

UNITED REPUBLIC OF TANZANIA

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Ministry of Water
Energy and Minerals

Ministry of Health



WORKSHOP

ON

DEVELOPMENT OF A WATER & SANITATION
MONITORING SYSTEM IN TANZANIA

REPORT AND ACTION PLAN

5 - 9 AUGUST, 1991

ARUSHA

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"Monitoring is an essential aspect for successful implementation of plans and programmes. Without it, it is like a vehicle without a speedometer."

(Opening Address, Hon. Lt. Col. Jakaya Mrisho Kikwete, Minister for Water Energy and Minerals)

"Without monitoring and sustaining the process of upward and downward flow of information, the billions of shillings targeted to water can be considered (to be) going down the drain."

(Closing Address, Hon. Prof. P.Sarungi, Minister for Health)

"... information collected often does not reflect the true situation (there is) no feedback and follow-up action by the concerned implementing agencies the present monitoring system is just symbolic.

(Opening Address, Hon. Lt. Col. Jakaya Mrisho Kikwete, Minister for Water Energy and Minerals)

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EXECUTIVE SUMMARY

This Report and Action Plan is the principal output of the "Workshop on Development of a Water and Sanitation Monitoring System in Tanzania", held in Arusha from 5th-9th August, 1991.

The Workshop was the result of a collaborative effort between the Ministry of Water, Energy and Minerals (MWEM) and the Ministry of Health (MoH), with assistance from the United Nations Children Fund (UNICEF) and the World Health Organisation (WHO) and inputs from MWEM's UNDP-supported Sector Advisory Team.

Experience in Tanzania over the last 20 years or so has shown that the hope for results in terms of widespread access to water supply and sanitation services has not been easily achievable. At the same time the long-term acceptability and sustainability of many schemes are in question. In an effort to identify the factors impeding progress, it has become clear that a practical and effective monitoring system is a fundamental need. This Workshop therefore adopted a multisectoral approach in order to develop a Strategy Framework and an Action Plan, geared to the attainment of a practical and achievable monitoring system for the sector.

The Workshop was attended by nearly seventy participants from institutions actively engaged in the water and sanitation sector. These included: the Ministries of Water, Energy and Minerals; Health; Community Development, Women and Children; Education; Agriculture, Livestock and Co-operatives; Finance; together with the Planning Commission; External Support Agencies (ESAs) (including DANIDA, FINNIDA, SIDA); and leading NGOs.

The Workshop was opened by the Hon. Minister for Water, Energy and Minerals, with a welcoming address by the Principal Secretary, Ministry of Health and was subsequently closed in an address by the Hon. Minister for Health, presented on his behalf by the Regional Development Director, Arusha Region.

The Workshop Approach

In order to arrive at a realistic participatory monitoring system, the Workshop adopted the following logical approach:

- Problem analysis ✓
- Experiences to date ✓
- Framework for a future system ✓
- Development of a strategy ✓
- Action Plan development ✓
- Workshop summing up

The Workshop was conducted through a mix of Working Group and Plenary sessions. The Working Group sessions were used to develop ideas, the Plenaries to present and discuss findings and reach overall consensus. Several key papers were also presented in the initial stages of the Workshop, to orientate and provide inputs to the discussions.

Problem analysis

The Workshop carried out a detailed analysis in identifying the problems and needs, using the following structure:

- Information needs of the sector at various levels
- Existing situation
- Experiences in water and sanitation sector monitoring
- Difficulties likely to face the introduction of a sustainable water and sanitation sector monitoring system

The Workshop agreed that every level within the existing institutional structure has a role and it is that role which determines the information needs at that particular level. The roles of various levels from the individual to National and global levels were set out.

Experiences to date

Five experience papers were presented in plenary as follows:

- "Sector Monitoring Experience, Ministry of Water, Energy and Minerals" ✓
- "Sector Monitoring Experiences, Ministry of Health" ✓
- "Sector Monitoring Experiences, Ministry of Community Development, Women and Children" ✓
- "Possible Monitoring System based on Existing Structure" by the Water and Environmental Sanitation Task Force
- "DHV Experience: The Netherlands-supported Water Projects"

Based on the experiences, problems and difficulties likely to face the introduction of an effective monitoring system were analysed in Working Groups, with the aim of establishing an appropriate system.

Framework for a future Monitoring System

In the light of the above deliberations, the Workshop agreed that the framework for a future monitoring system should assume the following:

- There should be a balance between the information needs and limited resources. This balance could be attained by:
 - . Prioritising information needs by concentrating on dynamic information and avoiding duplication and static information ✓
 - . Community involvement and participation ✓
 - . Utilisation of and building on existing systems and structures ✓
 - . Intersectoral collaboration ✓
 - . Use of inexpensive communication channels as much as possible

- The Monitoring System should be community based and the framework should also assume the following:
 - . Design of the system to be based on dialogue with the community ✓
 - . Design of appropriate training to create awareness of importance of monitoring ✓
 - . Initial planning with monitoring tools to be done at sub-district level ✓
 - . Gradually increasing confidence and ability to gather more data
 - . Involvement of existing community structures in information gathering and processing ✓
 - . The data collected should be easily interpreted, analysed and used ✓

Development of a Strategy

The Workshop took note of the existing Government Policies on Health and Water as well as the approved Environmental Health Guidelines. In addition the following goals were defined:

Overall Goal: Universal access to safe water and sanitary means of human excreta disposal by the year 2002, complementing "Health for All" by the year 2000

Complementary Goal: A comprehensive and efficient monitoring system in place and in use by the year 1996

Based on the above, and the framework agreed upon, the following set of strategies were adopted:

**STRATEGY FOR DEVELOPMENT OF A WATER AND SANITATION SECTOR
COUNTRY MONITORING SYSTEM**

STRATEGY	ACTIVITIES
<p>1 INTER-MINISTERIAL COLLABORATION, COORDINATION AND ORGANIZATION</p>	<p>1.1 Formulation of Terms of Reference for inter-ministerial committee/task force 1.2 Formation of inter-ministerial collaboration, coordination and organisation of task force 1.3 Setting-up of sector monitoring focal points at all levels 1.4 Inter-ministerial task force meetings</p>
<p>2 SYSTEM DEVELOPMENT</p>	<p>2.1 Adoption and promotion of an agreed model on monitoring 2.2 Development of format for data compilation at all levels 2.3 Field-testing of format</p>
<p>3 ADVOCACY</p>	<p>3.1 Formation of committees at all levels 3.2 Seminar for potential implementors at National level 3.3 Creation of awareness for participatory monitoring 3.4 Annual data processing for information dissemination</p>
<p>4 TRAINING</p>	<p>4.1 Regional level: RWES/RHO 4.2 District level: DWES/DHOS 4.3 Community level: Ward/Village social services committees, VHWS etc. 4.4 Orientation seminars/Workshops at all levels</p>
<p>5 IMPLEMENTATION OF MONITORING SYSTEM</p>	<p>5.1 Base-line survey 5.2 Implementation of Pilot Phase 5.3 Bi-annual review at National Level 5.4 Evaluation/periodic survey 5.5 Expansion to all regions</p>
<p>6 RESOURCE MOBILISATION/SUPPORT</p>	<p>6.1 Identification of supplies, transport and equipment needs 6.2 Financial resources mobilisation 6.3 Procurement of supplies, transport and equipment</p>

Development of a Country Sector Monitoring System Action Plan

The following Actions were agreed upon:

- The model should be community based, participatory, simple to follow and with short sub-loops facilitating quick feedback and timely remedial measures
- Implementation of the agreed model be carried out in phases: phase one being a trial pilot phase to cover five regions in the mainland and two regions in the Islands of Zanzibar

In addition, the following targets were set:

- A By December 1991 develop and agree on a National Monitoring system
- B By December 1992 implement a first phase of operation of the monitoring system in seven regions (five on the Mainland and two in the Islands of Zanzibar)
- C By December 1994 introduce and make operational the monitoring system to all regions
- D By December 1995 expand the system to a comprehensive level and develop internal and external linkages

Based on the above actions and targets, a detailed "Action Plan" was made and incorporated in the main report.

Workshop Conclusions

The Workshop agreed on an immediate need of a follow-up mechanism to monitor the implementation of the agreed Monitoring Action Plan.

Furthermore, the Workshop noted the existence of an integrated Water and Environmental Sanitation (WES) Task Force, which specifically oversees the UNICEF-supported programmes in the country.

The Workshop therefore recommended the following immediate measures: The WES Task Force takes up the following tasks:

- A Finalise the Sector Monitoring System Action Plan as agreed by the Workshop
- B Obtain the necessary official endorsement/approval from the two responsible Ministries (MAJI/AFYA)
- C Propose to the same authorities a National Task Force for the Sector Monitoring System implementation, as recommended by the Workshop. The composition of the Task Force should include ESAs as observers.
- D Initiate the implementation of the Sector Monitoring System Action Plan.



Workshop Participants at the Arusha International Conference Centre

FOREWORD BY THE PRINCIPAL SECRETARY, THE PLANNING COMMISSION

The commitment of the Government of the Republic of Tanzania to water and sanitation sector development has been manifested through both policy developments and implementation programmes. These initiatives have a common goal: to improve people's health condition through improved water supply and sanitation services.

Monitoring, the subject of this report, has a vital role to play in ensuring the effectiveness, efficiency and sustainability of these endeavours.

Monitoring gives a periodic insight on an activity, whether it be preparation, implementation, operation and maintenance or support work for water supply and sanitation interventions. Monitoring seeks to establish the extent to which inputs match up with outcome within a specified time frame.

Regular monitoring of key indicators can, therefore, be used as a powerful tool to provide valuable management and promotional information, for more cost-effective use of our overstrained resources.

In 1980, the United Nations General Assembly proclaimed the period 1981-1990 "The International Drinking Water Supply and Sanitation Decade (IDWSSD)". The main Decade goals were full access to supplies of drinking water and to sanitation facilities for all inhabitants of developing countries. However by 1990, although much had been learned about the approaches that worked and were likely to be sustainable, these goals had been achieved in very few countries. The Government of Tanzania therefore decided to extend the initiative to the year 2002.

Even so, meeting these goals by the year 2002 for us in Tanzania will require not only massive cash injection but also better management of the sector and an accelerated implementation rate. Monitoring is one of the keys to this.

Recognising the decisive role that proper monitoring of sector developments could play towards achieving our goals, the Ministry of Water, Energy and Minerals and the Ministry of Health, together organised a workshop on the subject. This set out to lay the groundwork for the development of a practical water and sanitation monitoring system for Tanzania that would be used and be useful to all.

This is the report of that Workshop and the resulting strategies and Action Plans. The outcome of the workshop, as outlined in the report, included:

- a detailed problem analysis of sector monitoring, shedding light on the overall information needs of the sector at various levels, (individual, community, District, Regional, National, global);
- experiences so far on existing monitoring systems in Tanzania, reflecting achievement and failures;

ACKNOWLEDGEMENTS

The Ministry of Water, Energy and Minerals and the Ministry of Health would like to express their appreciation and gratitude to the following organisations and individuals who helped make the Arusha Monitoring Workshop a success:

- The Honourable Ministers for Water, Energy and Minerals and for Health, who kindly agreed to respectively open and close the Workshop
- The Principal Secretary, Ministry of Health, for giving the welcoming and keynote address
- The Regional Development Director of Arusha Region for his agreement to the Workshop being held in Arusha and his active support
- The Regional Water Engineer of Arusha Region and his staff, for their hospitality and logistical and organisational support
- The Chairpersons and Rapporteurs of individual sessions
- The management and staff of the Arusha International Conference Centre
- The Sector Advisory Team (SAT) of MWEM's UNDP-supported self-strengthening project for important inputs at all stages
- UNICEF and WHO for making available generous financial and logistical support

Finally the two Ministries would like to particularly thank the participants themselves for their active and fruitful participation, Without this, the Workshop could not have been brought to a successful conclusion or resulted in such potentially worthwhile output.

LIST OF ABBREVIATIONS

AFYA	Ministry of Health
AMREF	African Medical & Research Foundation
CDA	Community Development Assistant
DANIDA	Danish International Development Agency
DED	District Executive Director
DHO	District Health Officer
DHV	DHV Consultants BV
DMO	District Medical Officer
DWE	District Water Engineer
ESA	External Support Agency
FINNIDA	Finnish International Development Agency
HESAWA	Health through Sanitation and Water
IDWSSD	International Drinking Water Supply and Sanitation Decade
MAJI	Ministry of Water, Energy and Minerals
MOH	Ministry of Health
MWEM	Ministry of Water, Energy and Minerals
NGO	Non Governmental Organisations
NUWA	National Urban Water Authority
PHC	Primary Health Care
RHO	Regional Health Officer
RDD	Regional Development Director
RMA	Rural Medical Assistants
RMO	Regional Medical Officer
RWE	Regional Water Engineer
SAT	Sector Advisory Team
SIDA	Swedish International Development Agency
SUA	Sokoine University of Agriculture
TCRS	Tanzanian Christian Refugee Services
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Childrens' Fund
URT	United Republic of Tanzania
VHW	Village Health Worker
WES	Water and Environmental Sanitation
WHO	World Health Organisation

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PART I

WORKSHOP PROCEEDINGS AND ACTION PLAN

1 INTRODUCTION

1.1 BACKGROUND

The Government of Tanzania, recognising the importance of safe water and improved sanitation to the health and well being of her people, in 1971 declared a 20-year Water Supply Programme, with the aim to provide every Tanzanian on the Mainland with adequate water supply within 400m of each household by the year 1991. The launching of the International Drinking Water Supply and Sanitation Decade (IDWSSD) 1981-1990 and its continuation to the year 2000 coincided with the Government of Tanzania's 20 year Water Supply Programme, which has now been extended to the year 2002. Similarly, as part of the Health for All programme, the Government of Tanzania in 1982 set the target of universal coverage for sanitation by the year 2000.

Global assessments indicate that at the end of 1990 there are an estimated 1,230 million people or 31% of the population in developing countries without access to adequate and safe water supplies, and 1,740 million or 43% without access to appropriate sanitation. In Tanzania where two decades have elapsed since the government launched the Water Programme, to date an average of only 45% or about 8.5 million of the rural population are reported to be covered with water supply schemes, while 65% (about 3 million) of urban dwellers are benefiting from safe water. On the other hand only 65% and 75% of rural and urban populations respectively have latrines.

For better performance and an eventual full attainment of the intended goals, water and sanitation projects have to be sustainable; If these interventions are to be sustainable, monitoring and evaluation has to be an integral part of the management process from the lowest appropriate level.

It is in the light of the above fundamental observations that the Government, with the kind support of UNICEF and WHO, initiated a multisectoral workshop on monitoring, the first of its kind in Tanzania, held in Arusha from 5-9th August 1991.

1.2 OBJECTIVE

The main Workshop objective was to lay the groundwork on which to build and develop a practical and effective Water and Sanitation Monitoring System for Tanzania.

1.3 PARTICIPANTS

Nearly 70 participants took part in this Water and Sanitation Sector Monitoring Workshop (See Appendix 1).

The participants were drawn from the Ministries of Water, Energy and Minerals; Health; Community Development, Women Affairs and Children; other related Ministries and Institutions including the Ministries of Education, Agriculture, Livestock and Co-operatives; Finance; Regional Administration and Local Government; Planning Commission; the Bureau of Statistics, NUWA, External Support Agencies including DANIDA, FINNIDA, SIDA, UNICEF, WHO and leading non-governmental agencies (NGOs).

1.4 OPENING SESSION

The Workshop was officially opened by the Hon. Lt. Col. Jakaya Mrisho Kikwete, the Minister for Water, Energy and Minerals and the Workshop's Guest of Honour.

In his keynote address welcoming the Guest of Honour, the Principal Secretary, Ministry of Health, Mr. Wilfred Mwabulambo highlighted:

- The theme of the workshop: organised under joint UNICEF-WHO support, by the key Ministries of Water, Energy and Minerals and Health in collaboration with relevant sector Ministries for the purpose of developing a practical Water/Sanitation monitoring system, the first workshop of its kind. He listed the collaborating Ministries as Community Development, Women & Children, Education, Regional Administration and Local Government, Agriculture and Livestock Development, and leading External Support Agencies (ESAs) including UNICEF; WHO; SIDA; DANIDA; FINNIDA AND NGOs.
- The global/national strategies and major activities undertaken during the International Drinking Water Supply and Sanitation Decade 1981-1990 which was now to be built on further to the year 2000. He indicated the Tanzania coverage figures for water supply in rural (45%) and urban (65%) areas, and that 65% of rural and 75% of urban households have and are using latrines. He emphasised that these figures were very encouraging when one considered what the situation was a few years ago.
- The resolutions of the Global Consultation on Safe Water and Improved Sanitation for the 1990s, held in New Delhi, whose conclusion was "SOME FOR ALL RATHER THAN MORE FOR SOME". He noted with great concern the absence of proper and standardised monitoring mechanisms for water and sanitation activities and encouraged all participants to seriously discuss the issue and arrive at conclusive recommendations for an effective system.
- The history of water and sanitation developmental activities in the country and especially that our country had addressed itself to the importance of providing water to its people from 1967, even before the IDWSSD's commencement in 1981. He was also optimistic that with the Government extension of water and sanitation Decade initiatives to the year 2002, great progress would be realised in this area.
- Finally the Principal Secretary for Ministry of Health again thanked the Guest of Honour for coming to officiate at the Workshop. He then welcomed the Guest of Honour to officially open the Workshop.

In his opening address the Guest of Honour:

- Stressed the importance of this workshop on monitoring of water and sanitation activities - by comparing a programme without monitoring to a car without a speedometer!

- Reminded participants that Tanzania took the lead in declaring a 20 year water programme in 1971, 10 years ahead of the IDWSSD and that the extended period to the year 2002 coincides with the Health for All target.
- Emphasised that inadequate and weak sector monitoring and management capability was one of the setbacks observed in the water and sanitation seminars held in Arusha, 1986 and recently in Morogoro and Mikumi. In addressing this and other weaknesses, the National Water Policy has been developed to give guidelines and directions on many such issues.
- Described how an effective monitoring system - one that is framed focusing on a participatory approach and evaluation at community level - would enhance development in the sector through:
 - (a) better management of the sector
 - (b) provision of reliable data on performance of the sector
 - (c) a catalytic effect in accelerating coverage
 - (d) increasing the potential to attract more funds to the sector
- Cautioned against what he called a "symbolic" monitoring system, that is one which provides information that does not reflect the true situation and has no feedback and follow up mechanisms/activities.
- Concluded with expectations that the Workshop would not only come up with a workable/effective country water and sanitation monitoring system but also an Action Plan for immediate trial activities in pilot areas/regions for eventual expansion to cover the entire country. (The detailed text of the Guest of Honour's speech is given in Part II).

1.5 WORKSHOP STRUCTURE

The workshop was conducted in six sequential components:

- . Problem analysis ✓
- . Experience to date ✓
- . Framework for a future system ✓
- . Development of a strategy ✓
- . Action Plan Development ✓
- . Workshop summing up

The Workshop participants were divided into four Working Groups. Guided by the Workshop approach, (summarised above), as developed by the Organising Committee, each group's conclusions for each module were presented and discussed in the plenary sessions. Based on plenary discussions a synthesis was carried out, to arrive at a joint and agreeable set of agreements for each module. The agreements are presented in the next part of this Workshop Report.

2 WORKSHOP PROCEEDINGS

2.1 PROBLEM ANALYSIS

The Workshop deliberated on this issue under the following topics:

- . Information needs of the Sector at various levels
- . Existing situation
- . Experiences in Water and Sanitation Sector Monitoring
- . Difficulties likely to face the introduction of a sustainable Water and Sanitation Sector Monitoring System

Information needs of the Sector at various levels

The Workshop agreed that every level within the existing structure has a role/roles; and it is that role which determines the information needs for that particular level. From the individual level to the Global level, the roles among other could be as follows:

a) Individual level

i) Field worker:

- Must know community needs and be able to do community diagnosis
- Must be able to manage information he/she collects
- Must be able to obtain accurate information from the villagers

ii) Villager:

- Needs awareness of environmental health problems, available support, current policies and the value of the information given out
- Information needs should cover:
 - . Technology options ✓
 - . Water source protection ✓
 - . Water handling and storage ✓
 - . Personal hygiene ✓
 - . Prevalent water-borne and filth-borne diseases ✓
 - . Responsibility ✓
 - . Methods of constructing sanitary latrines and where to obtain construction materials ✓
 - . Safe disposal methods for wastewater and garbage/animal dung ✓
 - . Support required from Government ✓
 - . Costs and cost sharing for operation and ✓ maintenance

b) Community level

The workshop observed that the community should be empowered to enhance participation and resources contributed to make this practicable. The community has to be educated on the following:

- Role of women
- Role of the community

- The rights of the community
- Available external support (outside the community)
- Knowledge of basic indicators
- Types of water sources including the quality, quantity and uses of water
- Management skills and maintenance requirements
- Income vis-a-vis service costs
- By-laws related to water and sanitation
- Technology options
- Diseases pertaining to lack of water or improper use of water and poor sanitation and hygiene

c) Ward level

This level should be included to facilitate the collection of data from the various villages.

d) District level

- Needs a standardised reporting system
- National policies and regulations
- Sources of support
- Knowledge of basic indicators
- Capacity building requirements for back stopping
- Potential water sources
- Cultural aspects and attitudes
- Demographic information (age groups, size of family and number of households)
- Cost and cost sharing
- Community wishes
- Economic status of the community
- Non-domestic uses of water
- Water and Sanitation coverage
- Training needs
- Technical aspects:
 - . repair of breakdowns
 - . spare parts requirements
 - . potential water sources and possibility of their pollution
 - . knowledge and implications of technological options
 - . soil conditions and ground water table
- Potential community resources mobilisation

e) Regional level

The workshop noted that this is the level where information and back-stopping can be done and various data/information from the district be stored for better management.

This would include:

- Water sources
- District requirements
- Income
- Skills
- Weather
- Health status

- . Sector Monitoring Experience - Mr. A. Kahesa,
Ministry of Health (MoH)
- . Sector Monitoring Experience - Ms. J. Kizenga,
Ministry of Community Development, Women and Children
- . Possible Sector Monitoring System based on existing
infrastructure - Mr.A.R.Mutalemwa
- . DHV Experience: The Netherlands Supported Water Projects
- Mrs. M. Kirimbai

The papers were briefly discussed in plenary and referred to the Working Groups for guidance. The highlights of the respective papers are included in this report in Part II.

Workshop Deliberations

Operations of the existing monitoring systems were clearly outlined in both presentations from the Ministries of Water, Energy and Minerals and Health.

The sanitation sector monitoring structure encompasses all levels from national to grassroots, but nonetheless faces organisational problems as a result of lacking adequate resources.

The water sector on the other hand has been faced with the lack of a proper monitoring system explained by the ever changing placement of the Water Department in various Ministries since Independence.

The following situation with regard to sector monitoring system prevails:

- Information monitoring system is haphazard
- No standardised reporting system
- Personnel at different levels differ in ability to interpret and effectively use information
- Communication and co-ordination with related Ministries is not fully established
- Inadequate funding/financing
- Communication set-backs
- Lack of reliable data base
- No feedback mechanism

The following consensus was realised however:

- an effective monitoring system should not be a function of institutional set up
- the system should take into account the existing organisational structures
- inter-Ministerial coordination at all levels should be emphasised
- the system should be integrated

Experience in Water and Sanitation Monitoring

It was observed that there is plenty of data/information in existence but it remains incompletely utilised. The minimum degree of utilisation has

made it impossible to carry out plans. Positive elements observed include the following:

- . some monitoring systems exists
- . a kind of data base exists
- . awareness that monitoring is an inter-ministerial issue has been realised
- . inadequacies in the overall monitoring system are recognised

Difficulties likely to face the introduction of an effective monitoring system

The Workshop cited constraints which are likely to face the introduction of a sustainable and an effective Water and Sanitation Monitoring system as follows:

- . Inadequacy of financing and non-involvement of the beneficiaries/communities
- . Institutional problems of establishing horizontal and vertical integration mechanisms
- . Inappropriate communication systems
- . Lack of trained personnel
- . Non-realisation of a quick feed-back mechanism and hence full utilisation of the data/information collected
- . Difficulties to have a system inbuilt within the existing institutional set-up

The Workshop further observed that a good sector monitoring system, followed by appropriate feedback and action, is an effective tool which can assist in overcoming sector constraints through:

- . development of realistic plans
- . execution of systematic operation and maintenance systems and therefore averting crisis situations
- . facilitation of programme/project evaluation
- . facilitation of decision making and review of policy guidelines

2.3 FRAMEWORK FOR A FUTURE MONITORING SYSTEM

Workshop deliberations

- The framework should take the form of the existing political and administration structure but it should be more integrated at community level than at the top
- Information/data collection should be relevant to sector needs, precise and should make use of inexpensive communication systems and materials
- The framework should start with the most essential/ basic data requirements and expand as experience is gained to include total sector information needs
- In order to make the framework more community based, participatory and two-way in communication it should:
 - . be based on straightforward language
 - . have short feedback loops

- . be easily interpreted
- . be easily analysed and used by the community
- Various monitoring models used in ongoing projects and in the Ministry of Health should be analysed with a view to develop an appropriate format for various levels. In addition the following points should be included:
 - . Integration and exchange of information between concerned ministries/sectors/levels
 - . Regular meetings and workshops
 - . Environmental sanitation
 - . Policy standardisation
 - . Various units of measurement e.g. both number of hand pumps and frequency of breakdowns
- Data should be analysed and combined at every level so that the right level of detail is available to different users and the information reaching the higher levels is easily usable
- Data should be stored in record books and files at the district and lower levels and computerised at regional and national levels
- A framework model system should be simple and flexible to be able to accommodate specific needs and regional differences
- The system should incorporate and facilitate planning, project design, training, funding, time framing and collaboration
- The frame work should be reviewed periodically by conducting pilot studies, evaluating and monitoring results and uses etc.
- A specified time should be set for monitoring the monitoring system by establishing indicators, monitoring the results and immediate feed back

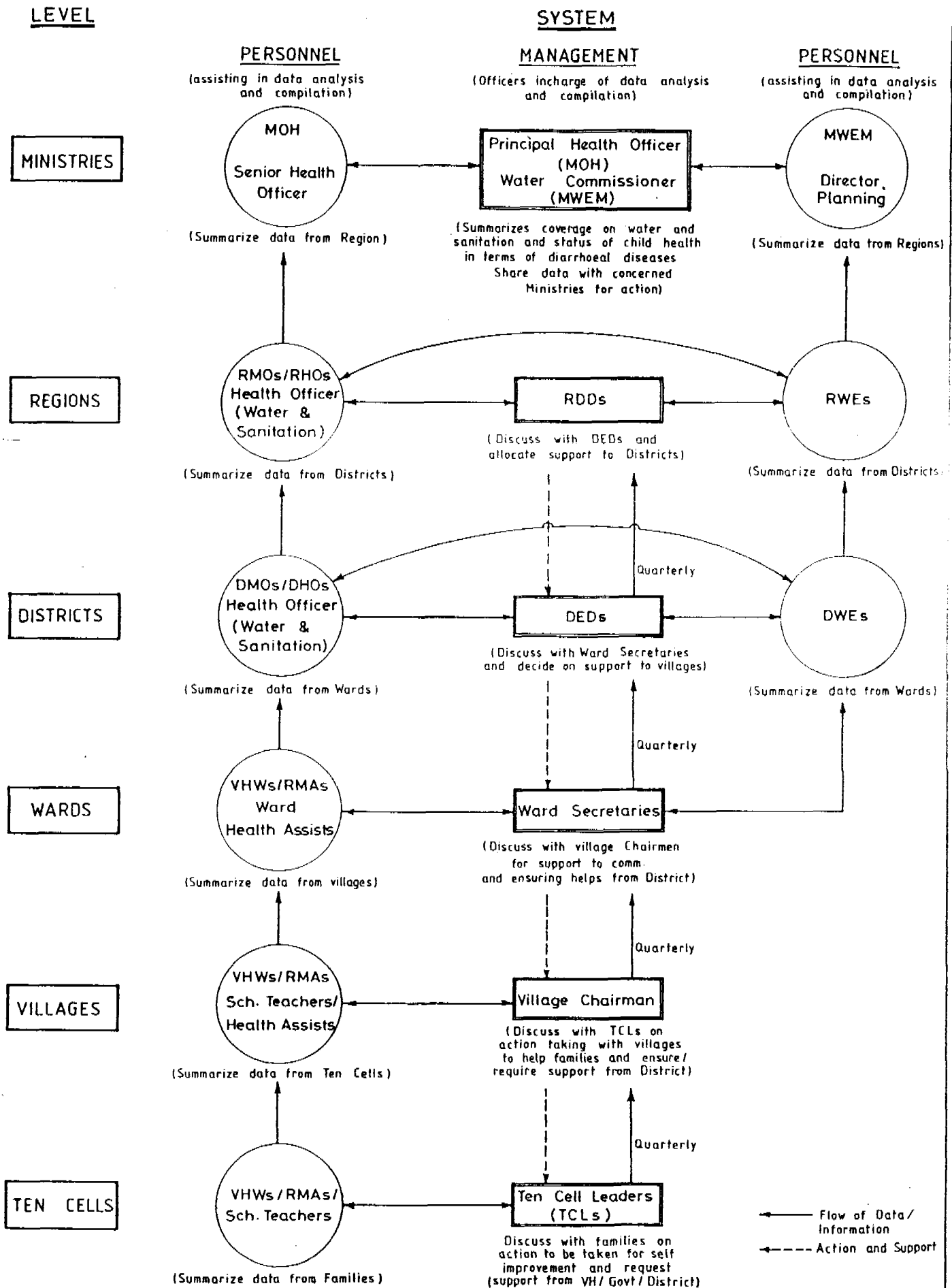
Based on the above deliberations, the workshop agreed that any future monitoring system should take the following framework outline:

- There should be a balance between the information needs and limited resources. This balance could be attained by:
 - . Prioritising information needs by concentrating on dynamic information and avoiding duplication and static information
 - . Community involvement and participation
 - . Utilisation and building on existing systems and structure
 - . Intersectoral collaboration
 - . Use of inexpensive communication channels as much as possible

- The Monitoring System should be community based and the framework should assume the following:
 - . Design of the system to be based on dialogue with community
 - . Design of appropriate training to create awareness of importance of monitoring
 - . Initial planning with monitoring tools to be done at sub-district level
 - . Gradually increasing confidence and ability to gather more data
 - . Involvement of existing community structures in information gathering and processing
 - . The data collected should be easily interpreted, analysed and used

Based on the experiences of the present monitoring activities from both the Ministry of Water, Energy and Minerals, and the Ministry of Health, a framework for a sector community-based monitoring system (developed focusing on the existing infrastructure and management capacity) was adopted as a guiding framework for further development. The system is shown in Figure 1.

FIGURE 1. FRAME WORK FOR FUTURE DEVELOPMENT AS THE BASIS OF A WATER AND SANITATION MONITORING SYSTEM



2.4 DEVELOPMENT OF A STRATEGY

Based on the framework agreed upon, and the existing Government Policies on Health and Water as well as the approved Environmental Health Guidelines, the Workshop (after the Working Groups' presentations) deliberated on the following with regard to development of a Strategy:

Overall Goal:

The overall goal is a universal access to safe water and sanitary means of human excreta disposal by the year 2002, complementing "Health for All" by the year 2000.

Complementary Goal:

A comprehensive and efficient monitoring system is in place and in use by the year 1996.

Targets:

- A By December 1991 develop and agree on a National Monitoring system.
- B By December 1992 implement a first phase of operation of monitoring system in seven regions (five on the Mainland and two in the Islands of Zanzibar).
- C By December 1994 introduce and make operational the monitoring system to all regions.
- D By December 1995 expand the system to a comprehensive level and develop internal and external linkages.

Strategy Model:

The workshop adopted the following set of strategies after the above deliberations and plenary discussions of the Working Groups' work:

"A workable sector monitoring system (would) facilitate immediate generation of information at the grassroots level at all times and therefore would enable rapid analysis, assessment ... (and) remedial action within the community, District, Region and Central levels."

(Opening Address, Hon. Lt. Col. Jakaya Mrisho Kikwete, Minister for Water Energy and Minerals)

"the development of a simple but effective monitoring system that could be applied at all levels. Monitoring as a process of surveillance, measuring, recording, processing and communicating information, a very important management tool. Such a system will greatly assist the Government in attaining its goals

(Closing Address, Hon. Prof. P.Sarungi, Minister for Health)

"..... equally important as goal-setting is goal-monitoring to verify achievement of the goals."

(Opening Address, Hon. Lt. Col. Jakaya Mrisho Kikwete, Minister for Water Energy and Minerals)

**STRATEGY FOR DEVELOPMENT OF A WATER AND SANITATION SECTOR
COUNTRY MONITORING SYSTEM**

STRATEGY	ACTIVITIES
1 INTER-MINISTERIAL COLLABORATION, COORDINATION AND ORGANIZATION	1.1 Formulation of Terms of Reference for inter-ministerial committee/task force 1.2 Formation of inter-ministerial collaboration, coordination and organisation of task force 1.3 Setting-up of sector monitoring focal points at all levels 1.4 Inter-ministerial task force meetings
2 SYSTEM DEVELOPMENT	2.1 Adoption and promotion of an agreed model on monitoring 2.2 Development of format for data compilation at all levels 2.3 Field-testing of format
3 ADVOCACY	3.1 Formation of committees at all levels 3.2 Seminar for potential implementors at National level 3.3 Creation of awareness for participatory monitoring 3.4 Annual data processing for information dissemination
4 TRAINING	4.1 Regional level: RWES/RHOS/RCDOS 4.2 District level: DWES/DHOS/DCDOS 4.3 Community level: Ward/Village social services committees, VHWS etc. 4.4 Orientation seminars/workshops at all levels
5 IMPLEMENTATION OF MONITORING SYSTEM	5.1 Base-line survey 5.2 Implementation of Pilot Phase 5.3 Bi-annual review at National Level 5.4 Evaluation/periodic survey 5.5 Expansion to all regions
6 RESOURCE MOBILISATION/SUPPORT	6.1 Identification of supplies, transport and equipment needs 6.2 Financial resources mobilisation 6.3 Procurement of supplies, transport and equipment

The Model

The model envisaged will be community based, participatory, simple to follow and with short sub-loops facilitating quick feedback and timely remedial measures. It should involve however all levels from the National to the Ten Cell (with Urban areas similar but with the exception of Village Government level).

It was recommended that at all levels, specific committees, be formed to follow up the implementation of these tasks. A concern was however raised on the numerous committees now existing. Efforts to utilise existing committees such as the PHC Committees should be looked into.

Implementation

The Workshop agreed that implementation of the adopted model be carried out in phases, Phase One, being a trial pilot phase to cover 5 regions in the mainland and 2 regions in the Islands of Zanzibar. On the selection of the pilot regions it was agreed to give priority to those regions currently without ESA support so as to minimise chance of influencing the ongoing trial regional systems. However the advantages of starting up with regions where there are ESAs was also expressed, in terms of the already established resource base.

Mode of external support

On the question of support from External Support Agencies (ESAs) and based on the nature of the envisaged model, it was agreed that the following fundamental aspects should be pursued:

- Working within the existing Government institutions / strengthening the existing institutions
- Cooperation among Donors should be encouraged
- Government should actively coordinate the Donors' efforts
- Government Sector Policies and Guidelines should be adhered to

2.5 ACTION PLAN DEVELOPMENT

Based on the agreed strategy to attain an effective Water and Sanitation Sector Monitoring System, the Working Groups attempted to develop activities in each of the six agreed strategy steps. Notwithstanding considerable variations in details and approaches within the individual group outputs, the Workshop managed to synthesise the respective conclusions to produce and agreed on an Action Plan.

"I wish to assure you that we in the Ministry of Health, and I am sure our colleagues in other Ministries, will take (the) resolutions and recommendations very seriously and make the necessary follow-up."

(Closing Address, Hon. Prof. P.Sarungi, Minister for Health)

"...to accelerate and rapidly widen sector coverage, better and closer cooperation and collaboration between all concerned Ministries and all donor agencies is essential."

(Opening Address, Hon. Lt. Col. Jakaya Mrisho Kikwete, Minister for Water Energy and Minerals)

"An effective monitoring system calls for a concerted effort and approach in its implementation."

(Closing Address, Hon. Prof. P.Sarungi, Minister for Health)

DEVELOPMENT OF A WATER AND SANITATION MONITORING SYSTEM IN TANZANIA

ACTION PLAN

ACTION PLAN FOR WATER AND SANITATION MONITORING SYSTEM IN TANZANIA (1992 - 1996)

STRATEGY/ACTIVITY	SCHEDULE																RESPONSIBLE BODY	BUDGET ('000s US \$)		INDICATORS									
	1992				1993				1994				1995					1996			GOVERNMENT	EXTERNAL SUPPORT AGENCIES							
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4		1	2				3	4					
1.0 INTER-MINISTERIAL COLLABORATION COORDINATION & ORGANIZATION																													
1.1 Formulation of Terms of Reference for inter-ministerial committee task force																										Ministry of Water, Energy & Ministry of Health	-	-	Report on Terms of Reference
1.2 Formation of interministerial collaboration, coordination and organization task force																										Ministry of Water, Energy & Ministry of Health			Formation of sector monitoring Task force
1.3 Setting-up of sector monitoring focal points at all levels																										Inter-ministerial Task force	-	-	Sector monitoring personnel at all levels
1.4 Inter-ministerial task force meetings																										Inter-ministerial Task force	-	10.0	Minutes of Task force meetings
2.0 SYSTEM DEVELOPMENT																													
2.1 Adoption and promotion of an agreed model on monitoring																										Ministry of Water, Energy & Ministry of Health	-	-	Functioning sector monitoring system
2.2 Development of format for data collection at all levels																										Inter-ministerial Task force	-	-	Monitoring forms at all levels
2.3 Field-testing of format																										Ministry of Water, Energy & Ministry of Health	-	-	Report of field testing of monitoring forms
3.0 ADVOCACY																													
3.1 Formation of implementation committees at all levels																										Inter-ministerial Task force	-	-	Functioning committees at all levels
3.2 Seminar for potential implementors at National level																										Inter-ministerial Task force	-	25.0	Seminar organized at National level
3.3 Creation of awareness for participatory monitoring																										Inter-ministerial Task force	-	20.0	Increased community participation
3.4 Annual data processing for information dissemination																										Inter-ministerial Task force	-	-	Annual sector monitoring report

ACTION PLAN FOR WATER AND SANITATION MONITORING SYSTEM IN TANZANIA (1992 - 1996)

STRATEGY/ACTIVITY	SCHEDULE																				RESPONSIBLE BODY	BUDGET ('000s US \$)		INDICATORS
	1992				1993				1994				1995				1996					GOVERNMENT	EXTERNAL SUPPORT AGENCIES	
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
4.0 TRAINING																								
4.1 Training for Information Management at Regional level (RWEs/RHOs/RMO)																					Inter-ministerial Task Force	40.0	40.0	Trained RWE/RHOs/RMOs
4.2 Training for Information Management at District level (DWEs/DHOs/DMO)																					Inter-ministerial Task Force	55.0	55.0	Trained DWEs/DHOs/DMOs
4.3 Training for Information Management at Community level: (Ward/Village social services committees VWSs etc.)																					Inter-ministerial Task Force	75.0	75.0	Trained community workers
4.4 Orientation seminar/workshops at all levels																					Inter-ministerial Task Force	20.0	50.0	Seminars and workshops at all levels
5.0 IMPLEMENTATION OF MONITORING SYSTEM																								
5.1 Base-line survey																					Inter-ministerial Task Force	75.0	25.0	Base-line survey report
5.2 Implementation of Pilot Phase																					Inter-ministerial Task Force	25.0	75.0	Availability of monitoring data
5.3 Annual review at National level																					Inter-ministerial Task Force	10.0	20.0	Annual Review report
5.4 Evaluation																					Inter-ministerial Task Force	10.0	10.0	Evaluation report
5.5 Monitoring																					Inter-ministerial Task Force	10.0	20.0	Monitoring report
5.6 Expansion to all regions																					Inter-ministerial Task Force	65.0	55.0	Availability of expanded monitoring data
6.0 RESOURCES MOBILIZATION/SUPPORT																								
6.1 Identification of supplies, transport & equipment needs																					Inter-ministerial Task force	-	-	Report on resources needs
6.2 Financial resources mobilization																					Inter-ministerial Task Force	-	-	Availability of funds
6.3 Procurement of supplies, transport & equipment																					Inter-ministerial Task Force	155.0	450.0	Provision of Computers, bicycles,
																						540.0	930.0	

3 WORKSHOP CONCLUSIONS

The Workshop agreed on an immediate need of a follow-up mechanism to monitor the implementation of the agreed Monitoring Action Plan.

Furthermore, the Workshop noted the existence of an integrated Water and Environmental Sanitation (WES) Task Force, which specifically oversees the UNICEF-supported programmes in the country.

The Workshop therefore recommended the following immediate measures: The WES Task Force takes up the following tasks:

- A Finalise the Sector Monitoring System Action Plan as agreed by the Workshop, together with the Workshop Report
- B Obtain the necessary official endorsement/approval from the two responsible Ministries (MAJI/AFYA)
- C Propose to the same authorities a National Task Force for the Sector Monitoring System implementation, as recommended by the Workshop. The composition of the Task Force should include ESAs as observers.
- D Initiate the implementation of the Sector Monitoring System Action Plan.

PART II

OPENING AND CLOSING ADDRESSES AND PRESENTED PAPERS

OPENING ADDRESS
BY
HON. LT. COL. JAKAYA MRISHO KIKWETE,
MINISTER FOR WATER ENERGY AND MINERALS
ON THE OPENING OF
THE COUNTRY WATER AND SANITATION MONITORING WORKSHOP
ARUSHA, 5-9 AUGUST, 1991

Mr. Chairman,
Distinguished Participants,
Ladies and Gentlemen,

I feel greatly privileged to have been invited to officiate at the opening of this important Workshop. I consider this workshop important to us because of its subject matter: Water and Sanitation Monitoring. Monitoring is an essential aspect for successful implementation of plans and programmes. Without it, it is like a vehicle without a speedometer. The spectrum of you, the participants to this workshop, adds up to the significance of this workshop. You are the actual actors in the process of execution of projects and activities related to water and sanitation. So, for you to acquire the tools that would enable you do proper monitoring of water and sanitation implementation process is certainly an important step forward.

Ladies and gentlemen, may I take this opportunity to thank the organisers of this workshop for considering me to participate in this August occasion. Above all may I take this opportunity to thank the United Nations Children's Fund (UNICEF) and the World Health Organization (WHO) for their benevolent contribution which made this workshop possible. So please, convey heartfelt thanks and gratitude of the Government of the United Republic of Tanzania and that of my Ministry to the leadership and staff of those two organizations. We in Tanzania have always been satisfied with the assistance and work done by UNICEF and WHO. They have contributed enormously towards improving the living conditions of Tanzanians. We thank you very much, indeed!

Ladies and Gentlemen,

Water gives life. Polluted water and insanitary environment kill. Hence safe water supply and sanitation services are vital for the health, both physical and mental, of our citizens. Safe water and sanitation services are essential to socio-economic betterment and the overall development of a country. Realising these implications, the Government of Tanzania, it should be recalled, took the lead of declaring a 20 year water programme in 1971, ten years ahead of the International Drinking Water Supply and Sanitation Decade (IDWSSD) launched by the United Nations. Our 20 year water programme now extended to 30 years will coincide with the universal declaration of Health for All by the turn of the Century. That is a very welcome coincidence, for water and health compliment each other.

Our Government declared full commitment to the implementation of the objectives of the International Drinking Water Supply and Sanitation Decade and the development goals for year 2000 endorsed during the World Summit held at the United Nations last September and the subsequent

National Summit in June this year. Two of those development goals are universal access to safe drinking water and to sanitary means of human excreta disposal.

To date, at the end of our 20-year water programme and at the end of the United Nations Water and Sanitation Decade, only about half of our population can have access to safe drinking water.

To make matters worse, many of the existing water schemes are reported not functioning. I am told that more than 65% of the inhabitants of this beautiful country of ours are having and use latrines which meet the Ministry of Health's standard. This is an encouraging achievement by our standards.

Naturally, the limitations of financial resources for the development of water and sanitation sector result in low coverage. Major bottlenecks which hinder the sector's progress were identified in the Water and Sanitation Seminars held at Arusha 1986 and most recently meetings at Morogoro and Mikumi. These are:

- Firstly, investments focussed on high cost technology and the absence of a well formulated sector strategy;
- Secondly, inadequate and weak sector monitoring and management capability;
- Thirdly, lack of or inadequate operation and maintenance to ensure service sustainability rendering frequent breakdown and eventually non-functioning of many schemes and
- Fourthly, inadequate linkage of the water and sanitation sector with other development programmes such as health, education, nutrition, womens development and communication.

Realising this weakness in the implementation of Water and Sanitation programmes and the assurance of accelerating sector coverage through sustainability, the Government has drawn up a National Water Policy. This policy has recently been endorsed by the Party National Executive Committee. The National Water Policy gives clear guidance and directions on many issues, among others, the key issues of:

- . Cost recovery/sharing from/with water users/beneficiaries by the establishment of water committee and water funds at village level;
- . Community participation in construction and cash/kind contribution toward the maintenance and operation at village level;
- . Adoption of low cost technologies for wider coverage and better utilization of financial resources;
- . Human resource development and women's involvement;
- . Water sources protection and development.

Mr. Chairman,

We understand that to accelerate and rapidly widen sector coverage, better and closer cooperation and collaboration between all concerned Ministries and all donor agencies is essential. Strengthening the linkage of the water and sanitation programmes to other development activities is paramount to our water and sanitation plans. This type of horizontal link on collaboration, was non existent in the past.

It is for this reason that we welcome the call made recently by the Minister for Health Prof. Philemon Sarungi in Parliament for better and closer cooperation of all those Ministries responsible for water, sanitation, education, community development, women affairs and health. I promise that on our part, the Ministry of Water, Energy and Minerals will give due regard to matters related to cooperation with others.

For better management and implementation of the water and sanitation programme guided by the National Water Policy, an effective and simple monitoring system has to be developed and put in place at the soonest possible time.

A workable sector monitoring system through participatory monitoring and evaluation at community level, would facilitate immediate generation of information at the grassroots level at all times and therefore enabling rapid analysis, assessment of situation and taking remedial actions within the community, District, Region and Central levels. The data obtained could expose, among others, the break down of water schemes thus enabling timely repair. The monitoring mechanisms should allow information/data collected leading to action by all involved. Constant feed back and regular follow-up by all concerned can ensure/pin-point areas which require mobilisation efforts. The data/information when compiled properly can be used for planning purposes and to provide necessary inputs/supports at the right time and the most needed areas. An effective monitoring system will enhance the sector development through:

- . better management of the sector on services sustainability;
- . provision of reliable data on the performance of the sector;
- . a catalytic effect in accelerating coverage;
- . increasing the potential to attract more funds to the sector.

Our Government aims at universal access to safe drinking water and to sanitation by year 2000. But equally important as goal-setting is goal-monitoring to verify achievement of the goals. It is essential that monitoring is a key component within the development of the water and sanitation sector.

Monitoring is not a new phenomenon to our planners and implementors. Most of our developmental activities are being monitored including water and sanitation programmes. However, the major short fall of the present monitoring system is that information collected often do not reflect the true situation. Also there is no feedback and follow-up action by the concerned implementing agencies. Thus, the present monitoring system is just symbolic.

For the water and sanitation sector, the thrust now is to establish an effective monitoring system based on what exists. The present workshop is aiming at working out a possible practical monitoring system involving all concerned.

It is expected that the outcome of the workshop will not only be a workable country water and sanitation sector monitoring system but an action plan for immediate trial activities in pilot areas/regions and eventually expanded to cover all regions.

Mr. Chairman, Ladies and Gentlemen, my Ministry and Government as a whole is keenly looking forward to you to your deliberations.

With these few words, I declare your Workshop open and wish you every success in your deliberations.

Thank you for your kind attention!

WELCOMING AND KEYNOTE ADDRESS
BY
MR. WILFRED MWABULAMBO, PRINCIPAL SECRETARY, MINISTRY OF HEALTH
AT
THE COUNTRY WATER AND SANITATION MONITORING WORKSHOP
ARUSHA, 5-9 AUGUST 1991

Honourable Guest of Honour,
Mr. Chairman,
Ladies and Gentlemen,

It gives me profound pleasure to take this opportunity to invite you to this important forum, the Workshop on Water and Sanitation Sector Monitoring, being held for the first time in the history of Tanzania.

Honourable Guest of Honour, as you know, water and sanitation at National Level is a responsibility of our Ministry and that of the Ministry of Water, Energy and Minerals respectively. As it is not possible for both Ministries responsible to present the same subject at the same time, we have agreed that one of us presents this welcoming address. I am therefore speaking here on my behalf and on the behalf of my colleague Professor Mark Mwandosya, the Principal Secretary for Water, Energy and Minerals.

Honourable Guest of Honour, I take this opportunity to thank you for kindly accepting our invitation to officiate this occasion, despite your busy portfolio. This is indeed a reflection of the importance you attach to the sector.

Your Honour, this workshop has been initiated by the Government with the kind support of UNICEF and WHO. Both of these organisations are actively supporting the sector activities in the country.

Honourable Guest of Honour, I take this opportunity to express our sincere gratitude to them. The Workshop is being attended by the various donors active in the sector. Participants in this workshop are drawn from our Ministry, the Ministry of Water, Energy and Minerals and the Ministry of Community Development, Women and Children. These are, you would know, the core Ministries involved in the sector activities at various levels.

Related Ministries and Institutions also invited include the Ministry of Education, the Ministry of Regional Administration and Local Government, the Ministry of Agriculture, Livestock and Cooperatives, the Ministry of Finance, the Bureau of Statistics, the Planning Commission, NUWA and some leading NGOs.

In total, the workshop is attended by more than 60 participants.

Honourable Guest of Honour, in recognising the importance of safe water to the health and well being of our citizens, in 1971 the Government of Tanzania declared a 20-year water supply programme. The aim was, for every Tanzanian on the Mainland to be provided with adequate water supply within 400 metres of each household by the year 1991. This programme has now been extended to the year 2002.

The launching of the International Drinking Water Supply and Sanitation Decade (IDWSSD) 1981-1990 and its continuation to the year 2000 coincided with the Government of Tanzania's 30-year Water Supply Programme. The Government of Tanzania declared full commitment to the implementation of the International Drinking Water Supply and Sanitation Decade objectives.

Our Ministry started a campaign on latrinisation in 1973. A decree issued in 1974 required that each household must have a latrine and use it hygienically. Aiming at Health for All, our Ministry in 1982 set the target of universal coverage on sanitation by the year 2000, which focuses mainly on safe disposal of human excreta.

The World Summit for Children held at United Nations Headquarters at the end of September 1990 and attended by 71 Heads of State including honourable President Mwinyi, endorsed several development goals for the year 2000. Two of these goals are:

- Universal access to safe drinking water
- Universal access to sanitary means of human excreta disposal

In supporting the World Summit, The Government of Tanzania recently held a National Summit, during which the government reiterated its further endorsement of the development goals declared by the World Summit, including universal access to safe water and sanitation.

The Global Consultation on Safe Water and Sanitation for the 1990s held in New Delhi, India in early September 1990, attracted high level participants at Ministerial level from 115 countries including Tanzania. During that meeting an appeal was made to all nations for concerted action to enable people to obtain two of the most basic human needs: safe drinking water and environmental sanitation, and to take up the challenge "some for all, rather than more for some".

Two decades have passed since the Government launched the national water programme. To date, an average only 45% of the rural population (approximately 8.5 million) are reported to be covered with water supply schemes. While 65% of urban dwellers (about 3 million) are benefitting from safe water. Whereas, 65% and 75% of rural and urban population respectively have latrines which meet the Ministry of Health's standard.

However, information from the field indicates also that many of the existing water schemes are not in operation. The major problem has been the difficulty of monitoring accurate service level at any given point of time. At present, there is no effective monitoring mechanism and organised follow-up action to ensure proper implementation, operation and maintenance of water and sanitation programmes at National, Regional and District levels, not to mention the community level.

The unacceptable high level of breakdown of water schemes reflects not only huge wastage on investment but also hinders the progress of economic development in the rural areas. To properly gauge the performance of the water and sanitation sector with the view to making timely corrective adjustments and resource allocation, a simple and workable country sector monitoring system should be instituted.

In monitoring the accessibility to water and sanitation, several outcome goals are also embodied. For example, if the entire village population have access to water supply, it signifies that the water schemes(s) is/are functioning. To be functional, indicates an effective maintenance system not only at community level but also at various supportive levels from the Ward, District, Region to Central. Thus, both technical and social aspects are reflected in the monitoring information accessibility. Furthermore, proper monitoring provides guidance on where and when investment in the sector is most needed. Therefore, monitoring can be an effective management tool for all involved.

Your honour, in the course of the coming five days this workshop will, therefore, take stock of the various monitoring experiences with a view to making suggestions for better approaches and recommending workable strategies.

With these few remarks, Honourable Guest of Honour, I take this opportunity to invite you to open our workshop.

CLOSING ADDRESS
BY
HON. PROF. P. SARUNGI (MP) MINISTER FOR HEALTH
ON THE CLOSING OF
THE COUNTRY WATER AND SANITATION MONITORING WORKSHOP
ARUSHA, 5-9 AUGUST 1991

Presented on the Hon.Minister's behalf by Mr. C. Rutahiwa,
Regional Development Director, Arusha Region

Mr. Chairman,
Distinguished Participants,
Ladies and Gentlemen,

It gives me profound pleasure to be availed this opportunity to officiate the closing of the important workshop.

As you all know, this workshop is the first of its kind to be held in Tanzania on this very important subject matter: "Water and Sanitation Monitoring".

The UN declaration on International Drinking Water Supply and Sanitation Decade followed by the Tanzania Government declaration of 20 year water programme (1971 - 1991) and later reviewed to 2000 including The Universal coverage on safe disposal of human excreta, underline the importance of the workshop.

Without monitoring and sustaining the process of upward and downward flow of information, the billions of Tsh. targeted to water at maximum of 400 metres can be considered going down the drain.

Ladies and Gentlemen,

For the whole of this week you have been deliberating on the development of a simple but effective monitoring system that could be applied at all levels. Monitoring as a process of surveillance, measuring, recording, processing and communicating information, is a very important management tool. Such a system will greatly assist the Government in attaining its goals as mentioned above.

In the process of realising the above objectives, the Government has formulated a number of policy documents, such as the Health Policy, Water Policy etc. The Government has also implemented a number of projects and programmes aiming at safe water supply and sanitation.

To-date, on average 45% of the rural population (approx 8.5 million) are reported to be covered with water supply schemes. 65% of urban dwellers (about 3 million) are benefitting from safe water. It is also reported that 65% and 75% of the rural and urban population respectively have latrines which meet the Ministry of Health's standard.

However, a closer look at the situation indicates that many of the existing water schemes are not in operation. It is also said that some communities have constructed latrines but do not use them.

It is, therefore, important, Ladies and Gentlemen, to carry out regular monitoring of the situation in order to ascertain the accurate service level in each community and at any point in time.

The monitoring system will enable the implementers to make timely corrective adjustments and better resource allocation.

Water and Sanitation is one of the key elements of Primary Health Care, a strategy for attaining the goal of Health for All by the year 2000. Safe water supply and improved sanitation will reduce most of the water borne diseases.

The outbreaks of diseases like diarrhoea, cholera, dysentery, typhoid to mention a few is an indication that the water we use or drink is unsafe and environmental sanitation is still a problem in the country. Statistics show us that the diseases mentioned mostly affect children and women. Proper monitoring will therefore help the Government in general and my Ministry in particular in rectifying the strategies where necessary.

Mr. Chairman,

I am told that the workshop was attended by approximately 70 participants representing the Ministries of Health, Water, Energy and Minerals, Community Development, Women and Children. Others are the Ministries of Regional Administration and Local Government; Agriculture, Livestock Development and Cooperatives; Finance; the Bureau of Statistics; Planning Commission; NUWA; some leading NGOs, and the donor community. The composition of participants, Mr. Chairman, is indicative of the complex and multi-sectoral nature of the subject matter. An effective monitoring system, therefore, calls for a concerted effort and approach in its implementation. It is therefore, my hope that all parties concerned will cooperate closely in putting the recommendation of this workshop into effect.

Ladies and Gentlemen,

I have briefly read the resolutions and recommendations of your workshop. I would like to take this opportunity to commend you all for the fruitful outcome of your deliberations. You have very well analysed the problems involved and your recommendations are indeed very relevant. I wish to assure you that we in the Ministry of Health, and I am sure our colleagues in other Ministries, will take these resolutions and recommendations very seriously and make the necessary follow-up.

I understand that you also have developed an Action Plan for effecting your recommendations. It is therefore, my hope that the plan will be adhered to, and, as earlier requested, that all parties will cooperate closely in carrying out the roles assigned to them.

Mr. Chairman, Ladies and Gentlemen,

May I take this opportunity to thank the United Nations Children's Fund (UNICEF) and the World Health Organization (WHO) for their benevolent contribution which made this workshop possible. I also wish to thank the donor community in general for their support of the water and sanitation

sector. The Government of the United Republic of Tanzania appreciates this assistance very much. It has contributed enormously towards improving the living conditions of Tanzanians.

Lastly, Mr. Chairman,

May I also express my sincere gratitude to the organisers of this workshop for considering me to participate in the official closing ceremony of the workshop. I also wish to thank all participants for your active involvement in the deliberations.

With these few words I declare the "Country Water and Sanitation Monitoring Workshop" closed.

HIGHLIGHTS OF THE EXPERIENCE PAPERS PRESENTED TO
THE SECTOR MONITORING WORKSHOP¹

1. Sector Monitoring Experience; Ministry of Water, Energy and Minerals (MWEM) - paper presented by Mr. A.A. Senguo
-

Major issues covered in this presentation:

- Monitoring system for the water and sanitation sectors of MWEM has been inadequate because of:
 - (a) Lack of continuity due to the sector having been shifted between Ministries and Departments during the past 1 to 2 decades, resulting in loss of records and information and changes of staffing.
 - (b) Restricting exercises of the sector within the Ministry resulting in misplaced information, sectoral staff charges, less of continuity in performance.
 - (c) Decentralised system's effect on the monitoring mechanisms - due to changes that have occurred in different times.
 - (d) No provision of feedback reports to all concerned following field and supervision trips.
 - (e) Reduced financial allocation to the sector in real terms resulting in donor coverage in certain areas and not in others.
 - (f) Reduced motivation of workers due to continued economic hardships.
- The existing monitoring of the sector is done under the Planning Division of the Ministry and by offices of Regional and District Water Engineers.
- Paper recommendations included revamping the monitoring system at all levels, developing a uniform monitoring system to be used by all concerned and improved logistical and financial support.
- The discussion emphasised on collaborative/integrative approach to sector monitoring, use of existing/prevaling administrative set up and enhanced sub district mechanism to improve reliability of reporting.

¹ Full copies of the papers presented may be obtained on request from via MWEM and MoH members of the Interim Task Force (see Appendix 6)

2. Sector Monitoring Experiences: Ministry of Health (MoH)
- paper presented by Mr. A. Kahesa
-

Major issues covered by this presentation include:

- Brief outline of monitoring mechanisms for the sector in the Ministry of Health. These included statistical reports, overall reports and personal observations during supervisory visits and written reports. The information is supposed to flow from ward to national level with little if any, feedback. Monitoring forms and brief description for these were provided.
 - Problems facing the reporting systems: Questionable validity of reports gathered and inadequate supervisory activities due to communication and financial constraints. Solutions to these problems were suggested as improving manpower, transportation and administrative issues related to monitoring.
 - Scrutiny of monitoring forms was done and correction made.
 - In the discussion, clarifications were given on "acceptable" latrines, and the place of the Village Health Worker (VHW) in monitoring sanitation activities at community level. It was also suggested that the information collected be made "dynamic" instead of static as it appears.
3. Sector Monitoring Experiences: Ministry of Community Development, Women and Children - paper presented by Ms. J. Kizenga
-

In this presentation the following issues were covered:

- The prevailing structure of the Ministry was elaborated, showing that there were 6 departments, among which is the Health through Sanitation and Water (HESAWA) Department. Function of the Ministry was also described in brief, the role of the Ministry in monitoring of water and sanitation is provided in the paper according to administrative levels.
- The role of HESAWA department was covered. Programme of HESAWA now in the Lake Zone regions of Mwanza, Kagera and Mara is aimed to improve the health of its people through improved water and sanitation and social-economic improvement. However, it was shown that the involvement of technical Ministries (MAJI and AFYA) has not been adequate. Duplication of the programme in another 6 regions (Arusha, Shinyanga, Singida, Tabora, Coast and Dar es Salaam) is planned under UNDP support.
- Discussion was centered mostly on the HESAWA programme and its relation to the sectoral technical Ministries. Emphasis was put on enhanced cooperation and collaboration in order to assure sustainability. It was also realised that there was inadequate Community Development Assistants (CDA) coverage in the country due to Local Government employment capability - emphasis was put to encourage technical mobilisation through these technicians.

4. Possible Monitoring System Based on Existing Systems: - paper presented by Mr. A.R. Mutalemwa
-

This paper summarised a possible Monitoring System based on recommendations of the Water and Environmental Sanitation Task Force for UNICEF supported programmes, that met at the Sokoine University of Agriculture (SUA) in Morogoro in March 1991 to develop a five year Tanzania Country Programme for UNICEF support to Water and Sanitation activities. Aspects presented included:

- Experiences from Morogoro concerning participatory monitoring and reporting system for the Health and Water Sectors. The paper then recommended that emphasis be laid on participatory monitoring at the community level and two way flow of information through the administrative hierarchy.
- Model for Data and Information management to be used in the monitoring of water and sanitation was provided and also an evaluation form proposed. The proposed model was generally acceptable except for some modification.

5. DHV Experience - Netherlands Supported Water Projects in Morogoro and Shinyanga - paper presented by Ms. M. Kirimbai
-

This paper covered the following issues:

- A brief account of the purpose of the programme's monitoring tool and a description of procedures that were followed. This included an overview of the reporting flow and the forms used in the reporting.
 - Tripartite collaboration of personnel from Water, Community Development and Health was explained as a pre-condition for establishing a presence in a ward.
 - Discussion stressed collaboration of the three sectors (Maji, Maendeleo and Afya) and streamlining of the reports at different levels from Village to District.
- 6 An Overview of the WHO/UNICEF Framework for Global and Country Level Water and Sanitation Sector Monitoring
- Mr.F.Zawide, WHO sub-Region III, Harare
-

This paper was distributed as an important contributing resource paper to the discussions.

PART III
APPENDICES

APPENDIX 1

LIST OF PARTICIPANTS

<u>Name</u>	<u>Position/Contact Points</u>
1. Simon S. Mambali	Director of Water Research, Ministry of Water, Energy and Minerals, P.O. Box 9153, Dar es Salaam Tel. 48342, Telex 41698 ENERGY TZ
2. S.G. Mkuchu	Director, Operation, Maintenance and Water Laboratories, Ministry of Water, Energy and Minerals, P.O. Box 9153, Dar es Salaam Tel. 49113, Telex 41698 ENERGY TZ
3. A.A. Senguo	Ag. Director of Planning, Ministry of Water, Energy and Minerals, P.O. Box 9153, Dar es Salaam Tel. 28607/31433 Telex 41698 ENERGY TZ
4. William Uronu	Ag. Director of Sewerage and Drainage, Ministry of Water, Energy and Minerals, P.O. Box 9153, Dar es Salaam Tel. 49113 Telex 41698 ENERGY TZ
5. F.Z. Njau	National Project Co-Ordinator URT/89/003 Ministry of Water, Energy and Minerals, P.O. Box 9153, Dar es Salaam Tel. 35734, 31433 Telex 41698 ENERGY TZ
6. B.E. Njau	Head of Design Section, Ministry of Water, Energy and Minerals, P.O. Box 9153, Dar es Salaam Tel. 22307/31433 Telex 41698 ENERGY TZ
7. A.G.T. Nyenza	Senior Planning Officer, Ministry of Water, Energy and Minerals, P.O. Box 9153, Dar es Salaam Tel. 31433 Telex 41698 ENERGY TZ
8. M.O.Y. Msuya	Head, Hydrological Services, Ministry of Water, Energy and Minerals, P.O. Box 9153, Dar es Salaam Tel. 49113 Telex 41698 ENERGY TZ
9. D.M. Ishengoma	Head Operations Section, Ministry of Water, Energy and Minerals, P.O. Box 9153, Dar es Salaam Tel. 49113 Telex 41698 ENERGY TZ
10 Damas Shirima	Head, Water Master Plan Co-Ordination Unit Ministry of Water, Energy and Minerals, P.O. Box 9153, Dar es Salaam Tel. 49113 Telex 41698 ENERGY TZ

11. Hubert E. Meena Economist,
Ministry of Water, Energy and Minerals,
P.O. Box 9153, Dar es Salaam
Tel. 31433 Telex 41698 ENERGY TZ
12. Rebecca Y. Budimu (Ms) SAEE, Ministry of Water, Energy and
Minerals,
P.O. Box 9153, Dar es Salaam
Tel. 49113, Telex 41698 ENERGY TZ
13. P.M. Rugeiyamu Senior Principal Executive Engineer,
Ministry of Water, Energy and Minerals,
P.O. Box 9153, Dar es Salaam
Tel. 31433, Telex 41698 ENERGY TZ
14. H.A. Hashil Director of Programme Planning and
Implementation, NUWA,
P.O. Box 5340, Dar es Salaam
Tel. 31191 Telex 41698 ENERGY TZ
15. John H. Msami Senior Assistant Executive Engineer,
Ministry of Water, Energy and Minerals,
P.O. Box 9153, Dar es Salaam
Telex 41698 ENERGY TZ
16. Onesmo Karumba Regional Hydrogeologist,
P.O. Box 42, Songea
17. C.M.M. Maheri Regional Water Engineer,
P.O. Box 141, Mtwara
Tel. 3052/2431/2148 Telex 56337
18. Boniface Sanga Sanitary Engineer,
Ministry of Water, Energy and Minerals,
P.O. Box 35066, Dar es Salaam
Tel. 49133 Telex 41698 ENERGY TZ
19. C.M. Mtoi Chief Accountant,
Ministry of Water, Energy and Minerals,
P.O. Box 9153, Dar es Salaam
Tel. 31433 Telex 41698
20. B.M. Magimba Regional Water Engineer,
P.O. Box 570, Iringa
Tel. 30151 Telex 52223
21. Eng. A.K. Kigingi Regional Water Engineer,
P.O. Box 3020, Arusha
Tel. 2763/3621 Telex 42035
22. Y.I. Makongwa Ag. Regional Water Engineer,
P.O. Box 164, Morogoro
Tel. 4823/3516 Telex 55041

23. Alex Musilanga Regional Water Engineer,
P.O. Box 42, Songea
24. L.S.K. Rweyemamu District Water Engineer,
P.O. Box 47, Biharamulo
Tel. 36
25. L.N. Senge Senior Technician,
Regional Water Engineer's Office,
P.O. Box 3020, Arusha
Tel. 2763/3621 Telex 42035
26. Muh'd. Ilyasa Executive Engineer,
Water Department,
P.O. Box 460, Zanzibar
Tel. 32673
27. Moh'd. M. Haji Health Educator,
Ministry of Health, P.O. Box 236, Zanzibar
Tel. 32561
28. Dr. Ali A. Mzige Ag. Director Preventive, Ministry of
Health, P.O. Box 9083, Dar es Salaam
Tel. 23676/20261, Telex 41455 TASHEPO
29. Dr. E.G. Malangalila Regional Medical Officer,
P.O. Box 510, Tanga
Tel. 42997 Telex 45040
30. Dr. A.U. Dahoma Regional Medical Officer,
P.O. Box Arusha
Tel. 3658 Telex 42035
31. Dr. G.L. Upunda Regional Medical Officer,
P.O. Box 904, Dodoma
Tel. 20448 Telex 53061
32. Andrew Y. Kahesa Ag. Principal Health Officer,
Ministry of Health,
P.O. Box 9083, Dar es Salaam
Tel. 20261/23636 Telex 41455 TASHEPO
33. B.E. Amri Senior Health Officer,
Ministry of Health,
P.O. Box 65219, Dar es Salaam
Tel. 29753 Telex 41455
34. Dr. H.A.S. Kasale Senior Medical Officer (HEV),
Ministry of Health,
P.O. Box 9083, Dar es Salaam
Tel. 29753, Telex 41455
35. Dr. R. Mkerenga Senior Medical Officer (E),
Ministry of Health,
P.O. Box 9083, Dar es Salaam
Tel. 23676, 20261 Telex 41455 TASHEPO

36. B.B. Mwambela
City Health Officer,
City Council, DSM
P.O. Box 9084, Dar es Salaam
Tel. 23551/33032
37. D.A. Mwalyambwile
Regional Health Officer,
Ministry of Health,
P.O. Box 904, Dodoma
Tel. 22526 Telex 53061
38. Fabian J. Magoma
Municipal Health Officer,
Ministry of Health,
P.O. Box 178, Tanga
Tel 42997 Telex 45040
39. Salim A. Sabuni
Municipal Health Officer,
Municipal Council,
P.O. Box 166, Morogoro
Tel 2011 Telex 55041
40. Charles Swai
Public Health Engineer,
Ministry of Health,
P.O. Box 9083, Dar es Salaam
Tel. 20261/27191 Telex 41455
41. Agustino M. Mlay
Regional Health Officer,
P.O. Box 3092, Arusha
Tel.3658 Telex 42035
42. R.K. Rweguza
Regional Planning Officer,
P.O. Box 544, Mtwara
Tel. 3093-5 Telex 56337
43. Seif Athman
Regional Child Survival and Development
Programme,
P.O. Box 544, Mtwara
44. Yusuf G. Mwita
Sanitary Engineer, Ministry of Health, P.O.
Box 9083, Dar es Salaam
Tel. 20261/27191 Telex 41455 TASHEPO
45. Michael Seager
Investment Planning Adviser,
MWEM/UNDP, URT/89/003,
P.O. Box 9182, Dar es Salaam
Tel. 35734, 31433 Telex 41698 ENERGY TZ
46. Maarten Schroder
Project Preparation Adviser,
MWEM/UNDP, URT/89/003,
P.O. Box 9182, Dar es Salaam
Tel. 35734, 31433 Telex 41698 ENERGY TZ
47. Harry Piirainen
Finance and Management Information Adviser,
MWEM/UNDP, URT/89/003,
P.O. Box 9182, Dar es Salaam
Tel. 35734, 31433 Telex 41698 ENERGY TZ

48. Jussi Saavalainen Management Adviser,
FINNWATER/FINNIDA,
P.O. Box 26, Mtwara
Tel. 2133 Telex 56337
49. N. Lombardi Water Engineer,
Tanganyika Christian Refugee Service,
P.O. Box 365, Singida
Tel. 2335 Telex 53278
50. Dr. T.V. Luong Project Coordinator,
UNICEF,
P.O. Box 4076, Dar es Salaam
Tel. 46463 Telex 41103 FAX 46772
51. Dauda B. Wurie Project Officer WES/UNICEF,
P.O. Box 4076, Dar es Salaam
Tel. 46463 Telex 41103 Fax 46772
52. A.M. Mwaipopo Project Officer,
UNICEF,
P.O. Box 4076, Dar es Salaam
Tel. 46463 Telex 41103 Fax 46772
53. W.M. Mtenga Health Information and Documentation
Officer, Programme Officer, WHO
PO Box 9292, Dar es Salaam
Tel. 46280 Telex 61112 WHO ACP
54. Sylvester Sisila National Programme Officer,
UNDP, P.O. Box 9182, Dar es Salaam
Tel. 46711
55. Mary Kirimbai (Ms) Programme Coordinator, Morogoro/Shinyanga
Rural Water and Sanitation,
DHV Consultants,
P.O. Box 35089, Dar es Salaam
Tel.49113 Telex 41698
56. D. Makerere Project Officer,
AMREF (T), P.O. Box 2773,
Dar es Salaam
Tel. 46440,46785 Telefax 46440
57. Tuire Nikulainen (Ms) Management Consultant,
Finnida/ Zanzibar Urban Water Supply
Project, P.O. Box 1327, Zanzibar
Tel. 32673
58. Hamad J. Bakari Hydrogeologist,
Finnida/ Zanzibar Urban Water Supply
Project, P.O. Box 1327, Zanzibar Tel. 32673

59. Amon Manyama
Macro Economist,
Ministry of Finance,
P.O. Box 9111, Dar es Salaam
Tel. 21271 Telex
60. Juma A. Kidesu
Project Management Officer,
Ministry of Regional Administration and
Local Government,
P.O. Box 1501, Dodoma
Tel. 23255, 21596 Telex 53061 REGCOM TZ
61. S.A. Mwajeka
District Planning Officer,
P.O. Box 547, Njombe
Tel. 25
62. M.K. Mwingira
Principal Statistician,
Bureau of Statistics,
P.O. Box 796, Dar es Salaam
63. Michael P. Mauki
Civil Servant,
Regional Commissioner's Office,
P.O. Box 377, Arusha
Tel.2270 Telex 42035
64. N.S. Magonya
Economist,
Planning Commission,
P.O. Box 9242, Dar es Salaam
Tel. 29411 Telex
65. J.D.Kizenga (Ms)
Planning and Control Officer,
Ministry of Community Development, Women
and Children,
P.O. Box 3448, Dar es Salaam, Tel. 28171
66. T.P.N. Kyaruzi
Project Management Officer, HESAWA,
P.O. Box 604, Mwanza
Tel.40407 Telex 46137 RIDEP
67. J.J. Singano
SAEE, Head of HESAWA Section,
Ministry of Water, Energy and Minerals,
P.O. Box 3020, Arusha
68. M.C.P. Mushi
Workshop Manager,
Ministry of Water, Energy and Minerals,
P.O. Box 9153, Dar es Salaam
Tel. 49113 Telex 41698

APPENDIX 2

LIST OF FUNCTIONARIES

Session Chairpersons:

Mr. Wilfred Mwabulambo
Mr. S.G. Mkuchu
Mr. F.Z. Njau
Dr. E.G. Malangalila
Dr. R. Mkerenga

Rapporteurs:

Mr. M.O.Y. Msuya (principal rapporteur)
Dr. R. Mkerenga
Mr. F.J. Magoma

Workshop supporting staff:

Jullie L. Tayari (Ms)
Secretary, RWE's Office, Arusha
M.S. Munisi (Ms)
Senior Accountant, RWE's Office, Arusha
Victor L. Mchana
SAT Secretary, Ministry of Water, Energy and Minerals,
Ubungo, Dar es Salaam
Tabu Rajabu
Secretary, UNICEF, Dar es Salaam

Organising Committee:

D.M. Ishengoma (Chairman)
Andrew Y. Kahesa (Co-Chairman)
Rebecca Y. Budimu
Boniface Sanga
Yusuf G. Mwita
W.M. Mtenga
Dr. T.V. Luong
Dauda B. Wurie
Michael Seager

Workshop Secretariate:

Andrew Y. Kahesa (Chairman)
Rebecca Y. Budimu
Yusuf G. Mwita
Charles Swai
Boniface Sanga

Reporting Committee:

M.O.Y. Msuya (Chairman)
Rebecca Y. Budimu
Boniface Sanga
Yusuf G. Mwita
Dr. T.V. Luong
Dauda B. Wurie
Michael Seager

APPENDIX 3

SUGGESTED READING LIST

"THE WATER POLICY"; Ministry of Water, Energy and Minerals; Dar es Salaam, Tanzania; 1991

"PRIMARY HEALTH CARE (PHC) STRATEGY"; Ministry of Health; Moshi, Tanzania; 1991

"ENVIRONMENTAL HEALTH GUIDELINES"; Environmental Health Unit, Ministry of Health; Dar es Salaam, Tanzania; 1991

"IMPLEMENTATION OF RURAL WATER SUPPLY AND SANITATION IN TANZANIA"; Seminar Proceedings; Arusha, Tanzania; March 1986

"MANUAL ON PLANNING, MONITORING AND EVALUATION IN TANZANIA"; (Provisional); President's Office, Planning Commission; Dar es Salaam, Tanzania; October 1991

"WHO AND UNICEF JOINT MONITORING PROGRAMME FOR THE WATER AND SANITATION SECTOR"; Protocol; New York; November 1990

APPENDIX 4

WORKSHOP EVALUATION

A. SUMMARY OF EVALUATION FINDINGS

A total of 41 participants took part in the evaluation, which was conducted by confidential questionnaire. All questions were answered by most of the participants except Q11, relating to how the Workshop and its output could have been improved, which was not answered by 25% of the evaluation participants. Generally the feeling was that the Workshop was successfully conducted and the objectives/outputs were realised.

1. Expectations/Preparations

- The majority of participants had expected that the workshop would develop strategies for sector monitoring, a plan of action and a framework/system for sector monitoring. Most of them felt that these expectations were met.
- Most participants had prepared for the Workshop, but they felt they had not been adequately briefed before hand.

2. Achievements

- Most participants observed that the Workshop's main achievement was the Strategy Framework and Action Plan developed. Other achievements were seen to be "collaboration", "information sharing" and "learning/awareness" creation.
- The biggest impact of the Workshop was reported to be "improved collaboration" followed by "increased awareness" and "unified monitoring system".

3. Follow up

- Implementation of the formulated Action Plan was seen to be the main follow up action required, followed by formation of coordination bodies at all levels and conduction of further/review workshops.
- Most participants pledged to communicate with colleagues and others on the experience of the Workshop by discussions and meetings.
- Specific actions to be taken after the Workshop by the majority of the participants were:
 - (i) Review of existing systems (within next month)
 - (ii) Formulation of agreed monitoring formats (within next 6 months)
 - (iii) Testing and installation of agreed formats (long term)
- Major ways suggested of informing fellow participants were: communication through exchange of letters, inviting fellow participants to workshops and meetings, and sending copies of reports to fellow participants.

4. Positive and negative aspects

- According to most answers, the workshop and its output could have been improved by early distribution of the timetable, workshop outline and list of participants, followed by allowing more time for group discussions. One participant suggested full participation of the Principal Secretaries of MAJI, AFYA and Regional Administration and Local Government.
- Other suggestions were that further experience papers should have been delivered at the beginning of the workshop and at intervals corresponding to every session, instead of being given at only the first session.
- About likes and dislikes, many participants liked the participatory group approach, multisectoral participation, the balance of sessions and the participation commitment. Many did not like the travel arrangements and the timing of the workshop and sessions.
- Most participants felt that the workshop duration was too short and the length of the working day too long
- Meagre daily subsistence allowances, delayed opening and closing sessions of the workshop and limited number of External Support Agency participants were also strongly expressed

B. WORKSHOP EVALUATION: DETAILED ANALYSIS

1. PREPARATIONS

Q1. What were your expectations of this Workshop?

Common answers:

- Broad consensus between sector agencies - 1
- Developing strategies for sector monitoring system - 9
- Plan of action for establishment of a monitoring system - 12
- Developing a framework/system for sector monitoring - 10
- Learning and exchange of experiences between various sector agencies - 13
- Collaboration (spirit of) between sector agencies - 4

Others:

- Hard work by participants - 2
- Water and Sanitation Sector Plan - 1
- High expectations - 2
- Few expectations - 1
- No expectations - 2
- Strengthening of the Primary Health Care - 1
- Problem Solving - 1
- Establishment of a monitoring system - 1
- Recommendation for a Sanitation Department at District Level - 1

Q2. Were your expectations met?

Answers:

- In Full - 24
- In Part - 13
- Not at all - Nil

Q3. Were you adequately briefed about the Workshop arrangement and content?

Answers:

- Yes - 18
- No - 15
- Partly - 9

Q4 A. Did you prepare for the workshop?
B. Did your preparations prove relevant?

Answers:

- | | | | |
|--------|------|--------|------|
| A. Yes | - 24 | B. Yes | - 20 |
| No | - 10 | No | - 2 |
| Partly | - 2 | Partly | - 4 |

Others:

- With an open mind - 4
- Mental/physical preparations that proved relevant - 1

2. ACHIEVEMENTS

Q5. What was the Workshop's main Achievement?

Answers:

- Collaboration and information sharing - 12
- Development of strategy/action plan/framework - 29
- Awareness creation/learning - 6
- Workshop quality - 3

Others:

- High Quality "brain storming" - 1
- To finish one workshop in time! - 1

Q6. What do you think should be the main impact of this workshop?

- Need to implement water policy - 1
- Improve performance - 2
- Involvement of community - 1
- Better health - 1
- Better statistics - 1
- Improved entry point for PHC - 1
- Clear view of status - 1
- Improved follow-up - 1
- Better funds utilisation - 1

Q7 What should be the main follow-up activities from this workshop?

- Formation of a task force - 1
- Implementation of the formulated Action Plan - 22
- Workshop Report - 1
- Coordination bodies at all levels - 8
- Establishment of a monitoring system - 2
- Usage of the Water Policy - 1
- Further review workshops - 7
- Establishment of responsibility line - 1
- Flow of information - 2
- Workshops at lower levels - 1
- Awareness promotion/creation at lower levels - 1
- Resources identification - 1
- Standardisation of policies - 1

Q8. How will you communicate with colleagues and others on your experience of this workshop?

- Directly by discussions, meetings, etc. - 20
- Through working groups - 5
- By distribution of written information on the workshop - 1
- Feedback on the workshop report - 4
- Through the Action Plan - 5
- Through Government Programme Review/Meetings - 6

Q9. What specific follow-up actions are you going to take as a result of this workshop?

- (i) Within the next month?
- (ii) Within the next 6 months?
- (iii) Longer term?

Answers:

- Review of existing systems review, formulation of agreed monitoring formats and testing of agreed formats - 22
- Updating of existing reports/information - 6
- Initiate collaboration activities between Maji, Afya, & Maendeleo - 4
- Formation of Working Groups - 1
- Contributing inputs to support MWEM's role in implementing the Workshop Action Plan - 1
- Implement directives from own institution - 1

Q10. How will you inform fellow participants on the follow-up you will take?

Answers:

- Through letters - 9
- Invitations to workshops/meetings - 15
- Sending copies of reports to fellow participants - 8
- Through a coordination mechanism established by the Workshop - 4
- By establishing working contacts - 2

3 POSITIVE AND NEGATIVE ASPECTS

Q11. How could the Workshop and its output have been improved?

Answers:-

- Earlier distribution of time table, workshop outline and list of participants - 11
- Allowing more time for Group Discussions - 5
- Quicker distribution of working output - 2
- Further experience papers should have been presented at and corresponding to every session - 2
- Guideline questions should have been made clearer - 2
- By including field staff as participants -2
- By increasing Workshop duration - 2
- No better improvements needed - 2
- By providing more generous DSAs - 1
- Widening the range of participation - 1
- By better organisation of workshop sessions - 1
- By preparing a more detailed workplan - 1
- By having less ambitious workshop objectives or professional workshop moderation - 2
- By full participation of Principal Secretaries for MAJI, AFYA and Local Government - 1
- By including a Field visit - 1

Q12. What did you like most about the Workshop?

Answers:-

- The participatory approach - 7
- Group approach - 6
- The Workshop Programme - 5
- Multisectoral participation - 4
- Group presentations - 4
- The balance between paper presentations, working groups and Plenary discussions - 3
- Group discussions - 3
- Secretarial performance - 2
- Everything - 2
- Timing - 2
- Discipline and attentiveness of participants - 2
- The good mix of participants/agencies - 1
- The chairing - 1
- Composition of working groups - 1
- Guideline questions - 1
- Facilitation - 1
- Participation commitment - 1
- Secretariat - 1

Q13. What did you dislike most about the Workshop?

Answers:

- Timing - 16
- Travel arrangements - 7
- The administration - 4
- Meagre allowances - 4
- Slow start - 3

- Accommodation arrangements - 3
- Unclear guideline questions - 2
- Lack of field visit - 1
- Having expatriates as rapporteurs - 1
- Short workshop duration - 1
- No shopping time - 1
- No resting time - 1
- Workshop organisation - 1
- Low temperature in conference room - 1
- Insensitivity of the organising committee - 1

Q14. Would you like to comment specifically on any of the following?

- Number and level of participation - OK (15/16)
- Range of organisations/institutions represented:-
 - OK - 26
 - More ESAS required - 5
 - Too many MAJI participants - 1
 - Some PHCs should participate - 1
 - Inadequate range - 2
- Workshop duration:
 - OK - 15
 - Insufficient - 13
- Length of Working Day
 - Too long - 15
 - OK - 11
- Mix of Plenary and Group discussions
 - OK - 24
 - Inadequate Group discussions - 1
- Opening & Closing Sessions
 - OK - 9
 - Unsatisfactory - 16
- Organisation, Guidance & Resourcing
 - OK - 19
 - Poor - 7
- Reporting
 - OK - 23
 - Unsatisfactory - 1
- Venue, Conference & Discussion facilities
 - OK - 23
 - Poor - 3
- Hotel and food/refreshment arrangements
 - OK - 22
 - Poor - 4
- Travel arrangements
 - OK - 17
 - Poor - 7
- Any other aspects: Poor DSAs, Poor mix of Group 1, No shopping time

APPENDIX 5

COUNTRY WATER AND ENVIRONMENTAL SANITATION SECTOR
MONITORING WORKSHOP PROGRAMME
5-9 AUGUST, 1991

ACTIVITY	RESOURCE PERSONS	TIME
<u>4TH AUGUST, 1991</u>		
Registration of Participants	Participants	15.00 - 17.00
<u>DAY I 5TH AUGUST, 1991</u>		
Late registration of participants	Organising Committee	08.00 - 10.00
Introducing Guest of Honour and Participants	Session Chairman (Principal Secretary, Ministry of Health)	10.00 - 10.05
Welcoming and Key Note Addresses	Principal Secretary, Ministry of Health	10.05 - 10.15
Opening Address	Minister for Water, Energy and Minerals.	10.15 - 10.30
Vote of Thanks	Participants	10.30 - 10.40
Group Photograph	Participants	10.40 - 11.10
	COFFEE/TEA BREAK	11.10 - 11.45
Introduction Remark (Workshop Objective)	Principal Secretary, Ministry of Water, Energy and Minerals	11.45 - 12.00
Self Introduction	Participants	12.00 - 12.15
Organization of Working Groups and Briefing	Organizing Committee Chairmen	12.15 - 13.00
	L U N C H	13.00 - 14.30
<u>AFTERNOON - PROBLEMS ANALYSIS</u>		
Group Discussions (Problem Analysis)	Groups	14.30 - 15.30
	COFFEE/TEA BREAK	15.30 - 16.00
Group Discussions (Problem Analysis)	Groups	16.00 - 17.30
<u>DAY II 6TH AUGUST, 1991</u>		
<u>MORNING - EXPERIENCES SO FAR</u>		
Plenary Session on problem analysis (Group Reporting)	Group rapporteurs	08.30 - 09.30
Sector Monitoring Experience		
- Ministry of Water, Energy and Minerals	Mr. A.A. Senguo	09.30 - 10.00
- Ministry of Health	Mr. A. Kahesa	10.00 - 10.30
	COFFEE/TEA BREAK	10.30 - 11.00
- Ministry of Community Development, Women and Children	Ms. J.D. Kizenga	11.00 - 11.30
- Possible Sector Monitoring System based on existing infrastructure	Mr. A. Mutalemwa	11.30 - 12.00
- DHV Experience : The Netherlands Supported Water Projects	Ms. M. Kirimbai	12.00 - 12.30
- Discussion of Papers	Participants	12.30 - 13.00
	L U N C H	13.00 - 14.30
<u>AFTERNOON - FRAMEWORK FOR FUTURE SYSTEM</u>		
Summary of Proceedings and introduction to next meeting session	Workshop Secretariate	14.30 - 15.00
Group Discussions (Framework of future monitoring system to support Universal Coverage Water Sanitation)	Groups	15.00 - 15.30
	COFFEE/TEA BREAK	15.30 - 16.00
Group Discussions (continue)	Groups	16.00 - 17.30

**COUNTRY WATER AND ENVIRONMENTAL SANITATION SECTOR
MONITORING WORKSHOP PROGRAMME
5-9 AUGUST, 1991**

ACTIVITY	RESOURCE PERSONS	TIME
DAY III 7TH AUGUST, 1991		
MORNING - DEVELOPMENT OF STRATEGY		
Plenary Session on future monitoring system (Group reporting)	Group rapoteurs	08.30 - 10.00
Summary of Proceedings and introduction to next working session	Workshop Secretariate	10.00 - 10.30
Group Discussions (Development of strategy)	Groups	COFFEE/TEA BREAK 10.30 - 11.00 11.00 - 13.00
Group Discussions (Development of strategy)	Groups	LUNCH 13.00 - 14.30 14.30 - 15.30
Plenary Session on strategy (Group reporting)	Group Rapoteurs	COFFEE/TEA BREAK 15.30 - 16.00 16.00 - 17.30
DAY IV 8TH AUGUST, 1991		
Summary of Proceedings and introduction to next working session	Workshop Secretariate	08.30 - 09.30
Group Discussions (Action Plan for Implementation of Monitoring System)	Groups	09.30 - 10.30
Group Discussions (Action Plan for Implementation of Monitoring System)	Groups	COFFEE/TEA BREAK 10.30 - 11.00 11.00 - 13.00
Plenary Session on Action Planning (Group reporting)	Group Rapoteurs	LUNCH 13.00 - 14.30 14.30 - 15.30
Working Session	Working Secretariate	16.00 - 17.00
Distribution of Workshop Evaluation Forms	Organizing Committee	
DAY V 9TH AUGUST, 1991		
Working Session of Workshop outcome	Workshop Secretariate	08.30 - 09.00
Plenary Session (Draft Workshop outcome)	Workshop Committee	09.00 - 10.15
Final Working Session	Workshop Secretariate	COFFEE/TEA BREAK 10.15 - 10.45 10.45 - 12.30
Plenary Session (Presentation of final Workshop outcome)	Workshop Secretariate	12.30 - 13.00
Closing Address	Minister for Health	13.00 - 13.15
Summary of Workshop Evaluation	Organizing Committee	13.15 - 13.30
		LUNCH 13.30 - 14.30
10TH AUGUST, 1991		
DEPARTURE		

APPENDIX 6

CONTACT POINTS FOR THE INTERIM TASK FORCE (NATIONAL WEST TASKFORCE)

1. S.G. Mkuchu Chairman
Director, Operation, Maintenance and Water
Laboratories, Ministry of Water, Energy and Minerals
P.O. Box 9153 Dar es Salaam
Tel 49113, Telex 41698 ENERGY TZ

2. B.E. Amri Member
Senior Health Officer, Ministry of Health
P.O. Box 65219 Dar es Salaam
Tel. 29753 Telex 41455 TASHEPO

3. A.Y. Kahesa Member
Principal Health Officer, Ministry of Health
P.O. Box 9083 Dar es Salaam
Tel. 20261/23636 Telex 41455 TASHEPO

4. J.D. Kizenga (Ms) Member
Planning and Control Officer, Ministry of Community
Development, Women and Children
P.O. Box 3448 Dar es Salaam
Tel. 28171

5. B.E. Njau Member
Ag. Director of Design, Construction and Materials
Testing, Ministry of Water, Energy and Minerals
P.O. Box 9153 Dar es Salaam
Tel. 22307/31433 Telex 41698 ENERGY TZ

6. F.Z. Njau Member
National Project Co-ordinator, Ministry of Water,
Energy and Minerals
P.O. Box 9153 Dar es Salaam
Tel. 31433 Telex 41698 ENERGY TZ

7. A.A. Senguo Member
Ag. Director of Planning, Ministry of Water, Energy
and Minerals
P.O. Box 9153 Dar es Salaam
Tel. 28607/31433 Telex 41698 ENERGY TZ

8. W. Uronu Member
Director, Sewerage and Drainage, Ministry of Water,
Energy and Minerals
P.O. Box 9153 Dar es Salaam
Tel 48247 Telex 41698 ENERGY TZ

9. Dauda B. Wurie Secretary
Project Officer, WES/UNICEF
P.O. Box 4076 Dar es Salaam
Tel. 46463 Telex 41103 Fax 46772

10. Dr. T.V. Luong Project Co-ordinator, UNICEF
P.O. Box 4076, Dar es Salaam
Tel. 46463 Telex 41103 Fax 46772

Co-Opted Members/Observers

Invited members of the Sector Advisory Team, Ministry of Water Energy and Minerals.