

ARUSHA URBAN WATER SUPPLY AND SEWERAGE AUTHORITY



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1.0 INTRODUCTION

The Arusha Urban Water Supply and Sewerage Authority (AUWSA), is a newly established entity charged with the overall operation and management of water supply and sewerage services in Arusha City 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. 281 as was amended in February 1997. It was declared a fully autonomous entity by order of the Minister responsible for Water Affairs in January 1998.

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 the three Departments. Also there are two units namely Internal Audit and Public Relations. AUWSA has 207 employees of different qualifications and professions.

2.0 SERVICE PROVISION: STATUS QUO

2.1 Water supply

Arusha is supplied with water from three different sources namely springs, river and boreholes. The spring sources include Olesha - Masama springs along Themu River located 4 km North of the Municipality and Ngarendolu springs located within the Municipality. There are 13 deep wells (boreholes) located in the northern part of the Town (Arumeru District) and two boreholes located within the Municipal area. The boreholes contribute half of the daily water production and the springs the other half. The production capacity fluctuates seasonally from an average of 32,000m³/day in dry season to 44,000m³/day during the rainy season. The daily water demand is estimated to the tune of 42,000m³/day. This points to the fact additional sources are required; to maintain adequate supply during dry seasons or incase of failure of rains as it happened this year.

The water distribution system comprises of 220km 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, 25 Break Pressure Tanks, 46 Water Kiosks and 108 standpipes.

The present water supply service level is 95%. The remaining 5% covers the population located in Rural and Peri-Urban areas where the Municipality Water supply network has not yet reached, and are using their own sources.

Water quality from both sources (springs and wells) is within the required Tanzania Standards. For safety purposes, water treatment is done using calcium hypo chlorite including checking for free residual chlorine on weekly basis; and so far, the results have been excellent.

2.2 Sewerage system

2.2.1 Sewer network

The sewer network consists of sewer pipes various sizes, materials and manholes. The sewer line is 35.2km long, the pipes are ranging from 100mm to 600mm diameter. The pipes used are uPVC, Cast Iron and Concrete. There are 533 manholes for inspection and access for cleaning. The service coverage is about 11.6% which is very low compared to clean water service level which is 95%.

Sewer cleaning and blockage removal are done on routine basis. There are monthly average of 120 sewer cleaning and 90 sewer blockage removal.

2.2.2 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 sewage from cesspit emptiers.

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

3.0 CORPORATE GOVERNANCE

Our 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.

Our Vision

To deliver excellent water supply and sewerage services commensurate with the World's best practices.

Our Motto

Customers are the most important visitors on our premises. They are not dependant on us, we are dependant on them. They are not an interruption of our work, they are the purpose of it. They are not outsiders to our business, they are part of it. We are not doing them a favour by servicing them, they are doing us a favour by giving us an opportunity to do so.

Our Core Values

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

- (i) Practicing professionalism in all our 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.*

Our Roles and Functions

As a legally established entity, AUWSA is charged with the following roles and functions:-

- (i) To ensure the continued supply of clean, portable and wholesome water in Arusha Municipality for all lawful purposes
- (ii) To develop and maintain waterworks in the Municipality or waterworks connected with supply of water to the Municipality.
- (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 Municipality 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 staff.
- (xv) To put in place plans for 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 environmental friendly manner.
- (xx) To carry out all functions of the Authority in due diligence.

3.1 Board of Directors

Arusha Urban Water Supply and Sewerage Authority is governed by the Board of Directors which is appointed by the Minister responsible for Water Affairs. In accordance with the law, the Board's composition is as follows:-

- (a) The Chairperson – who must be a prominent, influential individual residing within the Municipality.
- (b) Representative of large scale consumers of water (i.e. local industries).
- (c) Representative of local commercial sector.
- (d) Representative of Local Government Council of the Municipality.
- (e) Representative of women
- (f) Representative of domestic water consumers.
- (g) Representative of Regional Administration.
- (h) The Municipal Director
- (i) Representative of Ministry responsible for Water Affairs.
- (j) The AUWSA Managing Director who is also the Secretary of the Board.

3.1.1 Functions of the Board of Directors:

(i) Employment

- The Board has the mandate to hire and fire all staff.
- After approving the Organogram of AUWSA the Board caused to be prepared optimal manning levels.
- The Board has employed adequately qualified staff taking into consideration statutory requirements for various professions..

(ii) Scheme of service, salaries and staff training.

- The Board has caused to be prepared, approved and has been implementing a scheme of service for the Authority.
- Further the Board has caused to be prepared and approved a motivating salary structure and an incentive scheme which is performance oriented.
- Also it has caused to be prepared and approved a staff training program; which is under implementation.

(iii) Tariff setting

- Tariff setting is the responsibility of the Board, and that the tariff set is adequate to meet costs of provision of water and sewerage services i.e. operation and maintenance costs, depreciation and contribution to capital investment.

(iv) Financial guidelines

- The Managing Director prepares the Annual Budget of the Authority which must be approved by the Board. The budget so approved and signed by Board Chairman and the Secretary is submitted to the Minister for information.
- The Board exercises maximum control of the expenditure of the monies of the Authority in strict adherence to the Approved Budget.
- The Board causes to be prepared the Annual Accounts after the close of the financial year. The Annual Accounts are then audited and the Audited Report adopted by the Board; after which the Chairperson presents it to the Minister at the Annual General Meeting of all Urban Water Supply and Sewerage Authorities which is usually chaired by the Minister.
- The Board may invest any part of the monies available in any fund of the Authority which for that time are not required for the purpose of the business of the Authority in short term investment within the financial year, such as depositing in Fixed Deposit Account or buying Government Bonds..

- With prior approval of the Minister, the Board may obtain loans and other credit facilities from any person or body of persons for the purpose of the Authority for investment purposes.

(v) Purchases and Stores Guidelines

- The final authority in all purchases of the Authority is rested in the Board.

4.0 GENERAL PERFORMANCE

AUWSA's general performance since its establishment in 1998 has been a pattern of growth; and as such the major achievements can be summarized as follows:-

- (i) Expansion of the water supply network from 148km of pipe work in 1998 to 223km. This is an increase of 50.7%. This has extended water supply coverage to new areas which before hand had no supply.
- (ii) Due to the expansion of the distribution network and other in house measures, the customer base has increased from 10,250 customers in 1998 to 20,669 as at the end of May 2005; an increase of 101.6%. The sewerred customers increased from 1,200 in 1998 to 2,719 in June 2005 an increase of 126.6%.
- (iii) Expansion of the number of metered customers from less than 50% of all connections in 1998 to 100% as at the end of September, 2004.
- (iv) Increase in the level of service (water supply) from 75% in 1998 to 95% in 2004.
- (v) Reduction of non-revenue water from over 50% in 1998 to between 30 – 35% up to May 2005. The target is to reduce to 25% by end of 2005.
- (vi) Revenue collection has increased from Tshs. 750,000,000.00 during the 1997/98 financial year to Tshs. 2,516,597,724.48 for the 2004/2005 financial year (increase of 235.6%)
- (vii) 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 development projects funded by the Federal Republic of Germany through KfW; for which we are thankful. From 1998/99 to October 2004 AUWSA spent Tshs. 1,492,179,057.18 on capital investment.
- (viii) As pointed out in Chapter 4 above, AUWSA has recruited competent and professional staff from the labour market and has been able to motivate staff in general for better performance.
- (ix) Thus 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.

5.0 SUSTAINABILITY

The sustainability and growth of our utility can be assessed looking at the following critical factors:-

(i) Strengths

- There is a clear legal and regulatory framework in place Presently the Regulatory Authority is the Ministry of Water and Livestock Development but in the near future the statutory Regulatory Body – Energy and Water Utilities Regulatory Authority-(EWURA) will take over. EWURA will now be instituted under the Ministry of Water and Livestock Development.
- Competent, committed and dedicated workforce.
- The water supply and sewerage infrastructure has undergone major rehabilitations over the last few years courtesy of the Federal Republic of Germany (Grant) and World Bank (Loan) respectively.

(ii) Weaknesses

- Our major weakness is the dependency on TANESCO power for running the 15 boreholes wellfield which gave us 41% of supply during f/y 2003/2004. The power bill is high (about 18% of our O & M costs for f/y 2003/2004). Further power interruptions also affect water production capacity. Thus our thrust in this aspect is to plan and develop gravity sources of water supply so as to reduce this vulnerable dependency.

(iii) Opportunities

- 65% of our water supply is consumed by domestic category consumers. This is a category that is over expanding and it is a solid base of revenue.
- With an expanded distribution system we have an opportunity to keep on expanding our customer base.
- We have achieved universal metering; this will reduce commercial losses and thus non-revenue water. Also it gives an opportunity to introduce progressive tariff whereby those who use more water (the rich) shall pay more; while those using less water (the poor) shall pay less.

(iv) Threats

- There doesn't exist any potential threat to our utility.

6.0 FUTURE OUTLOOK

We have a 5 year STRATEGIC PLAN in place of which has been approved by the Board of Directors since March, 2004. The plan shall cover the period 2004 – 2009. The plan shall put in place plans to achieve the following:-

- Increase water production to 58,000m³/d (this is the water demand for year 2015).
- Increase sewerage coverage to 30% from present 11.6% of City Population.
- Achieve 100% water supply service level by end 2005.
- Reduce non-revenue water to 25% or below.
- Increase billing efficiency to 75% and above.
- Increase revenue collection efficiency to over 90%.
- Increase revenue collection from 2.0 billion in 2003 to 4.0 billion by year 2009.
- Generate sufficient revenue to meet all costs:-
 - Operational
 - Maintenance
 - Replacement &
 - Capital Investment

7.0 CONCLUSION

The success story of our utility as discussed in this report was only possible because we had a clear vision and mission in all our undertakings, we believe that, the same approach will lead us into achieving our future strategic objectives. We thank Development Partners, especially KfW and World Bank for funding our Development Programmes between 1998 - 2002.