

A Fair Water Future Tanzania



Strategy 2026

Executive Summary

Declared a lower-middle-income country in 2020, Tanzania has made significant progress on macro-economic development and provision of water supply, sanitation, and hygiene (WASH) services in the past five years. The country is determined to achieve full middle-income status by 2025 through growing its industrial economy.¹ At the same time, it ambitiously aims to enhance accountability, ensure sustainability and gender inclusivity in water governance, reduce inequalities on access to services. The goal extends to enhance sectoral and institutional coordination in water resources management (WRM) and delivery of WASH services as well as achieve universal access to WASH in the water and sanitation sector.

Sustained socio-economic development towards the Tanzania Development Vision 2025 targets is contingent on sustainable management of water resources across the country. To achieve such great ambition, ahead of the 2030 global commitment on universal access to safe water supply and improved sanitation and hygiene services, Tanzania must improve the implementation of its policies and regulations.

Specifically, several sector performance bottlenecks must be addressed, including weak institutional capacity in water governance, especially at local government and municipal levels, and insufficient and ill-timed disbursement of financing, resulting in ineffective management of water resources and WASH services for vulnerable communities. It is essential to resolve legislative inconsistencies to improve sector collaboration and align responsibilities while addressing other pertinent sector coordination issues between the development partners, the Tanzania Government, and other water sector actors, including civil society organizations (CSOs). Critical to address are also the impacts of climate change that are affecting the availability, quality, and sustainability of water resources. In addition, the country needs to practically implement the policy framework on equity, inclusion, and women's empowerment to reduce persistent inequalities in water governance.



¹ Tanzania Development vision 2025

Aspiring to make water security a reality for all Tanzanians, Shahidi wa Maji (SwM) aims to contribute to addressing the existing water governance issues by influencing structural and systemic changes in water management using well-researched evidence and constructive engagement processes with the Government, development partners, private sector, CSOs, and other sector stakeholders. Specifically, we will contribute to:

- Ensuring equitable and sustainable WRM for humans, businesses, and the ecosystem.
- Strengthening the resilience of water regulatory and management authorities and communities to the climate crisis in the water and water-dependent sectors.
- Promoting and supporting initiatives to achieve innovative, sustainable, and accountable water sector financing.
- Improving sustainable and accountable management of WASH, responsive to the needs of underserved populations in urban and rural areas.
- Fostering action for effective and accountable water sector coordination through progressive research and constructive advocacy
- Making a significant contribution to gender-transformative initiatives that address issues of power and inclusion and ensure women are proactive actors in governing water services

Delivering the above commitments, SwM deploys a three-fold approach (community empowerment, sector strengthening, and promoting appropriate solutions to sector challenges) that seeks to create accountable and responsive communities and duty bearers for a highly performant water sector.

Increasing its sector impact, SwM will leverage both existing and emerging opportunities, such as the presence of Tanzania's strong policy framework that recognizes and promotes CSOs' participation in the sector development processes. The planned reviews of the National Water Policy, the National Water Sector Development Strategy, Water Sector Development Programme (WSDP) II, and development of WSDP III are important opportunities for SwM to influence relevant policy and practice changes and increase institutional effectiveness in managing and delivering water resources and WASH services respectively.

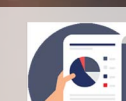
To deliver our ambitious five-year Strategy, SwM will continue to develop stronger and reputable partnerships with existing and new funding and strategic partners. SwM will take up emerging opportunities to develop partnerships with other sector organizations and corporate institutions to mobilize resources and learn how we can strengthen our partnerships with the private sector in the future. SwM always aims to attract, develop, retain and engage skilled people to sustain the organization's momentum in delivering its strategic mission for a fair water future for all Tanzanians at national, regional, and global levels.





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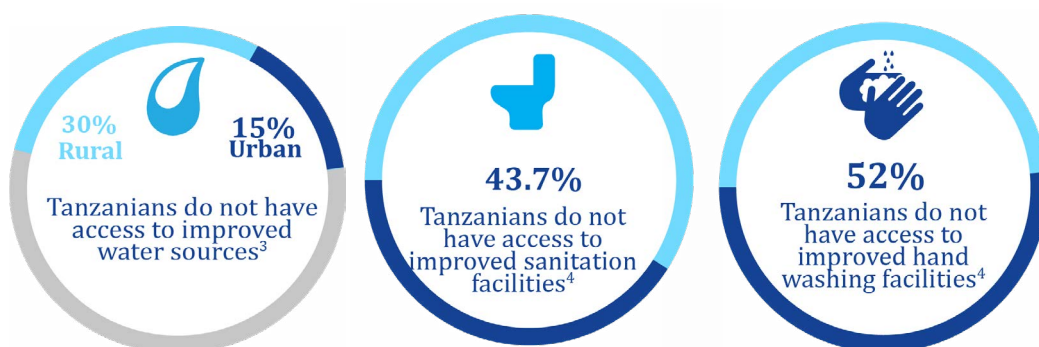
List of Abbreviation

COBWSO	Community-based Water Supply Organisation
CSO	Civil Society Organization
IWRM	Integrated water resource management
LGA	Local Government Authority
O&M	Operation and Maintenance
RUWASA	Rural Water Supply and Sanitation Agency
SDGs	Sustainable Development Goals
SWAp	Sector Wide Approach to Planning
SwM	Shahidi wa Maji
WASH	Water supply, sanitation, and hygiene
WRM	Water resource management
WSDP	Water Sector Development Programme
UWSSA	Urban Water Supply and Sanitation Authorities
WUA	Water User Associations

1.0 Introduction

Aiming to become a middle-income country by 2025, Tanzania is changing fast and addressing a number of its development challenges through social and economic reforms. The country's development vision focuses on creating a strong industrial economy, with implications for the agricultural intensification, expansion and irrigation, and electrification of the entire country amid a rapidly growing population.

The global commitment is to achieve the Sustainable Development Goals (SDGs) by 2030. Tanzania has committed to achieving SDG6 'to ensure availability and sustainable management of water and sanitation for all' by 2025.² The country has made significant progress in increasing access to safe water supply, sanitation, and hygiene (WASH) services during the past 15 years due to public and development partners' investment. However, the number of people without access remains high, impacting social welfare and the economy.



Water resources management is still faced with several technical, human, and environmental issues that threaten supply and ecosystem sustainability.

The country aims to accelerate progress to achieve universal access to quality WASH services by 2025 through enhancing accountability, ensuring sustainability, ensuring gender inclusivity in water governance, reducing inequalities on access to services, and enhancing sectoral and institutional collaboration and coordination.

² The Tanzania Development Vision 2025

³ MoW (2020) Water sector status report 2015 – 2020

⁴ MoHCDGEC (2020) Sanitation and hygiene update from NsmisPortal

This strategy sets out Shahidi wa Maji's (SwM) strategic intent for 2021 – 2026. Operating within a fast-changing context and being aware of and responsive to emerging sector opportunities, SwM Tanzania is dedicated to making a significant contribution to:

- Ensuring equitable and sustainable water resource management (WRM) for humans, businesses, and the ecosystem.
- Strengthening the resilience of water regulatory and management authorities and communities to the climate crisis in the water and water-dependent sectors.
- Promoting and supporting initiatives to achieve innovative, sustainable, and accountable water sector financing.
- Improving sustainable and accountable management of WASH, responsive to the needs of underserved populations in urban and rural areas.
- Fostering action for effective and accountable water sector coordination through progressive research and constructive advocacy.
- Making a significant contribution to gender-transformative initiatives that address issues of power and inclusion and ensure women are proactive actors in governing water services.

To make water security a reality for all Tanzanians, we aim to address water governance issues by influencing policies, regulations, structural and systemic changes in water management. Leveraging strong and reputable partnerships and robust evidence, we will ensure citizens' voices are heard through functioning accountability mechanisms to improve WRM and WASH services, especially for the disadvantaged communities in Tanzania.

To sustain momentum and maximize our impact, dedicated efforts will be made to increase SwM's resource base and improve our human resources' capacities over the next five years. We will continue to improve our performance management systems and strengthen our culture of continued learning and the ability to adapt to a changing context while leveraging the capacities and experiences of like-minded sector players. Each year our business plan will be reviewed and updated to ensure it delivers on key strategic milestones.



2.0 Background

2.1 Country overview

Recently declared a lower-middle-income country, Tanzania has proved to be a country of possibilities. Over the past five years, progress has been demonstrated on several fronts, including sustained political stability, a diversified economy, strong economic governance, expanded public services, and increased accountability in the public and private sectors. Despite this progress, 15.8 million Tanzanians still live below the poverty line, with numbers rising due to the COVID-19 pandemic.⁵

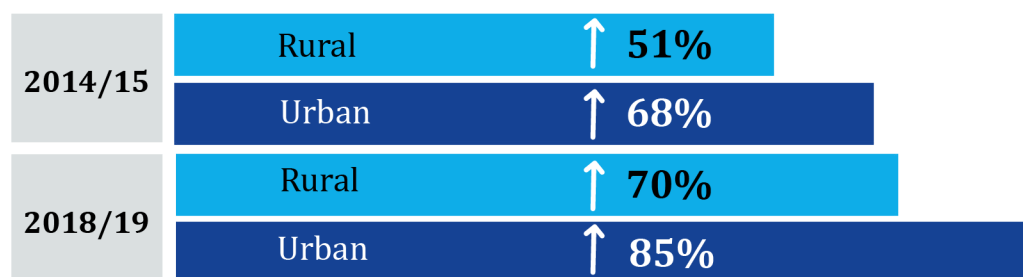
To address poverty, achieve a high-quality livelihood for its people and attain good governance, the Tanzania Development Vision 2025 sets out development targets, including achieving universal access to safe WASH services. To realize the WASH target, the water sector has had to implement several reforms over the past five years to strengthen the sector's effectiveness and efficacy in WRM and WASH service delivery. Such reforms include the review of the Water Supply and Sanitation Act (2019) and National Water Policy (2020), both establishing the Rural Water Supply and Sanitation Agency (RUWASA), mandated to provide and manage rural water supply and sanitation services, taking over from Local Government Authorities (LGAs). Regionalization of urban water supply and sanitation authorities has been adopted in many regions through a merger of the district and small-town utilities.

Additionally, the sector has developed the integrated water resources management plans, guidelines for Water User Associations (WUA) to strengthen WRM. Likewise, the sector has revised the tariff regulations for water resources to enhance the financial resource base of Basin Water Boards. These reforms provide excellent opportunities for SwM to influence improvement in practices to accelerate the progress and sustainability of WRM and WASH services.

Despite the impressive progress on the provision of WASH services during the past five years, Tanzania still lags behind its WSDP II targets.

⁵NBS (2020) Tanzania human development index report

Increased water supply for Rural and Urban Tanzanians⁶



Sustained socio-economic development towards the Tanzania Development Vision 2025 targets is contingent on sustainable management of water resources across the country. However, the review of the Basin Water Boards reports indicated five out of nine basins in Tanzania are already water-stressed. Trend analysis indicates Tanzania will be water-stressed, with per capita allocation of below 1700m³ by 2035, due to the projected population growth of 89.2m people⁹ and competing needs for water due to intensification of irrigated farming and massive industrialization, exacerbated by the impacts of climate change. The inability of the country to adequately explore, exploit, develop and monitor surface and groundwater resources to meet the growing demand further worsens the risk of a water crisis.



To respond to these development needs, Tanzania must further improve on the implementation of its policies and regulations governing water resources and water supply services, increase institutional accountability and provide adequate and timely financing to the water sector. In this context, with more than ten years of experience, SwM is uniquely placed to catalyze and influence these vital changes to improve services and thereby contribute to a more resilient economy and society in Tanzania.

⁶MoW (2020) Water sector status report

⁷MoHCDGEC (2020) National sanitation campaign management information system

⁸MoHCDGEC (2021) National sanitation campaign management information system

⁹NBS (2018) National population projections

2.2 Challenges and Opportunities

The water crisis threatening water security affects all aspects of Tanzania's social and economic development needs, including health, livelihoods, economic development – agriculture, energy, industry – as well as sectors of tourism, mining, and fisheries, and therefore, the ability to realize the Tanzania Development Vision 2025 and the attainment of the SDGs. The serious challenges presented by increasing water stress and climate change are likely to worsen. However, in the face of these urgent challenges, SwM is optimistic, identifying and acting on opportunities for positive change.

Analyses of factors underpinning water security show that:

- **The water sector is constrained by weak institutional capacity, especially at local government and municipal levels.** The inadequate capacity of the sector to collect, analyze and monitor water resources data impacts effective decision making, for example, water allocation and water quality management. In rural areas, WUA and Community-based Water Supply Organisations (COBWSOs) lack the technical, managerial, and coordination skills to manage water resources and water supply services, resulting in one in three rural water points not functioning. In urban areas, Urban Water Supply and Sanitation Authorities (UWSSAs) face problems of non-revenue water, inadequate protection of water sources and water quality monitoring, as well as weak data management. The performance of UWSSAs is hampered by rapid urbanization and population growth and limited prioritization of budget allocation to operations and maintenance as compared to new expansions. Without developing local institutional capacities for WRM and WASH delivery, budget prioritization for O&M, and resilient management, sustainability of water services for both rural and urban communities will continue to be a problem.





- **Climate change threatens water resources in Tanzania.**

Climate change and its associated impacts are listed among the top risks faced worldwide¹⁰. The report of the Intergovernmental Panel for Climate Change predicts rising sea levels and extreme weather events, such as heatwaves, heavy precipitation, and droughts in Tanzania and globally due to climate change.¹¹

These impacts are already felt across the country, with droughts and floods becoming more common over the past ten years, affecting not only water levels but also water quality through contamination of sources and limiting accessibility to and availability of water supply services.

To mitigate and adapt to the impacts of climate change, it will be important for Tanzania to overcome barriers of limited institutional, technical and financial capacities to enhance preparedness and support the rollout of localized adaptation and mitigation measures. Current shortcomings significantly affect the availability and quality of water resources and access to WASH services, hitting the most disadvantaged people hardest.

- **Insufficient and ill-timed availability of financing is a serious problem in the water sector, contributing to ineffective management of water resources and provision of WASH services to vulnerable communities.** Inadequate disbursement and spending of available funds due to poor planning, management, monitoring, and weak implementation of accountability frameworks constrain water financing and sustainability of services in Tanzania. Trend analyses show that for almost a decade, the water sector has received only half of the total approved annual budgets due to inadequate prioritization and weak disbursement from both development partners and the Government¹². Notably, budget allocation to WRM, a cornerstone of the economy, is consistently deprioritized by the sector. Unless these gaps are addressed by increasing sector budget allocation, especially for WRM, and responsibly managing the implementation of the budget at all levels, Tanzania will fail to meet its ambition of providing universal access to water and sanitation services by 2025.

- **Coordination of the water sector is increasingly fragmented.** Dialogue mechanisms under the Sector Wide Approach to Planning (SWAp) have fallen into disuse, drastically reducing opportunities for CSOs and other sector players to engage in the sector development processes. This negatively affects participatory and democratic decision making that is critical to strengthening good governance and accountability in the water sector. Despite the challenges, the mechanism is still relevant and requires a collective review of its vision and accountability principles, irrespective of funding modalities, to make it a functional and systematic means of coordinating and

¹⁰GEF (2021) *The Global Risk Report*

¹¹IPCC, 2021: *Climate Change 2021: The Physical Science Basis. Contribution of Working Group I to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change* [Masson-Delmotte, V., P. Zhai, A. Pirani, S.L. Connors, C. Péan, S. Berger, N. Caud, Y. Chen, L. Goldfarb, M.I. Gomis, M. Huang, K. Leitzell, E. Lonnoy, J.B.R. Matthews, T.K. Maycock, T. Waterfield, O. Yelekçi, R. Yu, and B. Zhou (eds.)]. Cambridge University Press. In Press.

¹²MoW (2020) *Water Sector status report*

monitoring WSDP implementation.

- **Legislative inconsistencies hamper sector collaboration and the alignment of responsibilities.** The regulatory mandate of RUWASA to manage rural water supply and sanitation services creates confusion in responsibilities, as it overlaps with the role of the President's Office Regional Administration and Local Government Authority to oversee all sectoral project implementation, including WASH. An effective coordination mechanism, either by revisiting the existing regulation or agreeing and communicating means of collaboration that clearly define roles, responsibilities, and accountabilities, may help in resolving this issue.
- **Tanzania has a strong policy framework on equity, inclusion, and women's empowerment, yet in practice gender, economic and social inequalities persist.** Legislative and financial barriers, as well as cultural and societal beliefs and practices determining gender norms, impede women and youth's full participation in water governance, especially in rural areas. The issues of disadvantaged groups, including pastoralists, fisherfolks, and smallholder farmers, need to be understood and resolved at decision-making tables to ensure access to water, vital to their livelihoods. Additionally, to achieve its development vision, Tanzania must address the inequalities on WASH services between urban and rural areas, as well as the richest and poorest populations.

In the face of these challenges, real opportunities exist for SwM to leverage and influence positive change. Such opportunities include the presence of the Government policy framework that recognizes and promotes CSO's participation in the sector development processes through sector dialogue platforms for WRM and WASH. The review of the National Water Policy and National Water Sector Development Strategy, evaluation of the WSDP II, and development of WSDP III are vital opportunities for SwM to foster institutional effectiveness in addressing these challenges. The recent aspirations of the Government to explore new funding opportunities for social services presents useful openings to influence positive change on sector financing. Addressing climate change, gender, and other equity and inclusion issues, SwM will leverage technical expertise through partnerships with existing institutions with skills and experience to influence necessary changes in the water sector.

3.0 Our Strategic Priorities

3.1 Equitable and sustainable water resource management for humans, businesses, and the ecosystem


Sustainable growth and poverty eradication cannot be achieved without addressing WRM challenges in Tanzania. Improving water management improves the resilience of national economic growth to hydrological variability and is vitally important for sustaining ecosystems, human needs, and the economic sector, such as health, education, and agriculture. Governance of water resources requires urgent strengthening to address inadequate monitoring and data management of water abstraction and inequitable access, especially for Tanzania's disadvantaged groups such as smallholder farmers, pastoralists, and fisherfolks.

Improvement depends on strengthened coordination between WUAs, local government administrative structures, and private sector actors, as well as increased financing and greater accountability at national, basin, and lower levels. COBWSOs and WUA lack the technical, management, and coordination skills to manage and monitor water allocation and water supply services contributing to the non-functionality of one in three water points in rural areas.

In urban areas, there are issues of inadequate protection of water sources and poor water quality monitoring, and the overall performance efficiency of water utilities is far below the recommended levels due to the deterioration of non-revenue water.¹³ The poor performance of UWASSA is confounded by rapid urbanization and population growth as well as poor and uncoordinated land use planning, among other factors.

In the next five years, SwM will contribute to structural and systemic change in governance, *strengthening water regulatory authorities at all levels to coordinate and manage water resources equitably and sustainably to benefit households, businesses, and the ecosystem needs.* We will work in partnership with other sector actors to strengthen the governance of WRM to benefit the lives and livelihoods of vulnerable groups, women, and children by:

¹³EWURA (2021) Water utilities performance review report for financial year 2019/2020

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- Generating robust evidence and brokering knowledge on WRM gaps and best practices through research, convening, and pilots of appropriate solutions to inform sector policies and practices.
 - Providing robust evidence on water resources financing gaps to trigger increased allocation to implement the integrated water resource management (IWRM) targets.
 - Advocating for and contributing to developing necessary capacities of water regulatory authorities and WUAs on monitoring, information and knowledge management, and use, and inclusive conservation and protection of water resources.
 - Promoting inclusive water resources governance at local and national levels for equitable access for both women and other people with special needs.
 - Enhancing accountability practices of water regulatory authorities/agencies, private sector, and communities on water management and use through social accountability monitoring other appropriate approaches.
 - Engaging with the private sector actors to promote noble use of water and compliance with the national water and environmental standards through water stewardship.

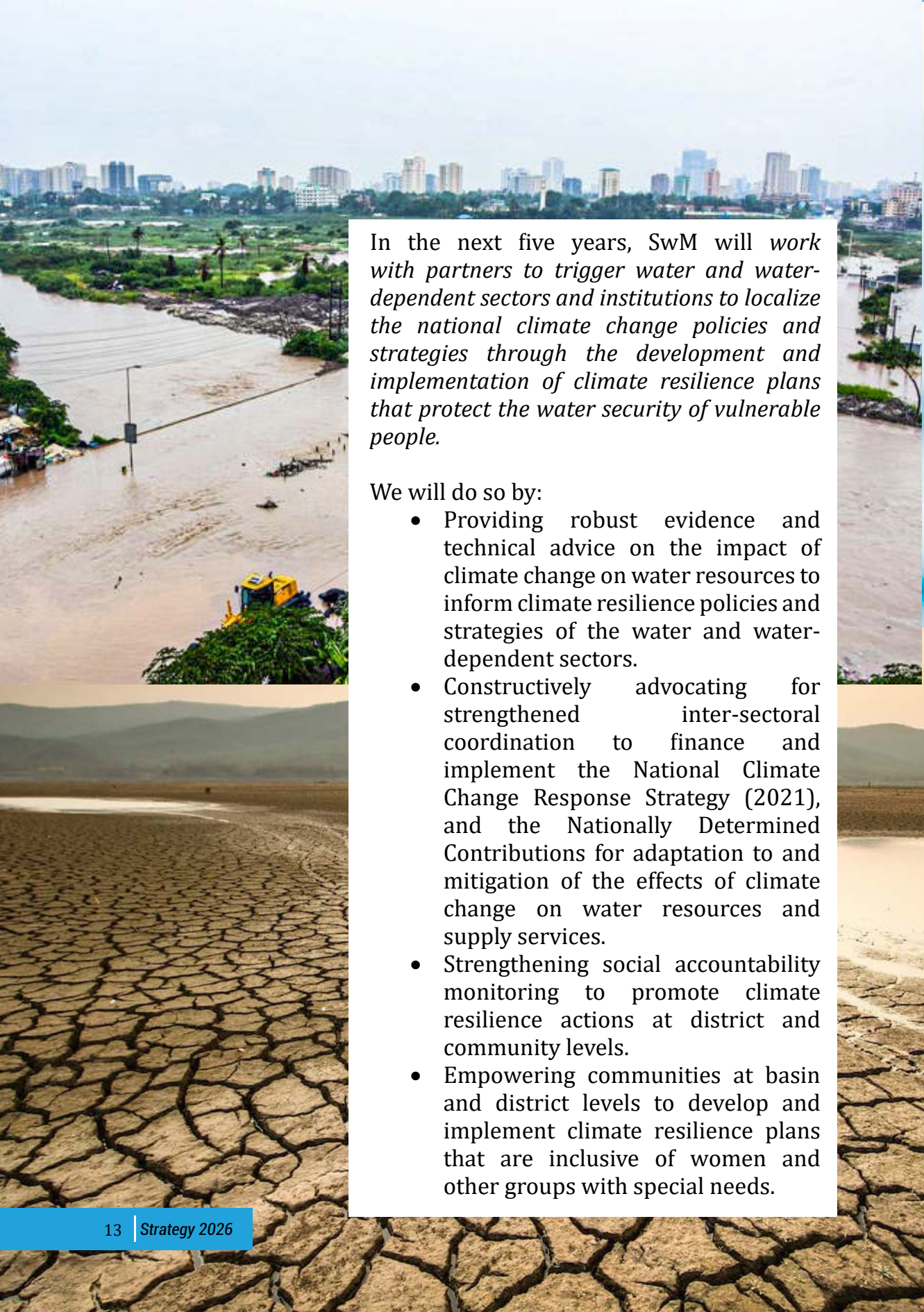
3.2 Water regulatory and management authorities and communities that are resilient to the climate crisis in the water and water-dependent sectors

Climate change and its associated impacts seriously threaten water resources in Tanzania. Increasing temperatures, especially during dry seasons, have contributed to the persistent fluctuation of water levels affecting water resources for more than a decade. With increasingly erratic rainfall, floods, and droughts, the country is already experiencing extreme weather events, hitting the most vulnerable hardest. These are projected to become more frequent and of greater magnitude, with devastating effects socially and economically if no action is taken.

Although recognized as a global emergency, climate change policies and strategies appear to have taken a back seat in Tanzania's political agenda. Using improved scientific and policy information, the nationally agreed adaptation and mitigation measures need to be adequately integrated into national and sectoral policies and plans.

To address climate change issues, it will be important to overcome the institutional and technical capacity barriers; strengthen preparedness, and support the rollout and localization of adaptation and mitigation action, as well as resourcing of climate change response plans. Stronger coordination between actors through greater inclusion of stakeholders, including progressive engagement and empowerment of communities are needed to ensure existing gaps are addressed. The extent of climate change and how we are affected by its impacts are dependent on the actions we take.

"The change in climate in Tanzania's southern highlands and central regions accounts for 37% of water level fluctuations in the Mtera dam (Filimon, A.M. et al., 2020). Rising temperatures decrease the water flow in the Kilombero and Great Ruaha catchments".



In the next five years, SwM will work with partners to trigger water and water-dependent sectors and institutions to localize the national climate change policies and strategies through the development and implementation of climate resilience plans that protect the water security of vulnerable people.

We will do so by:

- Providing robust evidence and technical advice on the impact of climate change on water resources to inform climate resilience policies and strategies of the water and water-dependent sectors.
- Constructively advocating for strengthened inter-sectoral coordination to finance and implement the National Climate Change Response Strategy (2021), and the Nationally Determined Contributions for adaptation to and mitigation of the effects of climate change on water resources and supply services.
- Strengthening social accountability monitoring to promote climate resilience actions at district and community levels.
- Empowering communities at basin and district levels to develop and implement climate resilience plans that are inclusive of women and other groups with special needs.

3.3 Innovative, sustainable, and accountable water sector financing

Sustainable financing is essential for the effective management of water resources and equitable access to adequate water supply and sanitation services. However, the water sector is consistently underfunded and is affected by inadequate accountability and over-allocated finances. Trend analyses show that for almost a decade, the water sector has received only half of the total approved annual budgets due to inadequate prioritization and weak disbursement from both donors and the Government¹⁴.

Analysis of WSDP II financing trends indicate that, the government allocated almost half of the total budget required to the water sector in five years. The allocation to WRM, as a share of the total WSDP II budget, is significantly lower than anticipated¹⁵.

Private sector participation in financing and management of water resources and water supply services is being explored. Incentives for private investments are not yet created due to inadequate political commitment and technical capacities to incentivize their investments.

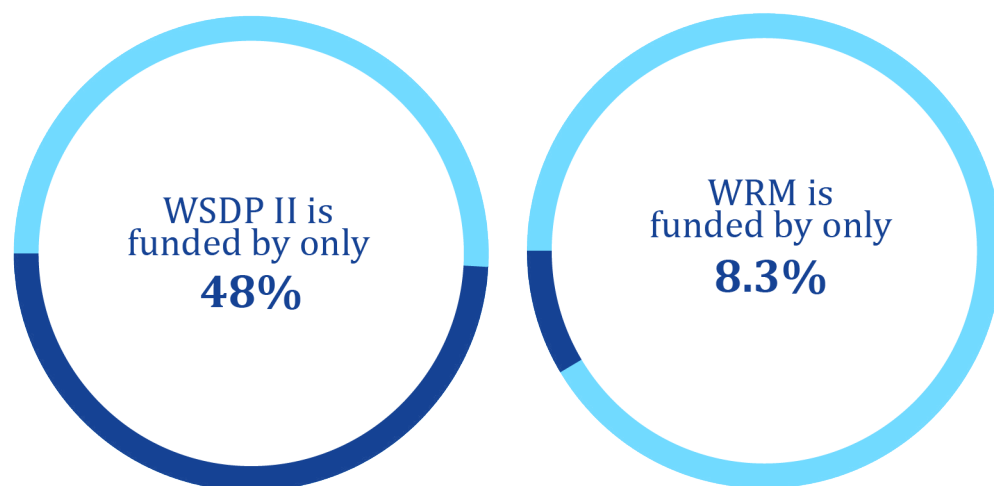
With the budget allocation to the water sector decreasing as a proportion of the national budget and with low government prioritization of this essential resource, the delivery of services integral to the country's social and economic wellbeing is impeded. This is critical, as SwM's progressive sector financing analysis¹⁶ showed that traditional funding models, from both central government and donors, are inadequate to reach universal access for all by 2030. Additionally, the study underlined that the availability of funding does not directly guarantee access to water and sanitation services unless issues of sector performance and accountability over the available funding are addressed.

¹⁴MoW (2020) *The Water Sector status report*

¹⁵SwM (2020) *The water sector budget analysis report*

¹⁶SwM (2020) *The water sector budget analysis report*

WSDP II Financing Trends



The Controller and Auditor General 2019 report shows that 79.5% of audited water projects in rural areas were not completed on time. Factors hindering progress include inadequate tax collection affecting availability and adequacy of financial resources, prioritization of other national projects, delayed fund disbursements to implementing agencies as well as limited capacity of Basin Water Boards and Community-based Water Supply Organizations to collect water user fees.

In the next five years, SwM will *collaborate with both national and international sector actors to trigger systemic changes and innovation in financing WRM and WASH services in urban and rural settings*. We will do so by:

- Providing robust evidence on water resources financing gaps to trigger increased allocation to implement the WRM targets.
- Constructively advocating for tax justice to increase national revenue collection and allocation to the water sector.
- Researching and promoting innovative solutions to improve the efficiency of water regulatory authorities to collect revenue from water users.
- Supporting efforts aimed at creating a conducive environment for innovative financing models from both public and private sectors that ensure inclusive and sustainable water security for disadvantaged communities.
- Advocating for increased government accountability on public finance at all levels, including efficient spending of budgets allocated for WRM and WASH services, to benefit disadvantaged Tanzanians.
- Strengthening gender-inclusive community-based sector performance monitoring through social accountability approaches.
- Trigger communities' responsiveness on community-based-resource mobilization for WRM and water supply services.

3.4 Sustainable and accountable management of water and sanitation services for vulnerable citizens



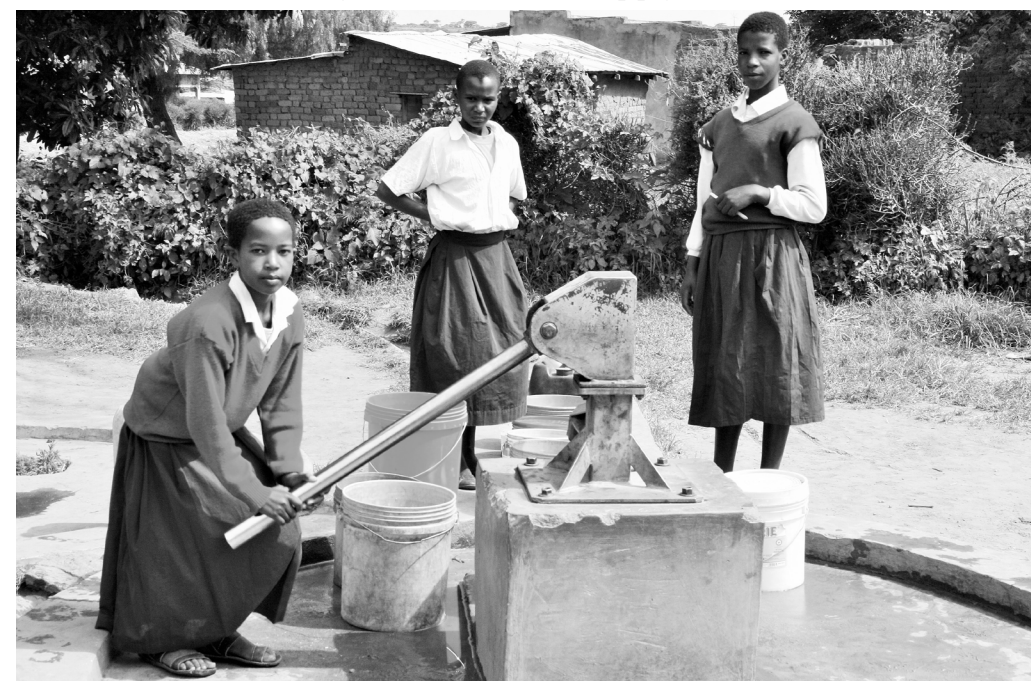
The social and economic benefits of WASH services are both immediate and long-term. Adequate WASH supports improved health services especially maternal, infant, and child health, by reducing risks of hygiene and water-borne diseases such as cholera and diarrhea. Adequate WASH enhances social and economic growth by increasing human productivity through averting health-related costs and time-saving, especially for women, associated with having water and sanitation facilities closer to home. Adequate WASH in schools is proven to promote equitable access to education, especially for girls, and improves the ability of students to focus. Experimental studies have shown direct positive effects of WASH services on nutrition and children's growth outcomes.

Accelerating access and sustainability of services, especially in rural Tanzania where access is lower, is therefore critically important. The sector is currently constrained by the inadequate implementation of policies and regulations, insufficient financing, and weak institutional

capacity, especially at local government and municipal levels. These are compounded by limited civic space and the capacity of communities to hold the government to account regarding the provision of WASH services.

In the next five years, SwM will contribute to *strengthening rural water supply management models and accountability at all levels to increase and sustain access to water and sanitation services*. We will do so by:

- Triggering and supporting RUWASA's adoption of viable models for the professionalization of rural water and sanitation governance, building on grounded evidence from social accountability work.
- Strengthening accountability of local water supply and sanitation management institutions through stimulating gender-inclusive citizens' actions.
- Generating robust evidence on WASH budget performance for national-level advocacy and engagement.
- Advocating for strengthened rural water supply and sanitation management models and accountability at all levels to deliver adequate and quality water and sanitation services, especially for women, children and other vulnerable groups,
- Triggering community responsiveness on sustainable and resilient management of water supply and sanitation services.





3.5 Foster action for effective and accountable water sector coordination

The water crisis is largely a crisis of governance. Strengthened water governance is critical for equitable access at a time when Tanzania's water resources are under increased pressure from a rapidly growing population and industrialization, exacerbated by impacts of climate change. Improved coordination in the water sector will benefit the implementation of joined-up water legislation, stronger accountability over water resources, and balancing better the competing socioeconomic and environmental demands for water.

It is widely recognized that coordination in the water sector has become increasingly fragmented in recent years. Dialogue mechanisms in the SWAp under the WSDP have fallen into disuse, drastically reducing opportunities for participatory and democratic decision-making in sector development processes. Citizens' engagement and the participation of CSOs and other sector actors are critical to strengthening good governance and accountability in the water sector. Externally led and financed coordination mechanisms are not sustainable to deliver on effective governance of WRM and WASH services. There is a pressing need, therefore, to revamp the dialogue mechanism and its funding modalities to make it a sustainable and systematic means of coordinating and monitoring WSDP implementation where stakeholders look beyond short-term objectives and jointly work out how to create and manage a well-functioning sector.



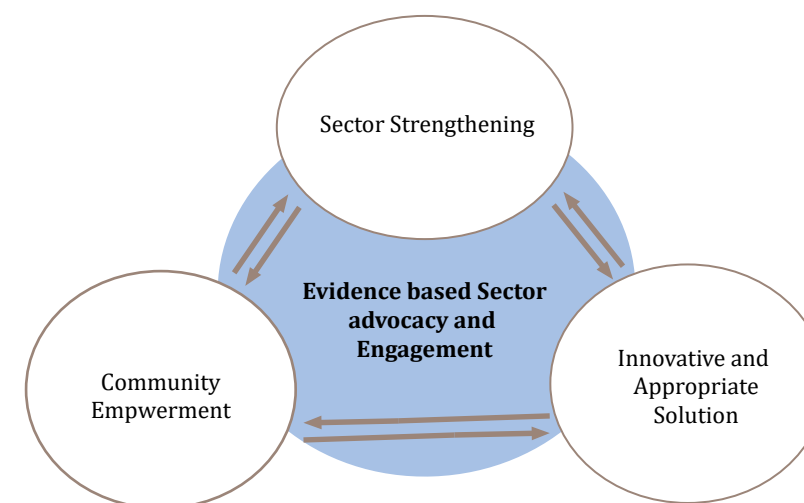


In the next five years, SwM Tanzania will *collaborate with reputable sector players to advocate for and engage with the government to develop a well-functioning coordination mechanism for the water sector such that vulnerable water users have access to improved water security for their livelihoods* by:

- Generating robust evidence through research on sector coordination gaps at national, regional, and local levels to inform sector improvements.
- Brokering sector knowledge on sector coordination best practices through analyses and convening.
- Strengthening inclusive practices in sector coordination and accountability mechanisms between duty bearers and other sector stakeholders.
- Enhancing capacity and gender-responsive water governance structures at local and national levels effectively engage in water management processes.

4.0 Our Approach

SwM delivers its strategic commitments using robust evidence to support constructive advocacy and engagement that puts the human right to water at its core through a three-fold approach: empowered communities, innovative and appropriate solutions to solve sector problems, and a strengthened and well-performing sector (Figure 1). SwM strives to develop and nurture strong and diverse partnerships from civil society, government, the private sector and other development actors with relevant and complementary expertise to achieve a fair water future for all.



Using our grounded experience on social accountability monitoring through our Uhakika wa Maji approach, SwM works to empower communities. We focus on activating local capacities to meaningfully participate in water security governance, respond to climate-resilient actions and call for accountable and responsive government and related authorities in ensuring water security for all. Using this approach, we support credible and reputable claims, building robust evidence to constructively advocate for both policy and practice changes that support climate resilience, gender transformative and sustainable management of water resources, and equitable access to adequate WASH services by all Tanzanians.



Our sector strengthening approach focuses on facilitating processes and actions that enhance responsiveness and accountability of the water sector, using our strengths and experience in research and analyses to generate evidence on sector capacity, performance, and institutional gaps. We develop and support initiatives that contribute to improving sector capacity to deliver on WRM, sustainable management of water and sanitation services, and compliance to both national and global standards for resilient and accountable water resources management and use.

Our constructive advocacy and support for systemic changes and a well-governed and functioning water sector are informed by grounded evidence from our innovative solutions for water security governance and management. We will design and implement research-based interventions to generate evidence and broker knowledge to inform actions on critical sector bottlenecks on water security.

5.0 Who we are

Vision: A fair water future for every Tanzanian where water is managed efficiently and sustainably to support the needs of humans, businesses, and the ecosystem.¹⁷

Mission: We work in partnership with reputable sector actors to develop capacities of and advocate for water regulatory and management institutions to deliver on water sector policies and strategies. Grounded in robust evidence, we empower rights holders to advocate for effective and efficient water governance for humans, businesses, and the ecosystem, making an important contribution to achieving sustainable water security for every Tanzanian¹⁸.

Values – Understanding the strengths and value addition of sector stakeholders and communities in implementing this strategy, our values define the beliefs and dictate the behaviors we exhibit as we work with others to achieve our strategic intent.

Our values are:

- **Accountability** – We demonstrate a high level of accountability to the people we work with and those who support us.
- **Collaboration** -We work with others across the water and water-dependent sectors openly and transparently to maximize our impact while respecting diversity and differences.
- **Inclusivity** – We ensure social justice through promoting equity and fairness among our staff, partners and ensuring vulnerable groups have equitable access to water resources, water supply, and sanitation services
- **Integrity** – We are honest in our actions, building relationships with partners and stakeholders based on respect, trust, and professionalism
- **Learning** – We are committed to continuous improvement and adjustment through rigorous evidence, verifiable claims, and brokering sector knowledge

¹⁷Ecosystem here means Sustainable interaction and interdependence between living organisms and environment.

¹⁸Sustainable water security here means sustainable access to adequate quantities of acceptable quality water for sustaining livelihoods, human well-being, socio-economic development coupled with acceptable water related risks.



SHAHIDI WA MAJI

6.0 People, Organizational Development and Resourcing

6.1 People and organizational development

To deliver our strategy and grow the organization, SwM commits to strengthening its internal systems and policies. Dedicated efforts will be made to maintain and develop strong collaboration with existing and new supporters and partners. We will implement an effective and efficient organizational performance management system to unleash the full potential of the organization's talents and ensure quality in delivering our strategic objectives.

We will seek to attract, develop, retain and engage skilled people to sustain the organization's momentum, deliver our mission and profile the organization both at national and global levels. We will develop a positive organizational culture based on our values that promotes effective employees' engagement, collaboration, and professionalism.

6.2 Resourcing the organization

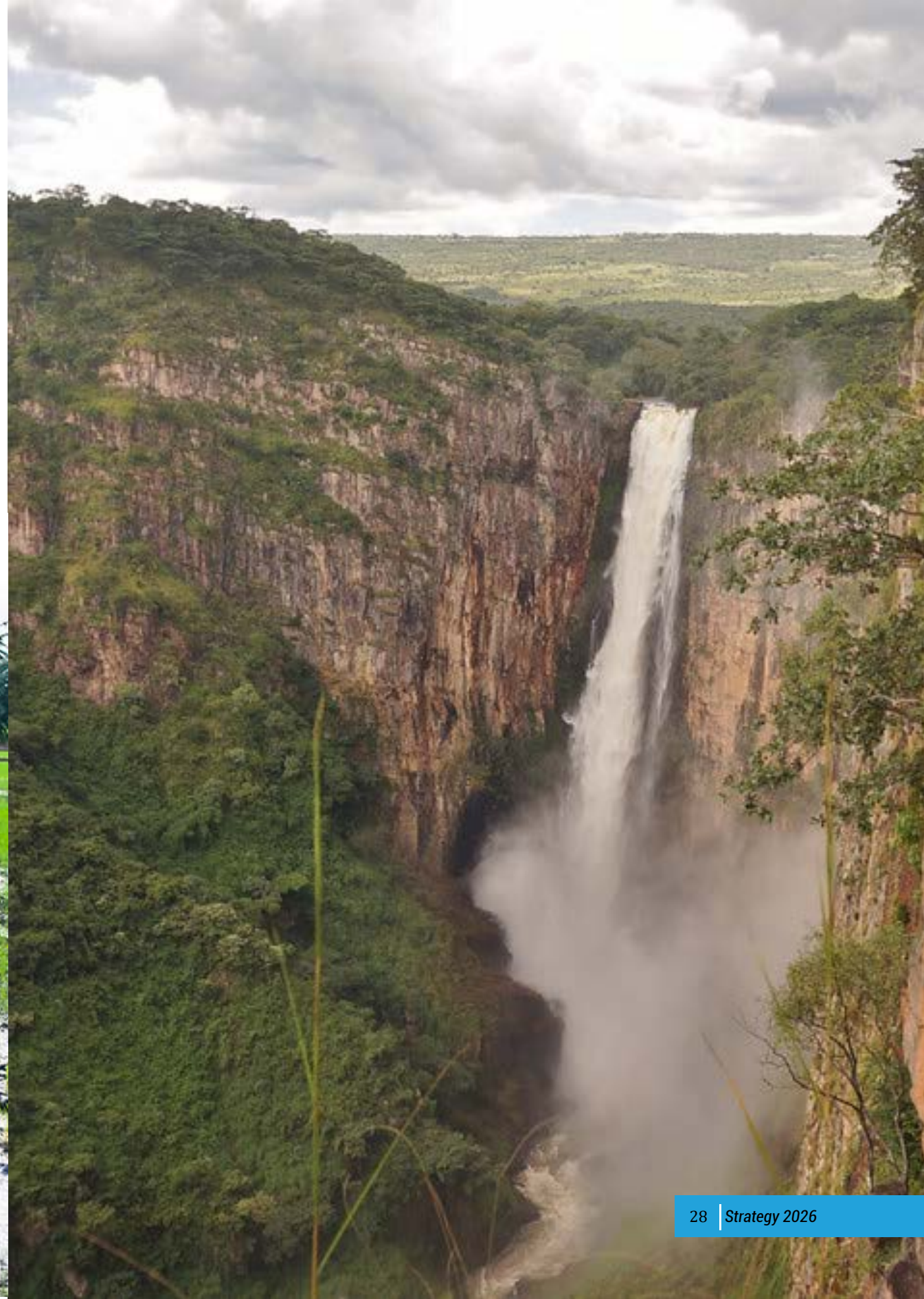
SwM aspires to grow its income steadily to resource this strategic plan. We will develop and implement a funding and communication plan to strengthen our organizational resource base with a reasonable and manageable financial projection to meet both our program and support costs. Our fundraising will be informed by our funding landscape analysis and focusing our engagement with statutory, institutional, and individual donors, foundations, and trusts aligned with our aims.

We will take up emerging opportunities to develop partnerships with other sector organizations and corporate institutions to mobilize resources and learn how we can strengthen our partnerships with the private sector in the future. Where appropriate to the organization and without conflicting the laws of the land, SwM shall engage in consultancy services aligned to its strategic aims and focused on generating and brokering sector knowledge, evidence, and capacity on Water resources management at both national and international levels.

7.0 How we will know we have achieved our Strategic Aims

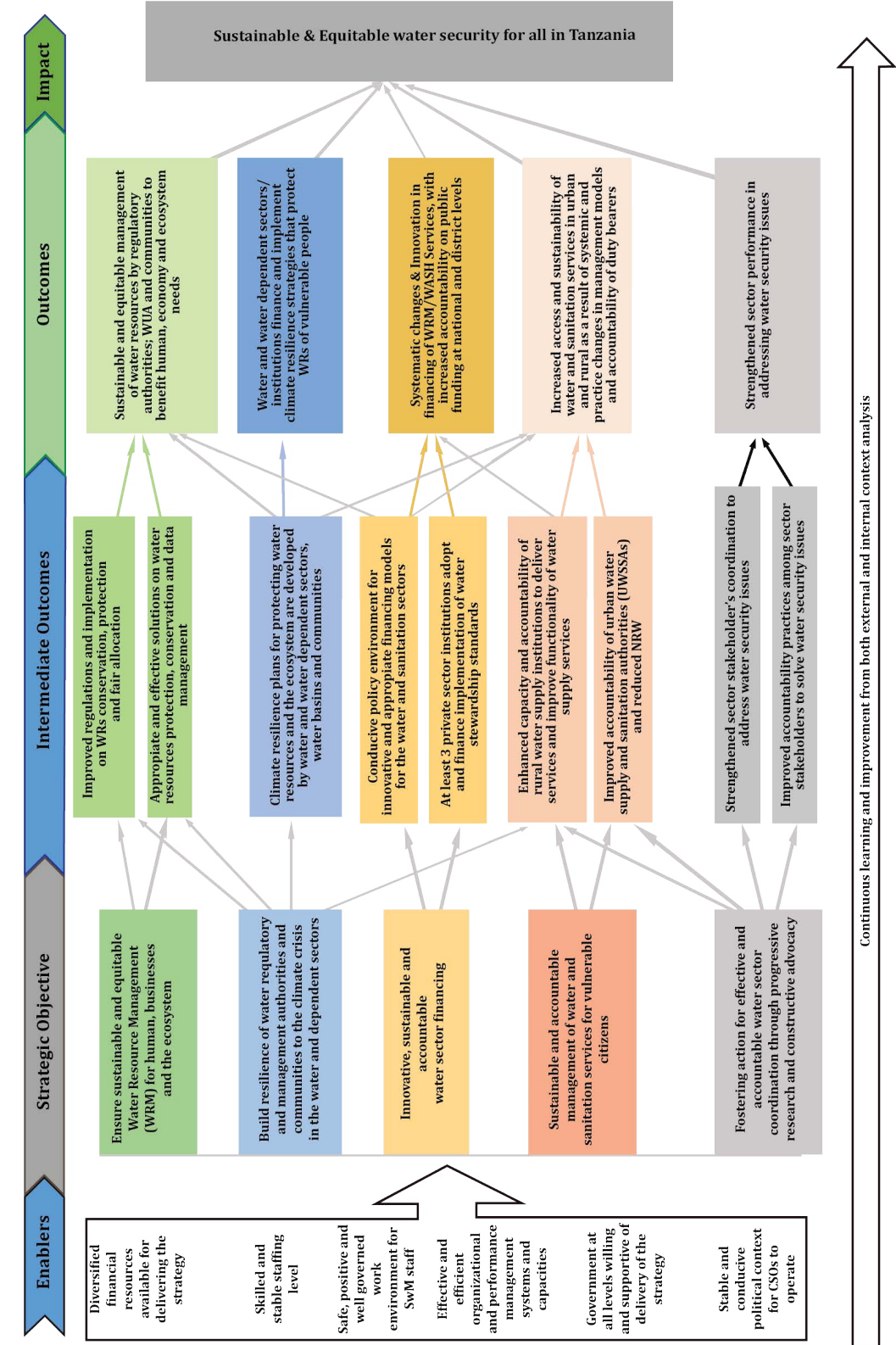
To ensure SwM tracks progress and integrates lessons learned, a robust program performance management system will be developed along with ensuring the necessary capacities to execute it. Building on our strong and participatory mechanisms for regular reviews and reflections, we will track progress against the strategy and programs milestones, identifying both internal and external opportunities to capitalize on to maximize our impact and map and manage our risks. Through regular monitoring, reporting, audits, and progress reviews, we will assess our performance against our strategic outcomes and impact included in the resulting framework (Item 8) to inform our decision-making progressively. Ensuring that SwM is accountable and transparent, we will share and disseminate lessons learned locally, nationally, and globally.


The detailed result matrix for our strategy is presented on page 39.





8.0 Our Result Matrix



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