



**MINISTRY OF WATER  
WATER DEVELOPMENT AND MANAGEMENT  
INSTITUTE**

**giz**



**Participants of the Water Integrity MD's Workshop 24<sup>th</sup>-25<sup>th</sup> June, 2013 held at Palm Tree Village Hotel Bagamoyo. The workshop was conducted by Water Development and Management Institute under GIZ WavePlus Regional Programme**

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## **Day Zero: Preparation Day**

Facilitation Team arrived to the training venue Palm Tree Village Hotel, Bagamoyo on 23/6/2013 at 11:00 am. The team met at the conference room at 14:00Hrs with the Regional Coach to discuss issues concerning training and logistics. The Trainer from Nairobi joined the team at 17:00Hrs.

### **Preparatory Meetings**

Meeting started at 18.45hours by coach thanked Eng. Njaggah for taking the training in to account, quickly responded and put some inputs on how to conduct the training.. The trainer's team has to re-arrange the programme as the expected lead trainer fail to attend due to problems which are beyond his will. Mr P. Tumbo took the position of the lead trainer on behalf. The team finalizes the programme of the two days training by reminding every person his/her responsibility. Coach reminded the team that this training comes from GIZ perspective specific of every country in its cultures. He insisted that Tanzania is taking this issue very easily, but in other countries this is really a big thing and it brings in different professionals. This must be taken as national issues. Waveplus Tanzania has not thought enough of how to elevate this program. Ministry should be engaged fully in MDs training, they should be informed in advance, and take it as their responsibility. He insisted that this training will bring a Big Result Now (BRN) the country has just adopted because integrity is what will make BRN goes on.

The participants started to report at 16:00 pm. The facilitation team took dinner with the participants at 20:00pm.

## **DAY 1 – 24/6/2013**

### **REGISTRATION**

The day's programme began at 8.00am with registration of participants. A total of 20 participants; Managing Directors of the Urban Water Supply and Sanitation Authorities from Dodoma, Arusha, Tanga, Moshi, Mbeya, Iringa, Bukoba, Shinyanga, Morogoro, Geita, Bariadi, Mtwara, Lindi, Babati, Mpanda, Tabora, Sumbawanga, Songea, Njombe and Singida, were registered.



**Participants of the Water Integrity Training Course – 24-25 June, 2013 at Bagamoyo**

## **WELCOME MESSAGE**

The Assistant Focal Point, Ms Martha Kabuzya, welcomed participants to the training venue. In her welcome message she thanked GIZ Waveplus for financial assistance which has made it possible for the Water Integrity course to take place. She explained on the collaboration between Wave plus Tanzania and GIZ that the Focal Point is the one with direct communication. The focal point of Waveplus in the country is Water Development and Management Institute assisted by ATAWAS. The Assistant Focal Point, Ms Kabuzya gave a brief introduction of what WAVE Pool Tanzania has accomplished so far since this programme was launched. She gave an overview of courses conducted by WavePlus and TOT attended by Tanzanians. She also explained on good practices, that few people have submitted; it is proud for utilities to show their good practice which will make other people to learn from them.

She acknowledged that the turn up of the Managing Directors of the urban water supply and sanitation authorities (UWSSA) was very good that out of 25 contacted 20 of them attended. Ms Kabuzya said that the Water Integrity course had come at the right time for the water utilities, and called for the participants to understand the principles of fighting against corruption in water services so that their respective utilities may attain the goal of improved services and financial sustainability. She therefore urged them to seriously share experiences from their water authorities so that at the end of the course they may go back to their respective places with changed attitudes towards integrity in the work place.



Assistant Focal Point Tanzania Ms Kabuzya's presentation

## **INTRODUCTIONS**

Participants were given the opportunity to introduce themselves. They were then given a brief interval of time to set themselves in group of two members to do interactions so as to let them know each other in more details. Everyone was then asked to give detailed introductions of his/her neighbor. After the introductions, the atmosphere was set for business.



Participants are introducing each other

## **OVERVIEW OF WAVEPLUS PROGRAMME**

The WAVEplus Programme Regional Coordinator, Mr. N.Mjema, was invited to give a general overview of the WAVE programme. He explained to the participants that WAVEplus is a German acronym for Water and Sanitation. It is a programme which aims at improving the performance capacity of Water Supply and Sanitation Authorities and that of Training Institutions in Kenya, Uganda, Tanzania, Zambia and Southern Sudan. He explained that the programme is implemented by Regional and National experts of the target countries. The Waveplus programme targets key Management and mid-management operational staff of water service providers who can effect a tangible change which creates an impact to the community.

He said that assessment of training he did shows that there are still trainers who can stand and teach instead of training, we have to guide our natural learning. Coach explained further the role of a trainer is to facilitate and bring participants in a learning process. He relates governance and integrity with Big Result Now (BRN) the government is adopting by saying that integrity of individuals makes the integrity of utility which result in the integrity of a Ministry hence Big Result Now (BRN) is enhanced.



Regional coach's presentation

**PARTICIPANTS' EXPECTATIONS, RULES AND TRAINING OBJECTIVES**

Eng. Peter Njaggah, the Trainer, led the participants in writing on cards, their expectations. The main expectations were how to promote integrity in the workplace, Knowledge on integrity issues, Corruption control strategies, attitude change, impact of corruption and corruption fighting tools and how to ensure accountability in water supply. The expectation were categorised into four groups which are solutions, sharing experience, effective change and impact of corruption.



Cards Showing Participants expectations for the WI course

## **OBJECTIVES OF THE TRAINING**

Eng. Njaggah gave the participants the energizer of the mirror in a coffin and explained to them that the problems in utility are brought by ourselves and we are the one who can make changes.

He also shared Kenyan experience that the regulator in Kenya, pays according to your production/operation. Remuneration in water utilities is different, some are paid very high and some are struggling a lot but transparency lead to integrity. If you're not paying on time you're creating problems in integrity of your utility.

He explained, what integrity is, why it is important and how can it be prepared and insisted that, you have to call a meeting, sit together and discuss on the issue of salaries and production. His presentation based on TAP

T – Transparency

A – Accountability

P – Participation

All activities in your utility should be TAP.

Eng. Njaggah was again invited to give a brief presentation on the objectives of training; he pointed out that the training programme:

- Aims to sensitize and familiarise participants with the Water Integrity Training Manual, its tools, mechanisms and approaches to strengthen integrity, accountability and transparency in water services.
- After the course, participants will be enabled to understand the concept of Water Integrity, apply analytical tools, develop action plans, and promoting water Integrity.

## **METHODOLOGY OF THE TRAINING**

It was elaborated that methodology of the training would be based on a Participatory Adult Learning (PAL) approach. With this approach, the participants are expected to be more participative than listeners in the overall learning process. This is a special opportunity for the participants to share their experiences and give specific case studies from their UWSSAs. Group work would also be part of the training methodology in the second stage so as to make the interactions more effective.

The training will be based on the following themes:

- Water governance
- Integrity and water reforms
- Integrity and the legal Framework.
- Integrity and Utility performance.
- Corruption in the water sector
- Identifying Corruption Risks
- Transparency and Access to information
- Accountability
- Integrity in Integrated Water Resources Management (IWRM)



Participants listening carefully objectives and methodology of the training

In his presentation Eng. Njaggah; asked key questions such as:

- What is water integrity?
- Why is it important?
- How can it be promoted? and

The challenges of water integrity are:

- Inefficient use of existing water sector finances
- Lack of investment
- Millions dying from lack of clean water and basic sanitation: Reaching the MDGs is unlikely
- Degradation of water resources and ecosystems
- Unjust distribution of water services and resources
- Lack of democratic influence for stakeholders

Corruption affects who gets what water when, where and how. It determines how costs are distributed between different actors and the environment.

He asked the participants if they are proud with their entitlement and what they are doing.

**Comments:**

One participant said that it is important to have decision makers from Ministry of Water in this training.

**Response:**

In Kenyan situation, MD's are the key stakeholders and decision makers and workshop like this is a very important event where the ministry is fully involved.

Coach: This was our concern since Yesterday, he asked representative from ATAWAS to clarify what happened.

**Response from ATAWAS:**

We invited them but they have other commitment due to events taking place in Dodoma which every participant is aware of.

## SEMINAR SESSION IN PROGRESS

The denial factor: Corruption not for me?

Mr Nathanael the coach, started his session by asking the question that, would you say that the Tanzania public service is corrupt? Give your own assessment/experience (personally)

All agreed that there is corruption in Tanzania percentage wise 30%, 40%, 50%, 60%, 70%, 80% in public service with the average of 55% and in water sector is 10%, 20%, 30% with average of 30%. Sometimes it is normal practice that people do not see it as corruption.

Question:

How will you grade corruption in water sector?

Response:

It ranges from 10% - 30%

∴ The average corruption in public sector in the country is lower than the n average in the water sector.

He posed another question to the participants, who has been involved in a corrupt incidence?

Response:

One participant responded that it is difficult to admit but most of us have been engaged in corrupt act indirectly.

Coach:

Corruption sits so deep for the people who are on the loose side. It is difficult for a person to talk about corruption; it is easier to talk about HIV affecting you than corruption affecting you.

Group discussion:

The participants were divided into 3 groups to discuss the following questions:

- What is corruption?
- How does corruption happen?
- Who is involved in corruption?

After discussion of 30min the groups presented, the presentation for the 3 groups were summarized in the table below:

What is corruption	How does corruption happen	Who is involved in corruption
<ul style="list-style-type: none"> <li>▪ Denial of service or quality of service</li> <li>▪ Change in the procedure, going against laws and standards of services</li> <li>▪ Buying or selling customers right</li> <li>▪ To solicit a change in the process by not giving information</li> <li>▪ Misuse of power for personal gains</li> <li>▪ Act of giving and receiving un</li> </ul>	<ul style="list-style-type: none"> <li>▪ Scarcity</li> <li>▪ No transparency</li> <li>▪ Competition</li> <li>▪ Gridlines</li> <li>▪ Pressure-economic/social (extended family)</li> <li>▪ Excessive urge for</li> </ul>	<ul style="list-style-type: none"> <li>▪ Service providers</li> <li>▪ Persons who need services</li> <li>• Decision makers</li> <li>• Public officials</li> <li>• Public actors</li> <li>• Consumers</li> </ul>

deserving benefit <ul style="list-style-type: none"> <li>▪ Act of misuse of public services for personal gain</li> <li>▪ A denial of services which are supposed to be delivered and going against its roles.</li> <li>▪ Mis-use of public service</li> </ul>	personal drop	<ul style="list-style-type: none"> <li>• Private</li> </ul>
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The participants discussion on corruption

Coach insisted that the management has to be transparent; it should send information to the lower cadre staff about what is happening in the utility.

### Corruption in the Water sector (How and why?)

General comments

Reasons:

Political interference

Revenue collection

Use of substandard pipes

Use of different pipe sizes

Solutions:

Sit down with employees, analyze your own situation

Legal framework/backing established

Established by law/commitment from the top authority

Meet politicians and others discuss their roles in the utility through consultation/participation spearhead by the team

Development of the cooperate governance

How utility runs its business

Job description for all staff and proper organizational structure filled accordingly

Service provision agreement between the board and MD

Confirm people in acting positions eg. MDs who have been acting for legislated time period

See out of there, what is inside you and be introvert.

Question: Why people are ready to say they are affected in HIV but not corruption.

Response:

Social pressure: How will people see me?

MD's must be clean and a role model because our subordinates (lower staff) look at what we are doing.

Eng. Njaggah explained the way utility and suppliers collude, staff colluding with customers to illegally reconnect water which was initially disconnected for lack of payment and cashiers are very corrupt in handling payment because they will only pay those who will bribe them

Question: Why is it very difficult for people to say that they are corrupt? Why worry?

Response:

Social pressure, fear, punitive environment, we all wants to be seen that we are clean people

Question: Why are we putting straight lack fear of god as a course of corruption?

Response:

Even in church there is corruption people should say good things when I am no longer in the place.

Question: Costs of fighting corruption; if you are alone when fighting for corruption the fight might affect you.

Response:

Do what is within your capability.

Question: Fighting corruption should start from above; did you started from above? Because we are lying in the middle

Response: Minister (MoW) have started, he addressed in the AGM Arusha that he will lead the fight for corruption in the water projects. He appointed the committee which will come up with the real cost of water projects.

Question: While fighting corruption you will face so many problems, what are the Ways/techniques of fighting corruption?

Response: We need support from the whole system

Eng. Njaggah explained that in Kenya water is now the constitution issue and a human right. The utility can be taken to court if it does not provide good water services and the MD is the one who is the utility Boss.

**How to fight corruption:** Eng. Njaggah

- Power devolution: ie Power distribution
- Support

He distributed a case study to the participants explaining the causes and impact of corruption in the water sector. The participants were given 5 minutes to read the Aba case study properly, then they were distributed into 3 groups named Consultancy A, B and C.

**ABA CASE STUDY:**

**You have been asked to bid to be appointed as Management Consultant to the ‘Aba Water and Sewerage Corporation’ by the ‘GIZ- TANZANIA’.**

- What are the integrity issues raised in the report?
- What governance changes would you propose to enable the corporation to improve its performance and meet its mandate in water services provision?



Participants discussing Aba case study

Presentation on Aba case study

Response from Group/Consultants A

s/n	INTEGRITY ISSUES	GOVERNENCE CHANGES
1	Lack of appropriate set-up i.e interference of politics	Organization reform
2	Inadequate participatory mechanism	Full autonomous board (Hire, fire)

3	Transparency(Audited assets not revealed	Incentive package scheme
4	Weak administration (higher income for-illegal reconnection)	Improve transparency, accountability.
5	Weak procurement systems	Introduce participatory approach
6	Personal grid & ambitious(mis –use of fund	Full package in approvals and appointments
7	Weak procurement systems	Conducive working environment

#### Response from Group/Consultant B

s/n	INTEGRITY ISSUES	GOVERNENCE CHANGES
1	Lack of staff	Enhance Legal framework
2	Recruitment procedures and promotion subjective	Decentralization of power
3	Bureaucracy – most purchases done at HQ	Transparency, accountability and participation
4	Ineffective legal framework	Efficiency improvement eg. Procurement
5	Interference of board decision	Put TAP in place
6	Lack of autonomy (eg budget preparation	Develop trust at all levels
7	Lack of TAP-Transparency, Accountability and Participation	
8	Audited accounts not regularly published	
9	Lack of trust at all levels.	

## Consultant C in group discussion



### Response from Group/Consultant C

s/n	INTEGRITY ISSUES	GOVERNENCE CHANGES
1	Political interference hence couldn't work freely	Autonomous board
2	No incentives and transparency	Improve service level and revenue collection hence improve salary
3	No trust and a lot of bribery	Improve transparency
4	No system for rewarding hardworking staff (Incentive not allowed)	AWSC should be fully autonomous
5	No transparency in staff recruitment & audit reports.	Formulation of policies to be done by AWSC
6	Bureaucracy ( ministry interference, Government)	Improve service level
7	Dishonesty (eg. Illegal selling of water)	Improve revenue collection
8	Favourism in recruit	Improve transparency
9	Victimization of staff	
10	Lack of TAP	
11	Lack of trust	

Aba Case study General Comments:

#### INTEGRITY ISSUES

- Political interference
- Revenue collection
- As MD, what changes will you think you will bring back home/utility
- GOVERNANCE CHANGES
- Sit down with employers, analyses own situation
- Legal framework
- Commitment from top authorities
- Meet politicians and have discussions

Eng. Njaggah asked participants if they have Human Resources policy, job description and proper organization structure. In some utilities they have some tools but others do not have. He explained that those are tools which will help utility to fight for corruption.

#### **DAY 2 – 25/06/2013**

#### RECAP OF DAY 1 & FEEDBACK ON EVALUATION RESULTS

The opening of the second day's activities was preceded by a registration of the participants. The trainer Eng. Tumbo, invited one participant to give a feedback on how they evaluated the overall activities of the previous day. The feedback was summarized to reflect what the participants assessed as follows:

- Presentations were good
- The training is good and interesting
- Time was not enough

#### **Response on some of the Comments**

The Focal Point on behalf of the trainers thanked the participants for their comments, and promised the participants that their comments would help them to make improvements for the training. The Logistics Assistant also promised to make a follow-up on issues related to food and transportation in order to ensure quality services are provided to participants.

Then the participants presented the recap of the first/previous day.

## DAY TWO PRESENTATION

Day two presentations started with the topic Integrity and water Reforms where the presenter explained on ways of identifying and mitigating corruption risks, why assess corruption risks, how to rank corruption risks and risk areas and corruption interaction framework

The lesson learnt from these topics is that Water Corruption comes in different forms



Question: How to rank corruption risks?

Response: Using a risk quadrant

Risk areas and the corruption interactions frame work are:

1. Policy making and regulation
2. Planning and budgeting
3. Donor financing/fiscal transfer
4. Management and program design
5. Tendering and procurement
6. Construction
7. Operation and maintenance
8. Construction
9. Payment service

Question: Should we cut all these steps so as to spend money?

**Group exercise:** - Identifying and mitigating corruption

Participants were divided into 3 groups and given a question to discuss for 15min. After discussion groups presented and their results of their presentation were summarized in the flip chart as follows:

**Group/Consultant team A**



Presented on risks on policy making and regulation, planning and budgeting and donor financing fiscal transfer

S/n	Issue	Corruption risks	Early warning Indicators	Ant-corruption tool
1	Policy making and regulation	Conflict of interest	Interference	Enact suitable laws
2	Planning and Budgeting	Inflate price Allocation of resources	Market price vs Price	Participatory Transparency Accountability
3	Donor financing/fiscal transfer	collusion	Terms and conditions of financing	Negotiation skills Policy of donor financing

**Group/ Consultant team B**



Presented corruption risks on management and program design, tendering and procurement and construction

S/n	Risk area	Corruption risks	Early warning Indicators	Ant-corruption tool
1	Risk management and program design	Cost inflation Subjective decisions	Higher costs Favoritism/comp lains	Competent review team Establishment of management guidelines
	Tendering and procurement	Cost inflation, Leakage of information to bidders Bid documents with loopholes	Incompetent bidder	Adherence to procurement act and procedures
2	Construction	Divergence from contract specifications Reduction/omission in scope of work	Inferior structure Malfunction/not meeting requirement	Competent inspection team Progress report Assessment v/s Requirements

**Group /Consultant C**



Presented risks on operation and maintenance and payment for services Vs Violation of procedures

S/n	Risk area	Corruption risks	Early warning Indicators	Ant-corruption tool
1	Operation and Maintenance (O&M)	-Use of sub-standard materials	Leakages Loss of revenues Customers complaints	Competent inspection team
		Violation of procurement procedures	Redundant stocks Shortage of required materials	Procurement policy and procedures in place
		Improper water rationing	Customers complaints	Rationing timetable
2	Payment of services	Bribery (eg bill adjustment & supplies Improper meter reading)	Decrease of revenue collection Inflation of prices Increase NRW Customer complaints	Proper checks and balances Enhance staff integrity (fear of God)

**Question:** How did you prepare assessment team? Is it from outside or inside? Because even the team can collude

**Response:** It can be within or from outside it depends on the situation, internal auditor depending on time frame.

## **Integrity and the legal framework – Mjema**

The presentation started with the Catton of meeting deciding water sources. The coach explained priority required in your utility.



A meeting deciding on new sources of water

He emphasized to choosing to lead with integrity and change the mindset, be the change you want to be (Change begins with you)

He gave examples of worse managed organizations and asked the participants to brainstorm the following:

1. Write who is the model leader in think of the world
2. Three things of what you like about this leader

Then he exchanged participants and make groups, four groups were made where they are discussing the points written by each one and every one defended his model by giving the characteristics which made him a model. The characteristics given was emotional intelligence and IQ



**Mr. Mjema in presentation**

The facilitator explains that most of CED people/subordinates can't approach their boss, be aware that as a leader you can't get feedback, self-awareness about knows yourself.

Comment: It is very difficult to look at yourself because you will be selfish.

Response: It is a good comment. The more you know yourself the more you interact with others

The facilitator explained on the paradoxical theory of change, networking theory and forces. Real change can happen when you realize where you are

## **Integrity and governance of water utilities**

The resource person from CAG, Mr. Pilly explained the integrity in the utility from perspective of public resources management, in three components of governance which are:

- Rule of law
- Transparency or openness
- Accountability

The set of laws or by-laws governing the conduct of public resources management is known in advance; by those administering the rules, and to those administered; the rules are applied in practice objectively and adequate mechanisms exist to resolve conflicts

He explained transparency as a characteristic of governance; it refers to government and the openness of decision-making processes. Transparency allows citizens to be more informed and encourages the disclosure as a regulation mechanism of centers of authority and It is based on ethics and governance, where the interests and needs are focused in the citizen.



The resource person during his presentation posed the following questions:

Question: Do the UWSSAs report adequately?

He explained that reporting means disclosing information to stakeholders, Prepare a Maji's database (monthly) and making sure that reports are submitted timely.

There are complaints from EWURA that annual reports are delayed, reports do not provide all the information required: (i.e. information on the implementation of the preventive maintenance, that include meter testing, replacement and repairs) and reported figures on the amount of water produced are estimated based on rated capacities of the pumps and the duration of pumping.

Question: Do the UWSSAs demonstrate ethics?

He explained that utilities invest in pipes that are most of the time dry, no pre-notice to customers on what to expect, customers end up buying expensive water from water bowsers and sometimes utilities are billing without reading meters. This cannot be regarded as trustworthy, transparent, reliable and fair governance.

Eng. Njaggah presented a case of Kenya on regulation of water utilities and integrity, he said that in Kenya there is regulation of water services, regulatory tools are in use, there are positive and affordability, bankability of water service providers, water credit rating and enhancing accountability through water action group (WAGS)

#### Comments

Way forward water for future viable water service bus, participants identified that utilities have different capacity inter of income and tariff affordability or value for money. The customers found with illegal connection are charge so highly but after few months they repeat mistakes. The problem is in urban areas there is poor planning which easy water theft (eg. Water tap at the beside).

Response:

- The water law/act does not put into open the water theft. It will be under circumstances that you will include.
- There is possibility of losing case hence utility can just ask for fair
- There is letter form MoW which request the amendments of laws/act/policy.

Question:

How can the government intervene in NRW for all utilities network and the money will be given to water utilities, this will change the systems and increase revenue.

Response: You can even start with one utility

Coach

To get this issue solved we need a decision maker from ministry and EWURA.

Do you think that it is valuable for you water utilities (MD's) to sit together and senior/decision makers to sit together and discuss this issue of BRN?

Response:

It good to arrange a MD's meeting which is for NRW, don't mix it with other meetings.

ATAWAS – Assistance focal point

If you need it and as your are the one who request we will sit together (GIZ, Focal Point, regional coach) to see what we will do and how to do it.

Coach

Why Tanzania response is very low in responding to regional courses?

Response:

Permission from Ministries is very difficult to get.

Coach:

CAG said we are losing certain amount of money is it together with reserve?

Response: NO

Questions:

Auditing costs comes very high because they are selected by CAG, CAG office should select at least 3 people with different value for money and the utility we choose for value for money.

- The auditors are questioning us that they are for 3 year contract.
- We are requesting for value for money they are not paid the same costs your paying CAG
- The auditors are withholding report until paid full money. What is the procedure?

- Auditors are coming from DSM and they are very expensive, why are you not taking the regional auditor?
- Cost will be valued according to work done. Small utilities should not be charged as higher.

Response:

Regulation should be set considering the type of utility.

Question:

Audit committee composition what is the clear policy/guidelines? Is it that of board or that of utility.

Response:

Refer finance act

## **COURSE EVALUATION**

Participants were given course evaluation forms to fill in. Soon after the exercise, the course was closed by the Assistant Focal Point, Ms Martha Kabuzya who thanked all participants for their active participation during the workshop, and wished them a successful implementation of their experience they got in the workshop. She urged them to maintain the sharing of experiences between themselves even when they are back in their utilities. She then wished them a safe trip back to their homes and declared the closure of the course.

## APPENDICES: A

### i) LIST OF PARTICIPANTS WATER INTEGRITY COURSE –BAGAMOYO 24<sup>th</sup> -25<sup>th</sup> JUNE 2013

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ii) LIST OF FACILITATION TEAM WATER INTEGRITY COURSE –BAGAMOYO  
24<sup>th</sup> -25<sup>th</sup> JUNE 2013

S/n	Name	Gender	Organization	Position	Qualification	Tel/Mobile	E- mail
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**APPENDIX B:  
WORKSHOP PROGRAM/TIMETABLE**

**TRAINING PROGRAMME FOR WATER INTEGRITY WORKSHOP HELD AT PALM TREE VILLAGE HOTEL, BAGAMOYO, TANZANIA FROM 24<sup>TH</sup> TO 25<sup>TH</sup> JUNE 2013.**

**THEME: ENHANCING WATER INTEGRITY IN THE PROVISION OF QUALITY WATER AND SANITATION SERVICES IN TANZANIA.**

**DAY ZERO Sunday 23<sup>rd</sup> June 2013.**

<b>Time</b>	<b>Activity</b>	<b>Responsible</b>
4.00 p.m.	Arrival at workshop venue	Secretariat

**DAY ONE Monday 24<sup>th</sup> June, 2013.**

<b>Time</b>	<b>Theme</b>	<b>Topic</b>	<b>Facilitator</b>
8.00 – 8.30 a.m		Registration	Secretariat
8.30 – 9:15 a.m		Introduction of participants, trainers and climate setting	Eng. Fatael.
9:15 – 9.30 a.m.		Remarks by GIZ-WAVEplus Focal Point- Tanzania	Focal Point
9.30 - 9.45 a.m		Remarks by GIZ Director-Tanzania	Director or Representative
9.45 – 10.00 a.m		Official Opening	Government official
<b>10.00 – 10.30 a.m.</b>	<b>GROUP PHOTO/TEA BREAK</b>		
10.30 – 11.00		Participants expectations, rules of the floor and training objectives <b>PP no 1)</b>	Eng. Njaggah
11.00 – 11.30 noon	<b>Water Governance</b>	Introduction to water governance, definitions and concepts of corruption( <b>PP no 2)</b>	Eng. Fatael.
12.00 – 12.30 noon.		Corruption in the Water Sector( <b>PP no 3)</b>	Eng. Njaggah
<b>1.00 – 2.00 p.m</b>	<b>LUNCH BREAK</b>		
2.00 – 3.00 p.m.	<b>Water Governance</b>	IMPACT OF CORRUPTION: THE ABA CASE STUDY. ( <b>Group exercise no 1)</b>	Eng . Njaggah/Eng. Fatael
3.00 – 4.00 p.m.		Presentation on Abba Case study.	Eng. Fatael/Eng. Njaggah

<b>4.00 – 4.30 p.m</b>	<b>TEA BREAK</b>		
4.30 – 5.00		Introduction to Action planning	Eng. Fatael
5.00 – 5.15 p.m.		Evaluation and Wrap up of the day one	Participant.

**DAY TWO Tuesday 25<sup>th</sup> June 2013**

<b>Time</b>	<b>Theme</b>	<b>Topic</b>	<b>Facilitator</b>
8.00 – 8.30 a.m		Recap of Day 1 One selected participant from one of the group provide feedback from day 1	Eng. Njaggah
8.30– 9.00 am	<b>Integrity and water reforms</b>	Water Utilities performance and Integrity.	Eng. Fatael
9.00-10.15am		Regulation of Water Utilities and Integrity.	Eng. Fatael.
10.15- 10.45		Tea Break	
10.45 – 11.45	<b>Integrity and the legal Framework.</b>	Anti- Corruption laws, institutions and instruments In Tanzania	PCCB
11.45-1.00		Integrity and governance of Water utilities: The National Audit Office (NAO) perspective.	NAO
1.00-2.00 pm		<b>LUNCH</b>	
2.00 – 2.30	<b>Integrity and Utility performance.</b>	Integrity and Non-Revenue Water Management.(PP no 4)	Eng. Njaggah
2.30- 3.00pm		Choosing to lead with integrity in the workplace	Eng. Fatael
3.00-4.00		ACTION PLANNING	Eng.Njaggah/Eng. Fatael
<b>4.00 – 4.30 pm</b>	<b>TEA BREAK</b>		
4.30 – 4.45		Workshop Evaluation	Eng.Njaggah/Eng. Fatael
4.45 – 5.00.		Closing remarks	Ass. Focal Point

## *APPENDIX C:*

# **WATER INTEGRITY WORKSHOP FOR MANAGING DIRECTORS OF REGIONAL WATER SUPPLY AND SANITATION AUTHORITIES - CASE STUDY**

## **ABA WATER AND SEWERAGE CORPORATION**

The promulgation of a new edict for the creation of Aba Water and Sewerage Corporation (AWSC) introduced new changes into the administration, apparently giving more autonomy to the corporation as one of the government parastatals. The post of General Manager was created, to be advised by a Management Committee of heads of departments with the area of service split into seven zonal offices, headed by zonal officers who are invariably engineers reporting directly to the Chief Engineer Operations and Maintenance. A new Board was created with a maximum of five part-time members appointed by the Government as the governing board of the organisation.

The AWSC being an agent of the government cannot set its own organisational policies, neither can the corporation change or improve on any imposed policy to achieve its objectives. However, the AWSC is supposed to be a semi-autonomous government parastatal. It has the power to hire staff from Grade 8 to Grade 1 without 'any' interference from any other Government body. Staffs of Professional Grades 9 to 12 are hired with the authority of the AWSC Board Members and this is always subject to varying interest groups ranging from intervention directly by the Board Members and their associated interests to direct intervention from Government House and other ministries. Above Grade 12 the staff are hired by the authority of the Civil Service Commission. AWSC pay and incentives are the same as other government ministries.

There is some degree of autonomy in setting policies, goals and control of personnel. However, the fact that the autonomy status of the Corporation is not clearly defined in the Edict leaves a lot of room for political interference. For example, the post of General Manager which is supposed to be occupied by the most experienced engineer ends up being subjected to an appointment by Government House.

The Corporation prepares its annual capital and operating budget without any reference to available revenue. The Corporation cannot set tariffs to meet its service charges; attempts at proposals to implement appropriate levels of tariffs have to be subjected to the approval of the governor's office. The Corporation cannot employ or promote personnel in accordance with its internal needs without the approval of the Governor's office. Similarly it cannot compensate hard-working staff.

This situation makes the Corporation a political tool for politicians to manoeuvre the electorate by upsetting long-term plans to satisfy their present needs. The policies and plans imposed upon the Corporation change as each new Government comes into power, long term plans are as good as the length of tenure in office of the Governor. This has led to a lot of abandoned projects which have consumed significant resources.

Prior to the establishment of AWSC its offices were in the water supplies division of the Ministry of Works and Transport. Many transactions of AWSC still pass through the Ministry of Works or need the approval of the Commission of the Ministry of Works. A financial arrangement between the Corporation and any other organisation is only done with full representation of the Ministry of Works. The Corporations' budget is approved and controlled by the Governor's office. The audited accounts of the Corporation are not published regularly. Because of various changes in government the newly formed AWSC did not inherit many buildings, plant, equipment or vehicles as a result of the terms for sharing the assets of the former organisations.

### **Services**

Those who have connections receive water on average for two to three hours per day, sometimes every other day. They manage through their own 'coping costs' of ground tanks to collect whatever does arrive through the pipe with the higher-income/commercial customers installing their own pumps on the mains and/or ground tanks to maximise their supply.

The 40% of the population who live in the unplanned, 'informal', 'slum' housing areas obtain limited quantities of water through illegal on-selling by Aba employees and through vendors who are able to charge 15 times more than the official tariff. There has been a suggestion of sexual exploitation of female headed households by vendors collecting payments for water. ASWC has no intention of serving the unplanned areas as being a government body it cannot break the law by construction pipe networks in illegal areas.

### **Staffing**

The annual performance evaluation form, which is supposed to expose exceptional workers for immediate promotion, by design is very subjective and its use has been relegated to a bureaucratic exercise. Some staff victimise non-co-operative ones in filling their annual performance evaluation forms. Ethnicity manifests itself in various forms in AWSC; straight favouritism in recruitment and promotion or in the search of favours is often evident. The only incentive that still keeps the workers is fear of losing their jobs despite the irregular salaries. A strong air of pessimism surrounds the whole institution, especially in the middle and lower levels.

Supervisors are often pleased when staff do not report for duty as this reduces the numbers of people 'sucking from the pipe'. There is little or no job satisfaction at the higher level though they

still pretend that things are under control. There is a strong element of control in managerial activity, reflecting the lack of trust at all levels, ('nobody trusts nobody') which is underwritten by the cost imperative and provides little scope for employee initiative. This has resulted in the absence of adequate participatory mechanisms. It has been suggested that the various socio-political forces in the continent create conditions that are manifestly hostile to the practice of good management.

Several competent, experienced and well trained personnel have retired or resigned and joined private organisations. Three years ago the General Manager resigned and joined the World Bank and the Assistant General Manager retired. Of the four remaining Chief Engineers, one was found guilty of embezzlement and suspended, another was on secondment to the Rural Development Authority. All the staff that have left the Corporation are well trained, well equipped and experienced and their loss leaves room for speculation on what the technical capability of the Corporation now is. The result of all this is that the corporation is equipped with disgruntled senior management staff who probably could not secure better employment with any private firm and frustrated junior workers.

### **Finance**

Revenue generation has been falling as less people can be supplied with water. Consumers who are aware of the operational difficulties capitalise on it to evade paying their water bills. Vendors are charging up to six times the standard tariffs for supply of reliable water.

The budget passed by the Board is more a statement of aspiration - the effective authorisation comes when a level of funding is secured on costly rehabilitation programmes to keep the services functional.

Purchase of major items such as pumps, generators and chemicals are centralised at headquarters. Maintenance materials are purchased by the respective zonal managers but they are often blamed for presumed malpractice. The HQ store has a limited capacity leaving no room for stock-piling to try and beat the unpredictable market situation. Contractors who supply materials capitalise on the inability of the Corporation to plan in advance by hiking prices as they enjoy a monopoly on supply. They also connive with Corporation workers to exploit the AWSC and hold it to ransom and make huge profits which are shared among the parties involved. The citizens have had to go without water for days because the Corporation ran out of a stock of chemicals which could not be purchased immediately.

The accounts department is under-staffed, underdeveloped, under-utilised and not very effective. The accounting system does not parallel the budgeting system and lacks consistency. The Chief Accountant has recently left. Bills are sent out monthly with a 14 day settlement period after which time the line is meant to be disconnected. There have been many cases where customers enter into an agreement with Corporation staff to have their disconnected lines illegally reconnected. The highest debtor is the Ministry of Defence.

The headquarters and zonal offices are equipped with cashiers who issue receipts for any payments made and deposit the cash into the Corporation's bank account. They also issue authorised withdrawals. The revenue generated hardly meets the immediate expenditures so the cashiers have to use their discretion while making approved payments to staff, contractors or vendors, a loophole they sometimes use to personal advantage by paying them who bribes them the most. This system discourages some private companies from doing business with the Corporation as payment for supplies can take over six months. Some contractors, aware of the difficulties, compensate by selling to the Corporation at sky-rocketed prices.

### **Institutional Development ?**

The former Zonal Engineer for the main zone was very powerful. The revenue generation regularly met the targets, the workers were very efficient and effective and were also very loyal to their boss. Initially at HQ there was a lot of disgruntlement among the staff about the zone and its manager but in a short while the manager's popularity spread to HQ. Any staff that had any files to do with this zone did it with immediate effect and paid particular attention to them. This situation progressed to the point where the middle to low level management would have voted the zonal engineer in as General Manager.

However, the senior management were not happy with him because he was so powerful and influential that even though he was their junior they felt threatened by him as a lot of the Corporation now depended upon this zonal manager and what he informed the Governor's office (with whom he had developed personal links).

The bottom line of his success was that he ran the lucrative Zone the "Aba" way which was why he was able to generate so much money that he embezzled ksh 42 million before he was suspended this year after a new Governor was appointed. Doing the job the "Aba" way was that he allowed his workers to be innovative but most importantly he took money from any available means, either from the Corporation's account which he authorised or as bribes from the contractors. He was so powerful that he was able to agree new contracts direct with the Governor's office, ignoring the water Head Office whilst paying the Commissioner ksh 50,000 per month and the Governor one million per month. However, the workers were very committed to the operations of the zone. So this manager was removed and replaced with another engineer who put stop to the illegal sources of money the workers were making and demanded proper accountability. (One reason suggested for this is that the new civilian Governor had spent so much on his election campaign that he needed more than one million per month). The new manager was particularly attentive to the billing and collection unit who were operating their individual accounts within the account of the Corporation, in which case, one third of the revenue from any section of the town an officer collected from was taken as his own and only two thirds paid into the Corporation account.

The workers revolted against the new man, he transferred a few out of the zone but the remaining workers still did not cooperate with him. They complained that he was making money for himself from the zone but was preventing them from doing so. Declared revenue from the zone went down by 60% and the new manager was removed. His replacement suffered the same fate. The Board members were unable to decide whether to recall the original manager so that the zone could be made to 'work' again - or to continue the necessary changes.

The question in the mind of AWSC workers now is which way is the corporation going? They had demonstrated that they were able to run the Corporation effectively with sufficient motivation, when all the previous reorganisations and management training and consultants had been ineffective. What is to be the best way forward??

## **QUESTION**

**You have been asked to bid to be appointed as Management Consultant to the 'Aba Water and Sewerage Corporation' by the 'GIZ- TANZANIA'.**

1. What are the integrity issues raised in the report.
2. What financial and management changes would you propose to enable the corporation to improve its performance and meet its mandate in water services provision.

**APPENDIX D**  
**POWER POINT PRESENTATIONS**