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TANZANIA MAJI NA USAFI WA MAZINGIRA ACTIVITY (MUM) CAPACITY BUILDING PLAN OF THE RUFJI BASIN WATER BOARD (RBWB)

May 2022

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USAID/TANZANIA MAJI NA USAFI WA MAZINGIRA (MUM)

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WATER BOARD (RBWB)

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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 Boards (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 (BWBOs) 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 plan to improve capacity of 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 Rufiji Basin Water Board (RBWB). Specifically, it provides a detailed assessment of the BWB’s capacity gaps and description of how MUM will work in collaboration with RBWB 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 RBWB 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 RBWB 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 LNBWB are provided as an annex to this report.

2.0 ASSESSMENT OF CAPACITY GAPS

2.1 BACKGROUND

2.1.1 THE RUFJI BASIN

Rufiji Basin Water Board (RBWB) was established in 1993 under the Water Utilization (Control and Regulation) Act No. 42 of 1974 and its subsequent amendments. This Act was repealed and replaced by the Water Resources Management Act No. 11 of 2009. The Basin covers an area of 183,791 Km² (about 20% of Tanzania Mainland). The river drains into the Indian Ocean. The Basin is situated between Longitudes 33^o55'E and 39^o25'E and between Latitudes 5^o35'S and 10^o45'S. Since the boundary of the Basin does not follow administrative boundaries, Eleven Regions are covered namely Iringa (the wholly covered region), and the partly covered regions are Mbeya, Dodoma, Singida, Tabora, Morogoro, Ruvuma, Njombe, Lindi, Dar Es Salaam and Pwani. The head office of the Basin is located at Iringa with three Catchment offices situated at Ifakara in Kilombero, Rujewa in Great Ruaha catchment, Utete in the Lower Rufiji as shown under Table 2 and Figure 1.

TABLE 2 DETAILS OF RIVER SYSTEMS IN RUFJI BASIN

S/N	Sub Basin	Catchment Area (Km ²)	% Drainage Area
1	Great Ruaha	85,554	47
2	Kilombero	40,330	23
3	Luwegu	25,288	15
4	Rufiji	32,619	15
	Total	183,791	100

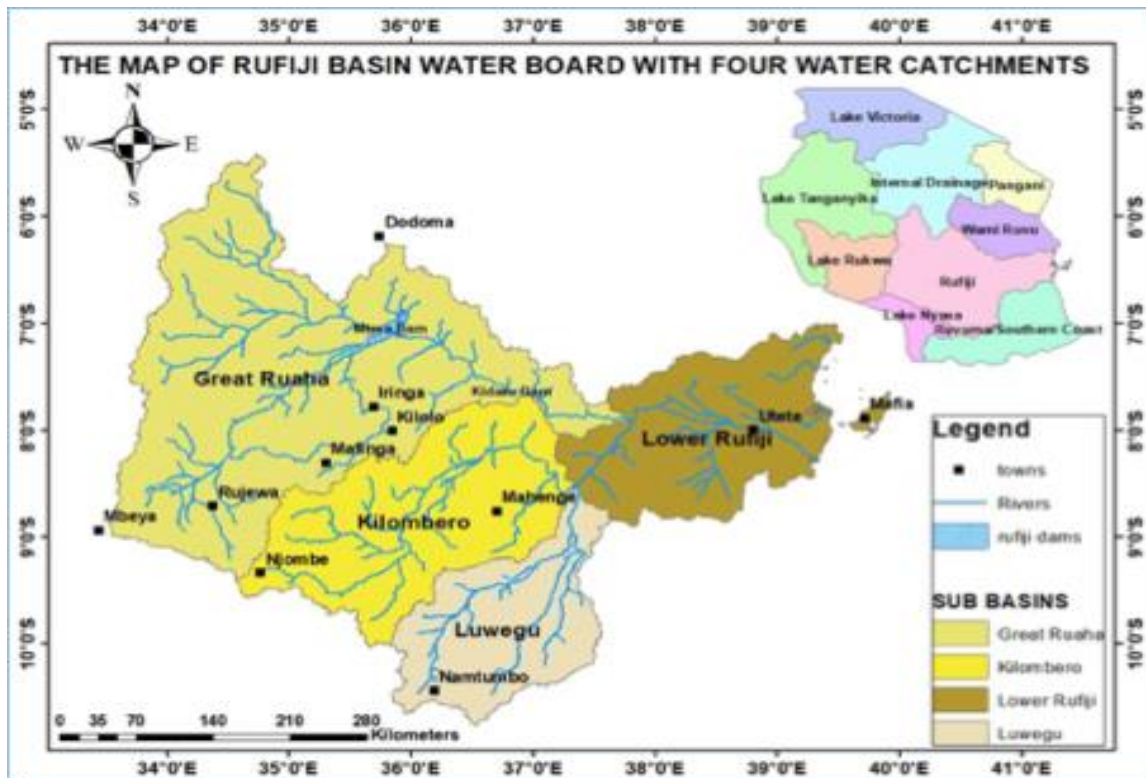


FIGURE I RUFJI BASIN WITH THE CATCHMENTS

Source: RBWB, 2022

2.1.2 RUFJI BASIN WATER BOARD

The Rufiji BWB is governed by the Board of Directors which is the highest decision-making organ of the BWB (Basin Water Board). 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 RBWB 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 programmes.
- (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 RBWB.
- 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 RBWB 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 namely the Performance Assessment Framework (PAF) and Performance Agreement Contract (PAC) between MoW and BWBs. These are stipulated in Table 3 below.

TABLE 3 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 RBWB.

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 a 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.

To determine priority areas for capacity development, the assessment team developed a priority index by first and foremost categorizing existing capacity gap scores into three levels namely *Low, 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 4 below.

TABLE 4 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 (see Annex II for details). 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 5 below.

TABLE 5 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. 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 of the baseline capacity assessment of RBWB shows that compared to other BWBs, on average- Rufiji BWB has the lowest capacity gap score of 2.00 than Lake Nyasa BWB (2.82) and Lake Rukwa BWB (2.34), implying that comparatively the board has a relatively higher capacity than LNBWB and LRBWB. Below is a summary of baseline capacity assessment findings in all capacity areas and domains for the RBWB

2.2.2.1 Internal Procedures and Operations

Table 6 below shows that internal procedures and operations have high capacity due to low-capacity gap score of 1.8. However, the operational efficiency of the RBWB is hampered by a lack of adequate staff. For example, data shows that the total number of technical and supporting staff required at RBWB is 277 but currently the basin has 128 staff, indicating a 54% staffing gap.

Lack of adequate number of staffs is a huge constraint facing the water resources subsector. For example, a recently 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 they insisted that a total of 1,547 new staff will need to be recruited to fill the gap⁶.

TABLE 6 CAPACITY GAPS- INTERNAL PROCEDURES AND OPERATIONS

Capacity area	Domain	Capacity gap score	Existing Capacity description	Priority index (PI)	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	2.0	Moderate capacity	40%	Medium
	Leadership	1.50	High capacity	30%	Low
	Infrastructure and Technical Equipment	2.5	Moderate capacity	50%	Medium
	Organizational procedures	1.33	High capacity	26.67%	Low
	Average	1.8	High capacity	36.7%	Low

Human resources management and development

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, WSSAs, and LGAs in areas where they have competence and resources should be explored. For example ensuring 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

Availability of Infrastructures and equipment's are among the primary constraints hampering effective performance of several surface and ground water resources management (WRM) functions. The assessment has noted that.

- The RBWB had moderate capacity on infrastructures and equipment with a capacity score gap of 2.5. The headquarters in Iringa has insufficient space capacity and building to accommodate all the staff. Construction of new offices at the headquarters and at WUA (Water Users Association) levels in Kimani and Mkoji sub catchments are continuing. However more than 30 WUAs are in need of office space and buildings.
- At least 30% of the RBWB staff are provided with working office equipment, such as desks, computers, printers, and software. The basin desires to solicit support from various partners to ensure that 70% of her staff are supplied with office equipment, at least 10 staff have been trained in how to use appropriate software and reduce the use of unlicensed software.
- Assessments showed that RBWB has 3 functional vehicles and 5 non-functional. The Basin requires at least 6 functional vehicles for smooth activity implementation.
- The RBWB has inadequate flow measurement devices (ADCP, flow meter etc.), inadequate survey equipment's, inadequate coverage of hydrometric and hydro meteorological monitoring stations for surface and ground water activities, In adequate pumping test units and absence of data logger. Table 7 below shows the status of water resources monitoring network in Rufiji Basin compared to Lake Nyasa and Lake Rukwa Basins, indicating that compared to other basins, the RBWB is doing relatively well in this domain, although it needs an additional 30

rainfall stations, 14 ground water monitoring stations 48 hydrometric stations, and 11 Meteorological stations.

- The assessment noted that the basin has 61 water quality monitoring stations (including river health monitoring network) which are not sufficient. A total of 20 more water quality monitoring stations are needed to fill the gap. The RBWB aims at purchasing modern automatic water quality monitoring stations to increase efficiency in water quality observations.

TABLE 7 WATER RESOURCES MONITORING NETWORK STATUS FOR 2021

Basins	River gauging	Rainfall (Automatic)	Rainfall (Manual)	Weather	Ground water	Lakes	Dams	Total
RBWB	58	7	7	39	27	0	3	137
LNBWB	28	4	10	5	0	3	0	50
LRBWB	23	2	9	6	0	2	0	42

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

Making available equipment and resources for effective implementation of surface and ground water activities is critical in achieving water resources management objectives as it is a core function for BWBs. This will also contribute to WSDP area of focus for strengthening WRM monitoring, assessment, enforcement, and compliance.

2.2.2.2 Stakeholder Engagement and Relations

Capacity gap scores in stakeholder engagement and relations were found to be low across all domains with an average of 1.6 as can be seen in Table 8 below which denotes high basin capacity in performing its roles and responsibilities. Despite the efforts made, RBWB has been facing various challenges in Gender Integration and Youth Inclusion and Communication with stakeholders.

TABLE 8 CAPACITY GAPS- STAKEHOLDER ENGAGEMENT AND RELATIONS

Capacity area	Domain	Capacity gap score/	Capacity Description	Priority index (PI)	Priority level
B. STAKEHOLDER ENGAGEMENT AND RELATIONS	B1. Functioning of the executive board	1.00	High	20%	low
	B2. Coordination with other Government Institutions,	1.70	High	34.3%	low
	B3. Community involvement	1.20	High	24%	low
	B4. Gender Integration and Youth Inclusion	2.20	Moderate	44%	Medium
	B5. Customer services	1.80	High	35%	Low
	B6. Communication with stakeholders	2.00	Moderate	40%	Medium
Average Score		1.60	High	32.9%	Low

Gender Integration and Youth Engagement

The central concern in water and sanitation is on ensuing participation of both men and women so as to improve performance. The National Water Policy (NAWPAP0)⁷ unconditionally states that gender implications shall be examined and considered at all stages of management of water resources. This is based on the understanding that failure to use gender analysis threaten promotion of gender integration which is essential in addressing gender differences and achieving equality between men and women and planning how best to address different needs of women, men, and youth. The assessment shows that.

- The overall capacity gap score of the RBWB to integrate gender and inclusion of youth was 2.2, which signifies moderate capacity. The RBWB uses the national level policy guidelines which stipulate what level of gender and youth needed to be considered. Therefore, there are areas that demonstrate strong adherence to gender integration and youth inclusion such as when formulating WUA, CCs and SCCs. Despite the Basin efforts to customize these national level instruments to fit local context there is no gender analysis done to determine how different gender groups could be engaged to enhance implementation of WRM activities.
- The capacity of the RBWB to integrate gender in management and operational planning has been very evident, with a capacity gap score of 1.00. However, the challenge has been presence of qualified women who can be included at the BWB management level. The assessment noted that currently 4 out of 18 members are women.
- The capacity of the RBWB to use sex disaggregated data, gender analysis, monitoring and evaluation system has been rated low. There is a need for a gender monitoring tool which will detail all aspects of gender integration and youth inclusion in WRM activities. It was mentioned that the tool needs to be simple and user friendly, and preferably electronic as the Board aspires to increased technological advancement.
- The capacity gap score of RBWB in promoting representation of women and youth in the Basin Multisectoral Forum (BMSF) and Catchment Multisectoral Forum (CMSF) was rated moderate 2.00. The reasons being selection of representatives is largely dependent on the stakeholder's decisions. Those that qualify are usually selected, however inadequate capacity and participation of women in WRM activities contribute to decreased number in the BMSF and CMSF accordingly.
- The BWB encounter difficulties in inviting women beyond following the prevailing WRM Act. This is due to low number of women employed and holding senior positions in stakeholder's organizations. Water Resources Management Regulations (CAP 331)⁸ specify representation of women and men from different stakeholder groups as shown in Table 9. As a matter of principle, attendance to BMSF and CMSF is open. Therefore, it should be possible to invite as many women as possible for general forum meetings. However, the regulations provide for certain types of representation specifically for forum meetings involved in proposing names to be nominated as BWB members. Given the current representation and attendance patterns it will be difficult to achieve equitable gender representation because representation of key Water related sectors and Water Supply utilities are not bound by the requirement of equal men and women into basin forums. The envisaged transition to autonomous bodies may be an opportunity to review policies and regulations on gender representation that reflect basin context information, experiences, problems and priorities of men and men essential for gender

⁷ URT, Ministry of Water and Livestock Development 2002. 25

⁸ Water Resources Management Act (cap 331) Regulations 2010 and Amendment Regulations 2020

mainstreaming⁹ Preconditions on gender representation may have to be considered for all stakeholders participating in basin water forums.

TABLE 9: REPRESENTATION OF WOMEN IN BASIN FORUM BY STAKEHOLDER GROUPS.

No.	Stakeholder Group	Total representation	Women representation
1	Private sector water users	4	2
2	Catchment committee	2	1
3	LGA	2	1
4	Ministry	2	1
5	All WSSA in the basin	1	Number of women not specified
6	Key water-related sectors	4	Number of women not specified

To strengthen gender integration and youth engagement in sustainable water resources management, planning and implementation of basin activities, it is essential to build capacity of basin managers, staff, and other and key actors in LGAs, RUWASA, UWSSA in a wider range of gender aspects including gender analysis and gender integration in order to address inequalities in water resources management and water supply and sanitation. Building capacity in gender analysis and planning is particularly important to address problems related to the assumption that gender inequalities will be addressed in the overall programming and to promote institutional support for the use of gender concepts such as sex disaggregated data in the day-to-day activities of the organization

Communication with Stakeholders

The Overall capacity gap score of the RBWB to communicate with stakeholders is 2.00, signifying moderate capacity of the Board. Despite the existence of communication strategy (2015), the assessment noted that insufficient finance, tools, and staff contribute strongly to insufficient communication activities. The Community development officers are the major implementers of the strategy. There is a need to mainstream this strategy to all the RBWB departments to ensure that all departments are engaged. Communication is essential in engaging stakeholders particularly those managing local action plans such as LGA, 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 a necessity and should go beyond ensuring participation of stakeholders in BWB meetings and forums.

The capacity gap score of the RBWB to effectively identify information needs of its big water users (i.e., renew of permits, water quality and quantity, bills) and the districts and other stakeholder's information about the status of water resources, plans for water resources protection and pollution control were ranked moderate 2.00. The assessment noted that the communication is linear (from the Basin to stakeholders), there was limited two-way communication among stakeholders and the Basin. This led to ineffective feedback mechanisms and delayed solving some of the challenges that

⁹ GIZ 2016 Limpopo River Awareness Kit, Transboundary Water Resources Management in SADC www.riverawarenesskit.org

stakeholders or the basin faced. Two ways communication is key in promoting IWRMD (Integrated Water Resources Management and Development) plan.

The basin has been using dissemination events like *Maji* week and *Nane* to inform the public on the responsibilities of the BWB. These should continue and other relevant dissemination events explored. Future participation in such events should clearly state objectives, messages, target audiences and the expected outcomes including how many people have been reached.

2.2.2.3 Effectiveness in Water Resources Management Functions

The overall capacity gap score of RBWB on effective water resource management function ranked moderate with 2.7. The major gaps were observed under resource mobilization and basin catchment and conservation plan, and implementation of climate sensitive areas of the IWRMD plan. The assessment noted that generally the RBWB functions are impeded by low capacity in these key domains (Table 10), which need to be enhanced and supported for sustainability and endeavor of the RBWB.

From these findings improving effectiveness in water resources management functions fundamentally depends on raising basin revenue as mentioned in previous sections. Development of a broad-based and effective fund-raising strategy is indispensable. Developing basin staff capacity in resource mobilization and climate change issues will also be required. Similarly, implementation of catchment conservation plan in collaboration with other stakeholders such as LGAs, RUWASA, WSSAs and other actors in the private sector must be promoted in a sustained manner. Assessment findings on specific domains are discussed below.

TABLE 10 CAPACITY GAPS- WATER RESOURCES MANAGEMENT FUNCTIONS

Capacity area	Domain	Capacity gap score	Capacity Description	PI	Priority level
C. Effectiveness in water resources management functions	C 1. Monitoring and Data Analysis	2.8	Moderate	55.56	Medium
	C2. Billing, fee collection and permits	2.0	Moderate	40.00	Medium
	C3. Resources mobilization	3.0	Moderate	60.00	Medium
	C4. Basin Catchment Conservation Plan	2.7	Moderate	53.33	Medium
	C5. Implementation of climate sensitive areas of the IWRM&D (Integrated Water Resources Management and Development) Plan	3.0	Moderate	60.00	Medium
	AVERAGE	2.69	Moderate	53.78	Medium

Monitoring and data analysis

The existing capacity gap of RBWB to establish and operate a surface water resource monitoring network as outlined in the SP/IWRMD Plan was ranked moderate with a 2.8 capacity gap score. The assessment noted that the following are needed to improve the capacity of the RBWB in monitoring and data analysis.

- 5 M9 ADCPs, 5 Field Computer, 20 Data and Modelling PC, 10 Universal Current meters, 10 Pygmy Current meters, 5 Qliners, 5 Rubber Engine boats, 3 Fiber Engine boat, 5 Sinker sediment samplers sets, 5 suspended bedload samplers set, RTK level machines and 5 GPS
- Staff with adequate knowledge of the use and application of Aquarius, GIS (Geographic Information Systems), Hydrological models

It is also noted that the RBWB has moderate capacity for establishing and updating Rating curves for all river stations through discharge measurements. The basin uses Aquarius for establishing and updating rating curves.

Further the assessment has noted that the RBWB has low capacity to put in place and operationalize a groundwater resource monitoring network as outlined in the IWRMD Plan. The assessment noted that the following are needed to improve the capacity of the RBWB in ground water monitoring

- 8 sets of Magnetometer, 4 set of ABEM terameter (River 3 G Systems detector), 4 water sensors (Deeper), 4 pumps (1.5kw,3kw,5kw,7.5kw), 4 Pumping test unit with vehicle, 4 borehole camera, 4 Field Computers, 4 GPS
- Software, logging machine, TerraLoc Pro 2Seismograph
- Geological compass, hammer, Electromagnetic Machine, Knowledge regarding GIS, IPWIN,

Resource Mobilization

The RBWB 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 6.7 billion but as indicated in Table 11 below, the revenues collected by the board from user fees, permits application and other charges only contributed to 22 % of the required budget, indicating that while the basin is doing well in resource mobilization compared to LRBWB and LNBWB, it still has limited capacity to fund at least 30% of its planned activities.

TABLE 11 SOURCE OF BASIN REVENUES

Budget Component	Category	FY 2019/20			FY 2020/21		
		Estimates (TZS)	Actuals (TZS)	%(+/-)	Estimates (TZS)	Actuals (TZS)	%
Revenue estimates	Water user fees	905,568,412.38	712,413,068.21	79%	1,657,740,315.94	1,426,573,281.32	86%
	water use permits: pplication fees/permit, Drilling Permit,	10,000,000.00	11,360,000.00	114%	10,000,000.00	40,261,200.00	403%
	Hydrogeological survey/Ground water survey and other sources	-	0.00		-	0	0%
	Data processing	-	0		-	0	0%
	Debt collection/Recover	-	0.00		-	0.00	
	Other Income/Other fees (Fines &Penalties, Surveys, Data selling .etc	50,000,000.00	15,000,000.00	30%	30,000,000.00	54,498,200.00	182%
	Environmental assessment	-	0.00		-	0	0%
	GOT other charges	-	0.00		-	0.00	0%
	Support from NGOs/Donors	713,814,087.62	8,010,000.00		20,000,000.00	0.00	
Sub-Total	1,679,382,500.00	746,783,068.21	44%	1,717,740,315.94	1,521,332,681.32	89%	
Development Budget	National Water Fund (NWF)	999,688,000.00	900,000,000.00	90%	1,500,000,000.00	1,500,000,000.00	100%
	Basket/MoV	0.00	0		0.00	0.00	
	Water Sector Support Project (WSSP II)	2,014,028,815.29	1,380,199,677.17	69%	3,560,849,058.13	3,724,867,475.82	105%
	Sub-Total	3,013,716,815.29	2,280,199,677.17	76%	5,060,849,058	5,224,867,475.82	103%
TOTAL	4,693,099,315.29	3,026,982,745.38	64%	6,778,589,374.07	6,746,200,157.14	100%	

Source: RBWB Financial Statements

Basin Catchment and Conservation Plan

The domain was found to have an average capacity gap score of 2.7 denoting moderate ability to implement catchment conservation plan (2020-2035) due to lack of financial resources followed by low capacity to survey, demarcate and gazette areas identified for protection and capacity to regularly update the plan for protection of all relevant water sources in the basin. Assessment findings in this domain include the following:

- The assessment noted that there were 48 water sources that have been demarcated, however they were yet to be gazetted. Inadequate finance has been cited as the main challenge to facilitating these activities.
- Successful implementation of the catchment conservation plan will largely depend on the extent of collaboration and engagement of other stakeholders in plan implementation. It is difficult for the BWB in the immediate and longer term to acquire all the resources needed to implement the plan. While mobilization of resources remains a primary goal for implementation of planned interventions, promoting multi-sectoral approach is a primary determinant for effective plan implementation. Sustainable management and development of water resources is every one's business at all levels in the catchment or basin. Going forward, the BWB must proactively engage other stakeholder's such as RUWASA, LGAs, WWSA, COWSOs, big water users and other actors in the public and private sector to include proposed water management actions in their plans and implement them in their areas of jurisdiction.

Implementation of climate sensitive areas of the IWRM&D plan

The average capacity gap score of the RBWB to implement climate change sensitive areas of the IWRM&D was moderate with 3.00 scores. The RBWB SP mentions that inadequate water storage facilities result in low water security, which hinders the adaptation to climate change and variability¹⁰, decreasing the community resilience to adapt to the changes. The strategy points out further those impacts of climate change may affect water sources hence interrupting the availability of water services for different uses. This calls for initiatives to promote the protection and conservation of water sources. Inadequate and unreliable water resources data

¹⁰ RBWB STRATEGIC PLAN FOR 2020/2021 - 2024/2025

push the needs of improving the basin water resources monitoring to also address the issues of smooth water allocation by having adequate information. Some of the assessment findings are presented below.

- Impacts of Climate change affect men and women differently which requires that capacities of basin staff and other stakeholders like the LGAs, RUWASA, NGO and other private and the general public are built with focus on climate change and impacts, vulnerability assessments and community adaptation planning. Training on climate change must include gender dimensions on climate change.
- Addressing the effects of climate change requires coordinated action and collaboration with other stakeholders. BWB 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 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 RBWB (see section 2 above). Overall, the assessments have shown that the RBWB has medium capacity performance with an average capacity gap score of 2.00. However, the board is facing huge challenges to effectively manage its water resources (see Table 12 below). Also looking at key capacity areas individually capacity issues become increasingly noticeable. For example, although assessments have shown that the board has high capacity in Internal Procedures and Operations, there are still critical issues in some of the domains that require immediate action particularly addressing shortage of equipment and staffing gaps.

TABLE 12 SUMMARY OF CAPACITY GAP SCORES

Capacity area	Capacity gap score	Priority Index	Priority level
Internal Procedures and Operations	1.8	36%	Low
Stakeholder Engagement and Relations	1.6	32%	Low
Effectiveness in Water Resources Management functions	2.7	54%	Moderate

It is suggested that capacity building interventions should be implemented with the aim of building the capacity of RBWB to address the capacity gaps identified in section 2 above. Table 13 below presents the results of the prioritization exercise, whose activities are described in sections 3.1.1 and 3.1.2

TABLE 13 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 RBWB	Develop and implement an internal strategy to fill in staffing gaps with specific focus on critical cadres: Hydrogeologists, Hydrologists, Water Resources Engineers. 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
Enhance the capacity of RBWB in stakeholder engagement and relations	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 participation in basin forums and improve coordination and implementation of water resources interventions between BWBs and WUAs, LGAs RUWASA, CBWSOs, WSSAs.	Task 4.3, Indicators- 0.1, 4.1	National BWB WUA
Improve the capacity of RBWB to	Implementing cost effective and multisectoral approaches to expand water	Task 4.1, Indicators- 0.1, 4.1	BWB WUA

effectively execute its water resources management functions	resources monitoring networks and improve quality of data collection, monitoring and reporting for decision making		
	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 RBWB with the specific focus on following aspects:

- *Resource mobilization:* Supporting RBWB 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 RBWB 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 WSSA 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 approach 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 14 below outlines specific capacity building interventions to be carried out starting in FY2022 in line with MUM's approved work plan.

TABLE 14 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 RBWB	A need to address staffing gaps	Technical Assistance and Facilitation of RBWB to develop and implement an internal strategy to fill in staffing gaps with specific focus on critical cadres: Hydrogeologists, Hydrologists, Water Resources Engineers	Task 4.1	Year 2,3,4	BWB able to fill in critical HR (Human Resource) needs	RBWB	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	RBWB	MUM staff Technical Support, STTA
	A need to increase hydrological equipment, hydrometric and hydro meteorological stations in priority catchments	In-Kind grant to identify priority catchment, identify gaps procure hydrological equipment and install hydrological equipment, hydrometric and hydro meteorological stations to	Task 4.1	Year 2,3,4	Increased network of priority hydrological and hydro meteorological stations in priority catchments	RBWB	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
	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	RBWB	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	RBWB	Technical Assistance through MUM staff, STTA and In-kind grants
Enhance the capacity of RBWB 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	Years 1,2,3,	The presence of the customer service charter Improved customer services and customer relations measured by users' satisfaction	RBWB	MUM staff technical support, STTA
	A need to improve communications with Stakeholders	Technical Assistance to update and implement communication strategy and implement innovative and cost-effective approach to enhance stakeholder	Task 4.3	Year 1, 2,3	Improved customer services and customer relations measured by users' satisfaction	RBWB	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
		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 RBWB 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	Years 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	RBWB, WUA	Technical Assistance through MUM staff, STTA
	A need to protect and restore catchments	Technical Assistance to implement cost-effective and multisectoral approaches in the protection and restoration of high	Task 4.2	Year 2,3,4	Improved reliability and quality of bulk water supply to support small towns Number of people benefiting from adoption and implementation of measures to	RBWB, WSSAs, RUWASA, CBWSOs	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
		priority catchments with the goal of guaranteeing adequacy and reliability of drinking water services			improve water resources management, including under changing climate conditions		
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	Years 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.	RBWBs (RUFJI 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	RBWB	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	RBWB	Technical Assistance through MUM staff, STTA

3.3 CAPACITY BUILDING APPROACH

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

- **Build Ownership through continuous stakeholder engagement:** MUM's approach to enhancing the capacity of RBWBs 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 RBWB 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 RBWB with working tools and equipment to support implementation of activities in the MUM focused catchments.
- **Training of RBWB staff:** MUM will design and deliver short term customized training programs targeting both technical and support staff at the RBWB. 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 RBWB CBP, MUM carried out a comprehensive assessment of the existing baseline capacity. Results of the RBWB 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 RBWB, commission a BWB Performance Assessment Tools (see details in Annexes I and II) to measure progress on key capacity areas of RBWB 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 this DEC submission)

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