



ewura CCC
Consumer Consultative Council

**STRATEGIC PLAN
2018/19 – 2022/23**

Final

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ABBREVIATIONS AND ACRONMYS

CAG	Controller and Auditor General.
CCC	Consumer Consultative Council
CCM	Chama Cha Mapinduzi
COMAs	Customer Care cum Office Management Assistants
CS	Communication Strategy
DAWASA	Dar es Salaam Water and Sewerage Authority
DSM	Demand Side Management
DPs	Development Partners
EWURA	Energy and Water Utilities Regulatory Authority
FCC	Fair Competition Commission
FCT	Fair Competition Tribunal
FYDP	Five Year National Development Plan
HIV/ AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
HQ	Headquarters
HR	Human Resources
ICT	Information and Communication Technology
KPIs	Key Performance Indicators
M&E	Monitoring and Evaluation
MDAs	Ministry, Departments & Agencies
MTEF	Medium-Term Expenditure Framework
MITI	Ministry of Industry, Trade and Investment
QoS	Quality of Service
RCCs,	Regional Consultative Committees
SADC	Southern African Development Community
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
SO	Strategic Objective
SP	Strategic Plan
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TNA	Training Needs Assessment
TR	Treasury Registry
UNAIDS	Joint United Nations Programme on HIV/AIDS
URT	United Republic of Tanzania
UWSSAs	Urban Water Supply and Sanitation Authorities
WCR	World Consumer Rights Day
WUAs	Water Use Associations
WUGs	Water User Groups

FOREWORD

On behalf of the Council, it is my pleasure to present our Strategic Plan for the period 2018/19 – 2022/23. The Plan provides a systematic implementation of the Council’s mandate while considering the National Development Vision 2025, National Five-Year Development Plan II (2016/17 – 2020/21) and Sector related policies and laws. The plan results from a comprehensive review of past performance and the external and internal context of the Council.

The Strategic Plan is *ambitious and transformative*, aiming to take the Council to a new level in terms of its delivery capacity and performance as well as national contribution. We see and target an exciting opportunity to contribute enormously to the success of the Government’s industrialization, initiative and inclusive social-economic development agenda through scaled-up, transformative interventions to advocate the rights and interests of consumers of the regulated energy and water utilities.

Through the plan, EWURA CCC envisages ***to be an effective and well-recognized champion organization that promotes and advocates for the interests of consumers of the regulated water and energy services.***

To realize the vision, the plan focuses on addressing key priorities which have been facing the Council i.e.: Institutional capacity; Consumer empowerment; Affordability, accessibility and reliability, quality of services; Funding sustainability; Enabling legal framework; and, Networking and visibility.

Addressing these challenges is even more important now than ever before to support the country’s industrialization drive, which is among the highest priorities of the Fifth Phase Government.

The Council, through the implementation of the Plan, will maintain close and effective working relations with its various stakeholders, namely the Government especially the regulated energy and water sectors, EWURA, the service providers, Treasury Registrar, Parliamentarians, RCCs, sister consumer councils, consumer groups and the public.

I wish to sincerely express my deep appreciation to the Council and all staff for their enormous contribution to the groundwork and production of this Plan.

I also wish to express my gratitude to the Government especially the regulated energy and water sectors, EWURA, the service providers, Treasury Registrar, Parliamentarians, RCCs, sister consumer councils, consumer groups, the public, friends of the Council and all well-wishers for supporting the efforts of our Council. It is my sincere hope that this support will continue so that EWURA CCC realises remarkable achievements through the implementation of this Strategic Plan.

.....
Eng. David Ngula
Chairman
July, 2018

EXECUTIVE SUMMARY

EWURA CCC was established under section 30 of the Energy and Water Utilities Regulatory Authority Act, 2001 Cap. 414. The core functions of the Council are stipulated as:

- Representation of consumer interests.
- Receiving and disseminating information as well as views on matters of consumer interest.
- Establishing regional, local and sectoral consumer committees and consult with them.
- Consulting with key stakeholders.

The Council has been implementing a five-year Strategic Plan which came to an end in June, 2018, hence the need for developing a new Strategic Plan is inevitable. Significant achievements have been attained under the implementation of the just ended Strategic Plan and several challenges were experienced. The achievements include substantial stakeholder sensitisation and awareness raising on the functions of the Council; effective monitoring of communication strategies; establishment of RCCs; and strengthening of the institutional capacities. Among the challenges are insufficient funding and inadequate awareness of some of the stakeholders on consumer rights and interests.

This is the third EWURA CCC's Strategic Plan. The Plan covers a period of five years i.e. 2018/19-2022/2023. It is set to guide implementation of interventions consistently with the national plans and ensures realization of the Council's goals and objectives. The process of preparing this plan followed a consultative and participatory approach. The methodology pursued include appraisal of implementation of the previous Strategic Plan as part of environmental scanning, stakeholder's analysis and SWOC analysis, discussions and consultations at Secretariat and Council levels which eventually resulted in the development of this Plan.

The Vision statement of the Council is "to be an effective and well-recognized champion organization that promotes and advocates for the interests of consumers of the regulated water and energy services", and the mission is "To promote and advocate for the rights and interests of consumers of regulated energy and water services through public awareness, networking, lobbying, education and capacity building."

The Plan sets **six strategic objectives** with their strategies and targets namely:

- a) Interventions against HIV/AIDS, corruption and other cross-cutting issues enhanced;
- b) Affordability, accessibility and reliability of services enhanced; consumer empowerment enhanced;
- c) The enabling legislation/legal framework improved;
- d) Networking and visibility enhanced; and
- e) Institutional and financial capacity strengthened.

Annual action plans will be developed to operationalize this plan. The same will form the basis for establishment of annual budget estimates which portray the annual resource requirements for the respective year in the strategic plan cycle. M&E will be pursued to ensure thorough implementation of the strategic objectives and planned milestones, presented in **Table 0.1**. M&E is a regular activity, which is conducted quarterly, semi-annually and annually and supported by clear reporting system. Achievement of this Plan largely depends on the assumption that financiers of the Council will maintain their good spirit of releasing funding timely and in accordance with the approved budget and cooperation from other key stakeholders.

Table 0.1: Planned Milestone Reviews

Year	Milestone	Timeframe (Deadline)	Responsible
2018/19 Objective 01	Annual workplace HIV/AIDS programme prepared	August, 2018	Administrative & Human Resource Officer
	Annual Ethics and Good Governance programme prepared	August, 2018	Administrative & Human Resource Officer
	Integrity Committee established	July, 2018	Executive Secretary
	One Integrity Committee meeting	June, 2019	Executive Secretary
Objective 02	A study of all key sector policies, legislations, rules and guidelines commissioned	June, 2019	Executive Secretary
	A study of best practice	June, 2019	Executive Secretary/Councillors
	4 regular monitoring visits (of service providers and other stakeholders) undertaken	June, 2019	Executive Secretary/Councillors
	2 rapid surveys of consumers before engaging service providers undertaken per year	June, 2019	Advocacy Officer
	One monitoring review of Government statements and directives done per year	June, 2019	Advocacy Officer
	4 media reviews (newspapers, TVs, etc.) done per year	June, 2019	Advocacy Officer
	One utilities' analysis conducted	June, 2019	Advocacy Officer
	Key messages and advocacy materials on access, affordability and reliability of services developed and implemented	June, 2019	Advocacy Officer
	M&E tool for tracking access, affordability and reliability of services developed	June, 2019	Advocacy Officer
	4 alliances on access, affordability and reliability of services with key stakeholders forged	June, 2019	Advocacy Officer
	Five (5) industries that require water and energy regularly	June, 2019	Advocacy Officer

Year	Milestone	Timeframe (Deadline)	Responsible
	identified and their needs advocated		
Objective 03	An advocacy strategy for consumer interests developed	June, 2019	Advocacy Officer
	2 Commission consumer research studies undertaken	June, 2019	Advocacy Officer
	A consumer database developed	June, 2019	Advocacy Officer
	2 forums to disseminate consumer research findings held	June, 2019	Advocacy Officer
	2 forums to educate consumers on rights, obligations and interests held	June, 2019	Advocacy Officer
	2 forums to educate consumers on safety and demand-side management held by June 2023	June, 2019	Advocacy Officer
	2 consumer capacity building manuals/tips developed	June, 2019	Advocacy Officer
	2 consumer forums with service providers organized	June, 2019	Advocacy Officer
	1 forum to promote relations between RCCs and service providers organized	June, 2019	Advocacy Officer
Objective 04	One Council's capacity building workshop in legal matters held	June, 2019	Administrative & Human Resource Officer
	Expert review of the legislation facilitated/held	June, 2019	Executive Secretary
	5 forums participated on lobbying key decision makers (EWURA & Sector Ministries) for improvement in the regulatory environment	June, 2019	Executive Secretary
	Two forums with EWURA and sector Ministries on the review of legislations	June, 2019	Executive Secretary
	Review of the regulations and rules undertaken initiated	June, 2019	Administrative & Human Resource Officer
Objective 05	Identification, analysis and understanding of key stakeholders of the Council regularly undertaken	June, 2019	Advocacy Officer
	2 tailored programmes on stakeholder engagement	June, 2019	Advocacy Officer
	2 stakeholder-networking activities organised	June, 2019	Advocacy Officer
	Annual monitoring and evaluation of stakeholder programmes and activities regularly undertaken	June, 2019	Advocacy Officer
	Annual RCC meetings organized.	June, 2019	Advocacy Officer
	Steps to identify renowned person as the Council's	June, 2019	Advocacy Officer

Year	Milestone	Timeframe (Deadline)	Responsible
	patron/ambassador initiated		
	5 School Clubs supported	June, 2019	Advocacy Officer
	2 conference, seminars and exhibitions & national events attended	June, 2019	Advocacy Officer
	An annual programme to engage with members of parliament for defined issues implemented	June, 2019	Advocacy Officer
	A mass media programme (suitable projects, media outlets, action plan) developed	June, 2019	Advocacy Officer
	Annual media monitoring and feedback to stakeholders	June, 2019	Advocacy Officer
	EWURA CCC annual journalist award (regulated sectors) designed and established	June, 2019	Advocacy Officer
	An annual session to sensitize and mentor editors and senior journalists held	June, 2019	Advocacy Officer
	A website and social media platform developed	June, 2019	Advocacy Officer
	A Corporate Social Responsibility programme developed	June, 2019	Advocacy Officer
Objective 06			
	Review of the organizational structure initiated	June, 2019	Administrative & Human Resource Officer
	Review of the schemes of service initiated	June, 2019	Administrative & Human Resource Officer
	The remuneration structure review initiated	June, 2019	Administrative & Human Resource Officer
	The performance management and appraisal policy and tools review initiated	June, 2019	Administrative & Human Resource Officer
	The staff motivation incentives review initiated	June, 2019	Administrative & Human Resources Officer
	HR capacity needs assessment (incl. TNA) conducted	June, 2019	Administrative & Human Resource Officer
	Recruiting new staff to meet established needs initiated	June, 2019	Administrative & Human Resource Officer
	2 local and sector consumer committees established and strengthened	June, 2019	Advocacy Officer
	20% of RCCs strengthened	June, 2019	Advocacy Officer
	Procurement of furniture, computers, application software and transport facilities, cameras, etc initiated	June, 2019	Accountant

Year	Milestone	Timeframe (Deadline)	Responsible
	Plan for automation of business processes prepared	June, 2019	Accountant
	Process to link to e-Government system initiated	June, 2019	Advocacy Officer
	Benchmarks for regional offices established	June, 2019	Advocacy Officer
	Plans to acquire suitable RCC office space prepared	June, 2019	Administrative & Human Resource Officer
	M&E software procured	June, 2019	Accountant
	Review of funding provisions in the EWURA Act initiated	June, 2019	Executive Secretary
	10 likely funders (for donations, grants, bequests, etc.) identified and engaged	June, 2019	Executive Secretary
	5 funding proposals developed and submitted to potential donors	June, 2019	Executive Secretary
	Capacity building of Councillors and staff in resource mobilization done	June, 2019	Administrative & Human Resource Officer
	10 networking visits with key decision makers for funding purposes held	June, 2019	Executive Secretary
	Develop funding mobilization policy	June, 2019	Accountant
	A resource mobilization action plan prepared	June, 2019	Accountant
	CAG recommendations implemented	June, 2019	Accountant
	10 visit/interactions with consumers who are funders' concerns with the regulated energy and water services	June, 2019	Accountant
	Capacity building of the Council in good governance and accountability done	June, 2019	Administrative & Human Resource Officer
2019/20 Objective 1	Annual workplace HIV/AIDS programme prepared	August, 2019	Administrative & Human Resource Officer
	Annual Ethics and Good Governance programme prepared	August, 2019	Administrative & Human Resources Officer
	One Integrity Committee meeting	June, 2020	Executive Secretary
Objective 2	A study of all key sector policies, legislations, rules and guidelines commissioned	June, 2020	Councillors
	A study of best practice	June, 2020	Councillors
	4 regular monitoring visits (of service providers and other stakeholders) undertaken	June, 2020	Executive Secretary/Councillors
	2 rapid surveys of consumers before engaging service	June, 2020	Advocacy Officer

Year	Milestone	Timeframe (Deadline)	Responsible
	providers undertaken per year		
	One monitoring review of Government statements and directives done per year	June, 2020	Advocacy Officer
	4 media reviews (newspapers, TVs, etc.) done per year	June, 2020	Advocacy Officer
	One utilities' analysis conducted	June, 2020	Advocacy Officer
	Key messages and advocacy materials on access, affordability and reliability of services developed and implemented	June, 2020	Advocacy Officer
	4 alliances on access, affordability and reliability of services with key stakeholders forged	June, 2020	Advocacy Officer
	Five (5) industries that require water and energy regularly identified and their needs advocated	June, 2020	Advocacy Officer
Objective 3	An advocacy strategy for consumer interests finalized	June, 2020	Advocacy Officer
	2 Commission consumer research studies undertaken	June, 2020	Advocacy Officer
	The consumer database updated	June, 2020	Advocacy Officer
	2 forums to disseminate consumer research findings held	June, 2020	Advocacy Officer
	2 forums to educate consumers on rights, obligations and interests held	June, 2020	Advocacy Officer
	2 forums to educate consumers on safety and demand-side management held by June 2023	June, 2020	Advocacy Officer
	2 consumer capacity building manuals/tips developed	June, 2020	Advocacy Officer
	2 consumer forums with service providers organized	June, 2020	Advocacy Officer
	1 forum to promote relations between RCCs and service providers organized	June, 2020	Advocacy Officer
Objective 4	Expert review of the legislation finalised and proposed changes to the legislation submitted to EWURA and Sector Ministries	June, 2020	Executive Secretary
	5 forums participated on lobbying key decision makers (EWURA & Sector Ministries) for improvement in the regulatory environment	June, 2020	Executive Secretary, Councillors
	Two forums with EWURA and sector Ministries on the review of legislations	June, 2020	Administrative & Human Resource Officer
	Review of the regulations and	June, 2020	Councillors, Executive

Year	Milestone	Timeframe (Deadline)	Responsible
	rules undertaken discussed by stakeholders		Secretary
Objective 5	Identification, analysis and understanding of key stakeholders of the Council regularly undertaken	June, 2020	Advocacy Officer
	2 tailored programmes on stakeholder engagement	June, 2020	Advocacy Officer
	2 stakeholder-networking activities organised	June, 2020	Advocacy Officer
	Annual monitoring and evaluation of stakeholder programmes and activities regularly undertaken	June, 2020	Advocacy Officer
	Annual RCC meetings organized.	June, 2020	Advocacy Officer
	Steps to identify renowned person as the Council's patron/ambassador concluded	June, 2020	Advocacy Officer
	5 School Clubs supported	June, 2020	Advocacy Officer
	2 conference, seminars and exhibitions & national events attended	June, 2020	Advocacy Officer
	An annual programme to engage with members of parliament for defined issues implemented	June, 2020	Advocacy Officer
	A mass media programme implemented	June, 2020	Advocacy Officer
	Annual media monitoring and feedback to stakeholders	June, 2020	Advocacy Officer
	EWURA CCC annual journalist award held	June, 2020	Advocacy Officer
	An annual session to sensitize and mentor editors and senior journalists held	June, 2020	Advocacy Officer
	A website and social media platform updated	June, 2020	Advocacy Officer
	Annual Corporate Social Responsibility programme implemented	June, 2020	Advocacy Officer
Objective 6			
	Review of the organizational structure finalised	June, 2020	Administrative & Human Resource Officer
	Review of the schemes of service finalised	June, 2020	Administrative & Human Resource Officer
	The remuneration structure review finalised	June, 2020	Administrative & Human Resource Officer
	The performance management and appraisal policy and tools review finalised	June, 2020	Administrative & Human Resource Officer
	The staff motivation incentives review finalised	June, 2020	Administrative & Human Resource Officer
	Recruiting new staff to meet	June, 2020	Administrative & Human Resource Officer

Year	Milestone	Timeframe (Deadline)	Responsible
	established needs finalised		Resource Officer
	2 local and sector consumer committees established and strengthened	June, 2020	Advocacy Officer
	20% of RCCs strengthened	June, 2020	Advocacy Officer
	Procurement of furniture, computers, application software and transport facilities, cameras, etc finalised	June, 2020	Accountant
	Plan for automation of business processes finalised	June, 2020	Accountant
	Process to link to e-Government system finalised	June, 2020	Advocacy Officer
	Suitable RCC office space acquired	June, 2020	Administrative & Human Resource Officer
	M&E software operationalised	June, 2020	Advocacy Officer
	Review of funding provisions in the EWURA Act finalized	June, 2020	Executive Secretary
	10 likely funders (for donations, grants, bequests, etc.) identified and engaged	June, 2020	Executive Secretary
	5 funding proposals developed and submitted to potential donors	June, 2020	Executive Secretary
	10 networking visits with key decision makers for funding purposes held	June, 2020	Executive Secretary/Councillors
	A resource mobilization action plan implemented	June, 2020	Executive Secretary
	CAG recommendations implemented	June, 2020	Accountant
	10 visit/interactions with consumers who are funders' concerns with the regulated energy and water services	June, 2020	Accountant
2020/21 Objective 1	Annual workplace HIV/AIDS programme prepared	August, 2020	Administrative & Human Resource Officer
	Annual Ethics and Good Governance programme prepared	August, 2020	Administrative & Human Resource Officer
	One Integrity Committee meeting	June, 2021	Administrative & Human Resource Officer
Objective 2	A study of all key sector policies, legislations, rules and guidelines commissioned	June, 2021	Councillors, Executive Secretary
	A study of best practice	June, 2021	Councillors, Executive Secretary
	4 regular monitoring visits (of service providers and other stakeholders) undertaken	June, 2021	Executive Secretary, Councillors
	2 rapid surveys of consumers before engaging service	June, 2021	Advocacy Officer

Year	Milestone	Timeframe (Deadline)	Responsible
	providers undertaken per year		
	One monitoring review of Government statements and directives done per year	June, 2021	Advocacy Officer
	4 media reviews (newspapers, TVs, etc.) done per year	June, 2021	Advocacy Officer
	One utilities' analysis conducted	June, 2021	Advocacy Officer
	Key messages and advocacy materials on access, affordability and reliability of services developed and implemented	June, 2021	Advocacy Officer
	4 alliances on access, affordability and reliability of services with key stakeholders forged	June, 2021	Advocacy Officer
	Five (5) industries that require water and energy regularly identified and their needs advocated	June, 2021	Advocacy Officer
Objective 3	Annual implementation of the advocacy strategy for consumer interests reviewed	June, 2021	Advocacy Officer
	2 Commission consumer research studies undertaken	June, 2021	Advocacy Officer
	The consumer database updated	June, 2021	Advocacy Officer
	2 forums to disseminate consumer research findings held	June, 2021	Advocacy Officer
	2 forums to educate consumers on rights, obligations and interests held	June, 2021	Advocacy Officer
	2 forums to educate consumers on safety and demand-side management held by June 2023	June, 2021	Advocacy Officer
	2 consumer capacity building manuals/tips developed	June, 2021	Advocacy Officer
	2 consumer forums with service providers organized	June, 2021	Advocacy Officer
	1 forum to promote relations between RCCs and service providers organized	June, 2021	Advocacy Officer
Objective 4	Two forums with EWURA and sector Ministries on the review of legislations	June, 2021	Councillors, Executive Secretary
	Review of the regulations and rules with EWURA and sector Ministries	June, 2021	Councillors, Executive Secretary
Objective 5	Identification, analysis and understanding of key stakeholders of the Council regularly undertaken	June, 2021	Advocacy Officer
	2 tailored programmes on stakeholder engagement	June, 2021	Advocacy Officer

Year	Milestone	Timeframe (Deadline)	Responsible
	2 stakeholder-networking activities organised	June, 2021	Advocacy Officer
	Annual monitoring and evaluation of stakeholder programmes and activities regularly undertaken	June, 2021	Advocacy Officer
	Annual RCC meetings organized.	June, 2021	Advocacy Officer
	Annual programme with renowned person as the Council's patron/ambassador implemented	June, 2021	Advocacy Officer
	5 School Clubs supported	June, 2021	Advocacy Officer
	2 conference, seminars and exhibitions & national events attended	June, 2021	Advocacy Officer
	An annual programme to engage with members of parliament for defined issues implemented	June, 2021	Advocacy Officer
	A mass media programme implemented	June, 2021	Advocacy Officer
	Annual media monitoring and feedback to stakeholders	June, 2021	Advocacy Officer
	EWURA CCC annual journalist award held	June, 2021	Advocacy Officer
	An annual session to sensitize and mentor editors and senior journalists held	June, 2021	Advocacy Officer
	The website and social media platform updated	June, 2021	Advocacy Officer
	The annual Corporate Social Responsibility programme implemented	June, 2021	Advocacy Officer
Objective 6			
	The reviewed organizational structure operationalised fully	June, 2021	Administrative & Human Resource Officer
	The reviewed schemes of service operationalised fully	June, 2021	Administrative & Human Resource Officer
	The new remuneration structure operationalised fully	June, 2021	Administrative & Human Resource Officer
	The performance management and appraisal policy and tools operationalised fully	June, 2021	Administrative & Human Resource Officer
	The new staff motivation incentives finalised	June, 2021	Administrative & Human Resource Officer
	2 local and sector consumer committees established and strengthened	June, 2021	Advocacy Officer
	20% of RCCs strengthened	June, 2021	Advocacy Officer
	Plan for automation of business	June, 2021	Accountant

Year	Milestone	Timeframe (Deadline)	Responsible
	processes operationalised fully		
	10 likely funders (for donations, grants, bequests, etc.) identified and engaged	June, 2021	Executive Secretary
	5 funding proposals developed and submitted to potential donors	June, 2021	Executive Secretary
	10 networking visits with key decision makers for funding purposes held	June, 2021	Executive Secretary
	A resource mobilization action plan implemented	June, 2021	Accountant
	CAG recommendations implemented	June, 2021	Accountant
	10 visit/interactions with consumers who are funders' concerns with the regulated energy and water services	June, 2021	Executive Secretary
2021/22 Objective 1	Annual workplace HIV/AIDS programme prepared	August, 2021	Administrative & Human Resource Officer
	Annual Ethics and Good Governance programme prepared	August, 2021	Administrative & Human Resource Officer
	One Integrity Committee meeting	June, 2022	Administrative & Human Resource Officer
Objective 2	4 regular monitoring visits (of service providers and other stakeholders) undertaken	June, 2022	Advocacy Officer
	2 rapid surveys of consumers before engaging service providers undertaken per year	June, 2022	Advocacy Officer
	One monitoring review of Government statements and directives done per year	June, 2022	Advocacy Officer
	4 media reviews (newspapers, TVs, etc.) done per year	June, 2022	Advocacy Officer
	One utilities' analysis conducted	June, 2022	Advocacy Officer
	Key messages and advocacy materials on access, affordability and reliability of services developed and implemented	June, 2022	Advocacy Officer
	4 alliances on access, affordability and reliability of services with key stakeholders forged	June, 2022	Advocacy Officer
	Five (5) industries that require water and energy regularly identified and their needs advocated	June, 2022	Advocacy Officer
Objective 3	Annual implementation of the advocacy strategy for consumer interests reviewed	June, 2022	Advocacy Officer

Year	Milestone	Timeframe (Deadline)	Responsible
	2 Commission consumer research studies undertaken	June, 2022	Advocacy Officer
	The consumer database updated	June, 2022	Advocacy Officer
	2 forums to disseminate consumer research findings held	June, 2022	Advocacy Officer
	2 forums to educate consumers on rights, obligations and interests held	June, 2022	Advocacy Officer
	2 forums to educate consumers on safety and demand-side management held by June 2023	June, 2022	Advocacy Officer
	2 consumer capacity building manuals/tips developed	June, 2022	Advocacy Officer
	2 consumer forums with service providers organized	June, 2022	Advocacy Officer
	1 forum to promote relations between RCCs and service providers organized	June, 2022	Advocacy Officer
Objective 4	Decisions reached with EWURA and sector Ministries on the review of legislations	June, 2022	Executive Secretary
Objective 5	Identification, analysis and understanding of key stakeholders of the Council regularly undertaken	June, 2022	Advocacy Officer
	2 tailored programmes on stakeholder engagement	June, 2022	Advocacy Officer
	2 stakeholder-networking activities organised	June, 2022	Advocacy Officer
	Annual monitoring and evaluation of stakeholder programmes and activities regularly undertaken	June, 2022	Advocacy Officer
	Annual RCC meetings organized.	June, 2022	Advocacy Officer
	Annual programme with renowned person as the Council's patron/ambassador implemented	June, 2022	Advocacy Officer
	5 School Clubs supported	June, 2022	Advocacy Officer
	2 conference, seminars and exhibitions & national events attended	June, 2022	Advocacy Officer
	An annual programme to engage with members of parliament for defined issues implemented	June, 2022	Advocacy Officer
	An annual mass media programme implemented	June, 2022	Advocacy Officer
	Annual media monitoring and feedback to stakeholders	June, 2022	Advocacy Officer
	EWURA CCC annual journalist award held	June, 2022	Advocacy Officer

Year	Milestone	Timeframe (Deadline)	Responsible
	An annual session to sensitize and mentor editors and senior journalists held	June, 2022	Advocacy Officer
	The website and social media platform updated	June, 2022	Advocacy Officer
	The annual Corporate Social Responsibility programme implemented	June, 2022	Advocacy Officer
Objective 6			
	The reviewed organizational structure operationalised fully	June, 2022	Administrative & Human Resource Officer
	The reviewed schemes of service operationalised fully	June, 2022	Administrative & Human Resource Officer
	The new remuneration structure operationalised fully	June, 2022	Administrative & Human Resource Officer
	The performance management and appraisal policy and tools operationalised fully	June, 2022	Administrative & Human Resource Officer
	The new staff motivation incentives finalised	June, 2022	Administrative & Human Resource Officer
	2 local and sector consumer committees established and strengthened	June, 2022	Advocacy Officer
	20% of RCCs strengthened	June, 2022	Advocacy Officer
	Plan for automation of business processes operationalised fully	June, 2022	Accountant
	10 likely funders (for donations, grants, bequests, etc.) identified and engaged	June, 2022	Executive Secretary
	5 funding proposals developed and submitted to potential donors	June, 2022	Executive Secretary
	10 networking visits with key decision makers for funding purposes held	June, 2022	Executive Secretary
	A resource mobilization action plan implemented	June, 2022	Accountant
	CAG recommendations implemented	June, 2022	Accountant
	10 visit/interactions with consumers who are funders' concerns with the regulated energy and water services	June, 2022	Advocacy Officer
2022/23 Objective 1	Annual workplace HIV/AIDS programme prepared	August, 2022	Administrative & Human Resource Officer
	Annual Ethics and Good Governance programme prepared	August, 2022	Administrative & Human Resource Officer
	One Integrity Committee	June, 2023	Administrative &

Year	Milestone	Timeframe (Deadline)	Responsible
	meeting		Human Resource Officer
Objective 2	4 regular monitoring visits (of service providers and other stakeholders) undertaken	June, 2023	Advocacy Officer
	2 rapid surveys of consumers before engaging service providers undertaken per year	June, 2023	Advocacy Officer
	One monitoring review of Government statements and directives done per year	June, 2023	Advocacy Officer
	4 media reviews (newspapers, TVs, etc.) done per year	June, 2023	Advocacy Officer
Objective 3	Annual implementation of the advocacy strategy for consumer interests reviewed	June, 2023	Advocacy Officer
	2 Commission consumer research studies undertaken	June, 2023	Advocacy Officer
	The consumer database updated	June, 2023	Advocacy Officer
	2 forums to disseminate consumer research findings held	June, 2023	Advocacy Officer
	2 forums to educate consumers on rights, obligations and interests held	June, 2023	Advocacy Officer
	2 forums to educate consumers on safety and demand-side management held by June 2023	June, 2023	Advocacy Officer
	2 consumer capacity building manuals/tips developed	June, 2023	Advocacy Officer
	2 consumer forums with service providers organized	June, 2023	Advocacy Officer
	1 forum to promote relations between RCCs and service providers organized	June, 2023	Advocacy Officer
Objective 4	Decisions reached with EWURA and sector Ministries on review of the regulations and rules	June, 2023	Executive Secretary
Objective 5	Identification, analysis and understanding of key stakeholders of the Council regularly undertaken	June, 2023	Advocacy Officer
	2 tailored programmes on stakeholder engagement	June, 2023	Advocacy Officer
	2 stakeholder-networking activities organised	June, 2023	Advocacy Officer
	Annual monitoring and evaluation of stakeholder programmes and activities regularly undertaken	June, 2023	Advocacy Officer
	Annual RCC meetings organized.	June, 2023	Advocacy Officer
	Annual programme with renowned person as the	June, 2023	Advocacy Officer

Year	Milestone	Timeframe (Deadline)	Responsible
	Council's patron/ambassador implemented		
	5 School Clubs supported	June, 2023	Advocacy Officer
	2 conference, seminars and exhibitions & national events attended	June, 2023	Advocacy Officer
	An annual programme to engage with members of parliament for defined issues implemented	June, 2023	Advocacy Officer
	An annual mass media programme implemented	June, 2023	Advocacy Officer
	Annual media monitoring and feedback to stakeholders	June, 2023	Advocacy Officer
	EWURA CCC annual journalist award held	June, 2023	Advocacy Officer
	An annual session to sensitize and mentor editors and senior journalists held	June, 2023	Advocacy Officer
	The website and social media platform updated	June, 2023	Advocacy Officer
	The annual Corporate Social Responsibility programme implemented	June, 2023	Advocacy Officer
Objective 6			
	2 local and sector consumer committees established and strengthened	June, 2023	Advocacy Officer
	20% of RCCs strengthened	June, 2023	Advocacy Officer
	Plan for automation of business processes operationalised fully	June, 2023	Accountant
	10 likely funders (for donations, grants, bequests, etc.) identified and engaged	June, 2023	Executive Secretary
	5 funding proposals developed and submitted to potential donors	June, 2023	Executive Secretary
	10 networking visits with key decision makers for funding purposes held	June, 2023	Executive Secretary
	A resource mobilization action plan implemented	June, 2023	Accountant
	CAG recommendations implemented	June, 2023	Accountant
	10 visit/interactions with consumers who are funders' concerns with the regulated energy and water services	June, 2023	Executive Secretary

1 INTRODUCTION

1.1 Background

The Energy and Water Utilities Regulatory Authority Consumer Consultative Council (EWURA CCC) Strategic Plan covers a period of five years from 2018/2019 - 2022/2023. The plan embraces comprehensive programming and organizational development towards promoting and advocating for the rights and interests of consumers of regulated energy and water services through public awareness, networking, lobbying, education and capacity building. The plan presents the Council's Vision, Mission, Mandate, Objectives, Targets, Key Performance Indicators (KPI's) and the process used to develop them.

The Plan is aligned with National Development Frameworks which include the Tanzania Development Vision 2025; the Ruling Party Manifesto of 2015 - 2020; the Five Year National Development Plan (FYDP II)-2016/17-2020/21; Reference has also been made to relevant to Sector Policies and Programmes; including Ministry of Water and Irrigation, Ministry of Energy, Ministry of Industry, Trade and Investment and EWURA's Strategic Plan: 2017/18 - 2021/22, and regulated services' regulatory authorities Acts.

1.2 Purpose of the Plan

The purpose of this plan is to provide guidance to EWURA CCC to execute its mandates as stipulated in the Energy and Water Utilities Regulatory Authority Act, Cap. 414), and sector legislation. It has been developed to guide implementation of the Council's operations consistently with the national plans, responsive to the prevailing and expected future circumstances and also serve as a vehicle towards realization of the Council's vision, mission and strategic objectives. The Strategic Plan succeeds the outgoing Strategic Plan which was for the period 2013 - 2018.

1.3 Methodology

The Strategic Plan has been developed in accordance with the Medium-Term Strategic Planning and Budgeting Manual (2007) of the United Republic of Tanzania. It was prepared in a participatory approach involving Council Members and Secretariat staff.

In developing the plan, a comprehensive situation analysis was conducted to assess the internal and external environment which covered background of the Council; review of the Council's mandate, roles and functions; performance review; stakeholders' analysis; Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis. The process also involved review/renewal of the Council's Vision, Mission, Core Values, Objectives, Strategies, Targets and Key Performance Indicators.

1.4 Layout of the Plan

This plan is divided into four chapters. Chapter One contains the Introduction which embraces the Purpose of the Plan, Objectives of the Plan, Methodology & Layout of the Plan and while Chapter Two discusses the Situation Analysis covering Performance Review, Stakeholder' Analysis and SWOC Analysis. Chapter Three is the Plan covering

the renewed Vision, Mission, Core Values, Objectives, Strategies, Targets and Key Performance Indicators. Chapter Four covers the Results Framework – providing details on how the plan will be monitored and evaluated. This plan also has Annexes which include Organizational Structure of the Council and the Strategic Plan implementation matrix.

2 SITUATION ANALYSIS

This chapter presents a situation analysis of the Council's internal and external environment. Section 2.1 presents the historical background while Section 2.2 outlines the mandate of the Council. Section 2.3 outlines the role and functions of the Council; Section 2.4 presents an overview of the implementation of previous Strategic Plan; Section 2.5 presents a stakeholders' analysis; Section 2.6 summarises key Strengths, Weaknesses, Opportunities and Challenges (SWOCs) of the Council. Lastly, Section 2.7 captures the main critical strategic issues which form the focus of the strategic plan for 2018/19 – 2022/23.

2.1 Historical Background, Mandate and Financing

The EWURA Consumer Consultative Council (EWURA CCC) was established under section 30 of the Energy and Water Utilities Regulatory Authority Act, 2001 Cap. 414. The core functions of the Council are stipulated as:

- Representation of consumer interests
- Receiving and disseminating information as well as views on matters of consumer interest
- Establishing regional, local and sectoral consumer committees and consult with them
- Consulting with key stakeholders.

Although the first Council members were appointed in September 2005, effective operationalization started in June, 2006 after the appointment of the Chairman of EWURA Board of Directors. Technically, the Council would not be able to transact in the absence of the Board. The Executive Secretary and Administrative Assistant were appointed in October, 2007.

The sources funds of the Council as provided in the Act are:

- Appropriations from the funds of the Authority;
- Grants, donations, bequests or other contributions; and,
- Contributions from members of the business community and organizations representatives.

2.2 Roles, Functions and Institutional Set-up

The Council is composed of seven members including the Chairman who are appointed by the Minister responsible for Water affairs. The Council has a Secretariat which is headed by the Executive Secretary responsible for running day to day activities of the Council. In each region there is a Regional Consumer Committee comprised of five members headed by the Chairperson. The Executive Secretary is supported by key staff comprising of Administrative & Human Resource Officer, Advocacy Officer and Accountant. As part of the Secretariat there are Customer Care Cum Office Management Assistants in each region. Appendix 1 contains the organizational structure.

Table 2-1: The main functions and activities of the Council.

Council Functions	Activities
<p>1. To represent the interest of consumers by making submissions to, providing views and information to and consulting with the Authority, Minister responsible for water and sector Ministries</p>	<p>1.1 Participate in tariff rates and charges reviews inquiries 1.2 Channel consumer complaints to relevant authorities/Agencies 1.3 Participate in technical working groups 1.4 Conduct study on issues of consumer interest 1.5 Advise the government, regulator, services provider and media on matters of consumer interest 1.6 Influence government policy, legislation on matters of consumer interest 1.7 Follow up on actions taken to resolve consumer complaints 1.8 Advise EWURA on change of policies, legislations and procedures, guidelines and rules based on thorough analyses of issues of concern to consumers. 1.9 Carry out advocacy and lobbying activities to enhance consumer friendly framework.</p>
<p>2. To receive and disseminate information and views on matters of interest to consumers of regulated goods and services</p>	<p>2.1 Organize stakeholders' meetings, fora, seminars, workshops on topical issues of consumer interest 2.2 Raise public awareness on matters of consumer rights and obligations 2.3 Publicize the mandate and activities of EWURA CCC 2.4 Develop and disseminate consumer complaints handling mechanism 2.5 Document consumer complaints and register consumer satisfaction 2.6 Follow up on implementation of resolutions on consumer complaints by relevant authorities</p>
<p>3. To establish local, regional and sector consumer committees and consult with them</p>	<p>3.1 Set up local, regional and sector consumer committees with clear terms of reference 3.2 Develop training materials and train volunteer animators in advocacy skills 3.3. Develop Operational Guidelines, monitoring, evaluation and accountability systems and processes 3.3 Network with consumer committees on matters of consumer interest 3.4 Support in structuring consumer groups to transform into advanced organizational levels of consumer committees, associations and national advocacy coalitions (Consumer Apex) 3.5 Support grass root consumer groups to harness consumer voice and power and transform into a managed consumer movement</p>
<p>4. To consult with industry, government and other consumer groups on matters of interest to consumers of regulated goods and services</p>	<p>4.1 Consult with government, other consumer groups and service providers on specific issues backed up by data and advise EWURA on appropriate course of action 4.2 Establish networking with key stakeholders to debate issues of mutual interest 4.3 Publish and disseminate information on research findings on specific consumer issues 4.4 Advise EWURA and Service providers on customer service charters. 4.5 Lobby for establishment of industrial codes, QoS, service level agreement 4.6 Forge alliances with consumer groups/associations 4.7 Engage stakeholders in active diplomacy on matters of consumer rights and obligations</p>

2.3 Overview of Previous Vision, Mission and Core Values

The outgoing strategic plan was guided by the following statements of vision, mission and core values:

Vision: To become a well-established effective and responsive organization for advocating for the rights of safeguarding consumers of regulated Energy and Water Utilities Industry by 2013.

Mission: To advocate for the rights of consumers of regulated energy and water utilities through raising public awareness, enhancing better business relations, organizing consumers, networking with policy makers, operators, media, regulator, consumer groups, consumer committees, and promoting effective dialogue among key actors in the industry.

Core values: Volunteering spirit; Knowledge Sharing; Commitment to Vision and Mission; Integrity; Responsiveness; Accountability; Stewardship; Excellency and Professionalism.

The Council and Management have decided to undertake minor adjustments to the existing vision and mission statements to enhance clarity and relevance.

2.4 Policy Context

A review of key policy and strategic frameworks was done in order to ensure that this plan is responsive to and aligned with them. These frameworks included Tanzania Development Vision 2025; the Ruling Party Manifesto of 2015 - 2020; the Five-Year National Development Plan (FYDP II)-2016/17-2020/21.

Reference has also been made to relevant to National Trade Policy 2003; the Ministry of Industry, Trade and Investment (MITI) Strategic Plan 2016/17-2020/21; the Energy and Water Utilities Regulatory Authority Act, 2003; EWURA's Strategic Plan: 2017/18 – 2021/22; the Fair Competition Act, 2003; and regulated services' regulatory authorities acts which include the Petroleum Act, Cap. 392; Electricity Act, Cap. 131; Water Supply and Sanitation Act, Cap. 272; DAWASA Act, Cap. 273;

2.5 Performance Review

Implementation of the previous strategic plan which was for July 2013-June 2018 was generally satisfactory. An overview of the progress in implementing planned activities is presented in **Table 2.2**.

Table 2-2: Progress in Implementing the Previous Strategic Plan: July 2013-June 2018

S/N	Strategic Objective	Planned Intervention	Implementation Progress
1	SO1 (..Have well Informed, Sensitized Consumer..)	Develop a Comprehensive Consumer Advocacy Programme	Comprehensive Consumer Advocacy Programme Exists Enshrined in the CS. Implementation is Ongoing
		Compare Policies, Consumer Advocacy with Best Practices	Comparison drawn from Best Practices

S/N	Strategic Objective	Planned Intervention	Implementation Progress
		Prepare Monitoring and Evaluation (M&E) Systems	M&E Systems developed in the CS
		Develop Publicity Materials	Various Publicity Materials developed e.g. Brochures (six types), Fliers, Posters, Roller Up Banners, PVC Banners, Booklets (General info), Cartoon Booklets, Annual Reports, Calendars and Diaries
		Appoint Council Zonal representatives	11 RCC Offices have been established, each with one Office Bearer. Decision to establish 5 more Offices to be opened in 2017/18 Singida, Tabora, Ruvuma, Arusha and Geita.
		Develop Consumer Information Dissemination Mechanism	Depending on the nature of Info., Various Methods used The CS Policy also provides Mechanisms for Disseminating Info to intended Audiences
		Continuous Assessment of Consumer Advocacy Programmes	Assessment of Consumer Programmes is done at all levels. e.g. at least one Staff from HQ Participates in each Programme
		Establish Consumer Satisfaction level and Profile	Quality of Service Standards established Study on Consumer Satisfaction level not completed
2	SO2 (..Have well Developed Network of Stakeholders)	Prepare a Profile of Stakeholders	Stakeholders were Profiled in terms of their unique <i>Characteristics and Expectations</i> and Strategies Formulated on how to reach them
		Conduct Stakeholders Analysis	Analysis of Stakeholder Groups was done and the Information is enshrined in the CS
		Learn from Best Practices	Local and Overseas Study Visits have been made by Councillors to Learn Best Practices, e.g. Zambia, India etc.
		Organize Stakeholders Forums	Done under TCF e.g. WCRD; RCC Annual Conference
		Forge Alliances and Coalitions	Done under the umbrella of TCF
3	SO3 (..Have well-Functioning Organisation with Capable Team)	Procure Office Equipment and Furniture and Working Tools	HQ and Regions Offices are furnished with furniture, Working tools e.g. computers, printers and cameras Funds for Procurement of Furniture and Working Tools are set aside in every FY Budget
		Develop Administrative and Management Systems	HR, Scheme of Service, Accounting Manuals, Code of Ethics, Council Charter are in place and are Operational
		Hire, Develop and Retain	16 Employees have been Hired and Trained Of the 16 Employees, 11 are in Regions, 5 in HQ; To Hire 5 more Employees to work in Regional Offices in Geita, Ruvuma, Tabora, Arusha and Singida
		Execute Statutory Requirements e.g. Rules, Procedures	A number of Rules and Procedures have been formulated and are in use
		Enhance Teamwork and Volunteerism	Teamwork, Volunteerism is core to the Council's Culture; The Spirit is Instilled in all Employees
4	SO4 (...Have a well-Organized Consumers Capable of taking Collective Action...)	Explore Existing Consumer Associations/Network Groups in the Industry	Efforts were once done with the MoWI to find out if there are Consumer Associations in the Water sector. Formally registered groups rarely exist.
		Solicit for Volunteers to Champion change	Established 30 RCCs whose Members work on Voluntary basis
		Train volunteers in Advocacy and Animation Strategies	Advocacy mainly done by RCCs after having been Trained
		Strengthen the existing Water Use Associations (WUAs) and Water User Groups (WUGs)	WUAs and WUGs do not exist
		Develop Monitoring and Evaluation Mechanism	M&E Mechanism Developed –can be found in the Council's CS
		Develop Animators' Operational Guidelines for Establishing Consumer Association	No such Guidelines Developed

However, the implementation of the previous strategic plan faced the following major problems:

- Lack of SMART targets for the majority of proposed activities
- Inadequate linkages between the indicators in the “Performance Monitoring and Evaluation” framework and the activities in the SP
- Some of indicators did not correlate with the activities done by the Council.

2.6 Stakeholders' Analysis

Table 2.3 has analysed the expectations of the stakeholders from the Council and how the Council plans to address them.

Table 2-3 Analysis of Stakeholders' Expectations

Stakeholders Category	Expectations of the Stakeholders	Planned Interventions
Consumers (end users)	<ol style="list-style-type: none"> 1. Affordable tariffs, rates and charges 2. Reliability of goods and services 3. Quality of goods and services 4. Universal accessibility of utilities 5. Product safety guarantees 6. Demand Side Management (DSM) 7. Effective Customer Service Charter 8. Information sharing on service provision and quality 9. Effective representation of consumers to relevant forums 10. Functional education on application of goods and technology 11. Organize into effective consumer movement. 12. Timely handling of consumer complaints 	<ol style="list-style-type: none"> 1. Full participation in the tariff review process 2. Carry out advocacy campaign on the need to have quality goods and service in water and energy sectors 3. Disseminate information of consumer interest to all EWURA CCC stakeholders 4. Representation of consumers to all consumer related for a 5. Carry out educative programmes on issues of consumer interest including safety, consumer rights
Regulator	<ol style="list-style-type: none"> 1. Effective agitation and advocacy for consumer rights and obligations 2. Efficiency and effectiveness of Council and its Secretariat 3. Effective representation of consumer complaints to EWURA 4. Channel and follow up on consumer complaints lodged to Regulator 5. Effective collaboration through events planning, meetings, workshops, etc. 	<ol style="list-style-type: none"> 1. Undertake awareness campaigns on consumer rights and obligations 2. Capacity building for Councillors and Secretariat 3. Establishment of regional offices under auspices of RCCs 4. Hiring of regional office bearers and build capacity of how to undertake the task 5. Maintain an effective networking
Inter CCC Network Forum	<ol style="list-style-type: none"> 1. Collaboration and partnership on matters of common vision 2. Pursuing a common position on issues of common interest to consumers 3. Information sharing on issues of consumer interest and concerns 4. Joint sponsorship of activities of mutual interest 5. Representation of Councillors to inter CCC Network Forum 6. Participate actively in Inter CCC Network Forum 7. Information sharing on issues of consumer interest and concerns with regional and 	<ol style="list-style-type: none"> 1. Effective participation in inter CCC activities 2. Use effective means of communication whenever consumer issues arise 3. Timely contributions on all joint activities 4. Active participation in inter CCC network forum

Stakeholders Category	Expectations of the Stakeholders	Planned Interventions
	international CCCs	
Government and its Bodies	<ol style="list-style-type: none"> 1. Safeguards consumer rights and obligations 2. Deal effectively with consumer complaints and dissatisfactions 3. Run effective and efficient council 4. Conduct effective consumer education and publicity programmes 5. Participate in consumer complaints resolution processes 6. Promote good business relations with regulator, service providers, media and other stakeholders 7. Engage in active diplomacy with service providers 8. Consult with government on matters of policy, law and regulations 9. Develop a National Consumer Charter which is consumer friendly 	<ol style="list-style-type: none"> 1. Effectively represent consumers in tariff review process 2. Conduct awareness programmes on consumer rights and obligations 3. Conduct awareness campaign on complaints procedures and encourage them to officially complain 4. Develop educative publicity materials 5. Develop complaint follow up mechanisms 6. Use lobbying style to push through consumer issues 7. Collaborate with other inter CCC groups to develop a National consumer charter
Service Providers	<ol style="list-style-type: none"> 1. Be fair and factual on matters of consumer tariffs, rates charges and other dissatisfactions 2. Promote good business relations with service providers 3. Periodic information exchange and feedback on matters of consumer interest 4. Establish a platform for consumer dialogue and information exchange 5. Establish consultative forums 	<ol style="list-style-type: none"> 1. Critical review of tariff review documents 2. Effective sharing of information 3. Conduct an annual stakeholders dialogue that brings together service providers and the Council to discuss issues of consumer interest 4. Conduct dialogue with service providers
Media	<ol style="list-style-type: none"> 1. Avail timely information on matters of consumers concern 2. Campaign for affordable tariffs, rates, charges, universal access of services, quality of service, environmentally friendly products, safety, demand side management etc 3. Educate the media on sectoral cross cutting consumer issues 4. Active participation of media in EWURA CCC sponsored events 6. Reach out to the media for publicity of EWURA CCC activities, consumer and technological trends 	<ol style="list-style-type: none"> 1. Issuance of newsworthy press release whenever consumer issues arise 2. Run consumer awareness programmes 3. Conduct workshops to the media practitioners on issues of consumer interest 5. Invite media houses to take part in all EWURA CCC events
Consumer advocacy pressure groups/associations	<ol style="list-style-type: none"> 1. Build alliance and coalitions with consumer groups 2. Share relevant information on matters of interest to consumers 3. Campaign collectively on issues of mutual 	<ol style="list-style-type: none"> 1. Identify consumer groups and engage with them 2. Disseminate information using various tools of

Stakeholders Category	Expectations of the Stakeholders	Planned Interventions
	interest	communication 3. Identify issues that require to undertake campaigns
Fair Competition Commission/ Fair Competition Tribunal	<ol style="list-style-type: none"> 1. Collaboration 2. Participation in FCC/FCT sponsored activities 3. Lobby FCC/FCT to pursue policy matters where EWURA CCC has major stakes 	<ol style="list-style-type: none"> 1. Participate in all activities related to consumers 2. Effective participation in sponsored activities

2.7 SWOC Analysis

The key Strengths, Weaknesses, Opportunities and Challenges of the Council are presented as follows:

2.7.1 Strengths

- (i) Established legal status
- (ii) Well constituted and competent Council
- (iii) A functional organizational structure which can be reviewed whenever necessary
- (iv) Reliable funding source (from the Regulator)
- (v) RCC network established and operational in all Regions of the mainland Tanzania
- (vi) Close working relations with the Regulator
- (vii) Well-developed working tools
- (viii) Has mandate to formulate own procedures

2.7.2 Weaknesses

- (i) Inadequate staffing (current staff overworked)
- (ii) Inadequate computerization of operations
- (iii) Dependency of funding on the goodwill of the Regulator
- (iv) Inadequate dissemination of information (feedback) to consumers and other key stakeholders
- (v) Inadequate capacity and knowledge to deal with regulated sectors (water, oil & gas, electricity) due to ever changing technological environment
- (vi) Inadequate motivation staff and RCCs
- (vii) Inadequate mobilization of funding from other/new sources
- (viii) Inadequate utilization of the media
- (ix) Inadequate visibility of EWURA CCC functions on the part of stakeholders (consumers, society)

2.7.3 Opportunities

- (i) Increasing numbers of sensitized consumers
- (ii) Availability of ICT tools
- (iii) Availability of potential funding sources (DPs, etc.)
- (iv)
- (v) Networking and collaboration with other CCCs & TCF (nationally, internationally)

- (vi) Working with School Clubs

2.7.4 Challenges

- (i) Uneasy relationship with service providers
- (ii) Responding to Government decision to shift to Dodoma
- (iii) Uncertainty in existing funding sources (no clear formula for the funding from EWURA)
- (iv) Misconception of true role of EWURA CCC by some stakeholders
- (v) Lack of accessibility, affordability, quality and reliability of services
- (vi) Deficiencies in the current legislations (EWURA Act, Sector Acts,)
- (vii) Culture of docility and not being proactive on the part of some consumers
- (viii) Increasing number of consumers implementation of Government industrial agenda

2.8 Critical Strategic Issues

Based on the SWOC and the other analyses done in this Chapter, the main critical strategic issues that are the focus of the Strategic Plan for 2018/19 – 2022/23 are:

- 2.8.1 Institutional capacity;
- 2.8.2 Consumer empowerment;
- 2.8.3 Affordability, accessibility quality and reliability of services;
- 2.8.4. Funding sustainability;
- 2.8.5 Enabling legal framework;
- 2.8.6 Networking and visibility

3 THE PLAN

This chapter presents the Council's societal aspiration, vision, mission, core values, strategic objectives and targets as well as a comprehensive strategic plan matrix for 2018/19- 2022/23. Likewise, it provides rationale for the adopted strategic objectives and how to achieve them. The strategic objectives have been formulated to respond to the critical strategic issues which emanated from the performance review and analysis of the Council's strategic context.

3.1 Societal Aspirations

This Strategic Plan has been developed in the context of Tanzania's Vision 2025 which was launched in 2000. The idea of formulating a national vision emerged after the Government's realization that the past development policies and strategies were not adequately responding to changing market and technological conditions in the regional and world economy and were also not adapting to changes in the domestic socio-economic conditions.

The main objectives of Tanzania Vision 2025 are:

- (i) Transforming Tanzania into a middle-income country, imbued with five main national attributes: high quality livelihood; peace, stability and unity; good governance; a well-educated and learning society; and, a competitive economy capable of producing sustainable growth and shared benefits.
- (ii) Transforming the economy from a predominantly agricultural one to a diversified and semi-industrialized economy.

In line with the National Vision, the needs of consumers of EWURA's regulated water and energy services require serious attention so as to contribute to enhanced quality livelihood and competitive economy capable of producing sustainable growth and shared benefits.

Consequently, the Council is motivated by the following societal aspiration:

The interests of Tanzanian consumers of EWURA's regulated water and energy services are actively, fairly and objectively addressed.

3.2 Vision

The vision of EWURA CCC is:

To be an effective and well-recognized champion organization that promotes and advocates for the interests of consumers of the regulated water and energy services

3.3 Mission Statement

Based on the societal aspiration and institutional vision, the mission of the Council is:

To promote and advocate for the rights and interests of consumers of regulated energy and water services through public awareness, networking, lobbying, education and capacity building.

3.4 Core Values

In pursuit of its mission, EWURA CCC is guided by the following seven (7) core values:

- a) **Integrity**
- b) **Accountability**
- c) **Professionalism**
- d) **Teamwork**
- e) **Transparency**
- f) **Volunteering spirit**
- g) **Gender balance**

3.5 Strategic Objectives

The Strategic Plan consists of six (6) planned strategic objectives – to be pursued during 2018/19 – 2022/23:

Objective Code	Strategic Objective
SO 1	Interventions against HIV/AIDS, corruption and other cross-cutting issues enhanced
SO 2	Affordability, accessibility, quality and reliability of services enhanced
SO 3	Consumer empowerment enhanced
SO 4	The enabling legislation/legal framework improved
SO 5	Networking and visibility enhanced
SO 6	Institutional and financial capacity strengthened

3.6 Rationale, strategies, targets and performance indicators for stated strategic objectives

3.6.1 Objectives SO1: Interventions against HIV/AIDS, corruption and other cross-cutting issues enhanced

3.5.1.1 Rationale

Government institutions are directed by the Government to have action plans to address HIV/AIDS, corruption and other cross cutting issues. HIV/AIDS pandemic has an adverse implication on human resources and future operations of the Nation. It results into the reduction of active human resource hence low productivity. HIV/AIDS prevalence in Tanzania is still high and is ruining the most productive age group leaving behind misery, suffering and poverty. According to 2015 UNAIDS data¹, adult HIV

¹ <http://www.repssi.org/country/TZ.aspx>

prevalence in Tanzania is estimated at 4.7%, with regional HIV prevalence ranging from 0.2% (Zanzibar) to 15.4% (Njombe). The Council recognizes employees' health as among the most important factors towards achievement of its expected goals. Mainstreaming HIV / AIDS agenda into the core activities of the Council is important.

Likewise, the Council recognizes that good governance is one of the national agendas. Each public institution is required to observe the elements of good governance and promote the rule of law and laid down rules and procedures as it assures improved staff performance and minimization of corruption. Good governance is also the philosophy of the Government of the URT since it is a critical factor in social economic and political development. Despite benefits associated with good governance, the problem of corruption is still rampant due to unethical behaviour and weak internal controls. In view of the severity of the problem, the Government has directed all MDAs to have in their organizations a strategy which address corruption issues in line with National anticorruption strategy.

Table 3-1: HIV/AIDS & Corruption Strategy

Strategy	Targets	Key Performance Indicators
(i) Undertake preventative measures and provide support to staff living with HIV/AIDS (ii) Strengthen implementation of public service codes of conduct; and (iii) Institutionalize the National Anti-corruption strategy	(i) HIV/ AIDS preventive and interventions programme conducted to all Council staff by June, 2019 (ii) HIV/AIDS infected staff cared and supported by June, 2019 (iii) Five (5) awareness creation seminars on Ethics and Good Governance and Five (5) on Anti-corruption practice conducted by June, 2023 (iv)	The achievement of Strategic Objective A will be measured through FOUR (4) outcome indicators which are listed below. (i) Percentage increase in HIV/AIDS voluntary testing (ii) Zero new infection in HIV/AIDS (iii) Level of satisfaction with HIV/AIDS supportive services (iv) Percentage change in corruption incidences (v) Stakeholders' perception on corruption at EWURA CCC

3.6.2 Objectives 2: Affordability, accessibility, quality, and reliability of services enhanced

3.6.2.1 Rationale

The Council still needs to advocate more vigorously for enhanced affordability, accessibility, quality and reliability of EWURA regulated services. Crucially, there is need to increase electricity connections, increase access to water services, 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.

3.6.2.2 Strategy and Targets

The achievement of Strategic Objective 2 will be achieved through the following strategies and targets.

Table 3-2: Affordability, Accessibility, Quality, and Reliability Strategy

Strategy	Targets	Key Performance Indicators
(i) Build Council's knowledge base on the services & relevant policies, KPIs (local/international) & Monitor performance of service providers	(i) A study of all key sector policies, legislations, rules, and guidelines conducted by June, 2020 (ii) A study of best practice by June, 2020 (iii) A resource centre established and operationalised by June, 2023 (iv) 5 study tours and retreats for Councillors, staff & RCCs organized per year (v) 5 relevant local and international conferences attended per year (vi) 5 annual service providers and other conferences attended per year (vii) 4 regular monitoring visits (of service providers and other stakeholders) undertaken per year (viii) 2 rapid surveys of consumers before engaging service providers undertaken per year (ix) A linkage to MAJLIS (information system for UWSSAs) established by June 2019 (x) One monitoring review of Government statements and directives done per year	The achievement of Strategic Objective 2 will be measured through TWO (2) outcome indicators which are listed below. (i) Percentage in the number and frequency of electricity, petroleum, natural gas, sanitation, and water consumer complaints received by EWURA CCC on the quality, accessibility, reliability and affordability of the regulated services (electricity, petroleum, natural gas, water and sanitation) and timely resolved. (ii) Consumers' satisfaction indices with EWURA's regulatory interventions in the regulated sectors (electricity, petroleum, natural gas, water and sanitation).

Strategy	Targets	Key Performance Indicators
	(xi) 4 media reviews (newspapers, TVs, etc.) done per year	
(ii) Advocate for access, affordable and reliable services	(i) One utilities' analysis conducted per year (ii) Key messages and advocacy materials on access, affordability, quality and reliability of services developed and implemented by June, 2020 (iii) M&E tool for tracking access, affordability and reliability of services developed and implemented by June, 2020 (iv) Consumer feedback regularly shared with service providers (via reports copied to higher authorities) by June, 2020 (v) 20 alliances on access, affordability and reliability, quality of services with key stakeholders forged by June 2023 (vi) Industries/large consumers that require water and energy regularly identified and their needs advocated for by June, 2020	

3.6.3 Objectives SO 3: Consumer empowerment enhanced

3.6.3.1 Rationale

Although EWURA CCC has been working hard to inform and educate consumers on their rights and obligations with respect to the regulated services, there is still a dire need to continuously empower them. This strategy seeks to empower the consumers of regulated energy and water services through raising awareness on consumer rights and obligations, developing consumer advocacy knowledge base, and representing consumers and training consumer network groups. The strategy will also involve

conducting research on specific consumer issues deemed appropriate to obtain facts and figures in order to effectively deal with consumer complaints.

3.6.3.2 Strategy and Targets

The following table presents the main strategies and targets for achievement of the Strategic Objective 3:

Table 3-3: Consumer Empowerment Strategy

Strategy	Targets	Key Performance Indicators
(i) Step up advocacy for consumer interests	(i) A advocacy strategy developed under communication strategy and implemented by June 2023 (ii) Monitoring and evaluation of communication activities regularly undertaken by June 2023	The achievement of Strategic Objective 3 will be measured through TWO (2) outcome indicators which are listed below. a. % change in awareness of consumer rights and obligations b. Trend in the number of visitors to EWURA CCC website.
(ii) Leverage consumer studies	(i) 10 Commission research studies undertaken by June 2023 (ii) A consumer database developed and regularly updated by June 2023 (iii) 10 forums to disseminate consumer research findings held by June 2023	
(iii) Capacity building of consumers	(i) 10 forums to educate consumers on rights, obligations and interests held by June 2023 (ii) 10 forums to educate consumers on safety and demand-side management held by June 2023 (iii) 10 capacity building manuals/tips developed by June 2023 (iv) 10 consumer forums with service providers organized by June 2023 (v) 5 forums to promote relations between RCCs and service providers organized by June 2023	

3.6.4 Objectives 4: The enabling legislation/legal framework improved

3.6.4.1 Rationale

It is time to further enhance the policy and regulatory framework for EWURA CCC in order to address such crucial issues as inadequate enforcement powers with respect to rights of consumers, inadequate accessibility, affordability, quality and reliability of regulated services, deficiencies in the current legislations (EWURA Act, Sector Acts) and uncertain sustainability of funding for the Council. In addition, the framework needs to better increase consumer welfare by encouraging service providers to deliver the best deals for consumers, protecting households from paying overcharges for essential energy and water services, and facilitating access to a broader set of related support services.

3.6.4.2 Strategy and Targets

The following table presents the main strategies and targets for achievement of the Strategic Objective 4:

Table 3-4: Enabling Environment Strategy

Strategy	Key Interventions	Key Performance Indicators
(i) Identification of gaps in the Legislations/legal framework (ii) Advocate for review of the legislations/legal framework	(i) Council's capacity in legal matters regularly developed by June 2023 (ii) Expert review of the legislation facilitated and proposed legislative changes ready by June 2020 (iii) Prepare a paper.	The achievement of Strategic Objective 4 will be measured through two (2) outcome indicators which are listed below. <ul style="list-style-type: none"> a. percentage of identified issues with the existing policy and regulatory framework finally addressed by the review b. percentage change in stakeholders' satisfaction with the policy and regulatory framework for the regulated energy, water, and sanitation services c. draft expert review report developed
(iii) Collaborate with EWURA & Sector Ministries to initiate the review of legislations	(i) Lobbying key decision makers regularly undertaken by June 2023 (ii) Regular forums with EWURA and sector Ministries on the review of legislations and proposed changes organized by June, 2023.	
(iv) Advocate for review of the review regulations and	(i) Review of the regulations and rules undertaken and proposed changes	KPIs ???

Strategy	Key Interventions	Key Performance Indicators
rules to address urgent issues	recommended to the sector Ministries by June 2023	

3.6.5 Objectives 5: Networking and visibility enhanced

3.6.5.1 Rationale

EWURA CCC has many stakeholders with which to closely work to achieve its objectives. The comprehensive stakeholder analysis which is presented in Chapter Two clearly attests to this. For the Council, effective stakeholders' management is becoming increasingly crucial for enhanced compliance with the EWURA Act and pertinent Sector Acts, stakeholder education, political & government support and visibility.

The objective seeks to develop effective dialogue between policy makers, service providers, consumers, and the public by maintaining effective linkages with regulator, services providers, consumers, and linking with policy makers on matters of interest to consumers. The networking function strategy further seeks to develop networks with Sister Consumer Councils under the Inter CCC Umbrella through joint sponsorship of activities, lobbying, commissioning research and information exchange, as well as networking with other consumer organizations advocating for consumer rights and obligations at national and regional levels (East Africa Community and SADC) and at international level. The strategy further aims to develop alliances and coalitions with other pressure groups in the country.

3.6.5.2 Strategy and Targets

The following table presents the main strategies and targets for achievement of the Strategic Objective 5:

Table 3-5: Networking and Visibility Strategy

Strategy	Targets	Key Performance Indicators
(i) Enhance stakeholder engagement	<ul style="list-style-type: none"> (i) Identification, analysis and understanding of key stakeholders regularly undertaken by June, 2023 (ii) 10 tailored programmes with stakeholders developed and implemented by June, 2023 (iii) 10 stakeholder-networking activities organised by June, 2023 (iv) Monitoring and evaluation of stakeholder programmes and activities regularly undertaken by June, 2023 (v) Annual RCC meetings organized. (vi) A renowned person as the Council's patron/ambassador identified and appointed by June 2020 (vii) 25 School Clubs supported by June 2023 (viii) An award for best performing school clubs established by June 2020 (ix) 10 conference, seminars and exhibitions & district, regional and national events attended by June 2023 (x) A programme to engage with members of parliament for defined issues developed and implemented by June 2023 	<p>The achievement of Strategic Objective 5 will be measured through our (4) outcome indicators which are listed below.</p> <ul style="list-style-type: none"> a. Percentage of consumers of the regulated energy, water and sanitation services aware of the roles and functions of the Council b. Percentage change in the number of visitors to the Council's website and social media platforms c. Percentage change in beneficiaries and impacts of the Council's Corporate Social Responsibility programmes. d. The cumulative number of formal stakeholders engaged since July 1, 2018
(ii) Enhance mass media presence	<ul style="list-style-type: none"> (i) A mass media programme (suitable projects, media outlets, action plan) developed and implemented by June 2023 (ii) Media programme monitoring and evaluation undertaken and feedback regularly provided to stakeholders by June 2023 (iii) EWURA CCC annual journalist award (regulated sectors) designed and established by June 2019 (iv) A programme to sensitize and mentor editors and senior journalists developed and implemented by June 2023 	

Strategy	Targets	Key Performance Indicators
(iii) Promote use of social media and website	(i) A website and social media platform developed and implemented by June 2023 <ul style="list-style-type: none"> ➤ Establish social media links ➤ Develop social media content ➤ Assign a social media and website focal person ➤ Update the website regularly ➤ Prepare regular feedback to management on the social media and website activities ➤ Develop the socio media and website focal person's capacity 	
(iv) Engage in Corporate Social Responsibility	(ii) A Corporate Social Responsibility programme developed and implemented by June 2023 <ul style="list-style-type: none"> ➤ Sponsor strategic/sectoral events ➤ Award to promoters of EWURA CCC image ➤ Create a special award under the EWURA CCC annual meeting for service providers ➤ Organise social activity during the EUWURA CCC annual meetings 	

3.4.6 Objectives F: Institutional and financial capacity strengthened

3.6.5.3 Rationale

The National Five-Year Development Plan (2016/17- 2020/21) calls for doing “business unusual” in improving public service delivery. In line with this, EWURA CCC needs to explore innovative ways of conducting its business so that it does better and faster while containing its operational costs.

The Council is expected to carry out its legal mandate in the entire Tanzania Mainland. As such having adequate institutional and financial capacity is paramount. However, a number of hindrances impede the Council in fully carrying out its mandate at a nationwide scale. Thus, a strategic approach to correcting the anomalies in the Council's capacity to deliver is needed. The weaknesses in capacity are in several dimensions including the organizational framework; strategic planning, implementation, monitoring and evaluation capacity; staffing numbers, competency and retention &

motivation; computerization of business processes and systems; national outreach; financial capacity & sustainability; and, working facilities.

3.6.5.4 Strategy and Targets

The following table presents the main strategies and targets for achievement of the Strategic Objective F:

Table 3-6: Institutional and financial capacity development strategy

Strategy	Targets	Key Performance Indicators
(i) Review HR policy	<ul style="list-style-type: none"> (i) The organizational structure reviewed by June 2020 (ii) The schemes of service reviewed by June 2020 (iii) The remuneration structure reviewed by June 2020 (iv) The performance management and appraisal policy and tools reviewed by June 2020 (v) The staff motivation incentives reviewed by June 2020 (vi) Financial regulations reviewed by June 2020 	<p>The achievement of Strategic Objective F will be measured through three (3) outcome indicators which are listed below.</p> <ul style="list-style-type: none"> a. Audit opinion b. percentage of staff satisfied with the working environment c. percentage change in financial surplus
(ii) Capacity building to Councillors and staff	<ul style="list-style-type: none"> (i) Capacity building of councils and staff regularly conducted by June 2023 <ul style="list-style-type: none"> ➤ Conducting HR capacity needs assessment (including TNA) ➤ Recruiting new staff to meet established needs ➤ Training programmes for councillors and staff 	
(iii) Enhance consumer committees	<ul style="list-style-type: none"> (i) 10 local and sector consumer committees established and strengthened by June 2023 (ii) All RCCs strengthened by June 2023 	
(iv) Improve working facilities and tools	<ul style="list-style-type: none"> (i) Working facilities and tools improved by June 2023 <ul style="list-style-type: none"> ➤ Procure furniture, computers, application software and transport facilities, cameras, etc. ➤ Automation of business processes ➤ Link to e-Government system ➤ Review and update the website ➤ Establish benchmarks for regional offices 	

Strategy	Targets	Key Performance Indicators
	<ul style="list-style-type: none"> ➤ Acquire suitable RCC office space ➤ M&E software procured, installed, tested and commissioned 	
(v) Review funding provisions in the EWURA Act	(i) Funding provisions in the EWURA Act reviewed by June 2021 <ul style="list-style-type: none"> ➤ Undertake a comparative study of other like-minded institutions ➤ Prepare a position paper ➤ Lobbying key decision makers 	
(vi) Develop resource mobilization strategy	(i) Resources mobilisation strategy developed and regularly implemented by 2023 <ul style="list-style-type: none"> ➤ Identify likely funders (for donations, grants, bequests, etc.) ➤ Develop proposals ➤ Capacity building of Councillors and staff in resource mobilization ➤ Networking with key decision makers ➤ Develop funding mobilization policy ➤ Develop resource mobilization action plan 	
(vii) Be good stewards/maintain good credibility as an institution	(i) Strategy for the Council to maintain credibility as an institution developed and regularly implemented by June 2023 <ul style="list-style-type: none"> ➤ Implement CAG recommendations ➤ Visit/interact with consumers who are funders' concerns with the regulated energy and water services ➤ Capacity building in good governance and accountability 	
(viii) Decision to shift to Dodoma	(ii)	

4 RESULTS FRAMEWORK

4.1 Purpose and Structure

This Chapter on Results Framework aims to provide a framework on how the results of the EWURA CCC Strategic Plan will be measured as well as the benefits that will accrue to its clients and other key stakeholders. The Results Framework shows the overall Development Objective (Goal) which is basically the overall expected impact of EWURA CCC functions; the benefits of the EWURA CCC services; Results Chain; the Results Framework Matrix, the Monitoring Plan; the Planned Reviews; the Evaluation Plan and finally the Detailed Reporting Plan. Also, the Chapter shows how objectives are linked to various relevant documents including the Five Years Development Plan (FYDP)-2016/17 - 2020/21, National Policies, legal provisions and EWURA Strategic Plan.

4.2 Development Objective

The overriding objective of EWURA CCC is to “**achieve sustained, affordability, accessibility, quality and reliability of the regulated energy, water and sanitation services.**” The Development Objective represents the highest level of results envisioned by EWURA CCC. However, it should be noted that there are other key players who are also significantly contributing towards the achievement of this Development Objective. The achievement of this Developmental Objective, will be influenced by the level of financial resources availed on a continuous basis, staff and management commitment, and cooperation with key stakeholders.

4.3 Beneficiaries of Services

EWURA CCC is comprised of two levels of beneficiaries of its services namely internal stakeholders and external stakeholders. The first level involves the consumers who are the direct beneficiaries of the services offered by the Council in its efforts to protect their rights as consumers of the regulated energy and water services. The second level of beneficiaries comprise state and non-state stakeholders as well as the general public who benefits from the Council’s services as a result of activities taken in order to have conducive and fair business competition and consumer welfare protection.

4.4 Linkage with National Planning Frameworks

This Strategic Plan has Six (6) objectives. These objectives address directly all National relevant documents including but not limited to; Vision 2025; Five Years Development Plan (FYDP) 2016-2021; Ruling Party Election Manifesto 2015; National Trade Policy 2003; Energy and Water Utilities Regulatory Authority Act, 2003 & Cap. 414; The Fair Competition Act, 2003; The Petroleum Act, 2015; Electricity Act, Cap. 131; Water Supply and Sanitation Act, Cap. 272 & DAWASA Act, Cap. 273.

4.5 Results Chain

EWURA CCC Results Chain consists of outcomes, outputs, activities and inputs which contribute to achievement of the National goals and ultimately Vision 2025. Thus, a

combination of the objectives and targets in the Strategic Plan and Activities and Inputs in the Medium-Term Expenditure Framework (MTEF) forms EWURA CCC's Results Chain. The inputs i.e. utilization of resources will lead to achievement of the activities, which will contribute to achievement of outputs. Achievement of outputs will lead to achievement of objectives. Achievement of EWURA CCC's development objective in the medium term will eventually contribute to the achievement of Tanzania Development Vision 2025. This chain of results justifies EWURA CCC use of funds arising from the tax payer's money for various interventions and thus contributes to the social and economic development of the country.

4.6 The Results Framework Matrix

This matrix contains EWURA CCC's overall Development Objective (i.e. the Goal), Objective Codes, Medium Term Objectives, Intermediate Outcomes and Outcome Indicators. It envisions how the Development Objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards the achievement of the intermediate outcomes and objectives. It should be noted that achievement of EWURA CCC Development Objective will be contributed by several other players and may not be completely attributed to interventions under this Rolling Strategic Plan. The Results Framework Matrix is detailed below:

Table 4-1: Result Framework Matrix

Objective code	Objective description	Intermediate outcomes	Outcome (KPI's)
Enhanced sustained affordability, accessibility, quality and reliability of the regulated energy, water and sanitation services.			
SO 1	Interventions against HIV/AIDS, corruption and other cross-cutting issues enhanced	<ul style="list-style-type: none"> (i) Increased number of staffs voluntarily testing (ii) Increased number of staffs voluntarily declaring HIV/AIDS status (i) Increased HIV/AIDS awareness among staff (ii) Increased customer trust (iii) Decreased reported corruption cases 	<ul style="list-style-type: none"> (i) Percentage decrease in HIV/AIDS voluntary testing cases (ii) Percentage decrease in HIV/AIDS infections (iii) Level of satisfaction on HIV/AIDS supportive services (iv) Percentage decrease in corruption incidences (v) Stakeholders' perception on corruption at EWURA CCC
SO 2	Affordability, accessibility, quality and reliability of services enhanced	<ul style="list-style-type: none"> (i) Increased national capacity and availability of the regulated services (ii) Customers' and suppliers' satisfaction with the environment for the regulated 	<ul style="list-style-type: none"> (i) Decrease in the number and frequency of electricity and water consumer complaints received by EWURA CCC on the quality, accessibility and affordability of the regulated services (electricity, petroleum, natural gas, water and sanitation) and timely resolved. (ii) Consumers satisfaction level with EWURA's regulatory

Objective code	Objective description	Intermediate outcomes	Outcome (KPI's)
Enhanced sustained affordability, accessibility, quality and reliability of the regulated energy, water and sanitation services.			
		energy and water services (iii) Increased quality and reliability of the regulated energy and water services	interventions in the regulated sectors (electricity, petroleum, natural gas, water and sanitation).
SO 3	Consumer empowerment enhanced	(i) Increased customer understanding of the regulated services (ii) Decreased reported consumer complaints (iii) Increased customer participation in debates related to the regulated services	(i) percentage change in awareness of consumer rights and obligations (ii) Trend in the number of visitors to EWURA CCC website.
SO 4	The enabling legislation/legal framework improved	(i) Enhanced efficacy of the regulatory environment of the earmarked services (ii) Improved sustainability of the Council.	(i) percentage of identified issues with the existing policy and regulatory framework finally addressed by the review (ii) percentage change in stakeholder satisfaction with the policy and regulatory framework for the regulated energy, water and sanitation services
SO 5	Networking and visibility enhanced	(i) Increased beneficial linkages and relations between the Council and stakeholders (ii) Increased effectiveness of the dialogue between policy makers, service providers, consumers and the general public	(i) percentage of consumers of the regulated energy, water and sanitation services aware of the roles and functions of the Council (ii) percentage change in the number of visitors to the Council's website and social media platforms (iii) percentage change in beneficiaries of the Council's Corporate Social Responsibility programmes. (iv) cumulative number of formal stakeholders engaged since July 1, 2018
SO 6	Institutional and financial capacity strengthened	(i) Increased number of automated processes (ii) Increased	(i) Audit opinion (ii) percentage of staff satisfied with the working environment (iii) percentage change in

Objective code	Objective description	Intermediate outcomes	Outcome (KPI's)
Enhanced sustained affordability, accessibility, quality and reliability of the regulated energy, water and sanitation services.			
		compliance with internal policies and regulations (iii) Reduced turnaround time for Council's services (iv) Reduced staff turnover	financial surplus

4.7 Monitoring, Reviews and Evaluation Plans

This subsection details the Monitoring Plan, planned reviews and Evaluation Plan for the five-year strategic planning cycle from 2018/19 to 2022/23.

4.7.1 Monitoring Plan

The Monitoring Plan (Table 4.2) consists of indicators, indicator description, baseline, indicator targets values, data collection and methods of analysis, indicator reporting frequencies and the responsible officers who will be responsible for data collection, analysis and reporting. Though the outcome indicators will be reported on annual basis, tracking of the indicators will be made on quarterly basis. The Monitoring Plan template detailed below will be completed by the Advocacy Officer following a baseline study and used for monitoring purposes. The indicators are those presented in Chapter Three under each strategic objective.

Table 4-2: Monitoring Plan

S/N	Indicator	Baseline		Indicator Target Value					Data collection and Method of analysis			Means of Verification	Frequency of Reporting	Estimated Budget TShs	Responsibility of Data Collection
		Date	Value	Year1	Year2	Year3	Year4	Year5	Data source	Data collection Instruments/ Methods	Frequency of Data Collection				
1.	Percentage increase in HIV/AIDS voluntary testing	July 2018		95%	97%	99%	100%	100%	VTC Reports	Registration forms for VCT	Yearly	VCT Reports	Annually	-	HRM
2.	Percentage decrease in HIV/AIDS infections								VCT Reports	VCT Records	Yearly	VCT reports	Annually		HRM
3.	Level of satisfaction with HIV/AIDS supportive services	July, 2018		90%	95%	99%	99%	99%	Employees survey	Questionnaires Interviews	Yearly	Reports	Annually		HRM
4.	Percentage change in corruption incidences	July, 2018		100%	100%	100%	100%	100%	Customer satisfaction/feed back survey reports	Questionnaires Interviews	Yearly	Reports	Annually		HRM
5.	Stakeholders' perception on corruption at EWURA CCC	July, 2018		0	0	0	0	0	Customer satisfaction reports	FGD Questionnaires	Yearly	Reports	Annually		HRM

S/N	Indicator	Baseline		Indicator Target Value					Data collection and Method of analysis			Means of Verification	Frequency of Reporting	Estimated Budget TShs	Responsibility of Data Collection
		Date	Value	Year1	Year2	Year3	Year4	Year5	Data source	Data collection Instruments/ Methods	Frequency of Data Collection				
6.	Percentage in the number and frequency of electricity, petroleum, natural gas, sanitation, and water consumer complaints received by EWURA CCC on the quality, accessibility, reliability and affordability of the regulated services (electricity, petroleum, natural gas, water and sanitation) and timely resolved.	July, 2018		4800	4600	4400	4200	4000	Regional Offices	Complaints Register	Daily	Reports	Monthly	40,000,000.00	AO
7.	Consumers' satisfaction indices with EWURA's regulatory interventions in the regulated sectors (electricity, petroleum, natural gas, water and sanitation).														
8.	% change in awareness of consumer rights and obligations	July, 2018		105,000	105,000	105,000	105,000	105,000	Awareness Programs held	Registration forms Payment forms	Monthly	Reports	Monthly	350,000,000.00	AO
9.	Trend in the number of visitors to EWURA CCC website.			'	10,000	12,000	14,000	16,000	Website	Website visitor counter	Monthly	Report	Monthly	-	AO

S/N	Indicator	Baseline		Indicator Target Value					Data collection and Method of analysis			Means of Verification	Frequency of Reporting	Estimated Budget TShs	Responsibility of Data Collection
		Date	Value	Year1	Year2	Year3	Year4	Year5	Data source	Data collection Instruments/ Methods	Frequency of Data Collection				
10.	Percentage of identified issues with the existing policy and regulatory framework finally addressed by the review	July, 2018		1	1	1	1	1	Reviewed Policies	Review of existing policies	1	Availability of reviewed policy	1	5,000,000.00	AO
11.	Percentage change in stakeholders' satisfaction with the policy and regulatory framework for the regulated energy, water, and sanitation services	July, 2018		0	1	0	0	0	Review of existing policy	<ul style="list-style-type: none"> Focus Group Discussion Questionnaires Interviews 	1	Reports	1	30,000,000.00	AO
12.	Percentage of consumers of the regulated energy, water and sanitation services aware of the roles and functions of the Council	July, 2018		105,000	105,000	105,000	105,000	105,000	Programs conducted	Registration forms Proposals Payment forms	Monthly	Reports	Monthly	-	AO
13.	Percentage change in the number of visitors to the Council's website and social media platforms				10,000	12,000	14,000	16,000	Website	Website visitors counter	Monthly	Reports	Monthly	-	AO
14.	Percentage change in beneficiaries and impacts of the Council's Corporate Social Responsibility programmes.														AHRO
16.	The cumulative number of formal stakeholders engaged since July 1, 2018	July, 2018		105,000	105,000	105,000	105,000	105,000	Awareness Programs held	Registration forms Payment forms	Monthly	Reports	Monthly	-	AO

S/N	Indicator	Baseline		Indicator Target Value					Data collection and Method of analysis			Means of Verification	Frequency of Reporting	Estimated Budget TShs	Responsibility of Data Collection
		Date	Value	Year1	Year2	Year3	Year4	Year5	Data source	Data collection Instruments/ Methods	Frequency of Data Collection				
15.	Audit opinion	September, 2018		1	1	1	1	1	CAG Reports	Auditors	5	Auditors	Yearly	150,000,000.00	Accounts
16.	Percentage of staff satisfied with the working environment	June, 2018		1	1	1	1	1	Employees	Interviews Questionnaires	Yearly	Reports	Yearly	50,000,000.00	AHRO
17.	Percentage change in financial surplus														

4.7.2 Planned reviews

There will be reviews that aim to obtain progress status on the implementation of the strategic plan. This will consist of review meetings, planned milestones reviews, midterm reviews and rapid appraisals including their frequencies.

4.7.2.1 Review Meetings

This will involve various meetings that will be conducted to track progress on the milestones, activities and targets/outputs critical for achievement of organizational objectives (see Table 4.3). This will also involve determining type of meetings, frequency, designation of chairpersons and participants in each meeting as follows: -

Table 4-3: Review Meetings

S/N	Type of Meeting	Frequency	Designation of Chairperson	Participants
1	Council Meetings	Quarterly	Chairperson	Councillors
2	Management meeting RCC Meeting	Monthly	Executive Secretary COMAs	Management members RCC Members
3.	Staff Meeting	Semi annually	Executive Secretary	All CCC staff
4.	Ethic and Integrity Committee meeting	Quarterly	Committee Chairperson	Committee Members
5.	HIV/AIDS Committee Meeting	Semi-Annually	Chairperson	Committee Members
6.	Annual RCC Meeting	Annually	Elected Chairperson Session	Councillors; Secretariat, COMAS and RCC Members

4.7.2.2 Planned Milestone Reviews

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The reviews (Table 4.4) will be tracking progress in implementation of the milestones and targets set in the schedule. The review will focus on determining whether the planned activities are moving towards achieving the annual targets and will find out whether they are on track, off track, or at risk. In addition, the review will track any changes in terms of outputs realized over the period as well as assessing issues, challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards achievement of the objectives. The milestone review will be conducted quarterly. The review findings will be used to adjust implementation strategies

Table 4-4: Planned Milestone Reviews

Year	Milestone	Timeframe (Deadline)	Responsible
2018/19 Objective 01	Annual workplace HIV/AIDS programme prepared	August, 2018	Administrative & Human Resource Officer
	Annual Ethics and Good Governance programme prepared	August, 2018	Administrative & Human Resource Officer
	Integrity Committee established	July, 2018	Executive Secretary
	One Integrity Committee meeting	June, 2019	Executive Secretary
Objective 02	A study of all key sector policies, legislations, rules and guidelines commissioned	June, 2019	Executive Secretary
	A study of best practice	June, 2019	Executive Secretary/Councillors
	4 regular monitoring visits (of service providers and other stakeholders) undertaken	June, 2019	Executive Secretary/Councillors
	2 rapid surveys of consumers before engaging service providers undertaken per year	June, 2019	Advocacy Officer
	One monitoring review of Government statements and directives done per year	June, 2019	Advocacy Officer
	4 media reviews (newspapers, TVs, etc.) done per year	June, 2019	Advocacy Officer
	One utilities' analysis conducted	June, 2019	Advocacy Officer
	Key messages and advocacy materials on access, affordability and reliability of services developed and implemented	June, 2019	Advocacy Officer
	M&E tool for tracking access, affordability and reliability of services developed	June, 2019	Advocacy Officer
	4 alliances on access, affordability and reliability of services with key stakeholders forged	June, 2019	Advocacy Officer
	Five (5) industries that require water and energy regularly identified and their needs advocated	June, 2019	Advocacy Officer
Objective 03	An advocacy strategy for consumer interests developed	June, 2019	Advocacy Officer
	2 Commission consumer research studies undertaken	June, 2019	Advocacy Officer
	A consumer database developed	June, 2019	Advocacy Officer
	2 forums to disseminate consumer research findings held	June, 2019	Advocacy Officer
	2 forums to educate consumers on rights, obligations and interests held	June, 2019	Advocacy Officer

Year	Milestone	Timeframe (Deadline)	Responsible
	2 forums to educate consumers on safety and demand-side management held by June 2023	June, 2019	Advocacy Officer
	2 consumer capacity building manuals/tips developed	June, 2019	Advocacy Officer
	2 consumer forums with service providers organized	June, 2019	Advocacy Officer
	1 forum to promote relations between RCCs and service providers organized	June, 2019	Advocacy Officer
Objective 04	One Council's capacity building workshop in legal matters held	June, 2019	Administrative & Human Resource Officer
	Expert review of the legislation facilitated/held	June, 2019	Executive Secretary
	5 forums participated on lobbying key decision makers (EWURA & Sector Ministries) for improvement in the regulatory environment	June, 2019	Executive Secretary
	Two forums with EWURA and sector Ministries on the review of legislations	June, 2019	Executive Secretary
	Review of the regulations and rules undertaken initiated	June, 2019	Administrative & Human Resource Officer
Objective 05	Identification, analysis and understanding of key stakeholders of the Council regularly undertaken	June, 2019	Advocacy Officer
	2 tailored programmes on stakeholder engagement	June, 2019	Advocacy Officer
	2 stakeholder-networking activities organised	June, 2019	Advocacy Officer
	Annual monitoring and evaluation of stakeholder programmes and activities regularly undertaken	June, 2019	Advocacy Officer
	Annual RCC meetings organized.	June, 2019	Advocacy Officer
	Steps to identify renowned person as the Council's patron/ambassador initiated	June, 2019	Advocacy Officer
	5 School Clubs supported	June, 2019	Advocacy Officer
	2 conference, seminars and exhibitions & national events attended	June, 2019	Advocacy Officer
	An annual programme to engage with members of parliament for defined issues implemented	June, 2019	Advocacy Officer
	A mass media programme (suitable projects, media outlets, action plan) developed	June, 2019	Advocacy Officer
	Annual media monitoring and feedback to stakeholders	June, 2019	Advocacy Officer

Year	Milestone	Timeframe (Deadline)	Responsible
	EWURA CCC annual journalist award (regulated sectors) designed and established	June, 2019	Advocacy Officer
	An annual session to sensitize and mentor editors and senior journalists held	June, 2019	Advocacy Officer
	A website and social media platform developed	June, 2019	Advocacy Officer
	A Corporate Social Responsibility programme developed	June, 2019	Advocacy Officer
Objective 06			
	Review of the organizational structure initiated	June, 2019	Administrative & Human Resource Officer
	Review of the schemes of service initiated	June, 2019	Administrative & Human Resource Officer
	The remuneration structure review initiated	June, 2019	Administrative & Human Resource Officer
	The performance management and appraisal policy and tools review initiated	June, 2019	Administrative & Human Resource Officer
	The staff motivation incentives review initiated	June, 2019	Administrative & Human Resources Officer
	HR capacity needs assessment (incl. TNA) conducted	June, 2019	Administrative & Human Resource Officer
	Recruiting new staff to meet established needs initiated	June, 2019	Administrative & Human Resource Officer
	2 local and sector consumer committees established and strengthened	June, 2019	Advocacy Officer
	20% of RCCs strengthened	June, 2019	Advocacy Officer
	Procurement of furniture, computers, application software and transport facilities, cameras, etc initiated	June, 2019	Accountant
	Plan for automation of business processes prepared	June, 2019	Accountant
	Process to link to e-Government system initiated	June, 2019	Advocacy Officer
	Benchmarks for regional offices established	June, 2019	Advocacy Officer
	Plans to acquire suitable RCC office space prepared	June, 2019	Administrative & Human Resource Officer
	M&E software procured	June, 2019	Accountant
	Review of funding provisions in the EWURA Act initiated	June, 2019	Executive Secretary
	10 likely funders (for donations, grants, bequests, etc.) identified and engaged	June, 2019	Executive Secretary

Year	Milestone	Timeframe (Deadline)	Responsible
	5 funding proposals developed and submitted to potential donors	June, 2019	Executive Secretary
	Capacity building of Councillors and staff in resource mobilization done	June, 2019	Administrative & Human Resource Officer
	10 networking visits with key decision makers for funding purposes held	June, 2019	Executive Secretary
	Develop funding mobilization policy	June, 2019	Accountant
	A resource mobilization action plan prepared	June, 2019	Accountant
	CAG recommendations implemented	June, 2019	Accountant
	10 visit/interactions with consumers who are funders' concerns with the regulated energy and water services	June, 2019	Accountant
	Capacity building of the Council in good governance and accountability done	June, 2019	Administrative & Human Resource Officer
2019/20 Objective 1	Annual workplace HIV/AIDS programme prepared	August, 2019	Administrative & Human Resource Officer
	Annual Ethics and Good Governance programme prepared	August, 2019	Administrative & Human Resources Officer
	One Integrity Committee meeting	June, 2020	Executive Secretary
Objective 2	A study of all key sector policies, legislations, rules and guidelines commissioned	June, 2020	Councillors
	A study of best practice	June, 2020	Councillors
	4 regular monitoring visits (of service providers and other stakeholders) undertaken	June, 2020	Executive Secretary/Councillors
	2 rapid surveys of consumers before engaging service providers undertaken per year	June, 2020	Advocacy Officer
	One monitoring review of Government statements and directives done per year	June, 2020	Advocacy Officer
	4 media reviews (newspapers, TVs, etc.) done per year	June, 2020	Advocacy Officer
	One utilities' analysis conducted	June, 2020	Advocacy Officer
	Key messages and advocacy materials on access, affordability and reliability of services developed and implemented	June, 2020	Advocacy Officer
	4 alliances on access, affordability and reliability of services with key stakeholders forged	June, 2020	Advocacy Officer

Year	Milestone	Timeframe (Deadline)	Responsible
	Five (5) industries that require water and energy regularly identified and their needs advocated	June, 2020	Advocacy Officer
Objective 3	An advocacy strategy for consumer interests finalized	June, 2020	Advocacy Officer
	2 Commission consumer research studies undertaken	June, 2020	Advocacy Officer
	The consumer database updated	June, 2020	Advocacy Officer
	2 forums to disseminate consumer research findings held	June, 2020	Advocacy Officer
	2 forums to educate consumers on rights, obligations and interests held	June, 2020	Advocacy Officer
	2 forums to educate consumers on safety and demand-side management held by June 2023	June, 2020	Advocacy Officer
	2 consumer capacity building manuals/tips developed	June, 2020	Advocacy Officer
	2 consumer forums with service providers organized	June, 2020	Advocacy Officer
	1 forum to promote relations between RCCs and service providers organized	June, 2020	Advocacy Officer
Objective 4	Expert review of the legislation finalised and proposed changes to the legislation submitted to EWURA and Sector Ministries	June, 2020	Executive Secretary
	5 forums participated on lobbying key decision makers (EWURA & Sector Ministries) for improvement in the regulatory environment	June, 2020	Executive Secretary, Councillors
	Two forums with EWURA and sector Ministries on the review of legislations	June, 2020	Administrative & Human Resource Officer
	Review of the regulations and rules undertaken discussed by stakeholders	June, 2020	Councillors, Executive Secretary
Objective 5	Identification, analysis and understanding of key stakeholders of the Council regularly undertaken	June, 2020	Advocacy Officer
	2 tailored programmes on stakeholder engagement	June, 2020	Advocacy Officer
	2 stakeholder-networking activities organised	June, 2020	Advocacy Officer
	Annual monitoring and evaluation of stakeholder programmes and activities regularly undertaken	June, 2020	Advocacy Officer
	Annual RCC meetings organized.	June, 2020	Advocacy Officer
	Steps to identify renowned	June, 2020	Advocacy Officer

Year	Milestone	Timeframe (Deadline)	Responsible
	person as the Council's patron/ambassador concluded		
	5 School Clubs supported	June, 2020	Advocacy Officer
	2 conference, seminars and exhibitions & national events attended	June, 2020	Advocacy Officer
	An annual programme to engage with members of parliament for defined issues implemented	June, 2020	Advocacy Officer
	A mass media programme implemented	June, 2020	Advocacy Officer
	Annual media monitoring and feedback to stakeholders	June, 2020	Advocacy Officer
	EWURA CCC annual journalist award held	June, 2020	Advocacy Officer
	An annual session to sensitize and mentor editors and senior journalists held	June, 2020	Advocacy Officer
	A website and social media platform updated	June, 2020	Advocacy Officer
	Annual Corporate Social Responsibility programme implemented	June, 2020	Advocacy Officer
Objective 6			
	Review of the organizational structure finalised	June, 2020	Administrative & Human Resource Officer
	Review of the schemes of service finalised	June, 2020	Administrative & Human Resource Officer
	The remuneration structure review finalised	June, 2020	Administrative & Human Resource Officer
	The performance management and appraisal policy and tools review finalised	June, 2020	Administrative & Human Resource Officer
	The staff motivation incentives review finalised	June, 2020	Administrative & Human Resource Officer
	Recruiting new staff to meet established needs finalised	June, 2020	Administrative & Human Resource Officer
	2 local and sector consumer committees established and strengthened	June, 2020	Advocacy Officer
	20% of RCCs strengthened	June, 2020	Advocacy Officer
	Procurement of furniture, computers, application software and transport facilities, cameras, etc finalised	June, 2020	Accountant
	Plan for automation of business processes finalised	June, 2020	Accountant
	Process to link to e-Government system finalised	June, 2020	Advocacy Officer
	Suitable RCC office space acquired	June, 2020	Administrative & Human Resource Officer
	M&E software operationalised	June, 2020	Advocacy Officer
	Review of funding provisions in the EWURA Act finalized	June, 2020	Executive Secretary

Year	Milestone	Timeframe (Deadline)	Responsible
	10 likely funders (for donations, grants, bequests, etc.) identified and engaged	June, 2020	Executive Secretary
	5 funding proposals developed and submitted to potential donors	June, 2020	Executive Secretary
	10 networking visits with key decision makers for funding purposes held	June, 2020	Executive Secretary/Councillors
	A resource mobilization action plan implemented	June, 2020	Executive Secretary
	CAG recommendations implemented	June, 2020	Accountant
	10 visit/interactions with consumers who are funders' concerns with the regulated energy and water services	June, 2020	Accountant
2020/21 Objective 1	Annual workplace HIV/AIDS programme prepared	August, 2020	Administrative & Human Resource Officer
	Annual Ethics and Good Governance programme prepared	August, 2020	Administrative & Human Resource Officer
	One Integrity Committee meeting	June, 2021	Administrative & Human Resource Officer
Objective 2	A study of all key sector policies, legislations, rules and guidelines commissioned	June, 2021	Councillors, Executive Secretary
	A study of best practice	June, 2021	Councillors, Executive Secretary
	4 regular monitoring visits (of service providers and other stakeholders) undertaken	June, 2021	Executive Secretary, Councillors
	2 rapid surveys of consumers before engaging service providers undertaken per year	June, 2021	Advocacy Officer
	One monitoring review of Government statements and directives done per year	June, 2021	Advocacy Officer
	4 media reviews (newspapers, TVs, etc.) done per year	June, 2021	Advocacy Officer
	One utilities' analysis conducted	June, 2021	Advocacy Officer
	Key messages and advocacy materials on access, affordability and reliability of services developed and implemented	June, 2021	Advocacy Officer
	4 alliances on access, affordability and reliability of services with key stakeholders forged	June, 2021	Advocacy Officer
	Five (5) industries that require water and energy regularly identified and their needs	June, 2021	Advocacy Officer

Year	Milestone	Timeframe (Deadline)	Responsible
	advocated		
Objective 3	Annual implementation of the advocacy strategy for consumer interests reviewed	June, 2021	Advocacy Officer
	2 Commission consumer research studies undertaken	June, 2021	Advocacy Officer
	The consumer database updated	June, 2021	Advocacy Officer
	2 forums to disseminate consumer research findings held	June, 2021	Advocacy Officer
	2 forums to educate consumers on rights, obligations and interests held	June, 2021	Advocacy Officer
	2 forums to educate consumers on safety and demand-side management held by June 2023	June, 2021	Advocacy Officer
	2 consumer capacity building manuals/tips developed	June, 2021	Advocacy Officer
	2 consumer forums with service providers organized	June, 2021	Advocacy Officer
	1 forum to promote relations between RCCs and service providers organized	June, 2021	Advocacy Officer
Objective 4	Two forums with EWURA and sector Ministries on the review of legislations	June, 2021	Councillors, Executive Secretary
	Review of the regulations and rules with EWURA and sector Ministries	June, 2021	Councillors, Executive Secretary
Objective 5	Identification, analysis and understanding of key stakeholders of the Council regularly undertaken	June, 2021	Advocacy Officer
	2 tailored programmes on stakeholder engagement	June, 2021	Advocacy Officer
	2 stakeholder-networking activities organised	June, 2021	Advocacy Officer
	Annual monitoring and evaluation of stakeholder programmes and activities regularly undertaken	June, 2021	Advocacy Officer
	Annual RCC meetings organized.	June, 2021	Advocacy Officer
	Annual programme with renowned person as the Council's patron/ambassador implemented	June, 2021	Advocacy Officer
	5 School Clubs supported	June, 2021	Advocacy Officer
	2 conference, seminars and exhibitions & national events attended	June, 2021	Advocacy Officer
	An annual programme to engage with members of parliament for defined issues implemented	June, 2021	Advocacy Officer

Year	Milestone	Timeframe (Deadline)	Responsible
	A mass media programme implemented	June, 2021	Advocacy Officer
	Annual media monitoring and feedback to stakeholders	June, 2021	Advocacy Officer
	EWURA CCC annual journalist award held	June, 2021	Advocacy Officer
	An annual session to sensitize and mentor editors and senior journalists held	June, 2021	Advocacy Officer
	The website and social media platform updated	June, 2021	Advocacy Officer
	The annual Corporate Social Responsibility programme implemented	June, 2021	Advocacy Officer
Objective 6			
	The reviewed organizational structure operationalised fully	June, 2021	Administrative & Human Resource Officer
	The reviewed schemes of service operationalised fully	June, 2021	Administrative & Human Resource Officer
	The new remuneration structure operationalised fully	June, 2021	Administrative & Human Resource Officer
	The performance management and appraisal policy and tools operationalised fully	June, 2021	Administrative & Human Resource Officer
	The new staff motivation incentives finalised	June, 2021	Administrative & Human Resource Officer
	2 local and sector consumer committees established and strengthened	June, 2021	Advocacy Officer
	20% of RCCs strengthened	June, 2021	Advocacy Officer
	Plan for automation of business processes operationalised fully	June, 2021	Accountant
	10 likely funders (for donations, grants, bequests, etc.) identified and engaged	June, 2021	Executive Secretary
	5 funding proposals developed and submitted to potential donors	June, 2021	Executive Secretary
	10 networking visits with key decision makers for funding purposes held	June, 2021	Executive Secretary
	A resource mobilization action plan implemented	June, 2021	Accountant
	CAG recommendations implemented	June, 2021	Accountant
	10 visit/interactions with consumers who are funders' concerns with the regulated energy and water services	June, 2021	Executive Secretary
2021/22 Objective 1	Annual workplace HIV/AIDS programme prepared	August, 2021	Administrative & Human Resource Officer

Year	Milestone	Timeframe (Deadline)	Responsible
	Annual Ethics and Good Governance programme prepared	August, 2021	Administrative & Human Resource Officer
	One Integrity Committee meeting	June, 2022	Administrative & Human Resource Officer
Objective 2	4 regular monitoring visits (of service providers and other stakeholders) undertaken	June, 2022	Advocacy Officer
	2 rapid surveys of consumers before engaging service providers undertaken per year	June, 2022	Advocacy Officer
	One monitoring review of Government statements and directives done per year	June, 2022	Advocacy Officer
	4 media reviews (newspapers, TVs, etc.) done per year	June, 2022	Advocacy Officer
	One utilities' analysis conducted	June, 2022	Advocacy Officer
	Key messages and advocacy materials on access, affordability and reliability of services developed and implemented	June, 2022	Advocacy Officer
	4 alliances on access, affordability and reliability of services with key stakeholders forged	June, 2022	Advocacy Officer
	Five (5) industries that require water and energy regularly identified and their needs advocated	June, 2022	Advocacy Officer
Objective 3	Annual implementation of the advocacy strategy for consumer interests reviewed	June, 2022	Advocacy Officer
	2 Commission consumer research studies undertaken	June, 2022	Advocacy Officer
	The consumer database updated	June, 2022	Advocacy Officer
	2 forums to disseminate consumer research findings held	June, 2022	Advocacy Officer
	2 forums to educate consumers on rights, obligations and interests held	June, 2022	Advocacy Officer
	2 forums to educate consumers on safety and demand-side management held by June 2023	June, 2022	Advocacy Officer
	2 consumer capacity building manuals/tips developed	June, 2022	Advocacy Officer
	2 consumer forums with service providers organized	June, 2022	Advocacy Officer
	1 forum to promote relations between RCCs and service providers organized	June, 2022	Advocacy Officer
Objective 4	Decisions reached with EWURA and sector Ministries on the	June, 2022	Executive Secretary

Year	Milestone	Timeframe (Deadline)	Responsible
	review of legislations		
Objective 5	Identification, analysis and understanding of key stakeholders of the Council regularly undertaken	June, 2022	Advocacy Officer
	2 tailored programmes on stakeholder engagement	June, 2022	Advocacy Officer
	2 stakeholder-networking activities organised	June, 2022	Advocacy Officer
	Annual monitoring and evaluation of stakeholder programmes and activities regularly undertaken	June, 2022	Advocacy Officer
	Annual RCC meetings organized.	June, 2022	Advocacy Officer
	Annual programme with renowned person as the Council's patron/ambassador implemented	June, 2022	Advocacy Officer
	5 School Clubs supported	June, 2022	Advocacy Officer
	2 conference, seminars and exhibitions & national events attended	June, 2022	Advocacy Officer
	An annual programme to engage with members of parliament for defined issues implemented	June, 2022	Advocacy Officer
	An annual mass media programme implemented	June, 2022	Advocacy Officer
	Annual media monitoring and feedback to stakeholders	June, 2022	Advocacy Officer
	EWURA CCC annual journalist award held	June, 2022	Advocacy Officer
	An annual session to sensitize and mentor editors and senior journalists held	June, 2022	Advocacy Officer
	The website and social media platform updated	June, 2022	Advocacy Officer
	The annual Corporate Social Responsibility programme implemented	June, 2022	Advocacy Officer
Objective 6			
	The reviewed organizational structure operationalised fully	June, 2022	Administrative & Human Resource Officer
	The reviewed schemes of service operationalised fully	June, 2022	Administrative & Human Resource Officer
	The new remuneration structure operationalised fully	June, 2022	Administrative & Human Resource Officer
	The performance management and appraisal policy and tools operationalised fully	June, 2022	Administrative & Human Resource Officer
	The new staff motivation incentives finalised	June, 2022	Administrative & Human Resource

Year	Milestone	Timeframe (Deadline)	Responsible
			Officer
	2 local and sector consumer committees established and strengthened	June, 2022	Advocacy Officer
	20% of RCCs strengthened	June, 2022	Advocacy Officer
	Plan for automation of business processes operationalised fully	June, 2022	Accountant
	10 likely funders (for donations, grants, bequests, etc.) identified and engaged	June, 2022	Executive Secretary
	5 funding proposals developed and submitted to potential donors	June, 2022	Executive Secretary
	10 networking visits with key decision makers for funding purposes held	June, 2022	Executive Secretary
	A resource mobilization action plan implemented	June, 2022	Accountant
	CAG recommendations implemented	June, 2022	Accountant
	10 visit/interactions with consumers who are funders' concerns with the regulated energy and water services	June, 2022	Advocacy Officer
2022/23 Objective 1	Annual workplace HIV/AIDS programme prepared	August, 2022	Administrative & Human Resource Officer
	Annual Ethics and Good Governance programme prepared	August, 2022	Administrative & Human Resource Officer
	One Integrity Committee meeting	June, 2023	Administrative & Human Resource Officer
Objective 2	4 regular monitoring visits (of service providers and other stakeholders) undertaken	June, 2023	Advocacy Officer
	2 rapid surveys of consumers before engaging service providers undertaken per year	June, 2023	Advocacy Officer
	One monitoring review of Government statements and directives done per year	June, 2023	Advocacy Officer
	4 media reviews (newspapers, TVs, etc.) done per year	June, 2023	Advocacy Officer
Objective 3	Annual implementation of the advocacy strategy for consumer interests reviewed	June, 2023	Advocacy Officer
	2 Commission consumer research studies undertaken	June, 2023	Advocacy Officer
	The consumer database updated	June, 2023	Advocacy Officer
	2 forums to disseminate consumer research findings held	June, 2023	Advocacy Officer
	2 forums to educate consumers	June, 2023	Advocacy Officer

Year	Milestone	Timeframe (Deadline)	Responsible
	on rights, obligations and interests held		
	2 forums to educate consumers on safety and demand-side management held by June 2023	June, 2023	Advocacy Officer
	2 consumer capacity building manuals/tips developed	June, 2023	Advocacy Officer
	2 consumer forums with service providers organized	June, 2023	Advocacy Officer
	1 forum to promote relations between RCCs and service providers organized	June, 2023	Advocacy Officer
Objective 4	Decisions reached with EWURA and sector Ministries on review of the regulations and rules	June, 2023	Executive Secretary
Objective 5	Identification, analysis and understanding of key stakeholders of the Council regularly undertaken	June, 2023	Advocacy Officer
	2 tailored programmes on stakeholder engagement	June, 2023	Advocacy Officer
	2 stakeholder-networking activities organised	June, 2023	Advocacy Officer
	Annual monitoring and evaluation of stakeholder programmes and activities regularly undertaken	June, 2023	Advocacy Officer
	Annual RCC meetings organized.	June, 2023	Advocacy Officer
	Annual programme with renowned person as the Council's patron/ambassador implemented	June, 2023	Advocacy Officer
	5 School Clubs supported	June, 2023	Advocacy Officer
	2 conference, seminars and exhibitions & national events attended	June, 2023	Advocacy Officer
	An annual programme to engage with members of parliament for defined issues implemented	June, 2023	Advocacy Officer
	An annual mass media programme implemented	June, 2023	Advocacy Officer
	Annual media monitoring and feedback to stakeholders	June, 2023	Advocacy Officer
	EWURA CCC annual journalist award held	June, 2023	Advocacy Officer
	An annual session to sensitize and mentor editors and senior journalists held	June, 2023	Advocacy Officer
	The website and social media platform updated	June, 2023	Advocacy Officer
	The annual Corporate Social Responsibility programme implemented	June, 2023	Advocacy Officer
Objective 6			

Year	Milestone	Timeframe (Deadline)	Responsible
	2 local and sector consumer committees established and strengthened	June, 2023	Advocacy Officer
	20% of RCCs strengthened	June, 2023	Advocacy Officer
	Plan for automation of business processes operationalised fully	June, 2023	Accountant
	10 likely funders (for donations, grants, bequests, etc.) identified and engaged	June, 2023	Executive Secretary
	5 funding proposals developed and submitted to potential donors	June, 2023	Executive Secretary
	10 networking visits with key decision makers for funding purposes held	June, 2023	Executive Secretary
	A resource mobilization action plan implemented	June, 2023	Accountant
	CAG recommendations implemented	June, 2023	Accountant
	10 visit/interactions with consumers who are funders' concerns with the regulated energy and water services	June, 2023	Executive Secretary

4.7.2.3 Planned Rapid Appraisals

The planned rapid appraisal (Table 4.5) is intended to gather information for facilitating implementation of the planned interventions.

Table 4-5: Planned Rapid Appraisal

S/n	Name of the rapid appraisal	Description	Appraisal Questions	Methodology	Frequency	Responsible
1.	Stakeholder satisfaction study	This study intends to establish Stakeholders' perception on EWURA CCC service delivery.	<ul style="list-style-type: none"> i. How accessible is EWURA CCC? ii. How satisfied are you with EWURA CCC services? iii. What is the level of caring for stakeholders? iv. What are the areas of improvement? 	Survey	Annually	Advocacy Officer

4.7.3 Evaluation Plan

The evaluation (Table 4.6) will be conducted during the fifth-year and will focus on determining whether the planned intermediate outcomes over the five-year period have been achieved and if not, what could have been the reasons for the under achievement.

Table 4-6: Evaluation Plan

Name of the Evaluation	Description of the Evaluation	Evaluation Questions	Methodology	Timeframe	Responsible
Mid-term review	This review will assess the if implementation is on track to achieve the objective in the remaining period, and suggest strategies to accelerate activities that are lagging behind to ensure that they are completed by the end of the term	<ul style="list-style-type: none"> i. Establish the implementation progress ii. Assess factors facilitating and/or constraining implementation iii. Capture key lessons for improving the strategic plan and implementation in the remaining period 	<ul style="list-style-type: none"> Desk review Survey of stakeholders' perceptions 	December,2019	Executive Secretary
Impact evaluation of the Strategic Plan	This evaluation intends to measure realization of intermediate and long-term results of the Strategic Plan	<ul style="list-style-type: none"> i. To what extent have the objectives of the Strategic plan been achieved? ii. What are recommendations for future Strategic plans? 	<ul style="list-style-type: none"> Desk review Survey of stakeholders' perceptions 	June,2023	Executive Secretary

4.8 Reporting Plan

The reporting plan shows all reports that will be used in the execution of the Strategic plan. The reporting plan contains both internal and external reporting components.

4.8.1 Internal Reporting Plan

This is a plan that contains reports that are used within EWURA CCC for management and staff (see Table 4.7). It defines individual's roles and responsibilities for implementing and maintaining the planned targets. It aims at minimizing the time spent in preparing for submission of reports and afford for more time to focus on plan implementation. Several reports will be prepared and shared internally to track progress and challenges during implementation

Table 4-7: Internal Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible
1	Monthly Progress Report	Executive Secretary	Monthly	Heads of Units
2.	Quarterly Progress Report	Council	Quarterly	Executive Secretary
3.	Annual Progress Report	Council	Annually	Executive Secretary
4.	Quarterly Financial performance Report	Council	Quarterly	Executive Secretary
5.	Annual Report	Council	Annually	Executive Secretary
6.	Financial Statements	Council	Annually	Executive Secretary
7.	Internal Audit Report	Council	Quarterly	Executive Secretary

4.8.2 External Reporting Plan

This plan (Table 4.8) contains reports that are used by external entities. The reporting involves different categories of reports prepared on quarterly and annually basis and submitted at various levels.

Table 4-8: External Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible
1.	Quarterly Progress Report	EWURA, MoWI, TR	Quarterly	Council
2.	Annual Report and Audited Accounts	EWURA, Key Stakeholders	Annually	Council
3.	Financial Statements	CAG	Annually	Council

4.9 *Relationship between Results Framework, Results Chain, M&E and Reporting Arrangements*

Level 1 - Inputs

The first level of the Results Framework tracks the allocation and use of resources by the various activities. Resources availability will be reviewed on weekly, fortnightly or

monthly basis and will be reported on respective implementation reports. At this level indicators will focus on the number and quality of human resources available for various tasks, amount of time dedicated to tasks by staff, information flow between various levels, time spent on resolving problems, quality and timeliness of decisions and staff as well as predictability of resource flows, the alignment of resource flow to the activities and outputs.

Level 2 - Activities

The second level of the Results Framework focuses on realization of activities and linkage between activities and outputs. At this level indicators will focus on processes, activities programming and timeliness of implementation. Activities will be reviewed on weekly, fortnightly or monthly basis and will be reported on respective implementation reports. The reports will focus on quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time, to the expected quality and if are not contributing to outputs.

Level 3 - Outputs

The third level of the Results Framework tracks the realization of the outputs that EWURA CCC produces and which are attributed solely to the Council. The outputs at this level will be measured by output indicators and milestones; and data collection and analysis will be done quarterly. Outputs or milestones which have significant impact on achievement of the objectives will be reviewed quarterly and will be reported on quarterly basis or as may be required. The reports will focus on how the outputs produced are delivering the outcomes and will inform corrective action if the outputs are not being delivered effectively or are not contributing to outcomes.

Level 4-Outcomes

The fourth level of the Results Framework tracks the realization of the intermediate outcomes specified for each objective, though achievement of these outcomes may not be attributed to EWURA CCC alone as there will be several players contributing to these outcomes. These intermediate Strategic Plan outcomes will be measured through outcome indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the annual report, mid-term review report or the five-year outcome report. The annual reports, mid-term report and five-year outcome report reports will be based on either sector or specific evidence-based studies using national statistics. The reports focus on benefits delivered to EWURA CCC direct beneficiaries and other stakeholders.

5 REFERENCES

1. CCM Manifesto of 2015 – 2020
2. Energy and Water Utilities Regulatory Authority Act, 2003
3. EWURA CCC Communication Strategy: 2013 – 2018
4. EWURA CCC Strategic Plan: 2013 – 2018
5. EWURA Strategic Plan: 2017/18 – 2021/22
6. Fair Competition Act, 2003
7. Five Year National Development Plan (FYDP II)-2016/17-2020/21
8. Internal progress reports
9. Ministry of Industry, Trade and Investment (MITI) Strategic Plan 2016/17-2020/21
10. Tanzania Development Vision 2025 National Trade Policy 2003

Appendix1: Strategic Plan Implementation Matrix

SN	Objective	Strategy	Targets	Responsible Department	Key Performance Indicator
A.	Interventions against HIV/AIDS, corruption and other cross-cutting issues enhanced	<ul style="list-style-type: none"> ✓ Undertake preventative measures and provide support to staff living with HIV/AIDS ✓ Strengthen implementation of public service codes of conduct; and ✓ Institutionalize the National Anti-corruption strategy 	✓ HIV/ AIDS preventive and interventions programme conducted to all Council staff by June, 2023	Administration	<ul style="list-style-type: none"> ✓ Percentage change in HIV/AIDS voluntary testing cases ✓ Percentage change in HIV/AIDS infections ✓ Level of satisfaction with HIV/AIDS supportive services ✓ Percentage change in corruption incidences ✓ Stakeholders' perception on corruption at EWURA CCC
			✓ HIV/AIDS infected staff cared and supported by June, 2023	Administration	
			✓ Five (5) awareness creation seminars on Ethics and Good Governance and Five (5) on Anti-corruption practice conducted by June, 2023	Administration	
			✓ Ten (10) meetings of Council's Integrity Committee conducted by June, 2023	Administration	
B.	Affordability, accessibility and reliability of services enhanced	<ul style="list-style-type: none"> ✓ Build Council's knowledge base on the services & relevant policies (local/international) & Monitor performance of service providers 	✓ A study of all key sector policies, legislations, rules and guidelines conducted by June, 2020	Administration	<ul style="list-style-type: none"> ✓ Percentage in the number of electricity and water consumer complaints received by EWURA CCC on the quality, accessibility and affordability of the regulated services (electricity, petroleum, natural gas, water and sanitation) and timely resolved. ✓ Consumers satisfaction level with EWURA's regulatory interventions in the regulated sectors (electricity, petroleum, natural gas, water and sanitation).
			✓ A study of best practice by June, 2020	Administration	
			✓ A resource centre established by June, 2023	Administration	
			✓ 5 study tours and retreats for councillors, staff & RCCs organized per year	Administration	
			✓ 5 relevant local and international conferences attended per year	Administration	
			✓ 5 annual service providers and other conferences attended per year	Administration	
			✓ 4 regular monitoring visits (of service providers and other stakeholders) undertaken per year	Administration	
			✓ 2 rapid surveys of consumers before engaging service providers undertaken per year	Advocacy	

SN	Objective	Strategy	Targets	Responsible Department	Key Performance Indicator
			<ul style="list-style-type: none"> ✓ A linkage to MAJLIS (information system for UWSSAs) established by June 2023 ✓ One monitoring review of Government statements and directives done per year ✓ 4 media reviews (newspapers, TVs, etc.) done per year 	Advocacy	
			<ul style="list-style-type: none"> ✓ One utilities' analysis conducted per year ✓ Key messages and advocacy materials on access, affordability and reliability of services developed and implemented by June, 2023 ✓ M&E tool for tracking access, affordability and reliability of services developed and implemented by June, 2023 ✓ Consumer feedback regularly shared with service providers (via reports copied to higher authorities) by June, 2023 ✓ 20 alliances on access, affordability and reliability of services with key stakeholders forged by June 2023 ✓ Industries that require water and energy regularly identified and their needs advocated for by June, 2023 	Advocacy	
		✓ Advocate for access, affordable and reliable services			
C.	Consumer empowerment enhanced	✓ Step up advocacy for consumer interests	<ul style="list-style-type: none"> ✓ An advocacy strategy developed and implemented by June 2023 ✓ Monitoring and evaluation of advocacy activities regularly undertaken by June 2023 	Advocacy	<ul style="list-style-type: none"> a. % change in awareness of consumer rights and obligations b. Trend in the number of visitors to EWURA CCC

SN	Objective	Strategy	Targets	Responsible Department	Key Performance Indicator	
		<ul style="list-style-type: none"> ✓ Leverage consumer studies 	<ul style="list-style-type: none"> ✓ 10 Commission research studies undertaken by June 2023 ✓ A consumer database developed and regularly updated by June 2023 ✓ 10 forums to disseminate consumer research findings held by June 2023 	<ul style="list-style-type: none"> Advocacy Advocacy Advocacy 	website	
		<ul style="list-style-type: none"> ✓ Capacity building of consumers 	<ul style="list-style-type: none"> ✓ 10 forums to educate consumers on rights, obligations and interests held by June 2023 ✓ 10 forums to educate consumers on safety and demand-side management held by June 2023 ✓ 10 capacity building manuals/tips developed by June 2023 ✓ 10 consumer forums with service providers organized by June 2023 ✓ 5 forums to promote relations between RCCs and service providers organized by June 2023 	<ul style="list-style-type: none"> Advocacy Advocacy Advocacy Advocacy Advocacy 		
D.	The enabling legislation/legal framework improved	<ul style="list-style-type: none"> ✓ Advocate for review of the legislations/legal framework 	<ul style="list-style-type: none"> ✓ Council's capacity in legal matters regularly developed by June 2023 ✓ Expert review of the legislation facilitated and proposed legislative changes ready by June 2020 	<ul style="list-style-type: none"> Administration Administration 		<ul style="list-style-type: none"> a. % of identified issues with the existing policy and regulatory framework finally addressed by the review b. % change in stakeholders' satisfaction with the policy and regulatory framework for the regulated energy, water and sanitation services
		<ul style="list-style-type: none"> ✓ Collaborate with EWURA & Sector Ministries to initiate the review of legislations 	<ul style="list-style-type: none"> ✓ Lobbying key decision makers regularly undertaken by June 2023 ✓ Regular forums with EWURA and sector Ministries on the review of legislations and proposed changes organized by June, 2023. 	<ul style="list-style-type: none"> Administration Administration 		
		<ul style="list-style-type: none"> ✓ Advocate for review of the review regulations and rules to address urgent issues 	<ul style="list-style-type: none"> ✓ Review of the regulations and rules undertaken and proposed changes recommended to the sector Ministries by June 2023 	<ul style="list-style-type: none"> Administration 		
E.	Networking and	<ul style="list-style-type: none"> ✓ Enhance stakeholder engagement 	<ul style="list-style-type: none"> ✓ Identification, analysis and 	<ul style="list-style-type: none"> Advocacy 		

SN	Objective	Strategy	Targets	Responsible Department	Key Performance Indicator
	visibility enhanced		<ul style="list-style-type: none"> understanding of key stakeholders regularly undertaken by June, 2023 ✓ 10 tailored programmes with stakeholders developed and implemented by June, 2023 ✓ 10 stakeholder-networking activities organised by June, 2023 ✓ Monitoring and evaluation of stakeholder programmes and activities regularly undertaken by June, 2023 ✓ Annual RCC meetings organized. ✓ A renowned person as the Council's patron/ambassador identified and appointed by June 2020 ✓ 25 School Clubs supported by June 2023 ✓ An award for best performing school clubs established by June 2020 ✓ 10 conference, seminars and exhibitions & national events attended by June 2023 ✓ A programme to engage with members of parliament for defined issues developed and implemented by June 2023 	<ul style="list-style-type: none"> Advocacy Advocacy Advocacy Advocacy Advocacy Advocacy Advocacy Advocacy Advocacy 	<p>regulated energy, water and sanitation services aware of the roles and functions of the Council</p> <p>b. % change in the number of visitors to the Council's website and social media platforms</p> <p>c. % change in beneficiaries of the Council's Corporate Social Responsibility programmes.</p> <p>d. The cumulative number of formal stakeholders engaged since July 1, 2018</p>
		✓ Enhance mass media presence	<ul style="list-style-type: none"> ✓ A mass media programme (suitable projects, media outlets, action plan) developed and implemented by June 2023 ✓ Media programme monitoring and evaluation undertaken and feedback regularly provided to stakeholders by 	<ul style="list-style-type: none"> Advocacy Advocacy 	

SN	Objective	Strategy	Targets	Responsible Department	Key Performance Indicator
			June 2023		
			✓ EWURA CCC annual journalist award (regulated sectors) designed and established by June 2019	Advocacy	
			✓ A programme to sensitize and mentor editors and senior journalists developed and implemented by June 2023	Advocacy	
		✓ Promote use of social media and website	✓ A website and social media platform developed and implemented by Jun 2023 <ul style="list-style-type: none"> – Establish social media links – Develop social media content – Assign a social media and website focal person – Update the website regularly – Prepare regular feedback to management on the social media and website activities – Develop the socio media and website focal person's capacity 	Advocacy	
		Engage in Corporate Social Responsibility	✓ A Corporate Social Responsibility programme developed and implemented by June 2023 <ul style="list-style-type: none"> – Sponsor strategic/sectoral events – Award to promoters of EWURA CCC image – Create a special award under the EWURA CCC annual meeting for utility providers – Organise social activity during the EUWURA CCC annual meetings 	Advocacy	
F.	Institutional and	✓ Review HR policy	✓ The organizational structure	Administration	a. Percentage of

SN	Objective	Strategy	Targets	Responsible Department	Key Performance Indicator	
	financial capacity strengthened		reviewed by June 2020		stakeholders satisfied with EWURA CCC's service delivery b. Trend in the % of customer complaints satisfactorily addressed by the Council c. Staff turnover levels d. Percentage of revenue collected e. CAG Audit opinion obtained f. Percentage of staff achieving satisfactory performance targets g. Percentage of staff satisfaction levels with EWURA CCC	
			✓ The schemes of service reviewed by June 2020	Administration		
			✓ The remuneration structure reviewed by June 2020	Administration		
			✓ The performance management and appraisal policy and tools reviewed by June 2020	Administration		
			✓ (The staff motivation incentives reviewed by June 2020	Administration		
		✓ Capacity building to Councillors and staff	✓ Capacity building of councils and staff regularly conducted by June 2023 – Conducting HR capacity needs assessment (incl. TNA) – Recruiting new staff to meet established needs – Training programmes for councillors and staff	Administration		
		✓ Enhance consumer committees		✓ 10 local and sector consumer committees established and strengthened by June 2023		Administration
				✓ All RCCs strengthened by June 2023		Administration
		Improve working facilities and tools		✓ Working facilities and tools improved by June 2023 – Procure furniture, computers, application software and transport facilities, cameras, etc. – Automation of business processes – Link to e-Government system – Review and update the website – Establish benchmarks for regional offices – Acquire suitable RCC office space – M&E software procured		Administration

SN	Objective	Strategy	Targets	Responsible Department	Key Performance Indicator
		✓ Review funding provisions in the EWURA Act	<ul style="list-style-type: none"> ✓ Funding provisions in the EWURA Act reviewed by June 2021 <ul style="list-style-type: none"> – Undertake a comparative study of other like-minded institutions – Prepare a position paper – Lobbying key decision makers – 	Accounts	
		✓ Develop resource mobilization strategy	<ul style="list-style-type: none"> ✓ Resources mobilisation strategy developed and regularly implemented by 2023 <ul style="list-style-type: none"> – Identify likely funders (for donations, grants, bequests, etc.) – Develop proposals – Capacity building of Councillors and staff in resource mobilization – Networking with key decision makers – Develop funding mobilization policy – Develop resource mobilization action plan 	Accounts	
		✓ Be good stewards/maintain good credibility as institution	<ul style="list-style-type: none"> ✓ Strategy for the Council to maintain credibility as an institution developed and regularly implemented by June 2023 <ul style="list-style-type: none"> – Implement CAG recommendations – Visit/interact with consumers who are funders’ concerns with the regulated energy and water services – Capacity building in good governance and accountability 	Accounts	

Use information under this matrix to fill the gaps in the tables above

Appendix 2: EWURA CCC Organizational Structure

