



TANZANIA MAJI NA USAFI WA MAZINGIRA ACTIVITY (MUM) CAPACITY BUILDING PLAN OF THE LAKE RUKWA BASIN WATER BOARD (LRBWB)

May 2022

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USAID/TANZANIA MAJI NA USAFI WA MAZINGIRA (MUM)

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BASIN WATER BOARD (LRBWB)

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ACRONYMS AND ABBREVIATIONS

BMSF	Basin Multisectoral Forum
BWBs	Basin Water Boards
CBWSO	Community Based Water Supply Organizations
CDP	Capacity Development Plan
CMSF	Catchment Multi-sectoral Forum
CWC	Catchment Water Committees
GePG	Government Electronic Payments Gateway
IWRMDP	Integrated Water Resources Management and Development Plan
LGAs	Local government Authority
MoW	Ministry of Water
MUM	Maji na Usafi wa mazingira
MUSE	Mfumo wa Ulipaji Serikalini
NAWAPO	National Water Policy
NWSDP	National Water Sector Development Plan
PAF	Performance Assessment Framework
RBWB	Rufiji Basin Water Board
RUWASA	Rural Water Supply and Sanitation Agency
SCC	Sub Catchments Water Committees
STTA	Short Term Technical Assistance
WRMA	Water Resource Management Act
WSSAs	Water Supply and Sanitation Authority
WUA	Water users Association

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INTRODUCTION

The USAID/Tanzania Maji na Usafi wa Mazingira (MUM), Contract No. GS00Q14OADUI38 / 72062121N00001 and Project No. REQ-621-21-000012 under the One Acquisition Solution for Integrated Services (OASIS) indefinity delivery, indefinite quantity (IDIQ) contract is a five-year (August 2021 – August 2026) Activity funded by the U.S. Agency for International Development (USAID). The purpose of this activity is to expand and sustain the provision and governance of Water, Sanitation, and Hygiene (WASH) services. Tetra Tech is the prime contractor for MUM and has engaged subcontractors FSG, WISE Futures, and Iris Group.

Specifically MUM will work directly with national, regional and district stakeholders to improve Tanzanian systems for planning, financing, and implementing actions to expand access to WASH and WRM services, using four complementary implementation strategies, namely: Building ownership through continuous stakeholder engagement, strengthening organizational systems and services, applying market-based principles, and learning by doing in 10 districts in four regions of Morogoro, Iringa, Njombe and Rukwa in the Rufiji, Lake Nyasa, and Lake Rukwa basins. MUM will also work in some parts of Lake Tanganyika Basin, where identified water infrastructure projects fall with these parts. More specifically, the Activity will work to complete the following Sub-Objectives (SOs):

- **Sub-Objective 1:** Increase access to sustainable water services managed by the Rural Water Supply and Sanitation Agency (RUWASA) and water supply and sanitation authorities (WSSAs)
- **Sub-Objective 2:** Increase access to finance for water, sanitation, and hygiene
- **Sub-Objective 3:** Strengthen the market for sanitation and hygiene products and Services
- **Sub-Objective 4:** Strengthen basin water boards and water user associations to enhance stewardship of water resources; and
- **Crosscutting** - Advance gender equality and engage youth and women in the governance and management of multiple-use water resources and services.

I.0 DESCRIPTION OF THE DELIVERABLE

The Basin Water Boards Capacity Building Plan (CBP) is one of the MUM contractual deliverables required by the Task Order (TO). The development of the Basin Water Board (BWBs) capacity building plans is thus one of the priority Tasks under SO4 (Task 4.1, Sub-Task 4.1.1). Activities carried out under this task include.

- a) Identification of capacity gaps of the Rufiji Basin Water Board (RBWB), Lake Nyasa Basin Water Board (LNBWB) and Lake Rukwa Basin Water Board (LRBWB). During the MUM joint annual work planning workshop held in Iringa on 3-5 November 2021, and through consultation with the Basin Water Officers (BWOs) of the three BWBs, it was established that, except Lake Rukwa where the CBP expired in June 2021, all the BWBs had existing and current capacity building and Strategic plans covering various periods as shown in Table I.

TABLE I EXISTING BWBS CAPACITY BUILDING PLANS

Basin Water Board	Start Date	End date	Start Date	End Date	Remarks
River Rufiji	July 2021	June 2024	July 2020	June 2025	
Lake Nyasa	Sept 2020	June 2025	July 2019	June 2024	
Lake Rukwa	July 2019	June 2021	July 2019	June 2024	CBP expired in June 2021

To avoid duplication of efforts, MUM reviewed the exiting capacity building and strategic plans to identify and prioritize critical capacity issues to be addressed through MUM’s interventions and beyond. The information gathered from the existing plans was supplemented by MUM’s own field level assessment in February 2022, which identified specific capacity gaps and issues of particular interest to MUM in the three targeted BWBs (details provided in Annexes I-II).

- b) Development of capacity building plans to improve BWB’s institutional capacity and operational efficiency to collect revenue, use data to inform decisions, use participatory methods to engage water users, and address the needs of water service providers. Capacity issues identified under sub-task (a) above were processed and validated by MUM in collaboration with BWBs in a stakeholder workshop. The workshop was held on 30-31 March, in Iringa and involved various representatives from USAID, the Ministry of Water (MoW), BWBs, Local Government Authorities (LGAs), the Rural Water Supply and Sanitation Agency (RUWASA), Water Supply and Sanitation Authorities (WSSAs), Community Based Water Supply Organizations (CBWSOs), and Water Users Associations (WUAs) to produce Capacity Building Plans (CBPs) which prioritizes interventions to be supported by MUM throughout its implementation period.

This report presents the CBP for the Lake Rukwa Basin Water Board (LRBWB). Specifically, it provides a detailed assessment of the BWB’s capacity gaps and description of how MUM will work in collaboration with LRBWB and other stakeholders to address them. The report is structured in 3 sections.

Section 1-Provides a brief background of the deliverable and structure of the report (this chapter).

Section 2- Provides a detailed assessment of the capacity gaps of the LRBWB building on the existing CBP and MUM’s own field level assessment of specific capacity gaps and issues in the basin.

Section 3- Presents a tailor-made CBP of LRBWB to address the identified capacity gaps. Specific capacity building activities are described including the approach that MUM will use to deliver, monitor, and evaluate the impact of the proposed interventions.

Findings of MUM's field level assessment of the capacity gaps in the LRBWB are provided as an annex to this report.

2.0 ASSESSMENT OF CAPACITY GAPS

2.1 BACKGROUND

2.1.1 THE LAKE NYASA BASIN

The Lake Rukwa basin Water Board (LRBWB) was established in May 2004 by the government through the previous Water Utilisation (Control and Regulation) Act no. 42 of 1974 and its subsequent amendments; Act No. 10 of 1981, Act No. 17 of 1989 and Act No. 8 of 1997. It was gazetted as one of the nine basins through Government Notice No. 13 of January 13, 1989. The Basin Water Board (BWB) is a public institution under the Ministry responsible for Water Resources mandated to manage and develop Water Resources within the Basin as stipulated under the WRMA No. 11 of 2009.

Lake Rukwa Basin is a fairly large basin which comprises of parts of the administrative regions of Mbeya, Songwe, Rukwa, Katavi and small parts of Tabora and Singida. It is an internal drainage system comprising the lake with an average surface area of 2,300 km². The Basin borders Lake Tanganyika Basin to the West and North, Republic of Zambia to the South, Lake Nyasa Basin to the Southeast and Rufiji Basin to the East. The entire basin has an area of about 88,000 km² with a population of 3.5 million (2012 census) whereas 19% live in urban and 81% live in rural areas. The population is expected to double by the year 2025. The Basin has six catchments which are Katuma, Momba, Rungwa, Songwe, Lwiche and Muze. The head office of the Basin is located in Mbeya Region at Mbeya City, Sinde Area along Sabasaba Road; the Basin has one Sub-office which will be used as a Catchment Water Committee Office when established and is located at Sumbawanga in Rukwa Region.

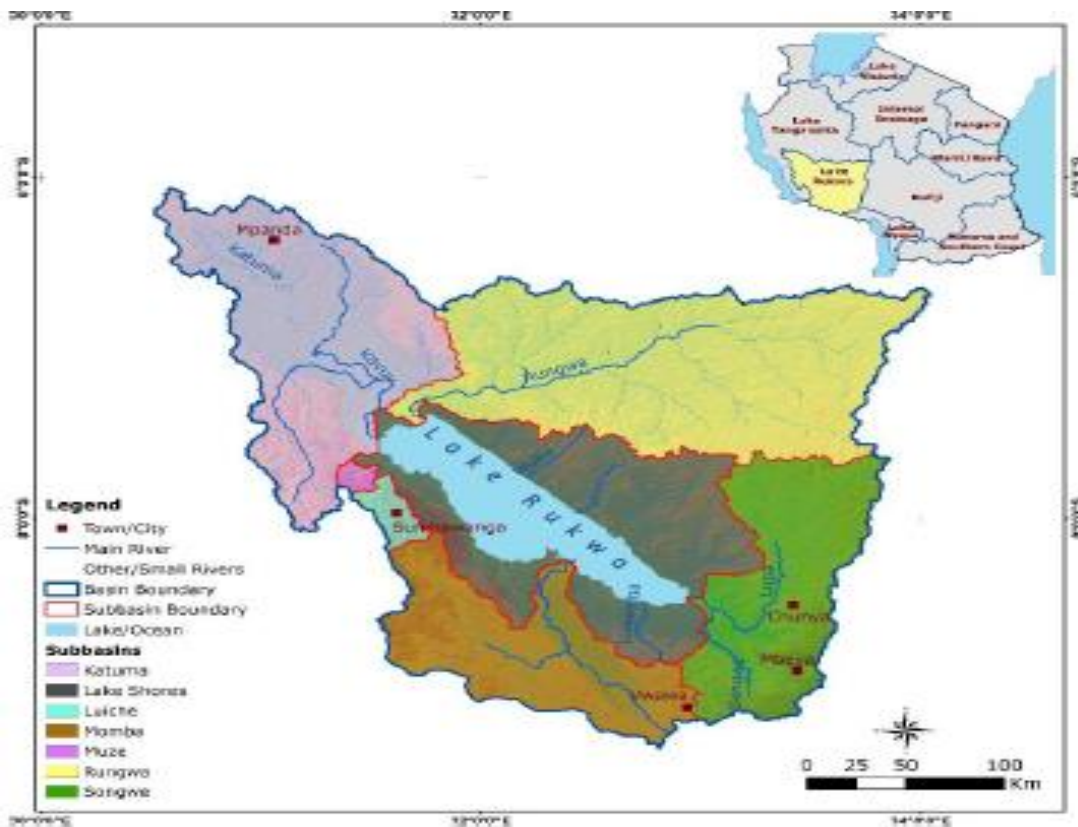


FIGURE 1 LAKE RUKWA BASIN WITH THE CATCHMENTS

Source: LNBWB IWRMD Plan, SMEC, 2015

2.1.2 LAKE RUKWA BASIN WATER BOARD

The Lake Rukwa BWB is governed by the Board of Directors which is the highest decision-making organ of the BWB. In Tanzania, the BWBs are established by the Minister responsible for water for each basin in accordance with the Water Resources Management Act No. 11 of 2009. The major roles of the BWBs are stipulated in section 23 of the Act, which can be summarized as: water resources assessment, allocation and water sources protection and pollution control. Specifically, the LNBWB has the following responsibilities and functions:

- (i) Prepare Basin Water Resources Management plans, projects budgets and an implementation strategy
- (ii) Integrate District plans into Basin water resources management plans
- (iii) Provide guidelines and standards for construction and maintenance of water source structures
- (iv) Monitor, evaluate and approve construction and maintenance of water source structures
- (v) Collect, process, and analyze data for water resources management
- (vi) Maintain and update assessments of the availability and potential demand for water resources
- (vii) Approve, issue and revoke water use and discharge permits
- (viii) Maintain a Water Register in accordance with Section 78 of the Act.
- (ix) Monitor and enforce water use and discharge permits and pollution prevention measures
- (x) Resolve intra-Basin conflicts
- (xi) Implement water resources management projects and programs
- (xii) 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

- (xiii) Advise the Director on technical aspects of trans-boundary water issues in the Basin
- (xiv) Appointment of Chairman and members of the Catchment and Sub-Catchment Committees and
- (xv) Prepare reports on the state of water resources in the basin

2.2 CAPACITY GAPS

2.2.1 BASELINE CAPACITY ASSESSMENT METHODOLOGY

Capacities are defined as a set of skills, knowledge and competences, procedures, and arrangements, required to perform specific functions at a satisfactory level¹. Capacity assessments are therefore conducted to determine the overall capacity of people or organizations to perform their responsibilities. Capacity assessment is defined as a process whereby current capacities are identified and analyzed against future capacities to understand the gaps and formulate a capacity development response to achieve organizational goals.²

Generally, organizations conduct capacity assessments to develop a comprehensive view of issues that could be addressed, systematically determine future capacity needs, and assess existing capacity assets.³ Organizations conduct capacity assessments with the main goal being to improve performance. In this assignment the objectives of the assessment are outlined below:

- to identify capacity strengths and gaps prevalent in the LRBWB
- to generate baseline capacity data and information to guide monitoring and evaluation,
- to determine relative priorities for capacity development and for support to improve operations and performance
- to generate commitment towards addressing gaps and needs
- to draw capacity development plans to guide implementation of capacity development interventions.

Capacity development plans draw from assessment results to formulate and suggest interventions to effectively address existing capacity gaps and create a solid foundation for long term planning, implementation, and sustainable results. They also serve as an opportunity for learning through assessment rather than evaluation and help in measuring change overtime

Overall, the baseline capacity assessment of the LRBWB looked at three (3) key capacity areas and fourteen (14) capacity domains which are aligned with the existing BWBs performance assessment tools currently in use by the Ministry of Water (MoW) namely the Performance Assessment Framework (PAF) and Performance Agreement Contract (PAC) between MoW and BWBs. The key capacity areas are stipulated in Table 2 below.

TABLE 2 CAPACITY ASSESSMENT DOMAINS FOR LRBWB

Key Capacity Area	Capacity Domain
A: Internal Procedures and Operations	A ₁ : Human Resources Management and Development
	A ₂ : Leadership
	A ₃ : Infrastructure and Technical Equipment
	A ₄ : Organizational procedures

¹ For more detail-<https://www.undp.org/content/undp/en/home/ourwork/capacitybuilding/overview>

² UNDP Capacity Assessment Practice Note, 2008

³ UNDP Capacity Assessment Methodology User's Guide: Capacity Development Group 2008

B: Stakeholder Engagement and Relations	B ₁ : Functioning of the Executive Board
	B ₂ : Coordination with other Government Institutions
	B ₃ : Community Involvement
	B ₄ : Gender integration and youth inclusion
	B ₅ : Customer services
	B ₆ : Communication with stakeholders
C: Effectiveness in Water Resources Management Functions	C ₁ : Monitoring and Data analysis
	C ₂ : Billing, fee collection and permits
	C ₃ : Resource Mobilization
	C ₄ : Basin Catchment Conservation Plan
	C ₅ : Implementation of climate sensitive areas of the IWRM&D Plan

The following approach was used to identify capacity gaps and prioritize capacity building interventions of the LRBWB.

First, a self-assessment checklist (see Annex I for details) with questions designed to measure capacity for each domain in the three key capacity areas was prepared and administered to a purposefully sampled assessment team composed of between 12-15 people with representation from different stakeholder groups and basin staff. Through the facilitation of independent consultants, assessment teams (focus groups), discussed reasons for scoring each before reaching a consensus score for existing capacities for each capacity question. The following ranking scheme was applied: *1-Very low capacity or none, 2-Low capacity, 3-Moderate capacity with less than 50% achievement 4- High capacity, 75% achievement and 5-Full capacity, above 75% achievement.* It is important to note that self-assessment was chosen as primary tool for data collection because it allows for greater ownership and understanding of the process of capacity development, stimulates dialogue regarding the capacities required and captures current and targeted capacity levels⁴

Secondly, a rapid capacity assessment and planning tool was used to support the self-assessment tool to collect qualitative data. This tool was administered to focus groups of between 8-10 people comprised of basin experts alone. Through the facilitation of consultants, the same capacity questions were asked to basin staff who were subjected to a rigorous process of determining desired and existing capacities, capacity gaps and actions to address the gaps. Assessment teams also determined progress indicators, organizations to be responsible for the action, priority, and time frame.

Thirdly, consultations with the Director of Water Resources were used to get insights on capacity gaps and actions to address capacity development challenges. The process of assessing capacity gaps using the various tools and approaches described above culminated with preparation of a capacity baseline table.

⁴ United Nations Development Group (UNDAF), Companion Guidance 2017

It is important to note that during the assessment, the Desired Capacity (DC) score was set at five (5) based on the scoring scheme of 1-5 for each capacity area in all domains. This score was deemed an ideal level for BWBs to be able to effectively function, execute their mandates and achieve optimal level of performance as well as to match with targets set in their strategic plans. It is also important to note that desired capacities do not emerge from capacity assessment but are defined before assessment is conducted. Questions were posed to participants through focus groups and used questions and discussions to obtain group consensus on a score. The assessment teams arrived at the scores in a participatory manner and reasons for each ranking were recorded. To reduce subjectivity in ranking, assessment teams (Focus Groups) were applied over individual interviews. Average scores for Existing Capacities (EC) were calculated for each capacity area and domain and this initiated a process of determining Capacity Gaps (CG) by finding the difference between the desired and existing capacities determined by assessment teams. Box 1 below summarizes definitions of key terms used during the assessment.

BOX 1: KEY TERMS

DESIRED CAPACITY

Desired Capacity (DC) is the preferred performance level of BWBs for any capacity area in achieving its objectives. Desired capacities are the desired or standard capacities required to implement its mandates. Capacity assessments help to analyze what is desired and what exists to help determine measures to address the gap. Determination of the level of desired capacity was done by the assessment team composed of the basin staff who are the primary client and other relevant stakeholders.

EXISTING CAPACITY

Existing Capacity (EC) describes the prevailing level of performance of an institution. It explains current practices, systems, and structures. Existing capacities are usually identified through engagement with key stakeholders in focus group to determine capacity gaps and priority areas that require improvements.

CAPACITY GAP

A Capacity Gap (CG) is defined as a significant disparity between organizations goals and objectives and its actual potential ability to achieve its vision and mission¹. Capacity gaps can be found in one or multiple areas of the organization such as on organizational policies, the Board, staffing, leadership, financial management, equipment, or fund raising. In this task, capacity gaps are determined as the difference between desired capacity (DC) and existing capacity (EC) for each capacity question in all domains.

Medium and High based on a scale of 1-5 and supported by qualitative evidence. The objective was to determine levels of priority as shown in Table 3 below.

TABLE 3 CATEGORIZATION OF EXISTING CAPACITY GAP

Existing capacity scale levels	Less than 2.00	2.00 to 3.00	More than 3.00
Interpretation (levels of priority)	Low	Medium	High

Having categorized the existing capacity scale levels and their interpretation (low, medium and high) the priority index (PI) was then computed as a ratio of Capacity Gap (CG) and desired capacity (DC) and presented as a percentage (Equation 1). The team determined the PI for each capacity area and domain as well as overall averages for the three key capacity areas. Using this categorization, the higher the existing capacity gap score, the higher the PI percentage of a particular capacity area or domain and the higher the priority for capacity development.

Equation 1: $PI = CG/DC * 100\%$

Finally, three priority index scale levels were established to categorize priority index results as shown in Table 4 below.

TABLE 4 CATEGORIZATION OF PRIORITY INDEX

Priority index scale levels	Less than 40%	40%–60%	More than 60%
Priority levels	Low	Medium	High

In this report existing capacity gap scores (CGS) and priority index (PI) are used for analysis in the subsequent sections and to assist in the prioritization of actions for capacity development (see Annex II for details). Using this prioritization index, it is observed that the higher the PI the lower the existing capacity of the board in a particular domain or capacity area and the lower the PI the higher the existing capacity.

2.2.2 BASELINE CAPACITY ASSESSMENT FINDINGS

Overall, the findings from the baseline capacity assessment of Lake Rukwa Basin shows that on average Lake Rukwa BVWB have a moderate capacity gap score of 2.33 implying that low-capacity gaps than Lake Nyasa Basin (2.82) but is less capacitated than Rufiji Basin Water Board (1.95). Below is a summary of baseline capacity assessment findings in all capacity areas and domains for LRBWB

2.2.2.1 Internal Procedures and Operations

Table 5 below shows that internal procedures and operations have moderate capacity due to moderate capacity gap score of 2.20. However, the operational efficiency of the LRBWB is hampered by a lack of adequate staff. For example, data shows that the total number of staff required at LRBWB is 225 (53 technical staffs, 38 technicians and 134 supporting staffs) but currently the basin has 29 staff (9 technical staffs: 12 technicians and 8 supporting staffs) indicating 87 % staffing gap.

Lack of adequate number of staff is a huge constraint facing the water resources subsector. For example, a recent concluded WSDP II evaluation shows that during the WSDP II (2016/17-2020/21)⁵ it was anticipated that 1,000 staff from a variety of technical disciplines would be recruited during the program's cycle for deployment to the MoW's Directorate of Water Resources (DWR): water quality laboratories, and BWBs. However, only 98 staff in various positions were recruited, implying that only 9.8 percent of the target was met—further highlighting the acute shortage of staff to fully implement the program's WRM component. This underperformance in staff recruitment against the target derailed the implementation of the program—particularly limiting MoW's DWR, water quality laboratories and the BWBs' ability to offer consistent extension services and capacity-building support to community-level WUAs and perform routine duties in ensuring sustainable WRM in the country. It is important to note that the shortage of staff in the entire water sector was also highlighted by the Minister of Water in the 2021–2022 budget speech where he insisted that a total of 1,547 new staff will need to be recruited to fill the gap⁶.

TABLE 5 CAPACITY GAPS- INTERNAL PROCEDURES AND OPERATIONS

Key Capacity area	Domain/Capacity Area	Capacity Gap Score	Existing Capacity Description	PI in %	Priority Level
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⁵ Final evaluation report: Government of Tanzania Water Sector Development Program phase 2 final evaluation December 2021

⁶ Ministry of Water, 2021. Minister's Budget Speech 2021–2022.

Internal Procedure & operations	Human Resources Management and Development	2.67	Medium	53.33	Medium
	Leadership	1.75	High	35.00	Low
	Infrastructure and Technical Equipment	2.33	Medium	46.67	Medium
	Organizational procedures	2.13	Medium	42.50	Medium
	Average	2.20	Medium	44.00	Medium

Human Resources Management and Development:

The Average Capacity gap score in human resources management was found to be above average (2.67). This partly due to inadequacy of professional and competent staff and lack of gender sensitive human resources policies and systems for encouraging staff development. As indicated above, the basin has significant shortage of both technical and supporting staffs. As is of now and according to the current establishment the Basin does not have any Hydrogeologist, Environmental Engineer, Assistant Accountant, Personal Secretary and Registry Officer. There are also considerably large shortages in the technicians and water resources observers' cadres.

Hiring new staff to key positions identified in the strategic plan remains a top priority and the BWB should continuously engage the Ministry of Water on this agenda. Other strategies must be explored including maximum utilization of existing staff should be considered including multi-tasking, accepting graduate interns and part-time staff for specific tasks. In the spirit of promoting multisectoral collaboration and leveraging resources, outsourcing some of the work and working in collaboration with other key stakeholders including RUWASA, WSSSAs, and LGAs in areas where they have competence and resources should be explored. For example ensuring that activities such water sources protection and pollution control, demarcation of water sources, tree planting and land use planning are included in LGA (Local Government Authorities) or RUWASA annual work plans would make a great difference just like ensuring Community based water supply organizations (CBWSOs) under RUWASA effectively implement activities related to sustainable management and use of water resources such as protection of water sources, tree planting, promoting good land use practices and efficient use of water.

Infrastructure and Technical Equipment

Lack of infrastructure and equipment is one of the primary constraints hampering effective performance of several surface and ground water resources management (WRM) functions. Table 6 below shows the status of water resources monitoring network in Lake Rukwa Basin compared to Lake Nyasa and Rufiji Basins with significant gaps observed on groundwater monitoring stations.

TABLE 6 WATER RESOURCES MONITORING NETWORK STATUS FOR 2021

Basins	River gauging	Rainfall (Automatic)	Rainfall (Manual)	Weather	Ground water	Lakes	Dams	Total
LRBWB	23	2	9	6	0	2	0	42

LNBWB	28	4	10	5	0	3	0	50
RBWB	58	7	7	39	27	0	3	137

Source: Water Sector Status Report (2014–2020) and MoW.

The capacity for water quality monitoring equipment and stations was also found to be below quality monitoring stations were identified during the preparation of the IWRMD plan, but no actual monitoring programme is in place. A few equipment is requested for acquisition namely: atomic absorption Spectrophotometer (AAS), 1; Portable incubator (1); Portable multiprobe machine for in situ parameters (2) and Distillation machine (2).

2.2.2.2 Stakeholder Engagement and Relations

Existing capacity gaps in stakeholder engagement and relations were noted to be predominantly average across the domains with Average capacity gap score ranging from 1.33 to 2.75. As indicated in Table 7 below, the major challenge in this area is inadequate capacity in customer services, inadequate communication with LGAs, WUAs and other key stakeholders. Other factors include lack of District Facilitation Teams and Catchment Water Committees, limited functioning WUAs, and lack of gender analysis and application of results to guide preparation of policies and implementation of various activities. The underlying factor for low capacity in this capacity area is lack of financial resources to support implementation of various activities. These findings suggest that the LRBWB must continue giving priority and allocate resources in building basin capacity to improve performance in stakeholder engagement and relations. Assessments results of each domain are discussed below.

TABLE 7 CAPACITY GAPS- STAKEHOLDER ENGAGEMENT AND RELATIONS

Key Capacity area	Domain/Capacity Area	Capacity Gap Score	Existing Capacity Description	PI in %	Priority Level
STAKEHOLDER ENGAGEMENT AND RELATIONS	Functioning of the Executive Board	1.33	High	26.67	Low
	Coordination with other Government Institutions,	2.29	Medium	45.71	Medium
	Community Involvement	2.40	Medium	48.00	Medium
	Gender integration and youth inclusion	2.60	Medium	52.00	Medium
	Customer Services	2.75	Medium	55.00	Medium

	Communication with stakeholders	2.64	Medium	52.78	Medium
	Average	2.37	Medium	47.14	Medium

Coordination with other government institutions

The existing capacity of the LRBWB to coordinate with other government institutions was found to be on average with an average capacity gap score of 2.29. Assessments show that information flow from the LRBWB to LGAs and other public and private organisations is through some consultations. Coordination channels are rather unclear and not programmed. That is, activities of stakeholders such as LGAs and WSSAs are not closely followed-up. The BWB is not adequately aware of the strategies and work of other organization due to limited consultation when planning and implementation of its activities.

Implementation of Basin IWRMD plan is not effectively communicated because the Basin Multisectoral Forum (BMSF) does not meet regularly as expected due to financial limitations. It is just recently after the last Basin Multisectoral Forum (BMSF) that formal ways of communicating have been agreed upon and the BWB is coordinating the information sharing exercises. LGAs participate in Basin Multisectoral forums; however, there representation to these forums is a bit erratic in that participants change every time a meeting is held. This situation limits communication with LGAs and their participation in implementation and evaluation of IWRMD plans. Despite the commitment of BWB to ensure partners and key stakeholders support implementation of the IWRMD plan, it is still hampered by inadequate allocation of financial and human resources and sharing of information essential for result-oriented stakeholder engagement.

LRBWB has prepared a Communication Strategy which underscores the need to improve information flow with LGAs, Regional and District RUWASA managers through provision of information and data and participation in Regional and District consultative meetings. Some measures are being taken to raise awareness and engage stakeholders in the implementation of the IWRMD plan including the preparation and publication of a popular version of the Basin Plan. The BWB creates awareness regarding the Basin Plan through some public avenues like Maji Week, Nanenane celebrations and the Environment week.

To ensure effective information flow to targeted groups including government agencies, public and private sector institutions and other stakeholders in the catchments deliberate steps must be taken. It may be useful to ensure key communication messages in the strategy are relevant and backed up by precise background information packages. It is important to back up the messages and to ensure there is uniformity in the delivery process for anyone using the strategy. Secondly, communication issues should be managed by a person with right qualification and competence in communication. Where it difficult to recruit one, tailored or specialized courses should be considered for those or unit responsible for communication. Any communication event to a targeted audience must be planned having clear objectives and expected results to be able to measure change and most importantly, progress in communication and stakeholder engagement will largely depend on availability of funds which must be mobilised.

Capacity assessment revealed that the capacity of Catchment /District facilitation teams (DFT/CFT) to support WUA (Water Users Association) is very low for various reasons. There is no DFT or CFT in the whole Basin as for this year. Teams formed before in some districts do not exist for reasons including promotions to other positions, retirement, transfers or are simply not functional. All LGAs do not have catchment teams altogether.

The LRBWB has low capacity to establish, support, organize and coordinate Basin and Catchment Multi-sectoral forums. Three Basin multi-stakeholder forums took place. Currently no catchment water committees are in place, and they are planned to be formed in four catchments depending on availability of funds. There are informal CMSFs established in the Katuma, Momba and Songwe Catchments. The CMSFs meet occasionally and have prepared annual workplans. Implementation Reports are not readily accessible at the LRBWB.

The assessments also show that, the representation of women in the Basin fora is reported to be small as shown in Table 8 below. The involvement of youth has not been prioritized in the management and development of water resources and they are simply assumed to be part of the larger group of men and women. At the level of the catchment/sub catchment fora, representation from the various water user groups, WUA, LGAs and other institutions is generalized and is silent on gender representation. Raising awareness and training BWBs on a gendered approach to sustainable water resources management must be prioritized.

TABLE 8 REPRESENTATION OF MEN AND WOMEN IN BASIN FORUMS

No.	Forum/Year	No. Women	No. Men	Total
1	1 st Forum 17 April 2019	26	73	99
2	2 nd Forum 11-12 February 2021	19	64	83
3	3 rd Forum 15 Dec 2021	20	53	73

Source: LRBWB Baseline capacity assessment, February 2022

Community Involvement

The assessment on community involvement reveals a moderate capacity gap with a score of 2.40. This rating in performance in this area is attributed to average capacity to strengthen Water User Associations (WUAs), establish, and strengthen catchment/sub catchment water committees and assist WUA to implement WRM roles.

WUAs are the institutions and vehicles through which communities participate in water resources management and governance, nevertheless they are unable to perform statutory functions and implement work plans since BWB do not have adequate capacity to establish and strengthen as many WUAs as are required. The BWB has formed fifteen (15) out of 25 identified WUAs. It has registered fourteen of which 12 reportedly to be active. WUAs have many responsibilities including local level management of allocated water resources, preparation of water utilization plans, protection and conservation of water sources and catchment areas promoting and ensuring efficient and effective use of water resources and control pollution (NAWAPO 2002:28). Ensuring WUAs are capable of performing their responsibilities including preparing water use plans, collection of water user fees, conservation and protection of water sources, managing allocation of water resources at local level, managing equitable allocation of water resources during drought and mediating in local water use disputes.⁷ WUAs are also capable of other tasks including raising awareness and training community members, monitoring

⁷ URT, MoW. Draft Guidelines for formation of Water User Association 2019 and WSDP II Project Implementation Manual 2015

water availability, taking daily records at hydrological and climatic stations, make simple water quality measurements, initiating projects to diversify community livelihoods, operating savings and loan scheme and improving crop collecting water fees and livestock productivity⁸. To be able to carry out a range of these important responsibilities WUA capacities must be developed.

The basin has identified four (4) catchments but have established catchment committees. The committees are planned to be formed and trained to be able to perform their water resources management functions. Formation of catchment committees has lagged due to lack of financial resources.

Communication with WUAs as key water management institution at local level need to be strengthened. The LRBWB had bought some mobile phones for 8 WUAs and they use them to communicate with the Board and their member,

According to WUA formation and operational guidelines (MoW 2019) the WUA Executive Committee will be comprised of 6 leaders namely chairperson, deputy chairperson, secretary, treasurer and 2 members of representing key WUA committees according to most important water related risks. This clause does not specify the number of women to be part of this committee. However, it is clearly stated that one third of a seven-member committee for all the five subcommittees shall be women and youth. It is pertinent for BWB to clearly state how representation of women and youth to this day-to-day decision-making body will be ensured.

Gender Integration and Youth Engagement

The central concern in water and sanitation is on ensuing participation of both men and women to improve performance. The National Water Policy (NAWPAPo)⁹ unconditionally states that gender implications shall be examined and considered at all stages of management of water resources. The assessment shows that the existing capacity of the board in implementing aspects related to gender integration and youth engagement is low with a capacity score gap of 2.60. The highest gaps (3) are in the low capacity of the BWB to use gender analysis, sex disaggregation and promotion of gender parity which threaten gender mainstreaming and planning how to respond to the different needs of women, men, and youth. This has impact on equitable representation and participation of both men and women in decision making processes. Assessment findings in this domain are as follows:

- LRBWB does not use gender analysis in the preparation of policies, guidelines, and implementation of its activities and consequently, equality among men, women and youth cannot be met because their gender disparities and necessities specifically of women are not taken into account in planning and implementation of activities. Gender analysis is essential for planning without which gender integration cannot be achieved.¹⁰
- Based on the prevailing laws and guidelines there are provisions for ensuring 1/3rd of WUA management committee members and BWB members are women. As far as Basin management is concerned 45% of senior management are women which shows progress towards gender parity. While this shows progress, it is not by design because there is no local gender policy and gender is not integrated in management and local operational planning of its activities.
- Although LRBWB is gender conscious, there no policy to guide its activities. Sex disaggregated data is not a requirement in planning and reporting BWB activities (although in the registration of WUA, members are recorded according to sex). This implies that planning does not take into consideration the different roles of men and women.

⁸ WREM International 2013: Rufiji IWRMDP, Draft Final Report. Vol 3: Stakeholder Participation, Capacity Building and Communication Plan, Report Prepared for the united Republic of Tanzania, Ministry of Water, By WREM International Inc, Atlanta, Georgia USA 139 pp

⁹ URT, Ministry of Water and Livestock Development 2002. 25

¹⁰ USAID 2010: Guide to Gender Integration and Analysis Additional Help for ADS Chapters 201 and 203

- The BWB capacity of promoting gender representation into Basin Multi-sectoral forums and Catchment multi-sectoral forum is still low because invitations do not take gender and youth into consideration.

To strengthen gender integration and youth inclusion in sustainable water resources management, planning and implementation of basin activities; training of basin staff in a wider range of gender issues including gender analysis is essential.

Customer Service

Capacity assessments show that customer services are the domain with the highest existing capacity gap with a score of 2.75. The LRBWB does not have a customer service charter which significantly contributes to low achievement of its goals. A customer charter outlines how an organization promises to work with its customers and provides insights on how the organization operates, the rules by which it interacts with its customers including policies and procedures. Lack of a customer service charter has limited the BWB capacity to communicate its business goals, define proper channels of communication, abide by established customer service standards or getting feedback from customers. Lack of a customer service charter may have contributed to lowering needed revenues. Coupled with a lack of clear strategy to identify unregistered water users, delayed approvals of water permit applications because the BWB does not hold its meetings as planned and inability to enforce various sanctions, capacity to collect adequate and needed revenue has been difficult. There have been efforts recently for applying the “M-water tool” to collect and analyse various data including data for customers which is a good innovation. However, development of a customer charter remains a pre-requisite if the BWB must acquire a competitive edge and instil confidence of its various customers to pay various water use fees.

Communication with Stakeholders

Assessments show that existing capacity to communicate with stakeholders is below average with a score of 2.36 which signifies a capacity gap of 2.64. Communication is primarily in engaging stakeholders particularly those managing local action plans such as LGAs, WSSAs, big water users and other government agencies. Getting to know the stakeholders to understand what they want, when they want, how engaged they are and how BWB plans, and actions will affect their goals is important. Putting in place mechanisms for sustained communication and collaboration with key stakeholders in the basin is an absolute necessity instead of relying on participation in BWB meetings and forums only.

It is noted that the LRBWB has developed a Communication Strategy (CS) that targets different audiences and their information needs. The current strategy (2021/22-2023/24) is in place and in use. However, there is no regular communication with LGAs, WSSAs and big water users on the status of water resources and plans for water resources protection and pollution control. The LRBWB has not started to prepare and distribute the statutory State of Water Resources in the Lake Rukwa Basin Report.

2.2.2.3 Effectiveness in Water Resources Management Functions

Effectiveness in water resources management functions also showed a capacity gap score of 2.43 implying moderate capacity in this area (see Table 9 below). Lack of capacity in resource mobilization is singled out as a highest capacity gap of the LRBWB-negatively affecting the basin’s ability to effectively execute its water resources management functions. These findings mean that more efforts must be directed in building capacity of basin staff in resource mobilization. Assessment findings on specific domains are discussed below.

TABLE 9 CAPACITY GAPS- WATER RESOURCES MANAGEMENT FUNCTIONS

Key Capacity area	Domain/Capacity Area	Capacity Gap Score	Existing Capacity Description	PI in %	Priority Level
FFECTIVENESS IN WATER RESOURCES MANAGEMENT FUNCTIONS	Monitoring and Data analysis	2.56	Medium	51.11	Medium
	Billing, fee collection and permits	1.80	High	36.00	Low
	Resource Mobilization	3.33	Low	66.67	High
	Basin Catchment Conservation Plan	2.33	Medium	46.67	Medium
	Implementation of climate sensitive areas of the IWRM&D Plan	2.33	Medium	46.67	Medium
	Average	2.43	Medium	48.70	Medium

Monitoring and data analysis

Capacity in water monitoring and data analysis was found to be average with existing average capacity score of 2.44. Major challenges in these areas are lack of ground water monitoring system and lack of an M&E (Monitoring & Evaluation) (Monitoring & Evaluation) system that routinely collect, and report sex dis aggregated data. There was also low capacity in putting up regular water resources monitoring programmes. Although the capacity to establish and update rating curves is rated average, it was mentioned that only 5 rating curves out of 20 river gauges have been updated. The BWB does not have several instruments for discharge measurement namely ADCP M9, 2 Q-LINER 2, and 4 ADC, 2 Boats which should be procured to enable the Board to conduct ratings and update the rating curves. All other functions (ability to carry out data storage, processing, analysis, and modelling including the application of Lake Rukwa Basin Decision Support System (LRBDSS) had capacity gaps score of 2.0 which indicate that the existing capacity is about average. The skills for water resources modelling on part of the staff are unfortunately low and thus need strengthening through training and professional coaching.

Resource Mobilization

The LRBWB has a very low capacity for resource mobilization. For example, in 2020/21 financial data from the LNBWB shows that the basin had a budget of TZS 2.8 billion but as indicated in Table 10 below, the revenues collected by the board from user fees, permits application and other charges only contributed to 12.6 % of the required budget, indicating that the basin has limited capacity to fund at least 30% of its planned activities. This situation is attributed to lack of fund-raising strategy and plan that define methods and mechanisms for fund raising. Moreover, the board does not have a unit or people with skills and experience for fund raising.

TABLE 10 SOURCES OF LRBWB REVENUES

Budget Component	Category	FY 2019/20			FY 2020/21		
		Estimates (TZS)	Actuals (TZS)	%(+/-)	Estimates (TZS)	Actuals (TZS)	%
Revenue estimates	water user fees	330,000,000.00	200,541,519.42	61%	335,000,000.00	262,197,000.00	78%
	Application fees	15,000,000.00	25,755,000.00	172%	11,000,000.00	46,210,000.00	420%
	Hydrogeological survey	10,000,000.00	13,278,000.00	133%	9,500,000.00	0	0%
	Data processing	500,000.00	0	0%	3,500,000.00	0	0%
	Debt collection	30,000,000.00	13,109,980.80	44%	9,850,000.00	0	0%
	Other Income	20,000,000.00	1,510,000.00	8%	18,500,000.00	46,478,000.00	251%
	Environmental assessment	10,000,000.00	33,670,700.00	337%	10,500,000.00	0	0%
	GOT other charges /donors contributions	200,000,000.00	42,797,000.00	21%	122,150,000.00	0	0%
	Sub-Total	615,500,000.00	330,662,200.22	54%	520,000,000.00	354,885,000.00	68%
Development Budget	National Water Fund	953,800,000.00	713,907,102.45	75%	841,561,641	0	0%
	Basket/MoW	0.00	500,000,000.00	N/A	0	593,299,000.00	N/A
	Water Sector Support Project (WSSP II)	853,400,000.00	374,662,500.00	44%	1,447,057,777.78	0	0%
	Sub-Total	1,807,200,000.00	1,588,569,602.45	88%	2,288,619,419	593,299,000	26%
	TOTAL	2,422,700,000.00	1,919,231,802.67	79%	2,808,619,418.78	948,184,000.00	34%

Source: Lake Rukwa Basin Water Board Financial Statements

The basin has made some efforts to raise basin revenue through establishment of thematic group aimed to facilitate collection of various fees and identification of potential customers as well as writing proposal to development partners such as GIZ (Gesellschaft für Internationale Zusammenarbeit) and to the National Water Fund (NWF). Development of proposals was support by GIZ. However, the BWB does not have a complete strategy and plan that define methods and mechanisms for fund raising. Moreover, the board does not have a unit or person specializing in fund raising. To be able to raise its revenue base, development of a strategy is a primary requirement. Currently the board does not have staff with qualifications and experience in resources mobilization. Training staff on resource mobilization will be required.

Basin Catchment Conservation Plan

This domain has an average capacity gap with a score of 2.33, with the highest gap of 3 in its low ability to implement catchment conservation plan (2020-2035). The ability to survey, demarcate and gazette areas identified for protection and ability to develop and regularly update the plan for protection of all relevant water sources in the basin have a capacity gap of 2.0. Currently only 16 water sources have been demarcated in the basin and are to be gazetted. Like the Basin Plan, the Catchment Conservation Plan belongs to many stakeholders. It is intended to be implemented by the stakeholders together with the LRBWB who will also coordinate its implementation. The Basin Catchment Conservation Plan is a subset of the bigger Basin Plan. About 33 water sources have been identified but lack of resources has hampered efforts to carry out surveys and demarcate them. Low performance in this area is largely attributed to BWB failure to collaborate and engage other stakeholders in plan implementation. While mobilization of resources remains a primary goal to acquire resources to implement planned interventions, promoting multi-sectoral approach is a primary approach because sustainable management and development of water resources is every one's business in the catchment or basin. LRBWB must therefore proactively engage other stakeholder's such as RUWASA, LGAs, WSSA (Water Supply and Sanitation Authorities), CBWSOs, big water users and other actors in the public and private sector to accommodate recommend actions in their plans and implement them in their areas of jurisdiction.

Implementation of climate sensitive areas of the IWRM&D plan

Rapid rate of Climatic Change which affects water resources availability eventually affecting water users requires the Board to design and implement adaptation measures. Assessments show that the LRBWB has an average capacity of score of 2.67 and average capacity gap score of 2.33 in implementing climate sensitive areas of the IWRMD plan. The existing capacity gap is particularly largest (3) in the knowledgeable and adequately competent in planning and implementing adaptation and disaster risk reduction responses that reflect the gender-differentiated needs of women and men. Impacts of

Climate change on water resources affect men and women differently which requires that capacities of basin staff and other stakeholders like the LGAs, RUWASA, NGO (Non-Governmental Organization) and other private and public are built on climate change science, impacts, vulnerability assessments and community adaptation planning.

It is said in the Basin Plan reports on Water availability in the LRBWB that historical data contain significant evidence (for the past 20 years) of a changing climate over the Rukwa Basin. It has been observed that the evidence of climate change is clearly seen in the temperature. It has been shown in previous studies that all lake Rukwa sub-basins exhibit a positive increase (ranging from 0.45 to 0.85° C) monthly mean temperature for all months¹¹. It is thus important that when planning for development in the Lake Rukwa Basin one should consider the potential impacts of future climate changes and plan for appropriate adaptation measures. Therefore, it is imperative that measures to address climate change effects on water resources in the Basin including the ones mentioned below should be considered.

Addressing effects of climate change requires a coordinated action and collaboration with other stakeholders. LRBWB must consider developing a joint strategy and action plan with key stakeholders such as LGA, RUWASA, WWSA, NGO, big water users for implementation of climate change mitigation and adaptation activities such as tree planting, water harvesting and water storage in communities, building reservoirs, wells and boreholes and establishment of community-based water management plans. The BWB should enhance its role of promoting inclusion of measures to mitigate and adapt to climate change into plans of key stakeholders and monitor and evaluate performance.

Enhancing knowledge and competence of the BWB staff and LGAs in planning and implementation of disaster risk reduction responses through capacity building measures is essential.

3.0 CAPACITY BUILDING PLAN

3.1 PRIORITY AREAS FOR CAPACITY BUILDING

The baseline capacity assessments have identified capacity gaps and strengths in the LRBWB (see section 2 above). Overall, the assessments have shown that the LRBWB has medium capacity performance with an average capacity gap score of 2.33 (see Table I below). However, as indicated in section 2 above, there are still critical issues in some of the domains that require immediate action.

TABLE I | SUMMARY OF CAPACITY GAP SCORES

Key Capacity Area	Capacity Score	Gap	Priority Index	Priority level
Internal Procedures and Operations	2.20		44.00%	Medium
Stakeholder Engagement and Relations	2.37		47.14%	Medium
Effectiveness in Water Resources Management functions	2.43		48.70%	Medium

¹¹ Ministry of Water, URT, 2013: Lake Rukwa Basin Integrated Water Resources Management and Development Plan, Draft Interim Report I, Volume II: Water Resources Availability Assessment, developed by WREM International Inc., Atlanta, Georgia, USA, 182 pg.

It is suggested that capacity building interventions should be implemented with the aim of building the capacity of LRBWB to address the capacity gaps identified in section 2 above. Table 12 below presents the results of the prioritization exercise, whose activities are described in sections 3.1.1 and 3.1.2

TABLE 12 PRIORITY CAPACITY BUILDING ACTIVITIES

Focus Area	Top Priorities	Links to MUM Tasks and Performance Indicators	Level of intervention
Enhance Internal procedures and operations of the LRBWB	Develop and implement an internal strategy to fill in staffing gaps with specific focus on critical cadres: Hydrogeologist, Environmental Engineer, Assistant Accountant, Personal Secretary and Registry Officer. Possible strategies include hiring technical under short-term contracts or partnering with institutions like Engineers Registration Board (ERB) to expand graduate schemes to BWBs.	Task 4.1, Indicators- 0.1, 4.1	BWB
	Build the capacity of Basin staff in leadership and project management	Task 4.1, Indicators- 0.1, 4.1	BWB
	Support procurement of hydrological equipment, hydrometric and hydro meteorological stations	Task 4.1, Indicators- 0.1, 4.1	BWB
	Support procurement of hydrogeological equipment and establishment of groundwater monitoring stations	Task 4.1, Indicators- 0.1, 4.1	BWB
	Support procurement of water quality monitoring equipment and stations	Task 4.1, Indicators- 0.1, 4.1	BWB
	Supporting BWBs to put in place systems and institutionalize processes that would help them to effectively meet the needs of water users and service providers before, during, and after purchase of the product or services from BWBs	Task 4.1, Indicators- 0.1, 4.1	BWB
	Implementing innovative and cost-effective approaches to enhance stakeholder	Task 4.3, Indicators- 0.1, 4.1	National BWB WUA

Focus Area	Top Priorities	Links to MUM Tasks and Performance Indicators	Level of intervention
	participation in basin forums and improve coordination and implementation of water resources interventions between BWBs and WUAs, LGAs RUWASA, CBWSOs, WSSAs.		
Improve the capacity of LRBWB to effectively execute its water resources management functions	Implementing cost effective and multisectoral approach to expand water resources monitoring networks and improve quality of data collection, monitoring and reporting for decision making	Task 4.1, Indicators- 0.1, 4.1	BWB WUA
	Supporting BWBs to adopt strategies to increase revenue from water uses alongside mobilization of funds from public and private sector	Task 2.5 and 4.1, Indicators- 0.1, 2.4, 4.2	BWB WUA
	Implementing cost-effective and multisectoral approaches in the protection and restoration of high priority catchments with the goal of guaranteeing adequacy and reliability of drinking water services	Task 4.2, Indicators- 0.1, 4.1	BWB WUA
Enhance Youth and Women empowerment and participation in the water sector	Supporting BWBs to collect and use sex-disaggregated data and apply gender analysis and its results in planning and implementation of activities.	Cross-cutting: Gender and Youths Performance Indicator-0.4	BWB
	Review communication strategy and support implementation to explicitly consider and respond to the IWRM (Integrated Water Resources Management) related interests of women and youth.	Cross-cutting: Gender and Youths Performance Indicator-0.4	BWB
	Capacity building on CC adaptation with gender inclusive approaches to climate action	Cross-cutting: Gender and Youths Performance Indicator-0.4, 4.1	BWB

3.2 CAPACITY BUILDING PLAN

MUM capacity building interventions aim to improve the institutional capacity and operational efficiency of the LRBWB with the specific focus on following aspects:

- *Resource mobilization:* Supporting LRBWB to adopt strategies to increase revenue from water uses alongside mobilization of funds from public and private sector. Examples of strategies include identification and registration of all water users, agreeing payment schedules with users, appointing collection agents etc.
- *Customer service:* Supporting LRBWB to put in place systems and institutionalize processes that would help them to effectively meet the needs of water users and service providers before, during, and after purchase of the product or services from BWBs. Examples of initiatives to improve customer service include establishing customer call centre, developing MoUs with corporate customers etc.
- *Communication with stakeholders:* Implementing innovative and cost-effective approach to enhance stakeholder participation in basin forums and improve coordination and implementation of water resources interventions between BWBs and WUAs, LGAs RUWASA, CBWSOs and WSSAs. Examples include making use of existing planning and coordination forums such as Regional Consultation Councils (RCCs), District Consultation Councils (DCCs), RUWASA and EWURA (Energy and Water Utilities Regulatory Authority) WSSAs annual forums, Regional Investment forums etc.
- *Water Sources/catchment protection:* Implementing cost-effective and multisectoral approaches in the protection and restoration of high priority catchments with the goal of guaranteeing adequacy and reliability of drinking water services. Examples include coordination and streamlining water sources/catchment protection in the towns and district master plans, RUWASA and WSSAs investment and business plans and working in partnership with private sector to protect and conserve critical water sources.
- *Use of Data for Decision Making.* Implementing cost effective and multisectoral approaches to expand water resources monitoring networks and improve quality of data collection, monitoring and reporting for decision making. Examples include instituting data sharing protocols with other institutions such as the Tanzania Meteorological Agency (TMA), RUWASA, WSSAs, CBWSOs and Private sector.
- *Gender and Youth:* Supporting BWBs to collect and use sex-disaggregated data and apply gender analysis and its results in planning and implementation of activities.

Table 13 below outlines specific capacity building interventions to be carried out starting in FY2022 in line with MUM's approved work plan.

TABLE 13 CAPACITY BUILDING PLAN

Focus Area	Area of improvement	Capacity building interventions	Link to MUM Tasks	Time line	Target or desired outcome	Responsible	Modes of delivery
Enhance Internal procedures and operations of the LRBWB	A need to address staffing gaps	Technical Assistance and Facilitation of LNBWB to develop and implement an internal strategy to fill in staffing gaps with specific focus on critical cadres: Lawyer Hydrogeologists, Hydrologists, Civil Engineers, Community Development Officers, and Water Resources Engineers	Task 4.1	Year 2,3,4	BWB able to fill in critical HR (Human Resource) needs	LRBWB	MUM staff Technical Support, STTA
	A need to improve leadership and project management skills of key staff at BWBs	Capacity building through training, project management and inclusive leadership skills	Task 4.1	Year 2,3,4	10 personnel (senior, middle, and lower levels managers and technicians-including graduates) trained and equipped with project management and leadership skills Attention will be paid to ensure that women and young professionals are equitably represented in each training cohort. Greater application of soft skills in the Organization	LRBWB	MUM staff Technical Support, STTA
	A need to increase hydrological equipment, hydrometric and hydro meteorological	In-Kind grant to identify priority catchment, identify gaps procure hydrological equipment and install hydrological equipment, hydrometric	Task 4.1	Year 2,3,4	Increased network of priority hydrological and hydro meteorological stations in priority catchments	LRBWB	Technical Assistance through MUM staff, STTA and In-kind grants

Focus Area	Area of improvement	Capacity building interventions	Link to MUM Tasks	Time line	Target or desired outcome	Responsible	Modes of delivery
	stations in priority catchments	and hydro meteorological stations to					
	A need to increase hydrogeological equipment and groundwater monitoring stations in priority catchments	In-Kind grant to identify priority catchment, identify gaps procure hydrogeological equipment and install groundwater monitoring stations in priority catchment	Task 4.1	Year 2,3,4	Increased network of priority hydrogeological and groundwater monitoring stations in priority catchments	LRBWB	Technical Assistance through MUM staff, STTA and In-kind grants
	A need to increase water quality monitoring equipment and stations	In-Kind grant to identify priority catchment, identify gaps, procure water quality equipment, and install water quality monitoring stations in priority catchment	Task 4.1	Year, 2,3,4	Increased network of priority and strategic water quality monitoring stations in priority catchments	LRBWB	Technical Assistance through MUM staff, STTA and In-kind grants
Enhance the capacity of LRBWB in stakeholder engagement and relations	A need to improve customer service	Technical Assistance to put in place systems and institutionalize processes that would help them to effectively meet the needs of water users and service providers before, during, and after purchase of the product or services from BWBs	Task 4.1	Year 1,2,3,	The presence of the customer service charter Improved customer services and customer relations measured by users' satisfaction	LRBWB	MUM staff technical support, STTA
	A need to improve communications with Stakeholders	Technical Assistance to update and implement communication strategy and	Task 4.3	Year 1, 2,3	Improved customer services and customer relations measured by users' satisfaction	LRBWB	MUM staff technical support, STTA

Focus Area	Area of improvement	Capacity building interventions	Link to MUM Tasks	Time line	Target or desired outcome	Responsible	Modes of delivery
		implement innovative and cost-effective approach to enhance stakeholder participation in basin forums and improve coordination and implementation of water resources interventions between BWBs and WUAs, LGAs RUWASA, CBWSOs, WSSAs.					
Improve the capacity of LRBWB to effectively execute its water resources management functions	A need to use data for decision making	Technical Assistance to implement cost effective and multisectoral approach to expand water resources monitoring networks and improve quality of data collection, monitoring and reporting for decision making	Task 4.1		Improved capacity of BWBs to manage water resources, including under changing climatic conditions		Technical Assistance through MUM staff, STTA and In-kind grants
	A need to increase revenues	Technical Assistance to adopt strategies to increase revenue from water uses alongside mobilization of funds from public and private sector	Task 2.5, 4.1	Year 1,2,3, 4	Presence of resource mobilization strategy BWBs and WUAs have increased revenue from water user fees. BWBs and WUAs have increased budgets for operating costs and the implementation of management plans	LRBWB, WUA	Technical Assistance through MUM staff, STTA
	A need to protect and restore catchments	Technical Assistance to implement cost-effective and multisectoral	Task 4.2	Year 2,3,4	Improved reliability and quality of bulk water supply to support small towns	LRBWB, WSSAs,	Technical Assistance through MUM

Focus Area	Area of improvement	Capacity building interventions	Link to MUM Tasks	Time line	Target or desired outcome	Responsible	Modes of delivery
		approaches in the protection and restoration of high priority catchments with the goal of guaranteeing adequacy and reliability of drinking water services			Number of people benefiting from adoption and implementation of measures to improve water resources management, including under changing climate conditions	RUWASA, CBWSOs	staff, STTA and In-kind grants
Enhance Youth and Women empowerment and participation in the water sector	A need to collect and use sex-disaggregated data in planning and implementation of water resources activities	Technical Assistance to BWBs to collect and use sex-disaggregated data and apply gender analysis and its results in planning and implementation of activities.	Gender and Youth Engagement	Year 1,2,3, 4	Active participation of youth in planning and management of water resources at all levels. This could also include women and youth taking up positions at WUAs.	LRBWBs (Lake Rukwa Basin Water Board), WUAs	Technical Assistance through MUM staff, STTA
	A need to have communication strategies that meet the needs of youths and women	Review communication strategy and support its implementation to explicitly consider and respond to the IWRM related interests of women and youth.	Gender and Youth Engagement Task 2.3	Year 2,3, 4	Youth and women economic participation, including increasing youth opportunities for self-employment and other forms of employment	LRBWB	Technical Assistance through MUM staff, STTA
	A need to adopt climate change adaptation with gender inclusive approaches to climate action	Technical Assistance to mainstream climate change adaptation measures with gender inclusive approaches to climate action	Gender and Youth Engagement Task 2.3	Year 2,3, 4	Youth and women economic participation, including increasing resilient to climate change	LRBWB	Technical Assistance through MUM staff, STTA

3.3 CAPACITY BUILDING APPROACH

The goal of MUM is to strengthen the capacity of LRBWB to improve institutional performance and operational efficiency. MUM will use the following approaches to build capacity of LNBWBs across key areas of focus outlined in Table 11 above.

- **Build Ownership through continuous stakeholder engagement:** MUM's approach to enhancing the capacity of LRBWBs hinges on the learning-by-doing approach. Following this approach, MUM will work with water resources key actors (MoW, BWBs and WUAs) to implement planned activities and tasks as set out in Table 12 above. This will involve but not be limited to engaging with relevant actors (MoW and BWBs) to allocate adequate resources for the recruitment of new staff, procure needed equipment, and provide technical support in preparation of measures and mechanisms for resources mobilization. Engaging with other stakeholders, especially Development Partners and the private sector (corporates who are key users of water) is also necessary because of the challenging capacity needs facing BWBs which cannot be fulfilled through MUM's interventions only, but rather through collaboration with other stakeholders.
- **Use of Short-Term Technical Assistance:** MUM will deploy Short Term Technical Assistance (STTAs) to provide demand-driven, targeted, time-bound technical assistance to LRBWB on key priority areas such as resource mobilization and revenue management, and gender and youth empowerment.
- **Use of In-Kind Grants:** During the implementation, depending on the needs, through in-kind grant arrangement, MUM will support LRBWB with working tools and equipment to support implementation of activities in the MUM focused catchments.
- **Training of LRBWB staff:** MUM will design and deliver short term customized training programs targeting both technical and support staff at the LRBWB. Given the need to strengthen project leadership and management skills, the training programs will be tailored to enhance leadership and project management skills of basin staff. MUM will ensure the training includes Gender Integration and Youth Engagement (GIYE) in WRM.
- **Learning exchange amongst BWBs.** MUM will support cross learning amongst the BWBs in key areas such as resource mobilization strategy and implementation of effective mechanisms to enhance communications with stakeholders.

3.4 MONITORING AND EVALUATION APPROACH

During the development of the LRBWB CBP, MUM carried out a comprehensive assessment of the existing baseline capacity. Results of the LRBWB baseline capacity are presented in Annex I at the end of this report. To measure progress in each of the focus areas, MUM will work together with LRBWB to commission a BWB Performance Assessment (see details in Annexes I and II) using available and approved tools to measure progress on key capacity areas of LRBWB on a periodic basis (every two years). The tools will assess changes in capability due to MUM interventions in three key areas: i) internal procedures and operations; ii) stakeholder engagement and relations and iii) effectiveness in water resources management functions with specific focus on the following domains: resource mobilization, customer services, communication with stakeholders, water sources/catchment protection, Use of Data for Decision Making and Gender and Youth engagement. To enable comparison over years, MUM will use the same methodology used to assess the baseline capacity of BWBs.

ANNEXES

ANNEX I: BASELINE SELF ASSESSMENTS FINDINGS

ANNEX II: PRIORITIZATION FOR CAPACITY DEVELOPMENT USING PRIORITY INDEX

(annexes are not included in the DEC submission)

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