

ARUSHA URBAN WATER SUPPLY AND SEWERAGE AUTHORITY



MEDIUM TERM STRATEGIC PLAN (2011 – 2016)

POTABLE WATER



TZS 789:2003



TZS 501

P.O. Box 13600
Tel: 255 27 2506124; Fax: 255 27 2504163
E-mail: auwsa@habari.co.tz; Website: www.auwsa.or.tz
ARUSHA-TANZANIA

September, 2011

TABLE OF CONTENTS

LIST OF ABBREVIATIONS AND ACRONYM.....	II
CHAIRMAN'S STATEMENT.....	IV
STATEMENT BY THE MANAGING DIRECTOR.....	VI
EXECUTIVE SUMMARY	VIII
Our Core Values.....	ix
Vision Statement.....	ix
Mission Statement.....	ix
CHAPTER I - INTRODUCTION	1
1.1 Background.....	1
1.2 The Planning Process	1
1.3 Develop our Vision and Mission statements, Core Values, Objectives, Strategies, Targets, Assigning Responsibilities, Activities and Outcome Indicators.....	4
1.4 Contents of this plan.....	6
CHAPTER II - SITUATION ANALYSIS	7
2.1 Background.....	7
2.2 Service provision: Prevailing situation.....	7
2.3 Roles and Functions	9
2.4 Corporate Governance.....	10
2.6 Stakeholders' Analysis	17
2.7 Organization Scan	19
2.8 Trend Analysis.....	25
2.9 The Critical Issues	28
CHAPTER III - VALUES, VISION, MISSION, QUALITY POLICY AND MOTTO.....	30
3.1 Values	30
3.2 Vision.....	30
3.3 Mission.....	30
CHAPTER IV - THE PLAN.....	31
4.1 Objectives.....	31
CHAPTER V – FORCE FIELD ANALYSIS	38
CHAPTER VI - QUICK-WINS	40
ANNEX 1: AUWSA ORGANIZATION CHART.....	41
ANNEX 2: AUWSA'S MEDIUM TERM STRATEGIC PLAN MATRIX JULY 2011 – JUNE 2016.....	42
ANNEX 3: AUWSA'S RESULTS MATRIX.....	61
ANNEX 4: ORGANIZATIONAL DIAGNOSTIC.....	69

LIST OF ABBREVIATIONS AND ACRONYM

ACCT	-	Accountant
AIDS	-	Acquired Immune Deficiency Syndrome
ATAWAS	-	Association of Tanzania Water Suppliers
AUWSA	-	Arusha Urban Water Supply and Sewerage Authority
AWEC	-	Annual Water Experts Conference
Bi-annual	-	Twice per annum
Biennial	-	Once after two years.
BPT's	-	Break Pressure Tanks
BOQ	-	Bill of Quantities
CAG	-	Controller and Auditor General
CBD	-	Central Business District
CBO	-	Community Based Organization
CD	-	Commercial Department
CSR	-	Corporate Social Responsibility
DI	-	Ductile Iron
EWURA	-	Energy and Water Utilities Regulatory Authority
E-Payment	-	Electronic Payment
FAD	-	Finance and Administration Department
HIV	-	Human Immunodeficiency Virus
HRO	-	Human Resources Officer
HPMU	-	Head of Procurement Management Unit
HRMIS	-	Human Resources Management Information System
IEC	-	Information Education and Communication
ISO	-	International Organization for Standardization
ICT	-	Information and Communication Technology
ICTU	-	Information and Communication Technology Unit
ICTO	-	Information and Communication Technology Officer
IAU	-	Internal Audit Unit
LAN	-	Local Area Network
MIS	-	Management Information System
MoW	-	Ministry of Water
MoU	-	Memorandum of Understanding
MKUKUTA	-	Mkakati wa Kukuza Uchumi na Kuondoa Umaskini Tanzania
NSGRP	-	National Strategy for Growth and Reduction of Poverty)
NGOs	-	Non – Government Organizations
NAWAPO	-	National Water Policy
NRW	-	Non Revenue Water.

OPRAS	-	Open Performance Review and Appraisal System
PMS	-	Performance Management System
PRU	-	Public Relations Unit
PSRP	-	Public Sector Reform Programme
PSRP	-	Public Service Reform Programme
PPP	-	Private Public Partnership
PSP	-	Public Sector Participation
PMO-RALG	-	Prime Ministers Office-Regional Administration and Local Government
PPRA	-	Public Procurement Regulatory Authority
PPA	-	Public Procurement Act
PMU	-	Procurement Management Unit
PCE	-	Planning and Construction Engineer
R&D	-	Research and Development
SE	-	Sewerage Engineer
TBS	-	Tanzania Bureau of Standards
ToR	-	Terms of Reference
TRA	-	Tanzania Revenue Authority
TD	-	Technical Department
UfW	-	Unaccounted for Water
UPVC	-	Unplasticized Polyvinyl Chloride
UWSAs	-	Urban Water Supply and Sewerage Authorities
VO I	-	Variation Order I
VO II	-	Variation Order II
WNE	-	Water Network Engineer
WPE	-	Water Production Engineer
WSP	-	Waste Stabilization Ponds
WUP	-	Water Utilities Partnership
WSDP	-	Water Sector Development Programme

CHAIRMAN'S STATEMENT

The Arusha Urban Water Supply and Sewerage Authority (AUWSA), is a legally established entity responsible for the overall operation and management of water supply and sewerage disposal services in Arusha City. AUWSA was established under the Water Works Act. Cap 272 (now repealed by the Water Supply and Sanitation Act 2009) and declared a fully autonomous entity by order of the Minister responsible for Water Affairs in January 1998.

During implementation of the previous Strategic Plan (2004 – 2009) the Arusha Urban Water Supply and Sewerage Authority (AUWSA), attained several achievements in its goal of providing safe and clean water and sewerage services to the Arusha City residents. The Authority was able to raise water service coverage from 95% to 98.5% and sewerage coverage from 11.6% to 17%.

The major achievements made in the previous strategic plan included sustaining gains made since the Authority's inception, expanding service coverage both in water supply and sewerage, reducing non revenue water, improving billing and revenue collection efficiency, procurement of modern working facilities and equipment and recruitment and capacity building of its staff.

After completion of the plan period and Arusha's status upgraded from a Municipality to a City, the need for reviewing the previous Strategic Plan was inevitable. Arusha's changed status has more than doubled the service coverage from 93 km² to 208km². The huge increase among other factors has forced AUWSA to develop a new five year Strategic Plan (July 2011 – June 2016). The primary focus of the Authority under this and future plans, will be on improved provision of water supply and sanitation services to the Arusha City population while striving to contain costs and sustain efficiency in service delivery.

The main challenges which will be addressed during the next plan period will include but not limited to: develop and improve new water sources; increase water service coverage taking into account of the additional service area (from 93km² to 208km²) and increased served population from 366,933 to 507,903; raising sewerage coverage from 7.6% which was originally 17%, starting to embark on sanitation initiatives as per new legislation including construction of new waste stabilization ponds at Themis Holding Ground; raising billing and collection efficiency for raising the Authority's financial sustainability; acquiring modern working space to accommodate the increased coverage, and continuing to build the capacity of the Authority's staff.

While pledging cooperation with stakeholders in ensuring that different stakeholders' interests are met, AUWSA expects support from Arusha residents, the Local Authorities, Regional Administration, potential investors and the Government in implementing the hierarchical goals enumerated in the Strategic Plan.

This five year Strategic Plan aims at enabling AUWSA to achieve a comprehensive and focused fulfillment of tasks assigned to it under the Act and sector legislation. The Authority has recruited and continues to recruit highly qualified as well as experienced staff to ensure achievement of goals set out in this plan.

Mr. Felix C. Mrema

Chairman

Board of Directors

STATEMENT BY THE MANAGING DIRECTOR.

The Arusha Urban Water Supply and Sewerage Authority (AUWSA) has reviewed the Medium Term Strategic Plan (2004 – 2009) and developed a new one (July, 2011 – June 2016) aimed at responding to the change of the service area and change of Legislation.

The five year Strategic Plan for AUWSA has been prepared in compliance with the National Water Policy 2002 (NAWAPO), the Water Supply and Sanitation Act. 2009 and the key national planning documents such as Vision 2025, MKUKUTA II and the CCM Election Manifesto of 2010 just to mention a few. A consultant from the Prime Minister's Office, Regional Administration and Local Government (PMO-RALG), guided AUWSA's Management through an interactive workshop to review the previous strategic plan and come up with this one.

The five year Strategic Plan will have the following purposes:

- (i) To serve as a source of information and a frame of reference for all stakeholders (including employees) so that they can be fully aware of and as appropriate be engaged in the processes of efficient and effective delivery of services.
- (ii) To lay down an agreed coherent strategic framework of key outcomes and objectives to govern the scheduling and implementation of activities and services which AUWSA need to deliver during the plan period.
- (iii) To act as a working tool for the management team.
- (iv) To guide and organise operational inputs to achieve the outputs for each annual operating plan, and to agree on budgetary resources with the Board.

In view of the above purposes, the five years Strategic Plan is expected to facilitate the following:

- Enable the Authority to realise its current dual functions of providing quality water supply and sanitation services for Arusha City residents.
- Enable AUWSA to respond to the totality of environmental changes including cross cutting issues in order to improve the quality of services offered to her clients on a sustainable basis.
- Quality improvement within AUWSA will have multiplier effects across the Arusha City residents and contribute to the national aspiration of transforming Tanzania into a medium income country by 2025.

The successful implementation of the planning objectives requires well dedicated workers with positive attitudes and adhering to organizational values. I call upon the dedication of all AUWSA employees to the aspirations of this document. The Authority, will conduct periodic monitoring and evaluation in the implementation of the planned activities. It will

also conduct a review of the targets of the strategic plan every year in order to improve it and include any emerging requirements.

Eng. R.S. Koya

Ag. MANAGING DIRECTOR

September, 2011

EXECUTIVE SUMMARY

The Management Team of AUWSA which constituted itself into the Strategic Planning Team of our organisation; sitting through an interactive Strategic Planning Workshop, diagnosed AUWSA and its operations bringing out the key issues that impact on the service delivery by AUWSA, its strengths and weaknesses.

During the Strategic Planning Workshop the team went through:

- The background of AUWSA;
- Its mandated roles and functions;
- Assessed performance of the previous Strategic Plan;
- Recent initiatives: achievements and challenges there-of;
- Stakeholders' analysis;
- Organizational scan, and
- Trends analysis.

We came out with the following critical issues:

- (i) How can we expand the sewerage system to increase coverage (7.6%) and Waste Stabilization Ponds (WSP) to meet Tanzanian effluent standards while maintaining and improving the existing system including exploring the possibilities of using WSPs for alternative energy source.
- (ii) How should we increase revenue collection (generally) and specifically, continue to improve the billing system while sustaining universal metering and move towards full cost recovery.
- (iii) As competition for skilled and qualified staff increases, how can we attract and retain staff. Specifically how can we;
 - Proactively conduct capacity building programmes.
 - Continuously equip our staff with modern tools.
 - Provide them with adequate working space.
 - Constantly review staff remuneration packages while involving and empowering them, and
 - Strengthen the appraisal, rewarding and sanction system using OPRAS.
- (iv) How can we streamline our organizational structure, outsource non-core activities, design and implement other cost reduction measures in order to achieve the Authority's ultimate goal of improving service delivery efficiency.
- (v) How can we increase water production to meet demand from the previous 53,030m³/d to 75,000m³/d for the new service area. Specifically what should we do to;
 - Develop new water sources – surface, ground water and rain water harvesting.
 - Expand the distribution network.

While putting into consideration environmental conservation measures.

- (vi) While increasing production we need to expand the current distribution network (248.88km), maintain the existing network and achieve 75% water supply coverage from the present 44% and supply water for 24 hours.
- (vii) What measures should we institute to reduce Non Revenue Water (NRW).
- (viii) How should we promote customer service and customer care;
 - At pay points
 - Customer complaint desk at the front office, and
 - Attend customers' requirements promptly at one point.

While at the same time retaining existing and recovering lost customers.
- (ix) How should connections to the sewerage system be subsidized to attract more customers.
- (x) How can we utilize modern technology in:-
 - Digitizing our water and sewerage distribution network and keep customers' records on digitized maps.
 - Increasing billing and revenue efficiency.
- (xi) Finally but by no means less important, how should we continue building strategic alliances with partners and stakeholders.

In order to address the above issues we have reviewed our key statements and values as follows:

Our Core Values

AUWSA staff shall be guided and commit themselves to the core values as follows:

- i. Professionalism;*
- ii. Customer focus;*
- iii. Team work spirit;*
- iv. Value for money;*
- v. Environmental Consciousness;*
- vi. Quality Management System, and*
- vii. Innovativeness.*
- viii. Accountability*

Vision Statement

“Water Supply and Sanitation Services in Arusha City delivered in compliance with both National and International Standards”.

Mission Statement

“To provide quality water and sanitation services efficiently and effectively using available resources and technologies for sustainable development in Arusha City”.

Rationale of Strategic plan

The Strategic Plan developed by the team endeavors to deal with the critical issues and improve on service delivery and address all areas included in the mandated roles and functions of AUWSA.

The Objectives which we have identified to be addressed over the next five years include:-

- Adequate, safe, clean, reliable and sustainable water supply services achieved;
- Expansion of efficient, hygienic and affordable sanitation services attained;
- Ethical, competent, professional and motivated staff enhanced;
- The Authority's functions run efficiently and effectively;
- Consciousness towards the environment in all of our undertakings enhanced;
- HIV/AIDs interventions enhanced, and
- Public Knowledge, Awareness and Understanding of Authority's functions enhanced.

Based on these Objectives, Strategies have been identified with corresponding targets, activities and outcome indicators over the 5 year time frame (2011 - 2016).

After analyzing the targets, the team identified certain quick wins, which include those areas where speedy results can be achieved. A force field analysis was also included in the Strategic Plan to indicate what are the main factors, which would need to be addressed or promoted in order to successfully implement the Medium Term Strategic Plan.

The process of development of, strategies, objectives targets, activities and outcome indicators involved an interactive workshop of transparent discussion amongst all Strategic Plan Team members in order to create a common understanding and buy-in of both the Strategic Plan Process and its eventual outputs. Further, the hierarchical objectives have been discussed at sittings of the Workers Council and their inputs taken into account.

A structured Strategic Plan that is owned by AUWSA, will ensure that the overriding objectives of the Authority are spelt out clearly and the necessary accountability is created to achieve the desired improvement in service delivery to customers and stakeholders. As part of the Open Performance Appraisal Process that will follow the Strategic Plan Process, the hierarchy of objectives and outcome indicators as enshrined in this Strategic Plan Document will be cascaded down to the individual employee level to ensure their achievement within the specified time period. This document will also be used to prepare the Authority's Business Plan and Annual Budgets.

CHAPTER I - INTRODUCTION

1.1 Background

The world is undergoing tremendous changes in all aspects of development: economic; social; cultural; political; scientific, and technological, just to mention a few. These changes should be handled in a manner that enables the Authority to deliver quality services to Arusha City residents.

The service area has increased from 93km² to 208km² due to Arusha Municipality being upgraded to a City status since July 2010. Consequently the population to be served has increased from 366,933 to 507,903. On this basis, therefore, the Authority is forced to review its strategic and business plans to accommodate these changes.

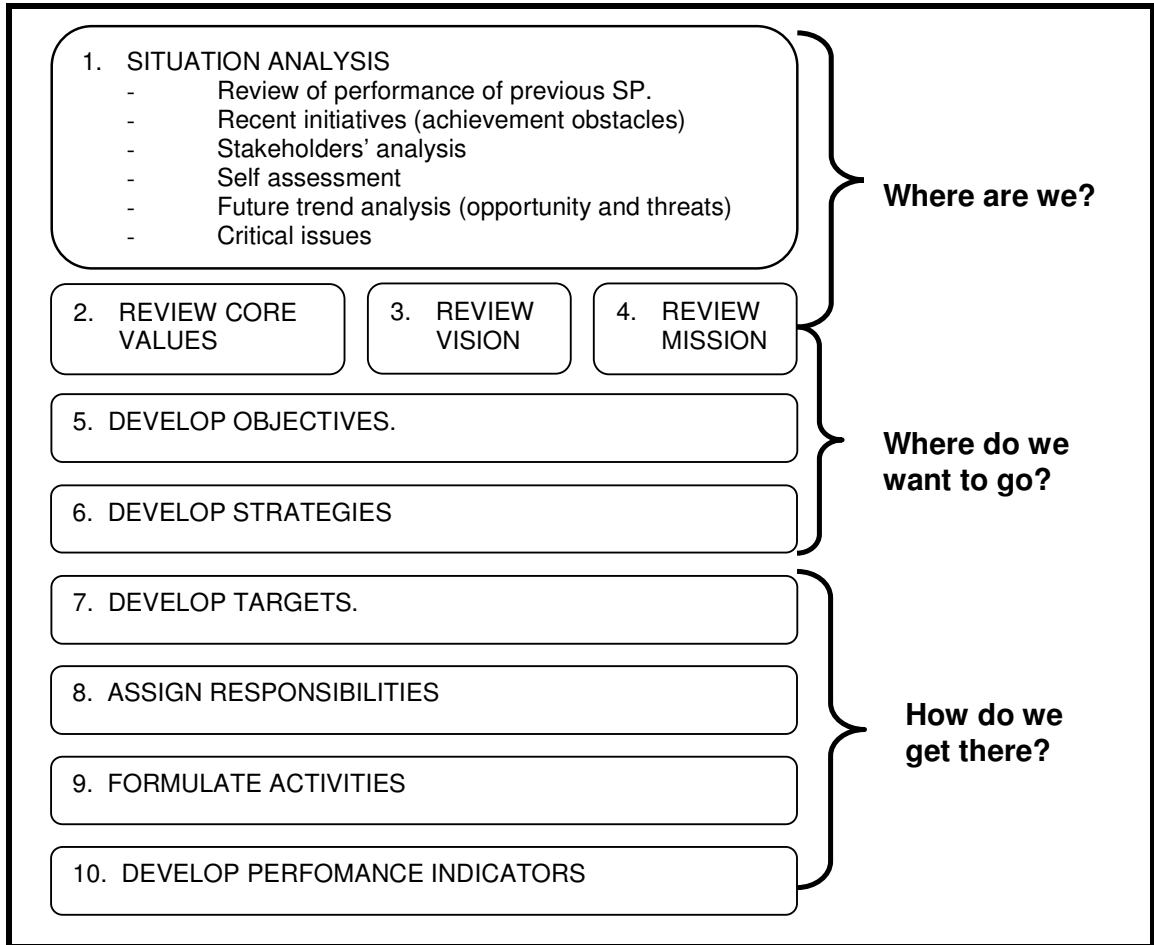
The Government of Tanzania in its quest to enable public institutions improve on their service delivery is implementing the second phase of the Public Service Reform Programme (PSRP II) which gears towards improving performance results and responsibility. PSRP II among other things, emphasizes shifting towards a performance-accountability culture from one which is preponderantly bureaucratic in nature, harmonizing the potential of ICT and establishing a better and a more constructive partnership with the private sector and NGOs. PSRP II also compliments other macro and sectoral programmes including the Water Sector Policy 2002 and the Water Supply and Sanitation Act. 2009 which among other things, aim at sustainably improving the provision of water and sanitation services in all Tanzania's urban centres.

The AUWSA Management Team constituted into a Strategic planning review team, and facilitated by a consultant from The Prime Minister's Office, Regional Administration and Local Government (PMO-RALG) reviewed the previous plan. The buy-in of AUWSA's Workers Council was also sought and finally the document obtained the Board of Directors' approval.

1.2 The Planning Process

The following ten-step process was used in reviewing the Strategic Plan.

Figure 1: Steps in Strategic Planning



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

1.2.1 Review of performance of previous Strategic Plan.

First and foremost we reviewed the performance of the previous Strategic Plan. We observed that during the previous plan a number of measures were implemented aimed at improving our service delivery. While we take pride in a number of achievements, we appreciate that we faced some challenges towards achieving some of them.

1.2.2 Recent Initiatives: Achievements and Obstacles

We then reviewed our organization's background, roles and mandates and then dwelt on recent initiatives: achievement and obstacles. Like the analysis of the performance of the previous Strategic Plan, we observed that the organization initiated a number of measures aimed at improving service delivery. While we take pride in a number of achievements, we appreciate that we faced some challenges towards our road to excellence and quality services.

1.2.3 Stakeholders' Analysis

We also conducted a stakeholders' analysis using the mind-works box. We addressed the question as to WHO needs WHAT in our organization. The impact of not meeting client's expectations was also analyzed. The stakeholders were categorized into 15 main categories.

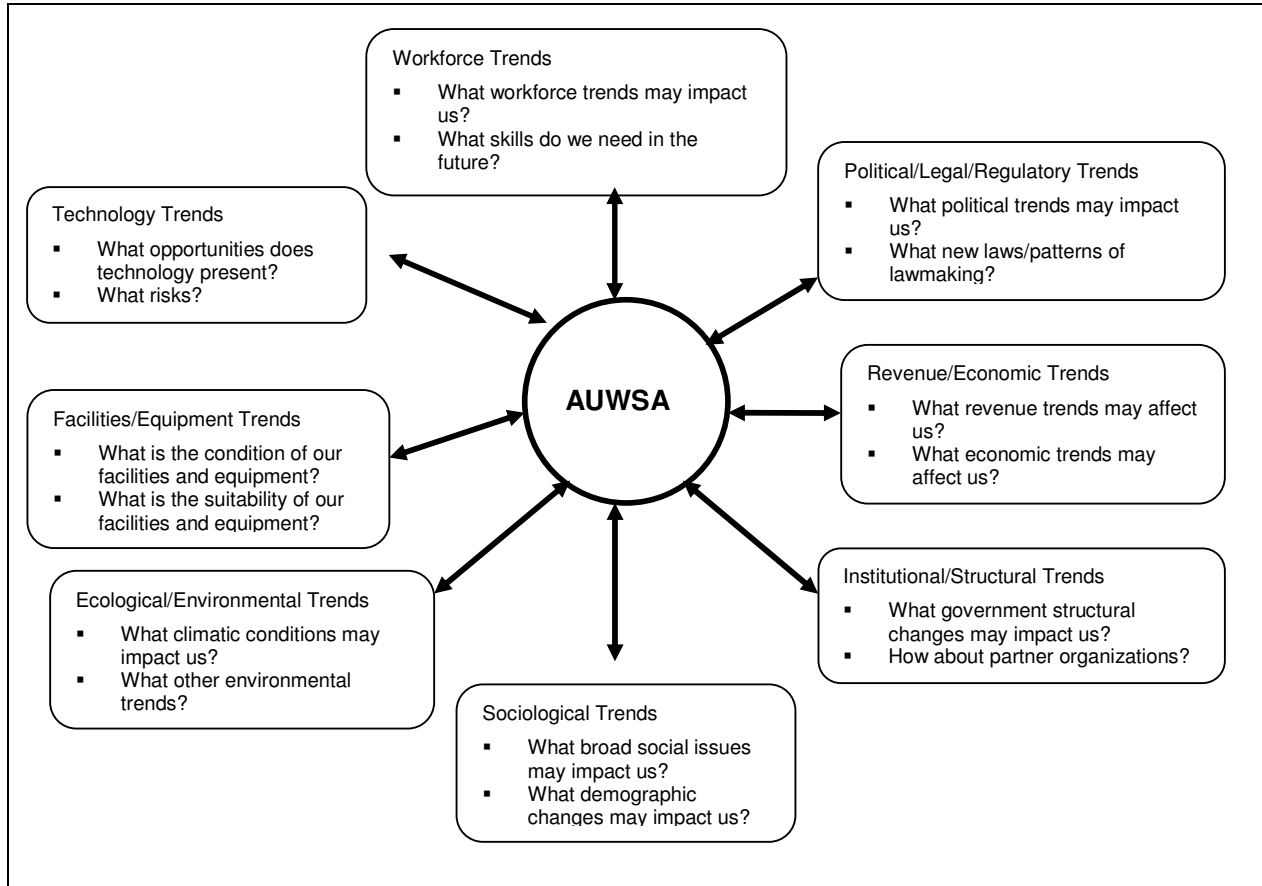
1.2.4 Internal Organizational Scan.

We also conducted an internal organization diagnostic scan using Jackson's Dynamic Organization Audit Model (1977). Using the Model, we provided responses to 38 statements which assisted us to unveil our internal strengths and areas of improvement. The list of 38 statements appended as Annex 4.

1.2.5 External Trend Analysis

We understand that we are working in a globalized world, which is constantly changing. It is therefore, important to determine what trends may affect our operations and take them into account during the planning process. The figure below illustrates some of the trends we considered during our planning exercise.

Figure 2: External Trends Analysis



1.2.6 Critical Issues

We concluded the situation analysis by identifying a set of critical issues, which will require our attention during the medium-term period.

1.3 Develop our Vision and Mission statements, Core Values, Objectives, Strategies, Targets, Assigning Responsibilities, Activities and Outcome Indicators.

From the results of our situation analysis we reviewed our strategic plan for 2011/2012 to 2015/2016. The Reviewed Strategic Plan contains the following outputs:

- **Values**

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

- **Vision.**
The vision represents an idealized view of a desirable but potentially achievable future state of AUWSA. The vision would set in motion the process for becoming a service oriented and a high performing water supply and sanitation utility.

- **Mission.**
The mission statement states what services and benefits we offer to our stakeholders based on reasons for our existence. It also identifies the scope of our operations/services; and when our customers need them.

- **Objectives.**
Objectives are broad statements that describe a goal or result that is to be achieved or the improvements to be made as part of our strategic direction. An objective is a particular end state to achieve. The aim is to have an outcome oriented and balanced set of objectives that comprise service delivery, institutional reforms and capacity building objectives.

- **Strategies**
Strategies are approaches for achieving our targets.

- **Targets.**
Targets are tangible, measurable and time-bound outputs (goals or services) to be produced by AUWSA to deliver our Mission and Vision. Targets are specific, measurable, achievable, reliable and time bound (SMART) for the five-year period and includes both new and ongoing services. They are also divided into Service Delivery Targets, Capacity Building Targets and Investment Targets.

- **Activities.**
These are actions or works to be performed in order to produce a specified target. Activities are what institutions will do to describe processes which are largely internal to the institution. They describe HOW a target is to be reached.

- **Outcome Indicators**

These are the means used to measure the performance of the Authority and also to ensure that we are meeting the set of defined objectives and targets. The Outcome Indicators can be outcome/result oriented.

- **Force Field Analysis**

This describes the driving and restraining forces that may support or constraint the achievement of the strategic plan. The driving forces are those forces that may contribute positively to the successful attainment of the desired vision, whilst the restraining forces are those forces that may cause a major block to the driving forces and to the attainment of our desired state.

- **Quick-wins**

Quick-wins are those capacity building initiatives, which we will need to implement in the short term to enable improvements in service delivery.

1.4 Contents of this plan

The remainder of this document is divided into the following chapters:-

- Chapter II begins with a short organizational history. It then details the findings of the assessment of the performance of the previous SP. Then the stakeholders' analysis, the strengths and weaknesses we identified during our self-assessment, the opportunities and threats we considered during our trend analysis and the critical issues.
- In Chapter III we present our revised Vision and Mission, Quality Policy, Motto and Core Values.
- The heart of our strategic plan is presented in Chapter IV where we describe our Objectives, Strategies, Targets, Activities, Outcome Indicators and Assign Departmental/Unit responsibilities.
- In Chapter V we describe critical key factors and barriers to success, as well as detail our next steps.
- In Chapter VI we point out the key-capacity building initiatives (Quick Wins), which can enable us improve our service delivery.

CHAPTER II - SITUATION ANALYSIS

2.1 Background

The Arusha Urban Water Supply and Sewerage Authority (AUWSA), is an entity charged with the overall operation and management of water supply and sanitation services within Arusha City boundaries replacing the former Urban Water Supply Department, which operated under the Regional Administration. AUWSA was established under the auspices of the Water Works Ordinance Cap. 272 as amended in February 1997. The Authority was declared a fully autonomous entity by order of the Minister responsible for Water Affairs in January 1998. The Water Works Ordinance was later amended to be the Water Supply and Sanitation Act, 2009.

AUWSA is governed by the Board of Directors and headed by the Managing Director. Under the Managing Director there are three Departments namely Technical Services, Commercial Services and Finance & Administration. There are ten Sections under these three Departments. Also there are four units namely: Internal Audit; Procurement Management, Information and Communication Technology, and Public Relations. AUWSA has 189 employees of different qualifications and professions. The organization structure is attached as Annex 1

2.2 Service provision: Prevailing situation.

2.2.1 Water supply

Arusha is supplied with water from three different sources namely springs, boreholes and a river. The spring sources include Olesha - Masama springs along Themis River located 4km north of the City, Ngarendolu and Machare springs located within the City. There are 18 deep wells (boreholes) located in the northern part of the Town (Arumeru District) and two boreholes located within the City area. The Nduruma river is located in the north of the City. Boreholes contribute 33% of the daily water production and the springs 48%. The river contributes 19%. The production capacity fluctuates seasonally from an average of 32,000m³/day in dry seasons to 45,000m³/day during rainy seasons while the demand is 93,270m³/day, which includes residents within Arumeru District Council where the water production scheme is located.

From the above data, it shows that the supply does not suffice demand. This points to the fact that additional sources are required to maintain adequate supply in all seasons.

The water distribution system comprises of 248.88km of pipeline with diameters ranging from 32mm (1¹/₂"") to 700mm (28"), the pipe materials are of very old Cast Iron, Ductile Iron, PVC and Polythene. The system also includes storage reservoirs with a total capacity of 13,500m³, 24 Break Pressure Tanks, 48 Water Kiosks and 150 standpipes.

The present water supply service level is 44% as opposed to the former service area which was 98.5%. With the new service coverage the majority of the population is located in areas where AUWSA water supply network has not yet reached, and the community uses own sources. Water quality from all sources (springs, river and wells) is within the required Tanzania Standards. For safety purposes, water treatment is done using calcium hypochlorite and water quality monitoring is done by collecting samples from the distribution system and checked for free chlorine on weekly basis and so far the results have always been excellent.

2.2.2 Sewerage system

➤ Sewer network

The sewer network consists of sewer pipes of various sizes and materials; and inspection manholes. The sewer line is 44km long, the pipes are ranging from 100mm to 600mm diameter; made up of uPVC, Cast Iron and Concrete.

There are 593 manholes for inspection and access for cleaning. A total of 4,047 sewerage connections from categorized properties exist. The current service coverage is about 7.6% as opposed to the former 17%, which is very low compared to clean water service level, hence the need for expansion of sewerage infrastructure in general.

Sewer cleaning and blockage removal are done on routine basis. There are monthly average of 320 sewer cleaning and 230 sewer blockage removal occasions.

➤ Sewage Treatment Ponds

There are five ponds working in parallel and series. The first pond is anaerobic, followed by two facultative ponds in parallel and finally two maturation ponds in series. Within the pond area there are two sludge ponds to treat septage from cesspit emptiers.

The average daily flow into ponds is 4,350m³/day. The effluent is ultimately discharged into Themis river which is mainly used for irrigation downstream. Wastewater sampling and analysis for monitoring of the ponds performance is done on weekly basis.

2.3 Roles and Functions

The roles and functions of Arusha Urban Water Supply and Sewerage Authority are:

- (i) To ensure the continued supply of clean, portable and wholesome water in Arusha City for all lawful purposes
- (ii) To develop and maintain waterworks in the City or waterworks connected with supply of water to the City.
- (iii) To promote the conservation and proper use of water resources.
- (iv) To advise the Government in the formulation of policies relating to the development and conservation of water and potable water standards.
- (v) To plan and execute new projects for the supply of water.
- (vi) To educate and provide information to the public on public health aspects of water supply, waste water disposal, water conservation and similar issues.
- (vii) To liaise with City Authorities on matters relating to waste water disposal and the preparation and execution of plans relating to the expansion of water supply.
- (viii) To construct and maintain sewerage disposal works on any public and or land acquired or lawfully appropriated for that purposes.
- (ix) To construct and maintain public sewerage in, on, under or over any street or under or through any cellar or vault below the street.
- (x) To provide amenities or facilities which the Authority considers necessary or desirable for persons making use of the services or the facilities provided by the Authority.
- (xi) To set water and sewage disposal tariff.
- (xii) To collect fees from customers for water supplied and wastewater collected by the Authority.
- (xiii) To advise on legislative proposals relating to water, water supply and sewerage and recommend their enactment to the Minister.
- (xiv) To hire and fire Authority staff.
- (xv) To put in place plans for Authority staff training, development and motivation.
- (xvi) To create and maintain a good public image, while focusing on meeting customer's expectations.
- (xvii) To put in place and implement medium and long term investment programmes, financial plans and annual capital and recurrent budgets.

- (xviii) To co-exist harmoniously with other Authorities (public and private) as well as stakeholders.
- (xix) To carry out all functions of the Authority in an environmentally friendly manner.
- (xx) To carry out all functions of the Authority in due diligence.

2.4 Corporate Governance

The Previous Vision

“To deliver excellent water supply and sewerage services commensurate with world best practices”.

The Previous Mission

“AUWSA shall continuously strive to provide high quality water and sewerage services for 24 hours all year around at affordable tariffs while meeting the current and future demand for all categories of customers and stakeholders in Arusha Municipality and efficiently collect revenue for sustainable development”.

Quality Policy

“We, Arusha Urban Water Supply and Sewerage Authority (AUWSA), endeavor to provide affordable, sufficient, safe and clean water and to have an efficient and sustainable water supply system which is capable of catering for the current and future customers’ needs. We continually improve our processes and product to ensure that we consistently meet customers’ and regulatory requirements and each of us is personally committed and dedicated to the final quality of his/her job”.

Previous Motto

AUWSA shall continuously strive to provide high quality water and sewerage services for 24 hours all year around at affordable tariffs while meeting the current and future demand for all categories of customers and stakeholders in Arusha Municipality and efficiently collect revenue for sustainable development

The Previous Core Values:

AUWSA staff shall be guided and commit themselves to the core values as follows:-

- (i) *Practicing professionalism in all undertakings;*
- (ii) *Promoting customer friendliness practices;*
- (iii) *Developing and promoting team work spirit;*
- (iv) *Applying cost – consciousness and value for money principles in all activities.*
- (v) *Implementing environmental – friendly measures, and*
- (vi) *Exercising total quality management style*

Assessment of performance of previous Strategic Plan (2004/05 – 2010/2011)

During the period of 2004/05 – 2010/2011 AUWSA in implementing the previous Strategic Plan, there has been a pattern of growth and as such the major achievements can be summarized as follows:-

- i. Development of water sources: Nduruma river; boreholes (Ilkilorit, Kiranyi II, Ilkiurei), and Machare spring which has contributed to raise water production from 11,299,827.69m³ per annum to 14,415,989.684m³ per annum.
- ii. AUWSA's potable water is certified by TBS and is also accredited by ISO 9001:2008 for the QMS of its operations, the scope of which covers water production, water treatment and water distribution.
- iii. Expansion of the water supply network from 215.7km of pipe network in 2004 to 248.88 km in June, 2011. This has extended water supply coverage to new areas which before hand had no service. On the other hand the sewerage network has increased from 35.4 km to 44.0 km.
- iv. Due to the expansion of the distribution network and other in house measures, the water supply customer base has increased from 20,744 customers/connections in 2004 to 31,675 by June, 2011, where as that of sewerage connections has also increased from 2,721 to 4,047 by June, 2011.
- v. Universal metering has being achieved since September 2004 to 100% and sustained to date.
- vi. Increase in the level of service (water supply) from 95% to 98.5% and sewerage disposal from 11.6% to 17% in June, 2011.
- vii. The Authority for the last four years has obtained unqualified opinion.
- viii. Revenue collection has increased from Tshs. 2.519 billion in F/Y 2004/2005 to Tshs. 4.275 billion by June 2010.
- ix. The upward improvement in revenue collection has enabled AUWSA to undertake operation and maintenance activities as planned which has consolidated and improved service delivery including investment measures and payment of local component against donor funded development projects. Up to June, 2010 AUWSA has spent Tshs. 3.818 billion on Capital Investments.
- x. AUWSA has recruited competent and professional staff from the labour market and has been able to motivate and retain staff for better performance. Consequently, AUWSA has grown into a Customer friendly utility, managed and run by a dedicated and committed workforce supporting economic and industrial development through delivery of reliable water supply and sewerage disposal services in Arusha City.
- xi. Enhanced revenue collection has enabled the Authority to maintain and procure working facilities. To-date the Authority has 26 motor cycles; 21 motor vehicles;

Mobile radio communication handsets; fixed radio call stations and all motor vehicles have been fixed with radio call stations; LAN; Internet, Website and toll free lines.

- xii. Enhanced revenue collection has also enabled the Authority to perform its corporate social responsibility to the Arusha City through among other things: maintenance of Arusha Declaration Monument; construction of class rooms and its desks at Ngarenaro Secondary School; Olgilai Primary School; Police post at Midawe; bus stand shelters, and Olgilai Community Water Supply Project.
- xiii. Re-engineering was undertaken on a gradual basis, with positive results.
- xiv. The Authority has introduced a mechanism to outsource non core functions to the Private Sector. So far the outsourced functions include:-
 - o Construction of New Water Connections.
 - o Cleaning Services on strategic compounds and main offices.
 - o Security Services on strategic assets and infrastructures.
 - o Debts collection service.

Despite these achievements implementation of the previous plan encountered some challenges as follows:-

- i. The Authority could not accomplish all the plans due to severe financial constraints. (e.g. developing the Malala water source).
- ii. Bore hole drilling is expensive as currently there is no technology to determine quality and quantity of water before hand, thus most wells drilled ended producing low yields and poor quality than expected.
- iii. Reduction of non-revenue water modestly decrease from 34.6% in 2004 to 30% by June, 2010 which is still on the higher side due to technical and commercial losses. The target is to keep on decreasing NRW percentage to less than 20 throughout the year.
- iv. The area to be served has risen from the present 93km² to 208km².
- v. High investment cost for sewerage infrastructure will continue to impact on the Authority's ability to extend beyond CBD.
- vi. The Authority needs to improve staff working space by constructing a modern office block.

2.5 Recent Initiatives, Achievements and Challenges

In our strategic planning process we conducted an assessment of recent initiatives pursued by the Authority towards improving service delivery. For each initiative we enumerated achievements made and areas which will require further efforts during the next plan period. The analysis will enable the Authority in the next plan to sustain what was achieved while developing measures to face the identified challenges. The table below summarizes the analysis.

Table 1: Recent Initiatives, Achievements and Challenges

Financing Agency	Recent Initiatives	Achievements	Challenges
WSDP	Water Supply	<ul style="list-style-type: none"> Design and Tender documents have been prepared by the Consultant. 	No fund for implementation
	Sewerage system	<ul style="list-style-type: none"> Design and Tender documents have been prepared by the Consultant except design of WSPs at Themis Holding Grounds. 	No fund for implementation
AUWSA	Water Supply - Moshono project	<ul style="list-style-type: none"> The project has been rehabilitated to make it operational. Water treatment unit has been installed. Customer base has increased. Water meters installation has been done. 	<ul style="list-style-type: none"> Water source environmental protection. Fund for improvement of water source.
	Increase of water supply customer base	<ul style="list-style-type: none"> Customers have increased from 20,744 to 31,675 as of June 2011. 	<ul style="list-style-type: none"> Low distribution network. Low water production as compared to the water demand.
	Rehabilitation of Ilkilorit borehole	<ul style="list-style-type: none"> Rehabilitation has lead to extraction of 52.5m³/d 	<ul style="list-style-type: none"> The yield is low compared to the original one of 150m³/h.
	Ilkiurei borehole	<ul style="list-style-type: none"> Borehole development has been completed and it is operational. 	<ul style="list-style-type: none"> Low yield from the borehole (30m³/hr)
	Njiro borehole	<ul style="list-style-type: none"> Borehole has been drilled. 	<ul style="list-style-type: none"> The low yield obtained (10m³/hr) calls for further improvement
	Kiranyi II Borehole	<ul style="list-style-type: none"> The drilling exercise led to extraction of 13m³/h 	<ul style="list-style-type: none"> Low yield than expectation.
	Extension of water supply network	<ul style="list-style-type: none"> Expansion of water supply network from 215.7km to 243.5km in March 2011. 	<ul style="list-style-type: none"> Availability of funds. Unplanned settlement
	Reduction of Non Revenue Water.	<ul style="list-style-type: none"> Leakage repair exercise. Standardization of pipe materials Combating illegal connection through various means is being undertaken. Consequently non revenue water has been reduced from 34.6% to 27% 	<ul style="list-style-type: none"> It is difficult to establish the demarcation line between commercial losses and Technical losses. Vandalism of water meters

	Sewerage system		
	Acquisition of land for construction of new WSPs	<ul style="list-style-type: none"> 100 hectares has been acquired 	Availability of funds
	DAVOS Sewerage system	<ul style="list-style-type: none"> The sewer extension has been completed (180m length and 12 manholes) 	None
	Florida sewerage system	<ul style="list-style-type: none"> The sewer improvement has been completed (104m) 	None
	Daraja II sewerage system	<ul style="list-style-type: none"> Phase I - TASAF (Cost Sharing) Project has been completed (650m and 25 manholes) 	Availability of funds for Phase II
		<ul style="list-style-type: none"> Ndalivoi sewer extension on progress (400m and 11 manholes) 	On going.
	Increase of sewerage customer base	<ul style="list-style-type: none"> Customers have increased from 2,721 to 4,047 as of June 2011. 	<ul style="list-style-type: none"> Small coverage of sewerage network is a bottleneck, only 17% coverage. Vandalism of manhole covers.
	Implementing and enhancing the applications of ICT, LAN and MIS applications	<ul style="list-style-type: none"> Application of ICT in the office has increased with more computers installed in all AUWSA offices. Transfer of file and sharing of information or resources has been simplified through application of LAN Installed MIS has enabled E-storage of information and reduced paper work. 	<ul style="list-style-type: none"> Technology is expensive to acquire, maintain and upgrade. Training of the staff on application of MIS needs to be done regularly Keeping pace with changing trends in Technology needs and R&D is expensive.
	Installation and Upgrading of Softwares.		
	A. Billing Software		
	<ul style="list-style-type: none"> Billing Process Module; Front Office and Customer Care Point of Sale Meter reading Module Meter management Module New Water Connection Management Debt Management Module Engineering Module Management Report Module Record management Module Adjustment Module Customer Care Module Age Analysis Module 	<ul style="list-style-type: none"> Twelve modules were developed. Enhanced customer database management. Handling of complaints and enhanced customer feedback mechanisms online. Enhanced system security to avoid cyber crimes Eliminated manual system of handling and record keeping Increased billing efficiency from 65.24% to 94.62% Reduced NRW from 34.6% to 27.5% 	<ul style="list-style-type: none"> Further development of the Engineering Module to incorporate sewerage activities and other Engineering applications and the Age Analysis module needs to be completed. Enhancing the system security against cybercrimes Rapid changes in technology. Harmonization of different programme/software.

	B. Accounting Software	•	•
	Pastel Accounting Software	• Reports for Accounting are made available at any time	• A need of having one software that integrate all packages • Enhancing the security mechanism of the package against cyber crime or theft through computers • Changing trend of technology and users training.
	C. HRM Software		
	Aruti Software (HRMIS)	• Supplcated manual system of keeping employee records and other details	• Effective utilization of the software that needs commitment and training of more users.
	D. AUWSA Website	•	•
	Installation and update of the Website	• The Website is in place and is working properly that has managed AUWSA to be identified globally. • Improved Publicity and image. • Advertisements on tenders, activities, customer bills and other issues are publicized in the website and easily accessible.	• Keeping pace with constant changes in technology. • Keeping pace with diversified customer needs.
	Improvement of zoning, routing and sequencing of customers for enhancing Customer Billing including employing Data loggers for data capturing.	• Improvements have helped to clearly identify the locations and status of our customers. • Improved Billings from Tshs. 2.293 billion to Tshs. 3.733 billion.	• Inefficiency in data capturing hasn't effectively minimized Non Revenue Water. • Obstacles in effectively conducting house to house survey due to unplanned settlements.
	Strengthening revenue collection procedures including bills delivery, outsourcing debt collection, customer notification, disconnection to defaulters.	• Revenue collection rose from Tshs. 2.519 billion to Tshs. 4.275 billion • Revenue collection efficiency increased from ---- to -----	• Shortening the distance of the customers on payment of water bills through introducing more pay points and pay alternatives (E-payment) which may not be cheap.
	Improving customer service through staff training on customer care.	• Improvement on staff handling of customers' complaints and provision of online feedback.	• The need for providing services under one roof while we don't have enough office space.
	IEC program for both internal and external customers developed and implemented	• Realized prompt payment of water bills. • External customers gained understanding of AUWSA activities. • Gained stakeholders' support towards AUWSA activities. • Proper use of sanitation facilities leading to reduction of blockage of the sewerage system.	• Stakeholders' willingness to report water theft still at low level. • Persistent high rate of sewer blockage events in trouble areas.

	Review of AUWSA Clients service charter	<ul style="list-style-type: none"> Stakeholders' involvement in the review process. Feedback on service provision collected from participants. 	<ul style="list-style-type: none"> Need to review the CSC due to increased service area.
	Establishment of toll free telephone service for handling customers' complaint and comment	<ul style="list-style-type: none"> Customers' requests, comments and complaints are received and registered through this service 	<ul style="list-style-type: none"> Low level of utilization of the service.
	Reviewed the urban poor identification exercise	<ul style="list-style-type: none"> 146 households were identified. Identified households are being served with water through this arrangement. 	<ul style="list-style-type: none"> Kiosks operators and domestic customers avoiding to serve the identified beneficiaries. Delays in submitting water coupons to AUWSA for adjustments. Kiosks operators charge higher than the approved tariff.
	Customers' outreach programme was conducted	<ul style="list-style-type: none"> Collected feedback from customers on service delivery while highlighting areas for improvement. 	<ul style="list-style-type: none"> Intermittent water supply shortage in some areas affected smooth implementation of the programme.
	Participation in: <ul style="list-style-type: none"> Farmers Day exhibitions (Nanenane) World Environmental Day exhibitions. May Day commemoration Maji Week 	Dissemination of information on how to access AUWSA services.	Intermittent water supply shortage in some areas impacts the Authority's image.
	<ul style="list-style-type: none"> AUWSA's information packs disseminated through various media. 	<ul style="list-style-type: none"> Enabled stakeholders to build understanding of AUWSA core activities. Enhanced public awareness on issues relating to water and sewerage services provision in Arusha City. 	<ul style="list-style-type: none"> Intermittent water supply shortage in some areas and the Authority's inability to meet customers' expectation impacts on the Authority's image.

2.6 Stakeholders' Analysis

In our strategic planning process we carried out a stakeholders' analysis. In the analysis we discussed the question as to who are our main stakeholders and what sort of services they need from us and what will be the implications of not meeting their needs. We categorized our main stakeholders into 15 main groups. A summary of the perception of the Authority's main "whos", "whats" and the potential impact of not meeting their expectations is presented below:-

Table 2: Stakeholders' Analysis

	Stakeholder	Expectations	Impact of not Meeting Expectations
1	Customers		
	<ul style="list-style-type: none"> ▪ Domestic ▪ Commercial ▪ Institutional 	<ul style="list-style-type: none"> ▪ Adequate, clean and safe water – 24 hours a day at affordable tariff ▪ Prompt service connections ▪ Prompt and accurate billing ▪ Prompt response to their complaints ▪ Shortest time at paying point ▪ Hygienic and efficient waste water collection and disposal at affordable tariff ▪ Prompt sewage blockage removal ▪ Our staff to be professional, and treat them with courtesy, helpfulness, friendliness and on a case to case basis. ▪ Prior information/notice regarding service interruption/tariff changes ▪ Reliable and adequate water for fire fighting 	<ul style="list-style-type: none"> ▪ Increased public complaints ▪ Resorting to other unsafe sources and other alternatives ▪ Low revenue collection ▪ Low willingness to pay ▪ Increase of bad debts. ▪ Bad public image ▪ Unhygienic environment and possible outbreak of water borne diseases ▪ Low customer connection rate ▪ Resorting to illegal means of getting services
	<ul style="list-style-type: none"> ▪ Industrial 	As above	In addition to what is above: <ul style="list-style-type: none"> ▪ Low productivity which can cause laying off of workers ▪ Resorting to development of own source. ▪ Scare away investors ▪ Loss of life and property in case of fire outbreak.
	<ul style="list-style-type: none"> ▪ General Public 	<ul style="list-style-type: none"> ▪ Water sources protection ▪ Creating and maintain good public image ▪ Harmonious co-existence with other Authorities and stakeholders ▪ Carrying out all functions in environmentally friendly manner ▪ Carrying out all functions of the Authority in due diligence 	<ul style="list-style-type: none"> ▪ Public outcry ▪ Government intervention leading to possible divestiture
	<ul style="list-style-type: none"> ▪ Urban poor 	<ul style="list-style-type: none"> ▪ Subsidized service delivery 	<ul style="list-style-type: none"> ▪ Increased public complaints. ▪ Unhygienic environment and possible outbreak of water borne diseases. ▪ Possible sanction by the government for violating NAWAPO.
2	Staff	<ul style="list-style-type: none"> ▪ Good remuneration packages. ▪ Recognition/Involvement in decision making. ▪ Good working environment. 	<ul style="list-style-type: none"> ▪ Staff turnover leading to increased cost of recruitment in filling vacant

	Stakeholder	Expectations	Impact of not Meeting Expectations
		<ul style="list-style-type: none"> ▪ Security of Employment. ▪ Career development. ▪ Voluntary agreement between employer and trade union. 	<ul style="list-style-type: none"> posts. ▪ Low productivity. ▪ Go slow. ▪ Staff will not be able to keep up with changing technology. ▪ Corruption, Sabotage. ▪ Dissatisfied staff and trade union.
3	Financiers/ Donors	<ul style="list-style-type: none"> ▪ Good utilization of funds donated. ▪ Proper financial record keeping and timely submission of quality reports. ▪ Maintenance and upkeep of the infrastructure funded (sustainability). ▪ Professional staff with high degree of integrity. 	<ul style="list-style-type: none"> ▪ Withdraw their support. ▪ Negative publicity of the utility. ▪ Tarnishing the Authority's image.
4	Suppliers	<ul style="list-style-type: none"> ▪ Timely payment of their invoices ▪ Transparency in our transactions ▪ Professional staff with high degree of integrity 	<ul style="list-style-type: none"> ▪ Loss of credit worthiness ▪ Tarnishing the Authority's image. ▪ Withdraw or delays in delivering of goods and services.
5	Government and The City Council	<ul style="list-style-type: none"> ▪ Adherence to laid down government policy and guidelines ▪ Good performance of the Management Team ▪ Supply of clean and safe water and safe disposal of sewage ▪ Positively contribute toward Poverty Eradication Strategy and Achievement of Vision 2025 Goals. 	<ul style="list-style-type: none"> ▪ Take sanctions against the Authority's Management and Board. ▪ Less cooperation from the Government and the City Council.
6	NGO's, CBO's and Pressure Groups	<ul style="list-style-type: none"> ▪ Being consulted when Authority is making important decisions. ▪ Being involved in Authority's important decisions ▪ Environmental friendly practices. 	<ul style="list-style-type: none"> ▪ Tarnishing the Authority's image. ▪ Destruction of the environment.
7	Politicians	<ul style="list-style-type: none"> ▪ Adherence to ruling Party election manifesto. ▪ To be treated with high degree of impartiality. 	<ul style="list-style-type: none"> ▪ Ruling Party can take sanctions against the Authority ▪ Other Opposition Parties will cry foul.
8	Media	<ul style="list-style-type: none"> ▪ Access to information. ▪ Adequate coverage on development activities of water and sewerage services. 	<ul style="list-style-type: none"> ▪ Biased information /message which may mislead the public ▪ Lack of public support and response ▪ Tarnishing of Authority's public image
9	Training Institutions	<ul style="list-style-type: none"> ▪ Practical knowledge for students who come for field work ▪ Utilization of the knowledge acquired for improvement of the Authority's Performance 	<ul style="list-style-type: none"> ▪ Lack of interaction of ideas and knowledge ▪ Lack of new skills, knowledge and attitude hence "closed system"
10	TRA	<ul style="list-style-type: none"> ▪ Timely payment of taxes ▪ Compliance to Income Tax Act. 	<ul style="list-style-type: none"> ▪ Imposition of penalties. ▪ Sanctions against the Authority
11	PPRA	<ul style="list-style-type: none"> ▪ Compliance with PPA 	<ul style="list-style-type: none"> ▪ Sanctions against the Authority. ▪ Authority getting Qualified Opinion. ▪ Lead to Corruption ▪ Misuse of Authority's

	Stakeholder	Expectations	Impact of not Meeting Expectations
			funds.
12	EWURA	<ul style="list-style-type: none"> ▪ Adherence to the Performance Agreement. ▪ Adherence to the MoU with the Ministry. ▪ Affordable tariff. ▪ Adherence to laid down. government policy and guidelines. 	<ul style="list-style-type: none"> ▪ Denial of tariff review. ▪ As per item No. 1 above. ▪ Withdraw of Authority's operation licence. ▪ Possible recommendations of sanctions.
13	Quality Assurance Regulators (TBS, ISO)	<ul style="list-style-type: none"> ▪ Adherence to product quality standards. 	<ul style="list-style-type: none"> ▪ Withdraw of quality certificate. ▪ Tarnished image of the Authority
14	Social Security Institutions	<ul style="list-style-type: none"> ▪ Timely remittance of monthly deductions 	<ul style="list-style-type: none"> ▪ Imposition of penalties ▪ Employees complaints after retirement
15	Board of Directors	<ul style="list-style-type: none"> ▪ Adherence to laid down government policy and guidelines ▪ Good performance of the Management Team ▪ Supply of clean and safe water and safe disposal of sewage ▪ Positively contribute toward Poverty Eradication Strategy and Achievement of Vision 2025 Goals. 	<ul style="list-style-type: none"> ▪ Take sanctions against the Authority's Management.

2.7 Organization Scan

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

Internal scan (strengths and areas for improvement)

For scanning the internal environment we used the Jackson's Dynamic Organizational Audit Model (1977) for conducting out a self-assessment of our organisation with the aim of identifying areas where our organization is relatively strong and areas, which would require changes and improvement in the future. The Model involves providing responses to 38 statements. (for details of the statements see Annex 4).

Criterion No. 1: Leadership

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

Strengths

- Leaders are involved in establishing the mission, vision and values and the behaviours expected in the organization.
- Leaders, themselves, set aside time and resources for facilitation activities, for example in the area of customer care. Also leaders' membership of professional bodies are helpful in actively promoting excellence.
- Leaders are always accessible to employees and do emphasize cooperation across the organization through social activities. Moreover, they also deliberately make themselves accessible through staff meetings and social gatherings and promote open door policy.

Areas of Improvement

- Leaders' actual behaviour to reinforce the values, behaviour and organization behaviour and expectations set by the organization (leaders to be role models). Moreover, leaders need to gather feedback to review their leadership style.
- Organization need to be structured to ensure optimum delivery of the strategy developed by its leaders.
- Cascading of mission, vision and values to employees.
- Need for our leaders to be exposed to modern management principles
- Delegation skills.
- Need for leaders to be involved in sports activities

Criterion No. 2: Policy and Strategy

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

Strengths

Our plans and strategies are developed based on:-

- Data and results obtained as a feedback from:-
 - Staff through Workers Council, Departmental, Workers Union, Sectional/Unit and all Workers meetings,
 - Customers through seminars, suggestion box, workshops, press and field visits,
 - Government through various reports, AWEC and UWSA's General Meeting and
 - Other stakeholders through representation in the Board of Directors

Areas of Improvement

- There is need to incorporate research and new technology in preparing plans and strategies.
- Strategy to be developed should be reviewed and updated periodically in line with performance indicators and process to be taken.
- Communication means with employees to be evaluated and improved including evaluation of their awareness of the relevant aspects of policy and strategy annually.
- Budgetary provisions to conduct surveys to get feedback from stakeholders.

Criterion No. 3: People

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

Strengths

- Recruitment is done transparently and competitively.
- Team work is always encouraged in our day to day operations.
- People are empowered to make changes within their Sections/Units for the benefit of the Authority.
- Our people have the right technical skills and knowledge to perform their jobs.
- Our senior officers have appropriate managerial skills and knowledge.
- Our managers help their subordinates to solve work-related problems.

Areas of Improvement

- Need to develop and implement an effective succession plan.
- Need to review the current training programme and start making follow up of post training staff performance.
- Need to systematically cascade organizational objectives to the level of individual.

- In order to attract and retain staff there is a need to regularly review terms and conditions of employment and incentive packages.
- Need to assist under performing individuals and stimulate cross functional teams.
- Need for devolution and delegation mechanisms to promote innovation, creativity and responsibility.
- Need to improve individual performance assessment and reward best performers.

Criterion No. 4: Partnerships and Resources

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

Strengths

- Combined resources of the Partnerships with Donors such as the World Bank through WSDP has assisted the Authority to identify areas for service expansion and improvement.
- Key suppliers are obtained through tendering system, which is transparent and has proved to be a more cost effective way of procurement.
- The annual planning and budgeting process involves all internal stakeholders and is aligned to the Strategic and Business Plans.
- Our organization has modern tools and equipment, including vehicles as well as ICT facilities.

Areas of Improvement

- Need to have information security strategy including information disaster recovery plan.
- Need to encourage waste water recycling.
- Need to construct a modern office block.
- Sustainability in all undertakings.
- Cost reduction measures.
- Need to update and design new softwares to enable the Authority to do more and better.

Criterion No. 5: Processes

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

Strengths

- New principles in design and technology are introduced for process improvement and decisions are made and approved at Management level.
- The organization has always been aiming at improving its operating ratio by cutting down operating costs through innovation of energy audit and design of gravity systems.
- Outsourcing of products and services for defined requirements are done as per the following criteria:
 - Non-core business
 - Cutting down the costs and increase efficiency.
 - If there is under performance.
- Transparent tendering process has enabled us to get better quality goods and services at competitive prices.
- Our limited budgets are focused on priority areas.
- There is a tradition of using cross-divisional teams in our organization.
- We have built effective partnerships with NGOs, donors and the private sector.

Areas of Improvement

- Criteria to select areas for outsourcing of services/activities should be reviewed, improved and broadened.
- Establish a system whereby all processes shall be measured against set standards.
- Improvement on feedback mechanism.
- Need to keep meetings and paper work to a minimum.
- Need to improve our plans so as to align with revenue forecasting.
- Need to improve information system which will allow us to compare Departments' and Sections/Units' performance.

Criterion No. 6: Customer Results

What the organization is achieving in relation to its external customers

Strengths

- Customer use of our services has been increased and there is willingness of existing clients/consumers to refer others for getting AUWSA services.
- Good press and media coverage.
- Detailed customers' data can be easily retrieved.
- We have sharply defined the customer/client groups we serve.
- Customers/clients know exactly what services they can expect.

Areas of Improvement

- Need to strengthen the culture of total commitment to satisfy customers/clients throughout the organization.
- Develop system to obtain and use information from the “front line” staff.
- Develop and use systematic methods to measure customers’ satisfaction.
- Need to introduce systematic and proper recognition and appreciation/accolades and awards to exemplary customers in all segments/categories.

Criterion No. 7: People results

What the organization is achieving in relation to its people.

Strengths

- We have a functioning Workers Council, Workers Union and conduct Management Meetings weekly and conduct Departmental and Sectional/Units regular meetings.

Areas of Improvement

- Need to strengthen OPRAS.
- Need for a comparative analysis to realize actual productivity.

Criterion No. 8: Society Results

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

Strengths

- There is a harmonious relationship with relevant authorities. (Arusha City Council, Regional/District Leadership and NGOs)
- The Arusha community has access to the Authority's information through the PR office and the website.
- The Authority supports the local community in different social aspects like education, road maintenance within the production area, upkeep of the Arusha Declaration Monument and others.

Areas of Improvement

- There is need to systematically conduct customer satisfaction surveys.
- Need to review performance indicators and associated targets, and systematically monitor, evaluate and report on performance.
- Strengthen the planning, budgeting, implementation, M&E, review and reporting cycle.

- Need to review the current Client Service Charter and monitor performance of commitment in the Charter.

Criterion no. 9 Key Performance Results

What the organization is achieving in relation to its planned performance.

Strengths

- MoU is in place and sets out a comprehensive set of financial and non-financial performance targets for the Authority. The Regulator (EWURA) annually assesses AUWSA's performance and for the last three years our score has been satisfactory.
- Service coverage has improved.
- Billing Software, Accounting Software, Local area Network, e-mail and internet are in place and hence can make possible:
- Comparison of results with the organization's own target as well as trend analysis.
- Comparison of results with other benchmarking bodies.
- AUWSA water meets TBS and ISO standards.

Areas of Improvement

- The Authority should systematically keep track of its results so that they can be used to focus on improvement.
- Managers to take corrective actions when their subordinates do not perform.
- Operationalization of OPRAS

2.8 Trend Analysis

The external scan (opportunities, risks/challenges)

As part of our strategic planning process, we assessed what threats and opportunities, the future may hold for us. During this analysis we considered several dimensions: workforce trends, economic trends, political/administrative/legal/regulatory trends, institutional trends, sociological trends and technological trends.

The various trends mentioned above can be assessed as follows:

Workforce Trends: We expect that, for a variety of reasons, to attract and retain highly qualified personnel will become a greater challenge. We anticipate that competition from the private sector and elsewhere in government will increase and that HIV & AIDS will continue to impact the available pool of staff. Compounding the potential problem, government has yet to grant us full autonomy for resource utilization. Currently, we are restricted not to spend above 30% of our generated revenue for personnel emoluments.

Ensuring our that staff have the right skill-sets, may also be a threat to our future success. As the world and our work gets more sophisticated new skill-sets will be needed (e.g. programme and financial management, technology, customer services and customer care, innovative, and strategic skills). Moreover, existing skills-sets, that we will continue to need, may become more difficult to sustain if the "brain drain" within government and across Tanzania increases. Lastly, without pro-active capacity building, much of our technical expertise needs will continue to reside with external consultants and NGOs.

On the other hand, we believe that the government through the Public Service reform efforts will allow for innovation with regard to recruiting and retaining staff. We are also confident that we have many talented staff within our organization whose skills can be developed and who can be groomed for leadership positions.

Political/Administrative/Legal/Regulatory Trends: There is an increasing focus on opposition parties. As these parties grow in their influence, the public service will need to remain neutral (non -politicized). While this is happening, we believe that there is a remarkable trend of most politicians taking positive actions towards water and sewerage services development. Consequently, reviews of existing laws to cope with current reforms in the water sector will continue in the Government agenda.

The threat, however, is with water and water sources being politicized, problems in mind-set shifts from the old paradigm of water as a social good to that of water being considered as an economic good. The Water Policy advocates for change from subsidized to full cost recovery. We shall also continue to explore possibilities of instituting the Authority's by-laws so that we can maintain instituting fines and other sanctions for offenders.

Another threat is politicizing the acquisition of any new water sources. The acquisition of new water sources is usually faced with huge compensation claims and protracted court injunction processes in some cases. There is also the threat of political interference for transboundary water sources

Economic/Revenue Trends: Within the economic arena, we have identified several closely related trends: the Tanzanian and Arusha economy is growing, government revenues are increasing, and the private sector is growing. Each of these trends present a series of associated threats and opportunities.

We anticipate that our economy will continue to grow. Since the mid-2000s it has grown at an average annual rate of 5.2% to 6.5% and the inflation rate 7.8% in the mid 2000s.

The Arusha City economy is also growing due to expansion of social economic and industrial activities such as International Meetings, commercial, tourism, the East African Head Quarters, establishment of International Institutions (i.e. the Nelson Mandela Arusha Institute of Science and Technology, the Aga Khan University) and the development of small and medium scale industries. Like most dependent economies, Tanzania will continue to face the risk of its economic performance being dictated by events outside its control (the problem of terrorism, escalating fuel prices, the power crisis and fragmented markets will continue to impact the Tanzanian economy and Arusha in particular). Additionally, the global economic downturn may force some of our development partners to reduce their development aid to Tanzania and hence impact on our ability to conduct development projects.

As Government revenues and AUWSA's revenue increase, the increased revenue means we can do more for our staff and our customers. It may also mean increased performance expectations from the public and from the government who is our main stakeholder.

And even though revenues are increasing, our resources are still limited. We will need to continue to identify and pursue priorities consistent with the available resources.

We expect that the private sector will also continue to grow, leading to rising revenue sources and increasing the number of customers and private sector partners. It may also lead to an increase in competition for staff, growing demand for our services and growing expectations for excellence among our customers (due to increased comparisons to best practices).

Sociological Trends: During our strategic planning effort, we identified three sociological trends that may impact our work. First, we believe that rural to urban migration, with its associated challenges, will continue. Second, HIV and AIDS will continue to negatively impact society. Lastly, Arusha's proximity to the boarder will continue to be influenced by strange behaviours from neighbouring countries and risks of security deterioration by events in neighbouring countries. As the risk of terrorism grows, how do we vigilantly guard our facilities against sabotage.

The Arusha geographical location however may cause some advantages like dealing with a comparatively literate population, a strong purchasing power and benefits of a culturally diversified society. Arusha as a fast growing economic hub in the northern zone, the influx of people who visit Arusha will increase service users of our facilities.

Asset and Technology Trends: Technology will continue to provide an important tool for improving performance, but we recognize that it needs to be adopted in a managed

fashion. A computerized working environment will allow us to do more and to work better. It will also allow us to communicate better with stakeholders. To make the most use of technology, we will need to ensure we have the right skills to use, support, and maintain it. Current mobile phones technology may enable us to adopt e-payment, and message bills delivery. Technology may also enable us to automate our processes. The anticipated risks that we face include but not limited to regular change of technology, forfeited products etc. Similarly, in order to improve effectiveness and efficiency, as well as attract and retain talented staff, our working environments (e.g., office space, equipment) will need to improve. However, financial constraints will continue to make it harder to improve our facilities and equipment as the water and sanitation industry is capital intensive.

Ecological/Environmental Trends:

The possibility of getting water from springs and other gravity sources within the foots of Mount Meru is declining due to global warming effects. While appreciating this effect we are aware of the risks of prolonged dry weather effects on our water production and uncontrolled human activities on the environment. We will therefore be forced to use a costly alternative for producing water using boreholes that require power to run the water pumping schemes. In the long term we may need to explore the possibilities of rain water harvesting.

2.9 The Critical Issues

A variety of important issues were raised during the review of our recent initiatives, our stakeholder analysis, self assessment and trend analysis. These issues were synthesized to create a list of strategic issues as follows:

- (i) How can we expand the sewerage system to increase coverage (7.6%) and Waste Stabilization Ponds (WSP) to meet Tanzanian effluent standards while maintaining and improving the existing system including exploring the possibilities of using WSPs for alternative energy source.
- (ii) How should we increase revenue collection (generally) and specifically, continue to improve the billing system while sustaining universal metering and move towards full cost recovery.
- (iii) As competition for skilled and qualified staff increases, how can we attract and retain staff. Specifically how can we;
 - Proactively conduct capacity building programmes.
 - Continuously equip our staff with modern tools.
 - Provide them with adequate working space.

- Constantly review staff remuneration packages while involving and empowering them, and
- Strengthen the appraisal, rewarding and sanction system using OPRAS.

(iv) How can we streamline our organizational structure, outsource non-core activities, design and implement other cost reduction measures in order to achieve Authority's ultimate goal of improving service delivery efficiency.

(v) How can we increase water production to meet demand from the previous 53,030m³/d to 75,000m³/d for the new service area. Specifically what should we do to;

- Develop new water sources – surface, ground water and rain water harvesting.
- Expand the distribution network.

While putting into consideration environmental conservation measures.

(vi) While increasing production we need to expand the current distribution network (248.88km), maintain the existing network and achieve 75% water supply coverage from the present 44% and supply water for 24 hours.

(vii) What measures should we institute to reduce Non Revenue Water (NRW).

(viii) How should we promote customer service and customer care;

- At pay points
- Customer complaint desk at the front office, and
- Attend customers' requirements promptly at one point.

While at the same time retaining existing and recovering lost customers.

(ix) How should connections to the sewerage system be subsidized to attract more customers.

(x) How can we utilize modern technology in:-

- Digitizing our water and sewerage distribution network and keep customers' records on digitized maps.
- Increasing billing and revenue efficiency.
- Water Point Mapping

(xi) Finally but by no means less important, how should we continue building strategic alliances with partners and stakeholders.

CHAPTER III - VALUES, VISION, MISSION, QUALITY POLICY AND MOTTO.

In the review exercise we refined our previous values, vision, mission and motto while maintaining the quality policy. The improved statements are as follows:-

3.1 Values

AUWSA staff shall be guided and commit themselves to the core values as follows:

- i. Professionalism;*
- ii. Customer focus;*
- iii. Team work spirit;*
- iv. Value for money;*
- v. Environmental Consciousness;*
- vi. Quality Management System;*
- vii. Innovativeness, and*
- viii. Accountability.*

3.2 Vision.

“Water Supply and Sanitation Services in Arusha City delivered in compliance with both National and International Standards”.

3.3 Mission.

“To provide quality water and sanitation services efficiently and effectively using available resources and technologies for sustainable development in Arusha City”.

3.4 Quality Policy.

“ Arusha Urban Water Supply and Sewerage Authority (AUWSA), endeavor to provide affordable, sufficient, safe and clean water and to have an efficient and sustainable water supply system, which is capable of catering for the current and future customers’ needs. We shall continually improve our processes and product to ensure that we consistently meet customers’ and regulatory requirements, and each of us is personally committed and dedicated to the final quality of the job”.

3.5 Our Motto:

“Quality service delivery to our customers”.

CHAPTER IV - THE PLAN

This chapter forms the heart of our plan. We enumerate our objectives with their associated targets. For each objective we have explained the rationale for the proposed interventions, we also describe the specific actions we intend to take and the expected outputs. The summary of this presentation is attached in two annexes (i.e. Annex 2 and Annex 3). Annex 2 provide the Five Years Plan Matrix (July 2011 – June 2016) and Annex 3 is AUWSA's Results Framework which describes the performance indicators, description of the indicator and how it will be obtained, database collection frequency, baseline data and the associated annual targets.

4.1 Objectives

Objective 1: Adequate, safe, clean, reliable and sustainable water supply services achieved.

Presently, production of water does not meet current demand particularly during the dry season when yields from all water sources decline. Further, the Arusha City population is growing at a rate of 5.4% per annum, therefore, there is a need to put in place plans to increase water production to meet demand.

As if that is not enough, the former Arusha Municipality obtained City status from July, 2010. On this basis, Arusha City has increased AUWSA's area of jurisdiction from 93km² to 208km² more than double the original service area. The Authority is therefore forced to review its plans and strategies to accommodate these changes.

To compound the challenges, the global warming effects have seriously affected the AUWSA water sources.

The specific actions will be to:- Improve existing water sources; develop new water sources; prepare plans for future water supply; expand the water distribution network; maintain international water quality standards; reduce NRW while improving billing efficiency, and develop and implement a maintenance plan.

The expected outputs will be:-

1. Olgilai springs rehabilitated by June, 2013.
2. 2,900m³/d abstracted from Machare spring water source by June, 2012.
3. Njiro borehole developed, 360m³/d extracted by June, 2012.
4. Sombetini borehole drilled and developed, 50m³/hr extracted by June, 2012.
5. Four boreholes at Sokon I drilled and developed by 2013.
6. 3,800m³/d from Malala intake/river abstracted by June, 2016.

7. Acquisition of water sources within the extended service area (Moshono, Olasiti and Terrat) carried out by June, 2013.
8. Existing spring water sources within the extended service area developed (Moshono, Olasiti and Terrat) by June, 2014.
9. Mateves/Magereza/Selian boreholes (4 nos.) explored, drilled and developed by June 2014.
10. Studies to identify potential future water sources including surface, ground and rain water harvesting techniques carried out by June, 2016.
11. Lake Duluti studies conducted by June, 2016.
12. Phased construction of primary and secondary distribution networks in Njiro, Baraa, Olorien, Terrat and part of Sombetini completed by June, 2016.
13. Design and construction of distribution network in the extended service area carried out by June 2016.
14. Acquisition and improvement of existing distribution network in the extended service area carried out by June, 2015
15. Service areas within the water production system outside the area of jurisdiction acquired by June, 2015
16. Midawe conventional Water Treatment Plant constructed by June, 2016.
17. Water treatment units installed at all new water sources by June, 2016.
18. Studies for fluoride removal carried out by June, 2016
19. Quality Management System Procedures maintained annually.
20. Water quality monitoring carried out annually.
21. Universal metering sustained annually.
22. Accurate data captured annually.
23. The leakage detection team trained and equipped by June, 2012
24. Leakage detection surveys conducted annually.
25. The customer survey team and Network Supervisors trained and equipped by June, 2012
26. Customer surveys and digitization of the distribution network conducted by June, 2013.
27. Mechanisms for strengthening supervision on new water connections developed by June 2012 and implemented annually
28. All meter readers and related staff trained on effective data capturing by December, 2012
29. Application of water balance concept achieved annually.
30. Procedures to combat water theft reviewed by June, 2012 and implemented annually.
31. Maintenance plan developed by June, 2012 and implemented annually.

The outcome/results of the above outputs will be measured by Indicators as follows:-

Ratio of production against demand (%); Quality of water produced against Tanzanian Standards; Average hours of water supply; Service coverage, and Non Revenue Water.

Objective 2: Expansion of efficient, hygienic and affordable sanitation services attained.

The present sewerage network coverage is very low (7.6%) and covers the Central Business District (CBD) only. The very low coverage is attributed to the sudden increase of service area due to the promotion of the Municipality into a City status. The challenge of the huge increase of the service area of water supply applies also to sanitation services. As with water supply, plans and strategies for expanding sanitation services will have to be reviewed. When AUWSA was established in 1998 the Authority was operating under the Water Works Ordinance Cap. 272 but from 2009 it has started to operate under the Water Supply and Sanitation Act. 2009, Cap. 272.

The specific actions will be to: Develop and implement a maintenance plan; increase service coverage; improve quality of effluent; increase customer base, and improve sanitation.

The expected outputs will be:

1. Maintenance plan developed by June, 2012 and implemented annually
2. Lateral sewer lines constructed at Kambi ya Fisi, Sanawari, Mianzini, Kaloleni, Njiro and Kijenge by June, 2015
3. Studies for sanitation services in the extended area prepared by June, 2016
4. Existing sewerage system rehabilitated by June, 2016.
5. Procedures to deal with onsite sanitation services prepared by June, 2012
6. New WSPs at Themis Holding Ground constructed and operational by June, 2016
7. Customer base of the sewerage system raised from 4,047 to ----- by June 2016

The outcome/results of the above outputs will be measured by indicators as follows:-

Network coverage as a percentage of total area, waste water compliance ratio; number of households connected to the sewerage system; average distance to lateral lines, and number of PPPs implemented against targets.

Objective 3: Ethical, competent, professional and motivated staff enhanced

As the world and our work get more sophisticated, new skill sets and knowledge will be needed. We will also need to pursue pro-active capacity building programmes so that most of the required technical capacity can be found in-house. Corruption has become a cancer-like syndrome in our society, hence the need to proactively fight it. At the same time, the Government is urging all public institutions to instill modern management principles for improving performance.

The specific actions will be to:- Develop and implement the Authority's capacity development plan programme; improve and implement incentive package; implement the anti-corruption

strategy and action plan; install the performance improvement model (PIM); plan for office construction, and take measures to improve workers' participation and involvement in the Authority's business.

The expected outputs will be:-

1. A comprehensive Training Programme developed by June, 2012 and implemented annually
2. Re-tooling Plan developed by June, 2012 and implemented annually.
3. The existing Incentive Package reviewed by June 2012 and repeated by June 2015.
4. Scheme of Service, Salary Structure, and Staff Regulations reviewed by December, 2011 and repeated by June, 2015.
5. Social Welfare activities implemented annually.
6. The National Anti-corruption Strategy and action plan implemented annually.
7. Client Service Charter reviewed by December, 2011.
8. Strategic Plan reviewed by September 2011 and targets reviewed annually.
9. Business Plan developed by December, 2011 and reviewed annually.
10. OPRAS implemented annually.
11. Monitoring and Evaluation System developed by December, 2011 and implemented annually
12. Service delivery Survey conducted by June 2013 and repeated biennially (after two years).
13. New office constructed by June, 2016
14. All statutory workers meetings held annually.

The outcome/results of the above outputs will be measured by indicators as follows:-

Customers' satisfaction levels with the Authority's service delivery; staff turnover rate; trend of complaints received; percentage of staff satisfactorily assessed, and percentage of achievement of commitments made through the Client Service Charter.

Objective 4: The Authority's functions run efficiently and effectively

If we are to accomplish our mission and continually improve on our service delivery, we need to make a lot of changes. AUWSA will exploit all avenues to make the utility's operations sustainable.

Specific actions will be to:- Upgrade and acquire appropriate ICT; continue outsourcing non-core functions; restructure the Authority; automate water production and distribution infrastructures; develop measures to raise revenue collection; develop measures to solicit alternative financing; abide to financial and procurement procedures, and develop measures to comply with PPA No. 21 of 2004

The expected outputs will be:-

1. Human Resource Management Information System (HRMIS) upgraded by June, 2012 and operational annually.
2. Accounting package and Billing softwares linked by June, 2012.
3. E-Payment for water and sewerage bills including automated bills delivery through SMS introduced by December, 2012.
4. Auditing Software for Internal Control purposes developed and installed by September, 2012
5. Document Management Information System installed by September, 2013.
6. Inventory Management and Supply Chain Management Software installed by December, 2012.
7. Improved debt collection mechanisms developed and implemented annually.
8. Out sourcing of non-core functions implemented annually.
9. A restructured Authority operational by June, 2013.
10. Automated meter reading for corporate customers installed by December, 2013.
11. Phased automation of the water production and distribution systems introduced by June, 2014.
12. Project write-ups for bank loans prepared annually.
13. Project write-ups for development projects prepared annually.
14. Project write-ups for Public Private Partnership (PPP) prepared annually.
15. Budgetary control procedures adhered to annually.
16. Legal compliance adhered to annually.
17. Annual Procurement Plan prepared and implemented annually.
18. A reliable, responsive and integrated supply chain/logistics system sustained annually.
19. Assets Management Register Software sustained annually.

The outcome/results of the above outputs will be measured by indicators as follows:-

Percentage of revenue collected against set target; percentage of personnel expenditure against revenue collected; operating ratio; working ratio; CAG Audit opinion; PPRA assessment, and EWURA assessment.

Objective 5: Consciousness towards the environment in all undertakings enhanced

Prolonged dry weather and uncontrolled human activities within water sources/catchment areas, affect production of clean and safe water from these sources. Compounding the problem is the effects of global warming. These challenges require us to take necessary measures to ensure availability of continuous quality water supply and sanitation services to the Arusha City population.

The specific actions will be to:- Develop and implement plans for environmental mitigation measures including protecting water sources, and Take measures to promote corporate social responsibility.

The expected outputs will be:-

1. Environmental protection programme prepared by June, 2012 and implemented annually.
2. Corporate social responsibility plans developed by June, 2012 and implemented annually.

The outcome/results of the above outputs will be measured by Indicators as follows:-

Trend in number of groups involved against set targets; trend in number of activities the authority involved against target; trend in number of people involved in environmental protection, and City Council Environmental award.

Objective 6: HIV/AIDs Interventions Enhanced

The government is encouraging public institutions to proactively address HIV/AIDs pandemic. As HIV/AIDs continues to negatively impact our society and government continues to emphasize the importance of fighting the disease's stigma and assisting affected staff, AUWSA shall proactively address the pandemic.

The specific actions will be to:- Develop and implement action plans to raise awareness, and develop and implement action plans to support HIV/AIDs affected employees.

The expected outputs will be:-

1. HIV awareness plan implemented annually
2. HIV/AIDs affected employees supported annually

The outcome/results of the above outputs will be measured by Indicators as follows:-

Trend of staff voluntarily testing; staff reporting their HIV/AIDs health status while seeking support, and staff satisfaction levels with HIV/AIDs interventions.

Objective 7: Public knowledge, awareness and understanding of the Authority's functions enhanced

Modern organizations need to conduct business in a transparent manner. Moreover, access to information has become a public right. Our customers and stakeholders therefore need to have a clear and correct understanding of AUWSA's services, operations, personnel and responsibility. Quality and quantity information shall ensure maximum support and positive response from stakeholders in all our undertakings. Moreover, increased understanding will help us overcome negative attitudes such as indifference, apathy and prejudice that may be existing

among our customers hence enabling us to succeed in our day to day operations and achieve our objectives.

The specific actions will be to: Continue implementing the Authority's IEC programme, and avenues for building strategic alliances with partners explored.

Expected outputs will be:-

1. IEC policy and strategy reviewed by June 2012 and implemented annually.
2. Programme for building strategic alliances with partners developed by June, 2013

The outcome/results of the above outputs will be measured by Indicators as follows:-

Trend of stakeholders visiting the website; percentage of stakeholders getting information through the Authority's IEC initiatives; number of suggestions, comments, and complaints received through various media, and satisfaction levels with the Authority's IEC initiatives.

CHAPTER V – FORCE FIELD ANALYSIS

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

AUWSA will develop a risk management program to sustain the bridges while instituting measures to contain the effects of barriers, and on an annual basis conduct risk audit.

Table 3: Supporting Forces (Bridges)

Supporting Forces (Bridges)	Strong	Medium	Weak
• Effective leadership abilities within the Authority (both at Board and Management levels) to guide towards the overall achievement of the vision and mission.	√		
• The Authority is one of the leading performing urban water and sewerage utilities in Tanzania for the last 3 years.	√		
• Collaboration with and support of, stakeholders including Ministry of Water, Donors, Arusha City Council and Customers.	√		
• An Autonomous utility with sufficient legal authority and institutional framework.		√	
• Clearly defined overall water policy including urban water supply and sanitation sub-sector and corresponding legal framework.		√	
• Provision of water supply and sanitation services is a priority of the Government.	√		
• Professional and Experienced staff in water and sewerage related activities.	√		
• General willingness to pay for water and sewerage services in Arusha City.		√	
• A robust growing Arusha economy	√		
• The proximity of Arusha City to Mount Meru gives possibility of getting water from more springs and gravity sources			√

Table 4: Restraining Forces (Barriers)

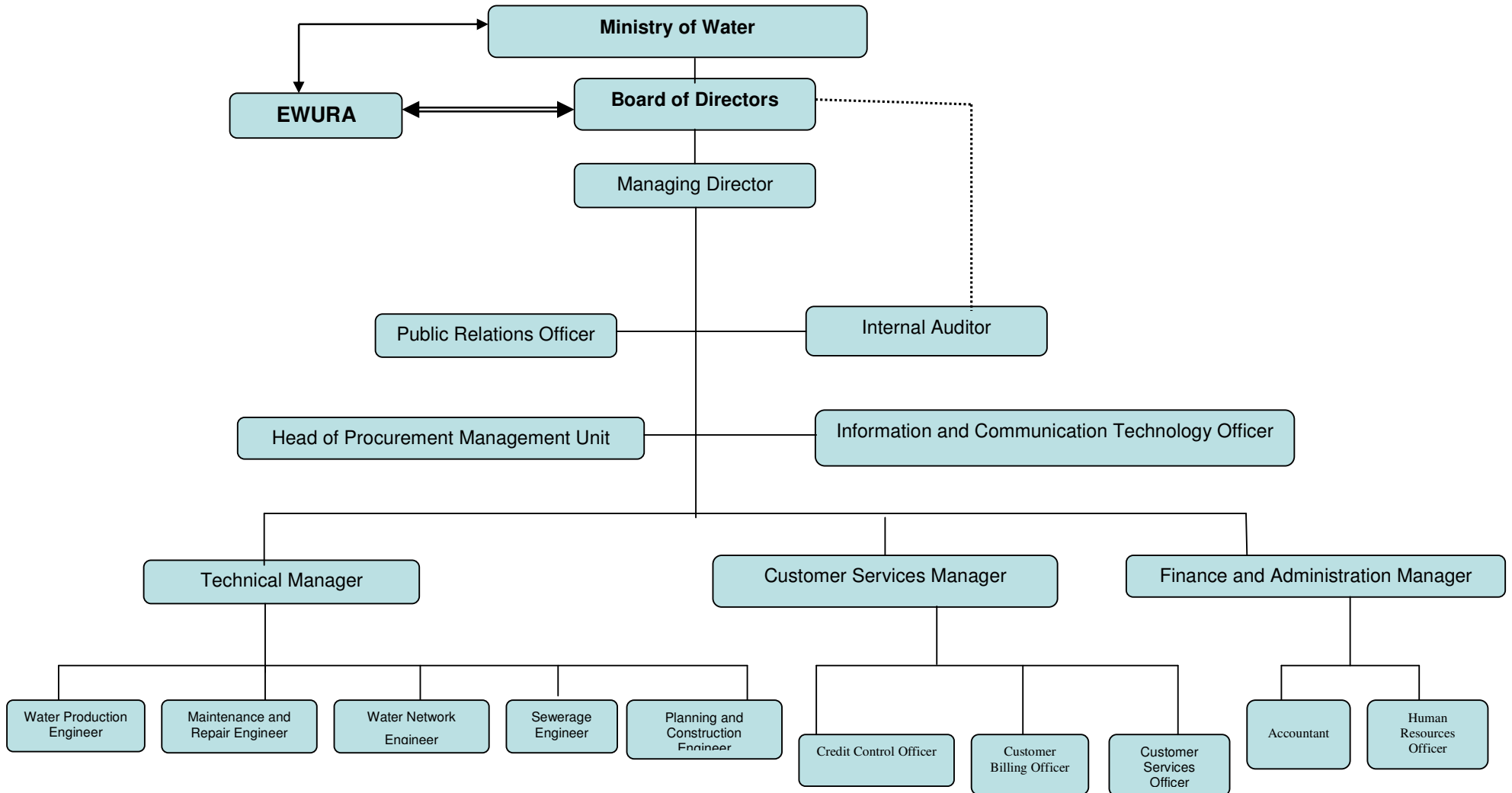
Restraining Forces (Barriers)	Strong	Medium	Weak
• Limited resources for modernizing and expanding both the water and sanitation services.	√		
• Problems in mind-set shifts from the old paradigm of water as a social good to that of water being an economic good.		√	
• As the Tanzania and East African labour markets become competitive, the Authority may be unable to attract and retain highly skilled personnel through enhanced incentive packages.		√	
• HIV/AIDS pandemic is a threat to both staff attrition rates on one side and on the other affordability to pay as the number of the sick, widows and orphans increase in the City.		√	
• The effects of global warming on the environment and its impact on our water production.	√		
• Unreliable electric power to operate our water production scheme.	√		
• Sabotage on water and sewerage infrastructures and illegal connections affect the Authority's revenue collection.		√	
• Unwillingness to pay by some government institutions.		√	
• Unwillingness to pay by some individual customers.		√	
• Some of the customers/stakeholders perceive the Authority as a profit making organization while it is a service oriented utility, which may lead to resistance in supporting the Authority's development initiatives.		√	

CHAPTER VI - QUICK-WINS

In this chapter we have identified Quick Wins, which are capacity building initiatives, which we need to implement in the short term to enable improvements in service delivery.

1. Improving meter-reading exercise by introducing meter reading through staff on accurate data capturing.
2. Sustain handbills delivery methodology and the introduction of E-payment concept.
3. Improve debt management by:
 - Outsourcing debt collection function.
 - Rescheduling debt payment.
4. Sustain PSP in construction of new sewer connections in order to improve efficiency.
5. Sustain universal metering.
6. Develop and improve water sources within the new service area.
7. Conduct phased re-engineering in the wellfield.
8. Train and equip the leakage detection team to combat leakages.
9. Effectively implement OPRAS.
10. Develop and implement a change management programme for all staff.

ANNEX 1: AUWSA Organization Chart



ANNEX 2: AUWSA'S MEDIUM TERM STRATEGIC PLAN MATRIX JULY 2011 – JUNE 2016

VISION	MISSION	CORE VALUES
<p>Water Supply and Sanitation Services in Arusha City delivered in compliance with both National and International Standards</p>	<p>To provide quality water and sanitation services efficiently and effectively using available resources and technologies for sustainable development in Arusha City.</p>	<ul style="list-style-type: none"> • Professionalism; • Customer focus; • Team work spirit; • Value for money; • Environmental Consciousness; • Quality Management System; • Innovativeness, and • Accountability

Strategy	Target	Responsible Officer	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
Objective 1:	Adequate, Safe, Clean, Reliable, and Sustainable Water Supply Services achieved.			FIVE YEAR PROGRAMME				
Outcome Indicators	<ul style="list-style-type: none"> • Ratio of production against demand. (%) • Quality of water produced against Tanzanian Standards • Average hours of water supply. • Service coverage • Non Revenue Water 							
1.1 Improve existing water sources	1.1.1 Olgilai springs rehabilitated by June, 2013	TD	• Identify areas to be rehabilitated.	—				
			• Identify materials required.	—				
			• Procure materials.		—			
			• Conduct rehabilitation in phases.		—			
	1.1.2 2,900m ³ /d abstracted from Machare spring water source by June, 2012.	TD	• Survey and design.	—				
			• Prepare BOQ and procure materials.	—				
• Construction.			—					
1.2 Develop new water sources.	1.2.1 Njiro borehole developed, 360m ³ /d extracted by June, 2012.	TD	• Develop the well and conduct pumping test.	—				
			• Construct headworks.	—				
			• Install pumping unit.	—				
	1.2.2. Sombetini borehole drilled and developed, 50m ³ /hr extracted by June, 2016.	TD	• Develop well and conduct pumping test.	—				
			• Construct headworks.			—		
			• Install pumping unit.			—		
	1.2.3 Four boreholes at Sokon I drilled and developed, by 2013	TD	• Acquire the land.	—				
			• Procure the driller.	—				
			• Drill the boreholes	—				

Strategy	Target	Responsible Officer	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	
			• Develop well and conduct pumping test.	█					
			• Construct headworks.		█				
			• Install pumping units.		█				
	1.2.4	3,800m ³ /d from Malala intake/river abstracted by June, 2016	TD	• Procure a Contractor.		█			
				• Construct wet well.			█		
				• Install control and measuring devices.			█	█	
				• Acquire pipeline way leave.		█			
	1.2.5	Acquisition of water sources within the extended service area (Moshono, Olasiti and Terrat) carried out by June, 2013.	TD	• Sensitize residents in the respective areas.	█	█			
				• Establish quality and quantity of the water sources.	█	█			
				• Identify the extent of improvement.		█			
				• Rehabilitate sources.		█			
	1.2.6	Existing spring water sources within the extended service area developed (Moshono, Olasiti and Terrat) by June, 2014.	TD	• Establish quality and quantity of the water sources.		█	█		
				• Identify the extent of improvement.		█			
				• Develop sources.			█		
	1.2.7	Mateves/Magereza/Selian boreholes (4) explored, drilled and developed by June 2014.	TD	• Draw up TORs		█			
• Engage a Consultant to conduct source identification survey.					█				
• Acquire land.						█			
• Procure a driller to drill boreholes.						█			

Strategy	Target	Responsible Officer	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
			<ul style="list-style-type: none"> Develop well and conduct pumping test. Construct headworks. Install pumping units 					
1.3 Prepare plans for future water supply	1.3.1 Studies to identify potential future water sources including surface, ground and rain water harvesting techniques carried out by June, 2016.	TD	• Draw up TORs					
			• Engage a Consultant to carry out studies.					
			• Conduct technical review meeting to discuss the report.					
	1.3.2 Lake Duluti studies conducted by June, 2016.	TD	<ul style="list-style-type: none"> Continue carrying out studies. Conduct technical meetings to discuss preliminary reports. 					
1.4 Expand the water distribution network	1.4.1 Phased construction of primary and secondary distribution networks in Njiro, Baraa, Olorien, Terrat and part of Sombetini completed by June, 2016.	TD	• Procure piping materials in phases.					
			• Procure Contractor to lay pipes and interconnection to existing system in phases.					
	1.4.2 Design and construction of distribution network in the extended service area carried out by June 2016.	TD	• Draw up TORs					
			• Engage a Consultant to design and prepare Tender Documents.					
			• Procure a Contractor to lay pipes and interconnection to existing system in phases					
			• Procure materials in phases.					
	1.4.3 Acquisition and improvement of existing distribution network in the extended service area carried out by June, 2015	TD	• Sensitize the population in the respective areas.					
			• Carry out studies of the existing network.					
			• Carry out rehabilitation.					

Strategy	Target	Responsible Officer	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
	1.4.4 Service areas within the water production system outside the area of jurisdiction acquired by June, 2015	TD	<ul style="list-style-type: none"> • Liaise with the Council and District authorities. • Seek Ministry's opinions and directives. • Seek EWURA's recognition of the agreement. 					
1.5 Maintain National and International Water Quality Standards.	1.5.1 Midawe conventional water treatment plant constructed by June, 2016.	TD	• Contractor to construct treatment plant.					
			• Contractor to construct laboratory.					
			• Contractor to construct attendants' quarter.					
	1.5.2 Water treatment units installed at all new water sources by June, 2016.	TD	• Procure water treatment units.					
			• Install water treatment units.					
	1.5.3 Studies for fluoride removal carried out by June, 2016.	TD	• Conduct technical meetings for follow up of ongoing studies.					
			• Implement recommendations of the study.					
	1.5.4 Quality Management System Procedures maintained annually	TD	• Carry out periodical system audit on the implementation of procedures for water production, water treatment and water distribution.					
			• Rectify non conformities.					
			• Monitor and evaluate.					
	1.5.5 Water quality monitoring carried out annually.	TD	• Establish new sampling points.					
			• Collect and analyse water samples.					
• Rectify non conformities.								
1.6 Reduce NRW while improve billing efficiency.	1.6.1 Accurate data captured annually.	CD	• Identify malfunctioning water meters					
			• Capture data using automated meter readings.					
			• Identify all customers' segregated area wise.					
			• Revisit the gate closed customers.					

Strategy	Target	Responsible Officer	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
			<ul style="list-style-type: none"> Revisit all meters with abnormal consumption. 					
	1.6.2 The leakage detection team trained and equipped to manage water losses by June, 2012.	TD	<ul style="list-style-type: none"> Conduct TNA 					
<ul style="list-style-type: none"> Conduct on the job training. 								
<ul style="list-style-type: none"> Procure required instruments and equipments. 								
<ul style="list-style-type: none"> Monitor and evaluate Post Training Performance. 								
	1.6.3 Leakage detection surveys conducted annually.	TD	<ul style="list-style-type: none"> Establish zones for the distribution network. 					
<ul style="list-style-type: none"> Identify leakages and rectify defects. 								
	1.6.4 The customer survey team and Network Supervisors trained and equipped by June, 2012.	TD	<ul style="list-style-type: none"> Conduct TNA 					
<ul style="list-style-type: none"> Conduct on the job training. 								
<ul style="list-style-type: none"> Procure required instruments and equipments. 								
<ul style="list-style-type: none"> Monitor and evaluate Post Training Performance. 								
	1.6.5 Customer surveys and digitization of the distribution network conducted by June, 2013.	TD	<ul style="list-style-type: none"> Prepare TOR 					
<ul style="list-style-type: none"> Procure Consultant. 								
<ul style="list-style-type: none"> Procure working tools. 								
<ul style="list-style-type: none"> Conduct customer survey and map coding. 								
<ul style="list-style-type: none"> Digitize the distribution network. 								
	1.6.6 Mechanisms for strengthening supervision on new water connections developed by June 2012 and implemented annually.	TD	<ul style="list-style-type: none"> Introduce customers' feedback mechanism on Contractor's performance. 					
<ul style="list-style-type: none"> Verify quality of material at site. 								
	1.6.7 Application of water balance	CD	<ul style="list-style-type: none"> Prepare water balance concept. 					

Strategy	Target	Responsible Officer	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
	concept achieved annually.		• Disseminate the concept.					
			• Monitor and evaluate.					
	1.6.8 Procedures to combat water theft reviewed by June, 2012 and implemented annually.	TD	• Conduct Technical meeting to review existing procedures.					
			• Share reviewed procedures with stakeholders					
			• Prosecute defaulters					
	1.6.9 Procedures to combat water meters vandalism developed by June, 2012 and implemented annually	TD	• Conduct Technical meeting to review existing procedures.					
• Share reviewed procedures with stakeholders								
• Prosecute defaulters								
1.7 Establish water supply service hours	1.7.1 A mechanism of monitoring water supply service daily developed and implemented by June, 2013	TD	• Determine current weaknesses in monitoring daily water supply.					
			• Develop mechanism for daily monitoring.					
			• Train users of the system.					
			• Monitor and evaluate efficacy of the system.					
1.8 Develop and implement a maintenance plan.	1.8.1 Maintenance plan developed by June, 2012 and implemented annually.	TD	• Conduct Technical meetings to develop infrastructure maintenance plan.					
			• Implement the plan.					
			• Revisit and establish way leave for existing infrastructure.					
			Clear the way leave.					

Strategy	Target	Responsible Officer	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
Objective 2.0:	Expansion of Efficient, Hygienic and Affordable Sanitation Services attained			FIVE YEAR PROGRAMME				
Outcome Indicators	<ul style="list-style-type: none"> • Network coverage as a percentage of total area • Waste water compliance ratio • Number of households connected to the sewerage system. • Average distance to lateral lines. • Number of PPP implemented against target. 							
2.1 Develop and implement a maintenance plan	2.1.1 Maintenance plan developed by June, 2012 and implemented annually.	TD	• Conduct Technical meetings to develop infrastructure maintenance plan.					
			• Implement the plan.					
			• Revisit and establish way leave for existing infrastructure.					
			• Clear the way leave.					
2.2 Increase service coverage	2.2.1 Lateral sewer line constructed at Kambi ya Fisi, Sanawari, Mianzini, Kaloleni, Njiro and Kijenge by June, 2015.	TD	• Procure a Contractor					
			• Procure materials in phases.					
			• Acquire pipeline way leave.					
			• Lay pipes and interconnection to existing system in phases.					
	2.2.2 Studies for sewerage services in the extended area prepared by June, 2016	TD	• Prepare TORs					
			• Procure Consultant to carry out the study.					
			• Conduct technical review meeting to share the report.					
			• Acquire strategic project areas.					
	2.2.3 Procedures to combat manhole covers vandalism developed by June, 2012 and implemented annually	TD	• Conduct Technical meeting to review existing procedures.					
• Share reviewed procedures with stakeholders								
• Prosecute defaulters								
2.3 Improve	2.3.1 New WSPs at Themis Holding	TD	• Procure Contractor.					

Strategy	Target	Responsible Officer	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
quality of effluent	Ground constructed and operational by June, 2016		<ul style="list-style-type: none"> Supervise construction. 					
2.4 Increase customer base	2.4.1 Existing sewerage system rehabilitated by June, 2016.	TD	<ul style="list-style-type: none"> Procure a Contractor 					
			<ul style="list-style-type: none"> Procure materials in phases. 					
	2.4.2 Customer base of the sewerage system raised from 4,047 to 6,657 by June 2016	TD	<ul style="list-style-type: none"> Lay pipes and interconnection to existing system in phases. 					
			<ul style="list-style-type: none"> Construct laterals. Sensitize the community within the network to connect. Collaborate with City authority to sanction defaulters. 					
2.5 Improve sanitation	2.5.1 Procedures to deal with onsite sanitation services prepared by June, 2012.	TD	<ul style="list-style-type: none"> Conduct technical meeting to identify onsite sanitation services to be provided. 					
			<ul style="list-style-type: none"> Prepare TORs 					
			<ul style="list-style-type: none"> Procure service provider. 					
Objective 3.0:	<ul style="list-style-type: none"> Ethical, Competent, Professional and Motivated Staff Enhanced 			FIVE YEAR PROGRAMME				
Outcome Indicators	<ul style="list-style-type: none"> Customers satisfaction levels with the Authority's service delivery Staff turnover rate Trend of complaints received Percentage of staff satisfactorily assessed Percentage of achievement of commitments made through the Client Service Charter 							
3.1 Develop and implement the Authority's capacity building programme.	3.1.1 A comprehensive Training Programme developed by June, 2012 and implemented annually.	FAD	<ul style="list-style-type: none"> Review Training Needs Assessment. 					
			<ul style="list-style-type: none"> Develop Training Programme. 					
			<ul style="list-style-type: none"> Seek Board approval. 					
			<ul style="list-style-type: none"> Implement the Training Programme. 					
			<ul style="list-style-type: none"> Monitor and evaluate post performance. 					
	3.1.2 Retooling Plan developed by	FAD	<ul style="list-style-type: none"> Identify retooling needs. 					

Strategy	Target	Responsible Officer	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
	June, 2012 and implemented annually.		<ul style="list-style-type: none"> Prepare the retooling plan. Conduct phased implementation of the plan. 	_____				
3.2 Strengthen the use of the Client Service Charter	3.2.1 Client Service Charter reviewed by December, 2011.	PRU	<ul style="list-style-type: none"> Conduct technical meeting to review the Client Service Charter 	_____				
			<ul style="list-style-type: none"> Share proposals with stakeholders. 	_____				
			<ul style="list-style-type: none"> Publish the reviewed Client Service Charter. 	_____				
			<ul style="list-style-type: none"> Disseminate the Client Service Charter. 		_____			
			<ul style="list-style-type: none"> Monitor and evaluate implementation of CSC. 		_____	_____		
3.3 Improve and implement Incentive Package	3.3.1 The existing Incentive Package reviewed by June, 2012 and repeated by June, 2015.	FAD	<ul style="list-style-type: none"> Prepare TORs 	_____				
			<ul style="list-style-type: none"> Engage Consultant 	_____				
			<ul style="list-style-type: none"> Conduct technical meeting to discuss Consultant's proposals. 	_____				
			<ul style="list-style-type: none"> Seek Board approval. 	_____				
			<ul style="list-style-type: none"> Conduct phased implementation of the Package 		_____	_____		
			<ul style="list-style-type: none"> Monitor and evaluate. 				_____	
	3.3.2 Scheme of Service, Salary Structure, and Staff Regulations reviewed by June, 2012 and repeated by June, 2015.	FAD	<ul style="list-style-type: none"> Conduct technical meeting to discuss Consultant's proposal of the reviewed Staff Regulations, Scheme of Service and Salary Structure. 	_____				
			<ul style="list-style-type: none"> Seek Board approval. 	_____				
			<ul style="list-style-type: none"> Conduct phased implementation of the reviewed Staff Regulations, Scheme of Service and Salary Structure 		_____	_____		
			<ul style="list-style-type: none"> Repeat the review. 				_____	
	3.3.3 Social welfare activities implemented annually.	FAD	<ul style="list-style-type: none"> Conduct technical meeting to identify social welfare activities. 	_____				
<ul style="list-style-type: none"> Conduct phased implementation of the proposals. 				_____	_____			
<ul style="list-style-type: none"> Monitor and evaluate. 						_____		

Strategy	Target	Responsible Officer	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
3.4 Implement measures to instill ethical conduct	3.4.1 The National Anti-corruption Strategy and action plan implemented annually.	FAD	• Identify key issues which impact ethical behaviour.	_____				
			• In collaboration with PCCB conduct sensitization sessions.	_____				
			• Monitor and evaluate.			_____		
3.5 Install the Performance Improvement Model (PIM).	3.5.1 Strategic Plan reviewed by September 2011 and strategies and targets reviewed annually.	FAD	• Hire a Consultant	_____				
			• Conduct Management retreat.	_____				
			• Share draft with Workers Council.	_____				
			• Seek Board approval.	_____				
			• Annually conduct working sessions to review targets.		_____	_____		
	3.5.2 Business Plan developed by December, 2011 and reviewed annually.	FAD	• Hire a Consultant	_____				
			• Conduct technical meeting to discuss draft Business Plan.	_____				
			• Seek Board approval.	_____				
			• Publish the Business Plan.	_____				
			• Annually conduct working sessions to review BP.		_____	_____		
	3.5.3 OPRAS implemented annually.	FAD	• Conduct session to sensitize Management.	_____				
			• Cause staff Performance Agreements to be signed.	_____				
• Conduct mid year review sessions.			_____					
• Conduct annual assessment sessions.			_____					
3.5.4 Monitoring and Evaluation System developed by December, 2011 and implemented annually	FAD	• Collect baseline data for all performance indicators and develop annual targets.	_____					
		• Collect information on performance indicators.	_____					
		• Prepare quarterly, mid year and annual progress reports and the annual performance report.	_____					

Strategy	Target	Responsible Officer	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
			<ul style="list-style-type: none"> Publish and disseminate annual performance report. 					
	3.5.5 Service delivery Survey conducted by June 2013 and repeated biennially (after two years).	PRU	<ul style="list-style-type: none"> Hire a Consultant. 					
<ul style="list-style-type: none"> Conduct technical review meeting to discuss Consultant's proposed methodology. 								
<ul style="list-style-type: none"> Conduct the sample survey. 								
<ul style="list-style-type: none"> Conduct technical review meeting to discuss survey report. 								
3.6 Plan for office construction	3.6.1 New office constructed by June 2016	TD	<ul style="list-style-type: none"> Engage Consultant to design and prepare Tender Documents 					
			<ul style="list-style-type: none"> Seek financing. 					
			<ul style="list-style-type: none"> Procure a Contractor. 					
			<ul style="list-style-type: none"> Implement phased construction. 					
3.7 Take measures to improve workers' participation and involvement in the Authority's business	3.7.1 All statutory workers meetings held annually.	FAD	<ul style="list-style-type: none"> Conduct statutory meetings (Workers Council, Board and workers, Departmental, Management, Workers Union, Sectional/Units and All workers). 					
			<ul style="list-style-type: none"> Implement Board's directives and workers' resolutions. 					
Objective 4.0:	The Authority's functions run efficiently and effectively			FIVE YEAR PROGRAMME				
Outcome Indicators	<ul style="list-style-type: none"> Percentage of revenue collected against set target Percentage of personnel expenditure against revenue collected Operating ratio Working ratio Type of CAG Audit opinion received. Type of PPRA assessment awarded to the Authority 							

Strategy	Target	Responsible Officer	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
	<ul style="list-style-type: none"> Type of EWURA assessment awarded 							
4.1 Upgrade and acquire appropriate ICT.	4.1.1 Human Resource Management Information System (HRMIS) upgraded by June, 2012 and operational annually.	ICTU	• In consultation with the software provider upgrade the system.		_____			
			• Install the upgraded system.		_____			
			• Monitor and evaluate.		_____	_____		
	4.1.2 Accounting package and Billing softwares linked by June, 2012.	ICTU	• Upgrade the two Softwares.		_____			
			• Develop a module to link the two softwares.		_____			
			• Install the linking software.		_____			
			• Produce customized reports.		_____			
			• Monitor and evaluate.		_____	_____		
	4.1.3 E-Payment for water and sewerage bills including Automated bills delivery through SMS introduced by December, 2012.	ICTU	• Conduct consultation with service providers (Voda, Tigo, Airtel, Zantel)		_____			
			• Contract mobile phone service providers.		_____			
			• Conduct sensitization to customers.		_____			
			• Implement E-Payment.		_____			
			• Implement automated bills delivery through SMS.		_____			
			• Monitor and evaluate.		_____	_____		
	4.1.4 Auditing Software for Internal Control purposes developed and installed by September, 2012.	ICTU	• Develop TORs.		_____			
			• Procure software developer.		_____			
			• Conduct technical meeting to discuss the proposed software.		_____			
• Install the software.				_____				
• Train staff on the Audit Software				_____				
• Monitor and evaluate.				_____	_____			

Strategy	Target	Responsible Officer	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
	4.1.5 Document Management Information System installed by September, 2013.	ICTU	• Draw up TOR.					
			• Procure software developer.					
			• Install the DMIS					
			• Train staff					
			• Monitor and evaluate.					
	4.1.6 Inventory Management and Supply Chain Management Software installed by December, 2012	ICTU	• Draw up TOR.					
			• Procure software developer.					
			• Install the Software.					
			• Train staff.					
			• Monitor and evaluate.					
	4.1.7 Automated meter reading for corporate customers installed by December, 2013.	CD	• Draw up TORs.					
			• Procure Software developer.					
			• Procure Contractor to install the automated water meters for corporate customers.					
			• Follow up performance of the automated water meters.					
	4.1.8 Asset Management Register Software sustained annually.	FAD	• Identify shortfalls of the current Assets Management Software.					
			• Update the assets management register software.					
• Install the updated software.								
• Produce statutory reports.								
• Monitor and evaluate performance of the register.								
4.2 Continue outsourcing	4.2.1 Out sourcing of non-core functions implemented annually.	FAD	• Conduct technical meetings to identify areas for out-sourcing.					

Strategy	Target	Responsible Officer	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
non-core functions.			• Out-source non core functions.					
			• Follow up implementation of the outsourced functions.					
4.3 Restructure the Authority.	4.3.1 A restructured Authority operational by June, 2013	FAD	• Develop TORs.					
			• Hire Consultant to propose the new structure.					
			• Conduct technical meeting to discuss the proposal.					
			• Seek Board approval					
			• Conduct phased implementation of the new structure.					
			• Repeat the exercise after three years.					
4.4 Develop measures to raise revenue collection.	4.4.1 Improved debt collection mechanisms developed and implemented annually	CD	• Identify obstacles in the current debts collection mechanism.					
			• Make improvements of the system.					
			• Implement the improved system.					
			• Follow up implementation.					
4.5 Develop measures to solicit alternative financing	4.5.1 Project write-ups for bank loans prepared annually.	FAD	• Identify possible projects for loan financing.					
			• Conduct technical meeting to prepare project write-ups for bank loans.					
			• Seek Approval from Board, Ministry of Water and Ministry of Finance.					
			• Solicit bank loans.					
			• Implement and re-pay loans.					
	4.5.2 Project write-ups for development projects prepared annually.	FAD	• Identify possible projects for Government development financing.					
			• Conduct technical meeting to prepare project write-ups for development financing.					
			• Seek Board approval.					

Strategy	Target	Responsible Officer	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
			<ul style="list-style-type: none"> Solicit Government approval (Ministry of Water and Ministry of Finance). 					
	4.5.3 Project write-ups for Public Private Partnership (PPP) prepared annually.	FAD	<ul style="list-style-type: none"> Identify possible projects for PPP. Prepare PPP Project Proposals. Seek Board approval. Disseminate PPP proposals to potential investor. Prepare MoUs with potential investors. Seek Government approval (Ministry of Water, PMO and Ministry of Finance). Implement approved and financed PPP. Monitor and Evaluate. 					
4.6 Abide on financial and procurement procedures	4.6.1 Budgetary control procedures adhered to annually.	FAD	<ul style="list-style-type: none"> Review previous budget implementation. 					
			<ul style="list-style-type: none"> Prepare the Budget. 					
			<ul style="list-style-type: none"> Seek Board approval. 					
			<ul style="list-style-type: none"> Prepare cashflow plan. 					
			<ul style="list-style-type: none"> Implement the budget. 					
			<ul style="list-style-type: none"> Prepare statutory reports. 					
	4.6.2 Legal compliance adhered to annually.	IAU	<ul style="list-style-type: none"> Conduct mid year budget review. 					
			<ul style="list-style-type: none"> Prepare audit plan. Conduct routine and field work audit. Prepare statutory reports. 					
4.7 Develop measures to comply with	4.7.1 Annual Procurement Plan prepared and implemented annually.	PMU	<ul style="list-style-type: none"> Collect procurement requirements. 					
			<ul style="list-style-type: none"> Prepare Annual Procurement Plan. 					

Strategy	Target	Responsible Officer	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
PPA No. 21 of 2004			• Seek Board approval.					
			• Implement the approved APP.					
			• Prepare statutory reports.					
			• Monitor and evaluate.					
	4.7.2 A Reliable, Responsive and Integrated Supply Chain/Logistics system sustained annually.	PMU	• Prepare supply chain management plan.					
			• Implement the supply chain management plan (stock management).					
			• Identify items for disposal.					
			• Seek Board approval of assets disposal.					
			• Dispose the approved obsolete assets.					
			• Prepare Statutory Inventory reports.					
Objective 5:	Consciousness towards the Environment in all Undertakings Enhanced			FIVE YEAR PROGRAMME				
Outcome Indicators	<ul style="list-style-type: none"> • Trend in number of groups involved against set targets • Trend in number of activities the Authority involved against target • Trend in number of people involved in environmental protection • Type of environmental awarded by City Council annually 							
5.1 Develop and implement plans for environmental mitigation measures including protecting water sources	5.1.1 Environmental protection programme prepared by June, 2012 and implemented annually.	TD	• Prepare TORs.					
			• Engage a Consultant to develop a water source protection programme.					
			• Conduct meeting to discuss Consultant's proposal.					
			• Implement the programme.					
			• Monitor and evaluate.					

Strategy	Target	Responsible Officer	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
5.2 Take measures to promote corporate social responsibility.	5.2.1 Corporate social responsibility plans developed by June, 2012 and implemented annually.	PRU	• Identify areas for corporate social responsibility involvement.					
			• Prepare CSR Plan.					
			• Implement the plan in phases.					
			• Monitor and evaluate.					
Objective 6:	HIV/AIDS Interventions Enhanced			FIVE YEAR PROGRAMME				
Outcome Indicators	<ul style="list-style-type: none"> Trend of staff voluntarily testing. Staff reporting on their health status Staff satisfaction level with HIV/AIDS interventions. 							
6.1 Develop and implement action plans to raise awareness.	6.1.1 HIV Awareness Plan implemented annually	FAD	• Identify employees' HIV/AIDS awareness needs.					
			• Prepare HIV/AIDS awareness action plan.					
			• Implement the action plan.					
			• Monitor and evaluate.					
6.2 Develop and implement action plan to support HIV/AIDS affected employees.	6.2.1 HIV/AIDS affected employees supported annually	FAD	• Put in place a system to enable affected employees to seek support.					
			• Support affected staff who voluntarily report their					
			• HIV/AIDS status.					
			• Monitor and evaluate.					
Objective 7:	Public Knowledge, Awareness and Understanding of the Authority's Functions Enhanced			FIVE YEAR PROGRAMME				
Outcome Indicators	<ul style="list-style-type: none"> Trend of stakeholders visiting the Website Percentage of stakeholders getting information through the Authority's IEC initiatives. Number of suggestions, comments, and complaints received through various media Satisfaction level with the Authority's IEC initiatives. 							
7.1 Continue	7.1.1 IEC policy and strategy reviewed	PRU	• Develop TORs.					

Strategy	Target	Responsible Officer	Activities	Year 1	Year 2	Year 3	Year 4	Year 5
implementing the Authority's IEC programme	by June 2012 and implemented annually.		• Engage Consultant to review the IEC programme.					
			• Prepare information packs and disseminate through various fora [Stakeholders' Workshops, Focus group discussions, Seminars, Calendars, Diaries, Website, Leaflets, Brochures, Insertions in news papers, Radio programmes, TV programmes, Exhibitions (Maji Week, Nane Nane, Mazingira Day and May Day)].					
			• Monitor and evaluate.					
7.2 Avenues for building strategic alliances with partners explored	7.2.1 Programme for building strategic alliance with partners developed by June, 2013	PRU	• Identify potential partners (NGOs, CBOs and Pressure Groups).					
			• Prepare MoUs with partners.					
			• Implement the MoUs.					
			• Follow up implementation.					

ANNEX 3: AUWSA's RESULTS MATRIX

S/No	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASELINE DATA	TARGETS										
								YR 1		YR 2		YR 3		YR 4		YR 5		
								Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	actual	
1.	Adequate, Safe, Clean, Reliable, and Sustainable Water Supply Services achieved	Ratio of production against demand. (%)	Measures the ability of the Authority to meet the City's water demand. It is calculated by comparing the volume of water produced per annum (m ³) against the annual water demand (m ³)	Information will be collected from PCE Database	PCE	Monthly	75%	59%	65%	68%	70%	75%						
		Quality of water produced against Tanzanian Standards.	Measures the ability of the Authority to provide safe and clean water to its customers by comparing with set quality standards for the various quality parameters e.g. turbidity, fluoride, iron, E-coli, manganese etc.	Information to be collected from WPE Database.	WPE	Weekly	100%	100%	100%	100%	100%	100%						
		Average hours of water supply.	Measures the Authority's ability to supply water all the time to its customers. Data will be collected from the average service hours.	Information to be collected from WNE Database	WNE	Daily	24	18	20	20	22	22						
		Service coverage	Measures the ability of the Authority to raise access of water supply to customers. It is calculated by comparing the area covered (km ²) against the total service area (km ²).	Information to be collected from PCE Database	PCE	Monthly	75%	44%	50%	65%	70%	75%						

S/No	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASELINE DATA	TARGETS									
								YR 1		YR 2		YR 3		YR 4		YR 5	
								Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	actual
		Non Revenue Water	Measures the ability of the Authority to reduce water losses by comparing the volume of water produced (m ³) against the volume of water billed (m ³). Additionally, this indicator reflects the Authority's billing efficiency.	Information to be collected from CBO Database	CBO	Monthly	20%	30%	28%	25%	20%			20%			
2.	Expansion of Efficient, Hygienic and Affordable Sanitation Services attained.	Network coverage as a percentage of total area	Measures the Authority's ability to provide sanitation services by comparing the service area coverage in (km ²) against the total service area (km ²).	Information to be collected from SE Database	SE	Monthly	30%	10%	15%	20%	22%			25%			
		Waste water compliance ratio	Measures the ability of the Authority to dispose safe waste water in conformity to National Standards.	Information to be collected from SE Database	SE	Monthly	100%	50%	50%	100%	100%			100%			
		Number of households connected to the sewerage system.	Measures the ability of the Authority to raise access to sewer connections. It is calculated by comparing the area covered (km ²) against the total service area (km ²).	Information to be collected from SE Database	SE	Monthly	6,500	4,257	4,557	4,957	5,457			6,457			
		Average distance to lateral lines.	Measures the ability of the Authority to raise customers' affordability to connect to the sewer system. The less average connection distances the higher customers' affordability.	Information to be collected from SE Database	SE	Annually	100	200	200	100	100			100			

S/No	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASELINE DATA	TARGETS									
								YR 1		YR 2		YR 3		YR 4		YR 5	
								Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
		Number of PPP implemented against target.	Measures the ability of the Authority to attract the Private sector to invest in development projects geared towards increasing service coverage for water supply and sanitation services.	This information will be collected from ACCT. Database	ACCT	Annually	5	2		3		4		4		5	
3.	The Authority's staff are Ethical, Competent, Professional and Motivated	Customers satisfaction levels with the Authority's service delivery	Measures the ability of the Authority to meet customers' expectations. Information will be collected through sample customer surveys with questionnaires being self administered or using enumerators and/or focus group discussions.	The information will be collected from PRO Database	PRO	Biennially	100%	75%		80%		85%		90%		90%	
		Staff turnover rate	Measures the ability of the Authority to retain staff.	Information to be obtained from HR Database.	HRO	Annually	100%	94%		94%		95%		96%		98%	
		Trend of complaints received	Measures the ability of the Authority's staff to meet customers' expectations. The information will be collected from customers' feedback forms, the website, public media and suggestion box.	The information will be collected from PRO Database	PRO	Quarterly	100%	85%		86%		90%		94%		95%	

S/No	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASELINE DATA	TARGETS									
								YR 1		YR 2		YR 3		YR 4		YR 5	
								Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	actual
		Percentage of staff satisfactorily assessed	Measures staff ability to meet performance targets and their behavioural traits. Information will be collected from the OPRAS annual assessment scores.	The information will be collected from HRO Database	HRO	Annually	100%	75%		76%		75%		85%		95%	
		Percentage of achievement of commitments made through the Client Service Charter	Measures the ability of the Authority to implement commitments made through the CSC.	The information will be collected from PRO Database	PRO	Monthly	100%	86%		85%		90%		95%		95%	
4.	The Authority's functions run efficiently and effectively	Percentage of revenue collected against set target	Measures the Authority's ability to collect revenue.	Information will be collected from ACCT Database	ACCT	Monthly	95%	85%		87%		88%		90%		95%	
		Percentage of personnel expenditure against revenue collected	Measures the Authority's ability to comply with set targets of not exceeding 30% of revenue collection.	Information will be collected from ACCT Database	ACCT	Monthly	30%	30%		28%		27%		26%		25%	
		Operating ratio	Measures the ability of Authority to recover operating costs (including depreciation) from its annual revenues. It is calculated by comparing the total operating costs against total revenue.	Information will be collected from ACCT Database	ACCT	Monthly	0.85	0.9		0.9		0.88		0.85		0.85	

S/No	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASELINE DATA	TARGETS									
								YR 1		YR 2		YR 3		YR 4		YR 5	
								Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	actual
		Working ratio	Measures the ability of Authority to recover operating costs (excluding depreciation) from its annual revenues. It is calculated by comparing the total operating costs against total revenue.	Information will be collected from ACCT Database	ACCT	Monthly	0.8	0.85	0.84	0.83	0.8			0.8			
		Current ratio	Measures the ability of Authority to pay its debts over the next 12 months. It is calculated by comparing total current assets against total current liabilities.	Information will be collected from ACCT Database	ACCT	Monthly	2	5.1	4	3.5	3			2			
		CAG Audit opinion	Measures the Authority's ability to comply with laid down financial regulations. This indicator will be obtained from CAG's annual audit report.	Information will be collected from ACCT Database	ACCT	Annually	100%	80%	85%	90%	95%			100%			
		PPRA assessment	Measures the Authority's ability to comply with laid down procurement regulations. This indicator will be obtained from PPRA's annual audit report.	Information will be collected from HPMU Database	HPMU	Annually	100%	85%	95%	98%	98%			100%			
		EWURA assessment	Measures the Authority's ability to comply with the Regulator's laid down performance indicators. This indicator will be obtained from the Regulators' annual assessment scores.	Information will be collected from PCE Database	PCE	Monthly	100%	85%	90%	95%	98%			100%			

S/No	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASELINE DATA	TARGETS									
								YR 1		YR 2		YR 3		YR 4		YR 5	
								Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	actual
5.	Consciousness towards the Environment in all Undertaking Enhanced	Trend in number of groups involved against set targets	Measures the Authority's ability to involve the community in environmental conservation issues. It is calculated by comparing the number of groups engaged against set target.	The information will be collected from PRO Database	PRO	Annually	100%	70%	75%	80%	90%	100%					
		Trend in number of activities the Authority involved against target	Measures the Authority's ability to be involved with environmental conservation issues in the service area. It is calculated by comparing the number of activities conducted against set target.	The information will be collected from PRO Database	PRO	Annually	100%	80%	85%	90%	95%	100%					
		Trend in number of people involved in environmental protection	Measures the Authority's ability to involve the community in environmental conservation issues. It is calculated by comparing the number of people engaged against set target.	The information will be collected from PRO Database	PRO	Annually	100%	80%	85%	90%	95%	100%					
		Type of environmental conservation recognition awarded by the City Council annually	Measures the Authority's ability to comply with City Council environmental by-laws. This indicator will be obtained from type of award given by the City Council annually during Environmental Commemoration Week.	The information will be collected from PRO Database	PRO	Annually	100%	85%	90%	95%	95%	100%					

S/No	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASELINE DATA	TARGETS									
								YR 1		YR 2		YR 3		YR 4		YR 5	
								Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	actual
6.	HIV/AIDs Interventions Enhanced	Trend of staff voluntarily testing.	Measures the efficacy of the Authority's HIV/AIDs intervention measures. The indicator will be collected through records of the number of staff voluntarily testing their health status and reporting that they have tested.	The information will be collected from HRO Database	HRO	Annually	5	2	3	3	4	5					
		Staff reporting their HIV/AIDs health status while seeking support.	Measures the efficacy of the Authority's HIV/AIDs intervention measures. The indicator will be collected through records of the number of affected staff who report to seek support.	The information will be collected from HRO Database	HRO	Annually	100%	80%	85%	90%	95%	100%					
		Staff satisfaction level with HIV/AIDs interventions.	Measures staff satisfaction levels with the Authority's HIV/AIDs intervention measures. The indicator will be calculated from feedback forms.	The information will be collected from HRO Database	HRO	Annually	100%	85%	90%	95%	98%	100%					
7.	Public Knowledge, Awareness and Understanding	Trend of stakeholders visiting the Website	Measures the number of stakeholders who visit the Website. The indicator will be obtained from the Website records.	The information will be collected from PRO Database	PRO	Monthly	100%	60%	65%	70%	75%	80%					

S/No	OBJECTIVE	OUTCOME INDICATOR	INDICATOR DESCRIPTION	DATA SOURCE	CONTACT PERSON	DATA COLLECTION METHOD & FREQUENCY	BASELINE DATA	TARGETS										
								YR 1		YR 2		YR 3		YR 4		YR 5		
								Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	actual	
	of the Authority's Functions Enhanced	Percentage of stakeholders getting information through the Authority's IEC initiatives.	Measures the efficacy of the of the Authority's IEC initiatives. The indicator will be calculated through sample customer surveys with questionnaires being self administered or using enumerators and/or focus group discussions.	The information will be collected from PRO Database	PRO	Biennially	100%	70%	75%	80%	90%	95%						
Number of suggestions, comments and complaints received through various media		Measures the efficacy of the Authority's IEC initiatives to encourage customers to provide feedback. The information will be collected from customers' feedback forms, the website, public media and suggestion box.	The information will be collected from PRO Database	PRO	Monthly	100%	50%	55%	60%	70%	75%							
Satisfaction level with the Authority's IEC initiatives.		Measures customers' satisfaction levels with the Authority's IEC initiatives. The indicator will be calculated through sample customer surveys with questionnaires being self administered or using enumerators and/or focus group discussions.	The information will be collected from PRO Database	PRO	Biennially	100%	75%	80%	85%	90%	95%							

ANNEX 4: ORGANIZATIONAL DIAGNOSTIC

Please read the statements below which refer to your organization and record your level of agreement according to the following scale:-

1. Agree strongly 2. Agree partly 3. Unsure 4. Disagree partly 5. Disagree strongly

Your individual responses are confidential. However, for purposes of analysis, please circle the relevant category below.

Strategy group Employee Customer/client Key information Other Stakeholder

Customer Focus

- 1. We have sharply defined the customer/client groups we serve.
- 2. There is total commitment to satisfying customers/client throughout the organisation
- 3. We obtain and use information from our "front line" staff
- 4. We use systematic methods to measure customer satisfaction
- 5. Customers/clients know exactly what services they can expect

Results Orientation

- 6. In their daily work, staff are conscious of the important "outputs" they must deliver
- 7. Our organisation implements its plans
- 8. Managers take corrective action when staff do not perform
- 9. Personal accountability for results is clearly defined,
- 10. Staff are clear about what they are expected to do
- 11. Staff are given regular feedback on how they are performing
- 12. We monitor operational performance
- 13. We have clear and agreed performance measures for key services.
- 14. Our organisation is continually looking to improve efficiency and productivity
- 15. We recognize individual effort and performance

Leadership

- 16. Staff are given the authority to decide and act
- 17. Our organization is good at communicating upwards and downwards
- 18. Our organisation consults with staff on matters which affect them
- 19. Our management style encourages active participation and debate
- 20. Senior managers model the behaviour which they expect of others.

People Management

- 21. Our key people do not have excessive workloads
- 22. Our people are selected for their jobs on merit
- 23. Ineffective staff are kept in jobs where they can do limited harm
- 24. Key staff are only transferred to other jobs with the directors' consent
- 25. We do not suffer from over-staffing in some areas
- 26. We do not suffer from under-staffing in some areas
- 27. Our people have the right technical skills and knowledge to perform their jobs
- 28. Our senior officers have appropriate managerial skills and knowledge
- 29. People believe they are fairly rewarded for the contribution they make
- 30. The best people are promoted
- 31. Our managers help their subordinates to solve work-related problems.

Core Processes

- 32. Our plans are realistic
- 33. Our limited budgets are focused on the priority areas
- 34. There is a tradition of using cross-divisional teams in our organisation
- 35. We have information systems which allow us to compare the performance of managers, divisions and sections.
- 36. We consider opportunities for contracting out non-core activities
- 37. We are good at building effective partnerships with NGOs, donors and the private sector
- 38. We keep our meetings and our paperwork to a minimum

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS QUESTIONNAIRE

Source: Adopted from the "Dynamic Organization Audit" in Jackson, D (1977)