

Summary of the Terminal Evaluation

I. Outline of the Project	
Country: Tanzania	Project: Rural Water Supply and Sanitation Capacity Development (RUWASA-CAD) Project
Sector: Rural water supply	Cooperation scheme: Technical cooperation project
Division in charge: Water Resources Management Division II, Global Environment Department	Cooperation amount (at the time of evaluation): 420,000,000 yen
Period of cooperation	(R/D): Sept. 2007 – July 2010
	(Extension):
	(F/U):
	Partner country's implementing organization: Ministry of Water and Irrigation (MoWI)
	Supporting organization in Japan: Earth System Science Co., Ltd.
	Other related cooperation: Development studies: Rural Water Supply in Southern Districts Survey (2000 – 2001) The Study on Water Supply Improvement in Coast Region and Dar es Salaam Peri-Urban (2004 – 2006) Grant aid: The Project for Rural Water Supply in Lindi and Mtwara Regions (2003 – 2005) The Project for Water Supply Development around the Metropolitan Area (2007 – 2010)
1-1 Background to and outline of the cooperation	
<p>As of 2005 the water supply rate stood at 74% in urban areas in the United Republic of Tanzania (hereinafter referred to as “Tanzania”) and at 53.5% in rural areas, with 13.4 million people not receiving water supply in rural regions. This project targets four regions facing the coast: Lindi Region, Mtwara Region, Coast Region, and Dar es Salaam Region, as well as 22 districts found within these regions. In 70% of these districts the water supply rate for rural areas is below the national average, and in 40% of the districts the operating rate for water supply facilities is less than 50%. What is more, the national water policy that was revised in 2002 lays out the goal of enabling every citizen to access clean, safe water within a range of 400 m. However, it was reported that during the dry season approximately 30% of the households have to travel a distance of more than one kilometer each way to secure drinking water. What is more, the manual labor of drawing the water is the work of women and children, and so this is seen as having an impact on worsening women's health conditions and a decline in school attendance rates.</p> <p>Since 2006 Tanzania has been making rapid strides when it comes to aid coordination for the water sector, including the formulation of its Water Sector Development Programme (WSDP), which is the specific plan for its Sector-Wide Approach (SWAp) policy in the water sector, and the establishment of a common fund. In Tanzania the Ministry of Water and Irrigation had</p>	

previously instituted a new rural water supply project whereby communities undertook the operation and maintenance of water supply facilities under the guidance of the ministry. The Rural Water Supply and Sanitation Programme (RWSSP) has been rapidly moving ahead with decentralization policies that will transfer authority for tasks related to the rural water supply project that heretofore had been overseen by the Ministry of Water and Irrigation to the districts. For this reason, unless the capacity of district officials for implementing the RWSSP and their capacity for the operation and maintenance of the water supply facilities are strengthened, then it will be difficult to improve the water supply rate based upon the WSDP. What is more, the RWSSP stipulated that the Ministry of Water and Irrigation carry out planning and coordination over training designed to strengthen the capacities of region and district officials with respect to rural water supply. The Capacity Building and Training Section was installed within the Community Water Supply Division of the Ministry of Water and Irrigation to plan and coordinate this training. Back then no training structure existed for building the capacity of district officials, and the only thing to be found was an approximately three month course aimed at water technicians at a water resources vocational school. Furthermore, under the RWSSP the regions and Ministry of Water and Irrigation both lend support to the districts, but no support structure had been clearly established.

In order to improve the situation, Tanzania made a request to Japan for technical cooperation designed to strengthen the districts' maintenance capacities for their water supply facilities and support structures for these. This project was scheduled to be implemented over three years starting from September 2007 with the Capacity Building and Training Section of the Ministry of Water and Irrigation of Tanzania as the counterpart (C/P) agency. At present four experts have been dispatched (supervisor/rural water supply projects, assistant supervisor/water resources development and management/water supply planning, rural water supply facility planning/maintenance, civil organizations/sanitary education). In addition to capacity building for the maintenance of water supply facilities by district officials led primarily by the Capacity Building and Training Section, the project also aims to build a capacity building structure wherein region officials and officials from the Basin Water Organizations (BWOs) provide support to district officials.

1-2 Contents of the cooperation

Taking the Community Water Supply Division of the Ministry of Water and Irrigation of Tanzania as its counterpart, this project aims to build the capacity of the district water supply and sanitation teams that are effectively the organizers of rural water supply, as well as for the capacity development of related organizations that support said organizations.

- (1) Super goal
To improve the rural water supply and sanitary services in Tanzania mainland (the continental mainland excluding Zanzibar) by means of institutionalizing and implementing the training structure put into practice through this project within the WSDP.
- (2) Overall goal
To improve rural water supply and sanitary services in the targeted districts.
- (3) Project goal
To strengthen the implementation of the new rural water supply project and the operation and maintenance structure for rural water supply facilities in the targeted

districts.

(4) Outputs

- 1) Strengthening management capacity for capacity development plans related to rural water supply and sanitation by the Community Water Supply Division of the Ministry of Water and Irrigation.
- 2) Creating a model for the training structure in order to improve the capacity of the District Water and Sanitation Teams (DWSTs) for the implementation of rural water supply and sanitation projects.
- 3) Strengthening the capacity of the Basin Water Organizations (BWOs) to provide support to districts for the implementation of rural water supply and sanitation projects.
- 4) Strengthening the capacity of Regional Water and Sanitation Teams (RWSTs) to provide support to the districts for the implementation of rural water supply and sanitation projects.
- 5) Adapting the implementation cycle of and procedures for regional water supply and sanitation (RWSS) that were revised through this project into the implementation of the Regional Water Supply and Sanitation Sub-Programme (RWSSP) in the targeted districts.

(5) Inputs (as of February 2010)

Japanese side: Total amount inputted of 370 million yen

Provision of equipment: Approximately 13 million yen in total (192 million Tanzanian shillings)

Dispatch of experts: 4 people over 70.83 MM, payment of local costs: 105 million yen in total (1.57 billion Tanzanian shillings)

Acceptance of training participants: 5 people

Tanzanian side:

Counterpart placement: 7 people (including project directors and project managers)

Provision of land and facilities: Provision of an office for the Japanese experts

II. Outline of the evaluation team

Team members	(Field of responsibility:	Name	Position)
	1. Team Leader/Supervisor:	Mr. Yuji MARUO	International Cooperation Expert, Global Environment Department, JICA
	2. Evaluation and Planning:	Mr. Tsunenari HAYAMA	Staff Member, Water Resources Management Division II, Global Environment Department, JICA
	3. Evaluation Analysis:	Ms. Noriko FURUYA	Senior Researcher, Global Link Management Inc.
	4. Rural water supply:	Mr. Hiroshi JIGAMI	Operations Division II, Vision and Spirit for Overseas Cooperation (VSOC) Co., Ltd.

Period of the evaluation	February 12, 2010 – March 7, 2010	Type of evaluation: Terminal evaluation
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III. Outline of the evaluation results

3-1 Confirmation of the achievements

[Project goal]

At the point in time of the terminal evaluation study, the project goal could be deemed to have been largely achieved based on the following indicators. That is to say, the implementation of the new rural water supply project and operation and maintenance structures for rural water supply facilities continue to grow stronger in the targeted districts.

Indicator 1: With respect to the implementation of the RWSSP, DWSTs practicing the “adoption of a Demand-Responsive Approach (DRA) in their scoping survey candidate village selection procedures at the project formation stage” are in 9 of the 22 targeted districts (40%). While this has not yet reached the target value of 18 districts, even though other DWSTs are not practicing a perfect DRA they are practicing certain elements of this. What is more, during the training all of the participants from the DWSTs understood the importance of a community selection process that is in line with a DRA, and plan to employ this approach once again when the districts select the second batch of 10 villages each during the second cycle in the future.

Indicator 2: According to a questionnaire survey for the sake of monitoring, DWSTs that were putting into practice “careful examinations on and returning comments about the progress reports provided by the technical consultant (TSP) and soft consultant (FSP) and other accomplishments within the mutually agreed-upon time period” for the implementation of the RWSSP came to 20 districts (higher than 18 districts). This corresponds to 90.9% (higher than 80%) of the total 22 targeted districts, which exceeds the target value.

Indicator 3: According to a questionnaire survey for the sake of monitoring, DWSTs that were putting into practice “updating information related to district water supply and sanitation conditions and the maintenance status of existing water supply facilities every year” for RWSSP implementation came to 21 districts (higher than 18 districts). This corresponds to 95.4% (higher than 80%) of the total 22 districts, which already surpasses the target value.

Indicator 4: According to a questionnaire survey for the sake of monitoring, DWSTs that were putting into practice “indicating strategies and action plans related to rural water supply and sanitation dissemination aimed at households and schools within their DWSPs and annual plans” for the implementation of the RWSSP came to 19 districts (higher than 18 districts). This corresponds to 86.3% (higher than 80%) of the total 22 targeted districts, which meets the target value.

[Outputs]

Output 1: This has been deemed to have been achieved. The reasons for this are as follows:

(Indicator 1-1) Strategies for fostering human resources at each of the district, region, and river basin levels regarding the implementation of rural water supply and sanitation projects were formulated during the first phase (within six months of the start of the project) under the coordination of PMO-RALG and other concerned parties. As was reported at the time of the

mid-term review: “The strategies for fostering human resources regarding the implementation of rural water supply and sanitation projects for the DWSTs, RWSTs, and BWOs were prepared during the project’s preparatory phase and agreed upon during the second JCC meeting held in March 2008 by the project teams and JCC members.”

(Indicator 1-2) “Annual activity plans for the Training and Capacity Building (TCB) Unit (see note) have been formulated every year.” The FY2009/2010 annual activity plan for the TCB Unit was formulated in June 2009. Furthermore, this annual activity plan was revised in September following in the wake of the reorganization of the Community Water Supply Division (CWSD).

(Indicator 1-3) “The counterpart has been carrying out activities based on the action plans attached to the annual activity plans.” Moreover, during the fifth phase the training was completed under the supervision of the counterpart at all of the training courses. In other words, the counterpart carried out the project activities with a general understanding of the activity contents, time periods, and outcomes indicated in the action plans.

Note: Currently these have been reorganized into the Capacity Building & Training (CBT) Sub Section and the Capacity Development and Training Division.

Output 2: This has been deemed to have been largely achieved. The reasons for this are as follows:

(Indicator 2-1) The DWST training plan was implemented (confirmed during the mid-term review as well) over the course of the project’s preparatory phase (within nine months of the start of the project). As of February 2010 the fifth phase of training had been carried out. The necessary corrections were added in to the training plan as experience was gained with the training, and when the project ends it will have reached the stage where this will soon be completed as a training package.

(Indicator 2-2) A monitoring plan to record and analyze the training subjects’ satisfaction in the training, the techniques and knowledge they acquired, modifications to their behavior, and the impact of the training was formulated in February 2008 at the end of the first training phase (within nine months of the start of the project). In September 2008 the detailed particulars of this were agreed upon at the counterpart meeting (confirmed during the mid-term review as well). What is more, this monitoring plan, under which the monitoring was carried out as planned through the third round, has been revised and amended as needed, and has been integrated as part of the training structure model.

(Indicator 2-3) The training module guides were revised and new teaching materials were prepared in accordance with their contents, and a training package is almost completed. Specifically, the module guides have already been completed while the training package (which includes the teaching materials for the training) underwent a final revision in the terminal evaluation and study phase. It was confirmed that this is scheduled to be completed by the time the project ends.

During the training plan formulation process the existing training module was examined and revised in line with the major challenges taken up by NAWAPO. For the revised training module, a proposal related to the rural water supply and sanitation project cycle and procedures had been presented to the Institution Development & Capacity Building Technical

Working Group (ID & CB TWG) and the WSDP Program Coordination Team (PCT) by May 2008.

With the training structure model proposed through the project, methods for drafting capacity building plans that are highly user-friendly in that they would allow the districts and the DWSTs to formulate made-to-order training on their own to coincide with their current status and capabilities. This point is one that is worthy of special mention for the fact that the project adds value in an original manner.

Output 3: This is largely in the process of being achieved, with the expectation being that this will be completely achieved by the time the project ends. The reasons for this are as follows:

(Indicator 3-1) “Before the second training phase hydrogeology reconnaissance maps were distributed to all of the targeted districts by the BWOs” (completed in the second year). These were prepared by hydrogeology technicians at both of the target BWOs and distributed to all 22 of the targeted districts.

(Indicator 3-2) It could be said that we are reaching the stage where “updated hydrogeology data is distributed from the BWOs to all of the targeted districts every year.” The updating of the hydrogeology reconnaissance maps is currently underway, with the Ruvuma/Southern Coast BWO (RSC-BWO) finished with updating this and the Wami/Ruvu BWO (WR-BWO) currently collecting data to update this. Accordingly, those involved believe that the updating will be completed before the project ends.

Output 4: This is largely in the process of being achieved, and so long as further efforts continue then the expectation is that it will be completely achieved by the time the project ends. The reasons for this are as follows:

(Indicator 4-1) RWSPs are being formulated in the targeted regions. In the four targeted regions information on the districts is currently being collected for the creation of the RWSPs. Training for RWSP formulation for the RWSTs has been carried out, and since absolutely everything possible is being done to promote their creation under the project their formulation is scheduled to be completed by July 2010.

(Indicator 4-2) It could be said that we are reaching the stage where “the RWST in every target region provides confirmation of and feedback to the districts on the contents of the quarterly monitoring reports from the DWSTs within one month of receiving them.” The project has encouraged and made efforts to have the RWSTs involve themselves more actively in the facilitation and monitoring of Local Government Agencies (LGAs). As a result, with respect to the DWST quarterly reports, 13 districts received comments within FY2008/2009. Because of this, those involved have affirmatively predicted that the target values will be completely achieved by the end of the project.

Output 5: This can be deemed to have been largely achieved: The reasons for this are as follows:

(Indicator 5-1) We have reached the stage where “sub-projects requested by the villages are planned and designed based on the guidance and approval of the RWSTs and BWOs in all of the targeted districts.” Regarding the planning and design of sub-projects during the implementation of WSDP-related operations over FY2008/2009, there were 13 districts that

received guidance from the RWSTs, and 12 districts that received guidance from the BWOs. What is more, 8 of the 22 districts received approval from the RWSTs with respect to their operation plans and designs. While this is still not all of the targeted districts it is roughly half, with the expectation being that this number will increase further in the future.

(Indicator 5-2) “Proposals related to the necessary revisions for the project cycle and procedures for the rural water supply and sanitation project have been prepared.” The revised draft for the existing project cycle (RWSSP) and the process that were formulated in the first year and reassessed were presented to the WSDP’s PCT and the CWSD. Following the proposal, explanations of the proposed contents and responses to questions by the project teams have continued down to the present. Since the contents of the proposal by RUWASA-CAD is consistent with the policies of the WSDP, PCT has decided that it will use this in revising the WSDP-Project Implementation Manual (PIM; scheduled for 2012) in the future, with CWSD also indicating its agreement with this process.

3-2 Summary of the evaluation results

(1) Relevance

The project has been deemed to be highly relevant.

It is consistent with Tanzania’s various national development policies and strategies, such as the Second Poverty Reduction Strategy Paper (2005 – 2010), the Millennium Development Goals (MDGs), the Second National Water Policy (NAWAPO 2002), and also the WSDP that was initiated in February 2007 to achieve these. Since the government has started to strengthen the responsibility for operation and maintenance services for water supply at the district level under the WSDP, the project is consistent with the needs related to the capacity development for the districts and the organizations that will support them. The rural water supply sector is one of the priority sectors within Japan’s Country Assistance Program for the United Republic of Tanzania. This project is also consistent with Japan’s aid policy of attempting to strengthen the capacity of formulating, implementing, and managing water supply plans by means of fostering local human resources. What is more, by capitalizing on its experience with and the outcomes from its aid to Tanzania to date, Japan enjoys a comparative advantage in its aid to the country.

(2) Effectiveness

This project is highly effective.

The reason for this is because at the time of the terminal evaluation the project goal had been largely achieved. As such, so long as efforts continue to be carried out on promoting the activities scheduled for the project’s remaining time, then it is expected that this will be completely achieved by the time the project ends. All of the outputs contributed to the achievement of the project goal, but Output 2 (creating a model for the training structure) and Output 5 (adapting the sub-programme into the implementation) in particular extend their effects directly to the district level. On this account, they have contributed significantly to the project goal of “To strengthen the implementation of the new rural water supply project and the operation and maintenance structure for rural water supply facilities in the targeted districts.” Furthermore, outputs that strive to strengthen the capacity of the central government’s Ministry of Water and Irrigation itself, as well as the regions and BWOs that provide support to the districts

(Outputs 1, 3, and 4) are believed to have promoted the manifestation of results in concert with the activities of the outputs that functioned to incite cooperation between related agencies centered mainly around the districts, such as Outputs 2 and 5.

(3) Efficiency

The fact that synergistic effects brought about from the results of Japan's aid thus far and the utilization of resources (facilities and the assignment of knowledgeable human resources) have become a major factor behind the project's promotion boosts its efficiency. The project's results have an impact not only on the four targeted regions but also on other regions, thus giving rise to wide-ranging effects. The inputs from both Japan and Tanzania were largely sufficient to produce the envisaged outputs for achieving the goals. In terms of the extent to which results have been realized in that the project goal is being achieved, considering the unique properties of the sector it has been deemed to have achieved a great deal relative to its comparatively limited inputs, and therefore could be said to be highly efficient. However, capacity development serves as the foundation for raising the actual impact indicators at the front lines of community water supply. The significance of these results is that once improvements in the impact indicators are seen after several years have elapsed after the end of the project then an accurate comparison of the inputs and results (outcomes) can be performed. As such, another determination of the project's efficiency will have to be made once again at that point.

(4) Impact

As for the impact, while the possibility that it will take three to five years before the overall goal is achieved has been foreseen, changes on the DWST side (awareness and work behavior) have been appearing at the district level. Therefore, the impact will potentially grow larger. Moreover, regarding the fact that the aim is for a horizontal dissemination in the form of a nationwide deployment during the super goal stage, due to influence in the sense that institutional reforms that will spread nationwide have reached the point of being promoted as a reflection of the project, it is predicted that the project's impact will grow larger. Inquiries have also been coming in from other regions and districts that have learned about the contents of the project. As an initially unintended impact, the Community Water Supply Division has been working on formulating training plans in order to conduct training identical to this project in other regions. For this reason, if this training is put into practice then the project will have major knock-on effects and will have an enormous impact. No negative impacts have been observed.

(5) Sustainability

Owing to the reasons indicated below, so long as certain conditions are met then the project can be deemed to have ensured sustainability in a comprehensive sense.

To begin with, rural water supply is a sector that the national government is also putting its efforts into, and there has been no change in this governmental policy. Therefore, it has been determined that the fostering of and capacity building for human resources led primarily by local municipalities will continue to receive political support. As such, the organizations in question that have recently been reorganized feature a high degree of stability, and so the project is highly sustainable from an organizational perspective.

Conversely, whereas the project has ensured some measure of financial sustainability,

certain conditions are needed in order for it to be deemed highly sustainable at the time of the terminal evaluation and examination (specifically, the condition that the WSDP's budget be used). At present, the local municipalities are in the middle of formulating training plans in order to implement the RWSSP under the WSDP. Various different types of content have been formulated by each municipality according to their respective needs, and there are even some municipalities turning up that are adopting the project's training package and incorporating it into their training. In these cases, the structural setup is such that the budget for continuously implementing the training package (an outcome obtained from this project) will be allocated from within the WSDP's budget.

Furthermore, with regard to technical sustainability, the training participants internalized a large degree of the training contents. Human resources have been firmly entrenched mainly in the districts, and those who have attended the training have been propagating its effects in a cascading manner. Judging based upon these circumstances indicates that technical sustainability has been ensured to a certain degree. The challenge that remains is to further boost sustainability from a technical perspective by having nationwide institutions provide their backing to ensure that this is continued and expanded.

Those who attended the training were highly satisfied with it and acquired knowledge and skills. As strong evidence that they had internalized a large degree of the training contents, behavioral changes began appearing at the individual and organizational levels based upon what was learned. For example, the following sorts of behavioral changes have begun occurring at both the individual and organizational levels.

Behavioral changes at the individual level

- Project management: Use of the monitoring checklists learned about through the training in actual operations, adoption of PCM techniques for the promotion of new projects
- Sanitary education: Formation of water and sanitation committees at the community level and active participation in school health activities

Behavioral changes at the organizational level

- The DWSTs have been promoting a DRA at all of the LGAs subject to monitoring
- Members from all of the DWSTs have been taking part in confirming and responding to the comments on the reports from the technical and facilitation consultants

3-3 Factors contributing to the attainment of results

(1) Factors related to the plan contents

- Great enthusiasm at the local municipal (district) level
This project aims to strengthen the implementation capacity for rural water supply projects and the operation and maintenance capacity of the targeted districts, and engaged in capacity building for the DWSTs and the related organizations. In regards to its implementation procedure, the plan was to carry out capacity building that accommodated the implementation procedure for the RWSSP. The arrangement not only called for simply acquiring knowledge through training and the like, but also carrying out capacity building based on practical experience. The DWSTs in particular were fortunate to have opportunities to immediately put into practice the knowledge that they acquired through the project. As a result, they got a real feel for its outcomes and took part in the project with great enthusiasm, which contributed to

its attaining greater results.

(2) Factors related to the implementation process

- Deployment of Ministry of Water and Irrigation policy advisors and project coordination

The project's members have taken part in various meetings for the WSDP and shared information with different development partners. On top of which they have also announced and publicized the project's results, while also making proposals and the like in an ongoing manner. This has not only led to decisions and matters discussed by the WSDP to be reflected in the contents implemented in this project, but has conversely also made it possible to reflect the project's results in the WSDP. This in turn has made it possible to obtain synergistic effects with the WSDP itself.

3-4 Problems and factors that caused problems

(1) Problems related to the plan's contents

None in particular.

(2) Problems related to the implementation process

- Delays in the implementation of the nationwide program (RWSSP)

This project had planned to engage in even more effective capacity building by means of having the participants put the knowledge and skills they learned into practice through the RWSSP. But the implementation of the RWSSP has been delayed, and the presumption is that they will not be able to put the capacities they have built up into practice over the course of the project. Therefore, it is estimated that the degree to which capacity building will take place will be more limited than what was called for in the initial plan in a practical sense.

3-5 Conclusion

At the time of the terminal evaluation study, DWSTs that were practicing a DRA were found in 9 of the 22 targeted districts (40%), with the remaining DWSTs practicing partial elements of a DRA. Moreover, DWSTs that are committed to adopting a DRA in the second cycle in the future (Indicator 1) and which are undertaking careful examinations on and returning comments about the progress reports provided by the technical consultant (TSP) and soft-aspect consultant (FSP) and other accomplishments within the mutually agreed-upon time period for the implementation of the RWSSP (Indicator 2) are in 20 districts (90.9%). DWSTs that are updating information related to district water supply and sanitation conditions and the maintenance status of existing water supply facilities every year (Indicator 3) are in 21 of the districts (95.4%). DWSTs that are indicating strategies and action plans related to rural water supply and sanitation dissemination aimed at households and schools within the DWSP and annual plans (Indicator 4) are in 19 districts (86.3%). In addition, it was recognized that capacity development is occurring at both the individual and organizational levels. Given these facts the project goal is being achieved, and it has been determined that as things now stand it can be completely achieved by the time the project ends.

In terms of the five evaluation items, the project is highly relevant. While it is important to align the project with the partner country's policies and strategies, conversely when these are embedded within external conditions then there is the possibility that this will have an impact on the attainment of the goal. From this perspective, there was some room for further

consideration left when it came to setting future strategies (project logic). Yet from the perspective of the degree of attainment of the project goal the project is highly effective. From the perspective of comparing the magnitude of the results manifested against the relatively limited inputs, the project could be said to be highly efficient. In terms of its impact, while it has been forecasted that it may potentially take three to five years to attain the overall goal, results that are pointed in that direction continue to steadily appear. On top of this, inquiries have also begun to come in from areas outside the four targeted regions, and there have been moves whereby the Community Water Supply Division has been working on formulating training plans in order to conduct training identical to that from the project in other regions. If this training is put into practice then the project will have major knock-on effects and is expected to produce an enormous impact. With respect to sustainability, so long as certain conditions are met then this can be deemed to be securable. To start with, this is because the Community Water Supply Division is highly stable in an organizational sense within the rural water supply sector that the national government is focusing its efforts on. If the condition that the WSDP's budget be used in order to carry on with and expand this training were to be set in place, then sustainability from a financial perspective could also be ensured. What is more, when it comes to technical sustainability it has been acknowledged that the training participants have internalized a large degree of the training contents, and that the extent to which human resources have been entrenched is particularly high at the district level. If human resources who have received technology transfers from the central government, which is supporting this, were to be used strategically then this would boost the sustainability from a technical perspective.

Judging from the above, the expectation is that the project goal will be achieved by the end of the project. The project has also been highly relevant, effective, and efficient, with it anticipated that its impact will grow larger. Therefore, the project can be deemed to have been managed properly. In terms of the project's future sustainability, it is imperative that training continue to be carried out through the use of the WSDP's budget. Ideally, information sharing and support pertaining to budget requests will be carried out over the remaining project period.

3-6 Recommendations (concrete measures, proposals, and advice concerning the project)

[Matters to perform before the project ends in the future]

- 1) Using the human resources who have undergone capacity building: From the strategic viewpoint of having the counterparts who have undergone Japanese training at the Ministry of Water and Irrigation enhance their capacity development management, the ministry must strive to utilize human resources in order to harness the training results as much as possible.
- 2) Ensuing financial sustainability: The Ministry of Water and Irrigation must ensure the continuity of the training and enlarge it by using the WSDP's budget. It should also support efforts such as organizing and providing information and requesting budgets through activities like holding seminars and offering individual consultations. This is to ensure that the districts are capable of effectively using other potential budgets (budgets allocated to training human resources at local municipal offices, etc.).
- 3) Preparing for nationwide deployment: The Ministry of Water and Irrigation should carry out the activities needed in order to broadly disseminate the results obtained from this

project. In other words, it must undertake the activities necessary to have the system model obtained from this project gain recognition as a Ministry of Water and Irrigation model that will be popularized throughout all of Tanzania. For example, it must inform on its training system model in all directions through the results presentation seminar scheduled for the project's final stage.

[Matters to perform continuously for after the project ends]

- 1) Strategically allocating and training human resources: It has been predicted that the work of the CBT Sub Section will increase more in the future with a view towards the nationwide deployment of the results. Therefore, the Ministry of Water and Irrigation should strategically allocate the human resources from this sub section and provide additional training.
- 2) Verification for nationwide deployment: In order to steadily carry out the nationwide deployment of the training system model that is the result of this project, the Ministry of Water and Irrigation should verify its universality in other regions and carry out the points enumerated below.
 - Reflect the abovementioned Ministry of Water and Irrigation model in the PIM during the next revision to the PIM.
 - Strive to diversify the teaching materials, further elaborate on quality improvements for the various teaching materials, and improve their user friendliness (visualization, etc.) in order to accommodate a diverse array of needs.
 - Strive to efficiently implement training programs that are shared between different districts, such as by coordinating them together.
 - Verify the medium to long-term strategy for ensuring and improving the quality of the training instructors.
- 3) Strengthening cooperation with development agencies: The Ministry of Water and Irrigation must further strengthen its cooperation with related governmental ministries and agencies and organizations and use its budget effectively. Not only that, but it must also work to standardize the definitions of terms used as indicators for accurately measuring progress in the water supply and sanitation sector (example: improved sanitation).

3-7 Lessons learned (matters derived from this project that can serve as reference for the discovery, formation, implementation, or operation of other similar projects)

- 1) Coordination between policy advisors and the project: Coordination between policy advisor-type roles and project activities for the counterpart organization are a contributing factor behind producing results. This project was able to proactively share information and exchange opinions with donors supporting other sectors and also introduce the results of the project by means of participating in donor meetings for this sector. For this reason the project activities were smoothly carried out and the creation of results was facilitated.
- 2) Simultaneous intervention for the central government and the local municipalities: If capacity building is only carried out for the central government then the capabilities of lower-level government administrations will not necessarily be enhanced. Through the activities of this project it was affirmed that it is important to intervene with the central government and to directly intervene in the districts at the same time.

- 3) Policies/programs and external conditions (only include in the Japanese report): Despite the fact that the external condition of the “RWSSP proceeding along according to plan” that was indicated within the PDM was not satisfied, the project still produced results at the project goal-level. It is important in a policy sense that there be alignment with the WSDP. Yet conversely it is thought that it will be necessary to give consideration of some sort when drafting the plan to avoid a state of affairs in which delays in the progress of the WSDP could have an impact on the progress of the project itself.

3-7 Follow-up status

None in particular.