



THE UNITED REPUBLIC OF TANZANIA  
MINISTRY OF WATER  
NATIONAL WATER FUND



# STRATEGIC PLAN

## 2023/2024 – 2025/2026

2023

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## ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
BOT	Bank of Tanzania
CAG	Controller and Auditor General
CEO	Chief Executive Officer
DPs	Development Partners
FY	Financial Year
FYDP	Five Years Development Plan
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MoW	Ministry of Water
MTEF	Medium Term Expenditure Framework
MUSE	Mfumo wa Ulipaji Serikalini
NACSAP III	National Anti-Corruption Strategy and Action Plan III
NCD	Non-Communicable Disease
NGOs	Non-Government Organizations
NWF	National Water Fund
NWIF	National Water Investment Fund
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PLHAs	People Living with HIV and AIDS
PO-PSM	President's Office – Public Service Management
PPRA	Public Procurement Regulatory Authority
SDGs	Sustainable Development Goals
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TDV	Tanzania Development Vision

## STATEMENT OF THE CHAIRMAN

This Strategic Plan for (2023/2024 – 2025/2026) is the second plan since establishment of the National Water Fund (NWF). It provides direction towards achieving the overall goal of resource mobilization for investment support to water service provision and management of water catchments.

Preparation of this Strategic Plan was guided by the Tanzania Development Vision 2025, Ruling Party Election Manifesto 2020, the Third National Development Plan (2021/2022 – 2025/2026), East African Community Vision 2050, the African Agenda 2063, and Sustainable Development Goals 2030. The Tanzania Development Vision 2025 aimed at transforming Tanzania into a middle-income country by formulating a strong and resilient economy that can effectively withstand global competition and high-quality livelihood. Water is life and a key requirement that contribute to achieving intended outcomes.

This Plan portrays the Vision, Mission and Core Values of the National Water Fund (NWF) and set the strategic objectives that the Fund will strive to achieve within the next three (3) years. It aims at contributing to the national efforts towards ensuring clean and safe water to 95% and 85% of population living in Urban and Rural areas respectively by the year 2025.

On behalf of the Board of NWF, I express deep appreciation to our stakeholders, especially the Ministry of Water, Ministry of Finance and Treasury Registrar for their commitment, guidance and support that have been provided to the Fund. I call upon the management and employees of the NWF to continue with the commitment and cooperation with stakeholders for the effective execution of the Plan in meeting the overall objective of the Fund.

Eng. Abdallah M. Mkufunzi  
**BOARD CHAIRMAN**

## STATEMENT OF THE CHIEF EXECUTIVE OFFICER

This Strategic Plan (2023/2024 - 2025/2026) is based on the success and lessons of the previous Strategic Plan (2020/2021-2022/2023). The Plan sets out outcome-oriented goals and objectives which the Fund is firmly eager to achieve and puts greater emphasis on delivering effective and quality services from ensuring resource mobilization and allocation of the mobilized resources to implementing agents with end results being the improvement of water services as stipulated in CCM Election Manifesto 2020, the Third Tanzania Development Plan 2021/2022 - 2025/2026 and the Sustainable Development Goals 2030.

The Plan has been developed in a participatory approach by involving the NWF secretariat, representatives from Ministry of Water and other stakeholders. It consists of five strategic objectives which aims at reducing the incidence of HIV/AIDS and Non-Communicable Diseases; Addressing corruption; strengthening performance of the Fund in service delivery; enhancing resources mobilization and allocation; and improving management and accountability of the funds disbursed. Furthermore, this Strategic Plan provides the basis for developing the Fund's Annual Medium- Term Expenditure Frameworks (MTEF) for the aim of linking the Fund's performance with set up objectives.

During the implementation of the previous Strategic Plan of 2020/2021 – 2022/2023, the Fund has made significant achievements including mobilization of financial resources that enabled the implementation of 2,058 water projects. In addition, the Fund developed institutional instruments such as Organizational structure, Scheme of Service, Loan Guideline, Resource Mobilization Strategy and Monitoring and Evaluation System that facilitate the Fund to execute its functions.

In spite of the achievements noted during the implementations of the previous Strategic Plan, the Fund faced a number of challenges, including inadequate number of staff; insufficient funds to meet the demand of water projects and non-existence of the Board of the Fund.

On behalf of the Secretariat of the Fund, I express my gratitude to the Board of the Fund and relevant stakeholders for their strategic directives to the Fund in delivering its responsibilities.

Haji M. Nandule  
**CHIEF EXECUTVE OFFICER**

## EXECUTIVE SUMMARY

National Water Fund Strategic Plan (2023/2024 – 2025/2026) has been prepared based on the experience and lessons learned from the implementation of the previous Strategic Plan. The Plan has taken into consideration the NWF’s mandate, roles and functions as outlined in the Water Supply and Sanitation Act No.5 of 2019. Also, it is aligned to the aspirations of the Tanzania Development Vision 2025; Five Years Development Plan III (2021/2022 – 2025/2026); Ruling Party Election Manifesto 2020; National Water Policy 2002; East Africa Community Vision 2050; African Agenda 2063; and the Sustainable Development Goals.

NWF Strategic Plan was developed in participatory approach as well as making use of performance results from the previous Strategic Plan. The methodology adopted in the preparation of this Plan were assessment of the NWF vision, mission, core values, stakeholders and organization strength and weakness. Further, documents establishing the mandate and obligations of the NWF were reviewed for the purpose of establishing objectives and strategies to meet the intended goals of the Fund.

The previous Vision statement of the Fund was revised from *“To become a reliable and sustainable source of financing of water projects in Tanzania”* to the current Vision statement *“To be a reliable and sustainable source of financing in the water sector”* while the Mission was retained as *“To effectively mobilize and allocate funds to Implementing Agencies for improved provision of water services and conservation of water catchment areas”*.

The critical issues identified during the analysis have formed the basis for developing objectives for the three-years period. The following are the critical issues:

- i. Strengthen resource mobilization and management systems;
- ii. Improve monitoring and evaluation of investments programs, project and procurement systems;
- iii. Strengthening internal controls system;
- iv. Identify and undertake research on investments;
- v. Strengthen data management processes (collection, analysis, storage and dissemination);
- vi. Improve institutional capacity building and service delivery; and
- vii. Improve staff welfare and well-being.

The Plan presents five strategic objectives that the Fund will pursue in the three years period (i.e. 2023/2024 – 2025/2026) in order to address the aforementioned critical issues.

- A. HIV/AIDS and Non-Communicable Diseases reduced and Supportive Services Improved;
- B. Effective implementation of National Anti-corruption Strategy enhanced and sustained;
- C. Performance of the Fund in service delivery strengthened;
- D. Resources mobilization and allocation improved; and
- E. Management and accountability of the funds disbursed enhanced



In order to achieve the above objectives, strategies were developed for each objective which are the priority areas that the Fund through its Units and Schedules will focus on operationalization of this Plan. These strategies bring the means of adopting the interventions that are geared towards ensuring the Fund's initiatives are implemented effectively to meet the requirement of the stakeholders.

## CHAPTER ONE

### 1. INTRODUCTION

This chapter gives a description of the Fund's historical background, mandate, roles and functions, purpose of the Plan, methodology adopted, layout and structure of the plan.

#### 1.1 Historical Background

The National Water Fund (NWF) is an institution under the Ministry of Water established by the Government as part of its efforts to strengthen and improve Water service delivery in the country. It was established by the Water Supply and Sanitation Act No. 12 of 2009 as the National Water Investment Fund (NWIF) with responsibility of providing investment support in water supply and sanitation projects and conservation of catchment serving water supply areas. Subsequently, it was renamed National Water Fund (NWF) in 2019 under Water Supply and Sanitation Act No. 05 of 2019.

The Fund commenced its operations in the FY 2015/2016 and has been addressing the longstanding challenge of inadequate availability of financial resources for water projects.

#### 1.2 Mandate

In accordance with section 55(2) of the Water Supply and Sanitation Act No. 5 of 2019, the Fund is mandated to mobilize and provide investment support for water service provision and management of catchment areas serving water abstractions.

#### 1.3 Roles and Functions

Pursuant to Section 56 Water Supply and Sanitation Act No. 5 of 2019, NWF has the following major roles and functions:

- a) mobilize financial resources necessary for fulfillment of its objectives under this Act;
- b) disburse funds to implementing agencies for the purpose of execution of water projects;
- c) issue loans on favorable terms, to implementing agencies for investments in water service provisions;
- d) monitor the use of the funds disbursed to implementing agencies;
- e) facilitate capacity building of implementing agencies to improve and enhance their ability in execution and management of water projects;
- f) recommend to the Minister guidelines for issuance of loans to water authorities; and
- g) develop operational guidelines on issuance of loans and grants to implementing agencies.

In the performance of its roles and functions, the Fund has put in place systems to promote transparency and accountability environment and maintains as far as may be practicable a system of consultation and co-operation with any of the body established by or under any written law and having functions similar or relating to water sector.

## 1.4 Purpose of the Plan

This Strategic Plan aims at improving the Fund's performance and service delivery by enhancing institutional, departmental and individual accountability through improved transparency and communication between the Board, Management, Staff and other Stakeholders. It also establishes priorities for efficient and effective resource mobilization and allocation in pursuit of the Fund's Mission, Vision and strategic direction.

Specifically, the plan intends to guide the Fund and inform stakeholders on what NWF plans to implement for the coming three years, identifies key targets, outputs and outcomes, and providing a mechanism for monitoring progress towards achievement of the set objectives.

## 1.5 Methodology

NWF Strategic Plan has been developed in accordance to the Medium-Term Strategic Planning and Budgeting Manual (2008) of the Government of Tanzania. The Plan was prepared in a participatory approach through collection and analysis of inputs from the Fund and stakeholders as well as making use of performance results from the previous Strategic Plan.

The detailed assessment of the NWF vision, mission, core values, stakeholders and organization strength and weakness were undertaken. Further, documents establishing the NWF were reviewed for the purpose of establishing objectives and strategies to meet the intended goals of the Fund.

Evaluation of the First Strategic Plan 2020/2021 – 2022/2023 was undertaken to assess achievements as well as the challenges encountered. The evaluation took into consideration the situational analysis which involved carrying out performance review of the previous SP, SWOC analysis, stakeholders' analysis and identification of critical issues. The identified critical issues were the basis for reviewing NWF vision, mission, objectives and core values and coming up with the revised strategic objectives. Strategies, targets and key performance indicators at all levels.

Key documents that guided the process are the National Water Policy 2002, Ruling Party Election Manifesto 2020, Third Five Year Development Plan 2021/2022-2025/2026, Tanzania Development Vision 2025, other relevant Government and sectoral policies, the African Agenda 2063 (*The Africa we Want*) and the Sustainable Development Goals (SDGs) 2030.

## 1.6 Plan layout

This document is organized into four chapters. Chapter One presents the historical background, mandate, roles and functions; the chapter also contains the purpose, methodology and layout of the Plan.

Chapter Two presents the situational analysis and provides a basis for revision of vision, mission and core values. It also outlines the review of relevant information, best practices and benchmark, performance review, stakeholders' analysis, SWOC analysis, recent initiatives and critical issues.

Chapter Three presents the Plan which describe the Mission, Vision, Core values and strategic objectives.

Chapter Four presents the results framework including the implementation framework of the strategy, monitoring and evaluation, reporting and risk management. Hence it provides structure of the Fund, the development objective, beneficiaries of NWF services, monitoring and planned reviews, rapid appraisals and reporting plan.

## CHAPTER TWO

### 2. SITUATIONAL ANALYSIS

This chapter presents analysis of the implementation of the previous Strategic Plan which was implemented by the Fund, concentrating on the objectives that fall under the mandate of the NWF. It also highlights on analysis of current vision and mission, review of relevant National planning frameworks, sector and cross-cutting policies, stakeholders' analysis, SWOC analysis, recent initiatives and critical issues undertaken by the Fund.

#### 2.1 Analysis of Vision and Mission of the previous Strategic Plan

##### 2.1.1. Vision Statement

*“To become a reliable and sustainable source of financing of water projects in Tanzania”.*

**Review:** The vision was reviewed to improve the current vision statement by broadening the scope of NWF aspiration from only financing water supply and catchment conservation projects into financing the water sector in the broad perspective.

##### 2.1.2. Mission Statement

*“To effectively mobilize and allocate funds to Implementing Agencies for improved provision of water services and conservation of water catchment areas”.*

**Review:** The mission statement was reviewed and retained as it was in the previous Strategic Plan.

#### 2.2 Review of Relevant Information

Different National, Regional, and International Frameworks and policies were reviewed to identify the crosscutting issues relevant to NWF that assisted in the preparation of NWF Strategic Plan.

##### 2.2.1 National Framework and Policies

###### 2.2.1.1 National Water policy 2002

The NWF discharges its mandate in an environment with effective legal and regulatory frameworks. The National Water Policy 2002 provides a comprehensive framework of sustainable development and management of the Nation's water resources, in which an effective legal and institutional framework is put in place.

The main objectives of the National Water Policy 2002 are to address cross-sectoral interests in water, watershed management and participatory integrated approaches in water resources planning, development and management; ensure full cost recovery in urban areas with considerations for provision of water supply services to vulnerable groups through various instruments including lifeline tariffs; and ensure full participation of beneficiaries in planning,

construction, operation, maintenance, and management of community based domestic water supply schemes in rural areas.

The NWF plays a crucial role in ensuring the objectives of the NAWAPO 2002 are met through optimal mobilization of resources and provide investment support for water service provision, and the management of catchment areas serving water supply abstractions.

### **2.2.1.2 Tanzania Development Vision 2025**

Tanzania Development Vision 2025 stemmed from social and economic reform measures taken in response to the economic crisis of the 1980s, which resulted from failure of earlier development policies and strategies which were not compatible with the principles of a market-led economy and technology-driven development. Hence the vision is aimed at transforming Tanzania into a middle-income country by formulating a “strong and resilient economy that can effectively withstand global competition” and transforming the country’s economy from depending predominantly on agriculture to a semi-industrialized economy with substantial industrial sector comparable to typical middle-income countries.

The Tanzania’s Development Vision (TDV) 2025 articulates a desirable future to be attained by 2025 which is embedded within five main attributes: high quality livelihood; peace stability and unity; good governance and the rule of law; a well-educated and learning society; and competitive economy capable of producing sustainable growth and shared benefits. Currently, the Government is implementing a third phase of Five Years Development Plan (FYDP III) 2021/2022 –2025/2026 as a driving force for achieving the aspirations of the Tanzania Development Vision 2025.

Water is a cross cutting issue in ensuring a high-quality livelihood and competitive economy capable of producing sustainable growth and shared benefits.

### **2.2.1.3 Third Five Year Development Plan 2021/2022 – 2025/2026**

The Third Five Year Development Plan (FYDP III) recognize water and sanitation as key ingredients for human development. It focuses on improving the availability and distribution of water supply and sanitation services in urban and rural areas and management and development of water resources.

Key interventions include: Strengthen supply infrastructures for clean and safe water; Construct strategic water reservoirs; Promote and support Management, development and equitable utilization of trans- boundary water resources; and Strengthen conservation and protection programme of water resources and water sources.

The Fund has a responsibility in improving the availability and distribution of water supply and sanitation services in urban and rural areas as well as protection and conservation of water sources through mobilization of financial resources and investment support.

#### **2.2.1.4 Ruling Party Election Manifesto 2020**

The Plan has been prepared in line with the Ruling Party Election Manifesto 2020 which directs on improving the availability of safe and clean water in the country. Article 100 (m) of the Manifesto directs the Government to strengthen National Water Fund in order to mobilize more financial resources for financing water projects in the country.

The Ruling Party direct the government to continue improving water availability and supply in the country. The manifesto requires the government to ensure 85 percent of population living in Rural areas and 95 percent living in Urban areas to have safe and clean water by 2025. NWF will comply with all directives given towards improvement of clean and safe water supply service. Moreover, the Fund will continue abiding by the government initiatives to ensure access to safe and clean water for both rural and urban population.

#### **2.2.1.5 HIV/AIDS and Non-Communicable Diseases Guideline of 2019**

HIV/AIDS is a national calamity and several initiatives have been taken by the Government in reducing infection rate through provision of care and support as well as creation of awareness to the general public.

Non-communicable diseases have been earmarked as a threat to social economic development in the country. As a means of protecting public health the Government through its public institutions is supposed to provide care and support in fighting against non-communicable diseases at the workplace.

NWF as a Government institution abides by the requirements provided under the guideline and in doing so, the Fund sets funds for provision of care and support as well as creating awareness to its staff in fighting against HIV/AIDS and non-communicable diseases.

#### **2.2.1.6 National Anti-Corruption Strategy and Action Plan III**

The Government of Tanzania has emphasized that Good Governance is a priority in achieving National Development Goals. Good governance will always be the factor in promoting and strengthening peace and stability, economic growth, social welfare and poverty reduction in the country; and generally, in the implementation of various improvements in the Public Sector.

The Anti-Corruption Strategy mainly targets strengthening effectiveness, transparency and accountability of service delivery in the Public Sector. Effective implementation strategies for the fight against corruption, building capacity for fighting against corruption and having effective political leadership in the fight against corruption. The Fund recognizes that it must be corruption-free and will continue strengthening anti-corruption mechanisms.

### **2.2.2 Regional Frameworks and Policies**

#### **2.2.2.1 Africa Agenda 2063**

The Africa Agenda 2063 aspires to have a continent driving its own development in a sustainable manner. The Agenda reiterates the importance for peoples' high living standards, quality of life, sound health and well-being. It further emphasizes on people having access to affordable basic necessities of life such as water and sanitation. The Agenda 2063 also states the importance of sustainable and inclusive development projects for women, children and marginalized groups.

### **2.2.2.2 East Africa Community Vision 2050**

The East African Community Vision 2050 articulates the Community's desired future state. The Vision serves to provide an architecture around which EAC should concentrate its effort for economic and social development. This will be done within the framework of the Treaty for the Establishment of the East African Community that entered into force in July, 2000.

The EAC Vision 2050 will take into consideration the aspirations of the East Africans that will enable the realization of the desired future state. The ultimate goal is to have a developed, stable and competitive regional bloc includes to ensure access to modern, fast and affordable infrastructure that is essential for economic development and well-being of the population. Among the setup targets is the access to basic needs such as safe water and improved sanitation at coverage of 92.9 and 90 percent respectively by 2050. Tanzania being among the member state of the EAC community has responsibility to ensure the setup targets are achieved and the NWF has a critical role to play.

## **2.2.3 International Frameworks and Policies**

### **2.2.3.1 Sustainable Development Goals 2030**

The Sustainable Development Goal 6 states: "ensure availability and sustainable management of water and sanitation for all". The goal seeks to achieve universal and equitable access to safe and affordable drinking water for all, access to adequate and equitable sanitation and hygiene for all, improvement of water quality, implementation of integrated water resources management at all levels, protect and restore water related ecosystems.

## **2.3 Performance Review**

NWF Strategic Plan for 2020/2021 to 2022/2023 established the interventions and desired outcomes to be attained as well as the manner in which performance of the Fund will be measured. The Plan was a tool that guided the NWF in achieving its main goal of mobilizing financial resources for supporting investment in water services provision and conservation of water catchment. During implementation of the Plan, a number of interventions were executed to achieve the strategic objectives. This section highlights on achievements, challenges and way forward.

### **2.3.1 STRATEGIC OBJECTIVE A: HIV/AIDS and Non-Communicable Diseases reduced and Supportive Services Improved**



HIV/AIDS and Non-Communicable diseases (NCD) such as diabetes, stress and hypertension are among the health concern which negatively impact workforce in both public and private sector in the Country. This indicates that, among other things, the ability of the Fund to achieve its institutional objectives hinges also on its capacity to effectively control and manage these diseases. Therefore, this strategic objective aimed at undertaking HIV/AIDS and NCD preventive and curative measures among staff of the National Water Fund. The achievements, challenges and way forward of these strategic objectives are presented below:

Achievements	Challenges	Way Forward
<ul style="list-style-type: none"> <li>i. HIV/AIDS and NCD Plan developed and implemented;</li> <li>ii. Four awareness and training sessions on HIV/AIDS and NCD were conducted;</li> <li>iii. 23 staff were trained on nutrition issues as well as preventive and curative measures of HIV/AIDS and NCD;</li> <li>iv. 20 staff voluntarily tested for HIV/AIDS;</li> <li>v. 23 staff were vaccinated against Hepatitis B;</li> <li>vi. Protective gears (condoms) against HIV/AIDS and other sexual transmitted diseases were made available; and</li> <li>vii. HIV/AIDS and NCD Intervention Coordination Committee of the Fund established and operational.</li> </ul>	<ul style="list-style-type: none"> <li>i. Readiness of staff for voluntary testing;</li> <li>ii. Inactive HIV/AIDS and NCD Intervention Coordination Committee; and</li> <li>iii. Lack of information on the magnitude of HIV/AIDS and NCD in the Fund.</li> </ul>	<ul style="list-style-type: none"> <li>i. Continuous sensitization of NWF Staff on preventive and curative measures of HIV/AIDS and NCD; and</li> <li>ii. Conduct HIV/AIDS and NCD Situation Analysis</li> </ul>

### 2.3.2 STRATEGIC OBJECTIVE B: Implementation of National Anti-corruption Strategy enhanced and sustained

Public service domain is among the workplaces affected by prevalence of corruption practices which massively deters efficient service delivery by public institutions in Tanzania. If not managed, it can derail the performance of the Fund and ultimately affect the provision of the water services to the communities in all aspects. This objective aimed at combating and preventing corruption incidences in the Fund through creating awareness on Anti - Corruption Strategy to the staff. The awareness focused on internal controls systems; procurement and contract management ethics and public service management at work place. The achievements, challenges and way forward of these strategic objectives are presented below:

Achievements	Challenges	Way Forward
<ul style="list-style-type: none"> <li>i. Awareness creation on corruption and good governance issues conducted to 23 staff;</li> <li>ii. No corruption related incidences reported to the Fund; and</li> <li>iii. Corruption Complaints desk established</li> </ul>	<ul style="list-style-type: none"> <li>i. Inadequate knowledge and awareness on corruption, good governance, public service laws, rules and regulations among NWF staff; and</li> <li>ii. Lack of formal mechanism for detecting and reporting of corruption and unethical conducts</li> </ul>	<ul style="list-style-type: none"> <li>i. Continuous awareness creation on governance, public service laws, rules, regulations as well as financial, procurement and contract management among NWF staff;</li> <li>ii. Establish formal mechanism for detecting and reporting on corruption and unethical conducts; and</li> <li>iii. Operationalization of corruption Complaints desk</li> </ul>

### 2.3.3 STRATEGIC OBJECTIVE C: Management and performance of the Fund in Service delivery enhanced

The NWF encountered a number of setbacks such as absence or in-completion of some key operational instruments and staff inadequacy in its quests for efficient discharge of its mandate. The institutional and operational capacity plays a crucial role in performance and growth of the Fund. In order to achieve optimal service delivery, the Fund's governance structures, qualified staff, conducive working environment, deployment of ICT, installation of performance management systems, operational and institutional instruments necessary to have a well-managed and effective Fund have to be in place. The achievements, challenges and way forward of this strategic objective are presented as follows:

Achievements	Challenges	Way Forward
<ul style="list-style-type: none"> <li>i. Prepared and approved institution instruments including Organizational Structure, Scheme of Service, Operational Manual, Salary Structure, Job Descriptions and Job List prepared and approved;</li> <li>ii. Unqualified Audit opinion for two consecutive years - financial years (2020/2021 – 2021/2022);</li> <li>iii. Quarterly, semi – annual and annual reports prepared and submitted to the relevant authorities;</li> </ul>	<ul style="list-style-type: none"> <li>i. Non – existence of NWF Board;</li> <li>ii. Inadequate office space;</li> <li>iii. Absence of staff remunerations and welfare packages;</li> </ul>	<ul style="list-style-type: none"> <li>i. Construct office building;</li> <li>ii. Recruit staff of the Fund;</li> <li>iii. Ensure finalization and approval of staff incentives and Staff Regulation documents;</li> </ul>

Achievements	Challenges	Way Forward
<ul style="list-style-type: none"> <li>iv. Funding agreement with implementing agencies prepared;</li> <li>v. Electronic management information systems including Planrep, Government Mailing systems, E-office, Mfumo wa Ulipaji Serikalini (MUSE), installed and operational;</li> <li>vi. Acquired land for construction of NWF Office at Njedengwa area in Dodoma;</li> <li>vii. NWF Accounting Manual prepared and implemented; Office equipment, facilities and working tools procured. They include: Office furniture; 3 Motor Vehicles; 35 Laptops; 2 Desktop Computers; 4 Printers; 3 Air Conditions; Video conference facilities and security cameras; and 1 Camera;</li> <li>viii. Administrative and personnel entitlements were timely facilitated to staff;</li> <li>ix. Thirteen Staff meetings conducted in three years of implementing the plan;</li> <li>x. Draft NWF Board Charter prepared;</li> <li>xi. Draft Internal Audit Charter prepared;</li> <li>xii. Draft Staff Regulations and Staff Incentives prepared;</li> <li>xiii. Draft ICT Policy prepared;</li> <li>xiv. Performance contracts between Treasury Registrar and NWF executed annually;</li> <li>xv. Draft Client Service Charter prepared; and</li> <li>xvi. Draft NWF Monitoring and Evaluation System prepared</li> </ul>	<ul style="list-style-type: none"> <li>iv. Inadequate number of staffs;</li> <li>v. Late approval of institutional instruments;</li> <li>vi. Staff acting for long time;</li> <li>vii. Untimely reporting of project progress by the Implementing Agencies funded by the Fund</li> </ul>	<ul style="list-style-type: none"> <li>iv. Finalize all draft documents and ensure their implementation</li> </ul>

#### 2.3.4 OBJECTIVE D: Financial resources mobilization and allocation improved

The NWF is established with the aim to mobilize financial resources and provide investment support for water service provision and catchment management. The Fund is also mandated to support investment by way of issuing grants and loans for implementation of water projects. In this regard, the NWF developed this strategic objective in order to put in place mechanisms which will enable mobilization and allocation of funds necessary for investing in water

projects. The achievements, challenges, and way forward for this objective are outlined below:

Achievements	Challenges	Way Forward
<ul style="list-style-type: none"> <li>i. Resource Mobilization Strategy (2021/2022 – 2025/2026) developed and implemented;</li> <li>ii. The NWF adopted MUSE (<i>Mfumo wa Ulipaji Serikalini</i>) as a financial management tool;</li> <li>iii. Potential financiers identified. They include USAID, GIZ, KfW, Africa Water Facility (AWF), AFD and Green Climate Fund;</li> <li>iv. Guidelines for Project Screening, Selection and Approval was developed and awareness creation on the guidelines was conducted to Implementing Agencies;</li> <li>v. NWF Loan Application Guidelines developed and implemented; and</li> <li>vi. Awareness creation sessions on Loan Application Guidelines were conducted to water utilities</li> </ul>	<ul style="list-style-type: none"> <li>i. Over dependency on fuel levy as the only source of revenue;</li> <li>Inadequate knowledge and skills in financial resources mobilization;</li> <li>ii. Incompleteness of institutional setup and tools of the Fund; and</li> <li>iii. Inadequate knowledge among Implementing Agencies on Project Screening and Approval Guideline</li> </ul>	<ul style="list-style-type: none"> <li>i. Capacity building of NWF staff on resource mobilization;</li> <li>ii. Engagement of potential financiers and stakeholders in financial resources mobilization;</li> <li>iii. Explore new sources of funds through consultation and engagement with the government and stakeholders; and</li> <li>iv. Strengthen the capacity of Implementing Agencies through targeted capacity-building programs</li> </ul>

### 2.3.5 STRATEGIC OBJECTIVE E: Public awareness and knowledge on functions of the Fund enhanced

Awareness creation on the roles and functions of the NWF is relevant to stakeholders and public at large. However, the level of awareness in general remains substantially low. Therefore, this strategic objective aimed to set mechanisms for comprehensive awareness creation to all key stakeholders of the Fund including policy makers, politicians, senior government officials, development partners and the public at large. The achievements, challenges, and way forward for this objective are outlined below:

Achievements	Challenges	Way Forward
<ul style="list-style-type: none"> <li>i. Draft NWF Communication Strategy 2022 was prepared;</li> <li>ii. Awareness creation materials such as documentaries, brochures and leaflets were prepared and disseminated to the public;</li> <li>iii. Participation in national festivals and various exhibitions such as Maji week, Saba saba, Nane Nane and National Economic Empowerment exhibitions whereby awareness creation about the Fund conducted;</li> <li>iv. NWF Website developed; and</li> <li>v. NWF social media accounts were opened</li> </ul>	<ul style="list-style-type: none"> <li>i. Inadequate number of staffs for handling communication and ICT issues of the Fund;</li> <li>ii. Low public awareness on the NWF</li> </ul>	<ul style="list-style-type: none"> <li>i. Ensure NWF Communication Strategy is approved by the Board and implemented;</li> <li>ii. Employ adequate number of staffs for handling communication and ICT issues; and</li> <li>iii. Develop media relations plan to engage with journalists and influencers to increase NWF visibility</li> </ul>

## 2.4 Stakeholders' Analysis

Stakeholder analysis is the planning tool where all the individuals or groups that are likely to be affected by the activities of the Fund. The analysis encompasses identifying them, services offered, their expectations and potential impacts upon not meeting their expectations. This information is used to assess how the interests of such stakeholders should be addressed. Stakeholders are ranked by the power/influence vs interest as presented in **Table 1**

**Table 1: Stakeholders Analysis**

S/N	Stakeholder	Service offered	Expectations	Potential Impact if expectations are not met	Ranking (H,M,L)
1.	Ministry of Water	<ul style="list-style-type: none"> <li>Provision of funds for project preparations, design, supervision, monitoring and evaluation</li> <li>Advice on utilization of funds</li> <li>Provision of recommendations regarding guidelines</li> <li>Data and information</li> <li>Quarterly, semi-annual and annual progress reports</li> </ul>	<ul style="list-style-type: none"> <li>Mobilize more financial resources to increase funding in the water sector</li> <li>Effective and efficiency in allocation of funds</li> <li>Monitor the use of funds disbursed to Implementing Agencies</li> <li>Presence of guidelines for issuance of loans to water authorities</li> <li>Timely submission of progress reports</li> </ul>	<ul style="list-style-type: none"> <li>Lack of Ministry trust on the NWF</li> <li>Institutional change of NWF</li> </ul>	H
2.	Ministry of Finance	<ul style="list-style-type: none"> <li>Data and information</li> <li>Performance reports</li> <li>Interim and Annual financial statements</li> <li>Submission of proposals which identify new sources of funds</li> </ul>	<ul style="list-style-type: none"> <li>Mobilize more financial resources to increase funding in the water sector</li> <li>Effective and efficiency in allocation of funds</li> <li>Timely submission of performance reports</li> <li>Transparency and accountability in the use of funds</li> <li>Proposals on new sources of funds</li> <li>Monitor the use of funds disbursed to Implementing Agencies</li> </ul>	<ul style="list-style-type: none"> <li>Institutional change of NWF</li> <li>Lack of trust on the NWF</li> <li>Alter the allocation of funds</li> </ul>	H
3.	Treasury Registrar Office	<ul style="list-style-type: none"> <li>Data, information and documents</li> <li>Quarterly, semi-annual and annual performance reports</li> </ul>	<ul style="list-style-type: none"> <li>Proper management and utilization of funds</li> <li>Mobilize more financial resources to increase funding in the water sector</li> <li>Effective and efficiency in allocation of funds</li> <li>Monitor the use of funds disbursed to Implementing</li> </ul>	<ul style="list-style-type: none"> <li>Institutional change of NWF</li> <li>Bad reputation of the Fund</li> </ul>	H

S/N	Stakeholder	Service offered	Expectations	Potential Impact if expectations are not met	Ranking (H,M,L)
			Agencies <ul style="list-style-type: none"> <li>• Timely submission of annual budget and performance reports</li> <li>• Transparency and accountability in the use of funds</li> <li>• Adherence to guidelines</li> <li>• Fulfillment to the performance contracts</li> </ul>		
4.	Water Sector Implementing Agencies (RUWASA, WSSA, Basin Water Boards Offices and Community Based Water Supply Organizations)	<ul style="list-style-type: none"> <li>• Provision of funds for implementation of water projects</li> <li>• Capacity building and on water related issues</li> <li>• Provision of guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Timely approval and disbursement of funds for implementation of water projects and operation costs</li> <li>• Transparency in planning, selection of projects and allocation of funds</li> <li>• Clear guidelines on how to access funds</li> <li>• Adherence to the approved plan</li> <li>• Capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• Delay in implementation of projects</li> <li>• Misuse of resources</li> <li>• Lack of trust to the Fund</li> </ul>	M
5.	NWF Staff	<ul style="list-style-type: none"> <li>• Conducive working environment</li> <li>• Capacity building</li> <li>• Staff remunerations</li> <li>• Public Service guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Competitive remuneration package</li> <li>• Timely payment of remunerations</li> <li>• Conducive working environment</li> <li>• Provision of working tools</li> <li>• Capacity building (attractive career development scheme)</li> <li>• Transparent staff appraisal system</li> <li>• Job security and reliable job contracts</li> <li>• Clear defined job descriptions</li> </ul>	<ul style="list-style-type: none"> <li>• Staff turnover</li> <li>• Low work morale</li> <li>• Poor service delivery</li> </ul>	M

S/N	Stakeholder	Service offered	Expectations	Potential Impact if expectations are not met	Ranking (H,M,L)
			<ul style="list-style-type: none"> <li>Involvement and engagement in Fund's affairs</li> </ul>		
6.	General Public	<ul style="list-style-type: none"> <li>Provision of information on funded water projects</li> </ul>	<ul style="list-style-type: none"> <li>Increased access to water supply service</li> <li>Transparency in the use of funds</li> <li>Good quality of implemented water projects</li> </ul>	<ul style="list-style-type: none"> <li>Lack of trust to the Fund</li> <li>Bad image to the public</li> </ul>	M
7.	Parliament	<ul style="list-style-type: none"> <li>Data and information</li> <li>Reports</li> </ul>	<ul style="list-style-type: none"> <li>Mobilization of more funds for investing in water projects</li> <li>Good governance and transparency in the allocation and use of funds</li> <li>Assurance of value for money in implementation of water projects</li> <li>Clear guidelines on how to access funds</li> <li>Adherence to the approved budget</li> <li>Timely submission of reports</li> </ul>	<ul style="list-style-type: none"> <li>Institutional change of NWF</li> <li>Lack of trust to the Fund</li> <li>Tarnished image of the Fund</li> </ul>	H
8.	Development partners	<ul style="list-style-type: none"> <li>Data and information</li> </ul>	<ul style="list-style-type: none"> <li>Transparency and accountability in the use of funds</li> <li>Organization setup</li> <li>Effective monitoring of disbursed funds</li> <li>Assurance of value for money in implementation of water projects</li> <li>Screening, application and approval procedures of water projects</li> <li>Compliance to the agreements</li> <li>Timely sharing of information</li> </ul>	<ul style="list-style-type: none"> <li>Reduced support in financing</li> <li>Withdrawal of funding commitments and disbursement</li> <li>Bad image of the Fund</li> </ul>	M
9.	TIB	<ul style="list-style-type: none"> <li>Service provision fee</li> <li>Data and information</li> </ul>	<ul style="list-style-type: none"> <li>Adequate funds for provision of loans</li> <li>Quick response on loan approvals</li> </ul>	<ul style="list-style-type: none"> <li>Jeopardize loan portfolio</li> </ul>	M



S/N	Stakeholder	Service offered	Expectations	Potential Impact if expectations are not met	Ranking (H,M,L)
		<ul style="list-style-type: none"> <li>• Loan Application Guidelines</li> <li>• Funds for provision of loans to water authorities</li> <li>• Collaborate in joint tasks</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance to the agreements</li> <li>• Timely payment of service fee</li> <li>• Good collaboration in joint tasks</li> </ul>		
10.	Financial Institutions	<ul style="list-style-type: none"> <li>• Deposit of funds in NWF's accounts</li> <li>• Payment of bank charges</li> <li>• Provision of information of financial matters</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate funds in the NWF's accounts</li> <li>• Proper instructions on payments of funds</li> <li>• Timely payment of bank charges</li> <li>• Accurate information on Fund's financial records</li> </ul>	<ul style="list-style-type: none"> <li>• Delayed payments</li> </ul>	M
11.	Controller and Auditor General	<ul style="list-style-type: none"> <li>• Submission of reports and documents</li> <li>• Provision of audit fee</li> <li>• Facilitation of audit exercises</li> <li>• Audit findings response</li> </ul>	<ul style="list-style-type: none"> <li>• Timely preparation and submission of reports and documents</li> <li>• Compliance with acceptable frameworks</li> <li>• Good governance and transparency in the allocation and use of funds</li> <li>• Effective monitoring of disbursed funds</li> <li>• Assurance of value for money in implementation of water projects</li> <li>• Clear procedures in funds mobilization and allocation</li> <li>• Timely response to audit observations</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of Modified Audit reports</li> <li>• Bad image of the Fund</li> <li>• Institutional change of the Fund</li> </ul>	H
12.	Media	<ul style="list-style-type: none"> <li>• Data and information</li> <li>• Engagement in provision of media related services</li> </ul>	<ul style="list-style-type: none"> <li>• Timely, frequently and accurate data and information</li> <li>• Timely payment of service offered</li> <li>• Engaged in provision of media related services</li> </ul>	<ul style="list-style-type: none"> <li>• Distorted image</li> <li>• Reduced Public trust to NWF</li> <li>• Low understanding of the Fund to the public</li> </ul>	M
13.	President	<ul style="list-style-type: none"> <li>• Data and information</li> </ul>	<ul style="list-style-type: none"> <li>• Timely submission of reports on human resources and</li> </ul>	<ul style="list-style-type: none"> <li>• Institution change of</li> </ul>	H

S/N	Stakeholder	Service offered	Expectations	Potential Impact if expectations are not met	Ranking (H,M,L)
	Office – Public Service Management	<ul style="list-style-type: none"> <li>• Reports on human resources and administration of the Fund</li> </ul>	administration <ul style="list-style-type: none"> <li>• Adherence to public service regulations and guidelines</li> <li>• Outstanding service on delivery of roles and responsibilities</li> </ul>	the Fund <ul style="list-style-type: none"> <li>• Bad image of the Fund</li> </ul>	
14.	PPRA	<ul style="list-style-type: none"> <li>• Data and information</li> <li>• Procurement reports</li> <li>• Procurement plan</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance to Public procurement Act</li> <li>• Value for money in procurement</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement audit queries</li> <li>• Delayed procurement process</li> </ul>	H
15.	Service providers	<ul style="list-style-type: none"> <li>• Provision of offer/order</li> <li>• Service fees and charges</li> </ul>	<ul style="list-style-type: none"> <li>• Timely payment of service fee and charges</li> <li>• Adherence to agreements and contracts</li> <li>• Transparency in tendering process</li> <li>• Frequent offer/engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Poor working environment</li> <li>• Failure to meet Fund's objectives/goals</li> <li>• Bad image of the Fund</li> </ul>	M

## 2.5 SWOC Analysis

NWF has conducted SWOC analysis to identify its Strengths, Weaknesses, Opportunities and Challenges which aimed at organization scan. The analysis was carried out at two levels, the internal and external environment. While the former is the environment in which the organization has a reasonable degree of influence, in the latter there is no reasonable degree of influence. The internal scan aimed at identifying areas of strength and areas of improvement while the external scan aimed at identifying opportunities and risks/challenges.

### Strength

- i. Presence of ring-fenced mechanism of the funds received by the Fund;
- ii. Exclusive mandate to mobilize resources through Water Supply and Sanitation Act No. 5 of 2019;
- iii. Existence of skilled and experienced staff members;
- iv. Presence of institutional instruments (Organization structure, Scheme of service, Salary structure, Job list and descriptions);
- v. Existence of computerized systems and Financial Regulations which facilitate sound financial management of the Fund;
- vi. Existence of NWF Website and social media accounts.

### Weakness

- i. Over dependence on fuel levy as the only source of revenue;
- ii. Inadequate skills and knowledge on resources mobilization;
- iii. Inadequate number of staffs;
- iv. Inadequate office space;
- v. Absence of Human Resource Development Plan (Succession Plan and Capacity Development Plan); and
- vi. Low public awareness on roles and functions of the Fund.

### Opportunities

- i. Political will of National leaders to support the NWF;
- ii. Political stability within the country;
- iii. Presence of modern and appropriate technology which can be used to improve performance of the Fund;
- iv. Readiness of Water Supply and Sanitation Authorities to apply for loans;
- v. TRA collecting fuel levy on behalf of the Fund;
- vi. Presence of legal and regulatory frameworks (Water Supply and Sanitation Act, No. 5 of 2019, National Water Fund Regulations, 2019 etc.);
- vii. Presence of potential Development partners to support the Fund; and
- viii. Availability of skilled and experienced personnel from government and private sector.

### Challenges

- i. Delayed approval of institutional instruments;
- ii. Low compliance in reporting from implementing agencies;
- iii. Unpredictable change in Fiscal policies;
- iv. Inconsistency flow of financial resources from fuel levy;
- v. Instability of global economy;
- vi. Climate change;
- vii. Rapid Technological changes;
- viii. Vulnerability of data security and
- ix. Misuse of social media

## 2.6 PESTEL Analysis

The Fund reviewed the existing Political, Economic, Social, Technological, Environmental and Legal aspects (PESTEL analysis) which may have impact on achieving its future plans.

**Political Trends:** The Tanzania political environment remained stable which fosters smooth implementation of the Fund future plans. The assessment of political trends reveals that the country's political stability, peace and harmony shall continue to lay a foundation for strong economic growth. The possible advantage of this political stability provides conducive environment necessary for the successful accomplishment of the NWF vision. The Fund intends to benefit from the measures undertaken by the Government such as strengthening international relationship, maintaining peace and security among regional member states, trim down bureaucracy, increase combat against corruption hence promoting economic development and delivery of social services.

**Economical:** The World is facing economic crisis due to climate change, Russia and Ukraine War and aftermath of COVID 19 pandemic. Despite the factors that affected economies of various countries in the world, Tanzania economy recorded a positive growth due to the prudent administrative measures taken against the factors. The plan will enforce prudent economic policies for sustainable economic growth by taking into consideration all the strategic risks and their mitigation measures.

Since the current source of funds is fuel levy, the growth of economic activities stimulated by industrialization will positively impacts the Fund by increasing revenue from fuel levy. However, the same may become a challenge in event of slowdown of economic activities, foreign exchange rate fluctuations, changes in fiscal and monetary policies and the use of gas as a substitute source of power.

**Social/Cultural:** Poverty is one of flagrant risks in achieving the National Development Vision 2025. The social/cultural factors which can positively affect the NWF's performance includes presence of other operating Funds. On the other hand, the Fund may not achieve its intended objectives due to absence of Gender Mainstreaming Strategy and therefore needs to put special attention to address the issues.

**Technology Changes:** The Government is undertaking various digital revolution initiatives, including the National Internet Data Centre (NIDC), National ICT Broadband Backbone

(NICTBB), National ICT Policy (2016) and its implementation strategy, e-Government Operationalization and National Cyber Security Strategy 2016. These initiatives are in-line with the National Five-Year Development Plan 2021/2022- 2025/2026. The Fund will need to deploy modern and appropriate technologies in order to deliver quality services and abide to the Government initiatives. The technologies will facilitate effective implementation of the Fund's mandates. However, technologies are expensive and keeping pace with its frequent changes is challenging but also there are incidences of Cyber infringements, vulnerability of data security and misuse of social media which may negatively impact the Fund.

**Environmental:** The main objective of the environmental management is to prevent and/ or reduce environmental degradation, mitigating and adapting to climate change in order to achieve Sustainable Development Goals (SDGs). The existence of environmental policies and legislation provide guidance for environmental management in the country. Presence of National Disaster Management Act 2015 and Strategy, Environment Friendly indigenous technologies, Water Resource Management Act 2009 and IWRM & Plans provides opportunity to the NWF to execute its roles and functions for effective service delivery. However, climate change and depletion of water sources due to human activities may impact water sources adversely and affect provision of water services. This requires the Fund to finance management of water catchments as a measure to cushion the impact of climate change.

**Legal and Regulatory Frameworks:** The NWF discharges its mandate in an environment with effective legal and regulatory frameworks. The existence of prudent legal and regulatory frameworks that governs the country, contributes to smooth implementations of NWF mandates. The instruments include the Water Supply and Sanitation Act. No.5 of 2019, National Water Fund Regulations 2019, National Water Policy 2002, and other relevant legal instruments such as Public Finance Act Cap 348, Water Resource Management Act 2009 and the Environment Management Act 2004. The Fund will continue using legal and regulatory frameworks in implementation of its activities.

**Service delivery survey:** Service Delivery Survey was conducted for the purpose of obtaining stakeholders' perceptions and opinions on accessibility and quality of services provided by the Fund. Majority of Consulted stakeholders showed satisfaction on service and modality of service offered. Based on feedback from stakeholders, areas that need improvement and intervention include:

- i. Timely disbursement of financial resources for implementing water projects;
- ii. Improve resource mobilization by identifying more sources;
- iii. Information dissemination to stakeholders;
- iv. Stakeholders' awareness and involvement in the process of project management; and
- v. NWF should increase its sensitization and awareness campaigns.

## 2.7 Recent initiatives

Recent initiatives describe actions undertaken during implementation of the 2020/2021-2022/2023 Strategic Plan which were basically not planned for. Most issues originated from

Government directives or necessitated by the change in circumstances. It also explicates the immediate steps taken by the Fund to address challenges that occurred during the implementation of the 2020/2021-2022/2023 Strategic Plan. The list below describes recent initiatives, undertaken by the Fund in execution of its duties.

- i. The Fund interventions in combating COVID 19 Pandemic;
- ii. The Fund signed Memorandum of Understanding (MoU) with Tanzania Revenue Authority in effort to enable tracking of revenue data from the fuel levy; and
- iii. The Fund signed an agreement with Tanzania Investment Bank as a trust agent in order to operationalize the revolving fund through the loan window.

## **2.8 Critical Issues**

Following the situation analysis, the Fund has been able to come up with most important issues which need to be addressed, safeguarded, sustained, maintained and enhanced in order realize the desired objectives and improved livelihood of Tanzanians. The issues include:

- i. Strengthen resource mobilization and management systems;
- ii. Improve monitoring and evaluation of investments programs, project and procurement systems;
- iii. Strengthening internal controls system;
- iv. Identify and undertake research on investments;
- v. Strengthen data management processes (collection, analysis, storage and dissemination);
- vi. Improve institutional capacity building and service delivery; and
- vii. Improve staff welfare and well-being.

## CHAPTER THREE

### 3. THE PLAN

This Chapter presents the Fund's Strategic Plan which includes the vision, mission, core values, objectives and their rationale, strategies, targets and key performance indicators that are envisioned to be implemented and realized during 2023/2024 – 2025/2026 implementation period.

#### 3.1 Vision, Mission and Core Values

##### 3.1.1 Vision

*“To be a reliable and sustainable source of financing in the water sector”*

##### 3.1.2 Mission

*“To effectively mobilize and allocate funds to Implementing Agencies for improved provision of water services and conservation of water catchment areas”.*

##### 3.1.3 Core Values

The core values of the NWF are fundamental norms, which identifies the character of the employees and the Fund at large. The agreed core values of the Fund are:

- (i) Integrity**  
All staff will demonstrate honest, strong moral and ethical principles at work; treat stakeholders with trust that brings efficiency so as to meet Fund's objectives.
- (ii) Accountability**  
The fund will demonstrate state of obligation to accept responsibilities assigned and liabilities. It will also value the ability of the staff and honour commitment to stakeholders and ensure staff takes ownership of all activities and promptly correct mistakes when transpired.
- (iii) Customer Focus**  
Customer focus strongly contributes the overall success of the business. The Fund will focus on quality management to meet customer requirements and always strive to exceed customer expectations.
- (iv) Transparency**  
The Fund should perform its activities with openness.
- (v) Team work**  
Staff of the Fund will work collaboratively, using their individual expertise and skills in order to achieve Fund's goal.
- (vi) Results Oriented**

Staff of the Fund will focus on achieving the goal rather than concentrating on how the tasks are done.

### 3.2 Strategic Objectives

The National Water Fund has five strategic objectives that will facilitate the carrying out of its mandate during the three years of implementation of the Strategic Plan. Each strategic objective is detailed in the Strategic Plan matrix attached in **Annex 1**. The Strategic objectives of the plan are summarized in Table 2.

**Table 2: Summary of the Strategic Objectives**

No.	Objective	Description
1	Objective A:	HIV/AIDS and Non-Communicable Diseases reduced and Supportive Services Improved;
2	Objective B:	Effective implementation of National Anti-corruption Strategy enhanced and sustained
3	Objective C	Performance of the Fund in service delivery strengthened
4	Objective D:	Resources mobilization and allocation improved
5	Objective E:	Management and accountability of the funds disbursed enhanced

#### 3.2.1 Objective A: HIV/AIDS and Non-Communicable Diseases reduced and Supportive Services Improved

##### 3.2.1.1 Rationale

HIV/AIDS and Non-Communicable diseases such as Diabetes, Stress and Hypertension are among the health concern which negatively impact workforce in both public and private sector in the Country. If not properly managed, these health hazards pose a serious threat to the well-being of the institution and can negatively hamper workforce productivity and causes massive loss of human and financial resources. This shows that, among other things, the ability of an entity to achieve its institutional objectives hinges also on its capacity to effectively control and manage these hazards.

The NWF is not an exception to this concern and therefore a careful mechanism, which is in accord with the relevant Government directives and instruments that need to be employed in addressing this issue

##### 3.2.1.2 Strategies

- i. Align NWF plans with National HIV/AIDS and NCD Strategy;
- ii. Implement the National HIV/AIDS and NCD Strategy; and
- iii. Develop and implement staff health and fitness programme.

##### 3.2.1.3 Targets



- i. HIV/AIDS and NCD Plan prepared and implemented annually
- ii. Support services to staff living with HIV/AIDS and NCD provided annually; and
- iii. Sports and games promoted annually

#### **3.2.1.4 Indicators**

- i. Number of awareness sessions and trainings on HIV/AIDS and NCD;
- ii. Percentage of staff who received testing and counselling services for HIV;
- iii. Percentage of staff with HIV/AIDS infections supported; and
- iv. Number of sports and games events conducted

### **3.2.2 Objective B: Effective implementation of National Anti-corruption Strategy enhanced and sustained**

#### **3.2.2.1 Rationale**

Public service domain is among the workplaces affected by prevalence of corrupt practices which massively deters efficient and prompt service delivery by public institutions in Tanzania. The fight against corruption is vital and demands the involvement of all stakeholders. If not managed, it can derail the performance of the Fund and ultimately affect the provision of the water services to the communities in all aspects. Despite of several initiatives taken by the Fund, a number of challenges have been encountered such as inadequate knowledge on good governance, public service laws, procurement, financial and contract management. These challenges call for more efforts to address corruption preventive practices in the Fund.

#### **3.2.2.2 Strategies**

- i. Align and implement the National Anti- Corruption Strategy on prevention and combating corruption;
- ii. Strengthening sensitization to staff on preventing and combating corruption;
- iii. Strengthen mechanisms for reporting and managing corruption complaints; and
- iv. Promote integrity and ethical behavior in the institution

#### **3.2.2.3 Targets**

- i. Action plan to implement the Anti-corruption strategy in place by June 2024;
- ii. Awareness and training on corruption conducted annually;
- iii. Number of trainings on good governance conducted annually

#### **3.2.2.4 Indicators**

- i. Number of awareness sessions and training on corruption; and
- ii. Percentage of corruption related complaints out of all received complaints

### **3.2.3 Objective C: Performance of the Fund in service delivery strengthened**

### 3.2.3.1 Rationale

Presently, in its quest for efficient discharge of its mandate, NWF is encountered with a number of setbacks such as absence or in-completion of some key operational instruments and staff inadequacy. The institutional and operational capacity plays a crucial role in performance and growth of an entity. In order to achieve optimal service delivery, the Fund's governance structures, qualified staff, conducive working environment, deployment of ICT, installation of performance management systems, operational and institutional instruments necessary to have a well-managed and effective Fund have to be in place.

### 3.2.3.2 Strategies

- i. Enhance implementation of human resource management plan;
- ii. Strengthen capacity building to NWF staff;
- iii. Improve working environment for efficient and effective service delivery;
- iv. Align and implement National ICT Policy;
- v. Strengthen capacity of Implementing Agencies;
- vi. Strengthen financial, planning, legal, procurement and internal controls systems; and
- vii. Enhance implementation of NWF Communication strategy

### 3.2.3.3 Targets

- i. 28 qualified staff recruited by June, 2026;
- ii. Competitive staff remuneration and welfare package developed and implemented by June, 2026;
- iii. Training needs assessment conducted by June, 2024;
- iv. Training plan developed and implemented annually;
- v. Office building constructed by June, 2026;
- vi. Office equipment, facilities and working tools procured by June, 2026;
- vii. Board Charter implemented annually;
- viii. Internal Audit Charter implemented annually;
- ix. Strategic Plan reviewed by December 2025;
- x. Administrative and personnel entitlements timely facilitated annually;
- xi. Staff Regulations and Operational Manual prepared and approved by June, 2026;
- xii. Staff, Management and Board meetings conducted quarterly;
- xiii. ICT policy implemented annually;
- xiv. ICT strategy developed and implemented by June, 2026;
- xv. Performance contracts and Performance Agreements signed and NWF executed annually;
- xvi. Client Service Charter implemented annually;
- xvii. Plans and budget prepared and implemented annually
- xviii. Accounting Manual implemented annually;
- xix. Financial reports prepared annually;
- xx. Communication Strategy prepared and implemented by June, 2024

### 3.2.3.4 Indicators

- i. Number of staff recruited
- ii. Staff turn over
- iii. Staff incentive scheme in place
- iv. Training needs assessment in place
- v. Training plan in place
- vi. Number of staff and board members trained
- vii. NWF Office building
- viii. Number of office equipment and materials procured
- ix. Board charter in place
- x. Audit charter in place
- xi. Reviewed strategic plan
- xii. Percentage of statutory and administrative service provided
- xiii. Staff Regulations in place
- xiv. Operational Manual in place
- xv. Number of meetings conducted
- xvi. Number of staff trained
- xvii. ICT Strategy in place
- xviii. Number of contract/ agreements signed
- xix. Client service charter in place
- xx. Accounting manual in place
- xxi. Unqualified audit report; and
- xxii. Communication Strategy developed

### **3.2.4 Objective D: Resources mobilization and allocation improved**

#### **3.2.4.1 Rationale**

Availability of sustainable financial resources is one of the challenges facing water sector. The objective of establishing the NWF is to mobilize financial resources and provide investment support for water service provision and catchment management. The Fund is also mandated to support investment by way of issuing grants and loans for implementation of water projects. In this regard, the NWF ought to develop and put in place mechanisms which will enable mobilization and allocation of funds necessary for such purpose.

In the meantime, the NWF is able to raise funds from one source of fuel levy only out of a number of funds sources enumerated in the Water Supply and Sanitation Act, No. 5 of 2019. Thus, the Fund needs to increase efforts in this area and come up with a comprehensive plan to explore additional sources of funds which will allow mobilization of sufficient funds.

#### **3.2.4.2 Strategies**

- i. Implementation of Resources Mobilization Strategy;
- ii. Identify and prepare proposals for new domestic sources of fund;
- iii. Engage potential financiers for additional sources of fund;
- iv. Implementation of project screening and selection procedures for effective allocation of funds; and

- v. Increase the seed money for issuance of Loans

#### **3.2.4.3 Targets**

- i. Resources Mobilization Strategy finalized and implemented by 2026;
- ii. TZS 776.72 billion mobilized by June, 2026;
- iii. 915 water projects supported by the Fund by June 2026;
- iv. Projects screening, selection and approval guidelines finalized and implemented by June, 2026;
- v. Potential financiers contributing to NWF identified and engaged by June 2026; and
- vi. Guidelines for issuance of Loans implemented by June 2026.

#### **3.2.4.4 Indicators**

- i. Percentage increase in mobilized financial resources;
- ii. Growth rate of revolving fund;
- iii. Percentage of water projects financed against approved; and
- iv. Percentage of water projects supported.

### **3.2.5 Objective E: Management and accountability of the funds disbursed enhanced**

#### **3.2.5.1 Rationale**

Management and accountability is essential to promote proper use of public resources for implementation of water projects. The Fund will enhance the management and accountability of the funds through strengthening of monitoring and evaluation systems, conducting of service delivery surveys, and ensuring optimal financial allocations for the implementation of water projects

#### **3.2.5.2 Strategies**

- i. Strengthen of the Monitoring and Evaluation System;
- ii. Develop online fund project management system;
- iii. Strengthen internal control systems of the Fund
- iv. Improve service delivery

#### **3.2.5.3 Targets**

- i. Monitoring and Evaluation Framework reviewed and operationalized by June, 2026;
- ii. Online funds application and approval model developed and operationalized by June, 2026
- iii. Quality assurance control systems enhanced by June 2026; and
- iv. Internal audit systems strengthened by June 2026;

#### **3.2.5.4 Indicators**

- i. Monitoring and evaluation framework reviewed;

- ii. Online funds management system developed;
- iii. Number of management audit conducted; and
- iv. Unqualified audit reports

## CHAPTER FOUR

### 4. RESULT FRAMEWORK

This chapter shows how the results conceived in this Strategic Plan will be measured, monitored and evaluated. It shows specific interventions to be deployed in achieving the Fund's objectives, monitoring and evaluation criteria, as well as responsible Unit or Schedule. It also shows Results Chain and Framework Matrix; Monitoring and Evaluation Plans; Reviews; and Reporting Plan.

#### 4.1 The Development Objective

The Fund has an overall objective and mandated to mobilize resources and provide investment support for water service provision and management of catchment serving water supply abstraction areas. To achieve this objective, among others, the Fund will focus on mobilizing enough financial resources from different identified sources to provide investment support for water service provision and management of catchment serving water supply abstraction areas.

#### 4.2 Beneficiaries of NWF Services

There are direct and indirect beneficiaries of NWF services. Direct beneficiaries include Implementing agencies in the direct financing of their respective projects. The indirect beneficiaries include the General Public who are the final consumer in obtaining water service from the constructed infrastructure and reserved water catchment.

#### 4.3 Linkage with relevant National Planning Frameworks and International Agenda

This plan has five objectives. The objectives addressed directly all the National relevant frameworks including Tanzania Development Vision 2025; Ruling Party Election Manifesto 2020; Third Five Year Development Plan 2021/2022 – 2025/2026; National Water Policy 2002; Water Supply and Sanitation Act No.5 of 2019, East Africa Community Vision 2050; African Agenda 2063 and Sustainable Development Goals.

#### 4.4 Results Chain

NWF result chain consists of outcomes, outputs, activities and inputs which enhance the achievement of effective delivery of quality services by ensuring the mobilization of resources and providing investment support for water service provision and management of catchment serving water supply abstraction areas.

A combination of the objectives and targets in the Strategic Plan and activities and inputs in Medium Term Expenditure forms the NWF result chain. The basic assumption is that a link in the various elements of NWF result chain shall be maintained, i.e. mobilization of resources, allocation of resources and utilization of resources allocated will lead to activities achievements; the achieved activities will contribute to delivery of outputs; delivery of outputs will lead to an objective being attained; whereas objective achievement will contribute to the

NWF development objective. This chain of results will justify NWF existence and resource utilization in the course of various interventions.

#### 4.5 The Result Framework Matrix

The matrix comprises Fund's overall development objectives, strategic objectives, planned outcomes and outcome indicators. The outcomes realization will depend on chronological relationship between, objectives, strategies and targets which shall be translated through activities and inputs into the Fund's Annual Plans and Budget (MTEFs). The detailed Result Framework Matrix is attached in **Annex II**.

#### 4.6 Implementation

##### 4.6.1 Prioritization

Successful implementation of this plan will require prioritization, considering the available resources. Critical issues will be those essential for the successful implementation of respective strategic objectives and shall be initiated as soon as possible after the endorsement of the Plan. High priority actions are those which are essential to the successful implementation of the Plan and shall also be initiated as soon as possible but their implementation is in some cases contingent upon prior actions being undertaken. Medium priority targets are those actions that are deemed to be of great value but are only complementary in ensuring successful implementation of the Plan.

##### 4.6.2 Cascading of Objectives

The Strategic Plan will be cascaded and integrated with the operational plans at the levels (units and schedules). The plans are further integrated in unit actions plans and budgets and ultimately reflected in annual performance appraisal that are an integral part of the performance management and appraisal system.

##### 4.6.3 Co-ordination

The implementation of this Plan will be under the overall co-ordination of the Director of Corporate Services assisted with the Head of Planning and assisted by budget officers at the unit and schedules levels.

##### 4.6.4 Resource Mobilization

Financial resources for the implementation of the Plan will largely come from fuel levy as stipulated in Water Supply and Sanitation Act No. 5 of 2019 and other sources as identified from time to time

#### 4.7 Monitoring and Evaluation

##### 4.7.1 Monitoring Plan

The monitoring plan consists of indicators and their description, baseline for each indicator;

indicator target values, data collection and methods of analysis, indicator reporting frequency and the officers who will be responsible for data collection, analysis and reporting. Since the future is not entirely certain, these premises may change and thus affect the realization of the strategies and for this reason, there is a need of monitoring and evaluation arrangements to track the implementation of the Plan. The Planning, Monitoring and Evaluation schedule working very closely with other units and schedules holds the responsibility of coordinating the monitoring and evaluation of the Plan. The monitoring and evaluation plan is detailed in Table 3.



**Table 3: Detailed Monitoring Plan**

S/ N	Indicator & Indicator Description	Baseline		Indicator target value			Data collection and method of analysis				Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Y1	Y2	Y3	Data Source	Data Collection Instrument/ Method	Frequency of Data Collection	Means of Verification		
1	HIV/AIDs prevalence rate (This is indicator measures the percentage of NWF staff who are HIV positive)	June, 2023	0%	0%	0%	0%	Voluntary counseling report	Voluntary counselling tests	Quarterly	HIV/AIDs seminars report	Quarterly	DCS
2	HIV/AIDs incidence rate (This indicator measures the rate of new HIV infections at NWF). It is calculated as: the number of newly infected with HIV in a given year divided by the number of people not infected at the start of the same year	June, 2023	0%	0%	0%	0%	Voluntary counseling testing report	Voluntary tests	Quarterly	HIV/AIDs seminars report	Quarterly	DCS
3	NCD prevalence rate at work place (This indicator measures the percentage of staff who have NCDs)	June, 2023	0%	0%	0%	0%	Voluntary testing reports	Voluntary tests	Quarterly	HIV/AIDs and NCD Seminars report	Quarterly	DCS
4	Percentage of corruption related complaints out of all	June, 2023	0%	0%	0%	0%	Complaints register	Website/ Suggestio	Daily	Progress report	Quarterly	DCS

S/ N	Indicator & Indicator Description	Baseline		Indicator target value			Data collection and method of analysis				Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Y1	Y2	Y3	Data Source	Data Collection Instrument/ Method	Frequency of Data Collection	Means of Verification		
	complaints (This indicator measures the percentage of corruption related complaints in complaints register)							in box/ Hotline /Media/ Social networks				
5	Level of stakeholder's satisfaction (This indicator measures the Stakeholder's satisfaction with the services provided by NWF. The higher the level of satisfaction the better level of service delivery). It is calculated as percentage of stakeholders satisfied by NWF services	June, 2023	N/A	90%	92%	95%	Survey	Questionnaires	Annually	Survey report	Annually	DCS
6	Percentage increase of mobilized financial resources (This indicator measures the trend of mobilized financial	June, 2023	0%	5%	5%	5%	Revenue collection statistics	Exchequer notification	Monthly	Bank statements	Annually	DPAR M

S/ N	Indicator & Indicator Description	Baseline		Indicator target value			Data collection and method of analysis				Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Y1	Y2	Y3	Data Source	Data Collection Instrument/ Method	Frequency of Data Collection	Means of Verification		
	resources in a particular year against previous year)											
7	Percentage of supported water projects (This indicator measures the proportion of financed water projects against approved water projects in a particular year)	June, 2023	84.80 %	100%	100 %	100 %	Annual Performance reports	Monthly and quarterly reports	Monthly	Annual performance Reports	Annually	DPAR M
8	Growth rate of the revolving fund (This indicator measures the trend of the size of the revolving fund in a particular year against previous year)	June, 2023	0	3%	5%	5%	Revenue collection reports	Reports	Monthly	Reports in the systems	Annually	DPAR M
9	Number of Technical audit report	June, 2023	N/A	0	1	1	Filed reports	Survey and Audit	Annually	Technical audit report	Annually	DPAR M
10	Stakeholders' perceptions on the service delivery (This indicator or measures the Stakeholder's satisfaction with the services provided	June, 2023	0	100%	100 %	100 %	Survey	Questionnaire	Annually	Survey report	Annually	DCS

S/ N	Indicator & Indicator Description	Baseline		Indicator target value			Data collection and method of analysis				Frequency of Reporting	Responsibility of Data Collection
		Date	Value	Y1	Y2	Y3	Data Source	Data Collection Instrument/ Method	Frequency of Data Collection	Means of Verification		
	by NWF. The higher the level of satisfaction the better level of service delivery)											

## 4.7.2 Planned Reviews

To obtain progress status on the implementation of strategic plan there will be scheduled reviews of the Plan. The planned reviews consist of review meetings, milestones and rapid appraisals.

### 4.7.2.1 Review Meetings

Meetings will be conducted to track progress on the milestones, activities and targets/outputs critical for achievement of organizational objectives. Table 4 presents the proposed meetings and their schedule; and Table 5 presents the milestones to be reviewed.

**Table 4: Review Meetings**

No	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1	Units	Weekly	Heads of Unit	Unit staff
2	Management meeting	Monthly	CEO	Heads of departments and units
3	Tender Board	Quarterly	Tender Board Chairperson	Members of the Tender Board
4	Boards committee meetings	Quarterly	Committee Chairperson	Members of the Committee
5	Governing Board	Quarterly	Board Chairperson	Governing Board Members
6	Budget committee	Monthly	Committee Chairperson	Heads of departments/units and planning officers
7	Workers Council	Annually	CEO	NWF Staff
8	Integrity Committee	Quarterly	Committee Chairperson	Committee Members
9	HIV/AIDS and NCDs Committee	Quarterly	Committee Chairperson	Committee Members
10	External Auditors Entrance and Exit Meetings	Annually	Governing Board Chairperson/ Audit Committee Chairperson	Governing Board Members/ Audit Committee Members
11	Staff Meeting	Bi-annually	CEO	All staff

**Table 5: Planned Milestones Reviews**

Years	Planned Review	Milestones	Timeframe	Responsible Person
Year I	Two	Resource Mobilization Strategy and	June 2024	DPARM

Years	Planned Review	Milestones	Timeframe	Responsible Person
2023/2024	Reviews (Semi-Annually)	Project screening approval guideline approved and operationalized		
		Internal Audit charter, Client Service charter, Board charter and Communication Strategy approved and operationalized	June 2024	DCS
		Training needs assessment conducted	June 2024	DCS
Year II 2024/2025	Two Reviews (Semi-Annually)	One (1) technical audit conducted	June 2025	DPARM
		Assessment on the effectiveness of human resource training conducted	June 2025	DCS
		15 qualified staff recruited	June 2025	DCS
		Assessment of the effectiveness of Resource Mobilization Strategy	June 2025	DPARM
		Staff Regulations and Operational Manual prepared and approved	June 2025	DCS
		ICT strategy developed and implemented	June 2025	HICT
Year III 2025/2026	Two Reviews (Semi-Annually)	Baseline survey conducted	September, 2025	DCS
		Strategic plan reviewed	December, 2025	DCS
		Assessment of the effectiveness of Resource Mobilization Strategy	March, 2026	DPARM
		Accounting manual reviewed	March, 2026	DFA

#### 4.7.3 Rapid Appraisals

Rapid appraisals intend to gather information for facilitating implementation of planned interventions. Table 6 indicates the Fund's Rapid Appraisal for the next three years from 2023/24 to 2025/26

**Table 6: Proposed Rapid Appraisal Surveys**

No.	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal questions	Methodology	Time frame	Responsible person
1	Baseline study	The study will collect baseline data for a total of 10 indicators identified in the monitoring plan	<ul style="list-style-type: none"> <li>i. What is the current status of each indicator?</li> <li>ii. What is the level of awareness of staff on HIV/AIDS and NCD?</li> <li>iii. What are the Stakeholders perceptions on the service delivery?</li> <li>iv. What is the level of customer satisfaction?</li> </ul>	Survey	May, each year	DCS
2	Assessment on Staff satisfaction	This assessment intends to show the level of satisfaction of staff on working environment and other Human resource related issues.	<ul style="list-style-type: none"> <li>i. What are the staff perceptions on availability of working tools, equipment and office accommodation?</li> <li>ii. What are the staff perceptions on provision of statutory rights?</li> <li>iii. What is the staff opinion on areas to be improved?</li> </ul>	Survey	May. Each year,	DCS
3	Service Delivery Survey	Study to identify and analyze policies, strategy and the level of stakeholders' satisfaction on services delivered by the Fund, factors affecting it and recommendations for improvement.	<ul style="list-style-type: none"> <li>i. What kinds of services the Fund is offering?</li> <li>ii. Are the NWF services offered timely?</li> <li>iii. What are the factors affecting water service delivery?</li> <li>iv. What is the level of satisfaction?</li> <li>v. What can be done to improve the services?</li> <li>vi. Are you satisfied with the service offered?</li> </ul>	Questionnaires, semi structured interviews, interviews, focus group discussions.	June 2024/2025/2026	DCS

No.	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal questions	Methodology	Time frame	Responsible person
4	Institutional Self-Assessment	The study will capture NWF staff opinions on policies, strategy, leadership style, resource management, key business processes, customer service, and stakeholders' considerations.	<ul style="list-style-type: none"> <li>i. What are the staff views on policies and strategies?</li> <li>ii. What are the staff's opinions on the leadership style, resource management and stakeholders' leverage?</li> <li>iii. What are the staff's opinions on key business processes and customer care?</li> <li>iv. What are the areas of improvement?</li> </ul>	Questionnaires, semi structured interviews, focus group discussions.	June, 2024	DCS
5	Assessment of the Fund in resource allocation?	This study will assess on NWF efficiency in financial Resource allocation	<ul style="list-style-type: none"> <li>i. Are you satisfied with criteria for allocation of funds from the Fund?</li> <li>ii. Are you satisfied with the time of fund disbursement of fund from the fund?</li> <li>iii. What are the areas that need to be modified in allocation of funds?</li> </ul>	Survey	June 2024/ 2025/ 2026	DPARM



#### 4.7.4 Evaluation Plan

The evaluation plan is a road-map that identifies the goals and studies to be conducted during the plan period. It identifies and describe the specific evaluations, evaluation questions, methodology, timeframe and the responsible personnel. Evaluation plan intends to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the Strategic Plan. Table 7 presents the Evaluation Plan Matrix.

**Table 7: Evaluation Plan Matrix**

No	Evaluation	Description	Evaluation questions	Methodology	Timeframe	Responsible person
1	Effectiveness of implementation of NWF Strategic Plan	This evaluation intends to measure whether the intervention and output achieved have led to the achievement of the outcomes	<ul style="list-style-type: none"> <li>i. To what extent have the objective of the Strategic Plan been implemented successfully?</li> <li>ii. Does Strategic Plan reflect NWF functions?</li> <li>iii. What are the reasons for success or failure of Strategic Objective of the Plan?</li> <li>iv. What are the areas to be considered for improvement?</li> </ul>	<ul style="list-style-type: none"> <li>i. Documentary review</li> <li>ii. Questionnaire</li> <li>iii. Focus group discussion</li> </ul>	Jun-25	DCS
2	The impact of NWF towards assuring availability of safe and clean water	The evaluation intends to examine the contribution of NWF in ensuring adequate availability of safe and clean water	<ul style="list-style-type: none"> <li>i. To what extent the NWF aligns to her Primary objectives?</li> <li>ii. What are the impacts of NWF in Water Sector?</li> </ul>	<ul style="list-style-type: none"> <li>i. Questionnaire</li> <li>ii. Consultative meetings</li> <li>iii. Focus group discussion</li> <li>iv. Survey</li> </ul>	June, 2026	DCS
3	Impact of Technical and Financial Audits	This study intends to assess the improvement on quality of water projects as a result of audit recommendations	<ul style="list-style-type: none"> <li>i. Is the number of audit queries in water projects reducing?</li> <li>ii. Has the water service condition improved?</li> </ul>	<ul style="list-style-type: none"> <li>i. Survey</li> <li>ii. Consultative meetings</li> </ul>	June, 2025	DPARM

## 4.8 Reporting Plan

Reporting plan outline all reports that will be produced and used in the execution of the strategic plan. The report plan contains both Internal and external reports.

### 4.8.1 Internal Reporting Plan

Internal Reporting Plan is plan that contains reports that are used within NWF. The reporting plan is in accordance with statutory requirements or as may be required from time to time. The Internal Reporting Plan is detailed in Table 8.

**Table 8: Internal Reporting Plan**

No.	Type of Report	Recipient	Frequency	Responsible Person
1	HIV/AIDS and NCDs Committee Report	CEO	Quarterly	Committee Chairperson
2	CEO Report	Governing Board	Quarterly	CEO
3	Management Reports	Governing Board	Quarterly	CEO
4	Tender Board Report	CEO	Quarterly	HPMU
5	Progress Report	CEO	Quarterly	Head of Planning
6	Training Report	CEO	Quarterly	Head of Human Resources
7	Internal Audit Report	Audit Committee	Quarterly	Chief Internal Auditor
8	Procurement Report	CEO	Quarterly	HPMU
9	Budget committee Report	CEO	Monthly	Head of Planning Schedule
10	Workers Council Report	CEO	Annually	Secretary of the Council
11	Integrity Committee Report	CEO	Quarterly	Secretary of the Committee
12	Board Committee Reports	Governing Board	Quarterly	Chairman Audit Committee
13	External Auditors Report	Governing Board	Annually	External Auditor

### 4.8.2 External Reporting Plan

External Reporting Plan contains reports that are used by external entities. The reports are prepared on quarterly and annually basis. The External Reporting Plan is detailed in Table 9.

**Table 9: External Reporting Plan**

S/N	Type of Report	Recipient	Frequency	Responsible Person
1	Financial Statement	CAG	Annually	CEO
2	Performance Report	TR/MoW	Quarterly	CEO
3	Procurement Volume Report	PPRA	Quarterly	CEO
4	Human Resource Development Report	PO-PSM	Quarterly	CEO

#### **4.9 Relationship between Result Framework, Result Chain, Monitoring and Evaluation and Reporting Arrangements**

##### **4.9.1 Level 1- Inputs**

Level 1 of input of the Result Framework tracks the allocation and use of resources on various identified activities. At this level indicators will focus on the number and quality of resources available for various tasks, amount of time dedicated to tasks, information flow between various levels, time spent on resolving problems, quality and timeliness of decisions as well as predictability of resource flows, the alignment of resource flow to the activities and outputs. Resources availability will be reviewed on monthly basis and will be reported on respective implementation reports.

##### **4.9.2 Level 2- Activities**

Level 2 of the Results Framework focuses on realization of activities and linkage between activities and outputs. At this level indicators will focus on processes, programming of activities and timeliness of implementation. The reports will focus on quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time, to the expected quality and if the activities are not contributing to outputs. Activities will be reviewed quarterly basis and will be reported on respective implementation reports.

##### **4.9.3 Level 3 - Outputs**

Level 3 of the Results Framework tracks the realization of the outputs achieved by the NWF and

these produced outputs are attributed to the Fund. The reports will focus on how the outputs produced are supporting the delivering of the outcomes and will notify corrective action if the outputs are not being delivered effectively or are not contributing to outcomes. The outputs will be measured by output indicators and milestones while data collection and analysis will be quarterly. Outputs or milestones, which have significant impact on achievement of the objectives, will be reviewed quarterly and will be reported in quarterly reports.

#### **4.9.4 Level 4 – Outcomes**

Level 4 of the Results Framework tracks the realization of the outcomes specified for each objective. Outcomes will be measured through outcome indicators whose data collection and analysis could be done annually and reported annually through the annual report or the three-year outcome report. The annual reports and the three-year outcome report will base on specific evidenced based studies using national statistics and other water sector related instruments. The reports will focus on impact to NWF stakeholders and targeted population at large.

### **4.10 Risk Management**

Risk management is about making decision involving uncertain future situations which have impacts on achieving Fund’s objectives. NWF needs to manage and control significant risks that could interfere with achieving desired results. During implementation of the strategic plan, potential risks are identified and a Risk Management Framework has been put in place.

#### **4.10.1 Potential Risk**

##### **i. Strategic risks**

Strategic risk is the risk that long-term, fundamental strategic objectives will fail to be achieved. Risks that may affect the Fund’s ability to meet its strategic objectives and require oversight by senior Management and the Board.

##### **ii. Compliance risks**

Compliance risk refers to the risks of non-conformance with or violations of prescribed laws, regulations, rules, policies and procedures which expose an organization to payment of penalty charges or damage of the Fund’s reputation

##### **iii. Operational risks**

Those risks that arise in day-to-day operations, and which require specific and detailed response and monitoring regimes and if not treated and monitored could potentially result in major adverse consequences for the Fund activities.

##### **iv. Internal Risk**

Internal risks are associated with events occurring within the Fund.

**v. External Risk**

External risks are associated with events occurring outside the Fund.

**4.10.2 Risk Management Framework**

Risk management framework is a set of components that provide the foundations and organizational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organization. The framework ensures that information about risk derived from the risk management process is adequately reported and used as a basis for decision making and accountability at all relevant organizational levels. The main components of a risk management framework are; Risk management policy; Risk governance structure; and Procedures that support the risk management process.

**4.11 Organization structure**

The Organization Structure of the NWF is comprise of seven (7) Units outlined below.

- i. Project Appraisal and Resources Mobilization Unit;
- ii. Corporate Services Unit;
- iii. Internal Audit Unit;
- iv. Finance and Accounts Unit;
- v. Procurement Management Unit;
- vi. Legal Services Unit; and
- vii. ICT and Statistics Unit.

The Organogram is attached in **Annex III**

## Annex I: MATRIX OF THE STRATEGIC PLAN

OBJECTIVE	STRATEGY	TARGETS	KEY PERFORMANCE INDICATORS	PERSON RESPONSIBLE
<b>A: HIV/AIDS and Non-Communicable Diseases reduced and Supportive Services Improved</b>	Align NWF plans with National HIV/AIDS and NCD Strategy	HIV/AIDS and NCD Plan prepared and implemented annually	<ul style="list-style-type: none"> <li>• Number of awareness sessions and trainings on HIV/AIDS and NCD</li> <li>• Percentage of staff who received testing and counselling services for HIV</li> <li>• Percentage of staff with HIV/AIDS infections supported</li> </ul>	DCS
	Implement the National HIV and NCD Strategy	Support services to staff living with HIV/AIDS and NCD provided annually		
	Develop and implement staff health and fitness programme	Sports and games promoted annually	Number of sports and games events conducted	DCS
<b>B: Effective implementation of National Anti-corruption Strategy enhanced and sustained</b>	Align and implement the National Anti-Corruption Strategy on prevention and combating corruption	Action plan to implement the Anti-corruption strategy in place by June 2024	Action plan prepared	DCS
	Strengthening sensitization to staff	Awareness and training on corruption conducted annually		DCS

<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>TARGETS</b>	<b>KEY PERFORMANCE INDICATORS</b>	<b>PERSON RESPONSIBLE</b>
	on preventing and combating corruption	Trainings on good governance conducted annually	<ul style="list-style-type: none"> <li>• Number of awareness sessions and training on corruption</li> <li>• Percentage of corruption related complaints out of all received complaints</li> </ul>	DCS
	Strengthen mechanisms for reporting and managing corruption complaints	Established and operational corruption complaints desk by June 2026	Percentage of corruption related complaints out of all received complaints	DCS
	Promote integrity and ethical behavior in the institution	Trainings and seminars on good governance conducted annually	<ul style="list-style-type: none"> <li>• Number of awareness sessions and seminars on good governance</li> <li>• Incidences of unethical behavior among staff</li> </ul>	DCS
<b>C: Performance of the Fund in service delivery strengthened</b>	Enhance implementation of human resource management plan	Thirty-two qualified staff recruited by June 2026	Number of staff recruited	DCS
		Competitive staff remuneration and welfare package developed and	<ul style="list-style-type: none"> <li>• Staff turn over</li> <li>• Staff incentive scheme in place</li> </ul>	DCS



OBJECTIVE	STRATEGY	TARGETS	KEY PERFORMANCE INDICATORS	PERSON RESPONSIBLE
		implemented by June, 2026		
		Staff Regulations and Operational Manual prepared and approved by June 2026	Staff Regulations in place	DCS
	Strengthen capacity building to NWF staff	Training needs assessment conducted by June 2024	<ul style="list-style-type: none"> <li>• Training needs assessment in place</li> </ul>	DCS
		Training plan developed and implemented annually	<ul style="list-style-type: none"> <li>• Training plan in place</li> <li>• Number of staff and board members trained</li> </ul>	DCS
	Improve working environment for efficient and effective service delivery	Office building constructed by June 2026	NWF Office building	DCS
		Office equipment, facilities and working tools procured by June 2026	Number of office equipment and materials procured	DCS
		Board Charter prepared and	Board charter in place	DCS

OBJECTIVE	STRATEGY	TARGETS	KEY PERFORMANCE INDICATORS	PERSON RESPONSIBLE
		implemented by June 2026		
		Internal Audit Charter developed and implemented by June 2026	<ul style="list-style-type: none"> <li>• Audit charter in place</li> <li>• Unqualified audit report</li> </ul>	Internal Auditor
		Administrative and personnel entitlements timely facilitated annually	Percentage of statutory and administrative service provided	DCS
		Staff, Management and Board meetings conducted quarterly	Number of meetings conducted	DCS
		Client Service Charter developed and implemented annually	Client service charter in place	DCS
	Align and implement National ICT Policy	ICT strategy developed and implemented by June 2026	ICT Strategy in place	Head ICT
	Strengthen capacity of Implementing Agencies	Performance contracts and Performance Agreements signed	Number of contract/ agreements signed	DPARM

OBJECTIVE	STRATEGY	TARGETS	KEY PERFORMANCE INDICATORS	PERSON RESPONSIBLE
		and NWF executed annually		
	Strengthen financial, planning, legal, procurement and internal controls systems	Strategic Plan reviewed by December 2025	Reviewed strategic plan	DCS
		Plans and budget prepared and implemented annually	Approved Plans and Budgets	DCS
		Accounting Manual prepared and implemented by June 2024	<ul style="list-style-type: none"> <li>Operational Manual in place</li> <li>Accounting manual in place</li> </ul>	DFA
		Financial reports prepared annually	Audited Financial Report	DFA
	Enhance implementation of NWF Communication strategy	Communication Strategy prepared and implemented by June 2024	Communication Strategy developed	DCS
<b>D: Resources mobilization and allocation improved</b>	Finalize preparation of Resources Mobilization Strategy	Financial resources Mobilization Strategy finalized and implemented by 2026	<ul style="list-style-type: none"> <li>Resources mobilization strategy in place</li> <li>Financial resources mobilized</li> </ul>	DPARM

<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>TARGETS</b>	<b>KEY PERFORMANCE INDICATORS</b>	<b>PERSON RESPONSIBLE</b>
	Identify and prepare proposals for new domestic sources of fund	TZS 600 billion mobilized by June, 2026	Percentage increase in mobilized financial resources	DPARM
	Engage potential financiers for additional sources of fund	Potential financiers contributing to NWF identified and engaged by June 2026	Compendium of potential financiers secured by the Fund	DPARM
	Finalize and implement project screening and selection procedures for effective allocation of funds	Projects screening, selection and approval guidelines finalized and implemented by June, 2026	Project screening guideline, selection and approval guidelines in place	DPARM
		915 water projects supported by the Fund	Percentage of water projects financed against approved	DPARM
	Increase the seed money for issuance of Loans	TZS 92 billion allocated for issuance of loans	Growth rate of revolving fund	DPARM
		Guidelines for issuance of Loans	Successful issued loans	DPARM

OBJECTIVE	STRATEGY	TARGETS	KEY PERFORMANCE INDICATORS	PERSON RESPONSIBLE
		implemented by June 2026.		
<b>E: Management and accountability of the funds disbursed enhanced</b>	Strengthen of the Monitoring and Evaluation System	Monitoring and Evaluation Framework reviewed and operationalized by June 2026	Monitoring and evaluation framework reviewed	DCS
		Internal audit systems strengthened by June 2026	Number of management audit conducted	DCS
	Develop online fund project management system	Online funds application and approval model developed and operationalized by June 2026	Online funds management system developed	DPARM
	Strengthen internal control systems of the Fund	Quality assurance control systems enhanced by June 2026	Unqualified audit reports	DFA
	Improve service delivery	<ul style="list-style-type: none"> <li>Development of online fund application and</li> </ul>	Customer satisfaction survey report	DCS

<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>TARGETS</b>	<b>KEY PERFORMANCE INDICATORS</b>	<b>PERSON RESPONSIBLE</b>
		disbursement system. <ul style="list-style-type: none"><li>• Intensive use of ICT facilities and services</li></ul>		

**Annex II: DETAILED RESULT FRAMEWORK MATRIX**

<b>Development objective</b>	<b>Objective Code and Description</b>	<b>Planned Outcomes</b>	<b>Outcome Indicators</b>
To mobilize resources and provide investment support for water service provision and management of catchment serving water supply abstraction areas.	A: HIV/AIDS and Non-Communicable Diseases reduced and Supportive Services Improved	<ul style="list-style-type: none"> <li>• Reduced HIV/AIDS prevalence rate</li> <li>• Reduced NCD prevalence rate at work place</li> <li>• Increased awareness on HIV/AIDS and NCD</li> </ul>	<ul style="list-style-type: none"> <li>• HIV/AIDS prevalence rate</li> <li>• HIV/AIDS incidence rate</li> <li>• NCD rate at work place</li> </ul>
	B: Effective implementation of National Anti-corruption Strategy enhanced and sustained	<ul style="list-style-type: none"> <li>• Increased awareness on corruption</li> <li>• Increased adherence to rule of law</li> <li>• Reduced corruption incidences</li> <li>• Improved staff ethical behaviors</li> <li>• Increased transparency on NWF activities</li> </ul>	<ul style="list-style-type: none"> <li>• Public perception on level of corruption at the Fund</li> <li>• Percentage of corruption related complaints out of all complaints</li> </ul>
	C: Performance of the Fund in service delivery Strengthened	<ul style="list-style-type: none"> <li>• Increased stakeholders' satisfaction on the operations of the Fund</li> <li>• Improved staff welfare</li> <li>• Increased institutional performance</li> </ul>	<ul style="list-style-type: none"> <li>• Level of stakeholder's satisfaction</li> <li>• Treasury Registrar score on performance</li> </ul>

		<ul style="list-style-type: none"> <li>• Increased staff morale and efficiency</li> </ul>	
	D: Resources mobilization and allocation improved	<ul style="list-style-type: none"> <li>• Improved water service delivery</li> <li>• Reliable sources for financing water projects</li> <li>• Increased resources for financing water projects</li> <li>• Increased awareness on project screening, selection and approval guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage change of mobilized financial resources</li> <li>• Growth rate of the revolving fund</li> <li>• Percentage of supported water projects</li> <li>• Reliable and sustainable sources identified</li> </ul>
	E: Management and accountability of the funds disbursed enhanced	<ul style="list-style-type: none"> <li>• Improved resources management and accountability</li> <li>• Improved financial management</li> <li>• Improved performance among Implementing Agencies</li> <li>• Improved service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders' perceptions on the service delivery</li> <li>• Technical audit report</li> </ul>



### Annex III: The Organization Structure of the National Water Fund

**THE PROPOSED ORGANIZATION STRUCTURE OF THE NATIONAL WATER FUND**  
*(Approved by President on 1<sup>st</sup> May, 2022)*

