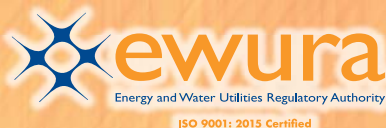




THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF WATER
ENERGY AND WATER UTILITIES
REGULATORY AUTHORITY
(EWURA)



EWURA FIVE-YEAR STRATEGIC PLAN 2021/22 – 2025/26

2021



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2021

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ABBREVIATIONS



AU	African Union
CAG	Controller and Auditor General
CCC	Consultative Consumer Council
CQS	Common Qualification System
DCA	Directorate of Corporate Affairs
DIA	Directorate of Internal Audit
DLA	Directorate of Legal Affairs
DNG	Directorate of Natural Gas
DoE	Directorate of Electricity
DP	Directorate of Petroleum
DRE	Directorate of Regulatory Economics
DWS	Directorate of Water and Sewerage
EAC	East African Community
EACOP	East African Crude Oil Pipeline
EWURA	Energy and Water Utilities Regulatory Authority
FCC	Fair Competition Commission
FCT	Fair Competition Tribunal
FYDP	National Five-Year Development Plan
GePG	Government Electronic Payment Gateway
GCC	Government Consultative Council
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
HQ	Headquarters
HR	Human Resource
HSE	Health, Safety and Environment
ICT	Information and Communications Technology
IEC	Information, Education and Communication

KPIs	Key Performance Indicators
LOIS	Licensing and Ordering Information System
LPG	Liquefied Petroleum Gas
M&E	Monitoring and Evaluation
MCPR	Manager Communication and Public Relations
MDAs	Ministries, Departments and Agencies
MPM	Manager Procurement Management
MTEF	Medium-Term Expenditure Framework
NCDs	Non-Communicable Diseases
NPGIS	National Petroleum and Gas Information System
PAR	Public Access Register
PAU	Petroleum Authority of Uganda
PPA	Public Procurement Act
PPRA	Public Procurement Regulatory Authority
QMS	Quality Management Systems
RSOP	Rolling Strategic and Operational Plan
SDGs	Sustainable Development Goals
SOs	Strategic Objectives
SP	Strategic Plan
SPP	Strategic Perspective Plan
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TASAC	Tanzania Shipping Agencies Corporation
TBS	Tanzania Bureau of Standard
WSSAs	Water Supply and Sanitation Authorities

EXECUTIVE SUMMARY



0.1 Introduction

The purpose of the Strategic Plan (SP) for 2021/22 – 2025/26 is to implement EWURA's Strategic Perspective Plan (SPP) for 2019/20 – 2033/34. The SP articulates the Authority's Vision, Mission, Strategic Objectives, Strategies, Service Outputs, Key Performance Indicators (KPIs) and Targets.

The SP is aligned with key national development frameworks particularly the Government's Third National Five-Year Development Plan (2021/22 – 2025/26) which aims at realizing competitiveness-led export growth. Furthermore, it enables the Authority to effectively and efficiently discharge its functions in line with the EWURA Act, Cap. 414; the Petroleum Act, Cap. 392; Electricity Act, Cap. 131; Water Supply and Sanitation Act, Cap. 272; Fair Competition Act, Cap. 285 and the Public Finance Act, Cap. 348.

0.2 Vision

The SP is guided by the following vision of the Authority:

To be a World Class Regulator for Sustainable Energy and Water Services

In order to be a world-class regulator for sustainable energy and water services, the following KPIs are the basis of attainment of the vision.

- (i) ISO 9001:2015 standards certification maintained
- (ii) Competent and motivated professional staff, applying best regulatory practices
- (iii) Leveraging of modern technology for enhanced operations and services
- (iv) Substantial regulatory contribution to improved quality, availability, and affordability of energy and water services

0.3 Mission

In line with the vision, the mission of the Authority is:

To regulate energy and water utilities in a transparent, effective, and efficient manner that ensures their quality, availability, and affordability

0.4 Core Values

In pursuit of its mission, EWURA will continue to be guided by the following six (6) core values, which define its desired corporate culture:

Table 0.1: Core Values

	Core Value	Description
I	Impartiality	<i>EWURA staff shall treat all stakeholders with fairness. The duty of EWURA as a regulator is to set a level playing field and balanced interests of all stakeholders.</i>
M	Morality	<i>EWURA staff shall ensure they uphold standards of right and good conduct.</i>
P	Professionalism	<i>EWURA staff shall perform their duties with the highest degree of competence and skills.</i>
A	Accountability	<i>EWURA staff shall perform their duties in a manner that shows readiness to take full liability and responsibility for their actions.</i>
C	Consistency	<i>EWURA staff shall ensure uniformity, predictability, and coherence in accordance with regulatory practices.</i>
T	Transparency	<i>EWURA staff shall operate fairly and openly and, without prejudice to equally accommodate the interests of all stakeholders.</i>

0.4 Motto

In line with its core values – EWURA shall use the following motto to rally employees, consumers, suppliers, and stakeholders in general, behind its vision and mission:

“Fair Regulation for Positive Impact”

0.5 Strategic Objectives and Implementation Plan

During the next five-year period, 2021/22 – 2025/26, the Authority through this SP will pursue the following five (5) Strategic Objectives (SOs):

- (a) Health Services Improved and HIV/AIDS Infections Reduced
- (b) Effective Implementation of National Anti-Corruption Strategy Enhanced and Sustained
- (c) Quality, Availability, and Affordability of Regulated Goods and Services Improved
- (d) Public Knowledge, Awareness, and Understanding of Regulatory Matters in the Energy and Water Sectors Enhanced
- (e) Institutional Capacity to Regulate Energy and Water Sectors Strengthened

The SP has translated each strategic objective into strategies, service outputs, Key Performance Indicators (KPIs) and targets. Accordingly, a detailed implementation activity schedule has been presented in the SP (Appendix 1).

0.6 Results Framework

The Results Framework is presented to facilitate the monitoring and evaluation of the SP. It presents the main expected results, monitoring plan, reviews, and evaluation and reporting arrangements. This will allow timely identification of implementation challenges and hence facilitate remedial measures in good time during implementation. It will also facilitate the evaluation of the SP to ascertain the extent to which the set objectives are being realized, as well as address other issues involved in the evaluation of the SP.

CHAPTER 1: INTRODUCTION



1.1 Background

The Energy and Water Utilities Regulatory Authority (EWURA) was established by an Act of Parliament, the Energy and Water Utilities Regulatory Authority Act, Cap. 414, as a multi-sectoral regulatory authority responsible for technical and economic regulation of energy (electricity, down and mid-stream petroleum and natural gas) and water sectors in Mainland Tanzania.

This Strategic Plan (SP) is for five years from 2021/2022 to 2025/2026. It is aligned with key national development frameworks, particularly, the Tanzania Development Vision 2025, the CCM Election Manifesto of 2020 – 2025, and the Third National Five-Year Development Plan (2021/22 – 2025/26) which aims at realizing competitiveness-led export growth. The SP is also aligned with key International Development Frameworks mainly the Sustainable Development Goals and African Union Agenda 2063.

The SP aims at guiding the Authority to effectively and efficiently discharge its functions under the EWURA Act, Cap. 414; the Petroleum Act, Cap. 392; Electricity Act, Cap. 131; Water Supply and Sanitation Act, Cap. 272; Fair Competition Act, Cap. 285; and the Public Finance Act, Cap. 348 .

Overall, the SP embraces comprehensive programming and organizational development towards supporting the Government's efforts to enhance inclusive and competitive economic development through world-class economic and technical regulation of the energy (electricity, down and mid-stream petroleum and natural gas) and water sectors.

1.2 Purpose of the Strategic Plan

The purpose of the SP is to implement EWURA's fifteen (15) year Strategic Perspective Plan (SPP) for 2019/20 – 2033/34. Thus, the SP articulates the Authority's Vision, Mission, Strategic Objectives, Strategies, Service Outputs, Key Performance Indicators (KPIs) and targets for 2021/22 – 2025/26.

1.3 The Planning Process

Within the framework provided by the SPP for 2019/20 – 2033/34, a consultative and participatory approach was followed in developing the fundamental elements of the SP including, setting out the Authority's vision, mission, strategic objectives, strategies, service outputs, KPIs and targets. Overall, the pertinent national development frameworks as mentioned above directly informed the development of the SP.

Appraisal of the hitherto existing Rolling Strategic and Operational Plan (RSOP) for 2020/21-2023/24 was undertaken to assess the level of performance, challenges and key issues to be considered when reviewing the RSOP. Furthermore, an internal and external environmental scanning was systematically undertaken to assess the level of quality of the services rendered. In addition, the scanning was undertaken to assess the perception in the contextual trends. Both assessments enabled establishment of strategic issues which needed attention when developing the strategic objectives and targets for this plan. The internal and external environment was assessed using stakeholders analysis as well as SWOC analysis to identify the main Strengths, Weaknesses, Opportunities, and Challenges, and in turn the key issues for consideration.

The development of SP was undertaken by the Authority's planning team, comprised of members from each Division, Unit, and Zonal Offices, under the guidance of the Management. The members of the planning team held consultations with respective staff members in each Division/Unit/Zone and the views were incorporated in the SP.

1.4 Organisation of the SP

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

- i. Chapter Two begins with a brief history of the Authority. Then it gives details of the findings from the situation analysis including recent past performance, results from the analysis of EWURA's stakeholders, strengths and weaknesses identified during the organizational scan, opportunities, and challenges considered during the trend analysis, and identification of critical issues.
- ii. Chapter Three presents the main body of the Strategic Plan, which describes Vision; Mission; Core Values; MOTTO; the Strategic Objectives; Strategies; Service Outputs; KPIs and Targets.
- iii. Chapter Four describes the Results Framework with detailed monitoring and evaluation plan. The monitoring plan for each objective includes KPIs, indicator description, data source, contact person, data collection methodology and frequency, baseline data, and annual targets.
- iv. Finally, two appendices are provided in the document which give a detailed matrix of the strategic targets and KPIs for the next five years.

CHAPTER 2: SITUATION ANALYSIS



2.1 Introduction

This chapter provides an analysis of the internal and external operating environment of EWURA. The analysis covers historical background; mandates of the Authority; roles and functions; governance; relevant national policy and strategic context; the framework provided by EWURA's Strategic Perspective Plan (2019/20 – 2033/34); strategic performance review; recent initiatives; stakeholders' expectations; key Strengths, Weaknesses, Opportunities, and Challenges (SWOCs); and main strategic issues to be addressed by the SP for 2021/22 – 2025/26.

2.2 Legal Framework

EWURA was established in 2001 (and became operational in June, 2006) as a multi-sector regulatory authority by the Energy and Water Utilities Regulatory Act, Cap. 414 of the Laws of Tanzania with responsibility for economic and technical regulation of the energy (electricity, down and mid stream petroleum, and natural gas) and water (water supply and sanitation) sectors in Mainland Tanzania to enhance the welfare of the Tanzanian society. EWURA's functions and responsibilities are also governed by the legislation of the relevant sector, including the Petroleum Act, Cap. 392; Electricity Act, Cap. 131; Water Supply and Sanitation Act, Cap. 272; Fair Competition Act, Cap. 285 and the Public Finance Act, Cap. 348.

2.3 Roles and Functions of the Authority

The main roles and functions of EWURA as spelt out in the Energy and Water Utilities Regulatory Authority Act, Cap. 414 are to:

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

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

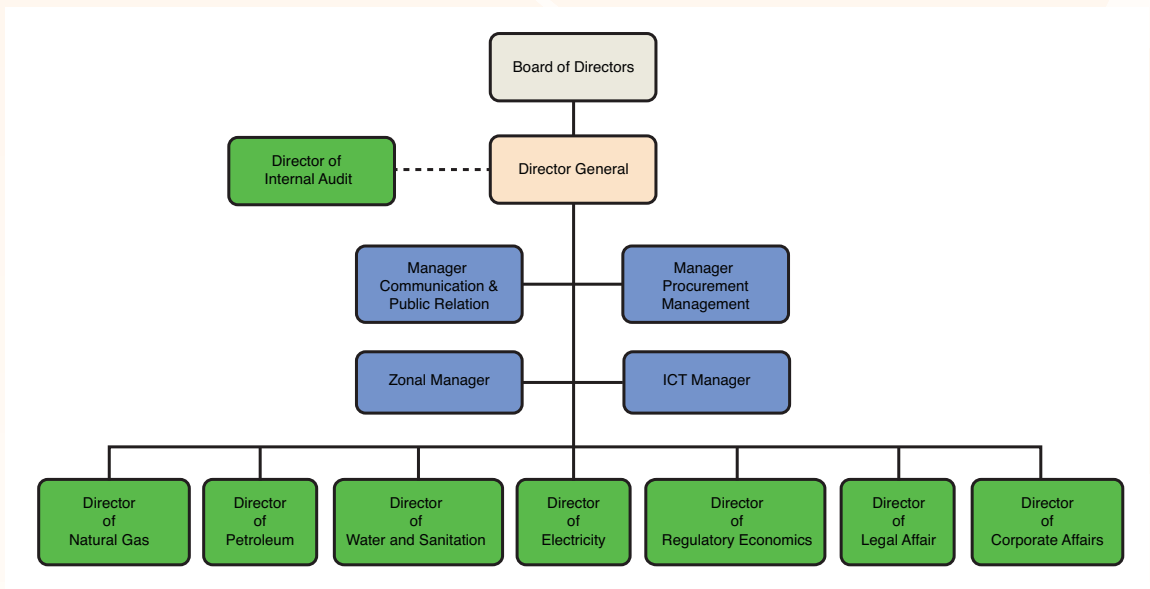
- (a) to promote effective competition and economic efficiency;
- (b) to protect the interests of consumers;
- (c) to protect the financial viability of efficient suppliers;
- (d) to promote the availability of regulated services to all consumers, including low income, rural and disadvantaged consumers;

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

2.4 Governance and Organisational Structure

EWURA is governed by the Board of Directors consisting of a Chairman and six members including the Director General. The Board is the highest decision-making organ of the Authority, while the Director General manages the day-to-day activities of the Authority. Under the current Organizational Structure, there are eight Divisional Directors, three Heads of Units, and five Zonal Managers. The Authority operates the headquarter office in Dodoma, the Eastern zonal office in Dar es Salaam, the Lake Zonal office in Mwanza, the Southern Highlands Zonal office in Mbeya, the Northern Zonal office in Arusha, and the Central Zonal office in Dodoma. EWURA's Organization Chart is elaborated in Figure 2.1.

Figure 2.1: EWURA's Organization Structure



2.5 EWURA's Strategic Perspective Plan (2019/20 – 2033/34)

As already alluded to, the SP implements the strategic priorities in the Authority's SPP (2019/20 – 2033/34), summarized here below. It has therefore included appropriate Strategic Objectives, Strategies, Service Outputs, KPIs, and Targets designed to realize the aspirations in the SPP. These are given in Chapter 3.

Table 2.1: Summary of SPP (2019/20 – 2033/34) Goals and Strategic Priorities

SPP Strategic Goals and Priorities

Strategic Goal A: Responsiveness to key cross-cutting agendas enhanced

- a. Implement the national anti-HIV/AIDS programme
- b. Implement the National Anti-corruption Strategy
- c. Promote staff awareness on non-communicable diseases
- d. Implement the National Gender Mainstreaming Strategy
- e. Promote staff health and fitness
- f. Promote staff awareness on environmental issues

Strategic Goal B: Empowered Stakeholders through Regulatory Knowledge Generation and Exchange

- a. Enhance research to generate new regulatory knowledge
- b. Enhance internal stakeholders' regulatory knowledge, skills, and expertise
- c. Enhance external stakeholders' regulatory knowledge
- d. Enhance mechanisms to provide timely and tailored regulatory information to meet the needs of stakeholder groups
- e. Enhance public knowledge, awareness, and understanding of regulatory functions
- f. Promote and support the establishment of an institute for utility regulatory studies
- g. Track, assess, and share information on regulatory impacts
- h. Enhance targeted communication with key stakeholders
- i. Strengthen interactions with key stakeholders
- j. Strengthen international cooperation on regulation matters
- k. Promote effective mainstreaming of effective regulatory practices

Strategic Goal C: Quality, Availability, and Affordability of Regulated Services enhanced through Innovative Regulatory Practices

- a. Strengthen the regulatory framework for enhanced quality, reliability, affordability, and availability of the regulated services
- b. Facilitate cross-border energy trade through appropriate regulatory tools and practices
- c. Facilitate greater uptake of LPG through appropriate regulatory tools and practices
- d. Facilitate the development of renewable energy supply (e.g. solar, wind)
- e. Facilitate investments in sustainable supply of regulated services
- f. Promote a self-regulation culture
- g. Introduce special initiative to promote sanitation
- h. Introduce special initiative to fight Non-Revenue Water

Strategic Goal D: Enhanced Enabling Legal and Institutional Environment for Effective Regulation

- a. Propose evidence-based review of EWURA Act and sector legislation
- b. Actively engage in all key Government institutional reforms and programmes
- c. Propose a review of EWURA Funding Regulations/Mechanisms
- d. Support review of the enabling environment to enhance the operational and financial sustainability of energy and water service providers as well as the affordability of the services.
- e. Enhance EWURA's capacity in strategic engagement for enhancing the enabling environment

Strategic Goal E: Enhanced EWURA contribution to National Development Agendas through World Class regulatory practices

- a. Develop and implement dedicated institutional programmes to contribute to each major National Development Agenda
- b. Assess and publish EWURA's contribution to National Development Agendas and government revenue collection
- c. Enlighten stakeholders in the roles and contributions of EWURA to National Development Agendas.

Strategic Goal F: World class multi-sectoral regulatory capacity sustainably achieved

- a. Strengthen the Authority's organizational, management, and staffing framework
- b. Strengthen business processes and customer services
- c. Strengthen EWURA's HQ and Zonal Office Operations
- d. Transform EWURA into an e-regulator with most services delivered through ICT systems
- e. Strengthen financial sustainability mechanisms of the Authority
- f. Strengthen legal services
- g. Strengthen Quality Management Systems (QMS)
- h. Institutionalize modern strategic management and performance management systems
- i. Modern Internal auditing and risk management frameworks

2.6 Performance Review for Financial Year 2019/20

The RSOP (2019/20 – 2023/24) succeeds the Strategic Plan (2017/18 – 2021/22) and its implementation started in financial year 2019/20. The Rolling Strategic Plan (2019/20 – 2023/24) had the following seven strategic objectives:-

- (a) Interventions against HIV/AIDS Enhanced;
- (b) Implementation of the National Anti-Corruption Strategy Enhanced;
- (c) Quality, Availability, and Affordability of Regulated Services Improved;
- (d) Public Knowledge, Awareness, and Understanding of Regulatory Functions in the Regulated Sectors Enhanced;
- (e) EWURA Enabling Legislation Improved;
- (f) EWURA Contribution to Strategic National Development Agendas Enhanced; and
- (g) EWURA Functions Effectively and Efficiently Managed.

Strategic Objective A: Interventions against HIV/AIDS Enhanced

Key Achievements

- i. Two Peer Educators initiatives/programmes implemented.
- ii. EWURA's staff awareness programme on HIV/AIDS and non-communicable diseases developed and implemented.

Challenge

Outbreak of Covid-19 restricted gatherings which affected awareness programmes targeted to staff.

Strategic Objective B: Implementation of the National Anti-Corruption Strategy enhanced

Key Achievements

- i. EWURA corruption and good governance programme developed.
- ii. Gender mainstreaming issues implemented.

Challenge

There was no serious challenge observed in the implementation of this objective.

Way Forward

The Authority will continue implementing National Anti-Corruption Strategy.

Strategic Objective C: Quality, Availability, and Affordability of Regulated Services Improved

This objective aimed at ensuring that the regulated services which are energy and water provisions are easily accessible, affordable, and at the required quality.

Key Achievements

- i. 5 prelicensing inspections were conducted and 18 projects less than one Megawatt were registered to facilitate investment in the electricity sub sector.
- ii. 19 inspections on electricity infrastructure were conducted to ensure quality and reliability of power supply.
- iii. The electricity and petroleum sub-sector performance reports for the year 2018/19 were prepared. In addition, the annual sector performance reports for regulated district, regional and national project WSSAs were prepared. The objective is to inform stakeholders of key achievements and challenges in the regulated sectors and recommending the way forward.
- iv. 806 periodic and ad hoc compliance monitoring inspections to the petroleum facilities were conducted in order to ensure petroleum facilities meet the quality standards, and petroleum database and compliance monitoring tools were reviewed.
- v. 434 periodic and ad hoc sampling and laboratory testing of samples for both fuel and lubricants were conducted to ensure petroleum products meet the quality standards.
- vi. 619 periodic and ad hoc marker detection exercises were conducted to the sampled facilities to curb dumping and adulteration of petroleum products.
- vii. The implementation of Petroleum Products Bulk Procurement System (BPS) was monitored to ensure supply of petroleum products meets the requirement and economies of scale arising from implementation of BPS is achieved and benefits consumers.
- viii. 5 periodic inspections in all natural-gas service providers and 3 pre-construction approval inspections were conducted to ensure quality and safety standards of gas infrastructure is achieved.
- ix. water and wastewater quality monitoring inspections to 60 water supply and 10 sanitation service providers, 65 routine inspections to WSSAs, and special inspections to 4 poorly performing supply and sanitation service providers were conducted to ensure water and sanitation services meet quality standards and comply to the rules and guidelines.
- x. 18 WSSAs were trained on preparation of Business Plans and 14 business plans from Vwawa-Mlowo, Bariadi, Dodoma, Sumbawanga, Ifakara, Karatu, Mpanda, Morogoro, Tanga, Muleba, Mwanhuzi, Same, Bariadi, and Tarime WSSAs were reviewed to improve sustainability of WSSAs.
- xi. 224 mediations and 112 hearings were conducted to protect consumer interests. In addition, 103 final settlement and arbitration awards and respective orders were prepared.
- xii. 431 licenses were issued thereby promoting investment in the regulated sectors.
- xiii. Petroleum products cap prices were published monthly to accommodate justifiable changes in the world oil prices and thereby protecting consumer interests.

- xiv. 19 Compliance monitoring to water tariff order conditions were conducted to ensure that the approved tariffs benefits customers as expected.

Challenges

- i. Smuggling of kerosene into Tanzania from neighboring countries is still a problem. Smuggling among other things, leads to unfair competition.
- ii. Existence of the sale of adulterated and tax exempted petroleum products including transit products in the local market leads to unfair competition and loss of government tax revenues. Failing to comply with regulatory requirements by some operators in the petroleum industry especially retailers due to inadequate knowledge and expertise in the petroleum downstream operations.
- iii. Low consumption of natural gas caused by inadequate distribution infrastructure.
- iv. Limited infrastructures of Compressed Natural Gas (CNG) dispensing units to ensure reliable natural refueling have resulted in a very low rate of vehicle conversion to natural gas usage among prospective car owners.
- v. Incorrect billing to customers by some WSSAs which impairs affordability of water and sanitation services.
- vi. Inadequate capacity of the WSSAs to prepare Business Plans that are compliant with the EWURA Business Plan Guidelines.

Way forward

- i. Continued frequent market detection exercises, especially in border areas in cooperation with TRA and other law enforcing organs in conducting joint inspections.
- ii. Continued intensifying awareness and education campaigns to operators and the public.
- iii. Continued promotion of Rules that allow low-cost petroleum facilities in rural areas.
- iv. Continued engagement with the Ministry of Energy, TPDC, and other key stakeholders to promote investments in the natural gas distribution infrastructure.
- v. Continued engagement with the Ministry of Water in building capacity to WSSAs including, training of Board members and preparation of business plans.
- vi. Continued enforcement of sanitation rules, and ensuring WSSAs maintain efficient customer billing and metering systems.

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

This strategic objective aimed at informing and educating key stakeholders on the regulator's role and functions as well as on their responsibilities and obligations.

Key achievements

- i. In order to easily share information with stakeholders of regulated sectors and provide quick responses and feedback, the Authority created online fora such as Social media platforms, including Twitter, Facebook, YouTube and Storify.
- ii. In order to raise awareness on EWURA's functions, on one side, duties and responsibilities of stakeholders on the other side, the Authority produced and aired 105 TV programmes and 41 Radio Programmes. In addition 50 paid-for features were published, country wide public awareness campaigns were conducted, awareness programmes for key decision makers (parliamentarians, Cabinet Ministers and Permanent Secretaries) were conducted and the Authority participated in five exhibitions.

Challenges

Inadequate public awareness programmes conducted due to an eruption of Covid-19 which restricted mass gatherings.

Way forward

The Authority devoted to digital-based programmes to raise awareness.

Strategic Objective E: EWURA enabling legislation improved

This objective aimed at making EWURA deliver its legal mandates effectively and efficiently and engage the government on improving the legal and regulatory environment through revisions of various policies, legislations and standards for the regulated services.

Key achievements

- i. 7 regulatory tools were developed to facilitate investment in the electricity sub sub-sector.
- ii. Model petrol station for rural settings rules were developed to facilitate investment in the rural areas.
- iii. PPP guidelines for regulated natural gas utilities were developed to facilitate private investment in the sub-sector.
- iv. As part of implementation of Water and Sanitation Act, 2019, and its related Sanitation Regulations, Onsite Sanitation and Faecal Sludge Management Guidelines for WSSAs were developed.
- v. Water and Wastewater Quality Monitoring Guidelines 2019, Inspection Manual for Water Utilities 2019, and Water Supply Services Rules 2020 were revised, and Water Supply Quality of Services Rules 2020 were developed to address existing challenges in the provision quality of water and sanitation services.
- vi. Tariff setting procedures were reviewed to enhance increased speed and responsiveness to changed situations and were incorporated in EWURA Client Service Charter.
- vii. Petroleum Price Setting Rules were reviewed to accommodate for inflation and fees payable to government institutions such as TASAC.
- viii. Natural gas tariff regulatory tools and methodologies were reviewed to accommodate tariffs for strategic investment along the gas value chain such as fertilizer industries.
- ix. Water and sanitation tariff setting rules were reviewed to widen involvement of stakeholders in the tariff decision process.

Challenges

- i. Challenges in service delivery of petroleum products in remote areas due to unavailable and unreliable petrol stations which has resulted into petroleum products being stored and sold by vendors in a manner that is detrimental to Health, Safety, and Environment (HSE).
- ii. Low investment and awareness on sanitation services to WSSAs and the public.
- iii. The ever-changing economic environment in the regulated sectors, which requires flexibility and speed to review or develop the respective regulatory tools.

Way forward

Continue reviewing and developing regulatory tools to improve business and investment environment in the regulated sectors.

Strategic Objective F: EWURA contribution to strategic National Development Agendas enhanced

Key achievements

- i. Rules and tools to support National industrialization agenda were prepared.
- ii. EWURA Participated in Host Government Agreement (HGA) Negotiations meetings for successful implementation of the EACOP project.
- iii. The Authority participated in the inspection of the Julius Nyerere Hydropower Project to ensure the project meets construction standards.

- iv. EWURA participated in meetings reviewing various National Government reforms agenda.

Challenges

- i. Some meetings were not conducted as planned due to eruption of Covid-19 which restricted mass gatherings.
- ii. Delay in implementation of the EACOP project which led to postponement of some of the activities.

Strategic Objective G: EWURA functions effectively and efficiently managed

This strategic objective aimed at enhancing the capacity of EWURA for effective and efficient delivery of its services.

Key Achievements

- i. EWURA qualified for continuation with ISO 9001:2015 certification to continue improving service delivery.
- ii. Four (4) GCC meetings were conducted to accommodate the interest of the government in regulatory decisions.
- iii. The Rolling Strategic Plan was updated to align with changing economic environment in the regulated sectors.
- iv. For financial year 2019/20, EWURA received unqualified opinion from the Controller and Auditor General (CAG).
- v. EWURA made disbursement to Government's Consolidated Fund (7.6 billion), EWURA CCC (2.4 billion), GCC (51.6 million), FCT (541 million) and FCC (644 million) in line with government and legal requirements.
- vi. EWURA integrated regulatory and management information systems such as LOIS and EPICOR with GePG to comply with government requirements and improve efficiency in service provision.
- vii. The Authority established TUGHE branch and workers council on 30th January 2020 in order to comply with Employment and Labour Relations Act, 2004 which promotes good governance and staff involvement in decision making.
- viii. In order to enhance professionalism and partnership, the Authority paid annual subscriptions and attended to various professional forums including Platts/McGraw Hill, African Refineries Association (ARA), Eastern and Southern Africa Water and Sanitation Regulators Association (ESAWAS), Regional Electricity Regulators Association (RERA), Independent Regulatory Board - East African Power Pool (IRB-EAPP), African Forum of Utility Regulators (AFUR), Institute of Internal Auditors (IIA), Tanganyika Law Society (TLS), National Board of Accountants and Auditors (NBAA), Public Procurement Regulatory Authority (PPRA) and Tanganyika Library Association. In addition, 107 EWURA staffs attended different professional trainings.
- ix. The Authority continued to finance construction of its Head Quarter offices in Dodoma in order to minimise rental cost.
- x. The Authority established Online Public Access Register (PAR) for the public to access information on decisions made by the Authority in order to increase transparency of its regulatory functions.

Challenges

- i. Lack of local learning institutions and insufficient local experts on matters pertaining to utility regulation.
- ii. Increased operational costs as compared to available financial resources.

Way forward

The Authority to continue conducting assessment and evaluation of workload and determine the required manpower.

- i. Promote introduction of regulatory courses by local institutions.
- ii. Engage locally sourced retired regulatory experts to impart regulation knowledge to its staff.
- iii. Explore overseas training opportunities on regulatory matters in case local institutions are not in the capacity to offer such trainings.
- iv. The Authority has started implementing best available options on sharing available resources in order to run its operations smoothly. For instance, decision to construct its own building to reduce rental costs.

2.7 Performance Review for Semi-Financial Year 2020/21

The first Rolling Strategic and Operational Plan (RSOP) covered the period 2019/20 – 2023/24 with its revision for the second plan for the period 2020/21-2024/25. The second plan had the following six strategic objectives:-

- a) Interventions against HIV/AIDS Enhanced;
- b) Implementation of the National Anti-Corruption Strategy;
- c) Quality, Availability and Affordability of Regulated Services Improved;
- d) Public Knowledge, Awareness and Understanding of the Regulatory Functions in the Regulated Sectors Enhanced;
- e) EWURA Legal and Regulatory Environment Improved; and
- f) EWURA Functions Effectively and Efficiently Managed.

Strategic Objective A: Interventions against HIV/AIDS Enhanced

This strategic objective aimed at exerting efforts focused on combating HIV/AIDS and Non-Communicable Diseases (NCDs). With regards to NCDs, the Authority focused on promotion of better health which includes diet and increased physical activities to workplace to control the prevalence of NCDs to its staff.

Key Achievements

- i. One seminar was conducted to staff to increase awareness to staff on HIV/AIDS and NCDs,.
- ii. The Authority established a gym facility in its office building to promote staff participation in physical exercises.

Challenges

Suspending some of the planned activities due to COVID-19.

Wayforward

Continued with implementing planned activities while observing directives from the government on taking precautions to avoid the spreading of COVID-19.

Strategic Objective B: Implementation of the National Anti-Corruption Strategy

This objective aimed at implementing the National Anti-Corruption Strategy.

Key Achievements

- i. one seminar was conducted to staff to increase awareness to staff on how to prevent corruption.
- ii. The Authority continued to implement National Anti-Corruption Strategy including holding two (2) integrity committee meetings.

Challenges

No serious challenges were observed in the implementation of this objective.

Way Forward

The Authority will continue implementing the National Anti-Corruption Strategy.

Strategic Objective C: Quality, Availability and Affordability of Regulated Services Improved

This objective aimed at ensuring that the regulated services are easily accessible, affordable, and at the required quality.

Key Achievements

- i. The Authority conducted inspections on regulated services for Standard Gauge Railway (SGR) Lot I - Dar es Salaam to Morogoro and Julius Nyerere Hydropower Project (JHPP) 2115MW in order to facilitate implementation of national strategic projects.
- ii. The Authority conducted inspection of Gairo Water Desalination operated by Gairo Water Supply and Sanitation Authority to encourage new technologies in the water and sanitation sector.
- iii. Sixteen (16) inspections were conducted at Mwenga Hydro Power Plant, Mtwara Gas Power Plant, Mafia Diesel Power Plant, and 13 VSPP operator mini-grids in order to facilitate private investment in power generation and distribution.
- iv. 451 electrical installation licensees were licenced in order to ensure safety of electrical installations.
- v. In order to facilitate investment in regulated sectors, 325 licenses were issued in the petroleum sub sector where by 157 were new licenses and 168 were renewals. In addition, 141 construction approvals were issued in the petroleum sub-sector, three (3) electricity generation licenses were issued in electricity sub-sector and seven (7) electricity projects below 1 MW were registered.
- vi. Petroleum products cap prices were published monthly to accommodate justifiable changes in the world oil prices and thereby protecting consumer interests.
- vii. 188 compliance monitoring inspections were conducted to ensure that petroleum facilities meet quality standards.
- viii. 29 Environmental Impact Assessment and Environmental Audit studies on petroleum downstream subsector were conducted to ensure adherence to environmental requirements.
- ix. Two (2) incidents involving illegal LPG refilling at Kihonda Airport area in Morogoro and operation of a facility at Iguguno village, Mkalama district in Singida region in a manner that is detrimental to HSE requirements were investigated.
- x. In order to curb fuel adulteration and dumping of transit petroleum products in the local market, fuel marker detection tests were conducted to 296 petrol stations. Out of which, 288 petrol stations, equivalent to 97.3% passed fuel marker detection test, while only 8 petrol stations, equivalent to 2.7% failed the fuel marker detection.
- xi. In order to ensure quality of the petroleum products, 346 samples of petroleum products from various petroleum facilities were tested whereby 295 samples equivalent to 85.26% conformed to TBS specifications while only 51 samples, equivalent to 14.74% did not conform to TBS specifications.

- xii. Pre-construction approval inspection was conducted at ANRIC GAS Company located at Mandela/Kilimo road (TAZARA) for CNG Station Dispenser in order to promote investment in natural gas sub-sector.
- xiii. Water quality testing for 23 WSSAs and wastewater quality testing for two (2) WSSAs were conducted to ensure quality in water and waste water services.
- xiv. WSSAs' licence templates (Class I, Class II, Class III and Provisional) were reviewed in order to improve performance in the water sector,.
- xv. In order to ensure adherence to license conditions, routine inspections were conducted to 10 WSSAs and six (6) ad-hoc inspections were conducted. In addition, follow up inspections were conducted to 39 WSSAs.
- xvi. Two tariff applications from Makete and Tanga WSSAs in relation to continuation of existing tariffs and an application for removal of service line connection charges from TANESCO were approved in order to ensure affordability of regulated services.
- xvii. In order to improve sustainability of WSSAs, 11 WSSAs from Kishapu, Kasulu, Kibondo, Karagwe, Maganzo, Sengerema, DAWASA, Makonde, Morogoro, Ifakara and MANAWASA were trained on preparation of Business Plans. Further, the Authority reviewed four (4) business plans from Mafinga, Korogwe, MANAWASA and Orkesumet WSSAs.
- xviii. In order to protect consumer interests, 153 mediations and 42 hearings were conducted. In addition, 62 final settlement and arbitration awards and respective orders were prepared.
- xix. 87 compliance orders and 36 notification of offences were issued to regulated suppliers to ensure adherence to license conditions.
- xx. Seven (7) monitoring inspections of Electricity Tariff Order in Manyara, Mtwara, Mwanza, Coast, Rukwa, Dodoma and Lindi were conducted to ensure that the approved tariffs benefits customers as expected.

Challenges

- i. Existence of the sale of adulterated and smuggled tax exempted petroleum products including transit products in the local market leads to unfair competition and loss of government tax revenues.
- ii. Failing to comply with regulatory requirements by some operators in the petroleum industry especially retailers due to inadequate knowledge and expertise in the petroleum downstream operations.
- iii. Low consumption of natural gas caused by inadequate distribution infrastructure.
- iv. Limited infrastructures of Compressed Natural Gas (CNG) dispensing units to ensure reliable natural refueling have resulted in a very low rate of vehicle conversion to natural gas usage among prospective car owners.
- v. Incorrect billing to customers by some WSSAs which impairs affordability of water and sanitation services.
- vi. Inadequate capacity of the WSSAs to prepare Business Plans that are compliant with the EWURA Business Plan Guidelines.

Way forward

- i. Continue to conduct periodic petroleum quality monitoring exercises and take legal actions against defaulters.
- ii. Continue to conduct regular review of the existing regulatory tools and develop new ones when deemed necessary to spur private sector investments in the regulated sectors.
- iii. Continue to intensify compliance monitoring to ensure investments are made to align with the standards.
- iv. Continue engagement with the Ministry of Water in building capacity to WSSAs including, training of Board members and preparation of business plans.
- v. Continued enforcement of sanitation rules, and ensuring WSSAs maintain efficient customer billing and metering systems.

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

This objective aimed at developing and implementing proactive Information, Education and Communication (IEC) programme targeted to key stakeholders, including politicians, senior government officials, and the rural population.

Key achievements

- i. In order to easily share information with stakeholders of regulated sectors and provide quick responses and feedback the Authority created online fora such as Social media platforms, including Twitter, Facebook, YouTube, Storify.
- ii. In order to raise awareness on EWURA's functions, on one side, duties and responsibilities of stakeholders on the other side, the Authority produced and aired 33 TV programmes and 13 Radio Programmes. In addition 22 paid-for features were published in various newspapers, 14 country wide public awareness campaigns were conducted for key decision makers (Deputy Speaker, RC(Dar, Moro, Tabora) and DCs (Nzega, Kongwa, Kinondoni, Mpwapa, Maswa, Bariadi, Dodoma & Morogoro); Permanent Secretary Ministry of Water) and the Authority participated in two exhibitions.
- iii. The Authority established Public Access Register (PAR) at Southern Highlands Zone office for the public to access information on decisions made by the Authority in order to increase transparency of its regulatory functions.

Challenges

During the first half of 2020/21, TV and radio programmes gave high priority to general elections campaigns, therefore there was a challenge in securing favorable timing for TV and radio programmes. However, the matter was handled by concentrating on stakeholder seminars and meetings.

Wayforward

Continue implementing IEC programmes as per action plan for 2020/21.

Strategic Objective E: EWURA Legal and Regulatory Environment Improved

This objective aimed at making EWURA deliver its legal mandates effectively and efficiently and engage the government on improving the legal and regulatory environment through revisions of various policies, legislations and standards for the regulated services.

Key achievements

- i. In order to improve legal and regulatory environment in electricity sub-sector, four (4) regulatory tools were developed. These tools included Kiswahili version of the Electricity (Electrical Installation Services) Rules, 2019; Revised Electricity License Template, TANESCO Tariff Adjustment (Amendment) Order, 2020; and Electricity and Natural Gas Rate Setting Rules, 2020.
- ii. Two (2) petroleum regulatory tools were developed to improve legal and regulatory environment in petroleum sub-sector. These tools were the Petroleum (Liquified Petroleum Gas Operations) Rules, 2020, the Petroleum (Mobile Petrol Stations Operations) Rules, 2020.
- iii. EWURA developed the Fees and Levy Collection (Procedure) Rules, 2020 in order to improve fees and levy collection.
- iv. Two (2) regulatory tools were developed in order to improve legal and regulatory environment in water sector. These are the Water (Licensing and Quality of Service) Rules, 2020; and the Water (Licensing Fees) Rules, 2020.

v. Capacity building to WSSAs on preparation of water and wastewater quality programmes was conducted to 73 WSSAs to enhance implementation of water and waste water quality guidelines.

Challenges

- i. Challenges in service delivery of petroleum products in rural areas due to unavailable and unreliable petrol stations which has resulted into petroleum products being stored and sold by vendors in a manner that is detrimental to Health, Safety, and Environment (HSE).
- ii. Low investment and awareness on sanitation services to WSSAs and the public.
- iii. The ever-changing economic environment in the regulated sectors, which requires flexibility and speed to review or develop the respective regulatory tools.

Way forward

Continue reviewing and developing regulatory tools to improve business and investment environment in the regulated sectors.

Strategic F: EWURA Functions Effectively and Efficiently Managed

This objective aimed to enhance EWURA internal capacity to execute its mandated functions and roles effectively.

Key Achievements

- i. The Authority launched its workers council on 26th January 2021 in order to comply with Employment and Labour Relations Act, 2004 which promotes good governance and staff involvement in decision making.
- ii. The Authority received an award from NBAA for being second winner of the best presented Financial Statements for the year 2019/20 under the category of Regulatory Authorities in the Country.
- iii. EWURA remitted TZS 5.6 billion out of which TZS 3.8 billion was remitted to Government's Consolidated Fund and TZS 1.8 billion to EWURA CCC, GCC, FCT and FCC pursuant to the government and legal requirements.
- iv. The Authority increased efficiency in service provision through integration of information systems such as LOIS and NPGIS

Challenges

- i. Lack of local learning institutions and insufficient local experts on matters pertaining to utility regulation.
- ii. Increased operational costs as compared to available financial resources.

Way forward

- i. The Authority to continue with assessment and evaluation of workload to enable determination of the required manpower.
- ii. Promote introduction of regulatory courses by local institutions.
- iii. Engage locally sourced retired regulatory experts to impart regulation knowledge to its staff.
- iv. Explore overseas training opportunities on regulatory matters in case local institutions are not in the capacity to produce the training.
- v. The Authority has started implementing best available options on sharing available resources in order to run its operations smoothly. For instance, decision to construct its own building to reduce rental costs.

2.8 Stakeholders' Analysis

2.8.1 Identification and Expectations of the Key Stakeholders of EWURA

The identification and expectations of the main stakeholders of EWURA are given in Table 2.2.

Table 2.2: Analysis of Key Stakeholder Expectations

S/N	Stakeholder	Expectations	Potential Risks if Expectations not Met
1.	The Government and its Institutions	<ul style="list-style-type: none"> Alignment of the regulation programmes with the national agenda on promoting an industrial economy. Transparency and professionalism in conducting regulatory functions and promptly rendering professional advice on matters falling under EWURA. Advise on policy and legislation of the regulated sectors. Implementation of the regulated sector policies and Acts including aspirations enumerated in national and international planning frameworks. Fit for purpose, value for money, and legal compliance in EWURA operations. Good governance practices, including combating corruption and promotion of gender equality. Effectiveness and efficiency in provision of regulatory services. Creating an enabling environment for investors in the regulated sector. 	<ul style="list-style-type: none"> Changing of the Act in a manner that could jeopardise EWURA's independence. Government intervention in EWURA's decisions. Policies which may unduly constrain the Authority in having sufficient funding. Sanctions from the Government.
2.	Politicians	<ul style="list-style-type: none"> Increased coverage of service. Available, quality, affordable, and reliable services from Service Providers. Sustainability and access of service. Timely and impartial regulatory decisions Accurate information and knowledge. 	<ul style="list-style-type: none"> May negatively influence the public. Disharmony between the regulator and politicians. Loss of reputation.
3.	Consumers of Regulated Services and General Public	<ul style="list-style-type: none"> Availability of quality, affordable and reliable services from Service Providers. Impartiality, fairness, and timely decision by the regulator. Safe, quality, and environmentally friendly infrastructure. Protection and consideration of disadvantaged groups. Present opinions through an open process like public hearings. Friendly regulatory tools. 	<ul style="list-style-type: none"> Vandalism of regulated services infrastructure. Default payments and increased complaints. Political unrest including riots. Increased corruption. Demoralized citizens. Loss of reputation. Risk of being sued.

S/N	Stakeholder	Expectations	Potential Risks if Expectations not Met
4.	Regulated Service Providers	<ul style="list-style-type: none"> Transparent, impartial, and timely regulatory decisions. Timely issuance of licenses. Creation of a level playing field among service providers. Professionalism and integrity. Timely and accurate information about the industry. Privacy and confidentiality on their information. Integration of systems to easy regulated services monitoring. Protection of economic viability of the service providers/ utilities. Awareness on issues related to energy and water regulation User-friendly regulatory tools. 	<ul style="list-style-type: none"> Damage to the credibility of the regulator. Exposure to litigation and complaints against the regulator. Inadequate performance of the regulated sectors. Delays in payment of regulatory levy. Limited investment in the regulated sectors. Non compliance to regulatory directives.
5.	Investors	<ul style="list-style-type: none"> Transparency, credibility, consistency, predictability, and independence of the regulator in decision making. Timely decision making. Fair returns on investments. Level playing field in the regulated sectors. Investor friendly regulatory framework. 	<ul style="list-style-type: none"> Low investments in the regulated sectors. Tarnished image of the country and the regulator. Increased costs of services. Tendency of monopoly traits in the provision of some of the regulated services. Inadequate service delivery. Prevalence of corruption.
6.	EWURA's Service Suppliers	<ul style="list-style-type: none"> Transparency and impartiality in the procurement of goods, services, and consultancies. Professionalism and integrity of EWURA staff. Courtesy and timely response to queries and inquiries including payments. Clarity of contracts and agreements. Proper contract management. 	<ul style="list-style-type: none"> Corruption allegations. Increased cost of service and deterioration of the quality of service Increased complaints. Litigations and penalties. Loss of credibility. Loss of reputation.
7.	Regulators and Regulatory Associations	<ul style="list-style-type: none"> Collaboration in enforcement to ensure compliance with various standards, regulations, and requirements. Knowledge and experience sharing, and benchmarking. Harmonization of rules, guidelines, procedures, and standards. Timely provision of accurate information. 	<ul style="list-style-type: none"> Long learning curve. High cost in regulation. Limited references from other regulators. Tarnished image of EWURA. Loss of credibility to stakeholders.
8.	Civil Societies	<ul style="list-style-type: none"> Transparency and impartiality in conducting EWURA's functions. Timely provision of accurate information and knowledge. Initiatives targeting the poor and disadvantaged communities in regulated sectors. Collaborative agreements with EWURA in some specific areas such as advocacy and pro-poor interventions. Consultation and involvement in some of the regulatory processes. 	<ul style="list-style-type: none"> Negative publicity about EWURA Limited compliance with the law Lack of regulated services to disadvantaged communities Increased costs of regulatory functions

S/N	Stakeholder	Expectations	Potential Risks if Expectations not Met
9.	Media	<ul style="list-style-type: none"> Timely disclosure of accurate information. Active participation in the regulatory processes to enhance knowledge. Increased public awareness campaign. 	<ul style="list-style-type: none"> Distorted information about EWURA. Increased speculative information. Negative publicity and tarnished image of EWURA.
10.	Academic and research institutions	<ul style="list-style-type: none"> Correct data and information from the regulator. Partnership in research and use of their research knowledge/findings. 	<ul style="list-style-type: none"> Possibility of distorted information Tarnished image. Mismatch between training curricula and market needs. Unutilised research findings.
11.	Standards Organisations	<ul style="list-style-type: none"> Transparency, credibility, consistency, and objectivity in conducting regulatory functions. Meeting all stakeholders expectations. Compliance with policy and quality procedures. 	<ul style="list-style-type: none"> Losing ISO certification. Failure to meet stakeholders' expectations.
12.	Development Partners	<ul style="list-style-type: none"> Transparency, credibility, consistency, and objectivity in conducting regulatory functions. Efficient, effective, and independent – world class – regulator. Accurate and timely information sharing. Fit for purpose, value for money and legal compliance in EWURA operations. 	<ul style="list-style-type: none"> Inadequately rated regulator. Bad reputation.
13.	Internal Stakeholders	<ul style="list-style-type: none"> Transparent, effective efficient, and fair performance management systems. Attractive remuneration packages and timely payment. Conducive working environment. Attractive career development schemes. Job security and reliable job contracts. Good governance practices. Reputable organisation. Respect and trust by the Government, regulated service providers and the public. Provide services as mandated by the law. Timely implementation of Board's directives. Exposure to regulatory best practices. 	<ul style="list-style-type: none"> Low productivity and morale. Labour unrest. High staff turnover. Frustrated staff. Low productivity and morale of the Board. Inadequately rated regulator. Bad reputation of the organisation.

2.8.2 Analysis of Interests and Influence of Key Stakeholders

A Hovland stakeholder analysis is then presented under Figure 2.2 where stakeholders are grouped in a matrix presentation showing their degrees of interest and influence they have towards the implementation of the SP. In Figure 2.2, “interest” measures the degree stakeholders are likely to be impacted or affected by the SP as well as the degree of interest or concern they have about the SP. “Power” measures the influence of stakeholders have over the SP and to what degree they can help or impact the change in the course of implementing SP. Therefore, stakeholders under Quadrant One are those who need to be actively involved throughout the implementation of the SP, and stakeholders in Quadrant Two are those who need to be highly satisfied. Stakeholders in Quadrant Three are those stakeholders who require minimum effort to deal with, and for stakeholders under Quadrant Four, substantial efforts are needed to keep them informed about

the implementation of SP. The implications of the Stakeholder's analysis have been reflected in the strategic objectives and strategies of this Plan.

Figure 2.2: Stakeholder Analysis in Terms of Interests and Influence they have on EWURA Based on Hovland¹ Model

Power	High	<ul style="list-style-type: none"> Academic and research institutions Regulators and Regulatory Associations Standards Organisations Development Partners Media 	<ul style="list-style-type: none"> The Government and its institutions Politicians Investors Consumers of regulated services and the general public Regulated Service Providers EWURA Staff
	Low High	<ul style="list-style-type: none"> Civil Society Civil Society Organization 	<ul style="list-style-type: none"> Regulated Service Providers
		Interest	

2.9 Recent Initiatives and Emerging Issues

The Authority embarked on a number of new initiatives during financial year 2019/20 and the first half of financial year 2020/21. These are analyzed in Table 2.3 with the relevant ones included in this Plan.

Table 2.3: Recent Initiatives

S/N	Recent Strategic Initiatives	Extent of Implementation and Future Outlook
(a)	Enhancing efforts on protection of the environment through promotion of the use of alternative energy such (LPG for cooking, solar and wind energy).	The Authority is evolving its strategy on alternative energy with a sharp focus on technical and economic regulation of the LPG sub-sector due to rampant malpractice in the sector. It is also enhancing enforcement measures against illegal conduct in the sub-sector.
(b)	Stepping up the role of EWURA in promoting Industrial Development and export-led growth in Tanzania	Providing inputs in reviewing the existing legislation to support investment in power sector, as well as affordability and stability in power prices.
(c)	Pricing of LPG for the final consumers	Appropriate guidelines and tools are needed.
(d)	Stepping up the role of EWURA in facilitating investment and supply of petroleum products in rural areas.	The Authority developed a proposal to review the laws to simplify investment and supply of petroleum products in rural areas.
(e)	East Africa Crude Oil Pipeline construction and operation.	Issues being addressed are: <ul style="list-style-type: none"> Adaption and adoption of a standard for the crude pipeline. Construction approval, licensing and monitoring of compliance. Local content regulations development. Local content monitoring. Cooperation between the Petroleum Authority of Uganda (PAU) and EWURA is ongoing on how to regulate the pipeline.

¹ The model was extracted from Ingie Hovland (2005)

S/N	Recent Strategic Initiatives	Extent of Implementation and Future Outlook
(f)	Conduct awareness programmes to sensitize compliance to the petroleum operators.	<ul style="list-style-type: none"> Guidelines, flyers to be developed. Conducts training workshops. Media programmes to be developed and aired.
(g)	Harmonization of standards in EAC.	<ul style="list-style-type: none"> Participate in harmonization of standards and regulations in East African Countries.
(h)	Further devolution of EWURA's functions	Strengthening of Zonal Offices by: <ul style="list-style-type: none"> increasing staffing levels. Increasing working tools e.g. Motor vehicles and office furniture.
(i)	Stepping up capacity building programmes for Key stakeholders and Staff	<ul style="list-style-type: none"> Increase exposure of staff on technical related matters. Exchange programme, study tours and international workshops. Invest on professional development of staff specifically on modern technology, technical expertise. Promote introduction of regulatory courses by local institutions. Engage locally sourced retired regulatory experts to impart regulation knowledge to its staff. Explores overseas training opportunities on regulatory matters in case local institutions are not in the capacity to produce the training.
(j)	Deployment of modern technology on Regulatory and Management functions	<ul style="list-style-type: none"> EWURA records office services are transformed to a paperless office. Upgrading electronic systems for licensing process, tariff review process, compliance monitoring, and financial management. Joining with government electronic payment gateway (GePG). Integrating GePG with LOIS and EPICOR and plan to extend integration with other related financial management systems. Continue to integrate internal information management systems.
(k)	Improvement of EWURA Organization and Remuneration Structure	<ul style="list-style-type: none"> Continue to attract and retain the best employees who are customer focused. Develop integrated HR Management system.
(l)	Installation of video conferencing between Dodoma Head Office and Zonal Offices	Continue connecting the HQ and all zonal offices via video conferencing facilities.
(m)	Movement of data and systems from the Authority to the Government Data Centre.	All Authority Data and System to be hosted in at the government data centre.
(n)	Establishment of a quality assurance programme in the internal audit function	To have external reviewers to assess the quality of audit works performed by the Internal Auditors.
(o)	Build capacity in auditing the ICT function	Build internal capacity for auditing ICT function through training and employment of ICT auditors.
(p)	Application of ICT in planning, conducting, reporting, and following up internal audits	Use ICT in planning and implementing audit work to improve efficiency and effectiveness in the auditing process

S/N	Recent Strategic Initiatives	Extent of Implementation and Future Outlook
(q)	Accord greater attention to contract procurement chain management	<ul style="list-style-type: none"> Continue to train key staff on contract management. Introduce a contract management monitoring mechanism.

2.10 SWOC Analysis

A summary of the major Strengths, Weaknesses, Opportunities, and Challenges (SWOC) of the Authority is presented in Table 2.4. It gives a bird's eye view of the current situation of the Authority as assessed in the SPP and in this Chapter of the RSOP.

Table 2.4: EWURA SWOC Analysis

Dimension	Details
Strengths	<ul style="list-style-type: none"> (i) EWURA is a Government institution (ii) EWURA operates zonal offices in the country (iii) Strong leadership (Board and Management) (iv) Competent, dedicated, committed and well-motivated workforce (v) Good working environment (vi) Availability of key regulatory tools (vii) ISO 9001:2015 certification (viii) Membership in international regulatory associations
Weaknesses	<ul style="list-style-type: none"> (i) Limited integration of existing information management systems (ii) Underutilisation of existing information management systems (iii) Inadequate application of technology in implementing regulatory and support functions (iv) High cost of using rented office buildings
Opportunities	<ul style="list-style-type: none"> (i) Government support (ii) Ongoing Government reforms (iii) Supportive policy, legal and regulatory framework (iv) e-Government initiative that improves service delivery to the public. (v) Increase use of ICTs including mobile technology and other modern technology. (vi) Government Development Agenda (rural electrification, industrialisation, power projects, etc.) providing regulatory opportunities.
Challenges	<ul style="list-style-type: none"> (i) Divergence between expectations of stakeholders and best regulatory practices. (ii) Limited local institutions providing courses in technical and economic regulation. (iii) Limited public awareness on regulatory issues. (iv) Increased cyber-crime and attack. (v) Overlapping and inter-dependency of operations with other Government institutions which may cause delays in decision making. (vi) Unmatched trend between growth in EWURA's operations versus revenue base. (vii) Provision of petroleum regulatory services in rural areas

2.11 Fundamental Priority Issues

The fundamental priority issues contained in the RSOP (2021/22 – 2025/25) have been derived from the SPP (2019/20 – 2033/34) and the additional analysis done in the current chapter of the RSOP. These are presented in Table 2.5 below:

Table 2.5: EWURA's Fundamental Priority Issues in the Medium to Long-Term Period

No	Issue	Description
1	Responsiveness' to Cross-cutting National agendas	The Authority is committed to addressing various cross-cutting agendas in line with the requirements of national, regional and international frameworks. The agendas include sustainable development and environmental management, gender balance and mainstreaming, addressing corruption and Communicable and Non-Communicable Diseases and promoting labor standards.
2	Empowering Stakeholders through Regulatory Knowledge Generation & Exchange	Many challenges facing the regulatory functions of the Authority particularly those created by external stakeholders could be minimized to a great extent or at least made less crucial by empowering the stakeholders with appropriate knowledge. Providing high quality, targeted and timely regulatory information, data, assessments and evidence to inform decision making and demands by citizens, consumers, service providers, Government leaders and politicians will lead to better professionalism, responsiveness and arguments.
3	Enhancing Quality, Availability, Reliability and Affordability of Regulated Services through Innovative Regulatory Practices.	The quality, availability and value for money of the regulated services remain a crucial issue for the Authority despite the enormous successes realized to date. The environment in which to address the issue is rather complex and dynamic owing to many changes and challenges on the part of Government, citizens, consumers and service providers. The main solution is for the Authority to continue to pursue innovative regulatory approaches and tools that deliver the expected outcomes including effective and sustained compliance.
4	Enabling Legal and Institutional Environment for Effective Regulation	There are many on-going and pending Government reforms and decisions with the potential to enhance and/or challenge the enabling environment of effective, professional, World class regulatory practices. The Government's blueprint book has the potential to radically change Authority's operating framework. The existing laws and regulations also require improvement. The Authority has good opportunity to contribute efforts to safeguard and enhance the enabling environment for effective regulation through strategic policy advocacy in collaboration with other stakeholders.
5	Enhancing EWURA's contribution to National Development Agendas through World Class regulatory practices	While the Authority has been making huge contributions to national socio-economic development, the current Phase Government has embarked on moving the country to middle-income industrial economy and export-led growth, among various other crucial national agendas. The Authority is therefore duty bound to be especially responsive in aligning its agendas with the national ones, and making its contribution more dramatic. The Authority' contribution should be within the framework of independent and professional regulatory practices.

No	Issue	Description
6	EWURA achieves and sustains World class multi-sectoral regulatory capacity	Over the past decade, EWURA has markedly improved its service delivery capacity and achieved ISO 9000:2015. Yet, in view of the continuous increase in the demand for more sophisticated regulatory tools and services, pressure to cover the whole country, developments in technology and Government shift of its capital to Dodoma, further capacity development is needed. Financing its regulatory functions is increasingly becoming an issue given that the increased demand for services is gradually outweighing the available resource envelope.

It is important to note that a significant review of strategic objectives, strategies, and targets in the outgoing strategic plan has been undertaken to align with Authority's demand and government directives to come up with the new plan, the SP (2021/22 – 2025/26).

CHAPTER 3:

THE STRATEGIC PLAN (2021/22 – 2025/26)



3.1 Introduction

This chapter is the core of the Strategic Plan for 2021/22 – 2025/26. It presents the Authority's vision, mission, core values, strategic objectives, strategies, service outputs, KPIs and targets. Likewise, it provides rationale for the adopted strategic objectives and how to achieve them. The strategic objectives are designed to respond to the fundamental priority issues identified in Chapter Two. Appendices 1 and 2 present comprehensive Strategic Plan matrices for details.

3.2 Vision

The vision of the Authority is:

To be a World Class Regulator for Sustainable Energy and Water Services

Basis for Selecting Key Performance Indicators

- (i) ISO 9001:2015 standards certification maintained.
- (iii) Competent and inspired professional staff, applying best regulatory practices.
- (iii) Leveraging of modern technology for enhanced operations and services of modern technology for enhanced operations and services.
- (iv) Substantial regulatory contribution to improved quality, availability, and affordability of energy and water services.

3.3 Mission

The mission of the Authority is:

To regulate energy and water utilities in a transparent, effective and efficient manner that ensures their quality, availability and affordability

3.4 Core Values

In pursuit of its mission, EWURA will be guided by the following six (6) core values to define its desired organisational culture:

Table 3.1: Core Values

	Core Value	Description
I	Impartiality	<i>EWURA staff shall treat all stakeholders with fairness. The duty of EWURA as a regulator is to set a level playing field and balanced interests of all stakeholders.</i>
M	Morality	<i>EWURA staff shall ensure they uphold standards of right and good conduct</i>
P	Professionalism	<i>EWURA staff shall perform their duties with the highest degree of competence and skills.</i>
A	Accountability	<i>EWURA staff shall perform their duties in a manner that shows readiness to take full liability and responsibility for their actions.</i>
C	Consistency	<i>EWURA staff shall ensure uniformity, predictability, and coherence in accordance with regulatory practices.</i>

T	Transparency	<i>EWURA staff shall operate fairly, openly and without prejudice in order to equally accommodate the interests of all stakeholders.</i>
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3.5 Motto

In line with its core values, EWURA shall use the following motto to rally employees, consumers, suppliers, and stakeholders, in general, behind its vision and mission:

“Fair Regulation for Positive Impact”

3.6 Rationale for Strategic Plan

The SP focuses on dealing with the critical strategic issues in line with the articulated vision and mission. The plan has set the following five (5) Strategic Objectives (SOs), to be addressed in five years.

- (a) Health services improved and HIV/AIDS infections reduced;
- (b) Effective implementation of National Anti-Corruption Strategy enhanced and sustained;
- (c) Quality, availability, and affordability of regulated goods and services improved;
- (d) Public knowledge, awareness, and understanding of regulatory matters in the energy and water sectors enhanced; and
- (e) Institutional capacity to regulate energy and water sectors strengthened.

Based on these Strategic Objectives, strategies have been identified with corresponding service outputs, KPIs and targets covering the period 2021/22 – 2025/26.

3.7 Strategic Objectives, Service Outputs, Strategies, Targets and Indicators

Strategic Objective A: Health Services Improved and HIV/AIDS Infections Reduced

Rationale

Much as EWURA focuses efforts on its core functions, it does not operate in an isolated environment. The government has specific aspirations about crosscutting issues, such as combating HIV/AIDS pandemic as well as reducing risks to non-communicable diseases (NCDs). HIV/AIDS pandemic and non-communicable diseases have an adverse implication on human resources and future operations of the Nation. It results in the reduction of active human resources and hence lowering productivity. The SP, therefore, identified efforts to curb HIV/AIDS infections and control the prevalence of NCDs through focus on better diet and increased physical activity in the workplace.

Service Outputs

Reduced mortality rates

Strategies

1. Implement EWURA's HIV/AIDS Policy; and
2. Promote prevention of non-communicable diseases.

Targets

1. At least 3 interventions against non-communicable diseases annually.
2. At least 3 Interventions against on non-communicable diseases annually

Key Performance Indicators

1. Percentage of staff who have undertaken HIV/AIDS voluntary tests.
2. Percentage of staff who have undertaken non-communicable diseases voluntary testing.

Strategic Objective B: Effective Implementation of National Anti-Corruption Strategy Enhanced and Sustained

Rationale

The Authority recognizes that good governance is one of the national agendas. Corruption is a risk that needs constant vigilance in addressing it. Corruption affects fair treatment to customers and results in poor service delivery and erosion of trust in services that the Authority provides. The Government directed all MDAs to have strategies that implement the National Anti-corruption Strategy.

Service Outputs

Preventing corruption incidences.

Strategies

Institutionalize the National Anti-corruption Strategy.

Targets

1. At least four (4) interventions on the National Anti-corruption Strategy implemented annually.
2. 100% of staff receive awareness on compliance to public service code of ethics and EWURA code of conduct annually

Key Performance Indicators

1. Number of corruption incidences reported.

Strategic Objective C: Quality, Availability and Affordability of Regulated Goods and Services Improved

Rationale

The Tanzania Development Vision (TDV) targets to, among other things, attain a high quality livelihood for all Tanzanians by the year 2025 through strategies which ensure realization of access to safe water, sanitation and electricity services among other things. The country also aspires to promote access to the petroleum and natural gas services by ensuring sustainability and safety of petroleum products and natural gas supply through quality infrastructure. The CCM Elections Manifesto of 2020 also sets a goal of enhancing access to quality water and electricity supply, among others. In addition, the Manifesto aspires that special efforts will be directed at ensuring that natural resources such as oil and natural gas benefit the Tanzania citizens.

Service Outputs

1. Strengthened regulatory environment.
2. Improved quality and availability of regulated goods and services.
3. Accelerated investment and industrialization.
4. Affordable regulated goods and services.

Strategies

1. Develop and update regulatory tools.
2. Strengthen enforcement of existing laws, regulations, rules, quality of service standards and codes in regulated sectors.
3. Promote commercial viability of the regulated suppliers.

4. Develop and implement measures to protect consumers' interests.

Targets

1. At least one (1) electricity regulatory tools (guidelines, codes and manuals) developed and /or reviewed annually.
2. One (1) electricity performance review report prepared annually.
3. At least two (2) petroleum regulatory tools (guidelines and manuals) developed/reviewed annually.
4. One (1) petroleum performance review report prepared annually.
5. At least four (4) natural gas regulatory tools (guidelines and manuals) reviewed /developed annually.
6. One natural gas performance review report prepared annually.
7. At least two (2) water and sanitation regulatory tools (guidelines and manuals) developed and/or reviewed annually.
8. Two (2) water and sanitation utilities performance review reports prepared annually.
9. At least one (1) tariff/pricing methodology/model in the regulated sectors reviewed/developed annually.
10. At-least 20 rules in regulated sectors developed/reviewed annually.
11. 100% of complete licence and registration applications processed and approved annually.
12. At least 34 compliance monitoring inspection activities in the electricity subsector conducted annually.
13. At least 800 petroleum facilities inspected for compliance monitoring in infrastructure standards annually.
14. At least 500 petroleum facilities to be tested for marker concentration annually.
15. 100% of petroleum products (IK, AGO, PMS) in the country marked annually.
16. At least 400 petroleum samples collected for quality check annually.
17. 100% of petroleum product for local consumption imported annually as per requirement.
18. At least 20 monitoring compliance inspections to natural gas facilities conducted annually.
19. Compliance monitoring and inspections to 94 WSSAs conducted annually.
20. 100% of enforcement measures taken against defaulters annually.
21. 100% Pre-licensing inspections and evaluation in electricity sub-sector conducted annually.
22. 100% of all applications for approval of PPAs, SPPAs and initialization of procurement of new power projects evaluated annually.
23. 100% pre-licensing inspections and evaluation for construction approval in petroleum subsector conducted annually.
24. At least four (4) quarterly local content compliance monitoring conducted annually.
25. At least 30 WSSAs Business Plan reviewed annually.
26. At least one (1) Client Service Charter for natural gas service providers reviewed annually.
27. At least 30 WSSAs Customer Service Charter reviewed annually.
28. 100% of complaints resolved annually as per CSC and QMS procedures.
29. At least 42 compliance monitoring inspections of regulated sectors tariff orders conducted annually.
30. At least 23 tariff applications in the regulated sectors reviewed and issued with tariff orders annually.
31. At least 12 monitoring reports of petroleum pricing frameworks published annually.

Key Performance Indicators

1. Percentage of regulatory tools in regulated-sectors reviewed/developed.
2. Number of licences/certificates of registration issued.
3. Percentage compliance to quality of power supply and reliability standards.
4. Percentage compliance of petroleum facilities to infrastructure standards.
5. Percentage compliance to petroleum products marker test.

6. Percentage compliance to petroleum products quality standards.
7. Average number of days of petroleum products reserve.
8. Average percentage compliance to natural gas infrastructure standards.
9. Average compliance to water and wastewater quality standards.
10. Number of compliance orders issued.
11. Number of construction approval issued.
12. Number of local suppliers registered in LSSP database.
13. Percentage compliance to business plan.
14. Percentage of consumer complaints approved within 30 days after settlement of mediation/hearing.
15. Percentage compliance to EWURA's tariff order conditions.

Strategic Objective D: Public Knowledge, Awareness and Understanding of Regulatory Matters in the Energy and Water Sectors Enhanced

Rationale

Since its establishment, EWURA made efforts to inform and educate key stakeholders and the public in general on the regulator's roles and functions. A survey conducted by the Authority in 2018 showed that 35% of the public are unaware of the roles and functions of EWURA. While the awareness creation is a continuous process, a concerted effort is required to address the identified gap. In this respect, EWURA will implement training and awareness programmes, which shall cover key stakeholders and the public in general.

Service Outputs

1. Increased public awareness on regulatory matters.
2. Increased transparency.
3. Increased knowledge of WSSAs on regulatory matters.

Strategies

Implement the Information, Education and Communication (IEC) Policy and Strategy.

Targets

1. At least 100 TV and Radio programs conducted annually.
2. At least six (6) measures to raise awareness through publications, advertisement and promotion materials implemented.
3. At least 25 meetings and seminars to raise awareness to stakeholders in the regulated sectors conducted annually.
4. At least 30 corporate social responsibility activities implemented annually.
5. At least 10 exhibitions attended annually.
6. At least six (6) EWURA offices to be equipped with PAR facilities by 2026.
7. Capacity building interventions to at least 30 WSSAs conducted annually.

Key Performance Indicators

1. Percentage of the public who are aware of EWURA's functions.
2. Number of visitors to EWURA's PAR.
3. Number of WSSAs that have submitted business plan.

Strategic Objective E: Institutional Capacity to Regulate Energy and Water Sectors Strengthened

Rationale

In order to execute its mandated functions and roles efficiently and effectively, EWURA needs to enhance its institutional capacity. This is important because the demand for EWURA services is increasing over time given the country's economic growth particularly in the wake of industrialisation agenda. In line with this, the Authority will strengthen its human and financial resources, working tools, regulatory and management information systems and infrastructure to deliver services.

Service Outputs

1. Increased staff motivation.
2. Increased staff productivity.
3. Improved financial self-sufficiency.
4. Increased accountability.

Strategies

1. Strengthen organizational and human resource management.
2. Enhance conducive working environment.
3. Deploy modern ICT on regulatory and management functions.
4. Strengthen cooperation with national, regional and international regulatory institutions and associations.
5. Assess and share EWURA impacts.
6. Strengthen financial self-sufficiency.
7. Strengthen good governance, risk management and internal controls.
8. Comply with financial management standards.
9. Strengthen monitoring and evaluation of Authority's performance.
10. Comply with Quality Management Standards (QMS).
11. Comply with procurement legislation.

Targets

1. At least two (2) measures to retain staff implemented annually.
2. At least 10 EWURA human resources and administration working documents developed/ reviewed annually.
3. 100% of the approved EWURA manning level is achieved annually.
4. 100% of staff working performance evaluated annually.
5. Outsourced activities in all EWURA offices facilitated annually.
6. At least one (1) strategy to improve office environment implemented annually.
7. At least five (5) strategies to enhance administrative operations conducted annually.
8. At least five (5) strategies to equip staff with working tools implemented annually.
9. At least five (5) strategies to improve registry and library operations implemented annually.
10. At least seven (7) strategies to improve fleet management practices conducted annually.
11. The process of construction of EWURA buildings in HQ and all 5 Zones is initiated by 2025.
12. At least three (3) strategies on staff involvement in decision making implemented annually.
13. At least 100 staff and Board members receive capacity building training annually.
14. 100% utilization of Information Systems for Natural Gas monitored annually.
15. At least two (2) ICT connectivity improved annually
16. At least two (2) ICT infrastructure and systems improved annually.
17. At least seven (7) ICT security measures implemented annually.
18. All existing ICT hardware maintained annually.
19. At least 15 ICT systems maintained annually.
20. At least one management/regulatory system automated annually.
21. At least two information systems integrated annually.
22. At least 10 national, regional and international regulatory association and institutions involved annually.

23. Participate in 30 national and international invited meetings and workshops annually.
24. At least three (3) research studies conducted annually.
25. At least three (3) strategies to improve revenue collection implemented annually.
26. At least 30 Board of Directors activities conducted annually.
27. At least four (4) GCC activities conducted annually.
28. 100% of litigation handled annually.
29. At least four (4) routine reviews/assessment of governance, risk management and internal controls conducted annually.
30. At least four (4) follow ups and compliance internal audits conducted quarterly.
31. At least five (5) financial and performance reports submitted annually.
32. 100% timely payment for regulatory and support activities effected annually.
33. At least 16 statutory contributions made annually.
34. At least seven (7) periodic performance reports of EWURA plans prepared annually.
35. At least 36 reviews of Quality Management System conducted annually.
36. At least one (1) Quality Management System tools reviewed/developed annually.
37. At least 87% of Annual Procurement Plan (APP) implemented annually.
38. At least two (2) procurement reports prepared and submitted to PPRA periodically.

Key Performance Indicators

1. Staff turnover level.
2. Average training hours per employee.
3. Number of processes automated annually.
4. Number of regulatory bodies and associations involved.
5. Number of institutions with positive rating on EWURA regulatory impacts.
6. Revenue collection efficiency.
7. Type of CAG Audit Opinion.
8. Type of External Audit Opinion on QMS compliance.
9. PPRA Audit rating.

CHAPTER 4:

STRATEGIC RESULTS FRAMEWORK



4.1 Purpose and Structure

The Results Framework provides a framework on how the results of the EWURA SP 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 (Societal Goal) which is the overall expected impact of EWURA functions, the beneficiaries of the EWURA services, results chain, the results framework matrix, the monitoring plan, the planned reviews mechanism, the evaluation plan and detailed reporting plan. Also, the chapter shows how objectives are linked to various relevant documents including the Tanzania Vision 2025, National Policies, legal provisions, and EWURA SPP.

4.2 Development Objective

The overriding developmental objective of EWURA is to “achieve sustained quality, availability and affordability of the regulated energy, water and sanitation services.” The Development Objective represents the highest level of results envisioned by EWURA. However, it should be noted that other key players 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 continuously, staff and management commitment, and cooperation with key stakeholders.

4.3 Beneficiaries of Services

EWURA is comprised of two levels of beneficiaries of its services namely, direct stakeholders and indirect stakeholders. The first level involves the regulated service providers and their consumers who are the direct beneficiaries of the services offered by the Authority in its efforts to regulate the utilities. The second level of beneficiaries comprises of state and non-state stakeholders as well as the public who indirectly benefit from the Authority’s services.

4.4 Linkage with National Planning Frameworks and International Agenda

This Strategic Plan has five (5) objectives. These objectives address directly all National relevant documents including but not limited to; Vision 2025; SDGs; AU Agenda 2063; Five Year Development Plan (FYDP) 2021/22-2025/26; CCM Elections Manifesto 2020-2025; National Sectoral and Multi-sectoral Policies; Energy and Water Utilities Regulatory Authority Act, Cap. 414; The Fair Competition Act, Cap 285; The Petroleum Act, Cap 392; Electricity Act, Cap. 131; Water Supply and Sanitation Act, Cap. 272; and the Public Finance Act, Cap. 348.

4.5 Results Chain

EWURA Results Chain consists of inputs, activities, outputs and outcomes which contribute to the achievement of the national goals and ultimately Vision 2025. Thus, a combination of the objectives (outcomes) and targets (outputs) in the SP and activities and inputs in the Medium-Term Expenditure Framework (MTEF) forms EWURA’s Results Chain. The inputs, i.e., utilization of

resources will lead to the achievement of the activities, which will contribute to the achievement of outputs. Achievement of outputs will lead to achievement of objectives (outcomes). Achievement of EWURA's development objective in the medium term will eventually contribute to the achievement of Tanzania Development Vision 2025. This chain of results justifies EWURA's use of funds arising from the consumers' 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's overall Development Objective, Strategic Objective Codes, Strategic Objective Description and Key Performance 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 Development Objective will be contributed by several other players and may not be completely attributed to interventions under this SP. The Results Framework Matrix is detailed in Table 4.1 below.

Table 4.1: Result Framework Matrix

Development Objective	Objective Code	Objective Description	Key Performance Indicator
Achieve sustained quality, availability, and value for money of the regulated energy, water, and sanitation services	A	Health Services Improved and HIV/AIDS Infections Reduced	a. Percentage of staff who have undertaken HIV/AIDS voluntary testing b. Percentage of staff who have undertaken non-communicable diseases voluntary testing
	B	Effective Implementation of National Anti-Corruption Strategy Enhanced and Sustained	Number of corruption incidences reported
	C	Quality, Availability, and Affordability of Regulated Goods and Services Improved	a. Percentage of regulatory tools in regulated-sectors reviewed/developed b. Number of licences/ certificates of registration issued c. Percentage compliance to quality of power supply and reliability standards d. Percentage compliance of petroleum facilities to infrastructure standards e. Percentage compliance to petroleum products marker test f. Percentage compliance to petroleum products quality standards g. Average number of days of petroleum products reserve h. Average percentage compliance to natural gas infrastructure standards i. Average compliance to water and wastewater quality standards j. Number of compliance orders issued k. Number of construction approval issued l. Number of local suppliers registered in LSSP database m. Percentage compliance to Business Plan n. Percentage of consumer complaints approved within 30 days after settlement of mediation/hearing o. Percentage compliance with EWURA's tariff order conditions
	D	Public Knowledge, Awareness, and Understanding of Regulatory Matters in the Energy and Water Sectors Enhanced	a. Percentage of the public who are aware of EWURA's functions b. Number of visitors to EWURA's PAR c. Number of WSSAs that have submitted business plan
	E	Institutional Capacity to Regulate Energy and Water Sectors Strengthened	a. Staff turnover level b. Average training hours per employee c. Number of processes automated annually d. Number of regulatory bodies and associations involved e. Number of institutions with positive rating on EWURA regulatory impacts f. Revenue collection efficiency g. Type of CAG Audit Opinion h. Type of External Audit Opinion on QMS compliance i. PPRA Audit rating

4.7 Monitoring, Reviews and Evaluation Plans

This subsection details the monitoring plan, planned reviews and evaluation plan for the period covering the five-year strategic planning cycle from 2021/22 to 2025/26.

4.7.1 Planned reviews

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

4.7.1.1 Review Meetings

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

Table 4.2: Review Meetings

S/N	Type of Meeting	Frequency	Designation of Chairperson	Participants
1	Divisional/ Unit/Zonal meetings	Monthly	Divisional Directors/Heads of Units/Zonal Managers	Staff
2	Staff Meetings	Semi-Annually	Director General	All staff
3	Workers Council	Semi-Annually	Director General	Management, Divisional representative and representative of Trade Union
4.	External Audit Entry and Exit Meetings	Semi-annually	Audit and Risk Committee Chairperson	Audit and Risk Committee members and Management
5.	Ethics and Integrity Committee Meetings	Quarterly	Ethics and Integrity Committee Chairperson	Ethics and Integrity Committee Members
6.	HIV/AIDS Committee Meeting	Annually	Chairperson	Committee Members
7.	Research Committee Meetings	Semi-Annually	Chairperson	DRE, DCA, DLA, MPM and User Department
8.	QMS Management Review Meetings	Semi-Annually	Director General	Management members and Zonal Managers
9.	Risk Management Review Meetings	Semi-Annually	Director General	Management members and Zonal Managers
10.	Management Meetings	Monthly	Director General	Management members and Zonal Managers
11.	Board Meetings	Monthly	Board Chairperson	Board Members

4.7.1.2 Planned Milestone Reviews

The reviews will be tracking progress in implementation of the milestones and targets set in the annual plans and budgets which should be derived from the SP. 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. Also, 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 whenever necessary.

4.7.1.3 Planned Rapid Appraisals

The planned rapid appraisals are intended to gather information for facilitating the implementation of the planned interventions (See Table 4.3).

Table 4.3: Planned Rapid Appraisal

S/N	Name of Appraisal	Description	Indicative Appraisal Questions	Methodology	Frequency	Responsible
1.	Stakeholder satisfaction study	This study intends to establish Stakeholders' perception on EWURA's service delivery	i. How accessible is EWURA? ii. How stakeholders perceive EWURA services? iii. What are the areas of Improvement?	Survey	After every two years	MCPR
2.	Staff Satisfaction Study	This study intends to establish staff perception on EWURA working environment	i. What areas of improvement? ii. How staff satisfied with EWURA	Survey	After every two years	DCA
3.	Stakeholders' perception on corruption study	This study intends to establish stakeholders' perception on corruption at EWURA	i. To what extent do stakeholders are aware of corruption? ii. To what extent are stakeholders satisfied with the services provided? iii. What are the areas of improvement?	Survey	After every two years	DCA
4.	Study on level of public awareness on roles and functions of EWURA	The study to describe the extent stakeholders and the public understand the role and functions of the EWURA	i. To what extent is the concept of technical regulation of energy and water services known to the public? ii. To what extent are the core roles and functions understood? iii. Any challenges? iv. What are the Recommendations?	Survey	After two years	MCPR

S/N	Name of Appraisal	Description	Indicative Appraisal Questions	Methodology	Frequency	Responsible
5.	Regulatory Impact Assessment Studies in regulated sectors	Studies in category aim to quantify the social and economic impacts of EWURA regulatory interventions in regulatory sectors	i. To what extent there is an improvement and efficiency gains from regulatory interventions in the regulatory sectors ii. What impact of EWURA regulatory role in enhancing infrastructure investment in regulated sectors iii. To what extent EWURA regulatory role in promoting affordability of regulated sectors while ensuring financial viability of suppliers? iv. What are the limitations imposed by regulatory decisions on provision of EWURA regulatory services	Survey	After 3 years	DRE

4.7.2 Evaluation Plan

The evaluation will be conducted during the third-year and fifth-year and will focus on determining whether the planned intermediate outcomes over the mid-term and five-year periods, respectively, have been achieved and if not, what could have been the reasons for the underachievement with a view of improving the effectiveness of the Strategic Plan. (See Table 4.4).

Table 4.4: Evaluation Plan

Name of the Evaluation	Description of the Evaluation	Evaluation Questions	Methodology	Timeframe	Responsible
Mid-term impact evaluation of the Strategic Plan	This evaluation intends to measure realization of the mid-term results of the Strategic Plan	i. To what extent the objectives of the Strategic plan are likely to be achieved? ii. What are the recommendations for successful implementation of the Strategic Plan?	Desk review	December 2023	DRE
Impact evaluation of the Strategic Plan	This evaluation intends to measure realization of intermediate and long-term results of the Strategic Plan	i. To what extent have the objectives of the Strategic plan been achieved? ii. What are the recommendations for future Strategic Plan?	Desk review Survey of stakeholders' perceptions	June 2026	DRE

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 for staff, management and Board. It defines an individual's roles and responsibilities for implementing and maintaining the planned targets. It aims at minimizing the time spent in preparing for the submission of reports and afford more time to focus on plan implementation. Several reports will be prepared and shared internally to track progress and challenges during implementation (see Table 4.5).

Table 4.5: Internal Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible
1.	Monthly Divisional Progress Reports	Management	Monthly	Directors, Heads of Units and Zonal Managers
2.	Quarterly Progress Report	Board	Quarterly	Directors, Heads of Units and Zonal Managers
3.	Annual Progress Report	Board	Annually	Directors, Heads of Units and Zonal Managers
4.	Quarterly Financial performance Report	Board	Quarterly	DCA
5.	Internal Audit Report	Board	Quarterly	DIA
6.	Outcome Indicators Report	Board	Annually	DRE
7.	Mid-Term Strategic Plan Progress Report	Board	Two and a Half Years	DRE

4.8.2 External Reporting Plan

This plan contains reports that are used by external entities. The reporting involves different categories of reports prepared on a quarterly and annual basis and submitted at various levels.

Table 4.6: External Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible
1.	Quarterly Progress Report of Performance Contract between Treasury Registrar and the Board	Treasury Registrar	Quarterly	Board
2.	Annual Progress Report of Performance Contract between Treasury Registrar and the Board	Treasury Registrar	Annually	Board
3.	Sector Performance Review Reports	Sector Ministers and Other Key Stakeholders	Annually	Board
4.	Annual Report and Audited Accounts	Sector Ministers and Other Key Stakeholders	Annually	Board

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 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 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 monthly basis and will be reported on respective implementation reports. The reports will focus on the 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 produces and which are attributed solely to the Authority. 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 a significant impact on the achievement of the objectives will be reviewed quarterly and will be reported on a 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 outputs specified for each objective, though the achievement of these outcomes may not be attributed to EWURA alone, as there will be several players contributing to these outcomes. These intermediate Strategic Plan outcomes will be measured through key performance indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the annual, mid-term or the five-year evaluation reports. The evaluation reports will be based on either sector or specific evidence-based studies using national statistics. The reports focus on benefits delivered to EWURA's direct beneficiaries and other stakeholders.

SELECTED REFERENCES

- (a) EWURA Act Cap 414
- (b) EWURA Annual Performance Reports
- (c) EWURA Client Service Charter, September 2020
- (d) EWURA Customers' Satisfaction Survey Reports, various years
- (e) EWURA Gender Policy, June 2017
- (f) EWURA Strategic Perspective Plan: 2019/20-2033/34
- (g) EWURA Rolling Strategic Plan: 2019/20-2023/24
- (h) EWURA Rolling Strategic Plan: 2020/21-2024/25
- (i) URT, National Energy Policy, 2015
- (j) URT, National Water Policy, 2002
- (k) URT, Tanzania Development Vision 2025
- (l) URT, Third Five Year National Development Plan 2021/22-2025/26
- (m) CCM Elections Manifesto 2020-2025
- (n) United Nations Sustainable Development Goals: Agenda 2030

APPENDICES



APPENDIX 1: EWURA's STRATEGIC PLAN MATRIX 2021/22-2025/26

SN	Service Output	KPIs	Targets Description	Type of Target ¹	Expected Intermediate Output	Baseline Data	Annual Five Year Targets					Means of Verification	Responsible
Strategic Objective A: Health Services Improved and HIV/AIDS Infections Reduced													
Strategy A-1: Implement EWURA's HIV/AIDS Policy													
1.	Reduced Mortality Rates	Percentage of staff who have undertaken HIV/AIDS voluntary testing	A01: At least 3 Interventions on HIV/AIDS implemented Annually	C	Number of interventions implemented	2	3	3	3	3	3	Reports on Peer Educators, HIV/AIDS Committee, and Awareness training on HIV/AIDS, testing reports	DCA
Strategy A-2: Promote prevention of non- communicable diseases													
2.	Reduced Mortality Rates	Percentage of staff who have undertaken non-communicable diseases voluntary testing	A02: At least 3 Interventions against on non-communicable diseases annually	C	Number of interventions implemented	2	3	3	3	3	3	Attendance report, testing reports	DCA
Strategic Objective B: Effective Implementation of National Anti-Corruption Strategy Enhanced and Sustained													
Strategy B-1: Institutionalize the National Anti- corruption strategy													
3.	Preventing corruption incidences	Number of corruption incidences reported	B01: At least four (4) Interventions on National Anti- corruption strategy implemented annually.	C	Number of Integrity Committee Meetings	NA	4	4	4	4	4	Integrity Committee Report/ Implementation report of EWURA Customer service charter/ Awareness attendance report/ Report on establishment and operationalization of complaint handling desk	DCA
4.			B02: 100% of staff receive awareness on compliance to public service code of ethics and EWURA code of conduct annually	C	Percentage of staff received awareness on compliance to public service code of ethics and EWURA code of conduct	72	100	100	100	100	100	Awareness attendance report/ Report on compliance to public service code of ethics and EWURA code of conduct	DCA

SN	Service Output	KPIs	Targets Description	Type of Target ¹	Expected Intermediate Output	Baseline Data	Annual Five Year Targets					Means of Verification	Responsible
Strategic Objective C: Quality, availability and affordability of regulated goods and services improved													
Strategy C-1: Develop and update regulatory tools													
5.	Strengthened regulatory environment	Percentage of regulatory tools in regulated-sectors reviewed/ developed	C01: At least one (1) electricity regulatory tools (guidelines, codes and manuals) developed and /or reviewed annually	S	Number of Regulatory Tools developed and / or reviewed	1	1	1	1	1	1	Reviewed Regulatory Tools	DOE
6.			C02: One (1) electricity performance review report prepared annually	S	Number of Annual Performance review reports developed	1	1	1	1	1	1	Performance review report	DOE
7.			C03: At least two (2) petroleum regulatory tools (guidelines and manuals) developed/ reviewed annually	S	Number of regulatory tools developed/ reviewed	2	2	2	2	2	2	Reviewed/developed guidelines, manuals and Rules	DP
8.			C04: One (1) Petroleum performance review report prepared annually	S	Number of Annual Performance review reports developed	1	1	1	1	1	1	Performance review report	DP
9.			C05: At least four (4) natural gas regulatory tools (guidelines and manuals) reviewed / developed annually	S	Number of regulatory tools (rules, guidelines and manuals)	4	4	4	4	4	4	Reviewed Rules/ guidelines/manual	DNG
10.			C06: One natural gas performance review report prepared annually	S	Number of Annual Performance review reports developed	1	1	1	1	1	1	Performance review report	DNG
11.			C07: At least two (2) water and sanitation regulatory tools (guidelines and manuals) developed and/or reviewed annually	S	Number of water and sanitation regulatory tools reviewed	4	2	3	2	2	2	Reviewed Tools	DWS
12.			C08: Two (2) water and sanitation utilities performance review reports prepared annually	S	Number of Annual Performance review reports developed	2	2	2	2	2	2	Performance review reports	DWS
13.			C09: At least one (1) tariff/ pricing methodology/model in the regulated sectors reviewed /developed annually	S	Number of reviewed/ Developed tariff/pricing methodologies	1	1	1	1	1	1	Reviewed/Developed tariff/pricing methodologies	DRE
14.			C10: At-least 20 rules in regulated sectors developed/ reviewed annually	S	Number of regulatory tools developed/ reviewed	28	20	20	20	20	20	20	Published (Rules, Licence Templates, Orders, Agreements)

SN	Service Output	KPIs	Targets Description	Type of Target ¹	Expected Intermediate Output	Baseline Data	Annual Five Year Targets					Means of Verification	Responsible
15.		Number of licences/ certificates of registration issued	C11: 100% of complete licence and registration applications processed and approved annually	S	Percentage of licenses/certification issued annually	82.4	2019/20	100	100	100	100	100	DLA
			Strategy C-2: Strengthen enforcement of existing laws, regulations, rules, quality of service standards and codes in regulated sectors.										
16.		Percentage compliance to quality of power supply and reliability standards	C12: At least 34 compliance monitoring inspection activities in the electricity subsector conducted annually	S	Number of compliance monitoring inspections in the electricity subsector	24	34	34	34	34	34	Inspection Reports	DOE
17.		Percentage compliance of petroleum facilities to infrastructure standards	C13: At least 800 petroleum facilities inspected for compliance monitoring in infrastructure standards annually	S	Number of petroleum facilities inspected for compliance monitoring.	NA	800	800	800	800	800	Compliance monitoring Inspection reports	DP
18.		Percentage compliance to petroleum products market test	C14: At least 500 petroleum facilities to be tested marker concentration annually	S	Number of petroleum facilities marker tested.	619	500	500	500	500	500	List of facility marker tested	DP
19.	Improved quality and availability of regulated goods and services		C15: 100% of petroleum products (IK, AGO, PMS) in the country marked annually.	S	Percentage of petroleum product marked	100%	100	100	100	100	100	Quarterly report	DP
20.		Percentage compliance to petroleum products quality standards	C16: At least 400 petroleum samples collected for quality check annually	S	Number of petroleum samples collected.	436	300	300	300	300	300	List of facilities sampled and received laboratory certificates	DP
21.		Average number of days of petroleum products reserve	C17: 100% of petroleum product for local consumption imported annually as per requirement	S	Percentage of importation against consumption.	NA	100	100	100	100	100	Weekly petroleum stock reports and Annual reports	DP
22.		Average percentage compliance to natural gas infrastructure standards	C18: At least 20 monitoring compliance inspections to natural gas facilities conducted annually	S	Number of inspection	20	20	20	20	20	20	Inspection Reports	DNG
23.		Average compliance to water and wastewater quality standards	C19: Compliance monitoring and inspections to 94 WSSAs conducted annually	S	Number of WSSAs Inspected and monitored for compliance	94	94	94	94	94	94	Inspection reports/ Quarterly reports/ WQMP review report	DWS
24.		Number of compliance orders issued	C20: 100% of enforcement measures taken against defaulters annually	S	Percentage of enforcement measures taken against defaulters annually	100	100	100	100	100	100	Compliance Order Database and Compounding of Offence Register	DLA

SN	Service Output	KPIs	Targets Description	Type of Target ¹	Expected Intermediate Output	Baseline Data	Annual Five Year Targets					Means of Verification	Responsible	
			Strategy C-3: Promote commercial viability of the regulated suppliers											
25.	Accelerated investment and industrialization	Number of construction approval issued	C21: 100% Pre-licensing inspections and evaluation in electricity subsector conducted annually	S	Percentage of pre licensing inspections done against received application.	100	100	100	100	100	100	Pre licensing inspection report, checklists	DOE	
26.			C22: 100% of all applications for approval of PPAs, SPPAs and initialization of procurement of new power projects evaluated annually		Percentage of PPA/ SPPA/initiation of procurement of new power projects evaluated	100	100	100	100	100	100	Approved PPAs, &SPPA and initiations of procured new power projects	DOE	
27.			C23: 100% pre-licensing inspections and evaluation for construction approval in petroleum subsector conducted annually	S	Percentage of pre licensing inspection done and construction approval issued subject to complete application.	100	100	100	100	100	100	Pre licensing inspection report, checklist report and evaluation report for construction approval.	DP	
28.		Number of local suppliers registered in LSSP database	C24: At least four (4) quarterly local content compliance monitoring conducted annually	S	Number of reports	4	4	4	4	4	4	Reports	DNG	
29.		Percentage compliance to Business Plan	C25: At least 30 WSSAs Business Plan reviewed annually	C	Number of WSSAs with reviewed Business Plans	22	30	30	30	30	30	Business plan review report,	DWS	

SN	Service Output	KPIs	Targets Description	Type of Target ¹	Expected Intermediate Output	Baseline Data	Annual Five Year Targets					Means of Verification	Responsible
		Strategy C-4: Develop and implement measures to protect consumers' interests											
30.	Affordable regulated goods and services	Percentage of consumer complaints approved within 30 days after settlement of mediation/hearing	C26: At least one (1) Client Service Charter for natural gas service providers reviewed annually	S	Number of charters reviewed	1	1	1	1	1	1	Board paper	DNG
31.			C27: At least 30 WSSAs Customer Service Charter reviewed annually	C	Number of WSSAs with reviewed Customer Service Charter	22	30	30	30	30	30	Customer Service Charter review report,	DWS
32.			C28: 100% of complaints resolved annually as per CSC and QMS procedures	S	Percentage of complaints resolved as per CSC and QMS procedures	73.6	100	100	100	100	100	Awards issued and Complaint Registers	DLA
33.			C29: At least 42 compliance monitoring inspections of regulated sectors tariff orders conducted annually	S	Number of Compliance Monitoring inspections of regulated sectors Tariff Orders	42	42	42	42	42	42	Compliance Reports	DRE
34.	Percentage compliance with EWURA's tariff order conditions		C30: At least 23 Tariff Applications in the regulated sectors reviewed and issued with tariff orders annually	S	Number of Tariff Applications issued with Tariff Orders	23	23	23	23	23	23	Tariff Orders	DRE
35.			C31: At least 12 monitoring reports of petroleum pricing frameworks published annually	S	Number of reports	12	12	12	12	12	12	Published Cap Price Orders; Monitoring Report of Cap Price computation system, Annual reviews of Petroleum pricing rules	DRE

SN	Service Output	KPIs	Targets Description	Type of Target ¹	Expected Intermediate Output	Baseline Data	Annual Five Year Targets					Means of Verification	Responsible
						2019/20	2021/22	2022/23	2023/24	2024/25	2025/26		
Strategic Objective D: Public knowledge, awareness and understanding on regulatory matters in energy and water sectors enhanced													
Strategy D-1: Implement the Information, Education and Communication (IEC) Policy and Strategy													
36.			D01: At least 100 TV and Radio programs conducted annually	S	Number of TV's and Radio programs conducted	100	100	100	100	100	100	Reports of TV's and Radio programs conducted	MCPR
37.			D02: At least six (6) measures to raise awareness through publications, advertisement and promotion materials implemented	S	Number of measures to raise awareness	6	6	6	6	6	6	Reports on advertisements, publications and promotional materials	MCPR
38.	Increased public awareness on regulatory matters	Percentage of the public who are aware of EWURA's functions	D03: At least 25 meetings and seminars to raise awareness to stakeholders in the regulated sectors conducted annually	S	Number of meetings/ seminars conducted	25	25	25	25	25	25	Reports of meetings/ seminars conducted	MCPR
39.			D04: At least 30 corporate social responsibility activities implemented annually	S	Number of CSR activities implemented	30	30	30	30	30	30	Reports of CSR activities	MCPR
40.			D05: At least 10 exhibitions attended annually	S	Number of exhibitions attended	10	10	10	10	10	10	Reports of exhibitions attended	MCPR
41.	Increased transparency	Number of visitors to EWURA's PAR	D06: At least six (6) EWURA offices to be equipped with PAR facilities by 2026	S	Number of EWURA offices equipped with PAR facilities	3	3	4	5	6	6	Attendance reports	DLA
42.	Increased knowledge of WSSAs on regulatory matters	Number of WSSAs that have submitted business plan	D07: Capacity building interventions to at least 30 WSSAs conducted annually	S	Number of WSSAs trained	18	30	30	30	30	30	Training reports	DWS


SN	Service Output	KPIs	Targets Description	Type of Target ¹	Expected Intermediate Output	Baseline Data	Annual Five Year Targets					Means of Verification	Responsible
Strategic Objective E: Institutional Capacity to Regulate Energy and Water Sectors Strengthened													
Strategy E-1: Strengthen organizational and human resource management													
43.	Increased staff motivation	Staff turnover level	E01: At least two (2) measures to retain staff implemented annually	S	Number of measures on staff retention	NA	2	2	2	2	2	Remuneration packages; Motivation schemes reports/ Revolving loan report/ Reviewed EWURA HR manual	DCA
44.			E02: At least 10 EWURA Human Resources and Administration working documents developed/ reviewed annually	S	Number of reviewed and developed working documents.	NA	3	3	3	3	3	Reviewed and developed documents.	DCA
45.			E03: 100% of approved EWURA manning level achieved annually	S	Percentage manning level achieved in relation to approved level	NA	100	100	100	100	100	100	Staff needs assessment report/ Recruitment Report
46.			E04: 100% of staff working performance evaluated annually	S	Percentage of evaluated staff	NA	100	100	100	100	100	Performance evaluative forms	DCA

SN	Service Output	KPIs	Targets Description	Type of Target ¹	Expected Intermediate Output	Baseline Data	Annual Five Year Targets					Means of Verification	Responsible	
Strategy E-2: Enhance conducive working environment														
47.	Increased staff motivation	Staff turnover level	E05: Outsourced activities in all EWURA offices facilitated annually	S	Number of measures to enhance working environment	5	5	5	5	5	5	Records management reports, , OHS report, Fleet management report	DCA	
48.			E06: At least one (1) strategy to improve office environment implemented annually	D	Number of strategies to improve office environment	1	1	1	1	1	1	Office maintenance reports, Office equipment and furniture report	DCA	
49.			E07: At least five (5) strategies to enhance administrative operations conducted annually	S	Number of strategies to enhance administrative operations	5	5	5	5	5	5	Administrative operations reports	DCA	
50.			E08: At least five (5) strategies to equip staff with working tools implemented annually	D	Number of strategies to equip staff with working tools	5	5	5	5	5	5	Procurement reports	DCA	
51.			E09: At least five (5) strategies to improve registry and library operations implemented annually	S	Number of strategies to improve registry operations and library operations	5	5	5	5	5	5	Registry and library operations reports	DCA	
52.			E10: At least seven (7) strategies to improve fleet management practices conducted annually	S	Number of strategies to improve fleet management practices	7	7	7	7	7	7	Fleet management reports	DCA	
53.			E11: The process of construction of EWURA buildings in HQ and all 5 Zones is initiated by 2025	D	Number of Zones where processes started	1 ²	1	1	1	1	1	1	Progress report	DCA
54.			E12: At least three (3) strategies on staff involvement in decision making implemented annually	S	Number of staff meeting	3	3	3	3	3	3	3	Staff meeting Minutes, Workers Council, meetings reports, Zonal operational, meeting minutes, Divisional, meetings, minutes, Gender, mainstreaming report	DCA
55.	Increased staff productivity	Average training hours per employee	E13: At least 100 staff and Board members receive capacity building training annually	C	Number of staff and key stake holders attended capacity building training	100	100	100	100	100	100	TNA report Training report	DCA	

SN	Service Output	KPIs	Targets Description	Type of Target ¹	Expected Intermediate Output	Baseline Data	Annual Five Year Targets					Means of Verification	Responsible
Strategy E-3: Deploy modern ICT on regulatory and management functions													
56.	Increased staff productivity	Number of processes automated annually	E14: 100% utilization of Information Systems for Natural Gas monitored annually	S	Percentage of implementation of NPGIS, LOIS and CQS	70	100	100	100	100	100	Implementation report on NPGIS, LOIS and CQS	DNG
57.			E15: At least two (2) ICT connectivity improved annually	S	Number of ICT connectivity	2	2	2	2	2	2	Report on ICT connectivity	ICTM
58.			E16: At least two (2) ICT infrastructure and systems improved annually	D	Number of ICT infrastructure and systems improved	2	2	2	2	2	2	Report of ICT infrastructure and systems improvement	ICTM
59.			E17: At least seven (7) ICT security measures implemented annually	S	Number of security measures implemented	7	7	7	7	7	7	Report of security measures implementation	ICTM
60.			E18: All existing ICT hardware maintained annually	S	Number of hardware maintained	All	All	All	All	All	All	Report of hardware maintenance	ICTM
61.			E19: At least 15 ICT systems maintained annually	S	Number of systems maintained	15	15	15	15	15	15	15	Report of ICT systems maintenance
62.			E20: At least one management/regulatory system automated annually	S	Number of systems automated	1	1	1	1	1	1	Reports on system automation	ICTM
63.			E21: At least two information systems integrated annually	S	Number of systems integrated	2	2	2	2	2	2	Reports on system integration	ICTM
Strategy E-4: Strengthen cooperation with national, regional and international regulatory institutions and associations													
64.	Increased staff productivity	Number of regulatory bodies and associations involved	E22: At least 10 national, regional and international regulatory association and institutions involved annually	C	Number of meetings attended Reports (mid-term-2, Annual-2)	10	10	10	10	10	10	Annual Reports/ Workshop Reports	EADG
65.			E23: Participate in thirty (30) national and international invited meetings and workshops annually	C	Number of meetings/ workshop attended	NA	30	30	30	30	30	30	Participation reports
Strategy E-5: Assess and share EWURA impacts													
66.	Increased staff productivity	Number of institutions with positive rating on EWURA regulatory impacts	E24: At least three (3) research studies conducted annually	C	Number of research studies frameworks	3	3	3	3	3	3	Research Reports	DRE

SN	Service Output	KPIs	Targets Description	Type of Target ¹	Expected Intermediate Output	Baseline Data	Annual Five Year Targets					Means of Verification	Responsible
						2019/20	2021/22	2022/23	2023/24	2024/25	2025/26		
Strategy E-6: Strengthen financial self-sufficiency													
67.	Improved financial self-sufficiency	Revenue collection efficiency	E25: At least three (3) strategies to improve revenue collection implemented annually	S	Number of measures implemented	3	3	3	3	3	3	Report on levy collection	DCA (FM)
Strategy E-7: Strengthen good governance, risk management and internal controls													
68.	Increased accountability	Type of CAG Audit Opinion	E26: At least 30 Board of Directors activities conducted annually.	S	Number of Board activities conducted	44	30	30	30	30	30	Minutes of the Meeting, Board Visit Reports, Capacity Building Reports	DLA
69.			E27: At-least four (4) GCC activities conducted annually	S	Number of GCC Activities held	4	4	4	4	4	4	Minutes of the Meeting, GCC Site Visit Reports, Capacity building reports	DLA
70.			E28: 100% of litigation handled annually	S	Percentage of litigation handled	100	100	100	100	100	100	Case Registers	DLA
71.			E29: At least four (4) routine reviews/assessment of governance, risk management and internal controls conducted annually	S	Number of reviews	12	5	5	5	5	5	Internal Audit Reports	D/A
72.			E30: At least four (4) follow ups and compliance internal audits conducted quarterly	S	Number of follow up and compliance internal audits	12	16	16	16	16	16	Follow ups and compliance internal audit report	D/A
Strategy E-8: Comply with financial management standards													
73.	Increased accountability	Type of CAG Audit Opinion	E31: At least five (5) financial and performance reports submitted annually.	S	Timely submission of financial reports	5	5	5	5	5	5	Submitted quarterly and annual performance reports: submission letter	DCA-Finance
74.			E32: 100% Timely payment for regulatory and support activities effected annually	S	Status of payments (timely or not timely)	Timely	Timely	Timely	Timely	Timely	Timely	Monthly reports	DCA-Finance
75.			E33: At least 16 statutory contributions made annually	S	Number of financial reports	16	16	16	16	16	16	16	Quarterly financial reports

SN	Service Output	KPIs	Targets Description	Type of Target ¹	Expected Intermediate Output	Baseline Data	Annual Five Year Targets					Means of Verification	Responsible	
			Strategy E-9: Strengthen monitoring and evaluation of Authority's performance											
76.	Increased accountability	Type of CAG Audit Opinion	E34: At least seven (7) periodic performance reports of EWURA plans prepared annually	S	Number of reports	7 ³	7	7	7	7	7	7	Quarterly and Annual reports	DRE
			Strategy E-10: Comply with Quality Management Standards (QMS)											
77.	Increased accountability	Type of External Audit Opinion on QMS compliance	E35: At least 36 reviews of Quality Management System conducted annually E36: At least one (1) Quality Management System tools reviewed / developed annually	S	Number of QMS Reviews Conducted	36	36	36	36	36	36	36	QMS Review Reports	MR
78.				S	Number of tools developed/ reviewed	1	1	1	1	1	1	1	Tools reviewed / developed	MR
			Strategy E-11: Comply with procurement legislation											
79.	Increased accountability	PPRA Audit rating	E37: At least 87% of Annual Procurement Plan (APP) implemented annually	S	Percentage of Annual Procurement plan implemented	87	88	89	90	91	92	Implementation Report of APP	MPM	
80.			E38: At least two (2) procurement reports prepared and submitted to PPRA periodically	S	Number of reports prepared and submitted	2	2	2	2	2	2	2	Quarterly procurement report, Annual Procurement implementation report	MPM

ENERGY AND WATER UTILITIES REGULATORY AUTHORITY QUALITY MANAGEMENT SYSTEM										
Page: 50 of 62		<div> Energy and Water Utilities Regulatory Authority ISO 9001: 2015 Certified</div>						Document No. EQF 20		
Revision No: 01		Title: KEY PERFORMANCE INDICATORS DASHBOARD OF THE STRATEGIC PLAN						Revision Date 24.03.2020		
Outcome Indicator No	Indicator Description	Data Source	Data Collection Method & Frequency	Baseline Data	Targets					Responsible
					2019/20	2021/22	2022/23	2023/24	2024/25	
Strategic Objective A: Health Services Improved and HIV/AIDS Infections Reduced										
EW-OI-01	Percentage of staff who have undertaken HIV/AIDS voluntary testing. The higher the better.	VCT Reports	Annually	53.7	100	100	100	100	100	DCA
EW-OI-02	Percentage of staff who have undertaken non-communicable diseases voluntary testing. The higher the better.	HR Database	Annually	53.7	100	100	100	100	100	DCA

Outcome Indicator No	Indicator Description	Data Source	Data Collection	Baseline Data	Targets					
					2019/20	2021/22	2022/23	2023/24	2024/25	2025/26
Strategic Objective B: Effective Implementation of National Anti-Corruption Strategy Enhanced and Sustained										
EW-OI-03	Number of corruption incidences reported. The lower the better.	Integrity Register	Annually	0	0	0	0	0	0	DCA
Strategic Objective C: Quality, availability and affordability of regulated goods and services improved										
EW-OI-04	Percentage of regulatory tools in regulated-sectors reviewed/developed. The higher the better.	DLA register	Annually	80	100	100	100	100	100	DLA
EW-OI-05	Number of licences/certificates of registration issued. The higher the better.	DLA Database	Annually	431	451	471	491	511	531	DLA
EW-OI-06	Percentage compliance to quality of power supply and reliability standards. The higher the better.	Inspection and monitoring reports	Annually	48.125	50	55	60	65	70	DOE
EW-OI-07	Percentage compliance of petroleum facilities to infrastructure standards. The higher the better.	Inspection and monitoring reports	Annually	74.94	100	100	100	100	100	DP
EW-OI-08	Percentage compliance to petroleum products marker test. The higher the better.	Inspection and monitoring reports	Annually	96.45	100	100	100	100	100	DP
EW-OI-09	Percentage compliance with petroleum products quality standards. The higher the better.	Inspection and monitoring reports	Annually	84.1	100	100	100	100	100	DP

Outcome Indicator No	Indicator Description	Data Source	Data Collection Method & Frequency	Baseline Data	Targets					
					2021/22	2022/23	2023/24	2024/25	2025/26	Responsible
EW-OI-10	Average number of days of petroleum products reserve	Inspection and monitoring reports	Days	14	14	14	14	14	14	DP
EW-OI-11	Average Percentage compliance of natural gas infrastructure standards. The higher the better.	Inspection and monitoring reports	Annually	96.31	97	97	98	98	98	DNG
EW-OI-12	Average compliance to standards for water and wastewater quality. The higher the better.	Water Quality Monitoring Reports	Quarterly	40	100	100	100	100	100	DWS
EW-OI-13	Number of compliance orders issued. The lower the better.	DLA Register	Annually	157	140	140	140	140	140	DLA
EW-OI-14	Number of construction approvals issued. The higher the better.	Construction approval register	Annually	188	208	228	248	268	278	DLA
EW-OI-15	Number of local suppliers registered in LSSP database. The higher the better.	LSSP Database	Annually	553	573	593	613	633	653	DNG
EW-OI-16	Percentage compliance with Business Plan review. The higher the better	Compliance monitoring reports	Annually	78	100	100	100	100	100	DWS
EW-OI-17	Percentage of consumer complaints approved within 30 days after settlement of mediation/hearing. The higher the better.	Complaints Register	Annually	93	100	100	100	100	100	DLA

Outcome Indicator No	Indicator Description	Data Source	Data Collection Method & Frequency	Baseline Data	Targets					
					2021/22	2022/23	2023/24	2024/25	2025/26	Responsible
EW-OI-18	Percentage compliance with EWURA's tariff order conditions. The higher the better.	Inspection and monitoring reports	Annually	89.5	100	100	100	100	100	DRE
Strategic Objective D: Public knowledge, awareness and understanding on regulatory matters in energy and water sectors enhanced										
EW-OI-19	Percentage of the public who are aware of EWURA's functions. The higher the better.	Customers' satisfaction survey	After two years	65	70	73	77	82	85	MCPR
EW-OI-20	Number of visitors to EWURA's PAR. The higher the better.	Public Access Register	Annually	1482	1682	1882	2082	2282	2482	MCPR
EW-OI-21	Number of WSSAs that have submitted business plan. The higher the better.	Compliance monitoring reports	Annually	14	30	30	30	30	30	DWS
Strategic Objective E: Institutional capacity to regulate energy and water sectors strengthened										
EW-OI-22	Staff turnover level. The lower the better	Human Resource Records	Annually	0.6	2.3	2.3	2.3	2.3	2.3	DCA
EW-OI-23	Average training hours per employee. The higher the better.	Human Resource Records	Annually	42.4	45	45	45	45	45	DCA
EW-OI-24	Number of processes automated. The higher the better.	ICT Records	Annually	10	11	12	13	14	15	ICTM
EW-OI-25	Number of regulatory bodies and associations involved. The higher the better.	Management Records	Annually	8	8	8	8	8	8	EADG

Outcome Indicator No	Indicator Description	Data Source	Data Collection	Baseline Data	Targets						Responsible
					2021/22	2022/23	2023/24	2024/25	2025/26		
EW-OI-26	Number of independent institutions with positive rating on EWURA regulatory impacts. The higher the better	Management Records	Method & Frequency	2019/20							
			Annually	5	5	6	6	7	7	DCA	
EW-OI-27	Revenue collection efficiency. The higher the better	EWURA's financial records	quarterly	106	100	100	100	100	100	DCA	
EW-OI-28	Type of CAG Audit Opinion (qualified/unqualified). Unqualified is better	CAG report	Annually	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	DCA	
EW-OI-29	External Audit Opinion on QMS compliance. Complied is better	QMS External Auditor's report and opinion	Annually	Complied	Complied	Complied	Complied	Complied	Complied	MR	
EW-OI-30	PPRA Audit rating. The higher the better	PPRA Audit Report	Annually	81.1	82	82	83	84	85	MPM	

(Footnotes)

¹ S means Service Delivery; D means Development; C means Capacity Building² SHZ already acquired the land³ TR, DG, 4 QTR, SP, Annual Action Plan, Outcome Indicators



ISO 9001: 2015 Certified

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