



# Strategic Plan for the Year 2018 to 2020

September 2018



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## LIST OF ACRONYMS AND ABBREVIATIONS

ATAWAS	-	Association is Association of Tanzanian Water Suppliers
AGM	-	Annual General Meeting
AWAC	-	Annual Water Conference
COWSO	-	Community Owned Water Supply Organisation
DAWASA	-	Dar es Salaam Water and Sewerage Authority
EB	-	Executive Board
ES	-	Executive Secretary
EWURA	-	Energy and Water Utilities Regulatory Authority
IWA	-	International Water Association
MoWI	-	Ministry of Water and Irrigation
NAWAPO	-	National Water Policy
NGO	-	Non-Governmental Organizations
PO-RALG	-	President's Office, Regional Administration and Local Government
S	-	Secretariat
SDG	-	Sustainable Development Goals
SO	-	Strategic Objective
SOP	-	Standard Operating Procedures
SP	-	Strategic Plan
TWG	-	Thematic Working Group
UDSM	-	University of Dar es Salaam
WI	-	Water Institute
WSDP	-	Water Sector Development Programme

## CHAIRMANS STATEMENT

The Association of Tanzanian Water Suppliers (ATAWAS) has been in existence for the last 15 years since 2002 and has during that time made appreciable achievement especially in the area of capacity building of its members which are mainly Water Supply and Sanitation Utilities. During the time, ATAWAS had implemented three Strategic Plans. In order to cope with social, technological and political changes, this strategic Plan has been prepared after a detailed consultation of a wide spectrum of key stakeholders, analyzing the plan implementation gaps of previous plans and by making reference to government policies and legislations. In the process of strategic planning, the Vision and Mission statements were revised and five new strategic objectives identified. In the next three years, ATAWAS will be guided by five new Strategic Objectives namely: Recognition of ATAWAS as the valued and credible voice in the water sector enhanced; knowledge, skills, ethics and professional standards for people working in the water sector improved; forum for the interchange of ideas and knowledge among people involved in the water sector provided; innovation, research and development for problem solving and technological advancement in the water sector supported and operational effectiveness, efficiency, sustainability and financial health of ATAWAS improved.

In order to effectively implement this plan, it was necessary to amend the ATAWAS constitution and restructuring of ATAWAS will take place during the implementation of the plan. In addition, deliberate efforts will be done to institute a mechanism for annual review with a view to assessing progress of implementation and therefore addressing plan-implementation gap(s). Such reviews will avail opportunities for ATAWAS members to take stock of not only the implementation-enhancing lessons but also of the constraints, and thus devise strategies of overcoming such implementation constraints.

I therefore call upon all ATAWAS members to continue upholding the teamwork spirit and commitment so that, together, we can achieve the set targets. It is expected that successful implementation of the plan will considerably contribute towards sustainability of water and sanitation services.

Eng Mkama Bwire

Chairman, ATAWAS Executive Board

November 2017

## EXECUTIVE SUMMARY

The Association of Tanzanian Water Suppliers (ATAWAS) was registered in October 2002 by the Registrar of Societies in the Ministry of Home Affairs with registration number SO 11614 with the support of the then Ministry of Water and Livestock Development. The key objective for ATAWAS is to build capacity, to promote networking among stakeholders of water supply and sanitation services and to mobilize resources for the development and management of water resources to be able to offer adequate, affordable and sustainable water supply and sanitation services. In pursuit of its mandate, the association undertook to formulate a strategic plan that will guide its operations in the period 2018 – 2020. The strategic plan was developed through a participatory approach, which ensured views of the key stakeholders were incorporated. The participation was through discussions and consultations. A situational analysis was carried out to evaluate the past performance of the Association, identify the strengths, weaknesses, opportunities and threats, to review the vision and mission and to determine the strategic objectives for the planning period. The vision and mission of the Association was reviewed and reads as follows:

Vision: To be a world class association promoting best practices in the water sector

Mission: The mission of the Association of Tanzanian Water Suppliers is to foster knowledge, skills, innovation and research in the water industry through collaboration, communication, advocacy and professional development and in turn enhance provision of sustainable water and sanitation services.

The identified strategic objectives formed the basis for setting strategies that would enable the achievement of the objectives. The five objectives identified are:

- Recognition of ATAWAS as the valued and credible voice in the water sector enhanced;
- Knowledge, skills, ethics and professional standards for people working in the water sector improved;
- Forum for the interchange of ideas and knowledge among people involved in the water sector provided;
- Innovation, Research and development for problem solving and technological advancement in the water sector supported; and
- operational effectiveness, efficiency, sustainability and financial health of ATAWAS improved.

In order to realize these objectives, strategies and appropriate activities for each objective were identified. In addition, the implementing actors, the time frame and the expected targets were determined. These have been documented in an implementation plan presented in chapter eight of this strategic plan. To enable tracking of the progress made towards the achievement of the set objectives, the monitoring and evaluation (M&E) of the Strategic Plan will be based on the annual plans as the building blocks whereby clear milestones and deliverables as well as their respective due dates for the activities will be prepared from the strategic plan. Quarterly meetings of Executive Board will monitor the implementation of the annual plan and review performance while the annual evaluation of the *impact of the Strategic Plan will be discussed in the AGM.*

## 1. INTRODUCTION

### 1.1. Background

In December 1998, during the Annual Water Experts Conference held in Arusha, the Managing Directors of Urban Water Supply and Sewerage Authorities in attendance decided to form an organization to further their interests. They proposed to form an Association which will coordinate their activities, promote exchange of information and coordinate with external partners. The meeting appointed the Interim Secretariat to work out the modalities of forming the Association. The Interim Secretariat members were Eng. Mutaekulwa T.K. Mutegeki, Mr. John Mtaita, Eng. Asili A. Munisi, Eng. Alex J. Kaaya and late Eng. William Uronu. The attendance of some Interim Secretariat members in the 10<sup>th</sup> Congress of the Union of African Water Suppliers (UAWS) held in Durban South Africa in 2000 fueled further the idea of forming the Association. The name given to the Association is Association of Tanzanian Water Suppliers (ATAWAS).

In October 2002 ATAWAS was formally registered, through the Register of Societies in the Ministry of Home Affairs with registration number SO 11614. The then Ministry of Water and Livestock Development fully supported the registration of ATAWAS to the Registrar. The main objectives of establishing ATAWAS include promotion of forums of water suppliers for improvement of provision of water supply and sanitation services in Tanzania, coordination and search for knowledge of best practices to share with members for improvement of social economic well-being of Tanzanian population, initiate and encourage any action of co-operation and exchange in professional training among members and promote contacts and cordial relationship among individual or corporate bodies involved in water resources management, water development and sanitation in the country.

Between July 2004 and November 2008, ATAWAS was not active due to busy schedules of Board members, closure of its rented office due to major rehabilitation done by the landlord and some Board members changing their employers. This was a difficult situation until 27<sup>th</sup> November 2008 when the 3<sup>rd</sup> Annual General Meeting (AGM) was held. The 3<sup>rd</sup> AGM elected new Executive Board members and asked the Executive Board (EB) to make sure that ATAWAS was up and running actively. The Executive Board promptly acquired office accommodation in Dar es Salaam and recruited Management staff. Since then ATAWAS has managed to establish partnership with the Ministry of Water and some Development Partners like GIZ which supports ATAWAS.

### 1.2. Context analysis

Policy development for the water sector in Tanzania began with the first National Water Policy in 1991. It responded to the failure of providing adequate water supply and sanitation services despite major investments in the sector during the 1970s and '80s. The National Water Policy was revised in 2002 (NAWAPO 2002) thus introducing reform elements of devolution, poverty alleviation and civil service reform. It was strongly influenced by national policy instruments that address issues of poverty and economic development, and incorporate water sector reforms as one of several related components which, when combined, offer a multi-sector approach to poverty reduction and economic growth.

The implementation of NAWAPO is guided by the National Water Sector Development Strategy (NWSDS) of 2006. The Tanzanian government is committed to the Sustainable Development Goals (SDG). Following the National Government's Commitments on Water Security and Sanitation in Africa and Tanzania National Development Vision 2025, the Ministry of Water and Irrigation has planned to achieve the basic water and sanitation targets by 2025, which are in line with the SDG targets (to be reached by 2030). As for water and sanitation services, the SDG 6 ("ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL") targets that: "Drinking water and sanitation services have to be available to every person in an accessible, safe, affordable and in socially and culturally appropriate way".

Water supply and sanitation services are provided by autonomous Regional Water Authorities (25 Nos), District and Small Towns Water Utilities (97 Nos), National Projects Water Utilities (8 Nos) and Community Water Supply Organisations (COWSOs). Analysis of the existing situation suggests that utilities must put extra efforts to achieve the basic water and sanitation targets by 2025 as set by MOWI. In spite of huge investments made by the government through various programmes since 2007, EWURAs Water Utilities Performance Review Report for 2015/16 shows that, for Regional Water Authorities, the population having access to water supply has only increased from 54% in 2013/14 to 64% in 2015/16 while the set target in the agreement between MoWI and WSSAs was 70.53% for 2015/16. The quoted access figures do not consider quality and reliability of services (SDG 6.1) which might bring the access figures further down. Besides the issue of access to its customers, water production levels in the regional water authorities is far below the installed capacity, and currently covers only 57% of the average water demand. The access figures are even worse for the remaining utilities.

The sanitation figures are even less encouraging. Only eleven out of the 25 regional water authorities have a conventional sewer system in place, and these do only cover little percentage of the population. Nationally during the period from 2015 to 2016, sewerage connections have only increased by 5%, for all the households and institutions in all regional towns.

In view of unsatisfactory performance in the delivery of water supply and sanitation services as depicted above, one of the key strategies to improve universal access to adequate, safe and clean water indicated in the Ministry of Water and Irrigation's Strategic Plan for 2014/15 – 2018/19, is to strengthen WSSAs and COWSOs capacity on service delivery. This strategy is in line with ATAWAS's vision which aims to be a world class association promoting best practices in the water sector. WSSAs and COWSOs are regular members of the association.

### 1.3. Rationale for Development of this Strategic Plan

This is the *third* three years strategic plan for ATAWAS for the period from 2018 to 2020. The second strategic plan which was prepared in February 2014 came to an end in December 2016. The ATAWAS EB and selected ATAWAS members met in Dar es Salaam on 21<sup>st</sup> October 2016 to review the previous SP and prepared the SP for 2017-2019. When the new EB came into office in November 2016, they felt that there was a need to re-look again on the SP in order to address the concerns of its members whose participation in ATAWAS activities was dwindling. The board therefore suspended the implementation of the SP 2017-2019 subject to its review/preparation of the new SP. Implementation of ATAWAS activities during the year 2017 was in accordance to the approved annual plan for that year. In order to effectively address members concerns, each Board members was assigned WSSAs to visit in order to



asses' member's concerns. Up to June 2017, board members had visited 19 District and Small Towns utilities and 11 Regional WSSAs.

According to the preliminary inquiry, ATAWAS members felt that; ATAWAS is not addressing some of their key problems encountered i.e that ATAWAS should be a voice of WSSAs in addressing some of its challenges including technical knowhow, soliciting funds, policies, organizational improvement and capacity building; ATAWAS is not recognized as a key player in ensuring provision of sustainable water supply and sanitation services; and that membership of ATAWAS has not yet been diversified to include all key stakeholders in the provision of water supply and sanitation services. Due to those concerns, the Executive Board resolved that the new SP should take a bigger picture on which most of the key stakeholders should be consulted and if need be the ATAWAS constitution may be reviewed in order to address members concerns.

#### 1.4. Methodology for Development of this Strategic Plan

This strategic plan is a product of extensive consultation and preparations. Preparation of this plan was facilitated by a Consultant who was engaged by GIZ. Stakeholder's consultation was done using structured interview and was extended to include Development Partners, NGOs (TAWASANET, SAWA ,Tanzania Association of Environmental Engineers), Private Sector (JUNACO, Tanzania Steel Pipes, Leameyer Consultants), Institution of Engineers- Tanzania, Engineers Registration Board, Higher learning Institutions (Water Development Institute, Department of Water Resources (UDSM), Permanent Secretary (MoWI),Director of Urban Water Supply (MoWI), PO-RALG, Director of Water Resources (MoWI), Director of Administration and Human Resources (MoWI) and nine Water Basin Officers. Twenty three WSSAs provided inputs by filling a questionnaire. The ATAWAS EB sat in Dar es Salaam on 15<sup>th</sup> and 16<sup>th</sup> October 2017 to review the 2017-2019 SP and to prepare the 2018 -2020 SP. Further discussions were held with ATAWAS board aimed at enriching the draft strategic plan. The discussions resulted in conclusion of the process by a way of approval of the strategic plan by ATAWAS board on 11<sup>th</sup> October 2017 to come up with a final strategic plan for ATAWAS.

This strategic plan is essentially an outcome of the consideration of the achievements and failures of the previous plan and the expectations of ATAWAS stakeholders. Strategic planning is about looking at the future of an organization and setting SMART targets to be achieved by then. The ATAWAS SP aims at guiding ATAWAS towards its vision through well thought objectives, strategies, targets and indicators for continued monitoring and evaluation.

Secondary data, including the government policy documents, the National Water Policy, 2002, the Water Supply and Sanitation Act, 2009, EWURA Act CAP 414, Water Resources Act,2009 and DAWASA Act,2001 have been used to inform the new strategic direction.

#### 1.5. Organization of the SP

The Strategic Plan is divided into eight major chapters namely Introduction, Situation Analysis, Strategic Direction, Implementation Plan, Financing the Strategic Plan, Institutional Structure, Risks and Risks Management and Monitoring and Evaluation. This strategic plan will be regularly monitored, evaluated

and reviewed for clearer focus and improved efficiencies and effectiveness of ATAWAS. The implementation of this plan is through annual plans which will form the basis of annual budgets in the three years of 2017, 2018 and 2019.

This strategic plan will undoubtedly guide the Executive Board and Secretariat of ATAWAS towards achieving the desired objectives.

## 2. SITUATION ANALYSIS

### 2.1. Review of 2014-2016 Strategic Plan

The implementation of the 2014-16 strategic plan did not yield appreciable achievements due to financial constraints and low participation of members in ATAWAS activities. During the three years, the following were achieved on each strategic objective (SO).

#### **SO 1: Water and sanitation policies and plans influenced**

- Policy issues and members concerns were submitted to decision makers on various stakeholders meetings that ATAWAS attended e.g. JSM, TWGs, and Regional center meetings
- ATAWAS participated effectively in various forums and meetings: Climate change dialogue Forum, WSDP-TWG, JSM, several meetings called by stakeholders.

#### **SO 2: Information sharing and dissemination achieved**

- Held three AWAC conferences namely: AWAC 2014, AWAC 2015 and AWAC 2016.
- A total of 15 workshops funded by participants were held as follows: 2014- three workshops, 2015- six workshops and 2016-six workshops
- A total of three ATAWAS magazines were published as follows: 2014: 1 issue in November, 2015: 1 issue in July, and 2016: 1 issue in March
- A total of five Fliers were printed on which one Flier was printed in 2014, two Fliers in 2015 and two Fliers in 2016

#### **SO 3: Capacity of ATAWAS to serve its members attained**

- The Administrative Officer was recruited in June 2014
- Training was conducted for ATAWAS management staff on: HR issues, Business planning, Work processes, Effective meeting, Central filing-Dropbox usage, Data upkeep and Website maintenance
- Two laptops and one desktop were procured while four used laptops were granted

#### **SO 4: Capacity of ATAWAS to innovate improved**

- Nothing was done

#### **SO 5: Financial sustainability achieved**

- The average revenue collection efficiency attained in three years period was 67% against a target of 90%
- Membership increased from 143 to 210 against a target of 300
- Due to low attendance on AWAC and on workshops, no substantial surplus was achieved from these activities

## 2.2. Stakeholders Analysis

The stakeholders analysis depicted on Table 1 below was mainly derived from the interview conducted with the respective stakeholders.

**Table 1: Stakeholders Analysis**

Name	Focus	Potential-Capacity & Resources	Expectations
WSSAs/COWSOs	Water and sanitation service	Expertise and financial	Beneficiaries, members <ul style="list-style-type: none"> <li>• Represent their interests to decision makers</li> <li>• Capacity building</li> <li>• Seek solutions to technical and financial challenges</li> <li>• Network to international organizations</li> </ul>
Water Basin Boards	Water Resources	Expertise, financial and information sharing	Beneficiaries, members <ul style="list-style-type: none"> <li>• Represent their interests to decision makers</li> <li>• Capacity building</li> <li>• Seek solutions to technical and financial challenges</li> <li>• Network to international organizations</li> </ul>
Individual ATAWAS members	Water and Sanitation and Water Resources	Expertise and financial	Beneficiaries, members <ul style="list-style-type: none"> <li>• Represent their interests to decision makers</li> <li>• Capacity building</li> <li>• Seek solutions to technical and financial challenges</li> <li>• Network to international <a href="#">organizations</a></li> </ul>
Private Sector	water and sanitation services	Expertise, financial and information sharing	Beneficiaries, members and collaboration <ul style="list-style-type: none"> <li>• Information on opportunities in the water sector</li> <li>• Bring in new technologies</li> </ul>
MoWI	Policy, Regulations, Guidelines and investment in the water sector	Financial, Linkages	<ul style="list-style-type: none"> <li>• Enhance sector performance</li> <li>• source of credible information and data</li> <li>• guarantor</li> </ul>
PO-RALG	Regulations, Guidelines	Linkages	Enhance sector performance and collaboration, source of credible information
EWURA	Regulation	Expertise and information	Information sharing, enhance sector performance

Name	Focus	Potential-Capacity & Resources	Expectations
Higher Training Institutions ie WI, UDSM	Academic-water education, research	Expertise, Linkages	Members, Collaboration ie R&D, capacity building, students placements
Development Partners	Water sector support	Financial Expertise, advisory support and training linkages	Capacity building , information sharing and governance in the water sector
IWA	Capacity Development and information sharing	Expertise and Information sharing	Project support, Networking
NGOs in the water sector	Water Sector support	Expertise and information linkages	Members, Collaboration in capacity building, research and development
Registrar (Ministry of Internal Affairs)	Associations Policy, regulations	Expertise	Compliance

### 2.3. Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

The objective of undertaking SWOC analysis was to identify both internal and external factors that may affect ATAWAS performance. The internal factors are the strengths and weaknesses while the external factors are the opportunities and challenges.

#### Strengths

Strengths are those things that an organisation does well. They are the high value and best leverage points for growth without draining organization resources. The strengths within ATAWAS include:

- Experienced board members and Executive Secretary
- Registered NGO
- High number of utilities connected by membership (all regional WSSAs are members and ...% of district and small towns WSSAs are members)
- Increasing recognition by sector institutions
- Established office and website
- Members have vast expertise in water and sanitation in Tanzania
- Established services: Expert Groups, Standard Operating Procedure (SOPs), Annual Conference, annual magazine, monthly Newsletter
- Successfully conducted training during the 2014 -2016 Strategic Plan

## **Weakness**

Weaknesses are those things which prevent one from doing what they are supposed to do. They are internal and under direct control of the organization. The weaknesses within ATAWAS include:

- Inadequate cash flow
- High accounts receivables
- Unsatisfactory participation of **Board** members in ATAWAS activities
- Missing key expertise in the Secretariat
- Low members' participation in Association activities
- Weak response and feedback from members to the Secretariat
- Lack of expertise in soliciting funds from external stakeholders
- Weak motivation to members to participate in ATAWAS activities
- Insufficient marketing of ATAWAS to stakeholders
- Insufficient facilities such as transport, internet
- Lack of follow-up on the outcome of various trainings provided

## **Opportunities**

Opportunities are potential areas of growth and to the organization are external in nature. There are a number of opportunities available to ATAWAS. They include:

- ATAWAS services are still needed in the water sector
- There are more potential members who are involved in the water sector
- Existence of local and international expertise in the water sector
- National policies support activities of ATAWAS
- Use strong members effectively to the benefit of Association
- Existence of potential sponsors of ATAWAS activities ie in capacity building components of water projects

## **Challenges**

Threats are external encounters facing an organization. The current threats to ATAWAS include:

- Some member institutions are dependent on the MoWI, PO RALG on operational budget
- Unclear understanding of ATAWAS role in the sector by stakeholders (considering it as any other NGO which is looking for money and not supporting members)
- Interference of event activities with other stakeholders in the sector

## 2.4. Critical Issues

The review of the performance of the previous Strategic Plan and recent initiatives; stakeholders' analysis, results of stakeholders consultation and self-assessment revealed some critical issues that will take top priority in this Strategic Plan. The identified critical issues are as follows:

- ATAWAS should be a voice of professionals and institutions in the water sector
- ATAWAS to improve its visibility among its members and external stakeholders
- ATAWAS should engage in extensive capacity building to its members which should also include low cadre staff.
- ATAWAS should provide guidance for day to day problems encountered by water sector professionals and institutions
- ATAWAS membership should cater for the entire water cycle ie from catchment to consumer. ie water basins should play a great role in the activities of ATAWAS.
- ATAWAS membership should include all professions engaged in the water sector.
- ATAWAS should be a centre of excellence where credible data and information on water sector will be available
- ATAWAS secretariat should be strengthened to include professional staff in various ATAWAS key activities
- ATAWAS should institute measures to increase its members and to improve its financial standing in order to effectively implement activities' stipulated in this plan.
- ATAWAS should support utilities especially small and district WSSAs and CoWSOs with operational challenges since they do not have qualified staff
- In order to cope up with the ever changing technological, economic and social demands of its members, ATAWAS should network with similar national and international institutions and engage in innovation, research and development.

## 3. STRATEGIC DIRECTION

### 3.1. Vision, Mission and Core Values

#### **Vision**

A vision is a statement of expression of the desired end state. It inspires a compelling future. The vision of ATAWAS is therefore:

To be a world class association promoting best practices in the water sector

#### **Mission**

A mission statement captures the essence of why the organization exists, who we are and what we do. The mission of ATAWAS is therefore:

To foster knowledge, skills, innovation and research in the water industry through collaboration, communication, advocacy and professional development and in turn enhance provision of sustainable water and sanitation services.

### **Core Values**

In carrying out their activities ATAWAS staff and members will be guided by principles which identify uniquely with the Association in terms of beliefs, culture and hence values as given herein:

- **Volunteerism:** Membership of ATAWAS is voluntary whereas staff and members volunteer when assigned some tasks.
- **Professionalism:** ATAWAS will carry out its functions very professionally to guarantee quality.
- **Honesty:** The Association staff will espouse virtue and honesty as the foundation for efficient and good service delivery.
- **Integrity:** Integrity will be the cornerstone of all ATAWAS activities.
- **Transparency:** The affairs of the Association will be conducted in an open manner.
- **Customer focus:** Customer care and satisfaction are paramount to the success of ATAWAS.

### **3.2. Key Strategic Objectives (SOs)**

Strategic objectives specify what an organization expects to fulfil within a given time period. They are specific statements that address intended changes, improvements and challenges to be addressed within a given period of time.

The critical issues derived from the stakeholder's analysis, weaknesses of, and challenges to, the Association give rise to the Strategic Objectives (SOs) of ATAWAS for the next three years. These objectives therefore describe the end result in terms of outcomes and not outputs. The Strategic Objectives thus developed are:

SO 1: Recognition of ATAWAS as the valued and credible voice in the water sector enhanced;

SO 2: Knowledge, skills, ethics and professional standards for people working in the water sector improved;

SO 3: Forum for the interchange of ideas and knowledge among people involved in the water sector provided;

SO 4: Innovation, Research and development for problem solving and technological advancement in the water sector supported; and

SO 5: Operational effectiveness, efficiency, sustainability and financial health of ATAWAS improved.

### 3.3. Objectives, Strategies and Targets

For every objective, strategies to be used to realize it have been developed. Similarly, for every strategy, target(s) with timeframes have been developed. The correlation of objectives, strategies targets has been put in a matrix form below for ease of reference.

**Table 2: Objectives, Strategies and Targets**

	STRATEGIES	TARGETS
<b>SO 1:</b>	<b>Recognition of ATAWAS as the valued and credible voice in the water sector enhanced</b>	
1.1.	Enhance relationship between ATAWAS and decision makers, creditors, key stakeholders ie academic institutions, International water associations	1.1.1. MOUs with MoWI, PO-RALG, two academic and research institutions, two professional bodies, two Commercial Banks for provision of loans to utilities and IWA signed by 31 <sup>st</sup> December 2018.
		1.1.2. ATAWAS represented in various water and sanitation forums and conferences ie MoWIs/MoFP/review of policies and legislations and guidelines/Technical working groups/IWA annually
		1.1.3. Advice to the government (MoWI and PO-RALG, EWURA) on various issues of water sector policies, laws, regulations and guidelines on planning, operation and management of water and sanitation services provided annually
		1.1.4. solutions on major challenges facing the water sector worked upon annually
1.2.	Improve awareness and participation of members in ATAWAS activities	1.2.1. ATAWAS constitution and strategic plan disseminated to its members by 30th June 2018
		1.2.2. Systems and procedures for collection and addressing member concerns and challenges established and disseminated by 30th June 2018
		1.2.3. procurement requirements from member institutions consolidated and disseminated through website annually
		1.2.4. systems and procedures for collection and dissemination of water and sanitation services data and information from/to members established and implemented by 31 <sup>st</sup> December 2018
1.3.	improve the visibility of ATAWAS	1.2.5. Feedback on the implementation of the Strategic Plan provided to members quarterly.
		1.3.1 public awareness to clarify on ATAWAS duties, obligations and responsibilities conducted annually
		1.3.2 ATAWAS Newsletter (monthly on website) and ATAWAS Magazine (annually) prepared and disseminated annually
		1.3.3 General water sector information advocated annually
<b>SO 2:</b>	<b>Knowledge, skills, ethics and professional standards for people working in the water sector industry provided</b>	
2.1	Prepare and implement capacity development programme for all cadres within the water	2.1.1 Capacity development programme prepared, disseminated and implemented annually



	STRATEGIES	TARGETS
	and sanitation sector	
2.2	Provide support for on the job training for improvement of water sector services	2.2.1 Four water sector institutions receive on the job training annually
2.3	Support the Ministry of Water and Irrigation in accreditation of low cadre technical personnel	2.3.1 Establishment of accreditation guidelines of low cadre technical personnel facilitated by 31 <sup>st</sup> December 2018
2.4	promote ethics and good governance of member institutions and agencies in the water sector	2.4.1 Code of conduct, governance and ethics legislations and guidelines disseminated annually
2.5	promote the application of professional standards in the water sector	2.5.1 Codes of Professional practices of professions within the water sector disseminated annually
		2.5.2 Allegations of unethical and /or below standard implementation of water sector activities ie in engineering studies, design or construction, procurement and financial management analysed and recommendations provided to the requesting institution annually
SO:3	<b>Forum for the interchange of ideas and knowledge among people involved in the water sector provided</b>	
3.1	Facilitate peer to peer learning among water and sanitation utilities	3.1.1 Documentation of best practices among water sector institutions disseminated annually
3.2	Enhance networking of various professionals/sector specialist groups	3.2.1 At least four sector specialist groups (two from water supply and sanitation and two from water resources) and four professional groups in the water sector established and operational by 31st December 2018
3.3	Enhance networking of ATAWAS with similar international institutions	3.3.1 ATAWAS acquires membership to two international institutions (1 water resources and 1 water supply and sanitation) by 31st December 2019.
3.4	Organise and conduct the Annual Water Conference (AWAC) annually	3.4.1 ATAWAS conducts Annual Water Conference (AWAC) annually
SO:4	<b>Innovation, Research and development for problem solving and technological advancement in the water sector supported</b>	
4.1	Conduct and disseminate research findings on challenging	4.1.1 At least one research conducted annually in collaboration with higher learning and research institutions

	STRATEGIES	TARGETS
	issues	
4.2	Facilitate application of technological advancement in the water sector	4.2.1 ATAWAS to coordinate the implementation of at least one pilot scheme – “shamba darasa” by ATAWAS members/ by the private sector, annually; on new technological issues and to disseminate the findings to members and the general public
<b>SO:5</b>	<b>Operational effectiveness, efficiency, sustainability and financial health of ATAWAS improved</b>	
5.1	Increase and retain membership of ATAWAS	Membership\Year
		2017
		2018
		2019
		2020
		Regular members
		Affiliate members
		Individual members
		Honorary members
		Total
		5.1.1 Active members increase as follows in each category of
5.2	Attain financial sustainability of ATAWAS	5.2.1 ATAWAS covers all its operational costs by 31st December 2020
5.3	Strengthen the governance of ATAWAS	5.3.1 ATAWAS constitution and rules reviewed to meet the needs of the Strategic Plan by March 2018
		5.3.2 Management tools which include the organogram, scheme of service and human resources guidelines reviewed and approved by March 2018
		5.3.3 appropriate number of staff to meet the needs of the Strategic Plan engaged by March 2018
		5.3.4 ATAWAS Zonal branches operationalised by June 2018
5.4	Improve working environment of ATAWAS and facilities	5.4.1 ATAWAS office headquarters moved from Dar es Salaam to Dodoma by June 2019
		5.4.2 Essential equipment's and facilities procured by June 2019

#### 4. IMPLEMENTATION PLAN

Objectives stated in Chapter 3 and the strategies outlined therein will be realized through implementation of three successive annual plans. The activities that respectively build into each of the strategies and their scheduling and estimated costs have been established and are detailed in the Appendix.

This Strategic Plan sets the medium-term objectives that ATAWAS will implement in pursuit of its mission and vision. For practical implementation purposes, specific and discreet activities relating to each of the initiatives/strategies will be reviewed and carried out on an annual basis. The activities should provide a logical sequence to achieving the three-year strategic objectives. The compilation of activities to be carried out in a given year will constitute the annual plan for that year.

The implementation of the strategic plan will effectively be broken down into three annual plans, i.e. Annual plan for the financial years 2018, 2019 and 2020. The annual plans will be prepared within the first month of the year in which it is supposed to be implemented. This approach will enable critical review of the ending annual plan and a more logical identification of activities for the new annual plan.

## 5. FINANCING THE STRATEGIC PLAN

### 5.1. Estimated Costs

This Strategic Plan has five strategic objectives. Each objective will involve implementation of certain activities. A total of TZS 1,453.20 million will be required to implement the strategic plan over and above the regular operations expenditure (refer Appendix 2). The estimated costs for implementation of the various objectives including the regular operations expenditure are TZS 2,080.40 million and are as captured in Table 2.

**Table 3: Summary of estimated Strategic Plan implementation costs**

No.	Strategic Objective	Costs (Million TZS)
SO:1	Visibility of ATAWAS improved	222.00
SO:2	Knowledge, skills, ethics and professional standards for people working within the water and sanitation industry improved	427.20
SO:3	Forum for the interchange of ideas and knowledge among people involved in the water sector provided	342.00
SO:4	Innovation, Research and development for problem solving and technological advancement in the water sector supported	60.000
SO:5	operational effectiveness, efficiency, sustainability and financial health of ATAWAS improved	276.00
	<b>Sub-total: 1</b>	<b>1327.20</b>
	<b>Regular Operational Costs</b>	
	Personnel Expenses	365.60
	Administrative Costs	255.00
	<b>Sub-total:2</b>	<b>629.60</b>
	<b>GRAND TOTAL – Total Costs</b>	<b>1,956.80</b>

### 5.2. Sources of Funds

The funds for implementing the strategic plan will largely come from member subscriptions and projects which will be undertaken by ATAWAS which include capacity building, AWAC conferences and consulting activities. In order to finance the strategic plan the following charging mechanism has been proposed:

#### Regular Members:

- The basis for computation of subscription fees water utilities which was originally based on water production be changed to base on actual revenue collection. The proposed charges are 0.1% of the 2015/16 revenue collection which will remain un-altered for the period of the strategic plan
- Minimum subscription is TZS 200,000 per annum
- Subscription fees for water basin boards to be 0.1% of internal revenue collection

#### Affiliate members:

- Subscription fees for affiliate members to increase from TZS 200,000 to TZS 300,000 per annum

#### Individual Members

- Subscription fees for individual members to remain un-altered at TZS 50,000 per annum

**Table 4: Projected Revenue for 2018 - 2020**

Projected Revenue for 2018 to 2020		
S/N	Description	Amount (Million TZS)
1	Members Subscriptions	625.05
2	AWAC conferences	434.06
3	Selling Magazines	17.36
4	Workshop Trainings	390.66
5	Contracting of Experts	182.31
6	Research	69.45
	<b>Total</b>	<b>1,718.89</b>

Comparing revenue (Table 3) and Expenditure (Table 4) results into a deficit is of TZS 237.91 million (13.8% of projected total revenue) for three years which is expected to be sourced from the government and development partners by requesting them to support some of the activities in the strategic plan. Details of managing the deficit will be detailed in the respective annual plans.

### 5.3. Management of Funds

ATAWAS will concentrate its resources on the Plan priority areas so that there is efficiency and effectiveness. Through effective management the Association shall ensure that resource utilization is as intended. The Association shall continue to improve its financial and accounting system by reviewing and adhering to the financial and procurement guidelines and strengthening budgetary controls. Periodic reporting will also be enhanced and the reports used to monitor and control expenditure.

## 6. INSTITUTIONAL STRUCTURE

### 6.1. The Executive Board

According to the ATAWAS constitution, the Executive Board role is to:

- Administer, manage and supervise the business and common interests of the Association;
- Prepare plans and budgets in respect of each financial year and submit the same to the Annual General Meeting for endorsement;
- Oversee and facilitate implementation of agreed plans;
- Give account of its activities and stewardship to the Annual General Meeting;
- Propose at the AGM the approval of auditors for Association accounts;
- **Organize** the meetings of the Annual General Meeting and carry out their decisions;
- **Organize** Conferences, Workshops, and Seminars etc.

The Executive Board **includes** the Board chairman, five members and the Executive Secretary. The Board also has three committees: Finance, Administration and Communication; The Executive Board may form Executive Board Committees from within its members. The committees shall include, but not limited to, Planning and Finance Committee; and Technical Committee. The Executive Board may also nominate from Association members task forces and working groups to undertake special tasks for the Association, consistent with the objectives of the Association and priorities of the Annual General Meeting

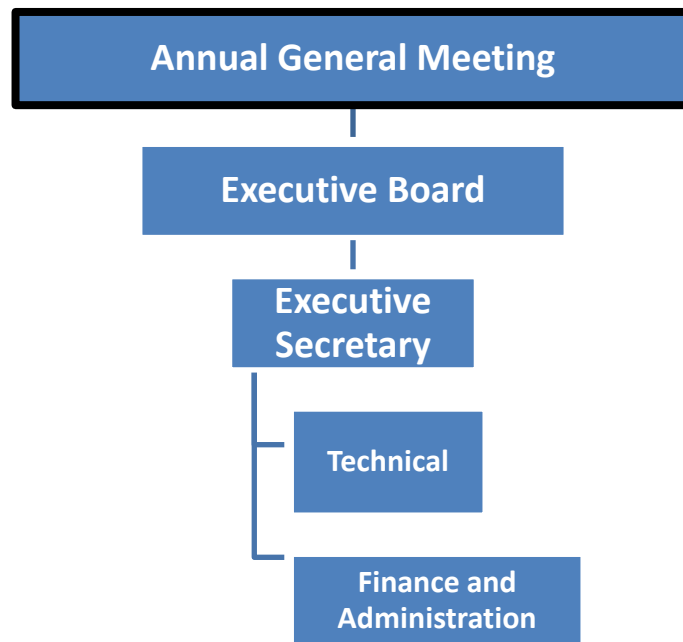
### 6.2. The Secretariat

The Secretariat is responsible to the Executive Board and shall be charged with the technical, administrative, financial and asset management of the Association.

Officials of the Secretariat - Persons in the Secretariat shall be employees of the Association either on unspecified or specified time contract basis.

In order to spearhead the implementation of the strategic plan, ATAWAS staff will include the Executive Secretary and Finance and Administrative Officer, and a Technical expert on water sector issues. The secretariat may engage temporary employees to perform some of the administrative and technical issues. In accordance to the Strategic Plan, ATAWAS will engage Consultants for specialized activities. ATAWAS organogram for the implementation of the Strategic Plan is as depicted on Figure 1 below. A detailed organogram for the association will be provided in ATAWAS's Human Resources Manual.

**Figure 1: ATAWAS Organogram**



## **7. RISKS AND RISK MANAGEMENT**

There are several risks to the implementation of this strategic plan

### **Resource availability**

Resources are essential for the implementation of this plan. Inadequate financial and human resources may negatively impact the implication of the planned activities. The major risk is on financial resources which are mostly dependent on member's contribution.

### **Information Flow**

The implementation of this plan depends on the information flow from member institutions. Lack of effective information flow may result in delays to provide other interested parties with information and thus affect the credibility of ATAWAS.

## Political Goodwill

Political goodwill is necessary for implementation of this plan to cushion the risk of non-recognition of ATAWAS's role in the water sector.

The [Table 5](#): below provides a list of the risks, level of risks and suggested mitigating measures.

**Table 5: Risk Factors, Level of Risk and Risk Management**

No.	Risk Factor	Level of Risk	Risk Management
1	Availability of Resources	High	<ul style="list-style-type: none"><li>• Proper Annual Work Plans aligned to the approved annual budgets</li><li>• Enhance collection of subscriptions from members</li><li>• Build partnership with potential funding agents</li><li>• Convert activities to fundable projects</li></ul>
2	Information flow	Medium	Enhance follow-up on the implementation of procedures for collecting information.
3	Political goodwill	High	Lobbying for political goodwill and support of government agencies

## 8. MONITORING AND EVALUATION

The monitoring and evaluation (M&E) of the Strategic Plan will be based on the annual plans as the building blocks. Arising out of the activities in the annual plan, Executive Board will be required to derive clear milestones and deliverables as well as their respective due dates for the activities. From the milestones, deliverables and due dates, monitoring sheets will be prepared. The monitoring sheets will form the basic tool for M&E of the annual plan implementation.

In order to ensure that planned activities are progressively implemented, and that setbacks and variations are addressed as they arise, the ATAWAS Executive Board will ensure that monitoring arrangement is in place and that evaluation will be a continuous exercise to assess the impact of implemented plans.

The approach to Monitoring and Evaluation in ATAWAS will therefore entail:

- Quarterly meetings of Executive Board to monitor the implementation of the annual plan and review performance;
- Annual evaluation of the impact of the Strategic Plan. This evaluation will be discussed in the AGM. To ensure that Executive Board is always focused on the strategic path defined in the Strategic Plan; annual budgets will be the tools to implement the annual plan. The annual plan will not be an end in itself, but rather a tool for implementation of the strategic plan.

## Appendix: Implementation Plan for 2018 to 2020

No.	Strategies	Targets	Activities	2018	2019	2020	Implementer	Cost Million (TZS)
<b>SO 1: Recognition of ATAWAS as the valued and credible voice in the water sector enhanced</b>								
1.1	<b>Enhance relationship between ATAWAS and decision makers, creditors, key stakeholders ie academic institutions, International water associations</b>	1.1 MOUs with MoWI, PO-RALG, two academic and research institutions, two professional bodies, two Commercial Banks for provision of loans to utilities and IWA signed by 31 <sup>st</sup> December 2018.	1.1.1.1 Draft MOUs: MoWI, IET, ERB, Commercial Banks, IWA and AfWA.				Consultant	9.6
			1.1.1.2 Consult stakeholders				S and Consultant	1.0
			1.1.1.3 Sign MOUs				S	0.2
		1.2 ATAWAS represented in various water and sanitation foras and conferences ie MoWIs/MoFP/review of policies and legislations and guidelines/Technical working groups/IWA annually	1.2.1.1 Executive Secretary/Chairperson/Board member to represent ATAWAS in forums organised by MoWI, PO-RALG, DPS, EWURA, MoFP etc				S/Board member	15.0
			1.2.1.2 Executive Secretary/Chairperson/Board member to represent ATAWAS in water sector related conferences- World Water Forum, IWA Conferences etc – two meetings per year				S/Board member	45.0
		1.3 Advice to the government (MoWI and PO-RALG, EWURA) on various issues of water sector policies, laws, regulations and guidelines on planning, operation and management of water and sanitation services provided annually	1.3.1.1 Review water sector policies, laws, regulations and guidelines on planning, operation and management of water				Consultant	7.2
			1.3.1.2 Provide advice to the government (MoWI and PO-RALG, EWURA)				Consultant	4.8
		1.4 solutions on major challenges facing the water sector worked upon annually	1.4.1.1 Identification of major challenges in the water sector (identified by either ATAWAS members/secretariat, the ministries of Water and PO-RALG, or EWURA)				S	
			1.4.1.2 Work and provide solutions to the challenges				Consultant	12
1.2	Improve awareness and	1.2 ATAWAS constitution and strategic plan	1.2.1.1 Print the constitution and the strategic plan				S	5.0



	participation of members in ATAWAS activities	disseminated to its members by 30 <sup>th</sup> June 2018	1.2.1.2	Present the Strategic Plan and the Constitution at the AGM														S	
			1.2.1.3	Distribute and disseminate the constitution and the strategic plan to members and at the website														S	
		1.3 Systems and procedures for :collection and addressing member concerns and challenges established and disseminated by 30 <sup>th</sup> June 2018	1.3.1.1	Prepare draft procedures and review the website accordingly														Consultant	8.0
			1.3.1.2	Seek member views through e mail														S	
			1.3.1.3	Approve the procedures														Board	
			1.3.1.4	Print and disseminate the procedures (hard copy, email and website)														S	1.0
			1.3.1.5	Collect member concerns and provide advise														Consultant	48.0
		1.4 procurement requirements from member institutions consolidated and disseminated annually	1.4.1.1	Consolidate procurement requirements from member institutions (GPN and member reports)														S	
			1.4.1.2	Disseminate the consolidated list through the website														S	
		1.5 systems and procedures for collection and dissemination of water and sanitation services data and information from/to members established and implemented by 31 <sup>st</sup> December 2018	1.5.1.1	Prepare draft procedures														Consultant	4.0
			1.5.1.2	Seek member and EWURA views														S	
			1.5.1.3	Adjust website to accommodate the procedures														Consultant	6
			1.5.1.4	Approve procedures														Board	
			1.5.1.5	Disseminate procedures														S	
			1.5.1.6	Collection of data and information														S	
			1.5.1.7	Verification of data for accuracy and reliability														Consultant	7.2
			1.5.1.8	Publication of data and information on water sector(hard copy and website)														S	3.6
1.3	improve the visibility of ATAWAS	1.3 public awareness to clarify on ATAWAS duties, obligations and responsibilities conducted annually	1.3.1.1	Disseminate ATAWAS constitution, strategic plan and benefits of being a member of ATAWAS at different meetings where ATAWAS is invited, during														S	



			2.1.1.6	Approve CDP												Board	
			2.1.1.7	Disseminate capacity development programme- website and hard copy												S	
			2.1.1.8	Implement capacity development programme through training, workshops and seminars												Consultants	270
			2.1.1.9	Monitor the implementation of capacity building measures by participants												S	
2.2	Provide support for on the job training for improvement of water sector services	2.2 Four water sector institutions receive on the job training annually	2.2.1.1	Prepare guideline/brochure on procedures for getting on-job training and the costs involved												Consultant	4.0
			2.2.1.2	Identify institutions requiring on job-training												S	
			2.2.1.3	Prepare annual programme for on-job training												S	
			2.2.1.4	Identify professionals for conducting on-job training programme												S	
			2.2.1.5	Implement the programme												Consultant	96.0
			2.2.1.6	Evaluate the programme												S	
2.3	Support the Ministry of Water and Irrigation in accreditation of low cadre technical personnel	2.3.1 Establishment of accreditation guidelines of low cadre technical personnel facilitated by 31 <sup>st</sup> December 2018	2.3.1.1	Identify technical cadres to be accredited												S	
			2.3.1.2	Prepare draft accreditation guidelines												Consultant	8.0
			2.3.1.3	Conduct stakeholders consultation on draft guidelines												S	
			2.3.1.4	Recommend accreditation guidelines to MoWI												Board	
			2.3.1.5	Approve of Accreditation Guidelines												MoWI	
			2.3.1.6	Dissemination of the Guidelines												S	
			2.3.1.7	Accreditation of low cadre personnel												MoWI	
2.4	promote ethics and good governance of member institutions and agencies in the	2.4.1 Code of conduct, governance and ethics legislations and guidelines	2.4.1.1	Identify code of conduct and good governance legislations and guidelines applicable in the water sector												S	

	<b>water sector</b>	disseminated annually	2.4.1.2	Disseminate ethics and good governance legislations and guidelines to members (in seminars and through the website)															S	
2.5	<b>promote the application of professional standards in the water sector</b>	2.5.1	Codes of Professional practices of professions within the water sector disseminated annually	2.5.1.1	Disseminate code of professional practices to members (in seminars and through the website)														S	
		2.5.2	Allegations of unethical and/or below standard implementation of water sector activities ie in engineering studies, design or construction, procurement and financial management analysed and recommendations provided to the requesting institution annually	2.5.2.1	Appoint Consultant														S	
				2.5.2.2	Assist (when requested) the Ministry of Water and Irrigation/ PO-RALG/ members institutions and may be in collaboration with professional institutions ie ERB, PPRA, NBAA to analyse unethical and below standard implementation of water sector activities ie in engineering studies, design or construction, procurement and financial management and give recommendations.														Consultants	30.0
3.1	<b>Facilitate peer to peer learning among water and sanitation utilities</b>	3.1.1	Documentation of best practices among water sector institutions disseminated annually	3.1.1.1	In collaboration with EWURA, identify best practices among water sector institutions														S	
				3.1.1.2	disseminate the findings to members through website														S	
				3.1.1.3	facilitate peer to peer learning among institutions.														S	
3.2	<b>Enhance networking of various professionals/sector specialist groups</b>	3.2.1	At least four sector specialist groups (two from water supply and sanitation and two from water resources) and four professional groups in the water sector	3.2.1.1	Identify professional groups (ie HR, Finance, Engineers, Procurement, Hydrology, PR) to be networked														S	
				3.2.1.2	Identify sector specialist groups (ie Water Resources, Sanitation ) to be networked														S	
				3.2.1.3	Identify the objective and the subject matter for networking and the														S	



[illegible]

[illegible]

		to Dodoma	5.4.1.3	Partitioning of office premises to comply with its anticipated use														S	10.0
			5.4.1.4	Moving of the office to Dodoma														S	25.0
			5.4.1.5	Equipping of the Dodoma Office with furniture, computers, AC's, telephone and internet facilities.														S	15.0
			5.4.1.6	Review, improve and manage and maintain ATAWAS website														S	6.0
		5.4.2 Essential equipment's and facilities procured	5.4.2.1	Procurement of one four wheel station wagon														S	70.0
			5.4.2.2	Procurement of the photocopy														S	10.0