

The United Republic of Tanzania



MINISTRY OF WATER

Water Sector Development Program

**Terms of Reference for WSDP Enhanced
Dialogue Mechanism**

November 2010

Updated in June 2011

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Acronyms

ATAWAS	Association of Tanzanian Water Suppliers
DAHR	Division of Administration and Human Resources (MOWI)
DP	Development Partner
DPP	Division of Policy and Planning (MOWI)
DPG	Development Partner Group (for GBS)
DPG Water	Development Partner Group (Water)
EWURA	Energy and Water Utilities Regulatory Authority
GBS	General Budget Support
IA	Implementing Agencies (includes BWB/BWOs, Executive Agencies, LGAs and WSSAs)
IFR	Interim Financial Report
JWSR	Joint Water Sector Review
LGA	Local Government Authority
LGCDG	Local Government Capital Development Grant
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania (in English, NSGRP)
MOEVT	Ministry of Education and Vocational Training
MOFEA	Ministry of Finance and Economic Affairs
MOHSW	Ministry of Health and Social Welfare
MTEF	Medium Term Expenditure Framework
NEMC	National Environment Management Council
NSGRP	National Strategy for Growth and Reduction of Poverty
NWB	National Water Board
NWSDS	National Water Sector Development Strategy
PCT	Program Coordination Team
PMO-RALG	Prime Minister's Office, Regional Administration and Local Government
SWAP	Sector Wide Approach to Planning
TWG	Technical Working Group (previously Thematic Working Group)
UWSA	Urban Water and Sanitation Authority
WRM	Water Resources Management
WBSC	Water Basket Steering Committee
WSDP	Water Sector Development Program

1 Introduction

1.1 Background

The Ministry of Water and Irrigation (MoWI) in collaboration of stakeholders; prepared a Water Sector Development Program (WSDP), for the period 2006 – 2025. The program is a consolidation of three sub-sector Programs, namely Water Resources Management, Rural Water Supply and Sanitation; and Urban Water Supply and Sewerage. The program also includes strengthening and building capacity of sector institutions to effectively support its implementation. The WSDP has been prepared through a Sector Wide Approach to Planning (SWAP), with the intention to enhance synergetic and coordination efforts in water resources management and development as well as in water supply and sanitation service delivery. Unlike in the past where sector activities were implemented through discrete projects and sub programs in selected areas, this program is simultaneously implemented in all Local Government Authorities (LGAs), Basin Water Offices (BWOs), and invariably all Water Supply and Sanitation Authorities (UWSAs/DUWSSAs) in the country. The implementation of the WSDP started in July 2007.

The Memorandum of Understanding (MoU) between Development Partners (DP) and the Government of Tanzania that was signed in February 2007, provides for program's joint implementation arrangements, and provides for the program accounting system to operate within the general framework of the Government accounting system implemented in accordance with the provisions of the Public Finance Act and the Public Procurement Act and Regulations of 2001 and 2005 as amended from time to time; while allowing for some specific procurement procedures to align with the World Bank procedures. Operations of the program are governed by joint implementation terms agreed in the Memorandum of Understanding (MOU) together with arrangements outlined in the program implementation Manual and bilateral Financing Agreements.

According to the MoU, the Ministry of Water and Irrigation is responsible for coordinating program implementation processes. The programme operates within the general framework of the government accounting system, which uses standard charts of accounts in planning, budgeting, reporting and auditing; which is largely implemented under the computerized system of EPICOR. The overall accountability in this regard rests within the Ministry of Finance and Economic Affairs (MoFEA), which is mandated to issue circulars, directives and guidelines as per the Public Finance Management Act No. 6 of 2001, its amendments of 2004; and public Procurement Act of 2004. In accordance with regulation 25 sub section (1) of the Public Finance Management Act No. 6 of 2001; the annual consolidated financial statements of the program are audited by the National Audit Office.

The Program implementation constitutes the first five years phase (2007-2012) of the Water Sector Development Program (2006-2025), which will be followed by other three phases as per the agreements that will be met through joint dialogue processes and bilateral

discussions. The program development objective is to strengthen sector institutions for integrated water resources management and improve access to water supply and sanitation services. This objective is consistent with the Joint Assistance Strategy for Tanzania (JAST, 2007) and the National Strategy for Growth and Poverty Reduction (MKUKUTA).

1.2 Programme restructuring

The WSDP Mid Term Review (MTR) undertaken in April 2010 explored all 4 program components at the midpoint of the first Phase of five years of programme implementation. The review came up with 20 recommendations ranging from development and immediate objectives; implementing entities' capacity constraints; planning, budgeting, procurement bottlenecks, sanitation aspects and coordination mechanism. The main focus of the review was to come up with strategic and organisational issues, analysis and identification of solutions to these issues.

On the basis of MTRR findings, a Joint mid-term review mission of April 2010 recommended to MOWI to restructure the WSDP by suggesting new realistic targets; revise financing plan, work plan, procurement plan, disbursement projections; the results framework and performance indicators; and the coordination structure on the ground of prioritization on interventions and activities within the available financial envelope.

1.3 WSDP Coordination Structure

According to the Mid Term Review Report and the Aide Memoir; coordination of WSDP implementation, which falls under the mandates of MOWI through the Programme Coordination Unit (PCU), was amongst areas that were to be reviewed and strengthened. Based on various recommendations that arose from various discussions during the MTR Mission and during the process of preparing the restructuring packages; the new modus operandi for programme coordination, including the new enhanced dialogue mechanism was agreed.

1.4 Main Principles of the Water Sector Dialogue Mechanism

The dialogue mechanism is a structure that governs processes of joint monitoring and evaluation of program implementation with the aim of reaching joint consensus and joint decisions with regard to improving planning, prioritization, resource mobilization, resource budgeting, resource utilization, budget performance and information sharing amongst stakeholders. The dialogue mechanism operates under the Monterrey principles of development financing, which include:

- i) fostering partnerships between the Government and Development Partners through processes that base on promoting national ownership and leadership, while enhancing good governance and accountability;
- ii) Involvement of relevant stakeholders in the sector development processes;

- iii) Open and frank discussions based on mutual trust and respect;
- iv) Learning and sharing of best practices basing on cost effectiveness;
- v) Sharing information in a transparent manner;
- vi) Promoting implementation and monitoring at the lowest beneficiary levels through decentralization by devolution; and
- vii) Enhancing participatory and democratic decision making.

To fulfil its lead role in the development of the Water Sector, MOWI in collaboration with stakeholders at the program inception in 2007, established the dialogue mechanism for both program implementing agencies and development partners to be engaged through a consultative process to participate in the alignment of interventions with national policies, strategies and programmes. Sub chapter 1.5 of this report presents the current dialogue mechanism that was agreed in 2006 during the first JWSR, as a basis of comparison with the new enhanced dialogue mechanism for the WSDP, proposed after incorporating the new changes to the functions of various dialogue structure organs as accepted during the recent Joint Supervision Mission and the Joint Water Sector Review.

The new enhanced dialogue mechanism is presented in chapter 2, followed by the terms of references of the various organs within the mechanism that clarify roles and functions of each organ under chapter 3. Chapter 4 presents the Management of the WSDP dialogue process that includes nomination of chairs and co-chairs of the four Technical Working Groups and the WSDP Steering Committee, followed by chapter 5 which clarifies on the composition of the dialogue bodies. Chapter 6 presents the dialogue calendar that describes the time schedules for holding the dialogue meetings. Chapter 7 presents the roles and mandates of the DPG water as one of very important organs in the water sector dialogue mechanism.

2 Enhancements to the Sector Dialogue Framework

The WSDP's joint implementation arrangements outlined in the Memorandum of Understanding (MoU) between Development Partners (DP) and the Government of Tanzania that was signed in February 2007, guided that the Joint Water Sector Review, Water Sector Working Group and Thematic Working Groups were the only supervisory bodies within the dialogue mechanism. However, implementation experience calls for inclusion of the Joint supervision Mission to be incorporated in the MoU due to its monitoring role; and also calls for inclusion of the WSDP steering committee to facilitate the involvement of chief executives of both the government and development partners in providing high level guidance and approvals of annual work plans and disbursement schedules.

During the WSDP mid-term restructuring process, several enhancements to the dialogue mechanism were identified. These were discussed during the Joint Supervision Mission in September 2010. They include:

1. Abolishing the Existing Thematic Working Groups¹ and establishing in lieu the Technical Working Groups along the lines of the three WSDP components;
2. Establishing the capacity development, fiduciary and monitoring TWG, that deals with all cross cutting and strategic issues;
3. Establishing the WSDP Steering Committee, to approve work plans and budgets;
4. Defining Terms of Reference, for each dialogue entity;
5. Establishing a Fixed Dialogue Calendar, to facilitate regular stakeholder participation; and
6. Establishing Criteria for Participation, in the various agreed dialogue entities.

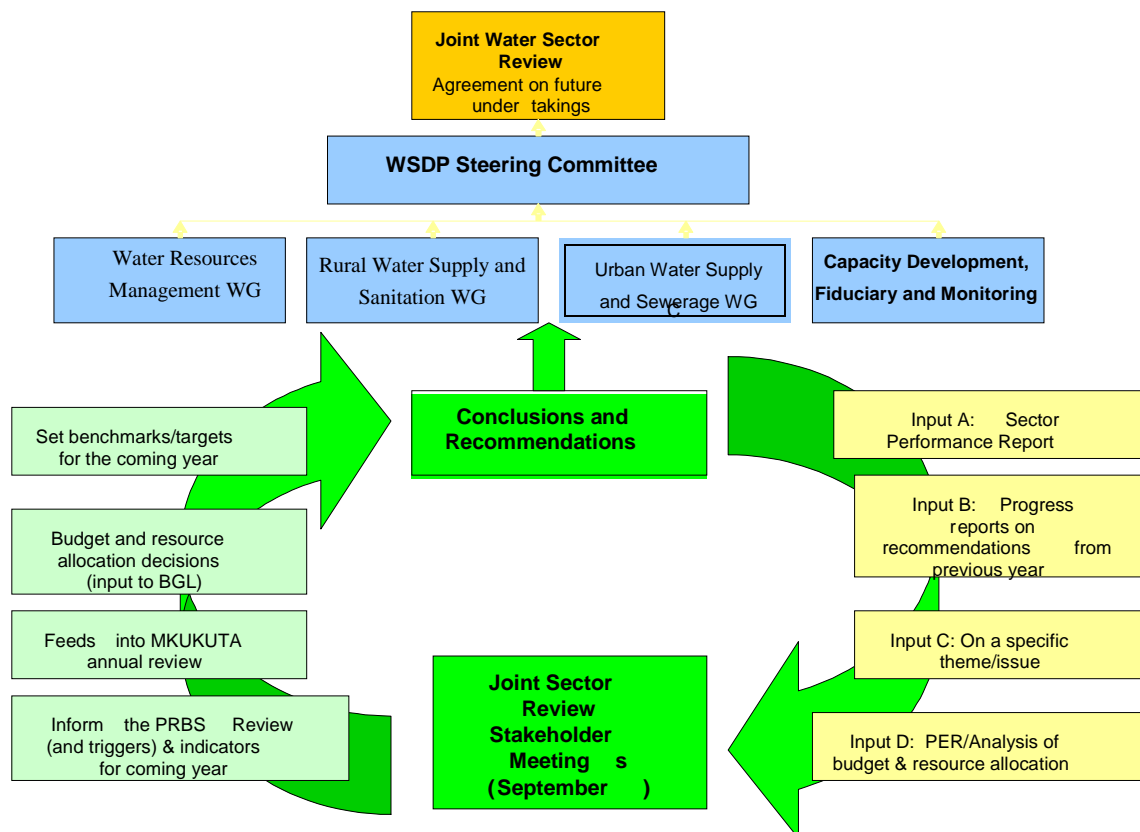
Within the enhanced dialogue mechanism, the existing Water Sector Working Group (WSWG) will be replaced by the four TWGs and the Steering Committee in fostering stakeholder cohesion between MOWI, other relevant Ministries, Institutions, Development Partners and other stakeholders. The Terms of Reference of the WSDP Steering Committee have been agreed to form the basis for sector high level guidance.

The Technical Working Groups provide the main framework for technical level interactions between MOWI, other Ministries, Institutions and DPs for jointly identifying and resolving issues facing the effective and efficient implementation of WSDP as well as working towards completing the annual

¹ The mainstreaming of Capacity Building and Performance Monitoring issues within sub-sector Technical Working Groups eliminates the need for these Thematic Working Groups. Likewise the recently established Household Sanitation and Hygiene Technical Working Group (under the co-chairs of MOHSW and PMO-RALG) and the School WASH Technical Working Group (under the co-chairs of MOEVT and MOHSW) removes the need for a Sanitation and Hygiene Group under WSDP, however sanitation and hygiene issues will continue to be discussed within the new Technical Working Groups for Community and Commercial Technical Working Groups where these issues relate to activities supported by WSDP and implemented by LGAs and UWSAs respectively. The wide ranging Cross Cutting Management Group will assume the full role and functions of the former Planning and Finance Thematic Working Group as well as some additional functions, such as cross cutting issues concerning sector performance monitoring, institutional strengthening and capacity building.

undertakings and semi annual agreed actions as approved by the annual Joint Water Sector Review and the Joint Supervision Mission respectively. Role and Functions of WSDP Dialogue Bodies

Figure 1.1: The new Water Sector Oversight, Coordination and Monitoring and Evaluation Framework



Source: Revised from Programme Implementation Manual (MoWI, 2006)

2.1 Technical Working Groups

Four TWGs will meet at least once every quarter and will review the progress and implementation issues and recommend required actions for their respective components. In addition, Technical Working Group 4, which is responsible for overall capacity development, monitoring and fiduciary aspects of WSDP; will review and approve quarterly IFRs and six months cash flow forecasts.

The TWGs constitute the basis of the sector dialogue framework. They have the mandate to address all issues which are to be discussed and resolved with regard to the successful implementation of the WSWG and the achievement of defined sector objectives and targets. Any matter which requires the coordination between the 4 TWGs (as far as this is not within the mandate of TWG 4) or the approval of the senior management of involved Ministries will be forwarded by the TWGs to the SC.

2.2 Technical Working Groups 1, 2 and 3

Specifically, Technical Working Groups 1, 2, and 3 will, for their respective components, i.e. (i) water resources management and development, (ii) rural water supply and sanitation, and (iii) urban water supply and sewerage, undertake the following functions:

- (a) Review reported progress on WSDP implementation by IAs including adherence to the environmental and social safeguards;
- (b) Identify bottlenecks and suggest solutions to overcome these and/or to speed up implementation;
- (c) Review progress on implementation of the JWSR undertakings and Joint Supervision Missions agreed actions;
- (d) Review progress on building capacities of each sub-sector; and
- (e) Review work plan, budgets, and procurement plans of each sub-sector and provide input to TWG 4 for improvements.

2.3 Capacity development, fiduciary and monitoring TWG

Technical Working Group 4 - Capacity development, fiduciary and monitoring Working Group - will undertake the following functions:

- (a) Assess and monitor fiduciary (work plans, budgets, releases and expenditures, procurement and contract management) and compliance issues; and recommend remedial actions;
- (b) Review the overall status of uses of funds and accountability based on quarterly IFRs and internal audit reports
- (c) Review annual financial and technical audit reports and recommend actions to ensure that WSDP is responsive to the findings and recommendations;
- (d) Review and recommend required actions for the improvement of institutional and human resource capacities that underpin the success of WSDP.
- (e) Review progress on implementation of the JWSR undertakings and JSM agreed actions; Review overall progress on capacity building and training program; and
- (f) Review work plan, budgets, and procurement plans for all WSDP components prior to submission to the SC
- (g) Review the cash flow forecasts of implementing agencies for the next six months in the light of the approved annual work plan/budget, procurement plan and activities to be carried out in the next six months and approve disbursements to be made from the

Basket Holding Account to the Exchequer/accounts of implementing agencies for carrying out the approved activities. Such approval will take into account cash balances brought forward from the previous period.

2.4 Joint Supervision Mission

There is no change to the role and functions of the JSM and these remain the same as those outlined in the PAD, which includes reviewing the following:

- i) Overall progress of the program implementation during the semi annual period; and assess the status of actions agreed during the last mission and JWSR;
- ii) the program results framework and performance indicators as well as budget/financing plan, procurement plan, disbursement projection and procedures as well as other requirements as discussed during the last mission and subsequent meetings;
- iii) the overall coordination of programme implementation and the adequacy of specific program implementation arrangements; and
- iv) the progress on, and capacity for, procurement and financial management, monitoring and evaluation, environmental and social safeguards.

2.5 WSDP Steering Committee

The Steering Committee (SC) is a high level decision making committee which ensures the required coordination between the ministries and the DPs involved in the management, implementation and financing of the WSDP. Any revision of the strategic orientation and focus of the WSDP is to be approved by the SC. While the SC is in charge of the entire WSDP, it will pay particular attention to those activities and projects which are financed through GoT funds and Water Basket funds. Decisions of the SC shall be unanimous. The basket DP representatives' concurrence is required as far as decisions are related to the utilization of Basket funds.

In line with the subsidiary principle, the SC will discuss and agree on strategic, budgetary, financial management and sector policy issues which require the involvement of the senior management of the involved ministries and DPG Water since they can not be sufficiently resolved by the WSWG and/or TWGs. The Sector Lead Ministries, which are MoW, PMO-RALG, MoHSW and MoF, with senior management representations in the SC will be responsible for ensuring that agreed actions and recommendations will be undertaken in coordination with other MDAs, IAs and DPs for efficient and effective implementation of WSDP.

The SC will meet at least twice a year and will be responsible for:

- (a) Review water sector policy, strategic framework and WSDP implementation arrangements and recommend improvements.

- (b) Individual members of SC will provide appropriate follow up to ensure that the agreed recommendations are appropriately implemented in their respective capacities and mandates.
- (c) Review and recommend required actions to enhance capacities of IAs in order to ensure efficient implementation of WSDP.
- (d) Review the progress of implementation of WSDP including funds mobilization, planning and budgeting; budget implementation and monitoring. This includes reviewing long term financing of the water sector and reforms.
- (e) Monitor the effectiveness and efficiency of WSDP management structure to ensure that adequate capacity is in place.
- (f) Review MOU compliance of WSDP implementation with regard to proper planning, monitoring, and reporting including financial, procurement, and the environmental/social safeguard aspects, with particular attention to the Basket funded activities, and agree on remedial measures as deemed necessary.
- (g) Review the progress of the WSDP implementation and provide strategic guidance for improvement of the sector performance with regard to the defined sector targets. Recommend appropriate actions and measures to resolve identified bottlenecks which are compromising the efficiency, effectiveness and transparency/accountability of the WSDP performance.

More specifically, the SC will also be responsible for conducting the following tasks amongst others:

- (a) Recommend priorities to inform the budget guidelines and budget preparation as well as semi-annual resource requirements and cash flow projection.
- (b) Review annual work plan/budget and procurement plan with particular attention to the basket financed activities.
- (c) Recommend the GoT and DPs annual budgetary contributions prior to each budget year considering the three-year mid-term expenditure framework with particular attention to the water basket.
- (d) Approve semi-annual fund transfers from the basket account to the implementing agencies based on agreed work plans, procurement plan, annual budget and actual implementation progress.
- (e) Review implementation progress of action plans that respond to the findings of the annual financial and technical audit reports and recommend corrective measures.
- (f) Review implementation progress of determined sector priorities (undertakings, agreed actions, etc.) including compliance with the provisions of WSDP MoU.
- (g) Review the sector performance assessment framework / status and recommend required actions

2.6 Joint Water Sector Review

The focus of the annual Joint Water Sector Review (JWSR) is on sector performance assessment and provision of the direction on next priorities in terms of the agreed undertakings. The review links water sector performance assessment with the MKUKUTA/GBS annual progress review of which provides self sector assessment if sector performance is satisfactory or not.

3 Management of the WSDP Dialogue Process

3.1 Nomination of Chairs, Deputy Chairs, Co-Chairs and Secretaries

The lead component's Divisional Directors will chair their respective Technical Working Groups and relevant Directors will be Deputy Chairs. The Chair and Deputy Chair of each TWG will be supported by the respective component representative in the Program Coordination Unit (PCU), who will work as the secretary to the Group. Due to its magnitude of roles, the Deputy Permanent Secretary of MoWI and Deputy Permanent Secretary of PMO-RALG will be Co-Chairs to the Capacity Development Fiduciary and Monitoring TWG, one of the DPP representatives in the PCU will work as its secretary.

The chairs of the Technical Working Groups and the Capacity Building, Fiduciary and Monitoring Technical Working Group will provide inputs to the WSDP Steering Committee to be chaired by the Permanent Secretary of MOWI. The PCU will work as the secretariat to the SC.

The Joint Water Sector Supervision Mission will be co-chaired by the Permanent Secretary of MOWI and the lead DP of the DPG Water. The PCU and the DPG Water Secretariat will both work as a joint secretariat to support the mission. The Joint Water Sector Review will continue to be chaired by the Minister of Water and Irrigation with PCU working as the secretariat.

3.2 Agenda Setting and Invitations

The agenda for all Technical Working Group meetings will be prepared by the group secretary in collaboration with DPG water secretariat for approval by the group chair before being sent out to the respective group members at least one week prior to the scheduled meeting date. The agenda for group meetings will be set based on suggestions to be submitted directly to the secretary from group members, WSDP implementing agencies, MOWI management and DPs. A copy of the agenda will, through PCU, be circulated within MOWI and DPG Water secretariat for the purpose of prior information and strategic preparations for effective participation.

The PCU, as the secretariat to the WSDP Steering Committee will follow a similar process for agenda setting in collaboration with DPG water secretariat and forwarding invitations on behalf of MOWI. Administrative arrangements for the JSM will remain unaltered.

3.3 Reading and Approval of Minutes

The secretary of each Technical Working Group, and the SC will circulate draft minutes within five working days after each meeting. Group members will be required to respond in writing within one week after circulation and the secretary will incorporate the necessary changes before submitting these to the chair and co-chairs for approval, before once again circulating to particular members. Substantive issues or disagreement regarding the meeting minutes will be discussed as a matter arising at the next meeting, where corrections will be done. In order to save a significant amount of time, minutes of the last meeting will not be read in a meeting.

4 Composition of WSDP Dialogue Bodies

4.1 Technical Working Groups

The sub-sector Technical Working Group is a forum to discuss WSDP component issues and challenges encountered during implementation and advice the sector implementing agencies on solutions in terms of remedial actions. The groups will be composed of representatives from relevant stakeholders including those who are versed with roles and responsibilities of coordinating implementation of WSDP at various levels of the government and Development Partners who have made commitments to support implementation of JWSR undertakings and agreed actions, or who are involved in monitoring the components progress; and other criteria as jointly agreed in the restructuring packages report. The composition of TWGs will be as follows:

4.1.1 Water Resources Management TWG

In addition to DWR (Chair), the DWL (Deputy Chair) and the divisional representative in the PCU (Secretary); this Technical Working Group will also include:

- i) Divisional staff with delegated responsibility for monitoring implementation of JWSR undertakings and agreed actions;
- ii) Divisional Assistant Directors (4);
- iii) One senior representative from PMO-RALG;
- iv) Representative from one (1) Regional Secretariat;
- v) Senior representatives from nine (9) Basin Water Offices;
- vi) Representative from NEMC;
- vii) Head of the MOWI safeguards team;
- viii) Representative from TAWASANET;
- ix) Senior representative from the Directorate of Irrigation
- x) Senior representatives from six (6) irrigation zones; and
- xi) Representatives from DPs.

NOTE: The representation to this TWG from institutions outside the MoWI needs to base on expertise and knowledge on issues of water resources management (integrated water resources management, environment, safeguards and water quality management).

4.1.2 Rural Water Supply and Sanitation

In addition to DCWS (Chair), one of the PMO-RALG Directors (Co-Chair) and the divisional representative in the PCU (Secretary); this working group will also include:

- i) Divisional staff with delegated responsibility for monitoring implementation of JWSR undertakings and agreed actions;
- ii) Divisional Assistant Directors (3);
- iii) Two (2) senior representatives from PMO-RALG, preferably not coming from one PMO-RALG directorate;
- iv) Senior representative from two Regional Secretariats;

- v) Representative from TAWASANET;
- vi) Senior representative from MoHSW
- vii) Senior representative from MoEVT
- viii) Senior representative from NBS
- ix) Representatives from DPs

NOTE: The representation to this TWGs from institutions outside the MoWI needs to base on expertise and knowledge on issues of RWSS component, which include planning and budgeting, physical and financial reports including quality control; monitoring and evaluation including water point mapping; capacity building of LGAs; and establishment plus registration of water user entities.

4.1.3 Commercial Water Supply and Sewerage

In addition to DCWSS (Chair), the Director of Water Services in EWURA (Co-Chair) and the divisional representative in the PCU (Secretary), this working group will also include:

- i) Divisional staff with delegated responsibility for monitoring implementation of JWSR undertakings and agreed actions;
- ii) Divisional Assistant Directors (3);
- iii) Representative from PMU;
- iv) CEO of DAWASA;
- v) CEO of DAWASCO;
- vi) Managing Directors from at least three (3) Regional Water and Sanitation Authorities rotating on annual basis;
- vii) Representative from PMO-RALG;
- viii) Representative from MoFEA;
- ix) Representative from MoEVT;
- x) Representative from Small Towns (Makambako);
- xi) Representative from National Projects (Chalinze);
- xii) Representative from DUWSAs (Kahama);
- xiii) Representative from NBS;
- xiv) Representative from Water Laboratories;
- xv) Representative from NEMC;
- xvi) Representative from TAWASANET; and
- xvii) Representatives from DPs.

NOTE: The representation to this TWG from institutions outside the MoWI needs to base on expertise and knowledge on issues of management support and investments in regional urban water authorities, township authorities, Dar es Salaam, and clustering.

4.1.4 Capacity Development, fiduciary and monitoring TWG

In addition to DPS MoWI and DPS PMO-RALG (Co-Chairs); the divisional representative in the DPP (Secretary), this working group will also include:

- i) Senior representative from MOFEA;
- ii) Three (3) senior representatives from PMO-RALG;
- iii) MOWI Chief Accountant;
- iv) MOWI Chief Internal Auditor;
- v) MOWI Head Procurement Management Unit;
- vi) MOWI Head Legal Unit;
- vii) MOWI Divisional Leads (4) responsible for Component Contract Management;
- viii) MOWI DAHR Lead on Sector Capacity Building;
- ix) MOWI DAHR Lead on Internal Staff Training and Development;
- x) MOWI DPP Lead on Sector Monitoring and Evaluation;
- xi) MOWI DPP Lead on Planning and Planning;
- xii) MOWI WSDP Accountant;
- xiii) Senior representative from the Planning Commission;
- xiv) MOWI CSO;
- xv) MOWI HICTU;
- xvi) MOWI HCU;
- xvii) PWDMI; and
- xviii) Representatives from DPs.

NOTE: The representation to this TWG from institutions outside the MoWI needs to base on expertise and knowledge on issues of planning, budgeting, auditing, procurement, monitoring and evaluation including MIS; and institutional and personnel capacity building.

4.2 WSDP Steering Committee

In addition to the MOWI Permanent Secretary (Chair), the Deputy Permanent Secretary MOWI and the Director of Programme Management (Secretary), this high level Steering Committee will include:

- i) Permanent Secretary - MOFEA
- ii) Permanent Secretary - PMO-RALG
- iii) Permanent Secretary – MoHSW
- iv) CEO – Planning Commission
- v) Four DP representatives including two Co-Chairs, one NGO representative and one representative from earmarked partners.

MOWI and PMO-RALG Divisional Directors will be resource persons to the SC.

4.3 Joint Water Sector Supervision Mission

There is no change to the role and functions of the JSM and these include organizational management of JSM, which remain the same as outlined in the PAD. MoWI will identify and appoint members from the government side who will be involved in the JSM; and the DPG-water will do the same on the part of Development Partners as has been done previously. MoWI will formerly invite identified members to the JSM in collaboration with the DPG water secretariat.

5 Dialogue Calendar

The previous dialogue calendars were to some extent not realistic especially those related to TWG meetings, which were held bi-monthly. The proposed dialogue calendar calls for quarterly meetings in line with logic of discussing quarterly WSDP progress reports for their respective components. In addition to this, effectiveness of the sector dialogue process to date has been marred by not having clear fixed dates for the various meetings. This has made it difficult for MOWI officials, as well as external Government officials and Development Partners' representatives, to regularly attend meetings: that may be called at short notice and/or may be postponed for a week or so. To overcome this, fixed occasions for each meeting have been identified and these are summarised in Table 4.1.

Table 4.1: Management and Calendar of WSDP Dialogue Mechanism Meetings

Code	Description	Chair/Deputy/ Co-chair	Secretary	Timing	When	Pre-Conditions for Meetings
TWG1	Water Resources Management	DWR – Chair and DWL - Deputy	Rep PCU	Quarterly	Last Thursday Months 2, 5, 8 & 11	Agenda/Documents circulated at least by COB Friday before mtg.
TWG2	Community Water Supply and Sanitation	DCWS – Chair and PMO-RALG Director – Co-chair	Rep PCU	Quarterly	Last Thursday Months 2, 5, 8 & 11	Agenda/Documents circulated at least by COB Friday before mtg.
TWG3	Commercial Water Supply and Sewerage	DCWSS – Chair and EWURA Director as Deputy	Rep PCU	Quarterly	Last Thursday Months 2, 5, 8 & 11	Agenda/Documents circulated at least by COB Friday before mtg.
TWG4	Capacity Development, Fiduciary and Monitoring TWG	DPS MoWI and DPS PMORALG (Co-chairs);	Rep DPP	Quarterly	Friday after TWGs Months 2, 5, 8 & 11	Agenda/Documents circulated at least by COB Friday before mtg.
WSDP-SC	WSDP Steering Committee	MOWI PS and DPG Co-chair	Director PCU	Semi - Annual	First Friday Months 7/8 and 11/12	Semi Annual Progress Report (Jan/Feb) Draft WSDP WP, PP and Budget (May/June)
JSM	Joint Supervision Mission	MOWI PS & DPG Co-Chair	Director PCU & DPG Sec	Semi - Annual	1 st Monday (2 weeks) Months 9 and 3	Agreed Mission TOR (March and Sept)
JWSR	Joint Water Sector Review	Minister	Director PCU	Annual	21/22 September 2011	Water Sector Status Report ready and printed before end of August

All three Technical Working Groups will meet on the same day, however to allow for participation in more than one group these will be scheduled as follows: Water Resources (from 9:00 to 11:00), Community Water and Sanitation (from 12:00 to 14:00) and Commercial Water and Sewerage (from 15:00 to 17:00). The Capacity Development, Fiduciary and Monitoring TWG will meet the day after the other Technical Working Group meetings. It is anticipated that this will be a full day meeting

given the number of issues to be discussed. The new high-level WSDP Steering Committee will meet twice a year, January/February and May/June.

The Joint Supervision Mission (JSM) will continue to take place over two –three weeks in March/April and September/October. The JSM will take place at appropriate timing to be agreed. The Joint Water Sector Review (JWSR) will also continue to be held for 2 days, during the week following the end of the September JSM. This arrangement permits the JSM to present a summary of JSM key issues to the JWSR.

The proposed dialogue calendar includes blackout periods during the main holiday periods (Christmas and New Year, all of July and most of August) which includes the period towards the budget reading in Parliament. Furthermore, none of the proposed dates fall on a gazetted public holiday in 2011. The WSDP dialogue calendar will be finalized as part of the revised PIM.