by the water resources activities in the basin, especially local communities, farmers, industrialists, and others who derive their livelihoods from direct utilization of the basin water and natural resources or whose activities directly rely on or impact water resources.
- **Secondary Stakeholders** – These are stakeholders who play an intermediary and facilitative role in the basin planning and management processes, e.g., public sector agencies (ministries, regional/provincial or local governments, government mandated agencies, etc.), private sector, donors, and NGOs.

The National Water Policy (2002) and Water Resources Management Act (2009) provide a comprehensive and participatory framework for sustainable water resources management and development at national, basin, catchment, sub-catchment, and local levels. The framework is based on the principle of separation of regulatory and service delivery roles, where the private sector and beneficiary communities play a lead role in water development activities, and the government role focuses on regulatory functions (policies, laws, and guidelines). Regulatory functions pertain to the lowest appropriate level to balance consumer representation/participation with economies of scale. The existing water resources management framework consists of five main levels, i.e., national, basin, catchment, sub-catchment and water user level. Roles and functions of the different stakeholder agencies and groups are discussed next (see also **Annex A** for more details).

1. National Level Institutions

(1) Minister of Water

The Minister for water affairs provides political oversight for all water sector activities including formulation and implementation of water policy, water law and regulations, and national water sector development strategy.

(2) Ministry of Water

The Ministry of Water is the lead government institution responsible for water resource management and sustainable development. This mandate is discharged through policies and a regulatory framework for the public, non-government organizations, and international development partners. The Ministry also plays a lead role in guiding the water sector institutions to enhance integrated management and improve access to water supply and sanitation services. The Ministry secures funds for sector activities; monitors performance against plans and targets; and provides quality assurance.

(3) National Water Board

The Water Resources Management Act No.11 (2009) establishes the National Water Board (NWB) as an advisory body to the Minister of Water on multi-sectoral coordination, integrated water resources planning and management, resolution of national (inter-sector/inter-basin) and international water conflicts, sector investment priorities, and financing.

(4) Director of Water Resources

The Office of the Director of Water Resources is a statutory office established by the Water Resources Management Act No. 11 (2009). Specific roles are to coordinate the basin water boards; coordinate national water resources management planning and implementation; oversee water basin planning and management; and integrate inter-sector coordination and planning aspects.

(5) Other Central Government Ministries

Other Ministries with water related responsibilities include:

- Ministry of Finance and Economic Affairs – Responsible for overall planning, budget, and medium term expenditures.

- Prime Minister’s Office – Responsible for regional administration and local government (PMO-RALG), including coordination of planning by local government authorities (LGAs) through regional secretariats.
- Ministry of Education and Vocational Training (MoEVT) – Responsible for hygiene, education, and sanitation in schools.
- Ministry of Health and Social Welfare – Responsible for promotion of hygiene and sanitation.
- Ministry of Agriculture, Food Security and Cooperatives (MAFC) – Responsible for agricultural planning and development; irrigation planning and development; and regulation of agro-chemicals and fertilizers (primary sources of non-point pollution).
- Ministry of Livestock Development and Fisheries – Responsible for livestock and fisheries management. This Ministry is mandated to ensure that water demands are addressed and mitigate water related conflicts, especially between irrigation and livestock. The Ministry is also interested in the protection and conservation of aquatic ecosystems essential for sustainable fisheries production.
- Ministry of Industry and Trade, and Ministry of Energy and Minerals – Involved in efficient water use for sustainable industrial production and power generation, respectively.
- Ministry of Natural Resources and Tourism; and Ministry of Lands, Housing and Human Settlement – Involved in the protection of water resources.
- Ministry of Community Development, Gender and Children – Responsible for gender mainstreaming, coordination, and sensitization of social development issues.
- Vice President’s Office Division of Environment and the National Environmental Management Council (NEMC) – Responsible for coordinating environmental management issues and formulating environmental policy, legislation, regulations and EIA procedures and guidelines.

2. Basin Level Institutions

The four basin water resources management levels include basin water boards, catchment and sub-catchment water committees, and water user associations or groups. The intention is that eventually all will become administratively and financially autonomous.

(1) Basin Water Board

The Basin Water Board (BWB) is the lead water management institution in the basin. The Board coordinates and guides water resources development for multi-sectoral uses considering socio-economics and environmental sustainability. The Board is governed by an 11-member committee comprising of representatives from different water stakeholder groups (public and private) who are appointed by the Minister responsible for water affairs. Section 23 of the Water Resources Management Act No. 11 (2009) stipulates the functions of the board as follows:

- (a) Prepare basin water resources management plans, projects, budgets, and an implementation strategy;

- (b) Integrate district plans into basin water resources management plans;
- (c) Provide guidelines and standards for construction and maintenance of water source structures;
- (d) Monitor, evaluate, and approve construction and maintenance of water source structures;
- (e) Collect, process, and analyze data for water resources management;
- (f) Maintain and update assessments of the availability and potential demand for water resources;
- (g) Approve, issue, and revoke water use and discharge permits;
- (h) Maintain a Water Register;
- (i) Monitor and enforce water use and discharge permits and pollution prevention measures;
- (j) Resolve intra-basin conflicts;
- (k) Implement water resources management projects and programmes;
- (l) Co-ordinate the inter-sectoral water resources management at the basin level and serve as a channel of communication between these sectors and water users in general;
- (m) Advise the Director on technical aspects of transboundary water issues in the basin;
- (n) Appointment of Chairman and members of the Catchment and Sub-catchment Committees; and
- (o) Prepare reports on the state of water resources in the basin.

The Basin Water Officer (BWO) is the the principal officer of the Board who, subject to the directions of the Board, is responsible for the management of the affairs of the Basin Water Board.

(2) Catchment and Sub-Catchment Committees and Councils

The National Water Policy and WRMA established catchment water committees and sub-catchment water committees. These support the Basin Water Board in water resources management at lower (catchment and sub-catchment) levels. According to the WRMA, the catchment and sub-catchment water committees assume delegated responsibilities from the Basin Water Board. The committees include representatives from major water stakeholder groups. The role of these committees includes preparation and implementation of catchment/sub-catchment management plans and resolution of water related conflicts. The committees are also responsible for guiding water resources management and development activities and ensuring catchment protection and sustainable water resources. Catchment and sub-catchment councils are advisory to the catchment and sub-catchment committees and the Basin Water Board on water resources management. They also advise the member appointment for the Board and catchment and sub-catchment committees.

(3) Water User Associations (WUA)

The WRMA establishes WUAs as legal entities to manage and protect water resources at the lowest basin level. A WUA usually includes several smaller informal and/or formal water user groups along a river/stream section, including individual or groups of irrigation water users, fishermen, pastoralists, and representatives from mining, industry, parks and game reserves. WUAs have representation on basin water boards and catchment water committees. WUAs are responsible for promoting fair water sharing among their members; drafting and enforcing water use rules in accordance with their constitutions; and providing support to the basin water board in water resources management at the local level.

(4) Water User Groups (WUG)

Water User Groups (WUG) bring together individuals, water user associations, production cooperatives, private companies, and national parks or game reserves that possess water use

permits or qualify to obtain one. A WUG usually draws its membership from one village, several villages, or wards. Because the objectives of WUGs go beyond water resources management, they are not necessarily water resources management institutions. WUGs usually participate in water resources management activities to the extent that these impact their overall objectives.

3. Other Stakeholder Institutions

Besides the core water resources management institutions/entities discussed above, several other institutions play subsidiary but important roles related to water resources management. These include regional secretariats, districts, and lower local government institutions, NGOs, community based organizations (CBOs), service providers, water supply entities, education/research institutions, funding agencies, other government agencies, and the private sector.

(1) Regional Secretariat

The National Water Policy and Water Resources Management Act specify the role of Regional Secretariats in water sector planning and implementation activities. The Act requires that Regional Secretariats be represented on Basin Water Boards in their areas. The water services section is the entity of the Secretariat responsible for coordinating regional water sector activities. The section is headed by an assistant administrative secretary with 4 - 8 staff. The objective is to provide backstopping technical support to districts in the water sector planning and implementation activities.

(2) Districts Councils

The framework for water resources management allows district councils to participate in basin water boards and catchment water committees. Districts have been assigned the role of planning and developing district water plans consistent with basin plans; protecting and conserving natural resources; formulating and enforcing water management by-laws; and conflict resolution. District Councils are also actively involved in processing water use permits. Water resources management issues at district council level are handled through various departments including, among others: environment, agriculture/irrigation, livestock, domestic water supply, forestry, etc.

(3) Ward Council/Government

Each district has ward level administrative units below the district council. These units are actively involved in water resources management and development activities. Within the ward, the participants in water resources management related activities include the ward executive officer, extension officers (including education extension officers, environment extension officers, and health extension officers), and the ward development committee (which includes all extension officers, all village leaders, and all village executive officers).

(4) Village Council/Government

Village councils are administrative units below ward levels that are also actively involved in water resources management and development activities. Village officials involved in water resources management include the village chairperson/administrative officer, village executive officer, and village extension officers (especially from the agriculture sector).

2.2.2 Stakeholder Interests, Importance, and Influence

In order to guide the process of identifying the interests, roles, and level of influence and importance of the different stakeholder groups in the Lake Rukwa Basin, a detailed functional

analysis was conducted to identify the key water resources management functions and the roles played by the different stakeholder groups in these functions. This analysis helped in identifying the relative importance of the different stakeholder groups, based on their level of involvement, and in assessing the capacity needs and appropriate intervention measures to ensure enhanced participation in the relevant water resources related activities in the basin. The identified stakeholder interests, importance, and influence are summarized in **Table 2.1** below.

Table 2.1: Summary of Stakeholder interests, importance, and influence.

Stakeholder Organisation	Interests in the Rukwa Basin	Stakeholder Importance	Stakeholder Influence
International Funding Agencies	To contribute towards the development and improvement of the socio-economic conditions of the basin riparians as part of their international development programs.	Play a key role in provision of financial and technical support for implementation of different basin development activities.	Very powerful in influencing the project planning and implementation process as they often have strict terms under which they provide their financial and technical support to guard against mismanagement of their funds.
Government Ministries	<ul style="list-style-type: none"> ▪ Inter-sectoral cooperation & improved coordination of development activities in the basin. ▪ Effective implementation of government policies and programs. ▪ Enforced national standards and regulations. ▪ Promotion of pr-poor projects and attainment of MDGs. 	Play the lead role in coordinating planning, supervision, and implementation of all government development activities in the basin in line with their respective sectoral mandates.	Very influential by virtue of their mandates as lead government agencies mandated to coordinate planning and implementation of all government policies and programs in the basin.
Basin Level WRM Institutions	<ul style="list-style-type: none"> ▪ Sustainable management and utilization of the basin water resources. ▪ Effective and timely implementation of planned water resources management activities at all basin levels. ▪ Functional and well equipped basin and sub-basin offices. 	Play the lead role in implementation of all basin water resources management activities including coordination of inputs from other stakeholder agencies and groups.	Very influential as they are directly responsible for implementation of all basin activities.
Domestic Water	<ul style="list-style-type: none"> ▪ Increased access to safe water 	Very important for provision of	Very influential

Stakeholder Organisation	Interests in the Rukwa Basin	Stakeholder Importance	Stakeholder Influence
Supply Institutions	<p>and improved sanitation services.</p> <ul style="list-style-type: none"> ▪ Efficient and cost-effective delivery of water supply and sanitation services. ▪ Availability of adequate, reliable, and good quality water supply sources. 	basic services to the basin local communities.	
Forestry Management Institutions	Sustainable management and utilization of the basin forest resources.	Key partners in integrated watershed management.	Powerful as potential partners in ensuring ecosystem integrity.
Tourism and Wildlife Management Institutions	<ul style="list-style-type: none"> ▪ Sustainable management of the basin wildlife resources. ▪ Availability of adequate and reliable water supplies for wild life and aquatic ecosystems. 	Very important custodians of basin wildlife and play a lead role in promotion of sustainable tourism and wildlife conservation.	Powerful as potential partners in ensuring biodiversity conservation and ecosystem integrity.
Environment Management Institutions	<ul style="list-style-type: none"> ▪ Sustainable management and conservation of the basin natural and environmental resources. ▪ Compliance with environmental laws and standards. 	Very important as lead agencies for environmental management and conservation	Very powerful as they influence whether or not specific activities can be implemented on environmental grounds.
Educational & Research organisations	To ensure the availability of adequate technical skills and information to support the planning, implementation and decision-making processes in the basin.	Play lead role in the provision of training, research and general technical support services by virtue of their mandates. They train all the technical staff employed by different agencies, engage in water related research, and conduct short professional training courses.	Other than providing the necessary training and disseminating research findings, Educational institutions do not directly participate in the planning and decision-making processes in the basin and are thus not very influential in this regard.

Stakeholder Organisation	Interests in the Rukwa Basin	Stakeholder Importance	Stakeholder Influence
Local Government Authorities	<ul style="list-style-type: none"> ▪ Ensure efficient delivery of social services to the basin local communities in line with the overall government policies. ▪ Efficient and timely implementation of all development programs and activities in districts. 	Very important as they play lead role in the provision of social services to the basin local communities. Also play key role in enforcement of all sectoral laws and standards. They also have powers to enact specific byelaws natural resources management and environmental conservation.	Very influential as they have the mandate to provide social services and supervise implementation of all development activities in areas under their jurisdiction.
WUAs	<ul style="list-style-type: none"> ▪ Sustainable management and utilization of water resources at local level. ▪ Availability of adequate and reliable water resources at local level. ▪ Equitable access and efficient utilization of water for socioeconomic activities. 	Very important as they bring together water users at local level and resolve water use conflicts among their membership.	Very powerful as they are the grassroot institutions for water resources management.
Women & Youth groups; and Persons with disabilities	<ul style="list-style-type: none"> ▪ Availability of adequate and reliable water resources at local level. ▪ Equitable access and efficient utilization of water for socioeconomic activities. 	Important actors on the ground as they are the ultimate beneficiaries and implementers of all water related initiatives in the basin. Their activities directly impact on the status of the environment and water resources in their areas.	Possess appreciable power and influence in mobilization of their members to participate in basin development activities. They also have the capacity to mobilize against implementation of any basin activity in their areas.
NGOs & CBOs	<ul style="list-style-type: none"> ▪ Implementation of pro-poor policies and development programs for the benefit of all 	NGOs are quite active in public advocacy and implementation of a number of conservation, tree-	NGOs wield significant influence in the basin by virtue of their capacity and ability to mobilize the public

Stakeholder Organisation	Interests in the Rukwa Basin	Stakeholder Importance	Stakeholder Influence
	<p>local community members.</p> <ul style="list-style-type: none"> ▪ Equitable access and utilization of basin natural resources, including water, by all basin communities. ▪ Transparent and participatory planning and management decision making in the basin. 	planting and agricultural extension work and are therefore potential implementation agencies of intervention measures in the basin.	and local communities to either participate in beneficial development activities or reject oppressive or non-beneficial interventions.
Private Sector	The private sector is interested in progressive policies that establish a good basin environment to do profitable business and get a good return on their investments.	The private sector is important in service delivery through mobilization of private capital and provision of technical services for implementation of basin activities.	The private sector is not very influential in the decision- making and planning processes in the basin since their main interest is to do business and make a profit.
Local Communities	To improve their socio-economic conditions by deriving benefits from utilization of basin natural resources and development activities implemented in their areas.	Vigilant in demanding for social services, information and accountability from local leaders.	Individually they may not be very influential, but through associations and special interest groups, they have a lot of influence in the decision-making and planning processes.

2.3 Existing Stakeholder Participation Mechanisms

The existing stakeholder participation mechanisms in water resources management and development processes can be placed in two broad categories:

- (i) Formal structures for stakeholder participation established under the Water Resources Management Act (2009) and those provided for under other relevant sectoral policies and laws, e.g., Environment, Agriculture, Energy, Local Government, Forestry, Tourism, etc.
- (ii) Informal mechanisms amongst communities and NGOs.

These stakeholder participation mechanisms are discussed below:

(1) Representation to Statutory Organs and Committees

Representation to statutory committees and boards is the most common form of current stakeholder participation in basin decision processes.

- The BWB comprises of representatives from different basin stakeholder groups (public and private) who are appointed by the Minister responsible for water affairs.
- Catchment/Sub-catchment Water Committees include representatives from major stakeholder groups in the catchments/sub-catchment areas.
- Catchment and Sub-catchment Councils are advisory to the Catchment and Sub-catchment committees and the Basin Water Board on water resources management. They also advise on suitable candidates for appointment to the Basin Water Board and Catchment and Sub-catchment Committees.
- Water User Associations (WUAs) provide very important stakeholder participatory mechanism in water resources management in local areas. WUAs usually includes several smaller informal and/or formal Water User Groups (WUGs) along a river/stream section, including individual or groups of irrigation water users, fishermen, pastoralists, and representatives from mining, industry, parks and game reserves. WUAs have representation on the BWB and Catchment Water Committees.
- Water User Groups (WUG) are the smallest local water resources management entities bringing together individual water users in a local community. A WUG usually draws its membership from one village, several villages or ward.
- LGA administrative structures provide another avenue for local participation in water resources management and development decision processes. For example, Village Councils and Ward Development Committees are important tiers in the governance structure and although not specifically formed for managing water, they influence water management decisions considerably in their areas of jurisdiction.

(2) Community-based Natural Resources Management Structures

Community based approaches to management of forests are one of the existing stakeholder participation mechanisms in natural resources management through which communities are empowered to manage and benefit from forest resources in their communities. Under this arrangement Village Natural Resource Committees or Village Environment Committees are entrusted with the management of Village Forest Reserves. Community groups, e.g., women groups, can also declare a Community Forest Reserve on village land and manage it under a Community Forest Management Group. In a separate but related arrangement, known as Joint Forest Management, Central Government & Local Government can share management rights and

responsibilities of their forest reserves with communities living near these forests. A local community can also become the designated manager of a specified area within a government forest reserve.

Despite existence of the above stakeholder participation mechanisms in water resources and natural resources management related activities in the basin, inclusive and sustained stakeholder participation is still far from being realised. This is mainly attributed to a number of constraints. These include, among others:

- (i) Some stakeholder groups lack information and capacity to effectively participate in specific activities. In such situations affected stakeholder groups are rendered irrelevant to the process, not because they are not competent enough but because they don't have adequate information about the proposed activities on which to base their opinions and contributions. During basin stakeholder consultations, it emerged that local communities have very low awareness about the Water Policy and Water Resources Management Act (2009). Representatives in such processes must have legitimacy amongst their peers and other stakeholders, and thus, effective representation cannot be assumed; rather it must be fostered with time and resources devoted to capacity building on democratic principles, good governance, transparency, leadership, conflict resolution, financial management and other skills.
- (ii) Inadequate technical and financial resources also hinder the effective participation of certain stakeholder groups in decision making processes. For example WUAs need substantial technical and financial support to enable them to register and be able to perform their functions. Other statutory organs or committees, e.g., Catchment and Sub-catchment water committees where key stakeholders would be represented, are not yet functional.
- (iii) Lack of appropriate forums to solicit participation of certain stakeholders is another constraint to stakeholder participation. Government bureaucrats often prefer to deal with organised and formally registered stakeholder groups like farmer groups, women groups, youth groups, etc. However, due to lengthy and bureaucratic registration procedures, several stakeholder groups lack legal status and are consequently excluded from participating in the implementation of some basin development activities.
- (iv) Based on input from the stakeholder consultations, unfavourable customs and practices that discriminate against women are major constraints to effective women participation in decision making processes.
- (v) Another constraint is the existence of a highly sectoral approach to natural resources management that often ignores linkages between the various sectors and interventions. There is a plethora of projects, institutions, and committees at all levels that have a mandate to manage specific resources with no forum to coordinate all these activities.
- (vi) Exclusion of certain stakeholder groups from representation on various basin management structures (e.g., academic and research institutions, NGOs, and CBOs) hinders their effective participation and contribution toward water resources management and development.

Besides the above constraints, there are also weaknesses in the existing formal stakeholder participation mechanisms established under the Water Resources Management Act (2009) that must be addressed to ensure effective, inclusive, and sustained stakeholder participation in basin water resources planning and management processes. These weaknesses are discussed next.

(1) Weak Provisions for Effective Participation of Local Government Authorities in WRM

There is no doubt that Local Government Authorities (LGAs) have a central role to play in water resources management and development in their areas of jurisdiction. However, this role is not explicitly emphasized under the existing water resources management framework. Consequently, most LGAs regard water resources management as being the responsibility of Basin Water Boards, rather than one of their core functions, and are currently playing a peripheral role. This failure to leverage the strength and influence of LGAs for effective water resources management at local levels is an omission that should be rectified sooner than later. LGAs are mandated with significant powers under the Local Government (District Authorities) Act, 2002, that could be leveraged to support water resources management at the local level. Section 148 of the Act empowers district councils to pass diverse by-laws applicable to the whole district. Specifically, section 111A (2) (c) of the Act stipulates that: “In performance of their functions, local government authorities shall provide for the protection and proper utilization of the environment for sustainable development”. Specific water resources management related responsibilities stipulated under the Act include protection and conservation of natural resources in their areas of jurisdiction as well as establishment of by-laws on the management of water resources and resolution of conflicts according to established laws and regulations. Section 118 of the Act mandates district councils with powers to protect and manage the environment through implementation of appropriate measures such as control of soil erosion, protection of forests, provision effective solid and liquid waste management infrastructure, and others. With such broad mandate, district councils can pass and enforce specific water resources management related by-laws whose implementation can significantly contribute towards sustainable water resources management and development.

Second, LGAs through their extensive administrative structures at ward and village levels can play a critical role in mobilizing local communities and non-state actors at local level to participate in water resources management activities in the same way they do so for water supply service provision. Synergy and closer collaboration between BWBs and LGAs could therefore go a long way in addressing the existing water resources management implementation challenges in the basins. Unfortunately the above strength of LGAs is not fully leveraged under the existing water resources management framework. To ensure strong participation of LGAs in water resources management, their important roles and responsibilities would have to be explicitly reflected in future Water Resources Management legislation. Given the prevailing technical and financial challenges of BWBs, water resources management functions can best be implemented when various levels of government are legally allocated distinct but mutually reinforcing roles. Therefore, the existing WRM framework needs to be critically reviewed to provide a clear definition of roles and responsibilities of all stakeholder agencies and groups involved in water resources management related activities at all levels. Specifically, the WRM Act should clearly define functions, responsibilities, and effective collaboration mechanisms between the BWB, LGAs, NGOs, CBOs, and other relevant agencies with regard to IWRM at all levels (district/ward/village). This will help leverage resources from LGA budgets to support implementation of water resources management related activities in their areas of jurisdiction. The Act should also increase visibility of LGAs in the basin decision making processes by enhancing their representation on the BWBs from the current one representative to a number that truly reflects the diversity of LGAs in the basin.

(2) Inadequate Stakeholder Representation in Decision Making Organs of the Basin

The WRM Act No.11 of 2009 provides for establishment of Catchment/sub-catchment committees with a composition of only five appointed members. Experience shows that such low representation cannot truly reflect the diverse stakeholder groups and interests in a given catchment/sub-catchment, especially given the large expanse of some of these catchments. The majority of the basin stakeholders interviewed were of the opinion that the legal provisions for five member committees should be reviewed to take into consideration the local socio-economic, physical and cultural diversity in the catchments/sub-catchments that may impact and potentially influence how water resources are managed in the respective areas. It is important that the law provide for flexibility to ensure that the process of formation and the size of specific catchment/sub-catchment committees truly reflect the diversity of local conditions on the ground. The preferred alternative to the current arrangement would be provisions for establishment of broad based catchment/sub-catchment stakeholder forums with small coordination committees (a role that could be played by the five member catchment/sub-catchment committees). To ensure that the committee is fully accountable to the stakeholder forum, committee members would have to be elected by the stakeholder forum through a truly democratic process unlike the present situation where the committee members are appointed by the Basin Water Board.

In the same spirit of fostering true stakeholder representation and participation in decision making, the current process of member appointment to the Basin Water Board should also be reviewed. The current practice of stakeholder groups of nominating and submitting potential candidates to the BWB for appointment by the Minister undermines accountability of board members to their respective constituents and diminishes the spirit of true stakeholder representation. The law could be reviewed to require that members of the BWB be elected by the different catchment/sub-catchment forums to ensure true representation of diverse and unique catchment/sub-catchment interests and concerns in the basin planning and decision making processes.

2.4 Strategy for Strengthening Stakeholder Participation

2.4.1 Strategic Intervention Measures

The strategy for strengthening stakeholder participation comprises of seven strategic intervention measures aimed at enhancing effective stakeholder participation in the sustainable management and development of the Lake Rukwa Basin water resources. These include:

(i) Creation of a Lake Rukwa Basin Trust Fund

One of the major challenges to ensuring effective and sustained stakeholder participation in basin water resources management activities is inadequate funding of the LRBWB. The current sources of funding for the LRBWB cannot support implementation of all planned activities. Given that the LRBWB is expected to become financially autonomous by 2015, it is important that sustainable funding options are explored to ensure successful implementation of basin activities and participation of all stakeholder group. It is therefore recommended that a designated Lake Rukwa Basin Trust Fund be established as a sustainable funding mechanism for all water resources management and development activities in the basin. The Fund will ensure coordinated mobilization and management of resources from potential funding agencies, donors and development partners.

(ii) Formation of a Lake Rukwa Basin Forum

In order to ensure effective and sustained involvement of water users, service providers, local communities and the general public in the decision making process and in setting development and management priorities in the basin, it is necessary to create a forum that enables them to interact with policy makers. The Forum would provide policy makers the opportunity to interact with a wide spectrum of basin stakeholders including local government officials, water users, service providers, and the public represented by civil society organizations and special interest groups, and explain to them different government policies and development initiatives relevant to the basin. The Forum would also draw in the participation of centres of higher learning, research institutions, and Chambers of commerce. The LRBWB would convene the first meeting of the Forum after which the Forum would appoint its officers to run its affairs. The frequency of convening of the Forum will be determined by the Forum itself in their initial meetings. The Forum could decide to constitute a designated multi-sectoral technical committee provide technical backstopping to the Forum as and when required. In general the Forum would act as the “parliament” of the basin that would be especially important in monitoring and evaluation of activities in the basin. Particularly, because of the broad and inclusive nature of the Forum, this would go a long way in addressing most of the stakeholder representation challenges discussed in the previous section.

(iii) Strengthening of Lake Rukwa Basin LGA Cooperation and Participation in WRM

Besides LGAs representation on the LRBWB and participation in the Rukwa Basin Water Forum, there would be need for establishment of a special collaborative mechanism for the local governments in the basin. The important role of local authorities in planning and managing the many day-to-day water resources related activities that depend and also impact upon the quality and quantity of the basin’s water resources can not be over emphasized.

This cooperation arrangement would promote regular interaction between the basin local governments and the LRBWB to discuss diverse water resources management and development issues seek collective solutions to any emerging issues. Recommendations and memoranda from such high level meetings would carry a lot of weight in terms follow up action. The LRBWB should facilitate the first meeting of all the basin LGA top leadership (most preferably DEDs) during which the idea of LGA cooperation on basin water resources related issues would be presented discussed. If the group buys the idea, they would then brainstorm and agree on the form and modalities of their cooperation.

(iv) Formation of Lower Level WRM Entities in all Relevant Basin Areas

There is need to fast track establishment of all lower level water resources management entities (WUAs, Catchment/Sub-catchment Committees and Councils) District Facilitation Teams (DFTs) provided for under the Water Resources Management Act (2009) to enhance stakeholder representation on various basin management organs. These entities, once operational, will provide a more sustainable mechanism stakeholder participation mechanism and thereby greatly improve stakeholder participation in basin water resources management and development activities. The strategy for establishment of these lower level entities should also address their operational challenges (financial and

technical) to ensure their sustainability. Basic training should be given to these entities to enhance their capacity to address local water resources management issues and to resolve water use conflicts between their members. They should be sensitized on the importance of water permits and the application process so that they support the LRBWB in combating illegal water abstractions in their areas of jurisdiction and report any non-compliance with permit conditions.

(v) **Strengthening of the Lake Rukwa Basin NGO and CBO Network**

The LRBWB shall facilitate creation of a strong network of water related NGOs and CBOs operating in the basin to ensure effective coordination of their activities in the basin. The network will provide a strong partner for the LRBWB to reach out to and mobilize local communities to participate in various basin activities. The network shall also be an important source of information and feed back from local communities to the LRBWB. The LRBWB may at an appropriate time lobby for formal representation of the NGOs/CBOs (through their network) to all basin management organs to motivate them to become strong allies and partners for sustainable water resources management in the basin.

(vi) **Strengthening Participation of Vulnerable and Disadvantaged Groups**

The LRBWB shall facilitate formation of networks of vulnerable and disadvantaged groups to enhance their participation in basin water resources management and development activities. This will be a purely demand driven process and the role of the LRBWB will be limited to advisory and facilitative in nature. Some of the potential networks that could be formed include: Network of Women and Youth groups; and Network of Persons with disabilities.

(vii) **Facilitating Access to Water Resources Information**

As indicated earlier, lack of access to information is one of the main factors that hinder effective stakeholder participation in planning and decision making processes. The following specific activities will be implemented to facilitate easy access to water resources data and information to different stakeholders to raise their awareness and enhance their participation in basin activities:

- **Support Radio and Television Talk show Programs** – The LRBWB, in collaboration with other basin stakeholders, will facilitate regular delivery of specific water related programs on Radio and TV as a source of information to the public. Most of the radio programs will be aired on the local FM radio stations in Swahili, and other local languages depending on the topic of discussion and target audience. Different officials from the basin will be invited to discuss topical issues on radio and TV and engage in question and answer interactive sessions with listeners and viewers.
- **Facilitate establishment of information resource centres** – The LRBWB, in collaboration with local governments, will facilitate establishment and equipping of resource centres in strategic locations (e.g., WUA offices and district headquarters) in the basin and ensure easy access by the public to water resources related information. The LRBWB will also facilitate the resource centres to regularly acquire important water resources related documents and reports and have them translated into Swahili or any other convenient local language that is understood by the majority of stakeholders in the local communities.

2.4.2 Implementation Strategy

The proposed intervention measures shall be implemented by different stakeholder groups and coordinated by the LRBWB. The respective stakeholder groups will be responsible for planning and implementation of activities involving their respective member groups. The LRBWB will provide overall coordination, facilitation, and guidance to ensure successful and timely implementation of the proposed activities.

3. Capacity Building Plan

3.1 Objective

The main objective of the Capacity Building Plan is to identify and prioritize water resources related capacity building needs of the relevant institutions and stakeholders involved in the Lake Rukwa basin and recommend appropriate intervention measures required to address these needs to ensure sustainable management and development of the basin water resources.

3.2 Capacity Needs

(1) Lake Rukwa Basin Water Board

The Lake Rukwa Basin Water Board was established in 2004 (under Act No. 10 of 1981 which amended the Act No. 42 of 1974). The Water Resources Management Act No.11 of 2009 mandated the board as the primary organization responsible for guiding, coordinating, and facilitating water resources planning and management activities in the basin. The LRBWB is responsible for regulation of water allocation and use through issuance water abstraction and wastewater discharge permits; enforcement of the permit conditions; resources monitoring and assessment; enforcement of pollution control measures; facilitating and assisting the formation of water users associations; review and approval of basin WRM plans and budgets; billing and collecting water use fees; and sensitization of water users regarding management issues. The board also resolves conflicts between water users, appoints catchment committee members, coordinates stakeholders, and integrates district plans into basin WRM plans. The Board has developed a comprehensive 5 year (2011 -2015) business plan to guide its operations. The business plan highlights the major activities to be implemented during the period including specific performance targets, expected outputs, and projected revenue and expenditure estimates.

(2) LRBWB Staffing Levels

The governing committee of the LRBWB consists of 7 members with the Basin Water Officer as Secretary. The Secretariat of the LRBWB is headed by a Basin Water Officer who is the Chief Executive Officer responsible for management and coordination of the day-to-day activities of the Board. The Board has also established a sub-basin office in Sumbawanga to improve service delivery and take services closer to water users.

Beside the BWO, various technical staff have been employed to support the LRBWB to implement its activities. They include hydrologists, hydrogeologists, environmental engineers, chemists, community development officers, technicians, accountants, supporting staff, and field observers. **Table 3.1** shows the current staffing levels and vacancies of the LRBWB. More than 50% of the required professional staff positions are still vacant. The situation is worse for the technician staff category where less than 25% of the positions are currently filled and the majority of the few available technicians are almost retiring. The staff shortages are negatively impacting the capacity of the Board to effectively implement its activities and meet its targets. The situation is exacerbated by inadequate funding which makes it difficult to recruit additional staff.

Table 3.1: Lake Rukwa Basin Water Board Staffing Levels and Requirements.

	Designation	Staff Present	Positions yet to be filled*	Qualifications	Experience	Remarks
1	Basin water officer	1	0	Masters in Hydrology	9yrs	BWO
Water Resources Monitoring and Assessment						
Hydrology Department						
1	Principal hydrologist	0	1	-	-	
2	Hydrologists	2	1	BSC Aquatic, Environmental Science and Conservation	3yrs	One went for further studies
3	Technicians	0	3	-	-	
Water Quality Laboratory						
1	Chemists	1	1	BSC in Chemistry	15yrs	One recently retired
2	Lab technicians	1	4	FTC	4yrs	
3	Principal Technician	1	0	Advanced Diploma Civil Engineering	>20yrs	Ag. Head of Laboratory
Water Resources Planning and Research						
Hydrogeology Department						
1	Principal Hydrogeologist	1	0	BSC Geology	>30yrs	Retired end of September 2013
2	Geologist	1	0	BSC Geology	2yrs	New personnel
3	Senior Hydrogeologist	0	1	-	-	
4	Principal Technicians	4	0	Dip. Hydrogeology	>15yrs	Two are pursuing further studies
5	Senior Technicians	0	2	-	-	
Water Resources Protection, Enforcement and Environment						
1	Environmental Engineer	2	0	BSC Environmental Engineering	3yrs, 1.5yrs	One pursuing Masters studies
2	Environmental Officer	1	0	BSC Environmental Science and Mgt	<1yr	On a three months contract
3	Limnologist	0	1	-	-	
Stakeholder Assessment and Awareness Creation						

Community Development						
1	Senior CDOs	2	0	MSC Development Policy	4yrs	One on temporary leave without pay for 3yrs
2	CDOs	2	0	Advanced Diploma in Community Development	3yrs	One pursuing Bachelor studies
Sumbawanga Sub-basin Office						
1	Sub-Basin water officer	1	0	BSC Geology	3yrs	1yr
Hydrology Department						
1	Hydrologists	0	1			
2	Technicians	3	0	FTC Hydrology	>25yrs	
Hydrogeology Department						
1	Principal Technician	1	0	FTC Hydrogeology	>10yrs	
2	Technicians	0	2	-	-	
Water Quality Laboratory						
1	Water lab technicians	2	0	FTC in water laboratory	>20 yrs	Almost retiring

*Positions yet to be filled as per approved LRBWB staffing structure

The Board implements its activities through four technical departments. The departments include planning and research; monitoring and assessment; water resources protection, enforcement and environment; and community development, awareness, public relations and customer service. The office also has five support units (i.e., finance and accounts; internal audit; human resources; personal secretary; and basin tender board and procurement management unit). The detailed roles and responsibilities of the different LRBWB departments are given in **Annex B**.

Sources of Revenue

The major source of revenue for the Basin Water Board is fees charged for different water resources related services as stipulated in the WRMA (2009). Section 96 of the WRMA 2009 describes the type of fees that can be charged by the BWB and the purposes that the funds may be used for. The fees charged include water abstraction permit fees, wastewater discharge permit fees, payment for environmental services, and any other matter for which the Board considers fees can be charged. Currently the LRBWB is charging fees on water use permits (economic water user fees, application fees, transfer fees, appeals fees), and wastewater disposal. The current fees levied by the LRBWB are small and cannot fund all the basin activities. The government currently extends financial support to basin water boards for capital development and some incremental costs through the Water Sector Development Program. However, the central government contributions are also insufficient to meet financial requirements resulting in significant constraints. According to the WRMA (2009), all basins are required to be autonomous by 2015, after which central government financial support will be significantly reduced. In

preparation for this transition, the government has commissioned a study to identify sustainable financing options for river basin operations. The study is expected to recommend more realistic and sustainable funding mechanisms for river basins. The study shall enable the Basin Water Boards to establish more realistic water user fees that reflect the actual economic costs of water resources management and use. In this way, the basin water boards will be able to raise more revenue from water use to finance their activities. Autonomous basins will also be able to utilize other funding options such as grants and loans from national and international funding agencies.

(3) Catchment/Sub-catchment Committees/Councils

The LRBWB has not yet established any Catchment/Sub-catchment Committees/Councils in the basin due to financial constraints. The priority for the LRBWB is to use the limited available funds to establish WUAs first and then the Committees/Councils.

(4) Water User Associations (WUAs)

The LRBWB has established only five WUAs to-date. A brief overview of the established WUAs including their location and activities is given in **Annex C**. Establishment of WUAs is usually facilitated by the LRBWB. WUAs implement their activities through committees established by their constitutions. They include a central management committee; security and safety committee; water allocation and conflicts resolution committee; finance and planning committee; and environment committee.

(5) District Facilitation Teams (DFTs)

The DFTs include members of the district council whose backgrounds are relevant to integrated water resources management, i.e., natural resources, education, community development, health and social services, water and irrigation departments. The teams differ in size, effectiveness and functionality from one district to the other. DFTs report to senior staff of the district councils (including the District Executive Directors (DED)). DFTs provide a technical link between the LRBWB and the district councils on water resources management issues. They are particularly useful in facilitating capacity building of WUAs. Despite their importance, the DFTs are faced with a number of challenges that constrain their efficient operation, the main constraint being inadequate funding for their activities.

(6) Non-Governmental Organisations (NGOs)

NGOs are very important stakeholders who are actively involved in diverse water resources management related activities in the basin. NGOs play an important complementary role by mobilizing additional financial and technical resources to supplement the BWO's efforts. They are instrumental in mobilizing and sensitizing local communities on environmental management and water resources management issues. They also support catchment conservation activities like tree planting by providing free seedlings to local communities. They play a lead role in information dissemination, awareness, and capacity building of local communities. For example, they train farmer groups in good farming practices, efficient water use, household hygiene, sanitation practices, and appropriate irrigation technologies. They also provide farmer groups, water user groups, and general environment management groups with direct financial support.

Capacity Challenge

The Basin Water Office is supposed to employ various technical and support staff to implement its activities. However, despite existence of an elaborate approved staff structure, several of the required staff positions are still vacant. The situation is worse for the technician staff category where less than 50% of the positions are currently filled. The staff shortages are seriously impacting the capacity of the basin water office to effectively implement its activities and meet its targets. The situation is exacerbated by inadequate funding, making it difficult to recruit additional staff or provide training to improve staff skills and performance efficiency. There is also a high turn-over of staff due to retirement and relocation in search of better employment opportunities. A similar, or even worse, situation prevails in the districts. Most of the districts, especially the new ones, lack the necessary technical capacity to undertake their mandates. They are understaffed and have several of their existing staff in acting positions. Most of the districts generally lack the necessary capacity to supervise private sector contractors involved in implementation of various development activities resulting in sub-standard work output and wastage of resources. Detailed district specific capacity building needs are presented in **Annex D**. Effective water resources management and development can only be sustained by strong well-staffed, equipped, and motivated institutions. The IWRMD Plan being developed will require significant technical and financial resources to be implemented. It is, therefore, important that appropriate measures are put in place to strengthen existing water resources management institutions at all levels to ensure successful implementation of the IWRMD Plan. Urgent action is required to particularly strengthen the capacity of the LRBWB in anticipation of the central role it will play in coordinating inputs from various stakeholder groups as part of the IWRMD Plan implementation process.

The BWB is generally poorly equipped and still have very basic office facilities. The capacity of the BWB to monitor water availability, regulate its use, and control pollution and support the operation of its subsidiary catchment management offices requires to be strengthened substantially.

The water resources monitoring network is inadequate and a basin groundwater monitoring network is yet to be established. The water quality and pollution monitoring network needs to be reviewed and expanded. The BWB also needs to develop an information management system that would comprise: (i) a database management system (DBMS); (ii) tools for information products; and (iii) a GIS database. Fortunately, the Rukwa DSS developed under the project can serve this purpose. However, there will be need for additional training of BWB staff in the operation of the Rukwa DSS if they are to maximize use of its different functionalities.

Capacity of WUAs

WUAs in the Lake Rukwa basin require significant support to complete their formal registration with the relevant authorities. Although WUAs do keep financial records, few of them have the capacity to prepare their annual work plans for operation maintenance and also for preparation of sub-catchment management plans. This is likely to adversely affect cost recovery, and thus sustainability of their operations.

3.3 Proposed Strategic Intervention Measures

It is clear from the assessment discussed above that significant resources would be required to address all the identified needs in the basin. However, it is also appreciated that not a single initiative can address all these needs. It will require collective action of all stakeholders at national, regional, and local levels to address these issues. Some of the issues are being addressed or are planned to be addressed under ongoing and planned national, regional, and local development initiatives. Under this project, a few critical water resources management capacity building issues of a strategic nature are being recommended for implementation with the hope that the other needs will be addressed by other initiatives. The priority interventions will be to support the capacity building needs and rehabilitation of physical infrastructure of the Lake Rukwa Basin Water Board. Additional support will also be required to strengthen their capacity in water resources monitoring, assessment, and enforcement. Other subcomponents of the proposed capacity building plan will include strengthening water quality management and pollution control in the basin; strengthening enforcement of existing legislation; awareness raising; integrated water resources planning; and a variety of cross-cutting activities such as inter-agency networking and establishing a water resources management information system.

Other strategic intervention measures will include:

- (i) Improve the water resources monitoring network, increase the number of operational stations and provide sufficient resources to ensure regular data collection from the network. Water quality sampling and analysis should also be enhanced by revamping the regional water quality laboratories in Mbeya and Sumbawanga. The major water sources (catchments, groundwater recharge areas, and wetlands) should be properly delineated and monitored or protected.
- (ii) Strengthen capacity and promote collaboration with relevant NGOs, CBOs, and the private sector as key partners in the mobilisation and delivery of water related services to the local communities.
- (iii) Promote public awareness and sensitisation campaigns on IWRM to enhance stakeholder awareness and appreciation of Integrated Water Resources Management and its contribution to socio-economic development.

Detailed specific activities under each of the proposed intervention measures are discussed in the next section.

3.3.1 Proposed Capacity Building Tasks and Activities

TASK 1: *Promote public awareness and sensitization campaigns on IWRM to enhance stakeholder awareness and appreciation of Integrated Water Resources Management.*

Activity 1.1: Study Tour – Conduct Study tours to existing successful water resources management institutions to learn from good management practices elsewhere in the world and in Tanzania and to explore opportunities for future collaboration with the Rukwa basin. The Study Tour team would comprise of representatives from LRBWB, MoW, LGAs, and WUAs.

Activity 1.2: Public Awareness Campaigns – Carry out targeted awareness campaigns using seminars, workshops, messages and media appropriate to specific target audience, e.g., Politicians, Policy and Decision-makers, Managers, Technical staff, NGOs and CBOs, Media, Women and Youth Groups, and Local Communities.

Activity 1.3: IWRM Awareness in Schools – Introduce and support inclusion of IWRM related topics in primary and secondary schools in the Rukwa basin. The LRBWB could also promote essay, music, drama, and poem competition in primary and secondary schools in the catchment on water related topics as a means of raising awareness on water and general environmental issues in schools. Best performing individual students could be awarded scholarships while best performing schools could be rewarded with computers, funds for construction of improved water storage and sanitation facilities, etc.

Activity 1.4: Exchange Visits – Promote and facilitate exchange visits between farmers groups, youth groups, environmental groups, women groups, technical exchange visits, politicians and managers, to share experience and learn from best practices.

Activity 1.5: Water Fairs/Open days – Sponsor annual “Water Fairs/Open days” to show case different activities in the catchment, introduce/market new ideas, products, technologies and services, information dissemination, networking, accountability (show progress), etc. The LRBWB could consider establishing prizes/rewards for basin-wide competitions in good farming practices, water conservation techniques, good sanitation and hygiene practices, good fishing practices, wetland management practices, etc. These could be awarded annually during the Water Fairs/Open Days.

Activity 1.6: Media Campaigns – Sponsor Radio and TV programs and Newspaper supplements to raise awareness and sensitise local communities on specific water resources related topical issues and practices like household sanitation and hygiene, water purification, control of soil erosion, water permit application, etc

Activity 1.7: Local Community Public Water Meetings – Promote and facilitate local community public water meetings to disseminate information, mobilize communities for planning and implementation of community activities, training in basic skills e.g. protection against HIV/AIDS, family planning, tree planting, sustainable harvesting of wetland products, sand mining, fishing and harvesting of forest products. Barazas could also be good for conflict resolution and mobilization of community contributions for development activities.

Activity 1.8 – Regularly update the Rukwa Basin Website with diverse water resources reports and communication to promote information dissemination and accountability.

TASK 2: Build Capacity of relevant Central and Local Government Agencies in IWRM

Activity 2.1: Formal Graduate Training – Sponsor training of relevant LRBWB and local government technical officers in IWRM through formal training and short professional training courses. The LRBWB could provide fellowships to Water and Environment officers from the most needy districts and central government agencies (based on a comprehensive needs assessment) to pursue Graduate training in Integrated Water Resources and Environmental Management, Gender and Community Development Courses and Soil Conservation and Forestry Management etc. One option could be for the LRBWB to have a memorandum of

understanding with relevant programs in UDSM, Sokoine University, and UCLAS to provide graduate training of scientists and Engineers from specific agencies over a period of time.

Activity 2.2: Professional Training Courses – Sponsor officers from LRBWB and basin districts to undertake short professional training courses to enhance their skills in IWRM and other environmental management related fields. LRBWB could collaborate with education and research institutions to design and regularly deliver specific customised short professional training courses through either special technical workshops organized by the LRBWB or on the premises of the education institution or beneficiary central/local government agency. Examples of such courses include: Project planning and management, Financial Management, IWRM, EIA, Negotiation and Conflict Resolution, International Water Law, Database Management, Project Planning and Management, etc.

Activity 2.3: Establish DSS/IT Support Unit – Establish a technical unit at LRBWB Secretariat to operate and continue updating the Rukwa DSS and offer technical training and backstopping to district and MoW technical officers. The unit would also be responsible for coordinating DSS/IT related professional training for technical officers from Rukwa basin stakeholder agencies. In addition, the unit will also coordinate joint technical water resources assessment working sessions and other technical discussions between officials from Rukwa basin stakeholder agencies.

Activity 2.4: Refresher Courses for Technicians – Sponsor short practical refresher courses (1 – 3 weeks) for technicians, NGOs, CBOs, Youth and Women groups and other interested local community members. Such courses could include, among others:

- (i) Operation and maintenance of simple irrigation field equipment;
- (ii) Operation and maintenance of hydrological, hydrogeological, water quality and meteorological monitoring equipment and instrumentation,
- (iii) Basic financial management and record keeping procedures;
- (iv) Project identification and proposal writing;
- (v) Operation and maintenance of boreholes and other water supply facilities; and
- (vi) Training of Environmental Inspectors;
- (vii) Training in enforcement of water and environmental regulations and standards;
- (viii) Training of hydrological and meteorological observers; and
- (ix) Training of hydrological and meteorological technicians in data collection, quality control and analysis.

The approach of delivering this kind of training would either be through hiring local experts to conduct the training or through sponsoring a training of trainers program (say for NGOs or CBOs) who would then be deployed to train other stakeholder groups in the basin.

Activity 2.5: Support to Extension Services – Collaborate with local governments to strengthen extension services in the Rukwa basin through training, equipping and facilitation of the operations of extension workers to deliver field practical training to farmers, offer planting, harvesting and post-harvesting storage advise, offer advise on efficient irrigation water use, on-farm water harvesting for supplementary irrigation, soil and water conservation techniques, proper application of fertilizers, planting dates and high yielding plant cultivars/varieties.

TASK 3: Build Capacity and contribute towards the operations of WUAs, and youth and women groups

Activity 3.1 Support Training of WUAs, and Women and Youth Groups – Train and facilitate WUAs, and women and youth groups to carry out community sensitization on sanitation and hygiene, riverbank protection, catchment afforestation, income generating activities, conduct and facilitate at barazas. Supplement Women Development Fund and District Councils budgetary allocation for women microfinance activities.

Activity 3.2: Support Field Demonstrations of Good Practices – Facilitate and equip WUAs, and women and youth groups to carry out on-site demonstrations of good farming and water conservation practices in different water resources management related activities. Demonstrations would be conducted for organized farmers groups, youth groups, women groups, and environment groups, and WUAs, in the following areas:

- (i) Soil and water conservation techniques;
- (ii) Terracing and contour ploughing;
- (iii) River-bank protection;
- (iv) Set-up and maintenance of tree seedling nurseries
- (v) Sustainable harvesting of wetland products;
- (vi) Agro-forestry;
- (vii) Soil erosion control practices;
- (viii) Efficient irrigation water use practices;
- (ix) Spring protection; and
- (x) Aquaculture and fisheries hatcheries.

TASK 4: Promote and support the collection, management and dissemination of water resources data and information.

Activity 4.1: Rehabilitation and Expansion of Monitoring Network – Upgrade the existing water resources monitoring network through rehabilitation and expansion of the existing stations and equipping them with modern gadgets. Additional monitoring requirements have been identified and an optimal water quantity and quality monitoring network designed for the basin as part of the project. The LRBWB should mobilize the necessary funds and embark on the implementation of the monitoring plan.

Activity 4.2: Development of Databases and Decision support Tools – Support the adoption and use of the Rukwa DSS and continued updating of the database with new data. This will also include to facilitate analysis of data and generation of technical information required by decision makers and managers. The LRBWB will facilitate this process and also coordinate training in the use and upgrade of the Rukwa DSS, data analysis and technical assessments.

3.3.2 Implementation Strategy

Given the broad scope of the proposed intervention measures and significant financial resources required for their implementation, activities under the proposed capacity building plan are likely to span over a long period of time in order to create a critical mass of capacity required to meet the water resources related challenges in the Rukwa basin. It is important to point out here that this plan does not give an exhaustive list of all the possible capacity building needs and intervention measures in the basin but rather tries to focus on the most critical areas. It is

envisioned that the plan will be dynamic in nature and will be reviewed regularly to incorporate more intervention measures to address other emerging capacity needs in the basin. Recognizing that all the required funds may not be initially available, the activities will be prioritized to begin with the most critical ones that are likely to make a quick impact in the basin. The plan will therefore be implemented in phases, with the scope of activities in each phase depending on the amount of financial resources available.

3.3.3 Coordination Mechanism

Rukwa basin stakeholder agencies will be responsible for implementation of the proposed capacity building activities as an integral part of their existing capacity building programs. The role of the LRBWB will be to coordinate and facilitate the different stakeholder agencies in implementation of the activities.

3.3.4 Capacity Building Delivery Mechanisms

Different methods will be employed to deliver the planned capacity building activities depending on the target group, nature and scope of training, availability of training facilities, cost of training, duration of training, number of trainees, and facilities at collaborating agencies. The most commonly used methods include the following.

- (i) Tailored, on-the job, hands-on training;
- (ii) In-house workshops;
- (iii) Training of Trainers;
- (iv) Exchange visits, secondment and attachments;
- (v) Formal Graduate Training;
- (vi) Short professional training;
- (vii) Study Tours; and
- (viii) Field Demonstrations.


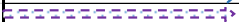
Specific application of the above methods is discussed under the planned activities.

4. Strategic Action Plan and Budget

4.1 Strategic Action Plan

The Strategic Action Plan (SAP) for stakeholder participation and capacity building is based on the specific objectives and priority actions discussed in detail in the previous chapters. The SAP shows the proposed sequencing and duration of implementation of the planned activities. The SAP is presented in the chart below.

Stakeholder Participation and Capacity Building Strategic Action Plan

		FIVE YEAR PHASE																			
		Jul 2016 - Jun 2020					Jul 2020 - Jun 2025					Jul 2025 - Jun 2030					Jul 2030 - Jun 2035				
YEAR		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
TASK 1: Promote public awareness and sensitization campaigns on IWRM		Continuous Task																			
<i>Activity 1.1</i> : Study tours to success story case study business locally, regionally, and internationally to learn from good IWRM practices.		Continuous Activity																			
<i>Activity 1.2</i> : Conduct regular public awareness campaigns in all basin districts, wards, and villages to raise awareness on IWRM issues.		Continuous Activity																			
<i>Activity 1.3</i> : Increase IWRM awareness in schools.		Continuous Activity																			
<i>Activity 1.4</i> : Promote exchange visits between farmer group, environmental groups, youth groups, etc locally and regionally to learn from each other good IWRM practices.		Continuous Activity																			
<i>Activity 1.5</i> : Conduct media campaigns on TV, Radio, News Papers, etc to disseminate information and sensitize the public on IWRM issues in the basin.		Continuous Activity																			
<i>Activity 1.6</i> : Sponsor local community public meetings organized by WUAs to address local IWRM issues		Continuous Activity																			
TASK 2: Build IWRM Capacity in relevant central and basin local government authorities.		Continuous Task																			
<i>Activity 2.1</i> : Provide scholarships for formal studies in IWRM at undergraduate and graduate levels at relevant national universities.		Continuous Activity																			
<i>Activity 2.2</i> : Sponsor short professional IWRM training courses for technical staff from basin stakeholder agencies and groups.		Continuous Activity																			
<i>Activity 2.3</i> : Establish and equip a dedicated DSS/IT support Unit at the LRBWB offices in Mbeya to provide training and technical support to other basin stakeholder agencies and groups in the use of the Rukwa DSS.		Continuous Activity																			
<i>Activity 2.4</i> : Conduct annual refresher technical training courses for technicians and gauge readers involved in operation and maintenance of the basin water resources monitoring network.		Continuous Activity																			
<i>Activity 2.5</i> : Train and facilitate district extension workers to support the LRBWB in supervising and monitoring IWRM activities at local level and in training and sensitizing local communities in good IWRM practices.		Continuous Activity																			
TASK 3: Build capacity and facilitate operations of WUAs and other relevant special interest groups involved in IWRM activities in the basin.		Continuous Task																			
<i>Activity 3.1</i> : Support the training and equipping of WUAs and other special interest groups (youth and women groups) involved in IWRM activities in the basin.		Continuous Activity																			
<i>Activity 3.2</i> : Support field farmer schools and demonstration farms for good irrigation practices in the basin.		Continuous Activity																			
TASK 4: Promote and support the routine collection, processing and dissemination of water resources data and information to support basin planning and decision making processes.		Continuous Task																			
<i>Activity 4.1</i> : Upgrade, operate, and maintain basin water resources monitoring network.		Continuous Activity																			
<i>Action 4.2</i> : Support development and upgrading of basin water resources databases and Decision Support Tools including training in their use.		Continuous Activity																			
LEGEND																					
		Continuous Task																			
		Continuous Activity																			

4.2 Budget Estimates

The total estimated budget required for implementation of the Stakeholder Participation and Capacity Building activities over the period 2016 to 2035 is about 26.4 Billion TShs. The budget estimates are derived using unit costs from several planning documents including the Lake Rukwa Basin Business Plan (2010/11 – 2014/15), WSDP—Programme Implementation Manual, District Development Plans, Five Year Development Program-1 and several other sources. The detailed budget breakdown is presented in **Table 4.1** below.

Table 4.1: Budget Estimates for Implementation of Stakeholder Participation and Capacity Building Activities (Million TShs.).

	Jul 2016 - Jun 2020	Jul 2020 - Jun 2025	Jul 2025 - J
TASK 1: Promote public awareness and sensitization campaigns on IWRM			
<i>Activity 1.1:</i> Study tours to success story case study business locally, regionally, and internationally to learn from good IWRM practices.	600	600	
<i>Activity 1.2:</i> Conduct regular public awareness campaigns in all basin districts, wards, and villages to raise awareness on IWRM issues.	400	400	
<i>Activity 1.3:</i> Increase IWRM awareness in schools.	250	250	
<i>Activity 1.4:</i> Promote exchange visits between farmer group, environmental groups, youth groups, etc locally and regionally to learn from each other good IWRM practices.	200	200	
<i>Activity 1.5:</i> Conduct media campaigns on TV, Radio, News Papers, etc to disseminate information and sensitize the public on IWRM issues in the basin.	200	200	
<i>Activity 1.6:</i> Sponsor local community public meetings organized by WUAs to address local IWRM issues	150	150	
TASK 2: Build IWRM Capacity in relevant central and basin local government authorities.			
<i>Activity 2.1:</i> Provide scholarships for formal studies in IWRM at undergraduate and graduate levels at relevant national universities.	500	500	
<i>Activity 2.2:</i> Sponsor short professional IWRM training courses for technical staff from basin stakeholder agencies and groups.	300	300	
<i>Activity 2.3:</i> Establish and equip a dedicated DSS/IT support Unit at the LRBWB offices in Mbeya to provide training and technical support to other basin stakeholder agencies and groups in the use of the Rukwa DSS.	300	100	
<i>Activity 2.4:</i> Conduct annual refresher technical training courses for technicians and gauge readers involved in operation and maintenance of the basin water resources monitoring network.	200	200	
<i>Activity 2.5:</i> Train and facilitate district extension workers to support the LRBWB in supervising and monitoring IWRM activities at local level and in training and sensitizing local communities in good IWRM practices.	400	400	
TASK 3: Build capacity and facilitate operations of WUAs and other relevant special interest groups involved in IWRM activities in the basin.	800	800	
<i>Activity 3.1:</i> Support the training and equipping of WUAs and other special interest groups (youth and women groups) involved in IWRM activities in the basin.	300	300	
<i>Activity 3.2:</i> Support field farmer schools and demonstration farms for good irrigation practices in the basin.	200	200	
TASK 4: Promote and support the routine collection, processing and dissemination of water resources data and information to support basin planning and decision making processes.			
<i>Activity 4.1:</i> Rehabilitation, upgrading, and expansion of basin water resources monitoring network.	3,200	1,000	
<i>Action 4.2:</i> Support development and upgrading of basin water resources databases and Decision Support Tools including training in their use.	400	400	
GRAND TOTAL	8,400	6,000	

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Annex A: WRM Stakeholder Roles and Responsibilities

Organization	Roles and Responsibilities
Minister of Water	<ul style="list-style-type: none"> ▪ Oversees the legal formulation and implementation of the Act and its regulations; ▪ Appoints the director of water resources; ▪ Makes regulations; ▪ Appoints chairman and members of National Water Board and Basin Water Boards; and ▪ Determines appeals from basin water boards.
Ministry of Water	<ul style="list-style-type: none"> ▪ Overall responsibility for water resources management activities in the country; and ▪ Responsible for formulation, coordination and implementation of the national water policy, legislation, and regulations.
National Water Board	<ul style="list-style-type: none"> ▪ Advise the Minister of Water and Irrigation on inter-sector coordination in integrated water resources planning and management, including identification of investment priorities and resolution of inter-sector, inter-basin, and international water related conflicts.
National Environmental Management Council (NEMC)	<ul style="list-style-type: none"> ▪ Provide oversight of environmental safeguards including strategic and non-strategic EIAs for water related projects/programs.
Director of Water Resources	<ul style="list-style-type: none"> ▪ Sectoral co-ordination, monitoring and evaluation; ▪ Policy development and review, including legislation and financing; ▪ Formulating technical standards and WRM guidelines; ▪ Coordinate transboundary water resources management issues; ▪ Ensure dam safety; ▪ Develop water resources of national interest; ▪ Monitoring and evaluating basin water boards; ▪ Co-ordinating data collection and assessment of water resources; ▪ Keep register of water permits; ▪ Coordinate the basin water resources management; and ▪ Member and secretary to the national water board.
Basin Water Boards	<ul style="list-style-type: none"> ▪ Coordinate preparation of comprehensive basin-wide integrated water resources management and development plans and ensure integration of district plans into the basin plans; ▪ Issue, enforce, and revoke permits for water abstraction, wastewater discharge, and construction of water-related works in accordance with the basin plan; ▪ Coordinate implementation of water source protection and pollution control measures; ▪ Provide guidelines and standards for construction and maintenance of water resources structures; ▪ Monitor, evaluate and approve construction and maintenance of water resources structures.

Organization	Roles and Responsibilities
	<ul style="list-style-type: none"> ▪ Coordinate inter-sectoral water resources management activities in the basin including resolution of water related conflicts; ▪ Coordinate data collection, processing and analysis for routine resource monitoring and assessment; ▪ Approve basin water resources management plans and budgets; and ▪ Co-ordinate stakeholder participation in water resources activities in the basin.
Catchment / Sub-catchment Water Committees	<ul style="list-style-type: none"> ▪ Coordinate development of detailed catchment/sub-catchment water resources management and development plans and ensure their consistency with the overall basin plans; ▪ Coordinate local water resources management activities in the catchment/sub-catchment including resolution of water related conflicts; and ▪ Carry out delegated responsibilities from the basin water board.
Water User Associations	<ul style="list-style-type: none"> ▪ Management of allocated local water resources and mediation of disputes; ▪ Monitoring of water use by its members to ensure efficient utilization; ▪ Enforcement of bylaws and ensuring compliance with permit conditions; ▪ Participation in preparation of water resources management and use plans; and ▪ Conservation of local catchment areas and protection of water sources.
Regional Secretariat	<ul style="list-style-type: none"> ▪ Representation on basin water boards and WSSA Boards; ▪ Supervise, monitor performance and provide technical assistance to local government authorities.
District Councils	<ul style="list-style-type: none"> ▪ Representation on Basin Water Boards, WSSA Boards, and Catchment Committees; ▪ Enact and enforce bylaws for water resources management and conservation/protection of water sources; ▪ Prepare district water development plans and ensure their integration into the basin plans; ▪ Technical performance monitoring and regulation of COWSOs; and ▪ Conflict resolution.
National Water Investment Fund	<ul style="list-style-type: none"> ▪ Provide investment support for water services and management of catchment areas serving water supply abstractions.
Energy and Water Utilities Regulatory Authority	<ul style="list-style-type: none"> ▪ Issue operating licences and approve business plans of WSSAs; ▪ Approve service tariffs and regulate operations of WSSAs; ▪ Issue technical guidelines and standards and ensure compliance; and ▪ Monitor water quality and service performance of WSSAs and publish comparative performance data.
Water Supply and Sewerage Authorities (WSSAs)	<ul style="list-style-type: none"> ▪ Own and manage water supply and sewerage facilities; ▪ Prepare business plans for water supply and sewerage services, including capital investment plans; ▪ Secure funding for capital investment and relevant subsidies;

Organization	Roles and Responsibilities
	<ul style="list-style-type: none"> ▪ Contract and manage water supply and sewerage service providers; and ▪ Provide services not contracted out.
Service Providers/Private Sector	<ul style="list-style-type: none"> ▪ Provide water supply and sewerage services and collect revenues in accordance with WSSA contract; ▪ Provide consultancy services, construction of water supply and sewerage infrastructure, and supply goods and materials; and ▪ Training communities in operation and maintenance of water supply facilities.
Community Owned Water Supply Organizations	<ul style="list-style-type: none"> ▪ Own, manage, operate and maintain community water supply facilities; ▪ Determine appropriate consumer tariffs and collect revenue for services rendered; and ▪ Contract and manage water supply service providers.
Minister of Local Government	<ul style="list-style-type: none"> ▪ Appoint board members for WSSAs operating at district and township levels.
Prime Minister's Office - Regional Administration and Local Government	<ul style="list-style-type: none"> ▪ Co-ordinate preparation of project plans and budgets by local government authorities; and ▪ Co-ordinate capacity building for local government authorities.
City, Municipal, Towns	<ul style="list-style-type: none"> ▪ Representation on WSSA Boards; ▪ Formulate water supply and sanitation bylaws; and ▪ Coordinate WSSA plans within council plans.
Village Councils	<ul style="list-style-type: none"> ▪ Facilitate establishment of COWSOs and ensure integration of their budgets within Council Budgets; ▪ Representation on COWSO management organizations; ▪ Formulate local water supply and sanitation by-laws; and ▪ Resolve conflicts within and between local communities.
Ministry of Health	<ul style="list-style-type: none"> ▪ Develop policies, laws, regulations, strategies, standards, and guidelines for sanitation; and ▪ Regulate, monitor, and provide technical support and advice to councils and other stakeholders on sanitation issues.
Ministry of Education and Vocational Training	<ul style="list-style-type: none"> ▪ Responsible for hygiene education and provision of sanitation in schools.
Civil Society Organisations	<ul style="list-style-type: none"> ▪ Contribute in the development and implementation of sector policies, strategies, standards and guidelines; and ▪ Participate in monitoring water sector activities through field visits, reviews and dialogue meetings.
Development Partners	<ul style="list-style-type: none"> ▪ Provide financial and technical support for planning, development and implementation of water sector projects and programs; and ▪ Participate in monitoring and evaluation of water sector activities through thematic working groups and water sector working groups.

Annex B: Functions of LRBWB Organs/Departments

Organ/Department	Functions and Responsibilities
Basin Water Board	<ul style="list-style-type: none"> ▪ To supervise the day to day activities of the basin water office. ▪ To approve the basin annual budget and action plan. ▪ To approve water rights and water permits. ▪ To advise the minister responsible for water affairs on different issues related to water resources. ▪ To advise the basin water office on different issues related to the performance of the basin.
Basin Water Officer	<ul style="list-style-type: none"> ▪ To administer the day to day activities implementation of the basin. ▪ To coordinate the basin's activities. ▪ To serve as the basin board secretary. ▪ To serve as the basin accounting officer. ▪ To serve as the sater law custodian. ▪ To approve and sign on basin documents.
Water Resources Planning and Research	<ul style="list-style-type: none"> ▪ To coordinate sectoral and inter-sectoral water resources plans plans and integrate into national water development plan. ▪ To coordinate and integrate water resources assessment. ▪ To develop models and decision support systems. ▪ To conduct and coordinate research. ▪ To maintain water resources information system. ▪ To coordinate policy and strategic development and legislation review for water resources management. ▪ To coordinate standards setting.
Water Resources Monitoring and Assessment	<ul style="list-style-type: none"> ▪ To design and manage both basin hydrological monitoring and groundwater monitoring networks. ▪ To assess basin groundwater potential and surface water availability and use. ▪ To develop guidelines and standards on hydrometeorological practices, groundwater exploitation and equipments. ▪ To monitor and evaluate water well drilling and exploration. ▪ To manage and periodically update the basin water resources database. ▪ To provide forecasting and early warning of floods and drought.
Stakeholders Assessment and Awareness	<ul style="list-style-type: none"> ▪ To facilitation of the establishment of water users entities. ▪ To organize and conduct training programs. ▪ To mobilize the collection of water charges/fees. ▪ To receive and process of water right applications. ▪ To provide education to the communities on water pollution, rain water harvesting technology and on IWRM. ▪ To organize all basin meetings. ▪ To link the basin water officer and other water resources related organizations which operate in the basin.
Water Resources Protection, Enforcement and Environment	<ul style="list-style-type: none"> ▪ To supervise and coordinate pollution control and monitoring. ▪ To prepare guidelines for Water Allocation. ▪ To monitor and enforce dam safety regulations. ▪ To enforce regulations on groundwater resources exploitation and

Department	drilling. <ul style="list-style-type: none"> ▪ To protect water resources of national importance. ▪ To coordinate water related environmental issues.
Finance and Administration Department	<ul style="list-style-type: none"> ▪ To ensuring proper accounting and bookkeeping of daily operations. ▪ To preparing and enforce monthly financial reports. ▪ To ensuring accuracy, integrity of all transactions in the monthly financial and operational reports. ▪ To rrepare annual budget and projections. ▪ To implement budget control. ▪ To ensure fixed assets management. ▪ To manage cash flows and the Treasury. ▪ To sign cheques.
Internal Audit Department	<ul style="list-style-type: none"> ▪ To ensure reliability and integrity of financial and operational information. ▪ To ensure laws, regulations and contracts are in compliance. ▪ To safeguard assets. ▪ To ensure effectiveness of internal control system. ▪ To ensure effectiveness and efficiency of operations. ▪ To advise management on financial matters.

Annex C: Lake Rukwa Basin Water User Associations

(1) Mlowo water user association (LRB/WUA/002)

The Mlowo water user association was established in January 2013. Mlowo River is one of the tributaries of Songwe River in Songwe sub-basin. It originates from the Rungwe volcanoes in the southern part of Songwe sub-basin traversing through an expanse of swamps before joining the Songwe River in the east. Its main tributaries include the Runda and Myovisi Rivers that drain the southern and eastern part of Mlowo watershed and the Unungu and Mwamta Rivers that drain the northern part of the watershed.

The association covers seven wards including: Mlowo, Vwawa, Igamba, Myovizi, Nyimbili, Mlangali and Isansa, and twelve villages (Hasamba, Nyimbili, Mlowo, Ndolezi, Mahenje, Masangula, Nambala, Shaji, Igunda, Mahenje, Mlowo, Hatelele, Mpito and Mbulu). Water sources within the jurisdiction of the Mlowo water user association are Mlowo River and its tributaries. The River is mainly used by individual households to meet domestic needs; small scale industries for example Hasamba, Fudos, Lima and Kalonge farms who use water for coffee processing; individual irrigators who irrigate coffee and vegetable gardens; and water user groups that abstract water for sale. Currently the association consists of 80 founder members that use water from River Mlowo. However, most of the big water users in the watershed have not yet joined the association. Management of the association is through a committee that consists of 24 members sub-divided into five sub-committees namely: central committee; environmental committee; planning and finance committee; security, safety, and conflict resolution committee; and water distribution, management, and inspection committee. The environment and security, safety and protection committees monitor water sources and discourage people from destroying catchment areas. The planning and finance, and water distribution committees are currently non-functional.

WUA Activities:

Activities currently carried out by the association include sensitizing local communities on catchment protection and gazettement river boundaries. Each village is sensitized by two village members representing that particular village on the committee. Planned activities by the association include: planting trees along river banks upon receipt of tree seedlings from the district; and gazettement Mlowo River banks so that all activities within 60m from the river are banned.

Sources of Revenue:

Sources of income to the association include: payment of membership fees that consist of Tshs.5,000 and an annual subscription fee of Tshs.5,000 per individual; and membership fees of Tshs.10,000 and an annual subscription fee of Tshs.10,000 per water user group. Other sources of revenue include: penalties and fines including Tshs. 20,000 per head of cattle grazing along river banks; Tshs.150,000 per tree cut in the catchment area; and Tshs.100,000 for cultivation along river banks. The WUA constitution also allows the association to apply for loans, grants, and other forms of financial support from individuals and private and public organizations. Owing to reluctance from members to pay the above fees on time and weak mechanisms to apprehend offenders, the association does not have any funds to finance its activities. The start-

up funds provided by the LRBWO during formation of the association have not been utilized yet due to the non-functionality of the planning and finance committee.

Challenges:

Challenges faced by the WUA include: lack of funds to facilitate association activities; increased human activities along the river banks making it hard for the committee to gazette off the required distance; and withdrawal of members from the association due to lack of benefits. The basin water office supported the association during its formulation stages early this year but has provided no further support since formulation of the association. Continuous sensitization and support (funds) from the basin water office are required.

(1) Myovizi Water User Association (LRB/WUA/001)

The Myovizi water user association was formed in February 2013. The association covers two wards, Mlangali and Myovizi, and eleven villages (Lukululu, Mbewe, Mlangali, Shomola, Shanji, Ichesa, Igunda, Mahenge, Ivugula, Mbulu and Myovizi). The Myovizi River originates from the Rungwe volcanoes in the south and discharges into Mlowo River. Its main tributaries are Mwambili and Iyula Rivers draining the southern and eastern parts of the watershed.

The association has a total of 120 (founder members) water users of whom: 5% use Myovizi River to water their animals; 60% irrigate small (0.25 - 0.5 acres) individual vegetable and potato gardens using buckets; and 100% abstract water for domestic purposes. The big water users in the watershed including Mbulu/Ulunda, Mlangali and Mahenje irrigation schemes are not part of the association. The association is managed by a committee of 22 people divided into five sub-committees including: central committee that oversees association activities; planning, finance and management committee that oversees income generating activities for the association; distribution, supervision and inspection committee involved in sensitizing communities and demarcating river boundaries; security and safety committee that guards catchment areas and water infrastructure; and environment committee that protects water sources and catchment areas. To become a member of the association, individuals have to pay an entry fee of Tshs. 2,000 and an annual subscription fee of Tshs.1,500. Water user groups pay entry fees of Tshs. 400,000 and annual subscription fees of Tshs.150,000. Currently, only 17 of the 120 founder members have paid entry fees and this revenue is too small to fund the association's activities. Other sources of income include: penalties and fines including Tshs.30,000 for environmental degradation; Tshs.50,000 for bush burning; and Tshs.300,000 for polluting water sources. The association is also allowed to apply for loans, grants, and other forms of financial support from other sources. The start-up funds provided to the association by the LRBWO was used to pay office rent and buy office furniture.

WUA Activities:

Only three activities are currently being carried out by the association. These include; sensitizing communities on the importance of protecting Myovizi River and its catchment areas; demarcating off river banks (60m from the river banks) and safeguarding existing natural resources. Planned activities include; planting trees along river banks in demarcated areas in Mbewe and Lukululu villages and identifying more water users in the watershed.

Challenges:

Challenges faced by the association include: inadequate revenue to fund association activities; inadequate knowledge on the water law; lack of cooperation from people utilizing the river banks; lack of transport facilities to aid in monitoring different water users; and ignorance about the WUA and its mandate. Continuous sensitization of water users on the relevance of the WUA and its activities, and facilitation from the basin water office are some of the possible interventions suggested.

(3) Lupa Water User Association (LRB/WUA/003)

Lupa water user association was initially established in 2009 but became officially operational in February 2013. The association covers eight wards including Matwiga, Mamba, Ifumbo, Mtanila, Matundasi, Chooka, Lupa and Makongolosi and thirteen villages (Matwiga, Igangwe, Mawelu, Soweto, Lupa, Mamba, Upendo, Matundasi, Sambilimwaya, Isangawana, Mtanila, Kalangali, Lupatingatinga and Ifumbo). Lupa watershed is drained by Lupa River which originates from Makungulu hills in the north and joins Zira River in the south. Main tributaries of Lupa River include: Mpembe, Mselewe and Mapogoro that drain the eastern part of the watershed; Matanda and Mwanamtwa that drain the west; and Mawelo, Kasanga and Ntua that drain the southern part of the watershed.

The association consists of 130 water users who use the river for domestic purposes and also abstract water to irrigate vegetables and tobacco gardens (0.4acres) by use of buckets and pumps. Other water users in the watershed include: immigrant pastoralists from Sinyanga and Tabora regions during the months of September to November; brick makers; and car washing bays. A committee of 39 people oversees the general management of the association. Eight of the members form the central committee, and the rest form village water committees responsible for particular sections of the river. These are responsible for sensitizing people in their villages. Section 5.3 of the association constitution provides for formation of sub committees to oversee mining, agriculture, environment, and security and safety. However, these are yet to be formed.

WUA Activities:

Current activities of the association include: sensitizing communities on the relevance of protecting the river and its catchment areas as required by law; demarcating animal watering points to stop animals grazing along the river bank; and protecting river banks by conserving existing trees and controlling brick laying activities.

The association has no income to finance its activities mainly because the founder members of the association did not contribute membership fees (violating section 7 of their constitution) and only a few water users have been identified. The association committee works by volunteering since no financial contributions are made by the members. The constitution spells out the different penalties to be issued to different defaulters; however, these cannot be implemented because they conflict with the village and ward by-laws. Currently, those caught degrading the environment are punished by the village and ward executive officers. For example pastoralists pay Tshs.20,000 per head of cattle. The association does not benefit financially from the penalties and fines collected by the village and ward leaders.

Challenges:

Some of the challenges faced by the association include: poor coordination between upstream and downstream users of Lupa River due to poor road and telephone networks and vastness of

the watershed; lack of income to fund association activities; lack of office space to coordinate association activities; and lack of facilitation to sensitize communities. Suggested interventions include: identifying possible sources of funding for the association and obtaining financial support from the basin water office.

(2) Katuma Water User Association

Katuma water user association was established in July 2013. The association covers the six wards of Mpanda ndogo, Katuma, Sibwesa, Kakese, Kabungu and Sitalike, located in three districts (Mpanda TC, Mpanda DC and Mlele DC). The association serves eight villages (Kapange, Katuma, Mnyagala, Nkungwi, Kabage, Mwamkulu, Bugwe and Sitalike). The Katuma watershed is drained by the Katuma River. The association currently consists of 64 water users (members) who mainly use water for: irrigation of rice in the wet season (95%), watering livestock (30%), fishing (5%), brick laying and domestic purposes. Other major water users in the watershed including Katavi National Park, Sibwesa and Kabage irrigation schemes are yet to join the association. The association committee comprising of 36 members is responsible for overall administration. The committee is divided into five small sub-committees responsible for: finance and planning; water allocation and conflict resolution; safety and security; and the central committee.

WUA Activities:

Currently the association has embarked on creating awareness among water users especially livestock keepers and fishermen on the dangers associated with grazing animals along river banks and temporary obstruction of water by fishermen. The association also carries out sensitization activities on the importance of joining the water user association. The only source of funding are membership fees (Tshs.5,000 per person) paid by new members.

Challenges:

The major challenge faced by the association is inadequate funds to intensify its awareness creation activities. The association is also not officially recognized as an entity responsible for water resource management which limits its activities. Other challenges include: conflicting mandates between the village, ward executive offices and the water user association on conflict resolution; poor coordination with village and ward executive offices; and lack of awareness among water users on water resources management and the water law.

Annex D: District Capacity Building Activities

Mbeya District Council (2013/2014 - 2017/2018)

Sector	Target	Planned activities
General Administration	Council staff sensitized on cross cutting issues by June 2018	To conduct training to fifty staff on HIV/AIDS awareness by June 2014
	Skills training for thirty five councilors and ward tribunal members by June 2016	To organize a one day training to councilors on their roles and responsibilities to council by June 2014
	Heads of department are capacitated on OPRAS skills by June 2016	To conduct training to twenty heads of department on how to operationalize OPRAS in their departments by June 2014
	Conducive working environment for administration staff ensured by June 2016	To support one WEO and one VEO to undertake long training courses by June 2014 To support two departmental staff to undertake degree and diploma courses
	Increase number of legal water user entities from five to twenty by June 2016	To form and train five legal community water organizations at Inyala, Nyalwela, Mshese/Ifupa, Ikhoho and Santilya by June 2014
	Conducive working environment for sixteen water department staff provided by June 2016	To support one departmental staff to undertake higher education courses by 2014 To facilitate two departmental staff to undertake short courses on CAD by June 2014
Rural Water Supply	School WASH governance systems and technical capacity building in thirty primary schools strengthened by June 2016	To train 40 primary teachers from Mshewe and Ihango wards on improved school WASH by June 2014 To facilitate, form and train school sanitation and hygiene clubs in six primary schools (15 girls and 15 boys) by June 2014 To train school committees from six schools on management of SWASH facilities by June 2014 To train 40 CORPs in selected wards on community mobilization and social marketing for improved sanitation, water treatment, storage and hand washing with soap by June 2014
	Community mobilization and sanitation marketing conducted in six wards by June 2016	To train 30 ward extension workers on improved sanitation and hygiene practices by June 2014; To train 15 local artisans in construction of improved latrines in two wards by June 2014; and To conduct six days training to 157 WDC members from four selected wards on water borne diseases by June 2014
Natural Resources	Two micro projects developed in way that reinforces PFM activities at village and household level by June 2018	To train ninety members from bee keeping groups in twelve villages by June 2014
	Conducive working environment for efficient delivery of services created by June 2018	To facilitate training of two staff in various education posts by June 2014
	Facilitate and promote beekeeping in 21 villages by June 2018	To educate ten villages in beekeeping matters for four days by June 2014; To train eight beekeeping groups on honey quality, packaging and how to make modern beehives for two days by June 2014; and To train 180 beekeepers in thirteen villages on bee product processing

	Thirty villages facilitated in establishing 11 CBFM and five JFMAs in 10576ha of forest by June 2016	To train VNRC members in three JFM villages by June 2014
	Conservation of catchment forests enhanced by June 2018	To mobilize and create awareness on forest fires to surrounding villages by 2014
Community Development and Gender	High quality social and economic services provided to marginalized groups in twenty five wards by June 2016	To conduct quarterly training in ten COMSIP groups on entrepreneurship skills by June 2014
	Fringe benefit services provided to 25 community development staff by 2016	To support training of two CDOs and 40 secondary school orphans by June 2014 To conduct on job training and short courses to ten community development staff

Table 4.1: Mbeya District Council Continued...

Sector	Target	Planned activities
Community Development and Gender	District and community HIV and AIDS response strengthened in 148 villages and twenty five wards by June 2016	To conduct three days community dialogue to raise awareness on gender based violence and violence against children among 25 opinion leaders, 25 religious leaders, and 25 traditional leaders in 25 wards by June 2014
	Continuum of care, treatment and support to twenty five PLHIV improved by June 2016	To conduct capacity building to one CAMC and seven VMACs on prevention against new HIV/AIDS infections by June 2014
	Public private partnerships among eighty HIV and AIDS actors strengthened by June 2016	To conduct five refresher training to 25 community home based care service providers on the provision of care to PLHIV by June 2014
	Strengthen 25 IGA groups of widows, PLHIV, blinds and guardians in 75 villages by June 2016	To train 25 people (PLHIV, widows) on entrepreneurship skills by June 2014
Agriculture, Irrigation and Cooperatives	Support and aid delivered to communities during climate disasters by June 2016	To conduct training of 34 councilors, 25 WEOs, and 296 village leaders on disaster preparedness by June 2014
	Quantity and quality of cash crops increased from 50% to 75% by June 2018	To conduct training to pyrethrum farmers in 27 villages in ten wards by June 2014; and To train 10750 coffee farmers and 5 groups dealing with clonal coffee in 4 wards by June 2014
	Business and managerial skills in all council cooperative societies strengthened by June 2018	To facilitate training of sixty board members and thirty cooperative societies by 2014 To train employees from thirty cooperative societies by June 2014
Livestock and Fisheries	Animal/livestock diseases in twenty five wards controlled by June 2016	To conduct training on disease surveillance to forty six livestock officers, twelve committee members on dip management practices on the importance and control of tick borne diseases by June 2014
Preventive Services	Sanitation and hygiene promoted in 148 villages by June 2016	To sensitize CHMT and co-opted members on improved hygiene and sanitation by June 2014; To sensitize 70 food handlers on significant change in their sanitation practices, behavior and attitudes by June 2014; and To train 17 health inspectors from 17 wards on participatory hygiene and sanitation transformation by June 2014
	HIV/AIDS prevalence reduced from 9.2% to 6.9% by June 2016	To sensitize and establish 20 mother support groups in 20 villagers by June 2014 To train 60 mothers' groups on their roles in supporting women with HIV/AIDS by June 2014
Policy, Planning and Monitoring	Participatory planning processes in all 25 wards improved by June 2016	To conduct four days review training on O and OD planning methodology in 125 village extension workers by June 2014; and To conduct five days' refresher training to seven M and E team members and 13 heads of departments on planning, budgeting and reporting by June 2014

Town Planning	1500 plots to be planned by June 2016	To educate villagers on Town Planning Act No. 8/2007 and boundary allocation in five wards by June 2014
	Land use plan for three villages established by June 2016	To educate villagers about the Land Act No. 5/1999 and Village Land Use Act No. 7/2007 by June 2014

Momba District Council (2013/2014 - 2015/2016)

Sector	Target	Planned activities
General Administration	Fight against HIV/AIDS to 1500 employees enhanced by June 2016	To facilitate two days training to 120 employees by June 2014
	Knowledge and skills imparted to seventy staff by June 2016	To facilitate ten support staff to attend seminars and workshops by June 2014; To facilitate five support staff to attend diploma/certificate courses by June 2014; and To facilitate five staff to attend degree courses by June 2014
Rural Water Supply	Knowledge and skills provided to 20 departmental staff and water user associations by June 2016	To conduct workshops on water related issues to 14 water department staff by June 2014 To train three water user associations on water resources management by June 2014
	Maji week celebration performed by June 2014	To sensitize communities on sanitation and hygiene by June 2014
Environment and Sanitation	Engagement of household and communities through CLTS triggering process enhanced by June 2018	To conduct five days training to twenty district team members on CLTS concept by June 2014; To conduct CLTS triggering sessions in forty sub villages from thirty two villages by June 2014
	Training of artisans to strengthen the supply chain improved by June 2018	To train twelve artisans from six wards on construction of improved latrines by June 2014
	Twenty promotional events on household (HH) sanitation, hygiene and school WASH coordinated by June 2018	To facilitate hiring local theatre drama groups for promotional events on sanitation and hygiene to 2000 households and schools by June 2014; To facilitate radio broadcasting program on HH sanitation and school WASH by June 2014
	Environmental sanitation awareness improved by 2016	To raise awareness on construction and proper use of pit latrines in 12 wards by June 2014
Natural Resources	Knowledge and skills provided to three game officers by June 2016	To facilitate training of one staff at postgraduate level at SUA by June 2014
	Risk of people living around from wild animals reduced by June 2016	To raise awareness on self protection against wild animals amongst communities living around Lake Rukwa by June 2014
Community Development and Gender	Twelve community development and social welfare staff provided with various skills and knowledge by June 2016	To facilitate twelve community development and one social welfare staff to attend seminars, workshops and conferences outside the district by June 2014 To enable in service upgrade training for one CDO on postgraduate studies by June 2014
	Sixty nine villages equipped with conservation skills and environmental friendly methods by June 2016	To train community members in three wards of Chitete, Kamsamba and Ndalambo on use of appropriate technologies that promote environmental quality by June 2014

	Women and youth empowered economically in twelve wards by June 2016	To train 35 women's groups and 20 youth groups on entrepreneurship and management of income generating activities by June 2014
	Seventy five villages provided with knowledge and skills on gender and development by June 2016	To train 75 village governments on gender responsiveness; and 75 villages on project management by June 2014
	150 economic groups empowered by June 2016	To train 150 economic groups on management and entrepreneurship skills by June 2014
	Capacity of the community in various knowledge and skills to deliver services in 12 wards enhanced by June 2016	To train sixteen bridge constructors in fourteen wards on improved house construction technologies by June 2014; and To train 10 youth groups on entrepreneurship and savings skills to accrue capital by June 2014
	Awareness on HIV/AIDS prevention raised to 25 CDOs by June 2016	To undertake quarterly meetings to 25 CDOs on HIV/AIDS by June 2014

Table 4.2: Momba District Council Continued...

Sector	Target	Planned activities
Community Development and Gender	School based gender sensitive sexual reproductive health and HIV/AIDS education in 78 schools is strengthened by June 2016	To conduct a two days training to 1000 secondary students on sexual reproductive health and HIV/ADS risk behavior; To train one matron and one patron from ten schools each on early sex avoidance and abstinence; and To train one matron and one patron from 68 primary schools each on early sex avoidance and abstinence by June 2014
	Gender sensitive reproductive health and HIV/AIDS in 27 villages strengthened by June 2016	To conduct training to 50 garage workers, taxi drivers and boda-boda drivers on HIV/AIDS and sexual reproductive health from Ivuna, Kamsamba, and Ndalambo wards by June 2014
Agriculture, Irrigation and Cooperatives	Knowledge and skills provided to three staff by June 2016	To facilitate short course training on computer literacy to one staff by June 2014
	Twenty cooperative societies in twelve wards capacitated to deliver quality services by June 2018	To conduct an orientation workshop on leadership and financial management to 40 leaders by June 2014
	Rural financial services service to the community in 25 villages supported by June 2016	To conduct sensitization meetings in 13 wards aimed at increasing the number of cooperative societies by June 2014
Livestock and Fisheries	Prevention measures on spread of HIV/AIDS undertaken by 17 cooperative societies by June 2016	To sensitize five cooperative societies on HIV/AIDS by June 2014
	Fish production quantity and quality increased from 30 tons in 2012 to 45 tons by June 2016	To create awareness in five villages of Ivuna, Mkomba, Lwatwe, Samangombe and Senga on impact of illegal fishing activities in Lake Rukwa by June 2014
Preventive Services	Engagement of Households and communities through CLTS triggering and follow up by June 2016	To conduct training sessions in twenty sub villages from four villages by June 2014
	Engaging sanitation service providers (train artisans and strengthen the supply chain) by June 2016	To facilitate training of artisans by June 2014
	Promotional events on household and school WASH by June 2016	To facilitate hiring of local theater groups for promotional events on sanitation and hygiene to household and school WASH by June 2014; and To facilitate radio publicity to promote household sanitation and school WASH by June 2014
	Knowledge and skills to ten staff provided by June 2018	To facilitate two staff to attend university courses and post graduate program by June 2014 To facilitate two staff to attend secretarial and computer studies by June 2014 To facilitate six staff to attend workshops and seminars by June 2014

Mbeya City Council (2013/2014 - 2015/2016)

Sector	Target	Planned activities
General Administration	Workplace HIV/AIDS program developed among 3361 Council staff by June 2016	To train/educate 500 staff on HIV/AIDS by June 2014; To facilitate two days' sensitization to 33 council management team on HIV/AIDS by June 2014
	Council staff and councilors capacity to provide services increased from 75% to 90% by June 2016	To facilitate career development to four WEOs, four MEOs, four record keeping staff and three secretaries by undertaking upgrading courses by June 2014; To facilitate short courses to legal officers by June 2014; To facilitate upgrading of one city inspector to undergraduate level by June 2014; To facilitate ten MEOs to undertake diplomas in LGA at LG training institutes by June 2014; To conduct seminars to Mitaa chairpersons on LGA and project monitoring and evaluation; and To conduct seminars to 36 ward tribunals on conflict resolution by June 2014
Rural Water Supply	Training of water experts is carried out by June 2016	To facilitate one water staff employee to attend a degree program by June 2014
Sector	Target	Planned activities
Natural Resources	Environment management policy and laws mainstreamed in 36 wards by June 2016	To conduct one day seminar on environmental management to 410 people by June 2014 To facilitate two staff to attend professional training by June 2014
Community Development and Gender	Good working environment provided to 36 CDOs by June 2016	To facilitate short course training for four staff by June 2014; To facilitate 12 CDOs for five days capacity building study tour by June 2014
	Awareness on gender and community empowerment in 36 wards increased by June 2016	To conduct group education on gender based violence in 36 wards by June 2014; To conduct school based program on gender based violence in 36 wards by June 2014
Agriculture, Irrigation and Cooperatives	Essential incentives and working environment provided to 25 agricultural staff by June 2016	To facilitate seven cooperative staff to attend agricultural workshops/seminars by June 2014
	Cooperative management and leadership knowledge and skills improved among 155 management personnel and SACCO members by June 2016	To train 50 management personnel and 105 members from cooperative societies by June 2014
	Essential incentives and working tools provided to 12 cooperative officers by June 2016	To facilitate training of 4 cooperative and agricultural staff in computer skills by June 2014; To facilitate one cooperative officer to attend a masters degree course by June 2014
Livestock and Fisheries	HIV/AIDS intervention program strengthened among 20 livestock and fish farmers groups by June 2016	To facilitate one day training to 50 livestock keepers and fish farmers on HIV/AIDS infection control by June 2014
	Working environment for 28 staff in livestock and fisheries department improved by June 2016	To facilitate one veterinarian, and three livestock officers to participate in routine professional meetings and workshops by June 2014
	Hides and skin infrastructure and technology established and maintained in 20 wards by June 2016	To facilitate a study tour for ten stakeholders to one hides/skin processing plant by June 2014; To facilitate one day training workshop on awareness development on enforcement of hides and skin trade act and regulations to 30 officers by June 2014
	Establishment of three fisheries resources in three wards and maintenance of four fish ponds by June 2016	To facilitate a two days' training on modern fish pond management and fish production to 20 fish farmers by June 2014
Policy, Planning and	Capacity of eight departmental staff enhanced by June 2016	To facilitate four staff to attend short courses (project plan mgt and data base mgt) by June 2014; To facilitate eight staff to attend workshops and seminars by June 2014

Monitoring	Natural and artificial hazards managed in 36 wards by June 2016	To facilitate training of the communities on hazard management by June 2014
Land development and Urban Planning	Stigma, denial and HIV/AIDS infection at workplaces reduced by June 2016	To facilitate a one day training seminar on HIV/AIDS prevention measures to 40 staff by June 2014
	Acquisition of land in six areas of the new development plan by 2016	To facilitate sensitization of land owners in Itende and Ilemi on land acquisition by June 2014
	Create conducive working environment for 40 staff members by June 2016	To facilitate 20 staff to attend national seminars and workshops by June 2014 To facilitate six staff to undertake short courses by June 2014
	Plot identification for boundary recovery in six wards improved by June 2016	To facilitate a one day's seminar on land laws and policy to be attended by 50 ward councilors and 20 heads of departments by June 2014
	Awareness on development control in six wards & land development in 5 wards improved by June 2016	To conduct one day's training to 180 MEOs and 36 WEOs on development control by June 2014

Mbozi District Council (2013/2014 - 2017/2018)

Sector	Target	Planned activities
Rural Water Supply	Infection from water borne diseases reduced in communities by June 2018	To sensitize communities on home based water treatment methods (boiling and filtration)
Natural Resources	Number of conserved village natural forests increased from 24 to 40 by June 2018	To sensitize communities on participatory natural forest management
	Forests and wildlife habitats protected from illegal harvesting and poaching by June 2018	To conduct 20 patrols against illegal hunting of wild animals and cutting down of trees
	Capacity building on participatory management of water resources provided to WEOs, VEOs, village leaders, and traditional leaders by June 2018	To train 72 leaders at ward and village level on participatory water sources management
	Number of beekeeping groups increased from 21 to 40 by the year 2018	To sensitize the communities in villages on the need to form bee keeping groups
	Honey and bee wax production increased from 22000kg and 2933kg respectively by June 2018	To sensitize the communities on the use of modern beehives in beekeeping practices in order to increase production
Community Development and Gender	Community wellbeing economically enhanced in 109 villages by June 2015	To facilitate sensitization of the community on TASAF III and identification of most vulnerable households by December 2014
	Women and youth in 18 wards economically empowered by June 2014	To train 35 women groups and 20 youth groups in entrepreneurship and management skills; To conduct meetings on gender and development in 50 villages by June 2014
Agriculture, Irrigation and Cooperatives	HIV/AIDS knowledge imparted in 300 farmers and 16 ward agricultural extension officers by June 2016	To facilitate two days training on HIV/AIDS intervention to 16 ward agriculture extension staff by June 2014
	Knowledge and skills provided to 41 agricultural officers, 3000 farmers and three cooperative officers by 2016	To facilitate training of 175 agro-dealers and extension staff on fertilizer handling by June 2014; To facilitate training on sustainability of village/group projects and crosscutting

		issues by June 2014
Livestock and Fisheries	Reduction cattle deaths caused by tick borne diseases from 50% to 30% by 2018	To mobilize communities with non operative dips and sensitize them on how to revive and manage operative dips in sustainable way; and To sensitize farmers in wards without dips to use hand spray pumps by June 2017
	Milk production increased from 617297 liters to 672854 liters by 2018	To sensitize cattle keepers about the importance of breeding using improved selected bulls and artificial insemination methods

Chunya District Council (2013/2014 - 2017/2018)

Sector	Target	Planned activities
General Administration	Risk of HIV/AIDS infection among 2500 employees reduced by June 2018	To train 13 HODs and six HOs on behavior change and HIV/AIDS infection by June 2014
	Qualified staff in the district increases from 1794 to 2300 by June 2018	To facilitate training of 4 staff at LAWSON; To facilitate training of eight staff in using PLANREP software; To facilitate training of three staff from administration and finance; and To facilitate training and development of five ward executive officers by June 2014
	Capacity building ensured to 200 staff by June 2018	To facilitate on job training to five RMAs on record management by June 2014 To facilitate one staff to undertake postgraduate studies by June 2014
	Awareness on emergency preparedness and disaster management ensured by June 2018	To conduct awareness meeting on disaster management in 30 villages by June 2014

Table 4.5: Chunya District Council Continued...

Sector	Target	Planned activities
Rural Water Supply	Population households with improved toilets ensured by June 2018	To engage households and communities through CTC triggering and follow up by June 2014; To engage sanitation service providers (train artisans to strengthen the supply chain) by June 2014
	Conducive working environment to 23 staff ensured by June 2018	To facilitate one staff to undertake training in water engineering by June 2014 To facilitate two staff to undertake training in short courses by June 2014
Environment and Sanitation	Conducive working environment ensured by June 2018	To facilitate one staff to attend short course on environment management by June 2014 To support one staff to attend postgraduate studies by June 2014
	Environmental hygiene and sanitation ensured by June 2018	To facilitate and sensitize 40 villages on improved latrines by June 2014; To train 20 villages on the use of latrine by June 2014;
Community Development and Gender	School based-gender sensitive sexual reproductive health and HIV education strengthened in 20 primary schools by June 2018	To identify and train 100 female and male primary school peer educators in life skills and HIV/AIDS education in 20 primary schools by June 2014
	Empower communities to address harmful gender/socio cultural norms, and gender based violence by June 2018	To build capacity of community leaders on harmful culture and gender norms while reinforcing positive cultural practices by June 2014
Community Development and Gender	Stigma, denial and discrimination reduced in 73 villages by June 2018	To sensitize communities in 30 villages on importance of early health seeking behaviors and the need for male circumcision in prevention of HIV/AIDS by June 2014
	Expand the availability of condoms especially for MARPs by June 2018	To sensitize 120 bar and guest owners on importance of stocking condoms by June 2014

	Coordination and management of HIV/AIDS interventions in the district enhanced by June 2018	To conduct capacity building training to seven WMACs by June 2014
Agriculture, Irrigation and Cooperatives	Number of registered societies increased from 54 to 61 by June 2018	To train 126 board members on managerial skills by June 2014
	Agricultural productivity of maize and sunflower increased from 2.5-3.5 tons/ha and 1-2 tons/ha respectively by 2018	To train 3975 farmers on recommended agronomic practices (T&V) by June 2014; To train 22 farmers on management of power tillers by June 2014;
	Economic status of farmers in 10 wards improved by 2018	To facilitate training of 25 farmers in cashew nut agronomic practices by June 2014; To facilitate training of 145 farmers in Tobacco production skills by June 2014
Livestock and Fisheries	Fisheries law and policies ensured by June 2018	To conduct capacity building for the five BMUs in Songwe division by June 2014
Natural Resources	Capacity of departmental staff improved by June 2018	To facilitate 1 game officer and 1 bee officer to attend masters degree courses by June 2014
	JFM process facilitated in 20 villages leading to the establishment of 20 village land forest reserves in 100000 ha of forest by June 2016, and five JFM agreements in 50000 ha of forest by June 2018	To create awareness in village council and assembly meetings on rights and responsibilities under PFM in five new villages of; Mafyeko, Bitimanyanga, Kambikatoto, Gua and Ngwala by June 2014; To train VNRCs and patrol teams in five new villages on routine forest management techniques, monitoring and other cross cutting issues by June 2014
Natural Resources	Beekeeping products increased from 50000 kgs to 70000 kgs by June 2018	To create awareness on modern beekeeping activities in beekeeping villages; and To train beekeepers on good harvesting, storage and processing of bee products by June 2014
Planning and Monitoring	Support to planning department ensured by June 2018	To facilitate training to two staff by June 2014; To facilitate training of 30 WEOs on LGMD by June 2014

Kalambo District Council (2013/2014 - 2015/2016)

Sector	Target	Planned activities
General Administration	Services improved and HIV/AIDS infection reduced at working place from 5.8% to 4% by June 2016	To facilitate 5 troupes of Art on HIV/AIDS education by June 2014; To facilitate provision HIV/AIDS education through cinemas by June 2014; To facilitate training of twenty teachers on HIV/AIDS by June 2014; To facilitate provision of peer group training on HIV/AIDS to 16 peer group facilitators in secondary and primary schools by June 2014
	To facilitate capacity building activities by June, 2016	To facilitate capacity building on good governance to councilors by June 2014; To facilitate training of WEOs and VEOs on OPRAS and good governance by June 2014; To facilitate two staff attending short courses in record keeping by June 2014; To facilitate three workers to attend training at lower level institutions by June 2014
Rural Water Supply	Highly qualified staff in water department increased from zero to two by June 2016	To facilitate long training in water engineering to one staff by June, 2014 To facilitate two staff to attend seminars and short course training by June, 2014
Natural Resources	Stigma, denial and discrimination reduced from 30% to 20 % in natural resources by June 2016	To conduct a seminar on HIV/AIDS to natural resources officers by June, 2014
	Quantity and quantity of honey production increased from 10% to 50% by June 2016	To conduct a two days' beekeeping training workshop to beekeeping groups in two wards by June 2014
Natural Resources	Quantity and quantity of honey production increased from 10% to 50% by June 2016	To facilitate 14 beekeepers to attend a study tour at Inyonga Beekeeping Association in 2014; To facilitate eight beekeepers to undertake a special beekeeping course by June 2014
Community Development and Gender	Income generating activities for 24 women groups and 24 youth groups formed, trained and supported in 10 villages by June 2016	To facilitate assessment, formation and training of income generating activities (12 women groups and 12 youth groups) by June 2014
	High skilled staff increased in department form 10 staff to 13 by June,2016	To facilitate long and short courses to be undertaken by two staff members by June 2014
	Access to social welfare services for 15 vulnerable groups in 15 wards improved by June 2016	To sensitize 15 ward development committees and conduct campaigns on women, children, elders and disabled rights by June 2014; To sensitize 20 village governments and conduct campaigns on community health fund
Agriculture, Irrigation and Cooperatives	Agriculture extension services improved by June, 2016	To facilitate training of 47 extension staff on modern agriculture practices and new approach on agriculture production (BRN) by June 2014
	Rural development economies raised through promotion of; SACCOS/AMCOS from 42 to 60, and primary cooperative societies from 4 to 17 by June 2016	To facilitate daily monitoring, and capacity building on entrepreneurship by June 2014; To facilitate training of supervisory committee, loan committee board members and accountants for 42 SACCOS/AMCOS by June 2016
Livestock and Fisheries	Quantity and Quality fish production increased from 60% to 80% by June 2016	To conduct training on fish processing technology by June 2014

Sumbawanga District Council (2013/2014 - 2015/2016)

Sector	Target	Planned activities
General Administration	District and community HIV/AIDS advocacy and response strengthened to 30 drama groups by 2015	To identify and train five drama groups on HIV/AIDS in five villages by June 2014; To identify and train 15 stakeholders on TOMSHA by June 2014
	Risk of HIV infection among vulnerable groups reduced in 30 villages by June 2015	To provide HIV/AIDS education and sensitization to address stigma, discrimination, voluntary male circumcision through cinema shows in 15 wards by June 2014
	HIV/AIDS awareness at work place 100% strengthened within council by June 2016	To facilitate training of 120 staff on reduction of HIV/AIDS infection at work by June 2014
	School based gender sensitive sexual reproductive health and HIV/AIDS education strengthened in 20 primary and 20 secondary schools by June 2016	To support identification and training of 16 primary and 16 secondary school peer educators on life skills and HIV/AIDS in 10 primary and 10 secondary schools by June 2014
	Disaster management enhanced at SDC by June 2016	To facilitate awareness meetings on how to control floods among people living on the shores of Lake Rukwa by June 2014
	Increase number of staff from 1864 to 1980 by June 2016	To facilitate on job training to seven SDC staff by June 2014
	Professional and career development activities enhanced by June 2016	To facilitate eight staff to attend long courses in various institutions by June 2014 To facilitate lower level staff to attend short courses in developmental skills by June 2014
	Skills development for councilors and staff by June 2016	To facilitate awareness on HIV/AIDS to 43 and relationships to 43 councilors by June 2014; To facilitate training of 30 management team members on plan rep and HIV/AIDS by June 2014; To facilitate HIV/AIDS awareness training to 50 newly recruited staff by June 2014; To facilitate training to ward tribunal members on their roles, responsibilities and HIV/AIDS awareness by June 2014
	Environmental health and sanitation improved from 75% to 90% through toilet construction by June 2016	To facilitate implementation of sanitation and hygiene programs through sensitization on the need to construct toilets by June 2014
Rural Water Supply	Highly qualified staff in water department increased from one to three by June 2016	To facilitate long course training in water engineering for one staff by June 2014; To facilitate short course training for one technical staff and one secretary by June 2014; To facilitate staff to attend workshops/seminars in water, hygiene and sanitation by June 2014
Environment and Sanitation	Environmental health and coverage increased from 74% to 80% by June 2014	To train 12 masons on sunplat fabrication; To train teaches from 10 primary schools on sanitation and hygiene; To sensitize 10 primary school committees on environmental health campaign; To sensitize communities on hand washing with soap and Kibuyu Chrizi
Community Development and Gender	Income generating activities for 24 women and 24 youth groups formed, trained and supported in 10 villages by June 2016	To facilitate assessment, formation and training of income generating activities for 12 women and 12 youth groups by June 2014
	Access to social welfare services for 15 vulnerable groups in 15 wards improved by June 2016	To sensitize 15 ward development committees and conduct campaigns on women, children, elders and disabled rights by June 2014; To sensitize 20 village governments and conduct campaign on community health fund contributions by June 2014
	High skilled staff increased in department from 10 to 13 by June 2016	To facilitate long term course for three staff and short term courses for two staff by June 2014
Agriculture, Irrigation and	Rural development economies raised through promotion of SACCOS/AMCOS from 42 to 60 by June 2016	To facilitate daily supervision and capacity building on entrepreneurship by June 2014; To facilitate training of supervisory committee, loan committee board members and

Cooperatives	accountants from 42 SACCOS/AMCOS by June 2016
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Sumbawanga District Council Continued...

Sector	Target	Planned activities
Agriculture, Irrigation and Cooperatives	District irrigation projects improved and increased from one in 2012 to four by June 2016	To facilitate training of DFT members on implementation of DADPS projects by June 2014
	Health education on nutritious food in seven wards enhanced by June 2016	To train 56 extension officers and 200 farmers in seven wards on the importance of nutritious food and its availability by June 2014
Policy, planning and Monitoring	Training of 300 traders on how to start and improve business in 15 wards by June 2016	To facilitate training of traders in eight wards on how to improve business by June 2014
	Conducive working environment for four staff ensured by June 2016	To facilitate short courses and seminars to be attended by seven departmental staff by June 2014; To facilitate monitoring and supervision of council projects in 101 villages by June 2014; To facilitate four trade staff to attend seminars by June 2014; To facilitate four department staff to attend seminars and meetings by June 2014

Sumbawanga Municipal Council (2013/2014 - 2017/2018)

Sector	Target	Planned activities
Administration General	Stigma, denial and discrimination reduced in 15 villages by June 2018	To conduct a three days seminar to VEOs and village chairpersons by June 2014
	Capacity building to 15 council staff on ULGSP project management improved by June 2018	To train staff on project management skills by June 2014
	Council working environment and performance improved from 60% to 80% by June 2018	To facilitate training of village/Mtaa chairpersons on roles and responsibilities by June 2014; To facilitate training of three staff on community sensitization for development by June 2014; To facilitate training of three staff of lower level on community development, social sciences and planning by June 2014
	Qualified staff increased in the council by June 2018	To facilitate training of ten qualified staff in different courses by June 2014; To facilitate on job training on various course skills by June 2014
	Participatory implementation, monitoring, and supervision of projects improved by June 2018	To conduct training on monitoring and evaluation by June 2014
Urban Water Supply	Stigma, denial and discrimination reduced in the water department by June 2018	To sensitize five municipal water departmental staff on HIV/AIDS for two days by June 2014
	Community participation in operation and maintenance of water projects enhanced in 17 COWSOS by June 2018	To facilitate awareness creation among the communities on participation in operation and maintenance of water projects by June 2014
Community Health	Institutional management capacity on health services strengthened from 64% to 80% by June 2018	To conduct six day CLTS triggering process in six villages by December 2014; To conduct two days theory and four days practical training on CTLS to 10 artisan by June 2014
	Solid and liquid waste management improved from 40% to 80% by June 2018	To create community awareness on environmental sanitation through Chemchem and STV by June 2014; To facilitate community sensitization on proper disposal of liquid and solid

		waste management in eight urban road areas by June 2014
Community Development and Gender	Awareness creation to the community in 15 wards on the importance of male circumcision to reduce HIV/AIDS and STDS infection by June 2018	To conduct two mobilization meetings in 15 wards on the importance of male circumcision by June 2014

Sumbawanga Municipal Council Continued...

Sector	Target	Planned activities
Community Development and Gender	Proper use of male and female condoms promoted in 15 wards by June 2018	To conduct 15 sensitization meetings in 15 wards on correct and consistent use of male and female condoms by June 2014
	Community contribution towards construction of community based projects improved in 15 wards by June 2018	To conduct two sensitization meetings in 15 wards on the importance of contribution to development projects by June 2014
	Income generating activities for 40 women and 40 youth groups formed and strengthened by June 2018	To conduct training and facilitate 20 women groups and 20 youth groups to access loans by June 2014
Agriculture, Irrigation and Cooperatives	Timely implementation of DADPS projects increased from 80% to 100% by June 2018	To facilitate seven Staff to attend various DADPS seminars by June 2014; To train two FFS groups of Maize each having 20 farmers at Malagano by June 2014; To train 40 farmers on how to use ox-farm implements at Malagano village by June 2014
	Number of agricultural staff sensitized on HIV/AIDS reduction increased from 16 to 63 by June 2016	To conduct a one day meeting to 63 agricultural staff on HIV/AIDS awareness by June 2014
Policy, Planning and Monitoring	Quality working environment ensured to trade staff by June 2018	To facilitate one trade staff to attend a post graduate diploma in business administration by June 2014
	Traders with entrepreneurship skills increased from 90 to 130 by June 2018	To conduct seminars on entrepreneurship to 90 traders in Sumbawanga municipality by June 2014
	Delivery of services by the planning department improved from 90% to 98% by June 2018	To facilitate one planning officer to pursue further studies by June 2014
Land Development and Urban Planning	Twenty department staff trained on HIV/AIDS by June 2018	To conduct one awareness meeting on HIV/AIDS to twenty staff by June 2014
	Municipal general planning scheme produced by June 2018	To facilitate training of five staff on Geographical Positioning System by June 2014

Nkasi District Council (2013/2014 - 2015/2016)

Sector	Target	Planned activities
General Administration	HIV/AIDS plans from lower levels (VMACS and WMACS) prepared and included in council comprehensive plan by June 2016	To conduct three days training on preparation of HIV/AIDS plans to 10 WMACS and 10 VMACS by June 2014
	Workplace HIV/AIDS infections reduced by June 2016	To sensitize 100 teachers on HIV/AIDS reduction strategy by 2014
	Qualified staff increased in council from 1450 to 1586 by June 2016	To facilitate two VEO'S and one personal secretary to undertake long course training by 2014; To facilitate councilors to attend a study tour by June 2014
Rural Water Supply	Awareness on HIV/AIDS created in 14 villages water committees by June 2016	To sensitize 14 village water committees on HIV/AIDS mitigation and prevention by June 2014
	Skill and knowledge of water department staff improved by June 2016	To facilitate long course training for one staff and short course training for two staff by June 2014
	Capacity in emergency preparedness and management increased by June 2016	To educate 14 villages water committees on disaster preparedness and management by June 2014
Sector	Target	Planned activities
Rural Water Supply	Water sources management in 14 villages sustainably improved by June 2016	To educate 14 village water committees on water resources management Act - 2009 by June 2014
Natural Resources	Environment maintenance issues in five wards improved by June 2016	To conduct awareness on EMA to five village and environmental committees by June 2014
Natural Resources	Micro projects developed in ways that reinforce program activities at village and household levels by June 2016	To sensitize and facilitate formation of beekeeping groups and provide them with beehives by June 2014; To educate and facilitate tree planting in six of; Swaila, Tambaruka, Chala A, Chala B, Nkomolo and Ipanda by June 2014
Community Development and Gender	Gender sensitive sexual reproductive health and HIV/AIDS education strengthened in 90 villages by June 2016	To identify and train 60 out of school youth in life skills and HIV/AIDS education in 30 villages by June 2014 by June 2015
Agriculture, Irrigation and Cooperatives	Awareness about cooperative groups improved by June 2014	To sensitize and encourage farmers to join to join cooperative societies by June 2014

Mpanda District Council (2011/2012 - 2015/2016)

Sector	Target	Planned activities
General Administration	HIV/AIDS plan prepared and mainstreamed in council's comprehensive plan by June 2016	To conduct an orientation seminar on preparation of HIV/AIDS reduction plans to 20 members of multi-sectoral committees (CMAC, WMAC & UMAC) by June 2016
	Number of people accessing HIV/AIDS treatment increased by June 2016	To mobilize and sensitive communities on usage of HIV/AIDS services in the district (VCT, PMTCT, CTC and HBC) by June 2016
	Workplace HIV/AIDS program developed in council by June 2016	To conduct a workshop on HIV/AIDS interaction by June 2011
	Performance of departments improved from 61% to 90% by June 2016	To educate council staff on OPRAs and maintain mid and annual OPRAs to council staff
	HIV/AIDS associated deaths of council employees reduced from 5% to 0% by June 2013	To educate council staff on HIV/AIDS infection and strategies for preventing further infections
	Ward tribunals increased from 0 to 29 by June 2013	To train ten ward tribunals annually
	Council and village councils' by-laws increased from 13 to 98 by June 2016	To conduct public village meetings annually in 126 villages to educate communities on council by-laws
Rural Water Supply	Sustainable supply of clean and safe water to the residents at distance not more than 400 meters increased from 38% in 2008/09 to 55% by June 2016	To train technicians on the policy of cost sharing and servicing boreholes To facilitate in house training of water department staff
	Village water committees and water funds increased from 52 in 2008/09 to 126 by June 2016	To educate village councils, water committees and hamlet leaders on water policy
	Communities practicing proper sewage disposal increased from 20% in 2008/09 to 60% by June 2016	To train 10 TOT on PHAST tool and purchase 100 PHAST tool kits for TOTs To educate communities on construction of improved latrines and use of PHAST tool
	Water sources with standard protection from contamination increased from 100 in 2008/09 to 300 by June 2016	To sensitize water use committees on their technical and managerial responsibilities, and on environmental sanitation including sanitation requirements around water points and drainage systems
Sector	Target	Planned activities
Rural Water Supply	HIV/AIDS infection rate reduced from 6% in 2008/09 to 2% by June 2016	To mobilize/educate water department employees on the need to reduce HIV/AIDS infections rate workplaces
Community Health	Cholera outbreaks reduced from three in 2008/09 to zero by June 2016	To mobilize and sensitize communities in two wards on water related diseases; To sensitize leaders and health committees in two wards on environmental liveliness and drinking clean and safe water; To train ward health committees in 29 wards on proper sewage disposal and use of improved latrines
	Refuse collection capacity increased from 19163 tons in 2008/09 to 25000 tons by June 2016	To provide education to community leaders and health committees on environmental sanitation
	Diarrheal diseases infection reduced from 1257 in 2008/09 to 1000 patients by June 2016	To conduct public meetings in 29 wards on how to construct and use VIP latrines; To train ward leaders and health committees on hygiene and environmental sanitation; and To educate the communities on the environment sanitation by-laws
	STI/HIV/AIDS infection rate reduced from 6% in 2008/09 to 3% by June 2016	To educate/sensitize communities in 29 wards on the relationship between HIV and STIs

Environment	Environment conservation strengthened through reduced community dependency on fuel wood from 90% in 2008/09 to 80% by June 2016	To sensitize communities on energy saving stoves and use of bio-gas to reduce fuel wood consumption
	Reduce environmental vulnerability from land degradation and desertification from 5% to 30% by June 2013	To sensitize communities on environmental sustainability and proper land use planning
	To improve coordination of environmental services at district level by strengthening management capacity by June 2013	To sensitize environmental committees at village and ward level
Natural Resources	Villages with participatory wildlife conservation plans increased to five by June 2016	To train and maintain guards in wild life management areas in five villages
	Production of honey and bee-wax in the council increased from 156.1 tons in 2008/09 to 470 tons by June 2016	To train 220 bee keepers on modern bee keeping
	Bush burning reduced by 50% by June 2016	To mobilize and train communities on natural resources conservation and their required participation in removal of bush fires
Community Development and Gender	School based gender sensitive sexual reproductive health and HIV/AIDS education strengthened in 180 primary and 10 secondary schools by June 2016	To identify and train three primary school and four secondary school peer educators in life skills and HIV/AIDS education from 60 primary schools and 10 secondary school each respectively by June 2016
	Out of school youth gender sensitive sexual reproductive health and HIV/AIDS education strengthened in 23 wards by June 2016	To identify and train 10 peer educators to sensitize out of school youth on gender sensitive sexual reproductive health and HIV/AIDS in 23 wards by June 2016
	Ten IGA groups of widows MVC, PLHIV and guardians in 23 wards strengthened by June 2016	To train IGA groups of widows, MVC, PLHIV and guardians on entrepreneurship skills and managerial skills in 10 wards by June 2011
	Community capacity on HIV/AIDS enhanced in five wards by 2016	To conduct community capacity enhancement on HIV/AIDS in 10 villages by June 2016
	Divisions covered with awareness on HIV/AIDS in the district increased from two to eight by June 2016	To train WMAC on awareness on HIV/AIDS; To educate 200 anti-HIV/AIDS infection campaign groups (100 women and 100 girls) at ward level; To educate 40 council staff on HIV/AIDS prevention strategies
Sector	Target	Planned activities
Community Development and Gender	Women and youth income generating groups increased from 66 in 2008/09 to 100 by June 2016	To provide entrepreneurship training to 100 women and youth groups annually
	Community members using appropriate technologies increased from 2% in 2008/09 to 20% by 2016	To train five technicians on energy serving stoves and animal drawn carts technology annually
	Villages participation in planning, implementation and evaluation of developmental activities increased from 30 in 2008/09 to 126 villages by June 2016	To facilitate 20 CDOs to upgrade to post graduate and advanced diploma levels; To conduct two study tours for community development staff; To mobilize and sensitize communities in 130 villages on participatory planning approaches
	Data collection, management and distribution in 12 council sectors improved from 0% in 2008/09 to 80% by June 2016	To sensitize ward and village leaders on importance of data in development planning
Agriculture, Irrigation and	Production of food crops increased from 3 bags to an average of 20 bags per acre by June 2016	To conduct community mobilization meetings on the use of improved methods of farming and train farmers on effective use of animal tracts (ox ploughs and ox casts)

Cooperatives	Number of farmers using animal tract/force, particularly ox-ploughs increased from 174 to 1474 by June 2016	To train 1300 link farmers and purchase 1300 pairs of oxen
	Farmers with food preservation and processing training increased from 352 in 2008/09 to 17500 by June 2016	To mobilize/train farmers on food preservation and processing technologies to avert food insecurities in the district; To mobilize/train communities on post harvest food storage methods
	Commercial crops produced increased from one to six by June 2016	To promote and train farmers in commercial crop production
	Agriculture/livestock inputs funds (Mfuko wa pembejeo) established and increased to two by June 2016	To mobilize and train communities on formation of SACCOS
	Capacity of 69 extension staff improved by June 2016	To conduct a refresher course for 69 extension officers; To facilitate 69 extension officers to participate in a study tour and practical training
	Qualified agricultural and livestock staff increased from 10 to 28 by June 2016	To provide in service training to agricultural and livestock staff; To train three cooperative officers by June 2016
	Number of co-operative societies increased from 22 to 40 by June 2016	To train communities on formation of cooperative societies /SACCOS in 126 villages To train 40 leaders from cooperative societies in management and business skills
	HIV-infection among extension staff and farmers reduced from 6% in 2008/09 to 3% by June 2016	To conduct seminars on HIV/AIDS prevention
Livestock and Fisheries	Milk production increased from 15000000 liters to 25000000 liters annually by June 2016	To sensitize livestock keepers on modern livestock rearing methods, use of improved bulls and cost sharing through participatory meetings
	Tick borne diseases reduced by increasing the number of dip tanks from three in 2008/09 to 15 by June 2016	To mobilize and sensitize livestock keepers on use cattle dip tanks, their operation and maintenance
	Sustainable utilization of fisheries products increased from an average of 82.6 in 2008/09 to 120 tons by June 2016	To train 430 fishermen on modern fishing methods and licensing requirements; To sensitize and encourage fishermen to form groups for easy supervision and to obtain loans
Policy, Planning and Monitoring	PlanRep knowledge disseminated and practiced in all 13 council departments by 2016	To train 13 heads of departments on use of PlanRep tool for planning and budgeting purposes
	Data management improved and maintained in all 13 council departments and 124 villages by 2016	To train 58 ward TOT on data collection in 29 wards and 258 data collectors in all 129 villages

Mpanda Town Council (2013/2014 - 2015/2016)

Sector	Target	Planned activities
General Administration	Community participation in decision making increased from 80% to 90% at council, ward, Mitaa and village levels by June 2016	To sensitize 17 Mitaa leaders on importance of statutory meetings by June 2014
	Council legal rights and enforcing of by-laws enhanced by June 2016	To conduct a two days seminar on preparation of council by-laws to nine WEOs, 17 MEOs and five VEOs by June 2014; To conduct six sensitization meetings to members of wards baraza in nine wards on how to assent to newly implemented by-laws by June 2014
	To capacitate 985 staff and 115 elected officials by June 2016	To facilitate development through training of three HROs by June 2014; To facilitate skill development to staff at lower level and support staff by June 2014; To facilitate on job training, short course (skill development) to 25 staff and 12 councilors by June 2014
Urban Water Supply	Council and community HIV/AIDS response strengthened in 10 selected villages by June 2016	To sensitize water staff and users on HIV/AIDS by June 2014
Community Health	Access to improved sanitation facilities at 1151 households improved by June 2016	To conduct a one day seminar on NSC to 16 CHMT members by June 2014; To conduct ten days triggering sessions on CLTS in 24 villages by June 2014; To conduct two days training of artisans from five villages by June 2014
Natural Resources	Environmental management improved through planting of 100000 trees by June 2016	To provide sensitization services and education on woodlots and tree plantation preparation and establishment in Kakese and Mbugani wards by June 2014
Community Development and Gender	Council and community HIV/AIDS strengthened in nine wards, five villages and 18 Mitaa by June 2016	To create awareness on HIV/AIDS in nine wards, five villages and eight Mitaa by using cinema van by June 2014; To conduct four days' training on workplace HIV/AIDS interventions to 50 primary and 50 secondary school staff by June 2014
	Income generating activities for 45 women and 45 youth groups formed by June 2016	To conduct five days training on entrepreneurial skills in collaboration with SIDO to 18 women and youth groups by June 2014
Agriculture, Irrigation and cooperatives	Fifteen producer organizations and seven economic groups capacitated and strengthened by June 2016	To conduct training on business managerial skills to 15 cooperative society leaders by June 2014; To conduct sensitization meeting to seven wards and establishment of one AMCOS for Kakese warehousing by June 2014
Land Management and Urban Planning	Planned settlements in urban and rural areas increased by six and two respectively by June 2016	To sensitize 100% legible urban population in eight urban wards on land issues by June 2014; To facilitate one staff upgrading to bachelor's degree and one staff upgrading to a masters degree level
Policy, Planning and Monitoring	Economic infrastructure constructed and maintained by June 2016	To facilitate short course training for 20 staff on financial management, procurement, contract management, project design, monitoring and evaluation, and environmental impact assessment by June 2014

Mlele District Council (2014/2015 - 2016/2017)

Sector	Target	Planned activities
General Administration	Professional careers of 20 staff improved by the year 2017	To provide certificate courses to council staff by June 2015
	Safety and rescue services in 60 villages by the year 2017	To conduct two days training in 60 villages to disaster management committees on emergency preparedness and rescue techniques by June 2015
	Council staff and elected officials capacitated by June 2016	To facilitate professional development through training of three staff by June 2015; To facilitate skill development to lower level and support staff by June 2015; To facilitate on job training and short course training to 25 staff and 12 councilors by June 2015
	Council legal rights enforcement of by-Laws enhanced by June 2017	To conduct a seminar on preparation of council by-laws to 14 WEOs and MEOs by June 2015; To conduct six sensitization meetings to members of ward baraza in nine wards on how to assent new by-laws by June 2015
	Stakeholders awareness on legal matters of council enhanced by June 2017	To train members of seven ward tribunals by June 2015; To train division officers and WEOs of six wards on by-laws by June 2015
Rural Water Supply	Hygiene and sanitation awareness in villages strengthened by June 2017	To sensitize communities on hygiene and sanitation by June 2015
	Water use association increased from 45% to 70% by June 2017	To sensitize seven water user groups from seven villages on gender equality by June 2015
Natural Resources	Conservation of biodiversity in protected areas increased by 70% by June 2017	To facilitate training of staff in wildlife management by June 2015; To conduct conservation education in villages around protected areas by June 2015 ; To increase wildlife awareness through participating in Nanenane by June 2015
Natural Resources	Conservation of biodiversity increased by 65% in forest reserves by June 2017	To conduct conservation education in villages around forest reserve areas by June 2015; To increase forest awareness through participating in Nanenane Day June 2015; To facilitate training for staff in forest management by June 2015
Community Development and Gender	Stigma, denial and discrimination reduced in 32 villages by June 2017	To train community on Impact of discrimination on people affected HIV/AIDS by June 2015
	District and community HIV/AIDS response strengthened in 32 villages and nine wards by June 2017	To conduct refresher training to CMAC members by June 2015
	Workplace HIV/AIDS programs supported and monitored by June 2017	To conduct training to WMAC members by June 2015
	Economic status for Mlele community improved by June 2017	To train youth and women groups on entrepreneurship and managerial skills in 52 villages by June 2015; To sensitize communities in 10 wards on gender planning and management by June 2015
Agriculture, Irrigation and Cooperatives	Producer organizations and seven economic groups capacitated and strengthen by June 2017	To conduct training on business managerial skills to cooperative society leaders by June 2015; To conduct sensitization meetings in 13 wards and establish of AMCOS for Mwamkulu Warehousing by June 2015

Livestock and Fisheries	Livestock production in 37 villages and nine wards increased by June 2017	To conduct training to 100 hides/skin dressers and collectors and 20 extension staff on improvement of hides and skins by June 2015
Land Use and Urban Planning	Planned settlements in urban centers and efficiency of staff increased by June 2017	To train communities on land laws by June 2015