



Energy and Water Utilities Regulatory Authority

**ISO 9001:2008 Certified**

# **STRATEGIC PLAN**

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## **FOR 2017/18 – 2021/22**

**Dar es Salaam - March 2017**





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## CHAIRMAN'S STATEMENT

The Energy and Water Utilities Regulatory Authority (EWURA), has since it became operational in June 2006, focused its functions on promoting effective competition and economic efficiency in order to ensure that regulated services are available and accessible to existing and potential customers.

During the previous Strategic Plan period spanning from July 2012 to June 2017, EWURA has successfully been able to establish itself as an effective regulatory authority through development and implementation of regulatory tools in the regulated sectors. This period witnessed EWURA being portrayed as one of the best regulators in the African continent. Consistency and transparency in decision making processes has been key to EWURA's success. This has increased investors' confidence and has attracted several projects, small and large.

The primary focus during the Strategic Plan of July 2017 to June 2022, will be for EWURA to sustain its success in its regulatory undertakings and ensure improved regulated services to customers while ensuring financial and technical sustainability of efficient service providers. During this period EWURA will focus on the following:

- (a) contributing to national development efforts to make Tanzania become a middle income country by 2025;
- (b) meeting the demand of stakeholders by extending its reach through establishment of more zonal offices and strengthening the existing ones;
- (c) keeping pace with new changes of service provision in the regulated sectors by promoting the application of technology in conducting its business and;
- (d) facilitating and enhancing private sector consultation.

While thanking all those who facilitated achievements of the previous plan, I pledge cooperation with stakeholders in ensuring that the interests of the different groups are balanced. This five year Strategic Plan aims at enabling EWURA to achieve a comprehensive and focused fulfilment of tasks assigned to it under the relevant Acts and sector legislation. The Authority, apart from promoting stakeholders consultations shall continue to build institutional capacity to ensure achievement of goals set out in this plan.



**Eng. Prof. Jamidu Katima**

**Chairman, EWURA Board of Directors**

**March 2017**



## DIRECTOR GENERAL'S STATEMENT


The Energy and Water Utilities Regulatory Authority (EWURA) is responsible for technical and economic regulation of the energy (electricity, petroleum, natural gas) and water sector in Tanzania in order to enhance the welfare of the Tanzanian Society. In implementing this responsibility, it is essential for EWURA to strategically align itself in response to the continuously changing regulatory environment so as to ensure that its mandated roles and functions are effectively and efficiently implemented. In this regard, the fourth five year Strategic Plan 2017/18 - 2021/22 has been prepared.

The fourth Strategic Plan has been prepared in consultation with key stakeholders and is informed of the national and international planning frameworks relevant to EWURA. The planning frameworks include the National Five Year Development Plan: 2016-2021; the CCM Election Manifesto 2015; the Budget Guidelines for financial year 2017/18; the Global Sustainable Development Goals, and the relevant regulated sectors policies and medium term targets. Furthermore, a thorough assessment of EWURA's operating environment including lessons learnt from implementing the third Strategic Plan (2012/13 – 2016/17) provided inputs in formulating the strategic objectives, strategies and associated outputs.

In the next five years, EWURA will be guided by four Strategic Objectives namely: Quality, Availability and Affordability of Regulated Services Improved; Public Knowledge, Awareness and Understanding of Regulatory Functions in the Regulated Sectors Enhanced; EWURA Functions Effectively and Efficiently Managed; and Interventions Against HIV/AIDS, Corruption and Other Cross-Cutting Issues Enhanced. Based on these strategic objectives, EWURA will continue to work towards clear, measurable targets and assessing our performance on an annual basis so as to ensure maximum performance on the predetermined deliverables.

Our annual budgets will be aligned to these strategic objectives so as to ensure that resources are allocated for implementing the plan while at the same time continuing to enhance value for money in our operations. Therefore, I call upon all EWURA staff to continue upholding the teamwork spirit and commitment so that, together, we can achieve the set targets.

In conclusion, I would like to thank EWURA Board of Directors for their inspiring leadership. We look forward to their continued support and guidance in the period ahead.

  
**Felix Ngamlagosi**

**Director General**

**March 2017**

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## LIST OF ABBREVIATIONS AND ACRONYMS

AFUR	-	African Forum for Utility Regulators
AIDS	-	Acquired Immune Deficiency Syndrome
APP	-	Annual Procurement Plan
BPS	-	Bulk Procurement System
CAG	-	Controller and Auditor General
CCC	-	Consumer Consultative Council
CCM	-	Chama Cha Mapinduzi
CSC	-	Client Service Charter
DCA	-	Director of Corporate Affairs
DIA	-	Director of Internal Audit
DLS	-	Director of Legal Services
DNG	-	Director of Natural Gas
DoE	-	Director of Electricity
DP	-	Director of Petroleum
DRE	-	Director of Regulatory Economics
DWS	-	Director of Water and Sanitation
EADG	-	Executive Assistant to Director General
EAPP-IRB	-	East Africa Power Pool - Independent Regulatory Board
EFQM	-	European Foundation for Quality Management
EIA	-	Environmental Impact Assessment
ELC	-	Electrical Installation License Committee
EREA	-	Energy Regulators of East Africa of Southern Africa
ERIS	-	Electricity Regulatory Information System
ESAWAS	-	Eastern and Southern Africa Water and Sanitation Regulators Association
ESIRSR	-	Electricity Supply Industry Reform Strategy and Roadmap
EWURA	-	Energy and Water Utilities Regulatory Authority
FCC	-	Fair Competition Commission
FCR	-	Full Cost Recovery
FCT	-	Fair Competition Tribunal
GCC	-	Government Consultative Council
GIS	-	Geographical Information System
HIV	-	Human Immune-deficiency Virus
HR	-	Human Resources
ICT	-	Information and Communication Technology
IEC	-	Information, Education and Communication

IFRS	-	International Financial Reporting Standards
ISO	-	International Organisation of Standardisation
KPIs	-	Key Performance Indicators
LOIS	-	Licensing and Ordering Information System
LPG	-	liquefied petroleum gas
M&E	-	Monitoring and Evaluation
MCPR	-	Manager Communication and Public Relations
MDAs	-	Ministries, Independent Departments and Executive Agencies
MEM	-	Ministry of Energy and Minerals
MIS	-	Management Information Systems
MPM	-	Manager Procurement Management
MTEF	-	Medium Term Expenditure Framework
NARUC	-	National Association of Regulatory Utility Commissioners
NAWAPO	-	National Water Policy
NBAA	-	National Board of Auditors and Accountants
NEP	-	National Energy of Policy
NGIS	-	Natural Gas Information System
NGUMP	-	Natural Gas Utilization Master Plan
NPIS	-	National Petroleum Information System
OPRAS	-	Open Performance Review and Appraisal System
OSHA	-	Occupational Safety and Health Authority
PAR	-	Public Access Register
PIC	-	Petroleum Importation Coordinator
PO-PSM	-	President's Office – Public Service Management
PPAs	-	Power Purchase Agreements
PPF	-	Public Pensions Funds
PPPs	-	Public-Private Partnerships
QMS	-	Quality Management Systems
RERA	-	Regional Electricity Regulators Association
SDGs	-	Sustainable Development Goals
SOs	-	Strategic Objectives
SPPAs	-	Small Power Purchase Agreements
SPPs	-	Small Power Producers
TOR	-	Terms Of Reference
UDSM	-	University of Dar es Salaam
USoA	-	Uniform System of Accounts
WSSAs	-	Water Supply and Sanitation Authorities

## EXECUTIVE SUMMARY

The Medium Term Strategic Plan (July 2017 - June 2022) was developed through an interactive and participatory processes. Through a series of interactive strategic planning workshops, EWURA's functions and its operations were diagnosed bringing out the key issues that impact on the service delivery by EWURA, its strengths and weaknesses. The interactive process aimed at creating a common understanding and buy-in of both the strategic planning process and its eventual outputs.

The strategic planning workshops entailed conducting analysis of the following:

- (a) the background of EWURA;
- (b) EWURA's mandated roles and functions;
- (c) assessment of performance of the previous Strategic Plan including conducting an analysis of recent initiatives, achievements and challenges thereof;
- (d) stakeholders' analysis;
- (e) organizational scan; and
- (f) trend analysis.

EWURA's diagnosis came out with the following critical issues:

- (a) During the planning period EWURA will constantly need to meet emerging new challenges and government directives. EWURA shall always align itself to meet these new challenges and directives.
- (b) Cross-cutting issues which are: gender mainstreaming; good governance practices; HIV/AIDS; non-communicable diseases; staff health and fitness; drug and alcohol abuse, and environmental protection will continue to be addressed and strengthened in this Strategic Plan.
- (c) For EWURA to meet key stakeholders expectations, the Authority will need to adopt strategies that will enhance the Authority's ability to capture, analyse and disseminate information for decision making. Furthermore, EWURA shall need to establish a system of obtaining information from regulated sectors in order to regulate effectively while at the same time transparently committing service levels and standards to be expected by its stakeholders (Client service charter and getting feedback).
- (d) The government continues to develop measures to enhance doing business in Tanzania. To complement that effort, EWURA shall continue to develop well-prepared regulatory tools which are pre-requisites for attracting investments in the regulated sectors.
- (e) In order to address inadequate investments in the regulated sectors, EWURA shall intensify its efforts of facilitating private sector participation and Public-Private Partnerships (PPPs).
- (f) Human capital issues including staff development, engagements, embedding institutional culture, re-tooling, recruitment, retention and working environment, will continue to be critical to ensure that EWURA is capable of discharging its functions at an acceptable speed and quality.
- (g) Financing of EWURA is another priority area for this Strategic Plan because as EWURA's operations expand, financing will be more critical. It is crucial for EWURA to become financially sustainable as provided in the EWURA Act, Cap 414 of the Laws.
- (h) The Public has got to know and participate in the process of regulating the energy and water sectors. Public education and awareness will continue to be addressed in this Strategic Plan.

- (i) EWURA headquarters currently operates from rented office premises in Dar es Salaam. As the government has directed the move to Dodoma, the designated Capital of Tanzania, EWURA will look for alternative ways for acquiring an office space in Dodoma.
- (j) As dynamics in the regulated industry change, EWURA has to keep pace with those changes by promoting the application of technology in conducting its business.
- (k) As more stakeholders get to know and understand the functions and responsibilities of EWURA, demand for its services will increase and the need to extend the reach through establishment of more zonal offices and strengthening the existing ones will be more than real.
- (l) In order to improve the quality of regulated services, EWURA will continue to conduct compliance monitoring and enforcements.
- (m) EWURA will continue striving to learn and achieve international best practices by cooperating with regional and international regulatory organisations and associations.
- (n) EWURA will continue to implement Quality Management Systems (QMS) in order to continually improve its operational performance.

In order to address the above issues EWURA reviewed the organization's key statements and values as follows:

### EWURA's Core Values

EWURA staff shall be guided by the catchword '**IMPACT**' with six (6) core values as follows:

	Core Value
<b>I</b>	Impartiality
<b>M</b>	Morality
<b>P</b>	Professionalism
<b>A</b>	Accountability
<b>C</b>	Courtesy
<b>T</b>	Transparency

**The Vision Statement:** "To be a World Class Regulator of Energy and Water Services"

**The Mission Statement:** "To Regulate Utilities for Energy and Water Sectors in a Transparent, Effective and Efficient Manner that Ensures their Quality, Availability and Affordability"

**Motto:** "Fair Regulation for Positive IMPACT"

### Rationale of the Strategic plan

This fourth Strategic Plan focuses on the identified critical issues and improvement of service delivery and addresses all areas included in the mandated roles and functions of EWURA. The Strategic Objectives which have been identified to be addressed over the next five years include:

- (a) Quality, availability and affordability of regulated services improved;
- (b) Public knowledge, awareness and understanding of regulatory functions in the regulated sectors enhanced;



- (c) EWURA functions effectively and efficiently managed; and
- (d) Interventions against HIV/AIDS, corruption and other cross-cutting issues enhanced.

Based on these Strategic Objectives, strategies have been identified with corresponding targets, activities and outcome indicators over a 5 year time frame (2017 – 2022).

This Strategic Plan will ensure that the overriding objectives of the Authority are spelt out clearly and the necessary accountability is created to achieve the desired improvement in service delivery to customers and stakeholders. As part of the Monitoring and Evaluation (M&E) process that will follow the Strategic Planning Process, the hierarchy of objectives and outcome indicators as enshrined in this Strategic Plan document will be cascaded down to the individual employee level to ensure their achievement within the specified time period. This document will also be used to prepare the Authority's Annual Budgets and Plans.

## CHAPTER I

### INTRODUCTION

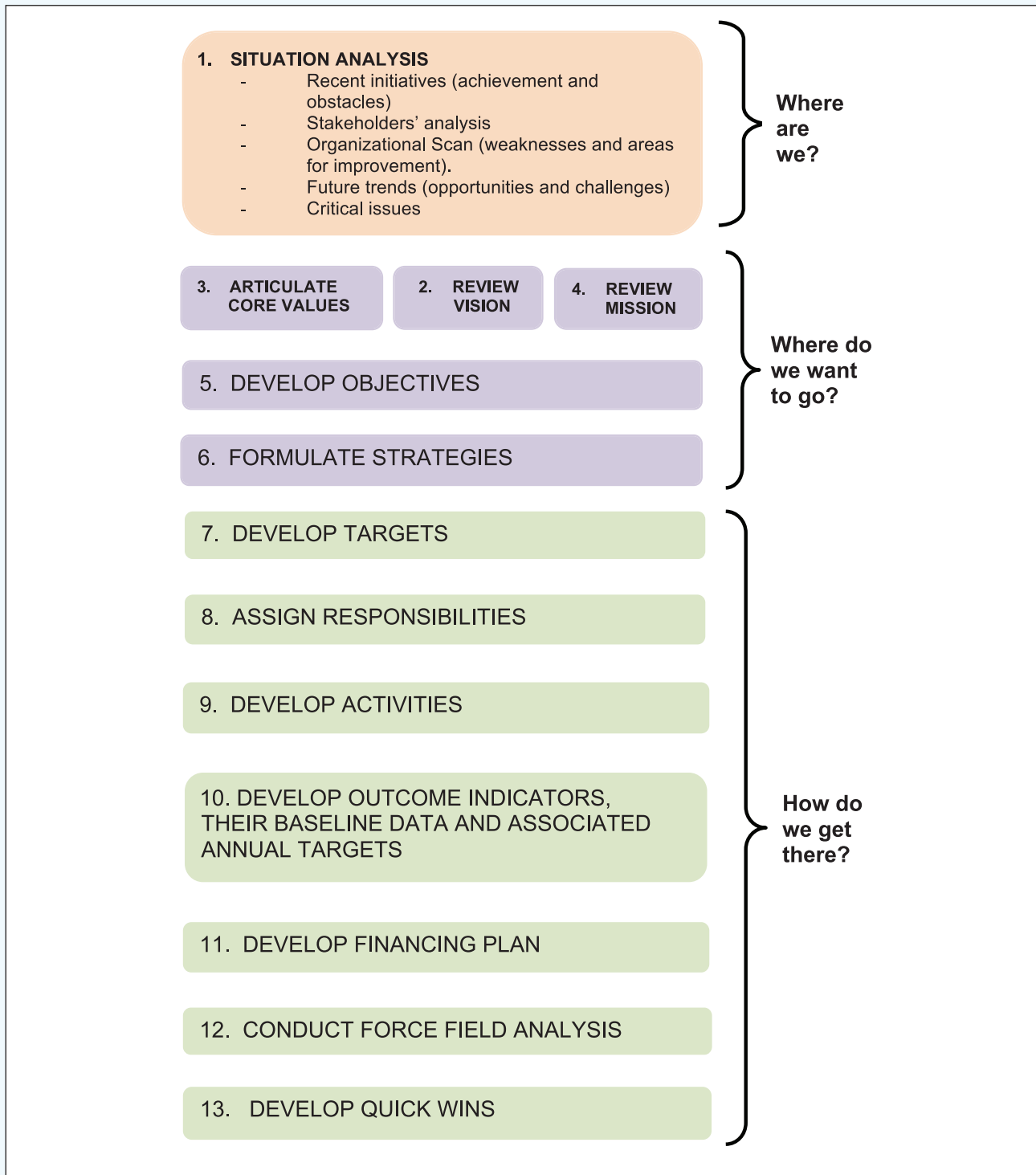
#### 1.1. Background

This is the fourth Strategic Plan of EWURA. The first Strategic Plan which covered the period from July, 2006 to June, 2008 was developed by a consultant. This first plan enabled the establishment of EWURA and commencement of its operations. The second plan for three years covering the period from July, 2008 to June, 2011 was developed by EWURA based on the experience of implementation of the first three years plan. The third plan for five years covering the period from June, 2012 to July, 2017 was developed by EWURA under the facilitation of an individual consultant and was based on the experience of implementation of the former three plans.

#### 1.2. The Planning Process

EWURA's Management Team constituted itself into the strategic planning team and developed the Plan. The Team reviewed the earlier five year Strategic Plan (2012/13 to 2016/17) and EWURA's ten years performance since its inception. The drafting process was both consultative and internally participatory. All staff were involved through a staff meeting that was conducted on 22<sup>nd</sup> March 2017. Moreover, the Management held three consultation meetings on, 4<sup>th</sup> January 2017, 13<sup>th</sup> February 2017 and 3<sup>rd</sup> March 2017 to review various draft reports and the Management's views were taken on board. In addition, Stakeholders' satisfaction survey was conducted to get feedback from both internal and external stakeholders on the performance of EWURA during the implementation of the previous Strategic Plan (2012/13 to 2016/17). Finally, the draft document was discussed at the Board of Directors' meeting, and approved.

The following 13 step processes were used in reviewing the previous five years Strategic Plan and developing the current five year plan.



**Figure 1: Steps in Reviewing the Strategic Plan**

The approach used for each of these steps is described in more detail below. The results of each step are presented in Chapters II, III, IV, V, VI and VII and in the Appendices.

### **1.2.1. Recent Initiatives: Achievements and Challenges**

A review of EWURA's background, roles and mandates and the performance of the earlier plan were conducted. Then the strategic planning team dwelt on recent initiatives including achievements and challenges. It was observed that during the last five years EWURA initiated a number of measures aimed at maintaining its high performance record while at the same time improving its service delivery. While EWURA takes pride in a number of achievements, it is also true that the regulator faces some challenges in maintaining excellence and quality service delivery.

### **1.2.2. National and International Planning Frameworks**

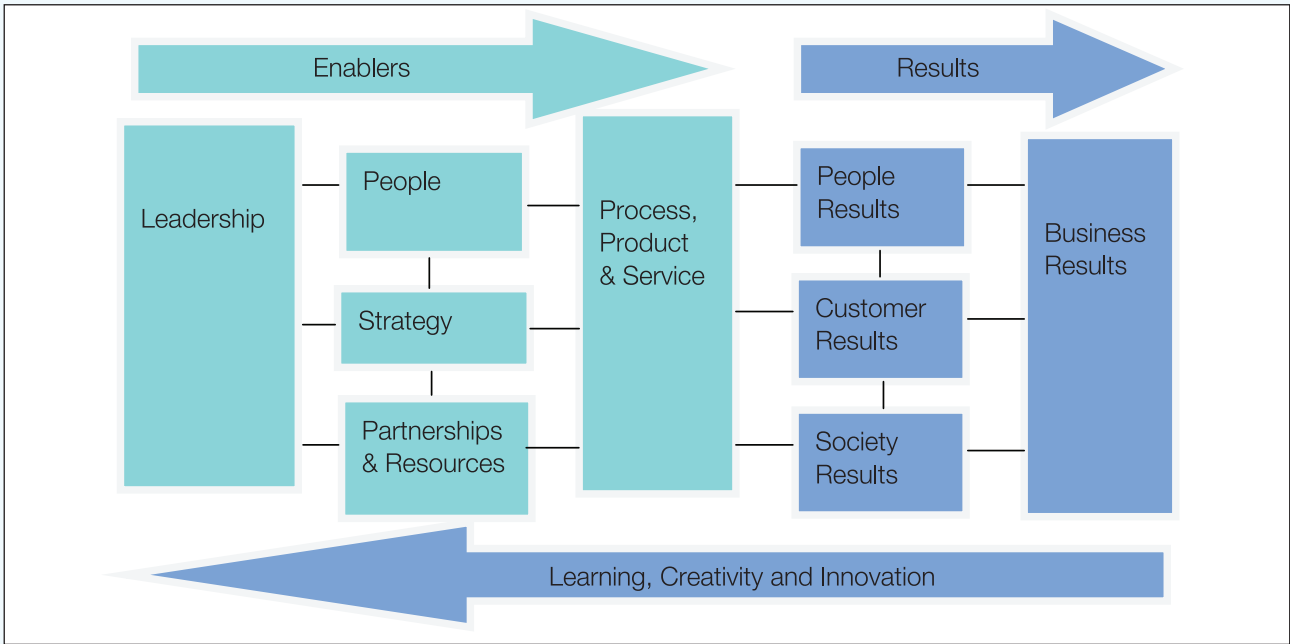
This Strategic Plan took into account national and international planning and policy documents relevant to EWURA which should guide the planning process for the next planning circle. Such documents include the National Water Policy (NAWAPO) of 2002; the National Energy Policy (NEP) of 2015; the National Development Vision 2025; the Second National Five Year Development Plan: 2016-2021 "Nurturing Industrialisation for Economic Transformation and Human Development"; the CCM Election Manifesto of 2015; the Budget Guidelines for Financial Year 2017/18; the Global Sustainable Development Goals (SDGs) for 2030, and other relevant medium term targets. This analysis enabled the planning team to align EWURA's interventions with national and international aspirations.

### **1.2.3. Stakeholders' Analysis**

A stakeholders' analysis using the simplified mind-works box was conducted. The Strategic Planning Team addressed the question as to WHO needs WHAT from EWURA. The impact of not meeting clients' expectations was also analysed. The stakeholders were categorized into 13 main groups: 11 for external stakeholders and two (2) for internal stakeholders. Stakeholders' perceptions survey on EWURA's service delivery on both external and internal stakeholders was also conducted.

### **1.2.4. Internal Organizational Scan**

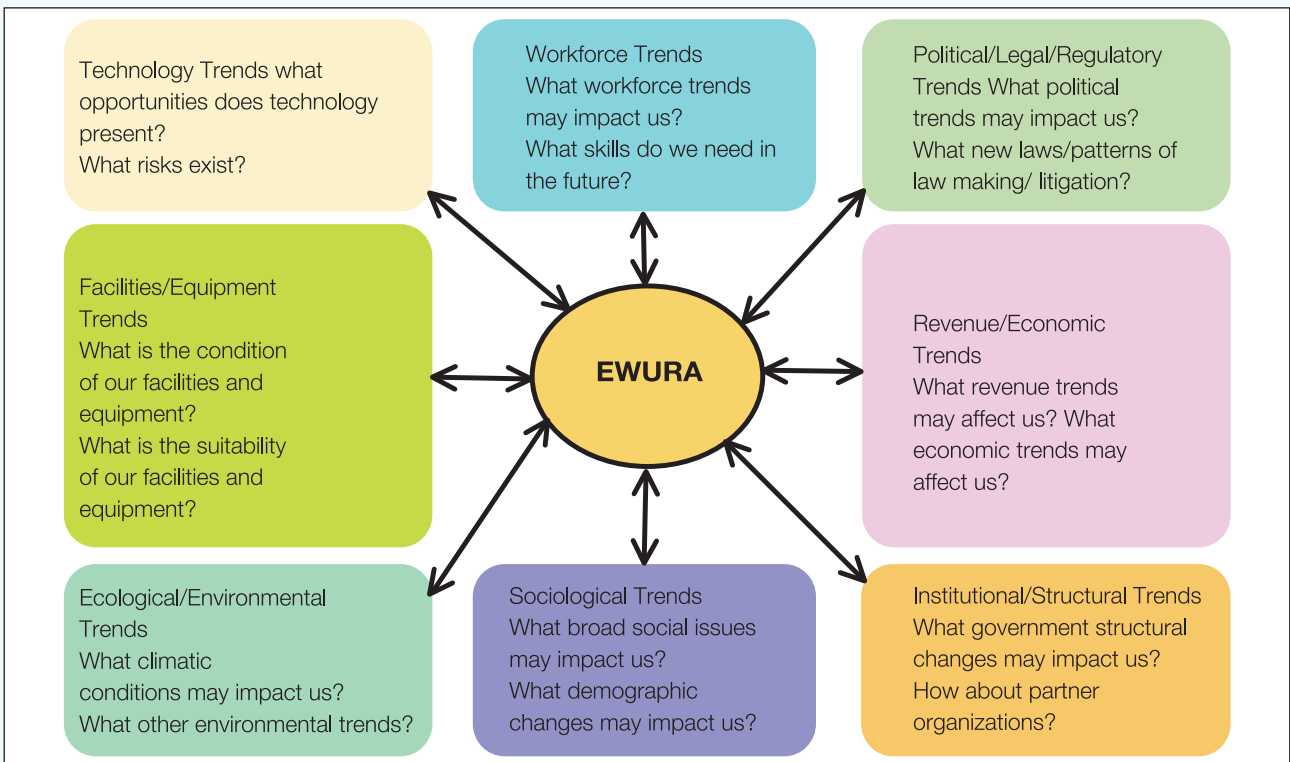
An internal organization scan using a simplified version of the European Foundation for Quality Management (EFQM) or simply the Excellency Model to identify arrears of strengths and those needing improvement was conducted (See Figure 2). Nine criteria (leadership, policy and strategy, people management, partnership and resources, core processes, customer results, people results, society results, and key performance results) were analysed through which the team unveiled EWURA's internal strengths and areas of improvement.



**Figure 2: The European Foundation for Quality Management (EFQM) Excellence Model**  
 Source: EFQM 2012

**1.2.5. External Trend Analysis**

The team noted that EWURA is working in a globalized world, which is constantly changing. It is therefore important to determine what trends may affect its operations and take them into account during the planning process. The external trend analysis was conducted through the PESTAL model as described in Figure 3.



**Figure 3: External Trends Analysis**  
 Source: PO-PSM (Strategic Planning Guidelines, 2002)

### **1.2.6. Critical Issues**

Following the situation analysis a set of critical issues were identified, which will require EWURA's attention during the medium-term period between July, 2017 and June, 2022.

### **1.3. The Vision and Mission Statements, Core Values, Strategic Objective, Strategies, Targets and Outcome Indicators**

From the results of the situation analysis the Strategic Plan for the period 2012/13 to 2016/17 was reviewed. This Strategic Plan for 2017/18 to 2020/21 contains the following outputs:

#### **1.3.1. Core Values**

Values are the guiding principles that all members and employees of EWURA will commit themselves to follow towards the attainment of the shared and agreed vision.

#### **1.3.2. Vision**

The vision represents an idealized view of a desirable but potentially achievable future state of EWURA. The vision would set in motion the process for becoming a service oriented and high performing regulator.

#### **1.3.3. Mission**

The mission statement states what services and benefits EWURA offers to her clients based on reasons for her existence. It also identifies the scope of her operations/services, and when her customers need them.

#### **1.3.4. Strategic Objectives (SOs)**

Strategic Objectives are specific, measurable, achievable, realistic and time-bound outputs (goals or services) to be produced by EWURA so as to deliver the Regulator's Mission and Vision. SOs are specific and time bound for the five-year period and include both new and activities.

#### **1.3.5. Strategies**

Strategies are approaches for achieving the Regulator's desired strategic objectives.

#### **1.3.6. Targets**

Specific outputs, which measure critical, service delivery parameters within the defined timeframe to enable EWURA achieve the overall strategic objective. They are also divided into Service Delivery Targets, Capacity Building Targets and Investment Targets.

#### **1.3.7. Outcome Indicators**

These are the means used to measure the performance of the Regulator and also to ensure that it is meeting the set of defined objectives and targets. The outcome/results indicators are shown in Appendix 2.

#### 1.4. Contents of This Plan

The remaining part of this document is divided into the following Chapters:

- (a) Chapter II begins with a short organizational history. Then it gives details of findings from the situation analysis including results from EWURA's stakeholders' analysis, strengths and weaknesses identified during the organizational scan, opportunities and challenges considered during the trend analysis and critical issues.
- (b) Chapter III presents the main body of the Strategic Plan which describes: Core Values; Mission; Vision; MOTTO; the Strategic Objectives; Implementation Strategies; Targets (deliverables); Assigned Responsibilities, and Annual Activities summarized in Appendix 1.
- (c) Chapter IV describes the Monitoring and Evaluation (M&E) Results Framework. The framework for each objective describes: outcome indicators; indicator description; data source; contact person; data collection methodology and frequency; baseline data, and annual targets.
- (d) Chapter V describes projections of the resource envelop required to implement the five years strategic plan.
- (e) Chapter VI describes the critical factors and barriers to success as well as details next steps to overcome the barriers.
- (f) Chapter VII describes quick wins to be implemented for improving service delivery initiatives.
- (g) Finally two appendices illustrate the salient features of the Plan.

## CHAPTER II

### SITUATION ANALYSIS

#### 2.1. Introduction

This chapter covers EWURA's background by summarizing information pertaining to the legal framework, functions and the organizational structure. The chapter also attempts to build a case for interventions during the Strategic Plan period by asking questions on where the Authority is, why it is there, where it wants to be, and how to get there. Further, it explains in brief the performance of both the past 10 years since EWURA's inception and the previous Strategic Plan of EWURA.

#### 2.2. Legal Framework

The Energy and Water Utilities Regulatory Authority ("EWURA") was established by an Act of Parliament, the Energy and Water Utilities Regulatory Authority Act, Cap. 414. It is a multi-sectoral regulatory authority responsible for technical and economic regulation of electricity, natural gas, petroleum and water sectors in Mainland Tanzania. For that matter, EWURA's functions and responsibilities are also governed by other sector legislations including the Petroleum Act, Cap. 392; Electricity Act, Cap. 131; Water Supply and Sanitation Act, Cap. 272; DAWASA Act, Cap. 273; Fair Competition Act, Cap. 285 and the Finance Act, which is issued annually.

#### 2.3. Functions of the Authority

EWURA is charged with the responsibility of carrying out economic and technical regulations in the energy and water sectors, in a manner that will enhance the welfare of the Tanzanian community in respect of the regulated sectors. The functions of EWURA as spelt out in the Act are:

- (a) to perform all functions conferred on it by sector legislation and Cap. 414;
- (b) to issue, renew and cancel licenses;
- (c) to establish standards for goods and services;
- (d) to establish standards for terms and conditions of supply of goods and services;
- (e) to regulate rates and charges;
- (f) to make rules;
- (g) to monitor performance of regulated sectors in relation to availability, quality, standards of services, cost of services, efficiency of production, investment levels and distribution of services;
- (h) to facilitate resolution of complaints and disputes; and
- (i) to disseminate information about matters relevant to its functions.

Section 6 of the EWURA Act, Cap 414, further requires EWURA to assume the following duties in the course of carrying out its functions:

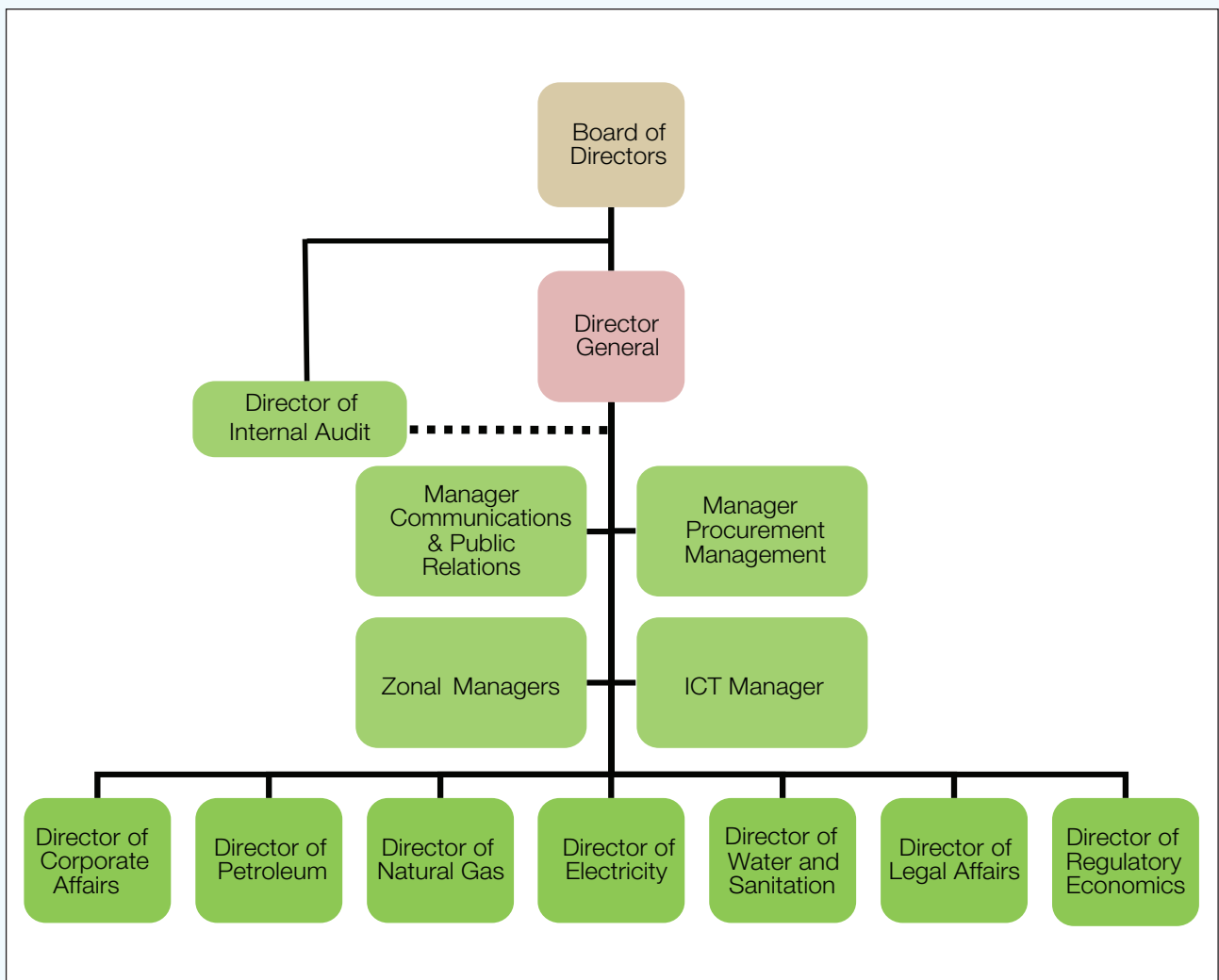
- (a) promoting effective competition and economic efficiency;
- (b) protecting the interests of consumers;
- (c) protecting the financial viability of efficient suppliers;
- (d) promoting the availability of regulated services to all consumers, including low income, rural and disadvantaged consumers;
- (e) taking into account the need to protect and preserve the environment; and



- (f) enhancing public knowledge, awareness and understanding of the regulated sectors including the rights and obligations of consumers and regulated suppliers, the ways in which complaints and disputes may be initiated and resolved, and the duties, functions and activities of the Authority.

**2.4. Governance and Organizational Structure**

EWURA is governed by a Board of Directors consisting of a Chairman and six members including the Director General. The Board is the highest decision-making organ of the Authority, while the Director General manages the day-to-day activities of the Authority. Under the current Organization Structure, the Director General is assisted by eight Divisional Directors, three Heads of Units and the zonal managers. Currently, the Authority operates the headquarter office in Dar es Salaam, the Lake Zone office in Mwanza, the Southern Highlands zone in Mbeya, the Northern zonal office in Arusha, and the Central zonal office in Dodoma. EWURA’s Organization Chart is elaborated in Figure 4.



**Figure 4: EWURA’s Organization Structure**

**2.5. Staffing**

By December 2016, the Authority had 121 employees with different qualifications and hierarchical levels against the approved establishment of 178 employees as shown in the Table 1.

**Table 1: EWURA's Staffing Level by December 2016**

Position	Requirement	Employed	Vacancies
Director General	1	1	0
Directors	9	6	3
Managers	23	18	5
Principal Officers	27	25	2
Senior Officers	23	17	6
Officers	43	25	18
Assistant Officers	15	7	8
Support Staff	37	22	15
<b>Total</b>	<b>178</b>	<b>121</b>	<b>57</b>

## 2.6. Funding

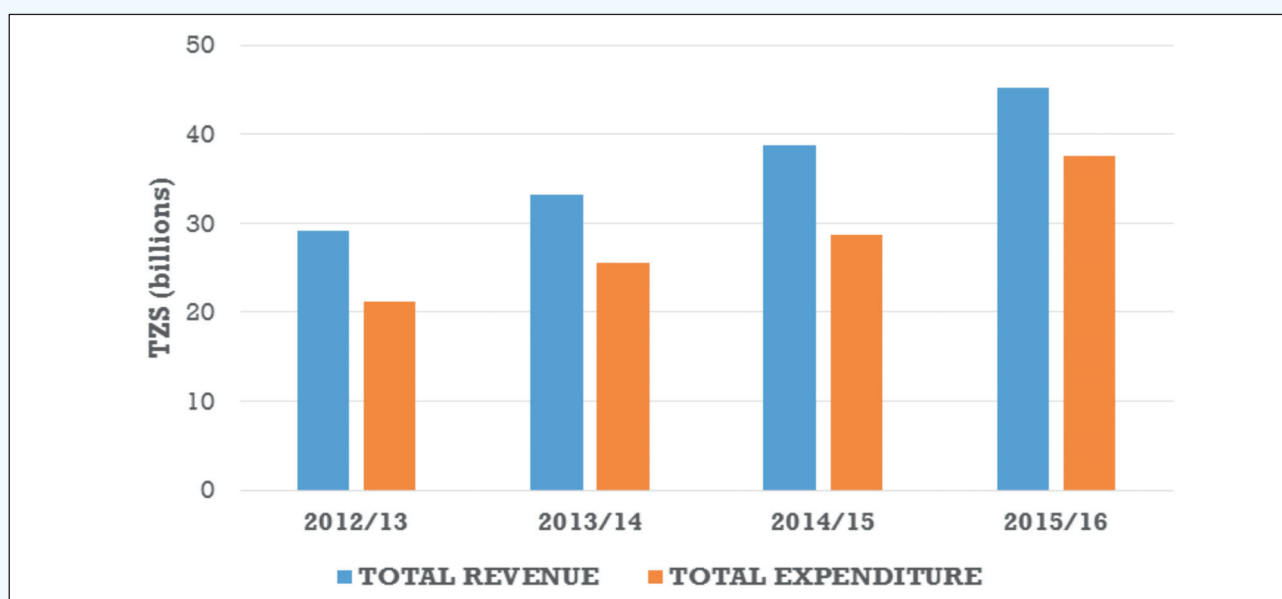
EWURA Act, Cap 414 stipulates that EWURA shall be funded mainly through charging of levies. Other sources of finances include licence fees, grants and donations.

The funds collected are being used to finance both capital and operational budgets of the Authority. The law further requires the Authority to deposit all surplus funds in a special account. Consistent with the EWURA Act, the funds from the special account shall only be used for consumer education or information projects, special non-recurring projects, capital expenditure budget or major rate regulating inquiries.

The Authority witnessed an increase in levy collection from TZS 26.4 billion in 2012/13 to TZS 39.4 billion in 2016/17 contributing about 90 percent of EWURA's revenues. The balance of 10 percent is collected mainly from license fees (5 percent) and other incomes (5 percent). Table 2 and Figure 5 summarise revenue and expenditure for the past four years of operation.

**Table 2: Revenue and Expenditure Trend (2012/13-2015/16)**

REVENUE SOURCES	2012/13	2013/14	2014/15	2015/16
	TZS "000"	TZS "000"	TZS "000"	TZS "000"
Regulatory Levy	26,393,367	29,595,558	34,145,408	39,417,143
Licence Fees	870,285	482,290	677,935	1,059,607
Other Income	1,384,791	1,345,503	1,369,450	1,187,673
Finance Income	547,657	1,730,754	2,497,268	3,638,287
<b>TOTAL REVENUE</b>	<b>29,196,100</b>	<b>33,154,105</b>	<b>38,690,061</b>	<b>45,307,710</b>
<b>RECURRENT EXPENDITURE</b>	<b>21,206,809</b>	<b>25,532,766</b>	<b>28,693,748</b>	<b>36,793,197</b>
<b>DEVELOPMENT EXPENDITURE</b>	<b>40,623</b>	<b>-</b>	<b>40,020</b>	<b>198,638</b>
<b>TOTAL EXPENDITURE</b>	<b>21,247,432</b>	<b>25,532,766</b>	<b>28,733,768</b>	<b>36,991,835</b>



**Figure 5: EWURA's Revenue and Expenditure Trend (2012/13 - 2015/16)**

## 2.7. Review of EWURA's Performance

Assessment of EWURA's performance of the previous strategic plan (2012/13-2016/17) was complemented with assessment of the Authority's performance since its inception, as EWURA celebrates its 10<sup>th</sup> anniversary during the financial year 2016/17.

### 2.7.1. Review of EWURA's Performance Since Inception (2006-2016)

#### a) Electricity Sub-Sector

EWURA facilitated growth and development of the electricity subsector by developing various regulatory tools, approving various electricity tariffs, issuing licences for activities requiring licensing to operate, approving initiation of procurement of power projects, performance monitoring of licensees and approving various power purchase agreements.

In a bid to facilitate a conducive environment for investment, EWURA developed various rules namely, Electricity (Regulation of Generation Services) rules; Electricity (Regulation of Transmission Services) Rules; Electricity (Regulation of Distribution Services) Rules; Electricity (Regulation of Supply Services) Rules; Electricity (Tariff Setting) Rules; Electricity (Initiation of Power Projects Procurement) Rules; Electricity (Development of Small Power Projects) Rules; Electricity (Electrical Installation Services) Rules; Electricity (Licensing Fee) Rules; Electricity (Regulation of Market operation Services) Rules; and Electricity (System Operation Services) Rules. In addition to the rules, EWURA developed guidelines and procedures to guide Electricity Supply Industry (ESI) stakeholders on various issues as well as facilitating development of regulations which are enacted by the Minister responsible for electricity matters.

EWURA approved initiation of procurement of five (5) power projects with a total installed capacity of 837MW which are at different stages of implementation. It also issued 38 licences for electricity activities (generation, transmission, distribution and supply) to developers and operators as well as 1,743 electrical installation licences to electrical installation personnel.

In 2008 a framework for Small Power Producers (SPPs) was introduced with the aim of facilitating and expediting development of small power projects of renewable energy sources through private sector participation. It also aimed at promoting investment in electricity generation and distribution in rural areas particularly those which are not grid connected. Through this initiative, EWURA facilitated the signing of 15 Small Power Purchase Agreements (SPPAs) between TANESCO and various SPP developers with a total of 62.7MW installed capacity, out of which 8 SPPs capable of generating 33.62MW are in operation. In addition, 27 Letters of Intent for about 95.3MW installed capacity of SPPs were issued by TANESCO to developers. In 2015, the SPP framework was reviewed for improvement and under this new framework, EWURA proposed competitive procurement for solar and wind projects between 1MW and 10MW.

EWURA conducted a Cost of Service Study in 2013 with the objective of establishing the costs incurred in each segment of the electricity supply chain (generation, transmission, distribution and supply) to enable determination of cost reflective electricity tariffs. EWURA also developed tariff setting rules and tariff application guidelines to ensure that tariffs are determined in a consistent and transparent manner. EWURA facilitated implementation of Electricity Supply Industry Reform Strategy and Roadmap (ESIRSR) that was launched in July 2014. Activities implemented by EWURA included development of seven (7) model Power Purchase Agreements (PPAs) for oil, natural gas, coal, hydro, geothermal, solar and wind and also regulatory tools for designation of the current TANESCO Grid Control Centre to Independent System Operator and for regulating system and market operations under the restructured Electricity Supply Industry (ESI). Furthermore, the Grid and Distribution Codes were developed to govern matters pertaining to transmission and distribution of electricity.

As part of performance monitoring, EWURA carried regular inspections on licensees' premises (plants and network) through which, technical and administrative shortfalls were identified and reported back to the licensees for improvements. Through these performance monitoring activities, EWURA enabled the licensees to improve their technical performance and customer services.

#### **b) Petroleum Sub-Sector**

EWURA introduced petroleum pricing regulation in January 2009 which resulted into a drop of the petroleum prices by 30 percent during the fourth quarter of FY 2008/09. Moreover, according to the study by the University of Dar es Salaam (UDSM) conducted in April 2014, petroleum price regulation increased average disposable income to the tune of TZS 445.5 billion and resulted to an average increase in tax revenue of TZS 49 billion per annum.

EWURA also introduced fuel marking in September 2010 which significantly contributed to a decrease in the level of adulteration from 78 percent in 2007 to less than 5 percent from the fourth quarter of financial year 2015/16. Furthermore, the study carried out by UDSM found out that fuel marking as an anti-dumping measure led to an increase in tax revenue by a total of TZS 468.50 billion between 2010 and 2013. Bulk Procurement System (BPS) in importation of petroleum products was introduced in January 2012. BPS, among others, contributed to security of supply, reduction of demurrage days from 40 to an average of 1 to 4 days, reduction of freight and suppliers' premium to an average of USD 44.08/MT, collection of accurate data on FOB prices and premium which have led to fair competition and reduced petroleum prices to the final consumers. A study conducted by UDSM concluded that the BPS contributed TZS 121.6 billion to the economy in 2012 and 2013 through increase in individual incomes.

Establishment of standards of petroleum infrastructure led to reduced contamination of products, improved health, safety and environmental matters to the country. Up to December 2016, EWURA issued a total of 1,397 licenses for conducting petroleum downstream operations. These licenses included 107 wholesale licenses; 1,204 retail licenses; 19 wholesale – lubricant licenses; one (1) storage license; eight (8) wholesale – LPG licenses; two (2) bunkering licenses; one (1) Petroleum Bulk Procurement Agency (PBPA) license; seven (7) Consumer Installation licenses and 48 construction approvals. EWURA facilitated the establishment of mobile phone SMS application that enables customers and general public to access petroleum products prices published through mobile phones.

EWURA developed more than 16 regulatory instruments in the petroleum sector which are intended to facilitate proper discharge of the Authority's regulatory roles. These are: Petroleum Wholesale Rules; Petroleum Retail Rules; Sampling and Testing Rules; Marking and Quality Control Rules; Petroleum Road Transportation Rules; Petroleum Consumer Installation Rules; LPG Rules; Lubricant Operation Rules; Lubricant Sampling and Testing Rules; Petroleum Marine Loading and Offloading Rules; Refinery Operation Rules; Waste Oil Recycling Operation Rules; Petroleum Pipeline Operation Rules; Price Setting Rules; Petroleum Bitumen and Petcoke Rules, and Petroleum Village and Small Town Retail Operation Rules. The last one was established to promote installation of retail outlets in townships and villages at least cost without compromising health, safety and environmental issues. Hence investors are encouraged to construct small petrol stations in villages and townships.

### **c) Natural Gas Sub-Sector**

With the introduction of the Petroleum Act, 2015, and making it operational, EWURA commenced preparations of associated regulatory tools for players in the sub sector. These included creating inputs to the regulations, drafting rules and guidelines, construction permits and templates of licences. In order to regulate midstream and downstream natural gas operations covering 57.25 trillion cubic feet of Gas-Initially-in-Place, procedures and systems have to be in place. Based on regulatory tools and the track records of EWURA, special strategic investments covering project with 20 year term or longer (in fertilisers, power and cement) have started coming to Tanzania.

EWURA has created inputs to develop three (3) regulations, namely the Draft Petroleum (Natural Gas Pricing) Regulations, 2016 which will facilitate setting of tariffs (for natural gas processing, transmission and distribution), indicative price and strategic investments; the Draft Petroleum (Local Content) Regulations, 2017 which will promote local participation (through employment, technology transfer, acquiring long-term interest, and domestic procurement); and the Draft Petroleum (Corporate Integrity Pledge) Regulations, 2017 which will guide on good governance practices in the natural gas subsector.

EWURA conducted the natural gas field monitoring through quarterly visits of the facilities. Monitoring has been through desktop tracking, visual observations, inspections, questionnaires, interviews, and reviewing reports prepared by/for the service providers. This way, EWURA was able to track the improvements in technical, safety and economic regulations as well as compliance to the legislation, policies and plans. Over the past ten years, EWURA approved a number of tariffs and tariff methodologies for computation of natural gas processing, transportation and distribution tariffs for Songas, Pan African Energy and TPDC, which has enabled the service providers to recover their operational and investment costs. The bottom line is for the service providers to achieve the cost reflectivity tariffs.

For the past four years, EWURA has collaborated with the National Association of Regulatory Utility Commissioners (NARUC) and USAID reviewing the pipeline regulations, rules and Uniform Systems of Accounts. Apart from NARUC, EWURA worked with the Hungary Utilities Regulatory Authority, and the Energy Regulatory Association of East Africa. Indeed, EWURA has brought the world working experiences and practices to Tanzania.

#### d) Water Sector

EWURA has licenced a total of 113 WSSAs out of 130 WSSAs that have been established as detailed in Table 3. The licences issued are for a period of 10 years and classified into Classes I, II and III with Class I being the highest in terms of managerial, technical and financial capability to operate a licenced facility and meet costs of operation.

**Table 3: Licencing Status for Water Supply and Sanitation Authorities**

Status	Regional Towns	District and Townships	National Projects	DAWASA	DAWASCO	Total
Licensed	23	80	8	1	1	113
Unlicensed	-	17	-	-	-	17
<b>Total</b>	<b>23</b>	<b>97</b>	<b>8</b>	<b>1</b>	<b>1</b>	<b>130</b>

Through performance monitoring and tariff reviews, EWURA has managed to improve technical, managerial and financial capabilities of WSSAs. As a result, Tanga and Moshi WSSAs have qualified for Class I licence. Other WSSAs are at various stages for qualification into higher licence classes. With regard to the 17 unlicensed WSSAs, EWURA will continue to liaise with relevant authorities so that these WSSAs meet the required licensing conditions.

EWURA issued Business Planning Guidelines for WSSAs in order to assist WSSAs structure their Business Plans so as to effectively manage water supply and sanitation services. Through training, 84 out of 130 water utilities have been able to plan and 39 utilities have been able to set multiyear tariffs using the guidelines. Consequently, two WSSAs (Tanga and Moshi WSSAs) have attained full cost recovery after being able to sustainably cover operational costs and maintaining quality of services for 3 consecutive years while 21 other water utilities cover operational and maintenance costs and have shown a positive trend towards reaching full cost recovery.

EWURA developed five (5) regulatory tools which contributed to improvement in quality of service in the water and sanitation sector. These are Water Supply and Sanitation (Quality of Service) Rules, 2016; Guidelines on Water and Wastewater Quality Monitoring for WSSAs, 2014; Inspection Manual for Water Utilities, 2015; Guidelines for Water Tankers and Private Boreholes, 2013; and Performance Benchmarking Guidelines, 2014.

Since its inception, EWURA has issued eight (8) Annual Water Utilities Performance Review Reports which rank WSSAs based on key performance indicators hence increasing competition and performance. These reports have enabled the government and development partners to make informed policy, administrative and investment decisions and therefore enabling effective and focused allocation of limited resources. These reports have also enabled water utilities to identify their strengths and weaknesses; benchmark among themselves, and learn from best performers and thereby improve efficiency in service delivery.

### e) Cross Cutting Issues

During this period, EWURA was able to achieve the following:-

- (i) Receiving an ISO (International Organisation of Standardisation) certificate ISO 9001:2008 through Certificate Identity Number TZ15/90332.
- (ii) Handling complaints against suppliers of regulated goods or services in relation to any matter connected with the supply, possible supply or proposed supply of goods or services. Up to December 2016, a total of 933 complaints were received of which 726 were resolved (which is equivalent to 78 percent).

**Table 4: Status of Complaints Resolution**

Sector	Received	Resolved	Percentage of Resolved Complaints
Electricity	456	359	79%
Petroleum	208	189	91%
Natural Gas	1	0	0%
Water	268	259	97%
<b>Total</b>	<b>933</b>	<b>726</b>	<b>78%</b>

- (iii) Conducting public awareness campaigns through recorded and live interviews in various radio and TV stations on various matters related to EWURA's regulatory functions including the roles and responsibilities of EWURA; the rights and obligations of the service providers and consumers; and complaints handling mechanism. Public awareness programmes were also conducted through seminars on petroleum, electricity, and water sectors in all regions. The programmes have increased awareness on EWURA functions in the country.
- (iv) Strengthening its reach resulting in more stakeholders' awareness and knowledge on the functions and responsibilities of EWURA which led to increase in demand for its services. Consequently, EWURA extended its reach through the establishment of four (4) Zonal Offices out of the five (5) planned, in Mwanza (Lake Zone), Arusha (Northern Zone), Mbeya (Southern Highlands Zone) and Dodoma (Central Zone).
- (v) Developing a Client Service Charter which is used to guide on the measure of the level of customer satisfaction.
- (vi) Introducing the Licensing and Ordering Information System (LOIS) for the purpose of electronic management of the licences, compliance orders, complaints and tariff reviews.
- (vii) Raising EWURA's establishment from 97 staff in June 2012 to 121 staff by December 2016. The recruitment drive has enabled EWURA to improve performance and service delivery.
- (viii) Maintaining collaborative arrangements with other regulators and regulatory associations at the national, regional and international levels. The collaborations has enabled EWURA to benchmark its operations with international best practices.
- (ix) Receiving highly ranked compliant status among procurement entities by PPRA since its inception.
- (x) Receiving clean audit reports from CAG since its inception.
- (xi) Having low labour turnover averaging about 2.9% per annum since its inception.



### 2.7.2. Review of Performance of the Strategic Plan 2012/13-2016/17

Assessment of the implementation of the Five Year Strategic Plan (2012/13-2016/17) was conducted. The assessment was based on the five (5) Strategic Objectives. The Objectives were:

- (a) Least cost investments in the regulated sectors promoted;
- (b) Quality and access of regulated services improved;
- (c) Public knowledge, awareness and understanding of regulatory functions in the regulated sectors enhanced;
- (d) EWURA functions effectively and efficiently managed; and
- (e) Interventions against HIV/AIDs enhanced.

Table 5 highlights performance of the Authority in terms of implementation of the medium term five year Strategic Plan for the period 2012/13-2016/17. It shows that EWURA has achieved about 87 percent of the targets set during the implementation of the previous mid-term five year Strategic Plan. The unimplemented 13%, mostly relate to the Natural Gas Sub-sector as their performance was affected by late enactment of the sub-sector legislation, hence such targets have been carried forward in the new Strategic Plan.

**Table 5: Assessment of Previous Strategic Plan**

S/N	Strategic Objectives	No. of Targets	Assessment		
			Fully Implemented	Partially Implemented	Not Implemented
1.	Least Cost Investments in the Regulated Sectors Promoted	26	14	8	4
2.	Quality and Access of Regulated Services Improved	30	16	7	7
3.	Public Knowledge, Awareness and Understanding of Regulatory Functions in the Regulated Sectors Enhanced	4	2	2	0
4	EWURA's Functions Efficiently and Effectively Managed	43	33	7	3
5	Interventions against HIV/ AIDS Enhanced	1	1	0	0
	<b>Total</b>	<b>104</b>	<b>66</b>	<b>24</b>	<b>14</b>
	<b>Percentage</b>	<b>100%</b>	<b>64%</b>	<b>23%</b>	<b>13%</b>

### 2.7.3. Challenges

Notwithstanding the achievements attained both during the past 10 years and during the implementation of the second five year Strategic Plan (2012/13-2016/17), EWURA faced challenges as follows:

- (a) Late enactment and coming into force of the Legislation governing Natural Gas impacted implementation of planned targets in the sub-sector.



- (b) Promotion of investment through PPP was one of the main strategies during the implementation of the second five year Strategic Plan (2012/13-2016/17). PPP being a new concept in Tanzania faces inadequate expertise both in-house and in the regulated utilities. To compound the problem the PPP sector specific frameworks are yet to be developed.
- (c) Regulatory functions are heavily dependent on operating procedures of other institutions which sometimes have bogged down implementation of some of the key activities. 4
- (d) Inadequate technical and financial capacity particularly in the district and township water utilities has negatively impacted the Regulator's compliance requirements.
- (e) Delays in obtaining Environmental Impact Assessment (EIA) Certificate has led to prevalence of petroleum stations constructed without approval from EWURA. In addition, there have been delays in securing Land Title Deeds; and EIA Certificates for electricity generation.
- (f) Increased smuggling of kerosene from neighbouring countries and selling of transit and tax exempted products.
- (g) Inadequate gas infrastructure which negatively impacts industrial growth and domestic and external consumption.
- (h) High rent for EWURA's Headquarters office located in Dar es Salaam, while initial efforts to construct an office building in Dar es Salaam started but was stopped. The challenge is how to mobilize resources for relocation to Dodoma and at the same time implementing operational cost reduction measures.
- (i) Existence of substandard petroleum outlets in rural areas which are non-compliant to EWURA's standards and are a security hazard while the Regulator has the responsibility of ensuring both security and supply.
- (j) The current mode of petroleum transportation using roads is costly in terms of; high petroleum prices in peripheral areas, destruction of roads, safety, and the environment. The conventional way of using pipeline and railways is capital intensive.
- (k) The EWURA Act, Cap 414 provides for regulatory independency. However, there are trends of threatening that independency through political and administrative interference.

#### **2.7.4. Key lessons learned**

- (a) Need for Strategic Plan monitoring and evaluation tools including developing baseline data.
- (b) Need for vigorous application of the SMART concept in setting objectives and targets as well as KPIs.
- (c) Strategic Plan is not a blueprint but a living document. There is a need to continue being flexible in the implementation of the Strategic Plan through annual reviews which annually inform the plan and budgeting exercise.
- (d) Need to develop mechanisms for enhancing participation and consultation in the preparation of Strategic Plan throughout the Authority.

#### **2.8. Recent Initiatives and Emerging Issues: Achievements and Challenges**

A detailed analysis of the recent initiatives taken by EWURA and emerging issues which occurred during the previous five year Strategic Plan is presented in Table 6.

**Table 6: Recent Initiatives, Achievements and Challenges**

S/N	Recent Initiatives/Emerging Issues	Achievements Attained	Challenges
1.	Implementation of Electricity Supply Industry Reform Strategy and Roadmap (ESIRSR) 2014 - 2025.	<ul style="list-style-type: none"> <li>❖ Development of seven model Power Purchase Agreements (PPAs) for oil, natural gas, coal, hydro, geothermal, solar and wind.</li> <li>❖ Developed regulatory tools for designation of the Independent System Operator and the Independent Market Operator.</li> <li>❖ Developed the Grid and Distribution Codes</li> </ul>	<ul style="list-style-type: none"> <li>❖ Negotiation of PPAs was taking a long time.</li> <li>❖ Limited participation of private players in the electricity market.</li> <li>❖ The need to govern matters pertaining to transmission and distribution of electricity</li> </ul>
2.	Initiated the process to start using Mtwara port to receive bulk petroleum products as a 3 <sup>rd</sup> alternative port to Dar es Salaam and Tanga ports.	<ul style="list-style-type: none"> <li>❖ Initial assessment of the port, storage facilities and products demand in the Southern regions have been done including key stakeholders meeting to discuss on the port/region readiness to receive bulk petroleum products.</li> </ul>	<ul style="list-style-type: none"> <li>❖ There might be some reluctance from some OMCs/key stakeholders to receive products via Mtwara port because most of them do not have storage facilities in Mtwara.</li> </ul>
3.	Engaged TRA to start effective implementation of the Lubricants Operation Rules as a way of ensuring that all Lubricants Operators become licensed with EWURA by not allowing any clearance of imported lubricant if the importer is not licensed by EWURA. This will also minimize or eliminate poor quality lubricants and enhance fair and healthy competition in the lubricant business in the country.	<ul style="list-style-type: none"> <li>❖ Since TRA started implementing the Rule in August, 2016, EWURA has seen overwhelming number of applications for Lubricant licenses and levy collections from Lubricant licensees is steadily increasing.</li> </ul>	<ul style="list-style-type: none"> <li>❖ It may take long for all Lubricant operators to be licensed but it is a good start.</li> </ul>

S/N	Recent Initiatives/Emerging Issues	Achievements Attained	Challenges
4.	Provide technical assistance to water utilities on preparing/reviewing Business Plans and reviewing of tariffs based on Business Plans	<ul style="list-style-type: none"> <li>❖ A total of 84 business plans from water utilities were reviewed. There has been a continuous improvement in terms of quality of the WSSAs' Business Plans submitted to the Authority for review.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Most district and township water utilities lack qualified and sufficient staff for effectively and efficiently managing the operations of water utilities.</li> <li>❖ None of the water utilities has conducted performance audits after expiration of their business plans as stipulated in the Inspection Manual.</li> <li>❖ There is high demand for training of DT WSSAs on Business Planning while human and financial resources at EWURA are limited.</li> </ul>
5.	Facilitate water utilities to attain Full Cost Recovery (FCR) by issuing multiyear tariffs based on Business Plans	<ul style="list-style-type: none"> <li>❖ Two WSSAs (Tanga and Moshi WSSAs) have attained FCR after sustainably covering operational costs and maintaining quality of services for 3 years consecutively.</li> <li>❖ 21 water utilities cover operation and maintenance costs and there is a positive trend towards Full Cost Recovery</li> </ul>	<ul style="list-style-type: none"> <li>❖ Tariff proposals for WSSAs are not based on cost of service studies.</li> <li>❖ Most district and township water utilities are small in size and hence have low potential to sustainably cover their costs.</li> </ul>
6.	Signing of Performance Contract between TR and the Board of Directors; and between the Board of Directors and DG including quarterly performance reporting to TR and the Minister.	Accountability of the Board and Director General is more clear.	Need for incorporating all the targets in the Performance contracts in the EWURA's plans and budgets.

S/N	Recent Initiatives/Emerging Issues	Achievements Attained	Challenges
7.	Enabling customers and general public to access petroleum products prices information through mobile phones.	Mobile users are enabled to get updated fuel pump prices at any point in Tanzania by simple SMS to specified number with district name	Need to improve awareness of the application
8.	Allowing automatic tariff applications from water supply and sanitation authorities (WSSAs) to accommodate TANESCO Tariff adjustments	A number of WSSAs applied for automatic tariff and EWURA reviewed accordingly	Reduction of time between approval of TANESCO tariff and automatic tariff adjustments.
9.	Development of Succession Policy	Capacity of internal staff to fill posts falling vacant enhanced	Lack of objectivity in its implementation.
10.	Gender inequality and mainstreaming policy developed and operational.	Action plan to address gender inequality and mainstreaming in EWURA operations developed and implemented.	Inadequate awareness of gender mainstreaming strategies

## 2.9. Stakeholder's Analysis

During the review exercise, a stakeholders' analysis was conducted using the simplified 'Mind-Works Box'.

A summary of the stakeholders' analysis using the Simplified Mind-Works box is presented in Table 7.

**Table 7: Stakeholders' Analysis Using Mind-Works Box**

S/N	Stakeholder	Expectations	Potential Implications
1.	Regulated Service Providers	<ul style="list-style-type: none"> <li>❖ Transparent, impartial and timely regulatory decisions</li> <li>❖ Creation of level playing field among service providers</li> <li>❖ Professionalism and integrity</li> <li>❖ Timely and accurate information</li> <li>❖ Privacy and confidentiality on their information</li> </ul>	<ul style="list-style-type: none"> <li>❖ Tarnished image and poor reputation</li> <li>❖ Credibility of the regulator</li> <li>❖ Exposure to litigation and complaints against the regulator</li> <li>❖ Poor performance of the regulated sectors</li> </ul>

S/N	Stakeholder	Expectations	Potential Implications
2.	Consumers of Regulated Services and General Public	<ul style="list-style-type: none"> <li>❖ Available, quality, affordable and reliable services from Service Providers</li> <li>❖ Impartiality, fairness and timely decision by the regulator</li> <li>❖ Safe, quality and environmentally friendly infrastructure</li> <li>❖ Protection and Special consideration</li> </ul>	<ul style="list-style-type: none"> <li>❖ Limited economic development and investment</li> <li>❖ Resorting to illegal alternatives which are environmentally unfriendly and vandalism to regulated services infrastructure</li> <li>❖ Default payments and increased complaints</li> <li>❖ Political unrest including riots</li> <li>❖ Increased corruption</li> <li>❖ Demoralized citizens</li> </ul>
3.	The Central Government and its Institutions including LGAs	<ul style="list-style-type: none"> <li>❖ Professionalism in conducting regulatory functions</li> <li>❖ Advise on policy and legislation of the regulated sectors</li> <li>❖ Implementation of the regulated sector policies and Acts including aspirations enumerated in national and international planning frameworks</li> <li>❖ Fit for purpose, value for money and legal compliance in EWURA operations</li> <li>❖ Good governance practices including combating corruption and promotion of gender equality</li> <li>❖ Effectiveness and efficiency in provision of regulatory services;</li> <li>❖ Creating an enabling environment for promotion of investments in the regulated sectors</li> </ul>	<ul style="list-style-type: none"> <li>❖ Sanctions against EWURA's Board and Management</li> <li>❖ Dissolution of the regulator</li> <li>❖ Changing of the Act in a manner that could jeopardise its independence</li> <li>❖ Restructuring of the Authority</li> <li>❖ Government intervention in EWURA's decisions</li> </ul>

S/N	Stakeholder	Expectations	Potential Implications
4.	EWURA's Service Providers	<ul style="list-style-type: none"> <li>❖ Transparency and impartiality in the procurement of goods, services, and consultancies;</li> <li>❖ Professionalism and integrity of EWURA staff</li> <li>❖ Courtesy and timely response to queries and inquiries including payments;</li> <li>❖ Clarity of contracts and agreements;</li> <li>❖ Proper contract management</li> </ul>	<ul style="list-style-type: none"> <li>❖ Corruption allegations;</li> <li>❖ Loss of interest in bidding for EWURA services;</li> <li>❖ Increased cost of service and deterioration of the quality of service;</li> <li>❖ Increased complaints;</li> <li>❖ Litigations and penalties;</li> <li>❖ Loss of credibility</li> </ul>
5.	Regulators and Regulatory Associations	<ul style="list-style-type: none"> <li>❖ Collaboration in enforcement to ensure compliance to various standards, regulations, and requirements</li> <li>❖ Knowledge and experience sharing, and benchmarking;</li> <li>❖ Harmonization of rules, guidelines, procedures and standards</li> <li>❖ Timely provision of accurate information</li> </ul>	<ul style="list-style-type: none"> <li>❖ Long learning curve;</li> <li>❖ High cost in regulation;</li> <li>❖ Limited references from other regulators;</li> <li>❖ Tarnished image of EWURA;</li> <li>❖ Loss of credibility to stakeholders</li> </ul>
6.	Civil Societies	<ul style="list-style-type: none"> <li>❖ Transparency and impartiality in conducting EWURA's functions;</li> <li>❖ Timely provision of accurate information;</li> <li>❖ Initiatives targeting the poor and disadvantaged communities in regulated sectors</li> <li>❖ Collaborative agreements with EWURA in some specific areas such as advocacy and pro-poor interventions.</li> <li>❖ Consultation and involvement in some of the regulatory processes</li> </ul>	<ul style="list-style-type: none"> <li>❖ Negative publicity about EWURA;</li> <li>❖ Limited compliance to the law;</li> <li>❖ Lack of regulated services to disadvantaged communities</li> <li>❖ Increased costs of regulatory functions</li> </ul>
7.	Media	<ul style="list-style-type: none"> <li>❖ Timely disclosure of accurate information</li> <li>❖ Active participation in the regulatory processes to enhance knowledge</li> </ul>	<ul style="list-style-type: none"> <li>❖ Distorted information about EWURA</li> <li>❖ Increased speculative information</li> <li>❖ Negative publicity and tarnished image of EWURA</li> </ul>

S/N	Stakeholder	Expectations	Potential Implications
8.	Academic and research institutions	<ul style="list-style-type: none"> <li>❖ Correct data and information from the regulator</li> <li>❖ Partnership in research and use of their research knowledge/findings</li> <li>❖ EWURA as a resource for training on regulation, regulated sector specific matters and other fields.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Possibility of distorted information</li> <li>❖ Tarnished image</li> <li>❖ Mismatch between training curricula and market needs</li> <li>❖ Unutilised research findings</li> </ul>
9.	Development Partners	<ul style="list-style-type: none"> <li>❖ Transparency, credibility, consistency and objectivity in conducting regulatory functions</li> <li>❖ An independent regulator</li> <li>❖ Accurate and timely information sharing</li> <li>❖ Fit for purpose, value for money and legal compliance in EWURA operations</li> <li>❖ Efficient and effective regulator</li> </ul>	<ul style="list-style-type: none"> <li>❖ Withdrawal of development assistance</li> <li>❖ Poorly rated regulator</li> <li>❖ Poor reputation</li> </ul>
10.	Politicians	<ul style="list-style-type: none"> <li>❖ Increased coverage of service</li> <li>❖ Affordable services</li> <li>❖ Sustainability and access of service</li> <li>❖ Timely and impartial regulatory decisions</li> <li>❖ Accurate information</li> </ul>	<ul style="list-style-type: none"> <li>❖ May influence the public to tarnish EWURA's image</li> <li>❖ Disharmony between the regulator and legislators</li> </ul>
11.	Investors	<ul style="list-style-type: none"> <li>❖ Transparency, credibility, consistency, predictability and independence of the regulator in decision making</li> <li>❖ Timely decision making</li> <li>❖ Fair returns on investments</li> <li>❖ Level playing field in the regulated sectors</li> <li>❖ Investor friendly regulatory framework</li> </ul>	<ul style="list-style-type: none"> <li>❖ Low investments in the regulated sectors</li> <li>❖ Tarnished image of the country and the regulator</li> <li>❖ Increased costs of services</li> <li>❖ Tendency of monopoly traits in the provision of some of the regulated services</li> <li>❖ Poor service delivery</li> <li>❖ Prevalence of corruption</li> </ul>

S/N	Stakeholder	Expectations	Potential Implications
12.	The EWURA staff	<ul style="list-style-type: none"> <li>❖ Attractive remuneration packages and timely payment.</li> <li>❖ Conducive working environment</li> <li>❖ Timely provision of state-of-the-art working tools</li> <li>❖ Attractive career development schemes</li> <li>❖ Job security and reliable job contracts</li> <li>❖ Clearly defined job description</li> <li>❖ Attractive staff welfare schemes</li> <li>❖ Good governance practices and fair treatment</li> <li>❖ Transparent staff appraisal system</li> </ul>	<ul style="list-style-type: none"> <li>❖ Low productivity and morale</li> <li>❖ Labour unrest</li> <li>❖ High staff turnover</li> <li>❖ Frustrated staff</li> <li>❖ Imbalanced gender profile</li> </ul>
13.	Board of Directors	<ul style="list-style-type: none"> <li>❖ Reputable organisation</li> <li>❖ Respect and trust by the Government, regulated service providers and the public</li> <li>❖ Provide services as mandated by the law</li> <li>❖ Timely implementation of Board's directives</li> <li>❖ Conducive working environment</li> <li>❖ Exposure to regulatory best practices</li> <li>❖ Commensurate and prompt remuneration</li> </ul>	<ul style="list-style-type: none"> <li>❖ Sanctions against EWURA's Management</li> <li>❖ Low productivity and morale of the Board</li> <li>❖ Poorly rated regulator</li> <li>❖ Bad reputation of the organisation</li> </ul>

### 2.9.1. Stakeholders' Analysis Using Clients' Perception Surveys

#### (a) External Stakeholders' Analysis

A Stakeholders' Perception Survey was conducted to assess EWURA's performance in service delivery. A questionnaire in both English and Kiswahili was sent to a sample of 220 stakeholders out of which 73 which is 33% of the sample, responded. The findings of the survey highlights many positive aspects of the Authority and the results are very encouraging. Stakeholders' analysis of satisfaction level is present in Table 8.



**Table 8: Stakeholders' Analysis on Satisfaction Level**

Level of Satisfaction with EWURA Services							
S/N	Type of Service	Excellent	Good	Fair	Poor	Very Poor	No Opinion
1.	Communication with its stakeholders (phone calls, emails, letters and various inquiries)	49%	41%	4%	0%	0%	5%
2.	Review and Approval of Tariffs and Petroleum Pricing Formulas	25%	38%	16%	0%	1%	19%
3.	Issuing, renewing and revoking of licenses	14%	45%	15%	1%	0%	25%
4.	Review and Approval of Standards for Terms and Conditions of Supply of Goods and Services	23%	59%	7%	0%	1%	10%
5.	Monitoring Performance of Regulated Sectors including Inspections	33%	45%	12%	4%	0%	5%
6.	Resolution of complaints and disputes between services providers and their customers submitted to EWURA	12%	45%	19%	3%	0%	21%
7.	Clients' complaints handling process	21%	37%	22%	4%	0%	16%
8.	Information dissemination including information packs published by EWURA	38%	41%	10%	0%	0%	11%
9.	Tendering Process	11%	32%	12%	0%	0%	45%
10.	Processing payments of service providers	8%	34%	10%	0%	0%	48%
11.	<b>Overall Satisfaction Level with Services Offered by EWURA</b>	<b>23%</b>	<b>42%</b>	<b>13%</b>	<b>1%</b>	<b>0%</b>	<b>21%</b>

From the information above 65 percent of EWURA stakeholders perceive EWURA's service delivery as satisfactory while only 0.5% of EWURA stakeholders consider the services offered as not satisfactory. Table 9 presents reasons for satisfaction and dissatisfaction and suggested areas of improvement of EWURA's service delivery.

**Table 9: Stakeholders' Analysis on Suggested Areas of Improvement**

Reasons for Satisfaction	Reasons for Dissatisfaction	Suggested Areas of Improvement
i) Informative website (contacts, emails, prices, news); ii) Involvement of stakeholders during regulation processes/ services; iii) Quick feedback of tariff review upon tariff application; iv) Clear process of resolving conflicts, objectives and complaints; v) Public awareness (informative TV programmes, newsletters and media); vi) Good follow up on the regulated sectors (good relationship with customers).	i) EWURA is not independent enough (should be free from political pressures); ii) Poor regulation of petrol stations and fuel prices; iii) Lack of strictness of the regulator which leads to poor performance of regulated utilities (eg. TANESCO, WSSAs); iv) Prevalence of unresolved complaints and disputes which are still pending.	i) Performance monitoring of the regulated sectors; ii) Increase communication with the public through media and website; iii) Establishment of zonal offices for better outreach.

Stakeholders' perceptions have guided EWURA to develop the Strategic Plan and developing its actions to sustain what its stakeholders are satisfied with and take measures to improve.

### (b) Internal Stakeholders' Analysis

During the planning session EWURA used the findings of a study commissioned to Management Development Consultancy Bureau (MDCB) of the University of Dar es Salaam Business School (UDBS) on Workplace Satisfaction Survey. The study was conducted between May to July 2016 aimed at obtaining employees' perceptions on various aspects of their jobs and working conditions.

The survey covered all employees and captured their respective opinion on different workplace issues including job satisfaction, their organization, relationship with the management and co-employees. Results indicate a fairly satisfied workforce at EWURA where overall most of the employees are satisfied and have positive attitude towards both management and organizational practices. The response rate of this survey was 34.1%. Below is a summary of findings of the Staff Satisfaction Survey:

- (i) *Global Level of Job Satisfaction of EWURA Employees:* 61.9% of EWURA employees are very satisfied with working for EWURA, 61.9% of all employees are very satisfied with working in their departments and 63.4% are very satisfied with the quality of relationship with their immediate supervisors.
- (ii) *Satisfaction with Pay and Benefits:* Majority of the surveyed employees are satisfied with their current base pay (80.4%), levels of incentives (68.3 %), annual increment (71.4%), the process used to determine annual salary increment (66.7%), and various benefits provided by EWURA (71.4%).

A significant percent of participants (58.3%) could not establish whether they are satisfied or dissatisfied with the medical insurance scheme provided by EWURA.

- (iii) *Satisfaction with Career Progression:* Majority of EWURA employees are satisfied with their individual career progression and possibilities for career progression at EWURA (59.5%). 61.6% of the employees surveyed are not sure of their satisfaction with the process used to determine promotions at EWURA.
- (iv) *Satisfaction with Performance Management:* Employees are satisfied with the way their performance is evaluated (71.5%) and the way their performance is valued by EWURA (42.9%).
- (v) *Satisfaction with Working Conditions:* The surveyed employees are generally satisfied with all variables of job context, physical working conditions (90%), and working space (88%), availability of working tools (92%) and work load (71%).
- (vi) *Attitude of EWURA employees towards its Mission:* Results indicates that employees believe that EWURA clearly conveys its mission to the employees (85.4%), and EWURA clearly conveys its mission to the clients (90.2%).
- (vii) *Attitudes of EWURA Employees towards Relationship with Supervisors:* Generally, employees are of the view that their supervisors are doing a good job (97.6%), listen to their suggestions (97.6%), enable them to perform at their best (95.2%) and promote an atmosphere of teamwork (90.5%). Employees are also happy with the way their supervisors evaluate their job performance (90.2%) and provide them with workable suggestions for the improvement of their performance (92.9%).
- (viii) *General Morale of EWURA Employees:* The surveyed employees feels they have high levels of morale (90.3%), they are part of EWURA (92.6%), they receive the right recognition (82.9%) and it is easy to get along with colleagues at EWURA (97.5%).
- (ix) *Attitudes of Employee toward Communication:* EWURA employees perceive organizational communication in the Authority as being very effective in all major fronts – effective lateral communication (97.7%), effective vertical communication (80.5%) and clear communication process and system (89.8%).
- (x) *Attitude towards Learning and Development Opportunities:* Results indicates that majority of employees have positive attitude towards available learning and development opportunities at EWURA.

Some of the areas for improvement as reflected by employee opinions are as follows:

- (i) Provide more opportunities for learning and career development.
- (ii) Administration of staff welfare benefits and incentives
- (iii) Communication -Staff participation and feedback
- (iv) Design more motivating jobs and relationships
- (v) Learning and career development opportunities
- (vi) Improved recognition and valuing employees' contribution to the authority's performance
- (vii) Improve provision of medical service scheme to staff

During this planning period EWURA will strive to sustain the gains and make efforts to make organization attract and retain qualified staff.

## 2.10. Organizational Scan

In the planning process an organization scan was also conducted. The analysis was carried out at two levels, the internal and external environment. While the former is the environment in which the organization has a reasonable degree of influence, in the latter there is no reasonable degree of influence. The internal scan aimed at identifying areas of strength and areas of improvement. While the external scan aimed at identifying opportunities and risks/challenges.

### 2.10.1. Internal scan (Strengths and Areas for Improvement)

In scanning the internal environment in which EWURA operates, an assessment of five important criteria for running any organization was conducted. The five criteria chosen were: leadership, policy and strategy, people management, partnership and resources, and core processes. These operational criteria were supplemented by additional four criteria which are result-based namely, customer results, people results, society results, and key performance results. The internal scan aimed at identifying areas where EWURA is relatively strong and areas, which would require changes and improvement in the future. A summary of the analysis using all the nine criteria is presented below:

#### Criterion 1: Leadership

*How leaders develop and facilitate the achievement of the mission and vision, develop values required for long-term success and implement these statements and values via appropriate actions and behaviours, and are personally involved in ensuring that the organization's management system is developed and implemented.*

#### Strengths

- (a) Leaders are competent and qualified in their respective areas of specialization.
- (b) Leaders are involved in establishing the mission, vision and values and the behaviours expected in the organization.
- (c) Leaders are always accessible to employees and they also make themselves accessible through staff meetings and promote an open door policy.
- (d) Management and Board meetings are regularly conducted.
- (e) Leaders are firmly committed to their jobs and manage the organization with high integrity.
- (f) Leaders are accountable in their decisions.

#### Areas of Improvement

- (a) There is a need to institute proper delegation of responsibility and authority.
- (b) There is a need to improve upwards, downwards and horizontal communications.
- (c) There is a need to institute mechanisms to enable leaders to model the behaviour which they expect of subordinate staff.
- (d) There is a need to improve mentoring and coaching of subordinate staff.
- (e) There is a need to improve exposure and networking with other local and international regulatory authorities
- (f) There is a need to continue promoting cross-divisional and cross-sectional collaboration and team building culture within Authority.

**Criterion 2: Policy and Strategy**

*How the organization implements its mission and vision via a clear stakeholder focused strategy, supported by relevant policies, plans, objectives, targets and processes.*

**Strengths**

- (a) Clear principal and subsidiary legislation which were developed in a consultative manner.
- (b) Since inception, EWURA has been operating with strategic plans, and annual plans and budgets.
- (c) Published and disseminated EWURA annual performance reports and sector specific performance reports.
- (d) Quarterly newsletters published and disseminated to the Public.
- (e) Quarterly performance reports for each division prepared.
- (f) Adherence to Customer Service Charter.

**Areas for Improvement**

- (a) There is a need to strengthen internal control and ownership of all key documents across the organisation including: policies, legislation, strategic plans, annual plans and budgets.
- (b) Regular reviews of key documents to keep pace with developments of the regulated sectors at the national and international level.

**Criterion 3: People Management**

*How the organization manages, develops and realizes the knowledge and full potential of its staff at an individual, team-based and organization-wide level, and plans these activities in order to support its policy, strategy and the effective operation of its processes.*

**Strengths**

- (a) EWURA's recruitment is done transparently and competitively.
- (b) EWURA staff operate with clearly defined job descriptions.
- (c) EWURA staff have the right technical skills and the knowledge to perform their jobs.
- (d) EWURA staff performance is evaluated annually.
- (e) Succession plan is in place.
- (f) EWURA staff are provided with a conducive working environment and working tools.

**Areas of Improvement**

- (a) Implementation of the reviewed Organization Structure will enhance performance of the Authority.
- (b) Introduction of computerised OPRAS and then migration to Balanced Score Card appraisal.
- (c) To continue instituting more measures to attract and retain professional and technical staff.
- (d) The need to enhance delegation mechanisms in order to build leadership capacity and promote succession initiatives.
- (e) The need to promote innovation, learning and creativity.

#### **Criterion 4: Partnership and Resources**

*How the organisation plans and manages its external partnership and internal resources in order to support its policy and strategy and the effectiveness of its processes.*

##### **Strengths**

- (a) Consultative forums are in place including Consumer Consultative Council (CCC) meetings, Government Consultative Council (GCC) meetings, stakeholders meetings and Public hearings.
- (b) Membership and partnership to regulatory associations including: Regional Electricity Regulators Association (RERA); Energy Regulators of East Africa and Southern Africa (EREA); Eastern and Southern Africa Water and Sanitation Regulators Association (ESAWAS); African Forum for Utility Regulators (AFUR); East Africa Power Pool - Independent Regulatory Board (EAPP-IRB), and National Association of Regulatory Utility Commissioners (NARUC).
- (c) Good working relationship with outsourced service providers.
- (d) Clearly identified sources of financing.
- (e) Effective systems are in place for expenditure control.
- (f) Adherence to Procurement Plans and Annual Budgets.

##### **Areas for Improvement**

- (a) The need to continue participation in partnership forums both at national, regional and international levels.
- (b) The need to review regulatory levies in order to improve revenue collection consistent with new service expansion.

#### **Criterion 5: Core Processes**

*How the organization designs, manages and improves its processes in order to support its policy and strategy and fully satisfy, and generate increasing value for its customers and other stakeholders.*

##### **Strengths**

- (a) EWURA's clients are well defined in the EWURA Act, Cap 414. The top management and the majority of staff understand the clients and are committed to serving them.
- (b) Basic regulatory tools including licence templates, tariff guidelines, and tariff rules and regulations developed and enforced.
- (c) Various business processes management systems developed and operationalized.
- (d) Client service charter developed and operationalized.
- (e) Information, Education and Communication (IEC) Policy and Strategy developed and operationalized.
- (f) There is a fully fledged Section dealing with consumer complaints.
- (g) Since its establishment, EWURA has been implementing public awareness programme and disseminated various information packs to the public through various media.

##### **Areas of Improvement**

- (a) Monitor and evaluate implementation of the Client Service Charter.
- (b) Need to review the IEC Policy and Strategy.
- (c) Need to develop an integrated MIS.
- (d) Improving the way of collecting feedback from different areas of operation (e.g. service delivery surveys, and systematically collecting opinion and views raised in the Press.).

- (e) Developing and operationalizing a monitoring and evaluation system.
- (f) Need to improve on time management including having well planned and structured meetings.

### **Criterion 6: Customer Results**

*What the organization is achieving in relation to its external Customers*

#### **Strengths**

- (a) Recognition as the best regulator in the region.
- (b) Positive feedback from consumers of regulated services.
- (c) Improved delivery and quality of regulated services.
- (d) Improved public awareness on EWURA's functions.

#### **Areas of Improvement**

- (a) Need to continue instituting other mechanisms of collecting and using information from front-line staff including introduction of toll-free telephone line.
- (b) Need to periodically review performance of the Client Service Charter.
- (c) Need to continue with Public awareness programmes.
- (d) Need to introduce systematic and proper recognition and appreciation accolades and awards to exemplary service providers.
- (e) Need to have a dedicated Unit for handling customer complaints on services offered by EWURA.

### **Criterion No. 7: People Results**

*What the organisation is achieving in relation to its people.*

#### **Strength**

- (a) EWURA staff are fairly remunerated.
- (b) High staff retention rate.
- (c) Few labour disputes.
- (d) EWURA staff more competent and trainable.

#### **Areas for Improvement**

- (a) Periodically conduct staff satisfaction survey.
- (b) Need to institute mechanism to protect or compensate staff from work related risks.
- (c) Need to improve capacity building programmes.

### **Criterion No. 8: Society Results**

*What the organization is achieving in relation to national, regional and international society as appropriate.*

#### **Strengths**

- (a) In 2009 and 2010, EWURA featured high in two Peer Reviews by the University of Cape Town for Electricity amongst regulators from Uganda, Kenya, Zambia, Namibia and Ghana.
- (b) In 2011, EWURA ranked one of the exemplary regulators in Africa (Governance and Substance) in a study funded by European Union.



- (c) The study conducted by the University of Dar es Salaam in April, 2014 found that
  - the fuel marking program as both an anti-adulteration and an anti-dumping measure had resulted into an increase in tax revenue;
  - BPS contributed to TZS 121.6 billion to the economy in 2012 and 2013 through increase in individual incomes and continues since then; and
  - regulation of petroleum products pricing has resulted into lower average prices that led to increased tax revenue and increasing disposable incomes in the economy.
- (d) On 8<sup>th</sup> June 2015, EWURA received Energy Regulator of the Year Award for Excellence 2015 - recognition for exceptional clarity in its objectives creating an environment that meet the needs of investors and consumers.
- (e) Bloomberg News Energy Finance study (December 2015), recognised that EWURA in its regulatory functions leads in facilitating conducive environment in off grid investments in sub-saharan Africa.

### **Areas of Improvement**

- (a) Maintain and improve fuel marking system.
- (b) Maintain and Improve Bulk Procurement System.
- (c) Increase intensity of inspections and adherence to routine inspection schedules.

### **Criterion No. 9. Key Performance Results**

*What the organisation is achieving in relation to its planned performance.*

### **Strengths**

- (a) In 2013, EWURA was ranked as a Continental leader in relation to regulatory governance in a peer review study conducted by Eastern and Southern Africa Water and Sanitation Regulators Association (ESAWAS).The organisation is ISO 9001 certified.
- (b) EWURA is among the highly ranked compliant procurement entities by the Public Procurement Regulatory Authority (PPRA) since its inception. In 2009, EWURA was ranked the first among government agencies after scoring 98 percent in the compliance audit conducted by PPRA.
- (c) Clean audit reports from Controller and Auditor General (CAG) since its inception.
- (d) Public Pensions Funds (PPF) Award, 2<sup>nd</sup> Winner for Early remittance of member contribution during the year 2014.
- (e) National Board of Auditors and Accountants (NBAA) Award - Regulatory Authorities Category (Users of International Financial Reporting Standards (IFRS)): 2<sup>nd</sup> Winner of the Best Presented Financial Statements for the year 2013.
- (f) NBAA Award - Regulatory Authorities Category (Users of IFRS): 3<sup>rd</sup> Winner of the Best Presented Financial Statements for the year 2014.

### **Area for Improvement**

- (a) Need to develop plans and strategies to sustain the levels of performance achieved.



### **2.10.2. External Trend Analysis (Opportunities and Challenges)**

As part of the strategic planning process, an assessment of what challenges and opportunities, the future may hold for EWURA was conducted. During this analysis several dimensions: economic trends, institutional trends, workforce/human capital trends, political/legal/regulatory trends, sociological trends, facilities/equipment trends, technological trends, and ecological/environmental trends and were considered.

#### **Economic/Revenue Trends**

According to the Second Five Year National Development Plan, Tanzania needs to maintain a GDP growth of at least 8% over the next five years in order to achieve the Vision 2025 of becoming a middle income country. Increased GDP growth means that the regulated sectors will need to grow accordingly. This will offer both opportunities and challenges to EWURA. The opportunity will be the growth of revenue base as many providers will enter the regulated market. The challenge will be doing more activities which will require more funds.

#### **Institutional/ Structural Trends**

There are notable emerging governmental structural issues such as: review of organization structure of Ministries, Departments and Agencies (MDAs), government cost-cutting measures, and the transfer of government activities to Dodoma. The opening up of more zonal offices by EWURA is another institutional and structural trend. These trends may pose both opportunities and challenges to EWURA's operations. Organizational restructuring may help EWURA to be more efficient and effective in its functions. Cost-cutting measures may assist EWURA to focus on core and priority activities only and the centrality of the government capital may enable EWURA customers to access its services easily. The challenge is to implement cost cutting measures without negatively impacting the performance of the regulated sectors. In addition, EWURA will need more funds to be allocated to relocate EWURA head offices to Dodoma and strengthening of new zonal offices.

#### **Workforce /Human Capital Trends**

The assessment of the workforce trends indicates that the business world is changing rapidly and this has transformed the way the global workforce is sourced, organized and managed. Knowledge, trade, technology, capital and goods are more globally connected than ever before. Employee's mobility and retention continues to be a critical issue due to growth in emerging markets. Despite the fact that the workforce and human capital trends offer opportunity for availability of highly qualified and skilled personnel, the challenge is how to attract and retain this workforce in terms of incentive packages, training in a constrained resource envelope, and acquiring new technologies and work tools, which some of them are expensive to acquire and maintain. In addition, in managing its workforce EWURA needs to consider new emerging issues such as organizational design, leadership, culture, engagement, learning, and design thinking.

#### **Political, Legal and Regulatory Trends**

The assessment of the political, legal and regulatory trends reveals that the country's political stability, peace and harmony shall continue to lay a foundation for strong economic performance in the regulated sectors. The fifth phase Government is committed to make the country industrialized under the theme of "Nurturing Industrialization for Economic and Human Development". Tanzania's economic and political future seems to be promising for prospect of energy and water sectors.

Possible opportunities include conducive business environment; growth in investment opportunities; and improved country's infrastructure. One of the challenges is the new government which came into force in late 2015 has new politicians and senior government officials who, some of them, need awareness of EWURA's regulatory functions. This also applies to the existing politicians and senior government officials since awareness is a continuous process. EWURA's regulatory functions will also need to be enhanced as a result of the enactment of the new Petroleum Act of 2015 which has set a regulatory framework for Natural Gas sub sector.

### **Sociological Trends**

During preparation of the second Strategic Plan 2017/18 – 2020/21, the sociological factors which can affect EWURA's work performance were identified. These included HIV/AIDS, corruption, non-communicable diseases, gender mainstreaming, lifestyles, drug and alcohol abuse, and environmental issues. Specifically, according to the second five year development plan, the status of HIV/AIDS epidemic is still not promising with HIV prevalence of 5.1% of the adult. In addition, there is high prevalence of non-communicable diseases such as diabetics, pressure, paralysis, heart diseases and other chronic disease, resulting into expensive medical treatments, and which contribute to the life expectancy of 61 years. Progress and efforts made by the Prevention and Combating of Corruption Bureau (PCCB) notwithstanding, Tanzania still lags behind a number of countries in term of combating corruption. Interventions to prevent environmental degradation is still high on government agenda. This requires among others, promotion of renewable green energy technologies. The government also puts emphasis on interventions to ensure gender balance in order to unleash women's potentials to contribute to the envisaged social economic transformation. Measures against drug and alcohol abuse is also high on the fifth phase government's agenda. All these cross-cutting issues require EWURA to put up a special awareness programme for its staff in order to address the issues.

### **Facilities/Equipment and Technology Trends**

To deliver quality services to its customers, EWURA will need to deploy modern and appropriate equipment, facilities and technologies commensurate to its regulatory functions. These technologies may provide opportunities for EWURA to do more and faster in its service delivery programme. The challenge however, is that, technology is expensive and keeping pace with its frequent changes is problematic. EWURA will need to spend some of its funds to deploy modern information systems in order to carry out its functions efficiently and effectively.

### **Ecological/Environmental Trends**

Tanzania is endowed with rich and diverse natural resources which provide an opportunity for development in the regulated services. However, the ongoing climate change may impact water sources hence affect availability of water services. Availability of energy may also be affected as a result of decreasing water volumes and hence reduced hydro power generation. This calls for initiatives to promote development of alternative sources of energy, efficient use of energy and water as well as conservation of water sources. Also, in view of conservation of natural resources, the National Five Year Development Plan (2016/17 -2020/21) aspires a 60% reduction of charcoal consumption in urban areas and increase in the proportion of energy derived from renewable green energy to 50% by 2020. This brings a challenge to the regulator to facilitate availability of alternative and affordable energy sources.

## 2.11. National Planning Frameworks

This section summarises the national aspirations enumerated in key planning and policy documents relevant to EWURA which should guide the planning process for the next planning circle. Such documents include the National Water Policy (NAWAPO) of 2002, the National Energy Policy (NEP) of 2015; the National Development Vision 2025, the Second National Five Year Development Plan: 2016-2021 “Nurturing Industrialisation for Economic Transformation and Human Development”; the CCM Election Manifesto of 2015; the Budget Guidelines for Financial Year 2017/18; the Global Goals or Sustainable Development Goals for 2030, and other relevant medium term targets. The above enumerated national planning frameworks, sector policies and medium term targets, as they will be elaborated below, clearly state the government’s high commitment to ensure that the sectors regulated by EWURA contribute to national development efforts to make Tanzania become a middle income country by 2025. The government’s commitment to the regulated services poses both an opportunity and challenge to EWURA to improve its performance and service delivery.

### (a) Electricity

As regards the electricity sub-sector, increased electricity generation has been at the centre stage for promotion of socio-economic development of the country. The National Energy Policy of 2015 aspires for sufficient power for domestic market at the best generation mix. This is consistent with the SDGs which aspire for ensuring access to affordable, reliable, sustainable and modern energy for all. Specifically, the SDGs call for more energy efficient and investment in clean energy sources such as solar and wind. To implement the policy, the national development vision 2025 aspires an electricity per capita consumption of 490Kwh. The associated mid-term target is 377Kwh per capita by 2020 as stipulated in the Second Five Year Development Plan (2016/17-2020/21) and the CCM Election Manifesto of 2015. The Second Five Year Development Plan (Development Plan) has an ambitious target of 60 percent reduction in charcoal consumption in urban areas through promotion of renewable green energy technologies (biogas, solar energy), as well as geothermal, and wind. The Development Plan also aims to address the industrialisation agenda through developing simplified processes of connection to electricity power as part of provision of conducive environment for doing business and investing in the country is emphasized.

### (b) Petroleum

To promote the downstream petroleum sub-sector, the government through the National Energy Policy, 2015 will ensure sustainability and safety of petroleum supply through infrastructure development. The Second Five Year Development Plan and the CCM Election Manifesto of 2015 also aim at ensuring adequate storage by constructing storage facilities in Dar es Salaam, Mtwara, and Tanga; attraction of private investment to ensure that the City of Dar es Salaam turns out to be a regional hub in terms of market for petroleum products; to ensure, through EWURA and other institution, that quality petroleum products are provided at cost reflective prices; and promotion of LPG for domestic and industrial usage.

### (c) Natural Gas

Diversification of energy sources from hydro-electrical power to natural gas has provided a good sign as far as reliability of electricity generation is concerned. Apart from providing gas for power, the government is cognisant of the low domestic and industrial gas consumption which leads to high consumption of biomass and hence threatening the environment. As for promotion of domestic usage of gas, the government in the Second Five Year Development Plan (2016/17-2020/21) promises to construct domestic gas supply infrastructure in Dar es Salaam, Mtwara, Bagamoyo and Lindi. Plans are also in

place to construct the petro-chemical industries and the LNG plants. Other interventions, on the natural gas sub-sector include natural gas infrastructure development; preparation of Natural Gas Utilization Masterplan (NGUMP); promotion of local participation in natural gas sector; capacity building; and implementation of policy and legislation on supervision of natural gas and petroleum revenue collection for local development.

#### **(d) Water Supply and Sanitation Sector**

Tanzania's long term national development agenda envisages universal access to safe water and sanitation services by 2025. This is slightly an ambitious target compared to the international Sustainable Development Goals (SDGs) which aspires universal and equitable access to safe and affordable water and sanitation services by 2030. To achieve the long term goals, both the Second Five Year Development Plan (2016/17-2020/21) as well as the CCM Election Manifesto of 2015 target 95 percent and 50 percent access to water supply and sanitation services, respectively, for water utilities located at regional centres by 2020. For the City of Dar es Salaam, access to sanitation services is targeted at 40 percent by 2020.

As for rural areas, a target of 85 percent and 75 percent of access to water and sanitation services, respectively is set by the year 2020. To attain these targets the Second Five Year Development Plan (2016/17-2020/21) targets huge investments in the water and sanitation infrastructure. These investments include construction of water harvesting and sewerage infrastructure; rehabilitation of water supply and sewerage infrastructure; completion of major water supply and sanitation projects; and capacity building at all levels of requirement including harvesting, transmission, distribution and billing. Facilitation of private sector participation in the provision of water and sanitation services in the form of PPP arrangement is also high in the agenda.

#### **(e) Cross-Cutting Agenda**

As for cross-cutting issues, the fifth phase government through the Second Five Year Development Plan insists on conducting monitoring and evaluation; having good governance and institutional capacity building; having competent and well-functioning Board of Directors of State Owned Enterprises; enhancing gender equity through affirmative actions as well as international commitments and existing policies and legal frameworks; promoting staff health and fitness and putting more interventions against non-communicable diseases; drug and alcohol abuse, environmental degradation and HIV/AIDS. Other cross-cutting areas highlighted in the Budget and Plan Guidelines of 2017/18 include implementation of the decision of capital transfer to Dodoma; reviewing of levies to be consistent with national socio-economic development efforts; increase in revenue collection and new revenue sources; promotion of investment and business environment; and promotion of ICT applications.

### **2.12. The Critical Issues**

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

- (a) During the planning period EWURA will constantly need to meet emerging new challenges and government directives. EWURA shall always align itself to meet these new challenges and directives.

- (b) Cross-cutting issues which are: gender mainstreaming; good governance practices; HIV/AIDS; non-communicable diseases; staff health and fitness; drug and alcohol abuse, and environmental protection will continue to be addressed and strengthened in this Strategic Plan.
- (c) For EWURA to meet key stakeholders expectations, the Authority will need to adopt strategies that will enhance the Authority's ability to capture, analyse and disseminate information for decision making. Furthermore, EWURA shall need to establish a system of obtaining information from regulated sectors in order to regulate effectively while at the same time transparently committing service levels and standards to be expected by its stakeholders (Client service charter and getting feedback).
- (d) The government continues to develop measures to enhance doing business in Tanzania. To complement that effort, EWURA shall continue to develop well-prepared regulatory tools which are pre-requisites for attracting investments in the regulated sectors.
- (e) In order to address inadequate investments in the regulated sectors, EWURA shall intensify its efforts of facilitating private sector participation and Public-Private Partnerships (PPPs).
- (f) Human capital issues including staff development, engagements, embedding institutional culture, re-tooling, recruitment, retention and working environment, will continue to be critical to ensure that EWURA is capable of discharging its functions at an acceptable speed and quality.
- (g) Financing of EWURA is another priority area for this Strategic Plan because as EWURA's operations expand, financing will be more critical. It is crucial for EWURA to become financially sustainable as provided in the EWURA Act, Cap 414 of the Laws.
- (h) The Public has got to know and participate in the process of regulating the energy and water sectors. Public education and awareness will continue to be addressed in this Strategic Plan.
- (i) EWURA headquarters currently operates from rented office premises in Dar es Salaam. As the government has directed the move to Dodoma, the designated Capital of Tanzania, EWURA will look for alternative ways for acquiring an office space in Dodoma.
- (j) As dynamics in the regulated industry change, EWURA has to keep pace with those changes by promoting the application of technology in conducting its business.
- (k) As more stakeholders get to know and understand the functions and responsibilities of EWURA, demand for its services will increase and the need to extend the reach through establishment of more zonal offices and strengthening the existing ones will be more than real.
- (l) In order to improve the quality of regulated services, EWURA will continue to conduct compliance monitoring and enforcements.
- (m) EWURA will continue striving to learn and achieve international best practices by cooperating with regional and international regulatory organisations and associations.
- (n) EWURA will continue to implement Quality Management Systems (QMS) in order to continually improve its operational performance.

## CHAPTER III

### THE PLAN

#### 3.1. Introduction

The Authority's vision statement is a broad statement of what the Authority wants to be in future. It reflects the "goal" that it envisages to achieve. The mission statement provides underpinnings for what it does and the reasons for its existence. It is recognized that the mission statement should not be rigid; but rather be a "living" expression that should be reviewed periodically and modified when necessary.

Furthermore some Core Values that describe how the Authority intends to operate have been agreed upon. They are guidelines that frame the day-to-day decisions, attitudes and conduct as well as EWURA strategies and policies. They will permeate everything EWURA does from the organizational level to the individual level. As EWURA moves down the transformation path, the core values will particularly be important, since in a changing world, they will remain constant.

#### 3.2. Core Values

During the second Strategic Plan EWURA's staff were guided by six (6) core values as follows: i) Transparency, ii) Integrity, iii) Courtesy, iv) Accountability, v) Professionalism, and vi) Equity.

During the review exercise it was decided not only to focus on core values which aim at strengthening regulatory functions, but also to create a catchword which will make the core values both inspiring and easy to remember. EWURA's staff will henceforth be guided by the catchword '**IMPACT**' with six (6) core values as follows:

**Table 10: Core Values**

	<b>Core Value</b>	<b>Description</b>
<b>I</b>	Impartiality	EWURA staff shall treat all stakeholders with fairness. The duty of EWURA as a regulator is to set a level playing field and balance interests of all stakeholders.
<b>M</b>	Morality	EWURA staff shall ensure they uphold standards of right and good conduct.
<b>P</b>	Professionalism	EWURA staff shall attend to their duties with the highest degree of competence and skills.
<b>A</b>	Accountability	EWURA staff shall conduct their duties in a manner that shows readiness to take full liability and responsibility for their actions.
<b>C</b>	Courtesy	EWURA staff shall treat their clients and colleagues with politeness. Staff shall regard themselves as servants of the people.
<b>T</b>	Transparency	EWURA staff shall operate in an open manner. All their decisions shall be conducted without prejudice, with respect for the interests of all stakeholders and in a fair and completely transparent manner.



### 3.3. Vision

EWURA's earlier vision statement was: "To be a World Class Regulator of Energy and Water Services".

During the Strategic Planning review sessions it was realised that EWURA was able to achieve high benchmark scores in various peer reviews. These reviews observed that EWURA was doing well in the fields of regulatory governance (credibility, legitimacy, and transparency of regulatory decisions) and substance (quality and robustness of regulatory decisions), while efforts were needed to achieve higher regulatory impact (cost effectiveness, reliability, attraction of new investments and financial viability) to the regulated sectors. Therefore, it was decided to retain the Vision which continues to focus on EWURA's core functions. The retained vision statement is as follows:

**"To be a World Class Regulator of Energy and Water Services"**

### 3.4. Mission

EWURA's earlier mission statement was "To Regulate the Energy and Water Services in a Transparent, Effective and Efficient Manner that Promotes Investments and Enhances the Socio Economic Welfare of the Tanzanian Society".

During the review session, it was emphasized that the bottom line of a mission statement should broadly reflect the roles and mandate of the organisation. As a consequence, the Mission statement was re-casted as follows:

**"To Regulate Utilities in Energy and Water Sectors in a Transparent, Effective and Efficient Manner that Ensures their Quality, Availability and Affordability"**

### 3.5. Motto

During the Strategic Planning review sessions it was proposed that EWURA has to briefly describe its core business through an inspiring Motto which describes what an organisation is or what it does. The Motto is required to be short, and easy to remember. Through a participative process involving EWURA staff, the Motto which reflects both the core values and the need to focus on impact was formulated in both Kiswahili and English as follows:

**"Fair Regulation for Positive IMPACT"**

### 3.6. Rationale for Strategic Plan

This fourth Strategic Plan focuses to deal with the critical issues and improve on service delivery and address all areas included in the mandated roles and functions of EWURA. The Strategic Objectives (SOs) that have been identified to be addressed over the next five years are as follows:

- (a) Quality, availability and affordability of regulated services improved;
- (b) Public knowledge, awareness and understanding of regulatory functions in the regulated sectors enhanced;
- (c) EWURA functions effectively and efficiently managed; and
- (d) Interventions against HIV/AIDS, corruption and other cross-cutting issues enhanced.

Based on these Strategic Objectives, strategies have been identified with corresponding targets, activities and outcome indicators over the 5 year time frame (2017 - 2022).

### **3.7. Strategic Objectives, Implementation Strategies and Expected Outputs**

#### **Strategic Objective A: Quality, Availability and Affordability of Regulated Services Improved.**

The Second National Five Year Development Plan: 2016-2021 "Nurturing Industrialisation for Economic Transformation and Human Development", targets to improve electricity connections from 36 percent in 2015 to 60 percent of the population in 2020. For the water sector, it is planned to increase access to water services in Dar es Salaam from 68% in 2015 to 95% in 2020, from 86% in 2015 to 95% in 2020 for Regional Centres and from 57% in 2015 to 95% in 2020 in district capitals, townships and national project areas. The country also aspires to promote access in the petroleum and natural gas sub-sectors by ensuring sustainability and safety of petroleum products and natural gas supply through quality infrastructures.

Strategies to be taken under Strategic Objective A will be to (i) develop and review quality of service standards and codes; (ii) monitor and enforce quality of service standards; (iii) promote commercial viability of the regulated suppliers; (iv) develop and implement measures to protect consumers' interests; (v) license the regulated suppliers; (vi) promote use of modern energy sources; (vii) ensure efficient procurement of regulated goods, services and infrastructure; (viii) facilitate investments for sustainable supply of regulated services; (ix) promote local content in Petroleum and Natural Gas sub-sectors, and (x) contribute to process for revision/development of policies, legislation and standards in the regulated sectors.

The Expected Output/targets will be:

- 1.1 Electricity quality of services regulatory tools developed and/or reviewed annually.
- 1.2 Petroleum quality of services regulatory tools developed and/or reviewed annually.
- 1.3 Natural gas quality of services standards and regulatory tools developed and/or reviewed annually.
- 1.4 Water and sanitation quality of services regulatory tools developed and/or reviewed annually.
- 1.5 Monitor EWURA's interventions in the regulated sectors annually.
- 1.6 Compliance monitoring in the electricity sub-sector conducted annually.
- 1.7 Compliance monitoring in the petroleum sub-sector conducted annually.
- 1.8 Compliance monitoring in the natural gas sub-sector conducted annually.
- 1.9 Compliance monitoring in the water and sanitation sector conducted annually.
- 1.10 Electricity sub-sector performance report developed and disseminated annually.
- 1.11 Petroleum sub-sector performance report developed and disseminated annually.
- 1.12 Natural gas sub-sector performance report developed and disseminated annually.
- 1.13 Water and sanitation sector performance report developed and disseminated annually.
- 1.14 Electricity tariff regulatory tools and methodologies developed and reviewed annually.
- 1.15 Affordability of regulated services monitored periodically.
- 1.16 Petroleum pricing formula reviewed periodically.
- 1.17 Natural gas tariff regulatory tools and methodologies developed and/or reviewed annually.
- 1.18 Water and sanitation tariff regulatory tools developed and/or reviewed annually.



- 1.19 Electricity tariff reviewed periodically.
- 1.20 Petroleum prices determined and disseminated monthly.
- 1.21 Natural gas tariff reviewed periodically.
- 1.22 Natural gas indicative prices determined and disseminated periodically.
- 1.23 Develop Uniform system of accounts (USoA).
- 1.24 Water and sanitation tariff reviewed periodically.
- 1.25 Economic and Financial Performance of regulated utilities monitored annually.
- 1.26 Water Supply and Sanitation Authorities' Business Plans reviewed annually.
- 1.27 Resolution of complaints and disputes between service providers and consumers in the regulated sectors facilitated annually.
- 1.28 Monitor the implementation of electricity service providers' Clients Service Charter annually.
- 1.29 Monitor the implementation of petroleum service providers' Clients Service Charter annually.
- 1.30 Monitor the implementation of natural gas service providers' Clients Service Charter annually.
- 1.31 Monitor the implementation of water and sanitation service providers' Clients Service Charter annually.
- 1.32 Regulated suppliers in the regulated sectors licensed annually.
- 1.33 Licensing terms and conditions in the regulated sectors enforced annually.
- 1.34 Electrical installation activities licensed annually.
- 1.35 Promotional materials for use of modern energy sources prepared and disseminated annually.
- 1.36 Implementation of the efficient mechanism for procurement of petroleum products monitored annually.
- 1.37 Implementation of the competitive bidding framework for electricity sub-sector projects monitored annually.
- 1.38 Mechanisms to monitor competition in the petroleum sub-sector developed and implemented annually.
- 1.39 Natural Gas Public-Private-Partnership (PPP) frameworks developed and implemented annually.
- 1.40 Water and sanitation Public-Private-Partnership (PPP) frameworks developed and implemented annually.
- 1.41 Local content regulatory tools in Natural Gas sub-sector developed and implemented by June, 2022.
- 1.42 Proposals for policy review in the regulated sectors developed by June, 2020.
- 1.43 Proposals for legislation review in the regulated sectors developed by June, 2020.
- 1.44 Proposals for review of standards in the regulated sectors developed by June, 2020.

The achievement of Strategic Objective A will be measured through seven (7) outcome indicators which are listed below.

- (i) Percentage compliance with EWURA's issued quality orders, standards, rules and guidelines in the regulated sectors (electricity, petroleum, natural gas, water and sanitation).
- (ii) Percentage level of consumption of natural gas
- (iii) Percentage in the number of consumer complaints received and timely resolved (as per commitment in CSC) on the quality, accessibility and affordability of the regulated services (electricity, petroleum, natural gas, water and sanitation).
- (iv) Investors satisfaction level with EWURA's regulatory interventions in the regulated sectors (electricity, petroleum, natural gas, water and sanitation).

- (v) Trend in the number of modern petrol outlets in rural areas (mobile petrol facilities and rural petrol stations).
- (vi) Percentage compliance with EWURA's tariff Order conditions related to increasing coverage of services (network extension-km and new connections).
- (vii) Cost reflective tariffs of the regulated services (electricity, petroleum, natural gas, water and sanitation).

**Strategic Objective B: Public Knowledge, Awareness and Understanding of Regulatory Functions in the Regulated Sectors Enhanced.**

During its ten years of existence EWURA made tremendous efforts to inform and educate key stakeholders on the regulator's roles and functions. However, awareness creation is a continuous process, So during this planning period, EWURA will strive to develop and implement a proactive IEC programme which should cover all key stakeholders including politicians, senior government officials, and the rural population.

Strategies to be taken under Strategic Objective B will be: (i) to revise and implement Information, Education and Communication (IEC) Policy and Strategy; and (ii) to promote access to the Public Register.

The Expected Output/targets will be:

- 2.1 Information, Education and Communication (IEC) Policy and Strategy revised by December, 2018.
- 2.2 Information, Education and Communication (IEC) Policy and Strategy implemented annually.
- 2.3 Promote access to the Public Register developed and implemented annually.

The achievement of Strategic Objective B will be measured through three (3) outcome indicators which are listed below.

- (i) Percentage of customers who are aware of EWURA's functions through IEC programmes.
- (ii) Trend in the number of visitors to EWURA website.
- (iii) Trend in the number of visitors to the EWURA's Public Access Register (PAR).

**Strategic Objective C: EWURA Functions Effectively and Efficiently Managed.**

EWURA has recorded notable achievements during the first 10 years of its existence. However, the National Five Year Development Plan (2016/17- 2020/21) calls for doing "business unusual" in improving public service delivery. For that reason, EWURA during the next planning period shall continue to explore innovative ways of conducting its business so that it does better and faster while containing its operational costs.

Strategies to be taken under Strategic Objective C will be to (i) take measures to ensure EWURA operates in an appropriate Organization and Salary Structure; (ii) continue Devolving EWURA's functions; (iii) provide effective and timely regulatory decisions; (iv) implement Performance Management System; (v) provide conducive working environment; (vi) review and implement capacity building programs for Key stakeholders and Staff; (vii) maintain high standards of operational, financial

and procurement management; (viii) review and implement risk management framework; (ix) deploy modern technology on regulatory and management functions; (x) maintain financial self-sufficiency; (x) develop proposals for revision of policies and legislation; (xi) promote strategic alliances; (xii) strengthen litigation handling procedures; (xiii) implement Occupational Safety and Health Authority (OSHA) requirements, and (xiv) promote staff engagement and involvement in EWURA's functions.

The Expected Output/targets will be:

- 3.1 Implement the approved organization structure and scheme of service by June 2022.
- 3.2 Organization structure and scheme of service reviewed by January 2022.
- 3.3 Competitive staff remuneration and welfare packages reviewed and implemented annually.
- 3.4 Human Resources retention initiative reviewed and implemented annually.
- 3.5 Eastern zonal office opened by June, 2018.
- 3.6 Zonal offices strengthened annually.
- 3.7 Twelve Ordinary Board meetings convened annually and extraordinary as per requirements.
- 3.8 GCC meetings convened as per requirements.
- 3.9 Social Economic Impact Assessment of regulatory decisions to the regulated sectors conducted by June, 2021.
- 3.10 Quality Management Systems (QMS) implemented annually.
- 3.11 Fifth Medium Term Strategic Plan developed by December, 2021.
- 3.12 Client Service Charter (CSC) reviewed by December, 2017 and implemented continuously.
- 3.13 Annual Plan and Budget developed annually.
- 3.14 Individual performance evaluation conducted annually.
- 3.15 Monitoring and Evaluation (M&E) framework for Strategic Plan developed by December, 2018 and implemented annually.
- 3.16 Annual Work Plan developed and monitored quarterly and annually.
- 3.17 Quarterly and Annual Performance Reports produced.
- 3.18 Performance Agreements with Treasury Registrar signed by July, each year.
- 3.19 Performance Agreements with Treasury Registrar implemented annually.
- 3.20 Essential working tools and office equipment provided annually.
- 3.21 Administrative operations managed annually.
- 3.22 Capacity building programs for Key stakeholders and Staff reviewed and implemented annually.
- 3.23 Final Accounts prepared by September, annually.
- 3.24 Statutory audit conducted annually.
- 3.25 Compliance and operational internal audits conducted annually.
- 3.26 Compliance with procurement practices maintained annually.
- 3.27 Risk related to regulatory functions managed annually.
- 3.28 ICT Policy and Guidelines reviewed by June, 2019 and implemented annually.
- 3.29 ICT implementation strategy developed and reviewed bi-annually.
- 3.30 Management Information System for EWURA developed and implemented annually.
- 3.31 Licensing and Order Information System (LOIS) implemented annually.
- 3.32 Management and Regulatory Information systems maintained annually.
- 3.33 Regulatory Information System for electricity sub-sector improved and implemented annually.
- 3.34 Regulatory Information System for petroleum sub-sector improved and implemented annually.

- 3.35 Regulatory Information System for natural gas sub-sector (NPGIS) developed and implemented annually.
- 3.36 Regulatory Information System for water and sanitation sector improved and implemented annually.
- 3.37 Financial System improved and implemented annually.
- 3.38 Data and information system are secured annually.
- 3.39 Electronic system to improve customer service developed and implemented by June 2018.
- 3.40 EWURA website reviewed, improved and maintained continuously.
- 3.41 EWURA documentation centre (Registry) services Improved annually.
- 3.42 Levy collection rules reviewed and implemented by June, 2018.
- 3.43 Levy collection mechanisms implemented continuously.
- 3.44 Alternative financing mechanisms explored by June, 2019.
- 3.45 CCC, GCC, FCC, FCT and Treasury Contribution disbursed annually.
- 3.46 National, regional and international institutions involved with the regulated sectors engaged annually.
- 3.47 Litigation handling procedures strengthened continuously.
- 3.48 Occupational Safety and Health Authority (OSHA) requirements implemented annually.
- 3.49 Divisional/ Zonal/ Unit staff meetings conducted at least once in a month.
- 3.50 Staff meetings conducted at least twice a year.
- 3.51 Management meetings conducted at least once a month.

The achievement of Strategic Objective C will be measured through ten (10) outcome indicators which are listed below:

- (i) Percentage of customers satisfied with EWURA's service delivery
- (ii) Trend in the number of customer complaints against EWURA's service delivery.
- (iii) Staff turnover levels
- (iv) Percentage of revenue collected
- (v) CAG Audit opinion obtained
- (vi) External Audit opinion on QMS compliance
- (vii) High percentage of PPRA Audit rating obtained
- (viii) Percentage of staff achieving satisfactory performance targets
- (ix) OSHA inspection opinion obtained
- (x) Percentage of staff satisfaction levels with EWURA

**Strategic Objective D: Interventions Against HIV/AIDS, Corruption and Other Cross-Cutting Issues Enhanced.**

Much as EWURA's efforts are focused to its core functions, it does not operate in an isolated environment. The government has specific aspirations with regard to cross-cutting issues, such as: combating HIV/AIDS pandemic; combating corruption; gender mainstreaming; combating non-communicable diseases, and combating drug abuse. During the next planning period, EWURA will continue to be responsive to government directives with regard to cross-cutting issues.

Strategies to be taken under Strategic Objective D will be to (i) implement the national anti-HIV/AIDS programme; (ii) implement the National Anti-corruption Strategy; (iii) promote staff awareness on

non-communicable diseases; (iv) implement the national gender mainstreaming strategy; (v) develop and implement staff healthy and fitness programme, and (vi) promote staff awareness on combating drug abuse.

The Expected Output/targets will be:

- 4.1 EWURA anti-HIV/AIDS action plan developed and implemented annually.
- 4.2 EWURA anti-corruption strategy action plan developed and implemented annually.
- 4.3 Staff awareness programme on non-communicable diseases, developed and implemented annually.
- 4.4 Gender mainstreaming policy in EWURA Operations developed and implemented annually.
- 4.5 Sports and games promoted annually.
- 4.6 Awareness seminars on nutrition conducted annually.
- 4.7 Awareness programmes for combating drug and alcohol abuse developed and implemented annually.
- 4.8 EWURA's environmental awareness programme developed and implemented annually.
- 4.9 Environmental Policy developed and implemented annually.

The achievement of Strategic Objective D will be measured through three (3) outcome indicators which are listed below.

- (i) Trend in the number of corruption incidences reported
- (ii) Percentage of staff satisfaction levels with national cross-cutting agenda.
- (iii) Trend in gender balance.

## CHAPTER IV

### MONITORING AND EVALUATION FRAMEWORK

This chapter describes the strategy for Monitoring and Evaluating (M&E) framework as in Appendix 2 for EWURA's medium term strategic plan: July, 2017 to June, 2022. It describes the intended results, together with the principles that will guide and shape the M&E and learning processes to be employed. The M&E framework for the Strategic Plan will track outcomes related to four strategic objectives adopted in the plan as follows:

- (a) Are there improvements in EWURA's regulatory functions with regard to the quality, availability and affordability of the regulated services?
- (b) Is there increased public knowledge, awareness and understanding of EWURA's regulatory functions?
- (c) Are there improvements in how EWURA manages its functions?, and
- (d) How is EWURA performing with regard to interventions against cross-cutting issues?

These four issues will be tracked by using 23 indicators that encompass the outcome indicators that will be used to monitor and evaluate implementation of the Fourth Medium Term Strategic Plan: July 2017-June, 2022. **Appendix 2** includes the details on the outcome indicators, the indicator description, data source/contact person, the data collection method and frequency, baseline data and annual targets for each indicator.

Data for the key performance indicators will be collected from secondary sources as well as through response surveys. Most data will be largely drawn from existing EWURA information sources within the sector specific data on regulatory functions and cross cutting Departments and Units. This data will be collected and reported on a quarterly or annual basis. Information will be collected at the service delivery level during normal and/or ad hoc inspections.

Perception information from key stakeholders and the Public will be collected through surveys conducted once after every two or three years with stakeholder samples randomly selected country wise. Studies and surveys will be conducted by qualified professionals through outsourcing.

For the M&E Framework described above to be effective, it has to be demand driven. This is in order to ensure that both management and Board decisions are evidence based. Additionally there should be a strong M&E management arrangement. The M&E focal department in EWURA will be DRE with each Department or Unit having a focal M&E person. The departmental/unit M&E focal persons will form the EWURA M&E Working Group and will meet at least quarterly to check validity of all M&E data. The M&E working group will also trace implementation of the Strategic Plan of the planned strategic objectives and strategies into a results chain that consists of inputs, activities (or processes), outputs and outcomes framework. An excel spreadsheet will be developed to accommodate Appendix 2.

## CHAPTER V

### FINANCING PLAN

Financial budget comprises of income and expenditure projections. Projections have been prepared in accordance with the requirement of EWURA Act, Cap. 414 and objectives to be achieved during the planned period.

The revenue projections were calculated based on the assumption that the regulatory levy growth will be 7.3%, which is the same as the projected GDP growth rate, while projections for license fees, application fees and other income is based on past collection trends. Expenditure was calculated based on the assumption that inflation will grow by 4.5% for all activities and will be conducted in accordance with the timeline. The revenue and expenditure budget for the period of 2017/18-2021/22 is summarised in the Table 11.

**Table 11: Summary of Projected Revenue and Expenditure for 2017/18-2021/22**

	2017/18	2018/19	2019/20	2020/21	2021/22
	TZS'000'	TZS'000'	TZS'000'	TZS'000'	TZS'000'
<b>REVENUE:</b>					
<b>Revenue from Non Exchange Transactions:</b>	-	-			
<b>Regulatory Levy</b>	45,210,758	48,097,926	51,209,522	54,565,303	58,186,878
<b>License Fees</b>	742,329	796,519	854,665	917,056	984,001
<b>Application Fees</b>	112,965	121,211	130,060	139,554	149,741
<b>Penalties</b>	962,000	770,000	616,400	493,520	395,216
<b>Total Revenue</b>	<b>47,028,052</b>	<b>49,785,656</b>	<b>52,810,647</b>	<b>56,115,433</b>	<b>59,715,836</b>
<b>EXPENDITURE:</b>					
<b>Staff Costs</b>	19,726,641	21,339,110	22,714,671	24,186,383	25,760,970
<b>Operating Expenditure</b>	10,780,643	11,120,316	12,021,631	12,669,330	13,094,598
<b>Contributions to Treasury and other Government Entities</b>	10,439,945	11,079,291	11,574,538	12,092,071	12,632,893
<b>Administrative costs</b>	4,599,243	4,801,326	5,012,503	5,233,184	6,520,270
<b>Finance and Other Charges</b>	280,228	293,466	306,671	320,472	334,893
<b>Depreciation and Amortization</b>	659,401	689,075	720,083	752,487	786,349
<b>Total Expenditure</b>	<b>46,486,101</b>	<b>49,322,584</b>	<b>52,350,097</b>	<b>55,253,927</b>	<b>59,129,973</b>
<b>Surplus/(Deficit)</b>	<b>541,951</b>	<b>463,072</b>	<b>460,550</b>	<b>861,506</b>	<b>585,863</b>

The projected financial position for the next financial years is as elaborated in the Table 12.



**Table 12: Projected Balance Sheet of Financial Position for 2017/18 - 2021/22**

	30-Jun-18	30-Jun-19	30-Jun-20	30-Jun-21	30-Jun-22
	TZS'000	TZS'000	TZS'000	TZS'000	TZS'000
<b>ASSETS</b>					
<b>Non-Current Assets</b>					
Property , Plant and Equipment	8,075,896	7,819,902	9,251,130	10,074,550	11,464,458
Intangible Assets	26,407	18,485	12,939	9,058	6,340
<b>Total Non-Current Assets</b>	<b>8,102,303</b>	<b>7,838,387</b>	<b>9,264,069</b>	<b>10,083,608</b>	<b>11,470,798</b>
<b>Current Assets</b>					
Stock Consumables	128,888	135,602	135,603	138,587	141,358
Trade and Other Receivables	10,282,152	10,062,579	8,852,981	8,706,094	7,626,703
Cash and Cash Equivalents	2,013,825	2,646,819	2,773,555	2,871,488	2,918,276
<b>Total Current Assets</b>	<b>12,424,865</b>	<b>12,845,000</b>	<b>11,762,139</b>	<b>11,716,169</b>	<b>10,686,337</b>
<b>Total Assets</b>	<b>20,527,168</b>	<b>20,683,387</b>	<b>21,026,208</b>	<b>21,799,777</b>	<b>22,157,135</b>
<b>EQUITY AND LIABILITIES</b>					
<b>Capital and Reserves</b>					
Retained Surplus	8,167,738	8,630,810	9,091,360	9,952,866	10,538,729
<b>Total Capital and Reserves</b>	<b>8,167,738</b>	<b>8,630,810</b>	<b>9,091,360</b>	<b>9,952,866</b>	<b>10,538,729</b>
<b>Non- Current Liabilities</b>					
Gratuity Payable	1,229,415	1,256,462	1,570,578	1,586,284	1,665,598
<b>Current Liabilities</b>					
Trade and other Payables	11,130,015	10,796,115	10,364,270	10,260,627	9,952,808
<b>Total Liabilities</b>	<b>12,359,430</b>	<b>12,052,577</b>	<b>11,934,848</b>	<b>11,846,911</b>	<b>11,618,406</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>20,527,168</b>	<b>20,683,387</b>	<b>21,026,208</b>	<b>21,799,777</b>	<b>22,157,135</b>



## CHAPTER VI

### FORCE FIELD ANALYSIS

This chapter describes the driving and restraining forces that may support or constrain the achievement of the Strategic Plan. The driving forces are those that may contribute positively to the successful attainment of the desired vision, whilst the restraining forces are those that may cause a major block to the driving forces and to the attainment of the desired goal.

EWURA will develop a Risk Management Program to sustain the bridges while instituting measures to contain the effects of barriers on an annual basis and conduct risk audit.

**Table 13: Supporting Forces (Bridges)**

Supporting Forces (Bridges)	Strong	Medium	Weak
Effective leadership abilities within the Regulator (both at Board and Management levels) to guide towards the overall achievement of the vision and mission.	√		
EWURA currently is one of the best performing Regulators in Africa since its inception.	√		
Collaboration with and support of stakeholders including Ministry of Water and Irrigation, Ministry of Energy and Minerals, and other key stakeholders.		√	
Collaboration with regional and international Regulatory Associations and bodies which has led to achieving high benchmarked scores.	√		
An Independent Regulator with sufficient legal authority and institutional frameworks.		√	
Clearly defined overall regulated sector policies and their corresponding legal frameworks.		√	
The Government accords high priority to all the regulated sectors in its medium term national development policy and planning frameworks.	√		
Professional and experienced staff in all divisions/units in EWURA.	√		
General willingness to pay for regulatory services		√	
A robust growing Tanzanian economy.	√		
Developments in IT has potential in improving the way the Regulator operates and provides services to its customers.		√	

**Table 14: Restraining Forces (Barriers)**

Restraining Forces (Barriers)	Strong	Medium	Weak
Limited resources for expanding the reach of EWURA across the country hence being forced to extend to zonal level.		√	
Problems in mind-set shifts from the old paradigm on regulatory functions being conducted by Government departments.	√		
Salary scale capping in the public service may make the Authority less competitive in attracting and retaining highly skilled personnel.		√	
Government's cost-cutting measures may impact the Regulator's capacity in building programmes.		√	
Staff workloads accord no time for physical activities leading to risk of sedentary work related diseases.		√	
Regulating public owned and monopoly utilities eg. TANESCO and Water Supply and Sanitation utilities.	√		
Some of the customers/stakeholders perceiving the Authority as a pricing commission which may tarnish the Regulator's image.	√		
The bureaucratic process for the regulated entities acquiring EIA certificates.		√	
EWURA operating from rented premises both at Headquarters and Zones which raises the Regulator's operational costs.	√		

## CHAPTER VII

### QUICK-WINS

In this chapter “quick wins” were identified. These are activities which need to be implemented in the short term (the first plan year - 2017/2018) to enable EWURA successfully implement its five year strategic plan. The identified “quick wins” are to:

- (i) finalize the Monitoring and Evaluation Results Matrix by developing baseline data and their associated annual targets by December, 2017;
- (ii) conduct a study on affordability of the regulated services’ tariffs by June, 2018;
- (iii) acquire office space in Dodoma for establishment of EWURA Headquarters offices by June, 2018;
- (iv) strengthen customer services’ desk by June, 2018;
- (v) migrate personnel evaluation from OPRAS to Balance Score Card by June, 2018;
- (vi) review service commitments in EWURA’s Client Service Charter by December, 2017;
- (vii) translate developed regulatory tools by the technical divisions into Kiswahili by June, 2018;
- (viii) develop and launch Natural Gas Information System (NGIS) by June, 2018;
- (ix) develop a proposal for review of the petroleum and natural gas sub-sectors legislation by June, 2018;
- (x) develop and launch an integrated Information Management System (IMS) for finance, HR and regulatory systems by June, 2018; and
- (xi) review levy determination mechanism in the petroleum sub-sector which is currently 0.003% for petroleum sub-sector while other sectors’ average is 0.01% of gross cost of service by June, 2018.



# APPENDICES

**APPENDIX 1**  
**EWURA'S MEDIUM TERM STRATEGIC MATRIX 2017/18-2021/22**

VISION	MISSION	CORE VALUES
To be a World Class Regulator of Energy and Water Services	"To Regulate Utilities for Energy and Water Sectors in a Transparent, Effective and Efficient Manner that Ensures their Availability, Quality and Affordability"	Impartiality; Morality; Professionalism, Accountability, Courtesy and Transparency
Objective A	Quality, Availability and Affordability of Regulated Services Improved	FIVE YEAR PROGRAMME
<b>Outcome Indicators</b>	(i) Percentage compliance with EWURA's issued quality orders, standards, rules and guidelines in the regulated sectors (electricity, petroleum, natural gas, water and sanitation) (ii) Percentage level of consumption of natural gas. (iii) Percentage in the number of consumer complaints received and timely resolved (as per commitment in CSC) on the quality, accessibility and affordability of the regulated services (electricity, petroleum, natural gas, water and sanitation) (iv) Investors satisfaction level with EWURA's regulatory interventions in the regulated sectors (electricity, petroleum, natural gas, water and sanitation) (v) Trend in the number of modern rural petrol outlets (mobile petrol pumps and rural petrol stations) (vi) Percentage compliance with EWURA's tariff order conditions related to increasing coverage (network extension-km and new connections) (vii) Cost reflective tariffs of the regulated services (electricity, petroleum, natural gas, water and sanitation).	

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	
1.1. Develop and review quality of service standards and codes	1.1.1. Electricity quality of services regulatory tools developed and/or reviewed annually	DoE	1.1.1.1. Identify new sector specific regulatory tools to be developed and existing ones to be reviewed annually.						
			1.1.1.2. Participate in Grid Code and Distribution Code Committee Meetings.						
			1.1.1.3. Conduct technical review meetings to develop new or review existing tools annually.						
			1.1.1.4. Carry out stakeholders consultations annually.						
			1.1.1.5. Formalize the tools (approve and gazette).						
	1.1.2. Petroleum quality of services regulatory tools developed and/or reviewed annually	DP	1.1.2.1. Conduct technical review meetings to develop quality of services regulatory tools for petroleum operators.						
			1.1.2.2. Conduct stakeholders' consultation on the proposed operational codes and guidelines for petroleum operators.						
			1.1.2.3. Formalize the tools (approve and gazette).						
			1.1.2.4. Publish and disseminate the approved operational codes and guidelines for petroleum operators.						
	1.1.3. Natural gas quality of services standards and regulatory tools developed and/or reviewed annually		1.1.2.5. Conduct technical review meetings to identify and translate the regulatory tools in Kiswahili.						
			1.1.2.6. Publish and disseminate the translated regulatory tools.						
			1.1.3.1. Conduct technical review meetings to develop at least eight (8) quality of service regulatory tools and review existing sector specific regulatory tools annually.						
			1.1.3.2. Carry out key stakeholder's consultative meetings						
			1.1.3.3. Formalize the tools (approve and gazette).						
			1.1.3.4. Disseminate approved regulatory tools to prospective investors.						

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
1.2. Monitor and enforce quality of service standards	1.1.4. Water and sanitation quality of services regulatory tools developed and reviewed annually	DWS	1.1.3.5. Engage service providers to evaluate annual performance on activities done by the Authority and discuss ways to improve outputs.					
			1.1.4.1. Identify new sector specific regulatory tools to be developed and existing ones to be reviewed annually.					
			1.1.4.2. Conduct technical review meetings to develop new or review existing tools annually.					
			1.1.4.3. Procure a consultant to develop new regulatory tools.					
			1.1.4.4. Carry out stakeholders consultations annually.					
	1.2.1. Compliance monitoring in the electricity sub-sector conducted a Annually	DoE	1.1.4.5. Formalize the tools (approve and gazette).					
			1.2.1.1. Prepare annual inspections plan.					
			1.2.1.2. Organize and carry out electricity infrastructure inspections annually.					
			1.2.1.3. Conduct pre-license inspections to license applicants.					
			1.2.1.4. Communicate findings to licensees.					
	1.2.2. Compliance monitoring in the petroleum sub-sector conducted annually	DP	1.2.1.5. Take appropriate actions based on the findings.					
			1.2.2.1. Conduct technical review meetings to review the petroleum database and compliance monitoring tools.					
			1.2.2.2. Conduct technical review meetings to develop inspection manual.					
			1.2.2.3. Implement petroleum products marking program.					
			1.2.2.4. Conduct periodic and ad hoc compliance monitoring and pre-licensing Inspection to the 1450 petroleum facilities to monitor compliance to applicable laws, standards, codes, KPIs and petroleum best practices.					



Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
	1.2.3. Compliance monitoring in the natural gas sub-sector conducted annually	DNG	1.2.2.5. Conduct periodic and ad hoc sampling and Laboratory testing of 400 samples for both fuel and lubricants to monitor compliance to quality standards.					
			1.2.2.6. Conduct periodic and ad hoc Marker Detection Exercises to the 600 facilities to be sampled and tested to monitor compliance to marker concentration requirement.					
			1.2.2.7. Facilitate procurement of Marine Surveyor					
			1.2.2.8. Conduct awareness programs to sensitize compliance to the petroleum operators.					
			1.2.3.1. Prepare annual inspections plan.					
			1.2.3.2. Analyze Licensees' operational reports.					
	1.2.4. Compliance monitoring in the water and sanitation sector conducted annually	DWS	1.2.3.3. Conduct periodic and Ad hoc inspections to monitor compliance to standards, codes and license terms and conditions.					
			1.2.3.4. Conduct periodic pre-licensing and construction approval inspections.					
			1.2.3.5. Communicate findings to licensees or applicants.					
			1.2.3.6. Enforce licensees' terms and conditions					
			1.2.4.1. Prepare annual inspections plan					
			1.2.4.2. Conduct Water and wastewater Quality Monitoring					
			1.2.4.3. Conduct Routine Inspections					
			1.2.4.4. Conduct Special Inspections					
			1.2.4.5. Conduct Follow up Inspection/Data verification					
			1.2.4.6. Conduct Pre-licensing Inspections					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
	1.2.5. Electricity sub-sector performance report developed and disseminated annually	DoE	1.2.4.7. Communicate inspection findings to licensees					
			1.2.5.1.1. Conduct technical review meetings to analyze data for electricity sub-sector key data, information and main events affecting the industry relevant to the report and prepare draft report.					
			1.2.5.2. Conduct stakeholders' consultative meeting on the draft electricity sub-sector report					
			1.2.5.3. Formalize and disseminate the report					
			1.2.6.1.1. Conduct technical review meetings to analyze data for petroleum sub-sector key data, information and main events affecting the industry relevant to the report.	DP				
	1.2.6.2. Draft the petroleum sub-sector report							
	1.2.6.3. Conduct stakeholders' consultative meeting on the draft to petroleum sub-sector report							
	1.2.6.4. Formalize and disseminate the approved petroleum sub-sector report.							
	1.2.7.1.1. Prepare and verify information with service providers	DNG						
	1.2.7.2. Carry out service providers' consultative meetings to review the report in the natural gas sub-sector							
	1.2.7.3. Draft the natural gas sub-sector report							
	1.2.7.4. Conduct stakeholders' consultative meeting on the draft to natural gas sub-sector report							
	1.2.7.5. Formalize and disseminate the approved natural gas sub-sector report							
	1.2.8. Water and sanitation sector performance report developed and disseminated annually	DWS	1.2.8.1.1. Conduct technical review meetings to analyze data for water sector key data, information and main events affecting the industry relevant to the report.					
			1.2.8.2. Prepare Annual Performance Review Report for Regulated Regional and National Project WSSAs					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
1.3. Promote commercial viability of the regulated suppliers	1.3.1. Electricity tariff regulatory tools and methodologies developed and/or reviewed annually	DRE	1.2.8.3. Prepare Annual Performance Review Report for Regulated District and Township WSSAs					
			1.2.8.4. Formalize and disseminate the approved water sector reports					
			1.3.1.1. Conduct technical meetings to review existing tariff regulatory tools and develop new ones in the sector.					
			1.3.1.2. Facilitate procurement of consultant.					
	1.3.2. Petroleum pricing formula reviewed periodically	DRE	1.3.1.3. Conduct stakeholders' consultative meetings to deliberate on the draft tariff regulatory tools.					
			1.3.1.4. Formalize and disseminate approved tariff regulatory tools to prospective investors.					
			1.3.2.1. Conduct technical review meetings to assess reasonableness of all cost components of the Petroleum Pricing Formula periodically.					
			1.3.2.2. Facilitate procurement of consultant.					
			1.3.2.3. Consult stakeholders and review Petroleum Pricing Formula as per assessment report.					
	1.3.3. Natural gas tariff regulatory tools and methodologies developed and/or reviewed annually	DRE	1.3.2.4. Formalize and disseminate approved Petroleum Pricing Formula.					
			1.3.2.5. Monitor implementation of the approved Petroleum Pricing Formula.					
			1.3.3.1. Develop tariff guidelines and methodologies in the natural gas sub-sector.					
			1.3.3.2. Facilitate procurement of consultant.					
			1.3.3.3. Conduct technical review meetings on Tariff guidelines and methodologies in the natural gas sub-sector.					
1.3.3.4. Carry out stakeholders' consultative meetings in the								

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
			natural gas sub-sector.					
			1.3.3.5. Formalize and disseminate Tariff guidelines and methodologies in the natural gas sub-sector.					
	1.3.4. Water and sanitation tariff regulatory tools developed and/or reviewed annually	DRE	1.3.4.1. Conduct technical meetings to review existing tariff regulatory tools and develop new ones in the sector.					
			1.3.4.2. Facilitate procurement of consultant.					
			1.3.4.3. Conduct stakeholders' consultative meetings to deliberate on the draft tariff regulatory tools.					
			1.3.4.4. Formalize and disseminate approved tariff regulatory tools to prospective investors.					
	1.3.5. Electricity tariff reviewed periodically	DRE	1.3.5.1. Assess completeness and validity of tariff applications from service providers					
			1.3.5.2. Conduct public inquiries					
			1.3.5.3. Conduct detailed analysis of the application					
			1.3.5.4. Conduct exit meetings					
			1.3.5.5. Formalize and disseminate approved tariff to the Public					
			1.3.5.6. Conduct monitoring on compliance of approved tariff and implementation of financial and economic order conditions					
	1.3.6. Petroleum prices determined and disseminated monthly	DRE	1.3.6.1. Facilitate procurement of consultant to develop information system (IS) for computing petroleum prices.					
			1.3.6.2. Determine the inputs and compute the monthly cap prices as per gazetted formula.					
	1.3.7. Natural gas tariff	DRE	1.3.6.3. Publish and disseminate the monthly cap prices.					
			1.3.7.1. Assess completeness and validity of tariff					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	
	reviewed periodically		applications from service providers.						
			1.3.7.2. Conduct public inquiries.						
			1.3.7.3. Conduct detailed analysis of the application.						
			1.3.7.4. Conduct exit meetings.						
			1.3.7.5. Formalize and disseminate the approved tariff and indicative prices to the Public						
			1.3.7.6. Conduct monitoring on compliance of approved tariff and indicative prices and implementation of financial and economic order conditions.						
	1.3.8. Natural gas indicative prices determined and disseminated periodically			1.3.8.1. Conduct technical review meetings to determine natural gas indicative prices.					
				1.3.8.2. Carry out stakeholders' consultative meetings in the natural gas sub-sector.					
				1.3.8.3. Formalize and disseminate indicative prices in the natural gas sub-sector.					
	1.3.9. Water and sanitation tariff reviewed periodically		DRE	1.3.9.1. Assess completeness and validity of tariff applications from service providers.					
				1.3.9.2. Conduct public inquiries.					
				1.3.9.3. Conduct detailed analysis of the application.					
				1.3.9.4. Conduct exit meetings.					
				1.3.9.5. Formalize and communicate the approved tariff to the Licensees.					
	1.3.10. Develop Uniform system of accounts		DRE	1.3.9.6. Conduct monitoring on compliance of approved tariff and implementation of financial and economic order conditions.					
1.3.10.1. Review draft Regional Uniform System of Accounts by June 2018.									
			1.3.10.2. Develop draft USoA for electricity sub sector by						

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	
1.4. Develop and implement measures to protect consumers' interests	(USoA)		June 2018						
			1.3.10.3. Conduct stakeholders' meetings to review draft USoA.						
	1.3.11. Economic and Financial Performance of regulated utilities monitored annually		DRE	1.3.10.4. Prepare action plan to implement USoA.					
				1.3.10.5. Monitor and evaluate implementation of the USoA.					
				1.3.11.1. Collate sector performance data from regulated utilities					
				1.3.11.2. Assess trend of financial indicators, level of investments, availability of regulated services, cost of services, level of efficiency in production and distribution.					
				1.3.11.3. Provide inputs to the sector performance reports.					
				1.3.12.1. Review of Business Plans submitted by water utilities.					
				1.3.12.2. Provide feedback to water utilities on status of the Business Plans.					
				1.3.12.3. Identify water utilities for Business Plan training and prepare training programme.					
				1.3.12.4. Train water utilities on preparation of Business Plans.					
				1.4.1.1. Conduct at least 60 mediations annually.					
	1.4.1.2. Conduct at least 60 hearings annually.								
	1.4.1.3. Prepare, seek Board approval and disseminate at least 100 awards annually.								
1.4.1.4. Conduct at least 4 Consumer Consultative awareness seminars annually.									
1.4.2.1. Develop reporting tools for licensees and review		DoE							

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
	implementation of electricity service providers' Clients Service Charter annually	DP	after three years.					
			1.4.2.2. Carry out compliance audit annually.					
			1.4.2.3. Communicate findings to licensees annually.					
			1.4.2.4. Take appropriate action based on the findings annually.					
	1.4.3. Monitor the implementation of petroleum service providers' Clients Service Charter annually	DNG	1.4.3.1. Conduct technical meeting to draft a template for client service charters for petroleum service providers.					
			1.4.3.2. Conduct stakeholders' consultation on the proposed petroleum service providers' client service charters templates.					
			1.4.3.3. Formalize and disseminate the approved petroleum service providers' client service charters templates.					
			1.4.3.3. Monitor implementation of service commitments in client service charters.					
			1.4.4.1. Conduct technical meeting to draft a template for client service charter for natural gas service providers.					
	1.4.4. Monitor the implementation of natural gas service providers' Clients Service Charter annually	DWS	1.4.4.2. Conduct stakeholders' consultation on the proposed natural gas service providers' client service charter templates.					
			1.4.4.3. Formalize and disseminate the approved natural gas service providers' client service charter templates.					
			1.4.4.4. Monitor implementation of service commitments in client service charter.					
			1.4.5.1. Review submitted Client Service Charter for WSSAs					
	1.4.5.2. Conduct Monitoring on the implementation of Client Service Charter							

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
1.5. License the regulated suppliers	Service Charter annually							
	1.4.6. Affordability of regulated services monitored periodically	DRE	1.4.6.1. Facilitate procurement of consultant for study on affordability of regulated services by June, 2018 and repeat after 3 years. 1.4.6.2. Conduct stakeholders' meeting to discuss findings of the affordability study by June, 2018 and repeated after 3 years. 1.4.6.3. Formalize and disseminate the affordability study recommendations. 1.4.6.4. Monitor implementation of the affordability study.					
	1.5.1. Regulated suppliers in the regulated sectors licensed annually	DLS	1.5.1.1 Conduct at least 120 pre licensing evaluations and inspections. 1.5.1.2 Issue at least 120 licenses annually.					
	1.5.2. Licensing terms and conditions in the regulated sectors enforced annually	DLS	1.5.2.1. Inspect at least 120 regulated suppliers. 1.5.2.2. Prepare compliance orders and enforce where necessary.					
	1.5.3. Electrical installation activities licensed annually.	DoE	1.5.3.1. Update Electrical Installation Licensees' database and disseminate the same to the public annually. 1.5.3.2. Conduct 12 Electrical Installation License Committee (ELC) meetings to evaluate license applications annually. 1.5.3.3. Formalize and disseminate issuance of the approved licenses. 1.5.3.4. Conduct awareness seminar about EWURA activities (including licensing matters, interviews and field visits). 1.5.3.5. Purchase essential equipment/material.					



Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
1.6. Promote use of modern energy sources	1.6.1. Promotional materials for use of modern energy sources prepared and disseminated annually	MCPR	1.5.3.6. Publish promotional materials for electrical installation contractors.					
			1.6.1.1. Collate technical information from technical divisions.					
			1.6.1.2. Prepare promotional materials.					
			1.6.1.3. Disseminate through various media and exhibitions.					
1.7. Ensure efficient procurement of regulated goods, services and infrastructure.	1.7.1. Implementation of the efficient mechanism for procurement of petroleum products monitored annually	DP	1.6.1.4. Monitor and evaluate efficacy of the promotional materials.					
			1.7.1.1. Oversee the implementation of the efficient mechanism for procurement of petroleum products.					
			1.7.1.2. Propose corrective measures to improve the petroleum product procuring system.					
			1.7.2.1. Oversee the implementation of the competitive bidding framework for electricity sub-sector projects.	DoE	1.7.2.2. Propose corrective measures to improve the competitive bidding framework for electricity sub-sector projects.			
1.8.1.1. Establish annual market share of the regulated service providers in the petroleum sub-sector and recommend corrective measures.								
1.8. Facilitate investments for sustainable supply of regulated services	1.8.1. Mechanisms to monitor competition in the petroleum sub-sector developed and implemented annually 1.8.2. Natural Gas Public-Private-Partnership (PPP)	DNG	1.8.1.2. Conduct compliance monitoring to deter malpractice conducts in the petroleum sub-sector.					
			1.8.2.1. Conduct technical meetings to develop and review PPP guidelines or its related tool for regulated natural gas utilities.					
			1.8.2.2. Conduct stakeholders' meetings.					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	
	frameworks developed and implemented annually		1.8.2.3. Formalize and disseminate the PPP framework to stakeholders.						
	1.8.3. Water and sanitation Public-Private-Partnership (PPP) frameworks developed and implemented annually	DWS	1.8.3.1. Conduct technical meetings to develop and review PPP guidelines for regulated water utilities.						
			1.8.3.2. Conduct stakeholders' meetings						
			1.8.3.3. Formalize and disseminate the PPP framework to stakeholders.						
		1.8.4. Investor's satisfaction in the regulated sectors monitored periodically	DRE	1.8.4.1. Facilitate procurement of consultant for study on Investors' satisfaction levels on EWURA's interventions in the regulated sectors by June, 2018 and repeat after 3 years.					
1.9. Promote local content in Natural Gas sub-sectors			1.8.4.2. Conduct stakeholders' meeting to discuss findings of the Investors' satisfaction levels study by June, 2018 and repeated after 3 years.						
			1.8.4.3. Formalize and disseminate the approved Investors' satisfaction levels study recommendations.						
			1.8.4.4. Monitor implementation of the recommendations of the Investors' satisfaction levels study.						
			1.9.1.1. Develop at least 3 local content regulatory tools by June, 2022.						
			1.9.1.2. Conduct technical meetings on local content regulatory tools and in natural gas sub-sector.						
		1.9.1. Local content regulatory tools in Natural Gas sub-sector developed and implemented by June, 2022.	DNG	1.9.1.3. Conduct stakeholders' meetings to comment on draft local content regulatory tools.					
				1.9.1.4. Formalize and disseminate the approved local content regulatory tools.					
				1.9.1.5. Monitor implementation of the local content regulatory tools.					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
1.10. Contribute to process for revision/development of policies, legislation and standards in the regulated sectors	1.10.1. Proposals for policy review in the regulated sectors developed by June, 2020	DRE	1.10.1.1. Conduct assessment of the existing relevant policies and collate inputs from technical divisions on specific regulatory policy issues requiring revision.					
			1.10.1.2. Prepare consultation papers for presentation to key stakeholders					
			1.10.1.3. Prepare and submit proposals for considerations to relevant ministries					
			1.10.1.4. Solicit feedback from decision makers					
			1.10.1.5. Provide support to the Government in the review process of policy matters.					
	1.10.2. Proposals for legislation review in the regulated sectors developed by June, 2020	DLS	1.10.2.1. Conduct technical meetings to review EWURA Act, Sector Legislation and Regulatory tools to identify areas that need amendments.					
			1.10.2.2. Conduct stakeholders' consultation meeting on reviewing EWURA Act, Sector Legislation and Regulatory tools.					
			1.10.2.3. Prepare draft and submit the proposal to the respective sector Ministry.					
	1.10.3. Proposals for review of standards in the electricity sub-sector developed by June, 2020	DOE	1.10.3.1. Conduct technical meetings to review existing standards and propose new standards for the electricity sub-sector.					
			1.10.3.2. Conduct stakeholders meetings to discuss proposals of new standards for the electricity sub-sector.					
	1.10.4. Proposals for review of standards in	DP	1.10.3.3. Prepare draft and submit the proposed standards to the respective Authority.					
			1.10.4.1. Conduct technical meetings to review existing standards and propose new standards for the					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	
	the petroleum sub-sector developed by June, 2020	DNG	petroleum sub-sector.						
			1.10.4.2. Conduct stakeholders meetings to discuss proposals of new standards for the petroleum sub-sector.						
			1.10.4.3. Prepare draft and submit the proposed standards to the respective Authority.						
	1.10.5. Proposals for review of standards in the natural gas sub-sector developed by June, 2020	DWS	1.10.5.1. Conduct technical meetings to review existing standards and propose new standards for the natural gas sub-sector.						
			1.10.5.2. Conduct stakeholders meetings to discuss proposals of new standards for the natural gas sub-sector.						
			1.10.5.3. Prepare draft and submit the proposed standards to the respective Authority.						
	1.10.6. Proposals for review of standards in the water and sanitation sector developed by June, 2020	DWS	1.10.6.1. Conduct technical meetings to review existing standards and propose new standards for the water and sanitation sector.						
			1.10.6.2. Conduct stakeholders meetings to discuss proposals of new standards for the water and sanitation sector.						
			1.10.6.3. Prepare draft and submit the proposed standards to the respective Authority.						

<b>Objective B</b>	<b>Public Knowledge, Awareness and Understanding of the Regulatory Functions in the Regulated Sectors Enhanced</b>	<b>FIVE YEAR PROGRAMME</b>
<b>Outcome Indicators</b>	(i) Percentage of customers who are aware of EWURA’s functions through IEC programmes. (ii) Trend in the number of visitors to EWURA website. (iii) Trend in the number of visitors to the EWURA’s Public Access Register (PAR).	

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	
2.1.1. Revise and implement Information, Education and Communication (IEC) Policy and Strategy	2.1.1. Information, Education and Communication (IEC) Policy and Strategy revised by December, 2018	MCPR	2.1.1.1. Conduct technical review to develop TOR.	█					
			2.1.1.2. Facilitate procurement of a Consultant to review IEC Policy and Strategy.	█					
			2.1.1.3. Conduct stakeholders’ meetings on the draft document.	█					
			2.1.1.4. Formalize and disseminate the approved Policy and Strategy.	█					
	2.1.2. Information, Education and Communication (IEC) Policy and Strategy implemented annually	MCPR	2.1.2.1. Prepare annual implementation plan.	█					
			2.1.2.2. Prepare and distribute publicity materials (calendars and diaries).	█					
			2.1.2.3. Disseminate information packs (newsletters and other reports).	█					
			2.1.2.4. Participate in various exhibitions.	█					
			2.1.2.5. Conduct annual stakeholder’s meetings.	█					
			2.1.2.6. Produce and air TV and Radio education programmes.	█					
			2.1.2.7. Facilitate the publication of feature articles in media.	█					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5		
2.2. Promote access to Public Register	2.2.1. Measures to promote access to the Public Register developed and implemented annually	DCA	2.1.2.8. Conduct media workshops annually.							
			2.1.2.9. Establish and strengthen customer service desk							
			2.1.2.10. Conduct awareness programs for key decision makers (parliamentarians, Cabinet Ministers and Permanent Secretaries).							
			2.1.2.11. Give donations and contributions as per Authority's policy.							
			2.1.2.12. Update the website periodically.							
			2.1.2.13. Monitor and evaluate the implementation including conducting survey on customers' awareness on EWURA's functions through IEC programmes.							
			2.2.1.1. Review and improve public access registry services.							
			2.2.1.2. Establish electronic public access registry.							

Objective C	EWURA functions effectively and efficiently managed	FIVE YEAR PROGRAMME
<p><b>Outcome Indicators</b></p>	<ul style="list-style-type: none"> <li>(i) Percentage of customers satisfied with EWURA’s service delivery</li> <li>(ii) Trend in the number of customer complaints against EWURA’s service delivery.</li> <li>(iii) Staff turnover levels</li> <li>(iv) Percentage of revenue collected</li> <li>(v) Type of CAG Audit opinion obtained</li> <li>(vi) External Audit opinion on QMS compliance</li> <li>(vii) Percentage of PPRA Audit rating obtained</li> <li>(viii) Percentage of staff achieving satisfactory performance targets</li> <li>(ix) Type of OSHA inspection opinion obtained</li> <li>(x) Percentage of staff satisfaction levels with EWURA</li> </ul>	

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
<p>3.1. Take measures to ensure EWURA operates in an appropriate Organization and Salary Structure</p>	<p>3.1.1. Implement the approved organization structure and scheme of service by June 2022</p>	<p>DCA</p>	<p>3.1.1.1. Identify staffing needs and recommend the annual staff establishment.</p> <p>3.1.1.2. Advertise the approved vacant posts.</p> <p>3.1.1.3. Conduct competitive recruitment process.</p> <p>3.1.1.3. Seek approval from appropriate Appointing Authorities.</p> <p>3.1.1.4. Conduct Induction training to new staff.</p>					
	<p>3.1.2. Organization structure and scheme of service reviewed by January 2022</p>	<p>DCA</p>	<p>3.1.2.1. Conduct technical review meeting to draft revised Organization Structure and Scheme of Service.</p> <p>3.1.2.2. Formalize and disseminate the approved Organization Structure and the revised Scheme of Service.</p> <p>3.1.2.3. Implement the approved Organization Structure and Scheme of Service.</p>					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	
3.1.3. Competitive staff remuneration and welfare packages reviewed and implemented annually		DCA	3.1.3.1. Implement the 2015 approved staff remuneration structure and welfare package.	█					
			3.1.3.2. Conduct survey on remuneration and welfare packages.		█				
			3.1.3.3. Formalize and disseminate the approved remuneration structure and welfare package from the Treasury Registrar.			█			
			3.1.3.4. Implement the approved new remuneration structure and welfare package.				█		
3.1.4. Human Resources retention initiative reviewed and implemented annually		DCA	3.1.4.1. Conduct technical review meeting to review Human Resources (HR) policies and strategies.	█					
			3.1.4.2. Formalize and disseminate the approved HR strategies and policies.		█				
3.2. Provide conducive working environment	3.2.1. Essential working tools and office equipment provided annually	DCA	3.1.4.3. Implement the approved HR Policies and strategies.	█					
			3.2.1.1. Prepare specifications.		█				
			3.2.1.2. Collate divisional /unit requirements.		█				
3.2.2. Administrative operations managed annually	3.2.2. Administrative operations managed annually	DCA	3.2.1.3. Initiate and facilitate procurement of the approved working tools.		█				
			3.2.2.1. Pay office rent for headquarters and zonal offices.			█			
			3.2.2.2. Pay for utility services for all offices.				█		
			3.2.2.3. Adequately maintain vehicles, office furniture and equipment.				█		
			3.2.2.4. Office space well maintained and cleaned.					█	
3.2.3. EWURA Headquarter functions		DCA	3.2.2.5. Acquire administrative outsourced services timely.					█	
			3.2.3.1. Acquire land or building for sole or joint-venture in Dodoma for establishment of EWURA Headquarters						█



Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
3.3. Continue Devolving EWURA's functions	transferred from Dar es Salaam to Dodoma by June, 2019.		offices by June, 2018.					
	3.3.1. Eastern zonal office opened by June, 2018	DCA	3.3.3.2. EWURA Headquarter functions fully operational in Dodoma by June, 2019.					
	3.3.2. Zonal offices strengthened by 2020 annually	DCA	3.3.1.1. Identify and acquire office space in Mtwara. 3.3.1.2. Equip Eastern Zonal Office. 3.3.1.3. Relocate staff to the Eastern Zonal Office. 3.3.2.1. Review Zonal operational guidelines after every two years. 3.3.2.2. Maintain Zonal Offices. 3.3.2.3. Conduct visits to check compliance to EWURA HR, financial and procurement practices.					
3.4. Provide effective and timely regulatory decisions	3.4.1. Twelve Ordinary Board meetings convened annually and extraordinary as per requirements	DLS	3.4.1.1. Prepare Board meetings and delivery of Board packs. 3.4.1.2. Prepare minutes of the previous Board meetings. 3.4.1.3. Formalize and disseminate Board's decisions.					
	3.4.2. GCC meetings convened as per requirements	DLS	3.4.1.4. Follow up on the implementation of Board directives. 3.4.2.1. Prepare Council meetings and delivery of Council packs of agenda to Members. 3.4.2.2. Prepare of minutes of the previous Council meetings. 3.4.2.3. Prepare and submit to Council recommendations and observations to the respective divisions for consideration. 3.4.2.4. Prepare capacity building programmes for the Council members.					
			3.4.3.1. Assess the need for conducting impact assessment studies in the water and electricity sectors by June,					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	
3.5. Implement Performance Management System	regulatory decisions to the regulated sectors conducted by June, 2021	DNG	2020.						
			3.4.3.2. Hire a consultant to conduct impact assessment studies in water and electricity sectors by June, 2020.						
				3.4.3.3. Formalize and disseminate the approved study recommendations to the stakeholders.					
				3.5.1.1. Conduct technical review meetings to discuss QMS bi-annual Performance.					
				3.5.1.2. Prepare Annual QMS audit plan for Internal and External Auditors.					
				3.5.1.3. Conduct internal audit at Head Office, Zonal Offices, and facilitate third party surveillance audit.					
				3.5.1.4. Prepare QMS annual training plan for auditors and coordinators.					
				3.5.1.5. Coordinate performance of quality objectives for each division.					
				3.5.1.6. Conduct coordinators' meetings and monitor QMS KPIs on quarterly basis.					
			DRE	3.5.2.1. Facilitate procurement of the Consultant to assist preparation of the Strategic Plan.					
		3.5.2. Fifth Medium Term Strategic Plan developed by December, 2021		3.5.2.2. Conduct technical review meetings for development of the Strategic Plan.					
				3.5.2.3. Consult key stakeholders.					
				3.5.2.4. Finalize and implement the fifth medium term strategic plan.					
		3.5.3. Client Service Charter (CSC) reviewed by December, 2017 and implemented annually.	DCA	3.5.3.1. Conduct technical meetings to review CSC.					
				3.5.3.2. Formalize and disseminate the revised CSC.					
			3.5.3.3. Collate data on implementation of service						

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
			commitment in the CSC.					
			3.5.3.4. Conduct technical meetings to discuss the implementation of service commitment in the CSC and recommend corrective measures.					
			3.5.4. Annual Plan and Budget developed annually	DCA				
			3.5.4.1. Conduct mid-year review of the Annual Budget.					
			3.5.4.2. Review Strategic Plan and identify annual priorities by December, of each year.					
			3.5.4.3. Draft MTEF by February, of each year.					
			3.5.4.4. Formalize and submit Annual Plan and Budget to Paymaster General for approval by March, annually.					
			3.5.5. Individual performance evaluation conducted annually	DCA				
			3.5.5.1. Migrate personnel evaluation from OPRAS to Balance Score Card					
			3.5.5.2. Facilitate signing of Performance Agreements by July annually.					
			3.5.5.3. Facilitate Mid- Year reviews of Performance Agreements by January annually.					
			3.5.5.4. Facilitate Annual performance appraisal exercises by July annually.					
			3.5.5.5. Prepare Staff appraisal report and submit to the Board by September annually.					
			3.5.6. Monitoring and Evaluation (M&E) framework for Strategic Plan developed by December, 2018 and implemented annually	ALL				
		3.5.6.1. Collect information on implementation of outcome indicators' targets annually.						
		3.5.6.2. Update outcome indicators' targets annually.						
		3.5.6.3. Report implementation of outcome indicators quarterly/annually.						
		3.5.7. Annual Work Plan developed and	DRE					
		3.5.7.1. Collate annual work plan inputs from all divisions and units.						

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	
	monitored quarterly and annually		3.5.7.2. Prepare EWURA Annual work plan from the divisional/unit inputs by April of each calendar year.						
			3.5.7.3. Formalize and disseminate the approved annual work plan.						
			3.5.7.4. Monitor the implementation of the approved work plan and submit quarterly reports to the Board for approval.						
			3.5.8. 1. Prepare quarterly reports of the Annual plan.						
	3.5.8. Quarterly and Annual Performance Reports produced	ALL	3.5.8. 2. Prepare annual reports of the Annual plan.						
			3.5.8. 3. Seek Board's approval and guidance.						
			3.5.9. 1. Prepare and implement performance contract.						
	3.5.9. Performance Agreements with Treasury Registrar signed by July, annually	DLS	3.5.9. 2. Submit Performance Agreements to TR annually.						
			3.5.10. 1. Prepare Quarterly reports of the KPIs.						
			3.5.10.2. Prepare Annual reports of the KPIs.						
			3.5.10.3. Seek Board's approval and guidance.						
3.6. Review and implement capacity building programs for Key Stakeholders and Staff	3.6.1. Capacity building programs for Key stakeholders and Staff reviewed and implemented annually	DCA	3.6.1.1. Conduct training needs assessment.						
			3.6.1.2. Prepare training program.						
			3.6.1.3. Formalize and disseminate the training program.						
			3.6.1.4. Implement approved training program.						
			3.6.1.5. Conduct training impact assessment.						
3.7. Maintain high standards of operational, financial	3.7.1. Final Accounts prepared by September, annually	DCA	3.7.1.1. Conduct reconciliation and adjustments or correction of errors to the accounts.						
			3.7.1.2. Prepare draft Final Accounts.						

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	
and procurement management	3.7.2. Statutory audit conducted annually	DCA	3.7.1.3. Submit the Draft Final Accounts to the Board.						
			3.7.2.1. Submit Draft Final Accounts to Controller and Auditor General (CAG) by September every year.						
			3.7.2.2. Facilitate External Auditors to conduct audit exercise.						
	3.7.3. Compliance and operational internal audits conducted annually	DIA	3.7.3.1. Review Audit Operational Procedure Manual.						
			3.7.3.2. Develop Standard Operational Procedure.						
			3.7.3.3. Prepare Internal Audit Medium Term Plan.						
			3.7.3.4. Review Internal Audit Charter.						
3.7.3.5. Conduct Internal Audit Quality Review.									
3.7.4. Compliance with procurement practices maintained annually	MPM	3.7.3.6. Prepare Internal Audit Annual Plan.							
		3.7.3.7. Conduct routine internal audits and special assignments.							
3.8. Review and implement risk management framework	3.8.1. Risks related to regulatory functions managed annually	DIA	3.7.4.1. Collate procurement requirements and develop Annual Procurement Plan (APP).						
			3.7.4.2. Implement Annual Procurement Plan.						
			3.7.4.3. Facilitate PPRA audit.						
3.9. Deploy modern technology on	3.9.1. ICT Policy and Guidelines reviewed by	DCA	3.8.1.1. Review Risk Management Framework.						
			3.8.1.2. Identify business/operational risk and conduct risk assessment.						
			3.8.1.3. Update Risk Register.						
			3.8.1.4. Conduct trainings on risk management.						
			3.9.1.1. Review ICT Information and Security policy and Regulations Governing use of ICT.						

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	
regulatory and management functions	June, 2019 and implemented annually		3.9.1.2. Conduct technical review meeting to discuss reviewed policy.	█					
			3.9.1.3. Formalize and disseminate reviewed ICT policy and regulations	█					
	3.9.2. ICT implementation strategy developed and reviewed bi-annually	DCA	3.9.2.1. Draft proposal for ICT implementation strategy and its plan.	█					
			3.9.2.2. Conduct technical review meeting to discuss proposal.	█					
			3.9.2.3. Formalize and disseminate ICT implementation strategy.	█					
	3.9.3. Management Information System for EWURA developed and implemented annually	DCA	3.9.2.4. Implement ICT strategy and its regulations.	█	█				
			3.9.3.1. Conduct technical meetings to identify management information needs.	█					
			3.9.3.2. Develop and install an integrated sector information system to improve in-house information system sharing.	█					
	3.9.4. Licensing and Order Information System (LOIS) implemented annually	DLS	3.9.3.3. Maintain Hardware and Software.	█	█				
			3.9.3.4. Improve existing infrastructure (servers, network, emails, information sharing, and network monitoring software).	█	█				
			3.9.3.5. Review existing systems to accommodate Zonal office requirements.	█	█				
				3.9.4.1. Review the LOIS system.	█				
				3.9.4.2. Prepare specification to improve LOIS.	█				
				3.9.4.3. Facilitate training and testing of the system to the stakeholders.	█				

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	
	3.9.5. Management and Regulatory Information systems maintained annually	DCA	3.9.4.4. Roll-out the LOIS system.	█					
			3.9.5.1. Review regulatory information system.	█					
			3.9.5.2. Update and/or upgrade regulatory information system.	█					
			3.9.5.3. Maintaining the systems.	█					
	3.9.6. Regulatory Information System for electricity sub-sector improved and implemented annually	DoE	3.9.6.1. Review and upgrade ERIS regulatory system.	█					
			3.9.6.2. Conduct stakeholders' meeting to discuss proposed upgrade of the system.	█					
			3.9.6.3. Conduct user training.		█				
			3.9.6.4. Finalize and implement the upgraded system.			█			
	3.9.7. Regulatory Information System for petroleum sub-sector improved and implemented annually	DP	3.9.7.1. Conduct technical meetings to review NPIS regulatory system.	█					
			3.9.7.2. Facilitate procurement of consultant to upgrade the system.		█				
			3.9.7.4. Conduct stakeholders' meeting to discuss the proposed upgrade of the system.		█				
			3.9.7.5. Conduct user training.			█			
	3.9.8. Regulatory Information System for natural gas sub-sector (NGIS) developed and implemented annually	DNG	3.9.7.6. Formalize and implement the upgraded system.			█			
			3.9.8.1. Prepare ToR for NGIS.	█					
			3.9.8.2. Facilitate procurement of consultant to develop NGIS system, software and hardware.	█					
			3.9.8.3. Conduct stakeholders' meeting to discuss the proposed NPGIS system.	█					
			3.9.8.4. Conduct user training.					█	

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
			3.9.8.5. Formalize and implement NGIS.					
			3.9.8.6. Review the performance of NGIS system.					
	3.9.9. Regulatory Information System for water and sanitation sector improved and implemented annually	DWS	3.9.9.1. Conduct technical meetings to review Majlis regulatory system.					
			3.9.9.2. Facilitate procurement of consultant to upgrade the system.					
			3.9.9.4. Conduct stakeholders' meeting to discuss the proposed upgrade of the system.					
			3.9.9.5. Conduct user training.					
			3.9.9.6. Formalize and implement the upgraded system					
			3.9.10. Financial System improved and implemented annually	DCA	3.9.10.1. Conduct technical meetings to review EPICOR financial and payroll system.			
	3.9.10.2. Facilitate procurement of consultant to upgrade the system.							
	3.9.10.3. Test and review the system.							
	3.9.10.4. Conduct user training.							
	3.9.10.5. Formalize and implement the upgraded system.							
	3.9.11. Data and information system are secured annually	DCA			3.9.11.1. Conduct technical meetings to assess risk on EWURA ICT system.			
			3.9.11.2. Develop, implement and maintain security monitoring systems.					
			3.9.11.3. Maintain cost effective remote disaster recovery site.					
	3.9.12. Electronic system to improve	DCA	3.9.11.4. Conduct security awareness training to staff.					
			3.9.12.1. Prepare ToRs for customer service electronic system.					
			3.9.12.2. Facilitate procurement of consultant to develop					



Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	
3.9. Maintain financial self-sufficiency	customer service developed and implemented by June 2018	DCA	customer service electronic system.	█					
			3.9.12.3. Conduct stakeholders' meeting to discuss the proposed customer service electronic system.	█					
			3.9.12.4. Conduct user training.	█					
			3.9.12.5. Formalize and implement customer service electronic system.	█					
			3.9.13.1. Conduct technical review meetings for developing guidelines for updating the website.	█					
			3.9.13.2. Re-design the website including developing procedures for keeping website historical information.	█					
	3.9.14. EWURA Records Office Services Improved annually	DCA	3.9.13.3. Monitor procedures on keeping website historical information up-to-date.	█					
			3.9.14.1. Conduct technical meeting to review Records Management System.	█					
			3.9.14.2. Conduct technical meeting to review Records Retention and Disposal Schedule.	█					
			3.9.14.3. Maintain and improve Records Office services and equipment.	█					
			3.9.14.4. Establish electronic staff library.	█					
			3.9.14.5. Conduct technical meeting to develop guidelines and standards to manage electronic records.	█					
3.10.1. Levy collection rules reviewed and implemented by June, 2018	DCA	3.9.14.6. Conduct technical meeting to develop and implement electronic document management system.	█						
		3.10.1.1. Conduct technical meeting to draft proposal for reviewing relevant rules for levy collection.	█						
	3.10.1.2. Conduct stakeholders' meeting to comment on levy collection rules proposals.								

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5		
			3.10.1.3. Formalize and disseminate the reviewed levy collection rules.							
			3.10.1.4. Monitor implementation of the reviewed rules.							
			3.10.2.1. Reconcile levy collection and liabilities annually.	DCA						
			3.10.2.2. Follow-up collections for overdue outstanding balances.							
		DCA	3.10.3.1. Conduct technical review meetings to explore alternative financing.							
			3.10.3.2. Conduct stakeholders' meeting to comment on the proposed alternative financing.							
			3.10.3.3. Formalize and submit the proposed alternative financing to the appropriate authorities for approval.							
			3.10.3.4. Monitor implementation of alternative financing.							
	3.10.4. CCC, FCC, FCT and Treasury Contribution disbursed annually	DCA	3.10.4.1. Effect statutory contributions as per EWURA budget.							
			3.11.1. National, regional and international institutions involved with the regulated sectors engaged annually	3.11.1.1. Facilitate participation in regional association meetings.						
				3.11.1.2. Subscribe in national and international bodies.						
				3.11.1.3. Facilitate participation in sponsored capacity building programmes.						
3.12. Strengthen litigation handling procedures	3.12.1. Litigation handling procedures strengthened annually	DLS	3.12.1.1. Carry out the filling of court documents quickly when required.							
			3.12.1.2. Conduct follow-up of case schedules always.							
			3.12.1.3. Tender evidence whenever required at hearing.							
			3.12.1.4. Maintain and develop Case Register annually.							

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
3.13. Implement Occupational Safety and Health Authority (OSHA) requirements	3.13.1. Occupational Safety and Health Authority (OSHA) requirements implemented annually	DCA	3.13.1.1. Conduct technical review meeting to develop EWURA's Occupational Health and safety Policy by 2018. 3.13.1.2. Formalize and disseminate developed OHS policy.					
	3.14. Promote staff engagement and involvement in EWURA's functions	ALL	3.14.1.1. Develop plan for divisional/ zonal/ unit staff meetings. 3.14.1.2. Convene monthly divisional/zonal/unit staff meetings. 3.14.1.3. Convene zonal operations review meetings at least twice a year. 3.14.1.4. Collate and present issues raised in the divisional/ zonal/ unit staff meetings to Management. 3.14.1.5. Provide feedback to respective division/ zone/ unit on Management directives. 3.14.2.1. Convene at least two staff meetings annually. 3.14.2.2. Prepare minutes of staff meetings and submit issues for discussion at Management meetings. 3.14.2.3. Provide feedback to staff on management directives. 3.14.2.4. Conduct staff satisfaction survey at least once in two years. 3.14.3.1. Convene monthly Management meetings. 3.14.3.2. Prepare minutes of Management meetings and submit Management directives for necessary actions to respective divisions/ zones/ units. 3.14.3.3. Follow-up implementation of Management's directives.					
	3.14.2. Staff meetings conducted at least twice a year	DCA						
	3.14.3. Management meetings conducted at least once a month	EADG						

Objective D	Interventions Against HIV/AIDS, Corruption and Other Cross-Cutting Issues Enhanced	FIVE YEAR PROGRAMME
<b>Outcome Indicators</b> (i) Trend in the number of corruption incidences reported (ii) Percentage of staff satisfaction levels with national cross-cutting agenda. (iii) Trend in gender balance		

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
4.1. Implement the national anti-HIV/AIDS programme	4.1.1. EWURA anti-HIV/AIDS action plan developed and implemented annually	DCA	4.1.1.1. Develop EWURA's anti-HIV/AIDS action plan annually. 4.1.1.2. Strengthen and implement Peer Educators initiatives annually. 4.1.1.3. Conduct Awareness Seminars to Staff on HIV/AIDS annually. 4.1.1.4. Conduct HIV counselling and voluntary testing. 4.1.1.5. Implement assistance facility to staff who declare to be HIV positive. 4.1.1.6. Monitor implementation of EWURA's anti-HIV/AIDS action plan.					
4.2. Implement the National Anti-Corruption Strategy	4.2.1. EWURA anti-corruption strategy action plan developed and implemented annually	DCA	4.2.1.1. Develop EWURA's anti-corruption strategy action plan and review when necessary. 4.2.1.2. Formalize and implement Integrity Committee activities annually. 4.2.1.3. Conduct awareness seminars on ethical behaviors to Staff annually.					
4.3. Promote staff	4.3.1. Staff	DCA	4.3.1.1. Develop EWURA's staff awareness programme on					

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	
awareness on non-communicable diseases	awareness programme on non-communicable diseases, developed and implemented annually		non-communicable diseases annually.						
			4.3.1.2. Formalize and implement EWURA's staff awareness programme on non-communicable diseases annually.						
			4.3.1.3. Monitor implementation annually.						
4.4. Implement the National Gender Mainstreaming Strategy	4.4.1. Gender mainstreaming policy in EWURA Operations developed and implemented annually	DCA	4.4.1.1. Conduct technical meeting to identify gender mainstreaming issues annually.						
			4.4.1.2. Formalize and implement identified gender mainstreaming issues annually.						
			4.4.1.3. Monitor implementation of EWURA's gender mainstreaming initiatives.						
4.5. Develop and implement Staff healthy and fitness programme	4.5.1. Sports and games promoted annually	DCA	4.5.1.1. Provide sports gears to staff annually.						
			4.5.1.2. Conduct weekly sports activities for staff.						
			4.5.1.3. Conduct combined staff and family sports event annually.						
4.6. Promote Staff awareness on combating drug and alcohol abuse	4.5.2. Awareness seminars on Nutrition conducted annually	DCA	4.5.2.1. Develop annual action plan for conducting awareness programmes for nutrition.						
			4.5.2.2. Formalize and implement the action plan.						
			4.5.2.3. Monitor implementation of the action plan.						
4.7. Promote Staff awareness on environmental issues	4.6.1. Awareness programmes for combating drug and alcohol abuse developed and implemented annually	DCA	4.6.1.1. Develop annual action plan for conducting awareness programmes for combating drug abuse.						
			4.6.1.2. Formalize and implement the action plan.						
			4.6.1.3. Monitor implementation of the action plan.						
	4.7.1 EWURA's environmental awareness programme developed and	DCA	4.7.1.1. Develop annual action plan for promoting Staff awareness on environmental issues.						
			4.7.1.2. Formalize and implement the action plan.						
			4.7.1.3. Monitor implementation of the action plan.						

Strategies	Targets	Responsible	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
	implemented annually. 4.7.2. Environmental Policy developed and implemented continuously	DCA	4.7.2.1. Conduct technical meetings. 4.7.2.2. Formalize and disseminate environmental policy. 4.7.2.3. Implement environmental policy.	█				

**APPENDIX 2**  
**EWURA's RESULTS MATRIX FOR THE STRATEGIC PLAN (2017/18-2021/22)**

S/N	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASELINE DATA	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5	
								TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
A	Quality, Availability and Affordability of Regulated Services Improved	(i) Percentage compliance with EWURA's issued quality orders, standards, rules and guidelines in the regulated sectors (electricity, petroleum, natural gas, water and sanitation)	This indicator measures EWURA's ability to enforce compliance on quality of services. The higher the percentage the higher the compliance and vice versa.	Information will be collected from inspection and monitoring activities.	Technical Divisional Directors (DoE, DP, DNG and DWS)	Quarterly compliance monitoring reports	The KPI's Baseline Value for Electricity Su-sector to be determined by December 2017	100%		100%		100%		100%		100%	
							Compliance of petroleum facilities to infrastructure standards is 73%	100%		100%		100%		100%		100%	
							Compliance of petroleum operators to the cap prices is 99%	100%		100%		100%		100%		100%	
							Compliance of petroleum products to the quality standards is 94%	100%		100%		100%		100%		100%	
							Compliance of petroleum facilities to marker tests is 95%	100%		100%		100%		100%		100%	
							The KPI's Baseline Value for Natural Gas Su-sector to be determined by December 2017	100%		100%		100%		100%		100%	
							The KPI's Baseline Value for Water and Sanitation Sector to be determined by December 2017	100%		100%		100%		100%		100%	

S/N	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASELINE DATA	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5	
								TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
		(ii) Percentage level of consumption of natural gas.	This indicator measures EWURA's ability to access natural gas services. The higher the percentage the higher the accessibility and vice versa.	This information will be collected from DNG's records.	DNG	Information will be collected annually.	28.9%	30.4%	31.9%	33.5%	35.1%	36.9%					
		(iii) Percentage in the number of consumer complaints received and timely resolved (as per commitment in CSC) on the quality, accessibility and affordability of the regulated services (electricity, petroleum, natural gas, water and sanitation)	This indicator measures EWURA's ability to enforce quality, accessibility and affordability of services. The higher the percentage, the better the Regulator's ability to enforce quality, and vice versa.	Complaints register	DLS	Complaints register quarterly reports	The KPI's Baseline Value for Electricity Sub-sector to be determined by December 2017										
							The KPI's Baseline Value for Petroleum Sub-sector to be determined by December 2017										
							The KPI's Baseline Value for Natural Gas sub-sector to be determined by December 2017										
							The KPI's Baseline Value for Water and Sanitation Sector to be determined by December 2017										



S/N	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASELINE DATA	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5		
								TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	
		(iv) Investor satisfaction level with EWURAs regulatory interventions in the regulated sectors (electricity, petroleum, natural gas, water and sanitation)	This indicator measures EWURAs ability to attract investments in the regulated sectors. The high the satisfaction level, the better and vice versa.	Information will be collected from questionnaires administered to a sample of both existing and prospective investors.	DRE will use to select the sample	Information will be collected and analyzed from Tanzania Investment Centre's records by a consultant and study repeated after three years	The KPI's Baseline Value for Electricity Sub-sector to be determined by December 2017											
							The KPI's Baseline Value for Petroleum Sub-sector to be determined by December 2017											
							The KPI's Baseline Value for Natural Gas Sub-sector to be determined by December 2017											
							The KPI's Baseline Value for Water and Sanitation sector to be determined by December 2017											

S/N	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASELINE DATA	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5	
								TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
		(v) Trend in the number of modern rural petrol outlets (mobile petrol pumps and rural petrol stations).	This indicator measures EWURA's ability to facilitate availability of petrol in the rural areas. The higher the number of modern petrol outlets, the better and vice versa.	This information will be collected from DP's records.	DP	Information will be collected quarterly.	The KPI's Baseline Value to be determined by December 2017	70%		75%		80%		85%		85%	
		(vi) Percentage compliance with key performance indicators in the water and sanitation sector as defined in EWURA's Performance Benchmarking Guidelines for Water and Sanitation Services.	This indicator measures EWURA's ability to facilitate access in the water sector. The higher the number of investments, the better and vice versa.	This information will be collected from DWS's records.	DWS	Information will be collected quarterly.	67.0%	70%		75%		80%		85%		85%	
		(vii) Percentage compliance with EWURA's tariff Order conditions for water and sanitation services	This indicator measures EWURA's ability to facilitate access in the water sector. The higher the number of investments, the better and vice versa.	This information will be collected from DWS's records.	DWS	Information will be collected quarterly.	61%	65%		70%		75%		80%		85%	

S/N	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASELINE DATA	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5		
								TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	
		(vii) Affordability of the regulated services (electricity, petroleum, natural gas, water and sanitation)	This indicator measures EWURA's ability to make tariffs affordable. The higher the percentage, the more affordable and vice versa.	This information will be collected through a study on affordability of the regulated services' tariffs administered to a sample of consumers.	DRE	Information will be collected and analyzed in a study conducted after every three years.	The KPI's Baseline Value for Electricity Sub-sector to be determined by December 2017											
							The KPI's Baseline Value for Petroleum Sub-sector to be determined by Dec. 2017											
							The KPI's Baseline Value for Natural Gas Sub-sector to be determined by December 2017/2017											
							The KPI's Baseline Value for Water and sanitation sector to be determined by December 2017/2017											
							The KPI's Baseline Value to be determined by December 2017											
<b>B</b>	Public Knowledge, Awareness and Understanding of the Regulatory Functions in the Regulated Sectors Enhanced	(ix) Percentage of customers who are aware of EWURA's functions through IEC programmes	The indicator measures EWURA's efforts to educate the Public on EWURA's functions through IEC materials.	Information will be collected from a Survey	MCPR	Information will be collected and analyzed in a survey conducted after every two years.												

S/N	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASELINE DATA	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5	
								TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
		(x) Trend in the number of visitors to EWURA website.	The indicator measures Public interest on EWURA's activities. A positive trend will indicate there is increased interest in EWURA's activities and vice versa.	Information will be collected from Website	MCPR	Information will be collected and analyzed quarterly.	The KPI's Baseline Value to be determined by December 2017	50		60		80		100		100	
		(xi) Trend in the number of visitors to the EWURA's Public Access Register (PAR)	The indicator measures Public interest on EWURA's activities. A positive trend will indicate there is increased interest in EWURA's activities and vice versa.	Information will be collected from Public Access Register	DCA	Information will be collected and analysed quarterly.	The KPI's Baseline Value to be determined by December 2017	50		60		80		100		100	
<b>C</b>	EWURA's Functions Efficiently and Effectively Managed	(xii) Percentage of customers satisfied with EWURA's service delivery	This indicator measures customer satisfaction levels with EWURA's service delivery. High satisfaction levels indicate that customers are satisfied with EWURA and vice versa.	Information will be collected from Customer Satisfaction Survey	MCPR	Information will be collected and analyzed in a survey conducted after every two years.	The KPI's Baseline Value to be determined by December 2017										

S/N	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASELINE DATA	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5		
								TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	
		(xii) Trend in the number of customer complaints against EWURA's service delivery.	This indicator measures consumer perceptions of excellence in service provision. Increased consumer complaints indicate deterioration of service delivery.	Information will be collected from EWURA's customer service records	M CPR	Information will be collected and analyzed quarterly.	The KPI's Baseline Value to be determined by December 2017	2%		2%		2%		2%		2%		2%
		(xiv) Staff turnover levels	This indicator measures EWURA's ability to retain managerial & professional staff. Low staff, Low turnovers indicate that competitors are unable to poach skilled personnel and vice versa.	Information will be collected from EWURA's Human Resource Records	DCA	Information will be collected and analyzed annually.	2.9%	2%		2%		2%		2%		2%		2%
		(xv) Percentage of revenue collected	This indicator measures EWURA's ability to collect revenues against set targets.	Information will be obtained from EWURA's financial records.	DCA	Information will be collected and analyzed annually.	The KPI's Baseline Value to be determined by December 2017	100%		100%		100%		100%		100%		100%
		(xvi) CAG Audit opinion obtained	This indicator measures EWURA's compliance with value for money, fit for purpose, and legal requirements in its operations. Clean audit opinion indicates high compliance and vice versa.	Information will be collected from CAG report and opinion.	DCA	Information will be obtained annually.	Clean Audit Opinion	Clean		Clean		Clean		Clean		Clean		Clean

S/N	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASELINE DATA	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5	
								TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
		(xvii) External Audit opinion on QMS compliance	This indicator measures EWURA's compliance with QMS standards. Compliance indicates EWURA's ability to adhere to QMS standards and vice versa.	Information will be collected from QMS External Auditor's report and opinion.	MR	Information will be obtained annually.	Complied	Complied	Complied	Complied	Complied	Complied	Complied	Complied	Complied	Complied	Complied
		(xviii) Percentage of PPRA Audit rating obtained	This indicator measures EWURA's compliance with Procurement Act requirements in its operations.	Information will be collected from PPRA audit report	MPM	Information will be obtained annually.	81.1%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
		(xix) Percentage of staff achieving satisfactory performance targets	This indicator measures EWURA's Staff accountability. High levels of performance indicate increased accountability within EWURA.	Information will be collected from personnel assessment reports.	DCA	Information will be obtained annually.	95%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
		(xx) OSHA inspection opinion obtained	This indicator measures EWURA's ability to comply with OSHA.	Information will be collected from OSHA inspection reports.	DCA	Information will be obtained annually.	Complied	Complied	Complied	Complied	Complied	Complied	Complied	Complied	Complied	Complied	Complied

S/N	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASELINE DATA	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5	
								TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
		(xxi) Percentage of staff satisfaction levels with EWURA	This indicator measures EWURA's ability to attract and retain staff. The higher the percentage, the better and vice versa.	Information will be collected from staff satisfaction survey.	DCA	Information will be collected and analyzed in a survey conducted after every two years.	62%										
D	Interventions Against Cross-Cutting Issues Enhanced	(xxii) Trend in the number of corruption incidences reported	This indicator measures EWURA's ability to combat corruption. The lower the number, the higher the ability, and vice versa	Information will be collected from the Integrity Committee's records.	Chairperson – Integrity Committee	Information will be obtained annually.	0	0	0	0	0	0	0	0	0	0	0
		(xxiii) Percentage of staff satisfaction levels with national cross-cutting agendas.	This indicator measures staff perception on EWURA's ability to address national cross-cutting agenda. The higher the levels the better and vice versa.	Information will be collected through self-administered questionnaires (HIV/AIDS, Anti-corruption action plan, gender, non-communicable diseases, health and fitness programmes, and anti-drug abuse).	DCA	Information will be obtained annually.	The KPI's Baseline Value to be determined by December 2017	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

S/N	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASELINE DATA	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5	
								TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
		(xxiv) Trend in gender balance	This indicator measures EWURA's ability to achieve national aspirations on gender balance.	Information will be collected from Gender Focal Person records.	Gender Focal Person	Information will be obtained annually.	100%.	100%		100%		100%		100%		100%	



**APPENDIX 3**  
**COST PROJECTIONS FOR EWURA'S FIVE YEAR STRATEGIC PLAN (2017/18-2021/22)**

		2017/18	2018/19	2019/20	2020/21	2021/22
<b>TZS</b>						
<b>A:</b>	<b>QUALITY, AVAILABILITY AND AFFORDABILITY OF REGULATED SERVICES IMPROVED</b>					
<b>A01</b>	Electricity quality of services regulatory tools developed and reviewed annually	105,267,703	107,875,125	110,599,880	113,447,250	116,422,751
<b>A02</b>	Petroleum quality of services regulatory tools developed and reviewed annually	27,900,000	28,102,500	28,314,113	28,535,248	28,766,334
<b>A03</b>	Natural gas quality of services regulatory tools developed and reviewed annually	88,320,000	105,086,400	106,305,288	107,579,026	108,910,082
<b>A04</b>	Water and sanitation quality of services regulatory tools developed and reviewed annually	117,455,000	119,194,250	121,011,766	122,911,071	124,895,844
<b>A05</b>	Compliance monitoring in the electricity sub-sector conducted annually	260,055,000	261,202,500	262,401,638	263,654,736	264,964,224
<b>A06</b>	Compliance monitoring in the petroleum sub-sector conducted annually	1,720,245,000	1,746,475,500	1,773,886,373	1,802,530,734	1,832,464,092
<b>A07</b>	Compliance monitoring in the natural gas sub-sector conducted annually	172,409,160	177,494,572	182,808,828	188,362,225	194,165,525
<b>A08</b>	Compliance monitoring in the water and sanitation sector conducted annually	372,323,333	373,656,833	375,050,341	376,506,556	378,028,301
<b>A09</b>	Electricity sub-sector performance report developed and disseminated by December annually	15,375,000	15,408,750	15,444,019	15,480,875	15,519,389
<b>A10</b>	Petroleum sub-sector performance report developed and disseminated by December annually	24,625,000	25,075,000	25,545,250	26,036,661	26,550,186
<b>A11</b>	Natural gas sub-sector performance report developed and disseminated by December annually	0	0	44,948,250	46,422,484	47,963,058
<b>A12</b>	Water and sanitation sector performance report developed and disseminated by December annually	144,212,500	146,426,500	148,740,130	151,157,873	153,684,415
<b>A13</b>	Electricity tariff regulatory tools and methodologies developed and reviewed annually	22,250,000	22,520,000	186,605,900	23,096,997	202,282,902

		2017/18	2018/19	2019/20	2020/21	2021/22
<b>A14</b>	Petroleum pricing formula reviewed periodically	15,750,000	15,750,000	180,105,900	15,750,000	194,627,790
<b>A15</b>	Natural gas tariff regulatory tools developed and reviewed annually	14,280,000	14,571,600	14,876,322	15,194,756	15,527,521
<b>A16</b>	Water and sanitation tariff regulatory tools developed and reviewed annually	0	0	0	207,965,909	216,593,125
<b>A17</b>	Electricity tariff reviewed periodically	29,284,167	29,806,354	30,352,040	30,922,282	31,518,185
<b>A18</b>	Petroleum prices determined and disseminated periodically	67,000,000	0	0	0	0
<b>A19</b>	Natural gas tariff reviewed periodically	21,887,500	22,254,250	22,637,504	23,038,004	23,456,527
<b>A20</b>	Natural gas indicative prices determined and disseminated periodically	0	0	0	0	0
<b>A21</b>	Water and sanitation tariff reviewed periodically	338,109,167	348,301,292	358,952,062	370,082,118	381,713,025
<b>A22</b>	Uniform System of Accounts (USoA) developed and implemented by June, 2020.	13,687,500	0	0	0	0
<b>A23</b>	Economic and Financial Performance of regulated utilities monitored annually	0	0	0	0	0
<b>A24</b>	Water Supply and Sanitation Authorities' Business Plans reviewed annually	30,850,000	31,804,000	32,800,930	33,842,722	34,931,394
<b>A25</b>	Resolution of complaints and disputes between service providers and consumers in the regulated sectors facilitated annually	369,925,000	374,404,750	379,086,089	383,978,088	389,090,227
<b>A26</b>	Monitor the implementation of electricity service providers' Clients Service Charter annually	0	7,312,500	0	0	0
<b>A27</b>	Monitor the implementation of petroleum service providers' Clients Service Charter annually	11,812,500	12,015,000	12,226,613	12,447,748	12,678,834
<b>A28</b>	Monitor the implementation of natural gas service providers' Clients Service Charter annually	11,040,000	11,185,800	11,338,161	11,497,378	11,663,760
<b>A29</b>	Monitor the implementation of water and sanitation service providers' Clients Service Charter annually	21,600,000	21,924,000	22,262,580	22,616,396	22,966,134
<b>A30</b>	Affordability of regulated services monitored periodically.	46,500,000	0	0	53,064,225	0
<b>A31</b>	Regulated suppliers in the regulated sectors licensed annually	0	0	0	0	0
<b>A32</b>	Licensing terms and conditions in the regulated sectors enforced annually	5,320,000	5,320,000	5,320,000	5,320,000	5,320,000

		2017/18	2018/19	2019/20	2020/21	2021/22
<b>A33</b>	Electrical installation activities licenced annually.	173,597,550	177,672,640	181,931,109	186,381,208	191,031,563
<b>A34</b>	Promotional materials for use of modern energy sources prepared and disseminated annually	0	0	0	0	0
<b>A35</b>	Implementation of the efficient mechanism for procurement of petroleum products monitored annually.	0	0	0	0	0
<b>A36</b>	Implementation of the competitive bidding framework for electricity sub-sector projects monitored annually.	0	0	0	0	0
<b>A37</b>	Mechanisms to monitor competition in the petroleum sub-sector developed and implemented annually	0	0	0	0	0
<b>A38</b>	Natural Gas Public-Private-Partnership (PPP) frameworks developed and implemented annually	11,040,000	11,185,800	11,338,161	11,497,378	11,663,760
<b>A39</b>	Water and sanitation Public-Private-Partnership (PPP) frameworks developed and implemented annually	12,680,000	12,815,000	12,956,075	13,103,498	13,257,556
<b>A40</b>	Investors' Satisfaction in the regulated sectors monitored periodically.	0	47,087,700	0	51,420,946	0
<b>A41</b>	At least three local content regulatory tools developed and reviewed by June, 2022.	83,120,000	33,557,400	88,615,733	34,492,135	94,617,211
<b>A42</b>	Proposals for policy review in the regulated sectors developed by June, 2021	0	0	0	0	0
<b>A43</b>	Proposals for legislation review in the regulated sectors developed by June, 2021	17,550,000	17,550,000	17,550,000	17,550,000	17,550,000
<b>A44</b>	Proposals for review of standards in the electricity sub-sector developed by June, 2020.	0	0	5,759,540	5,799,345	5,840,940
<b>A45</b>	Proposals for review of standards in the petroleum sub-sector developed by June, 2020.	0	0	5,759,540	5,799,345	5,840,940
<b>A46</b>	Proposals for review of standards in the natural gas sub-sector developed by June, 2020.	8,790,000	8,834,550	8,881,105	8,929,754	8,980,593
<b>A47</b>	Proposals for review of standards in the water and sanitation sector developed by June, 2020.	0	0	5,759,540	5,799,345	5,840,940
	<b>Sub-Total</b>	<b>4,374,261,080</b>	<b>4,331,870,566</b>	<b>4,790,170,778</b>	<b>4,792,214,314</b>	<b>5,189,347,128</b>
<b>B:</b>	<b>PUBLIC KNOWLEDGE, AWARENESS AND UNDERSTANDING OF REGULATORY FUNCTIONS IN THE REGULATED SECTORS ENHANCED</b>					

		2017/18	2018/19	2019/20	2020/21	2021/22
<b>B01</b>	Information, Education and Communication (IEC) Policy and Strategy revised by December, 2018	67,437,500	117,387,500	73,419,125	127,965,774	79,951,209
<b>B02</b>	Information, Education and Communication (IEC) Policy and Strategy implemented annually	2,437,060,000	2,546,120,200	2,660,088,109	2,779,184,574	2,903,640,380
<b>B03</b>	Measures to promote access to the Public Register developed and implemented annually	20,655,000	21,495,600	22,374,027	23,291,983	24,251,247
	<b>Sub-Total</b>	<b>2,525,152,500</b>	<b>2,685,003,300</b>	<b>2,755,881,261</b>	<b>2,930,442,331</b>	<b>3,007,842,836</b>
<b>C:</b>	<b>EWURA FUNCTIONS EFFECTIVELY AND EFFICIENTLY MANAGED</b>					
<b>C01</b>	Implement the approved organisation structure and scheme of service by June 2022	78,190,000	78,190,000	78,190,000	78,190,000	78,190,000
<b>C02</b>	Organization structure and scheme of service reviewed by January 2022	0	0	12,187,500	0	0
<b>C03</b>	Competitive staff remuneration and welfare packages reviewed and implemented annually	19,619,926,278	21,230,027,181	22,603,114,004	24,072,240,488	25,644,125,972
<b>C04</b>	Human Resources retention initiative reviewed and implemented annually	7,312,500	7,312,500	7,312,500	7,312,500	7,312,500
<b>C05</b>	Essential working tools and office equipment provided annually	1,078,332,892	1,122,155,372	1,172,652,363	1,225,421,720	1,280,565,697
<b>C06</b>	Administrative operations managed annually	4,923,491,120	5,145,048,221	5,376,575,390	5,618,521,283	5,871,354,741
<b>C07</b>	EWURA Headquarter functions transferred from Dar es Salaam to Dodoma by June, 2019.	2,000,000,000	2,000,000,000	2,000,000,000	2,000,000,000	1,056,475,268
<b>C08</b>	Eastern zonal office opened by June, 2018	0	0	0	0	0
<b>C09</b>	Zonal offices strengthened by 2020 annually	14,800,000	15,070,000	15,352,150	15,646,997	15,955,112
<b>C10</b>	Twelve Ordinary Board meetings convened annually and extraordinary as per requirements	122,400,000	122,400,000	122,400,000	122,400,000	122,400,000
<b>C11</b>	GCC meetings convened as per requirements	105,400,000	106,822,000	108,307,990	109,860,850	111,483,588
<b>C12</b>	Social Economic Impact Assessment of regulatory decisions to the regulated sectors conducted by June, 2021	0	0	173,553,750	180,924,919	0
<b>C13</b>	Quality Management Systems (QMS) implemented annually	125,048,780	127,983,400	131,050,078	134,254,757	137,603,646
<b>C14</b>	Fifth Medium Term Strategic Plan developed by December, 2021	0	0	0	0	216,593,125

		2017/18	2018/19	2019/20	2020/21	2021/22
<b>C15</b>	Client Service Charter (CSC) reviewed by December, 2017 and implemented annually.	4,875,000	4,875,000	4,875,000	4,875,000	4,875,000
<b>C16</b>	Annual Plan and Budget developed annually	24,375,000	24,375,000	24,375,000	24,375,000	24,375,000
<b>C17</b>	Individual performance evaluation conducted annually	0	0	0	0	0
<b>C18</b>	Monitoring and Evaluation (M&E) framework for Strategic Plan developed by December, 2018 and implemented annually	9,750,000	9,750,000	58,891,125	9,750,000	63,413,337
<b>C19</b>	Annual Work Plan developed and monitored quarterly and annually	9,750,000	9,750,000	9,750,000	9,750,000	9,750,000
<b>C20</b>	Quarterly and Annual Performance Reports produced annually	51187500	51187500	51187500	51187500	51187500
<b>C21</b>	Performance Agreements with Treasury Registrar signed by July, annually	2,437,500	2,437,500	2,437,500	2,437,500	2,437,500
<b>C22</b>	Performance Agreements with Treasury Registrar implemented annually	12,187,500	12,187,500	12,187,500	12,187,500	12,187,500
<b>C23</b>	Capacity building programs for Key stakeholders and Staff reviewed and implemented annually	1,040,466,639	1,074,924,881	1,110,933,744	1,148,563,006	1,187,885,585
<b>C24</b>	Final Accounts prepared by September, annually	146,110,000	148,090,000	150,159,100	152,321,310	154,580,818
<b>C25</b>	Statutory audit conducted annually	166,187,500	171,362,500	176,770,375	182,421,604	188,327,139
<b>C26</b>	Compliance and operational internal audits conducted annually	51,025,000	51,379,375	51,749,697	52,136,683	52,541,084
<b>C27</b>	Compliance with procurement practices maintained annually	108,500,000	108,500,000	108,500,000	108,500,000	108,500,000
<b>C28</b>	Risk register updated annually	14,625,000	14,625,000	14,625,000	14,625,000	14,625,000
<b>C29</b>	ICT Policy and Guidelines reviewed by June, 2019 and implemented annually	9,750,000	9,750,000	9,750,000	9,750,000	9,750,000
<b>C30</b>	ICT implementation strategy developed and reviewed bi-annually	5,850,000	0	5,850,000	0	5,850,000
<b>C31</b>	Management Information System for EWURA developed and implemented annually	231,700,000	242,126,500	253,022,193	264,408,191	276,306,560
<b>C32</b>	Licensing and Order Information System (LOIS) implemented annually	7,312,500	7,312,500	7,312,500	7,312,500	7,312,500
<b>C33</b>	Management and Regulatory Information systems maintained annually	290,006,374	303,056,661	316,694,211	536,355,353	560,491,344

		2017/18	2018/19	2019/20	2020/21	2021/22
<b>C34</b>	Regulatory Information System for electricity sub-sector improved and implemented annually	0	0	72,834,000	0	0
<b>C35</b>	Regulatory Information System for petroleum sub-sector improved and implemented annually	7,312,500	7,312,500	7,312,500	7,312,500	7,312,500
<b>C36</b>	Regulatory Information System for natural gas sub-sector developed and implemented annually	0	0	0	0	0
<b>C37</b>	Regulatory Information System for water and sanitation sector improved and implemented annually	0	0	0	75,782,468	0
<b>C38</b>	Financial System improved and implemented annually	0	0	0	75,782,468	0
<b>C39</b>	Data and information system are secured annually	220,000,000	229,900,000	240,245,500	251,056,548	262,354,092
<b>C40</b>	Electronic system to improve customer service developed and implement by June 2018	0	0	0	75,782,468	0
<b>C41</b>	EWURA website reviewed, improved and maintained annually	0	0	0	0	0
<b>C42</b>	EWURA Records Office services Improved annually	40,195,000	41,565,025	42,996,701	44,492,803	46,056,229
<b>C43</b>	Levy collection rules reviewed and implemented by June, 2018	7,350,000	7,417,500	7,488,038	7,561,749	7,638,778
<b>C44</b>	Levy collection mechanisms implemented annually	26,187,500	26,187,500	26,187,500	26,187,500	26,187,500
<b>C45</b>	Alternative financing mechanisms explored by June, 2019	0	8,880,000	0	0	0
<b>C46</b>	CCC, FCC, FCT and Treasury Contribution disbursed annually	10,334,545,135	10,972,468,791	11,466,229,886	11,982,210,231	12,521,409,692
<b>C47</b>	National, regional and international institutions involved with the regulated sectors engaged annually	895,407,218	909,488,776	928,788,816	948,957,357	970,033,484
<b>C48</b>	Litigation handling procedures strengthened annually	113,200,000	113,470,000	113,752,150	114,046,997	114,355,112
<b>C49</b>	Occupational Safety and Health Authority (OSHA) requirements implemented annually	8,525,000	8,908,625	9,309,513	9,728,441	10,166,221
<b>C50</b>	Divisional/Zonal/Unit staff meetings conducted at least once in a month	0	0	0	0	0
<b>C51</b>	Staff meetings conducted at least twice a year	0	47,025,000	0	51,352,476	0
<b>C52</b>	Management meetings conducted at least once a month	0	0	0	0	0
	<b>Sub-Total</b>	<b>41,913,719,435</b>	<b>44,573,322,308</b>	<b>47,084,910,774</b>	<b>49,825,983,664</b>	<b>51,241,969,121</b>
<b>D:</b>	<b>INTERVENTIONS AGAINST HIV/AIDS, CORRUPTION AND OTHER CROSS-CUTTING ISSUES ENHANCED</b>					



		2017/18	2018/19	2019/20	2020/21	2021/22
<b>D01</b>	EWURA anti-HIV/AIDS action plan developed and implemented annually	11,112,503	11,612,566	12,135,131	12,681,212	13,251,867
<b>D02</b>	EWURA anti-corruption strategy action plan developed and implemented annually	43,750,000	44,706,250	45,705,531	46,749,780	47,841,020
<b>D03</b>	Staff awareness programme on non-communicable diseases, developed and implemented annually.	21,250,000	22,206,250	23,205,531	24,249,780	25,341,020
<b>D04</b>	Gender Mainstreaming policy in EWURA Operations developed and implemented annually	10,637,500	10,918,750	11,212,656	11,519,788	11,840,741
<b>D05</b>	Sports and games promoted annually	47,750,000	49,898,750	52,144,194	54,490,682	56,942,763
<b>D06</b>	Awareness seminars on nutrition conducted annually	6,250,000	6,531,250	6,825,156	7,132,288	7,453,241
<b>D07</b>	Awareness programmes for combating drug abuse developed and implemented annually	6,250,000	6,531,250	6,825,156	7,132,288	7,453,241
<b>D08</b>	EWURA's environmental awareness programme developed and implemented annually	6,250,000	6,531,250	6,825,156	7,132,288	7,453,241
<b>D09</b>	Environmental policy developed and implemented annually	6,250,000	6,531,250	6,825,156	7,132,288	7,453,241
	<b>Sub-Total</b>	<b>159,500,003</b>	<b>165,467,566</b>	<b>171,703,669</b>	<b>178,220,396</b>	<b>185,030,377</b>
	<b>GRAND TOTAL</b>	<b>48,972,633,018</b>	<b>51,755,663,739</b>	<b>54,802,666,481</b>	<b>57,726,860,705</b>	<b>59,624,189,462</b>











