

# **Customer Relations Management:**

## **Part B: Draft Customer Services Guidelines, Urban Water and Sewerage Authorities, Tanzania**

A WELL study produced as part of Task 514  
prepared by senior managers in Urban Water and  
Sewerage Authorities in Tanzania,  
edited by Sue Coates and Kevin Sansom

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### **Part B**

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## Glossary

A/C No.	Account Number
Board -	UWSA Executive Board of Directors
CBO	Community Based Organization
CCCs -	Customers Consultative Committees
DWSP	Domestic Water Sanitation Programme
HRD -	Human Resources Development
Internal customer service	service directed to others within your organization
M/No. -	Meter Number
NGO	Non-Governmental Organization
O&M -	Operation and Maintenance
RTS	Return To Sender
TQM	Total Quality Management
TV -	Television
UFW -	Unaccounted for Water
Utility -	Organization providing water/sewerage services (UWSA, for this case)
UWSA -	Urban Water and Sewerage Authority

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# 1 Introduction

**MTEJA NI MFALME!**

In February 2000 a group of senior managers participated in a two-week training course in Mwanza, Tanzania. The managers were all from urban water and sewerage authorities in Tanzania – *the UWSAs*. The aim of the course was to enable participants to be familiar with key issues and concepts concerned with improved customer services and demand responsive approaches of water utilities, so that they could subsequently introduce customer service initiatives. The British Council, Tanzania and The Ministry of Water, Government of Tanzania which provided a key resource person, supported the course

The course was in two phases. During a week of intensive learning the participants were exposed to the range of customer service and DRA concepts, ideas and examples from around the world (see Appendix 1.). This exercise prepared them for the second week of training that was *totally* participant driven. The task set in this second phase was to develop a '*draft guide for customer services in UWSAs, Tanzania*' based on the group's collective experience of the sector and newly acquired knowledge. Only by transferring and translating this new knowledge directly in to the Tanzania situation could the ideas and concepts of customer service and DRA become relevant and meaningful.

In the experience of the participants the approach to the course was unique. In the course evaluation the following observations were made,

- the course has a clearly defined and tangible product - *the draft guide*
- the participants have ownership of the guide and are therefore more likely to use it
- the Ministry and the UWSAs have a draft document that can contribute to the organizational and human resource development of the authorities
- the managing directors who were not present can clearly see what their employees are capable of in relation to customer service initiatives and enthusiasm for the concepts
- the concepts can be presented to a wider audience
- the guide will assist in generating further interest in organizational and customer focused development.

This publication, 'Part B 'Customer relations management' is the product of the second week. As such it is working document, not a final output and it is anticipated that the participants, with the Ministry of Water will now wish to use the material to develop the concept further.

## 1.1 About this publication

The publication is in two distinct parts.

Part A, '*Customer relations management – An introduction for urban water and sewerage authorities*' presents the concept and discusses its relevance to water utilities in Africa and South Asia. Part A also contains two case studies. The first from Africa describes the experience of The National Water and Sewerage Corporation (NWSC) Kampala, Uganda while the second from India examines that of Mysore City Corporation.

Part B '*Customer relations management – Draft customer service guidelines – urban water and sewerage authorities, Tanzania*' applies the ideas to the needs of urban water and sewerage authorities in Tanzania.

## 1.2 Developing and applying the concept

Urban water and sanitation utilities in developing countries operate in a dynamic environment. In Africa and South Asia exciting initiatives are starting to take place, ideas are being tried and adapted, some are included here, many are not. The authors are interested to hear about the experiences and lessons of water and sanitation sector organizations that are applying customer relations management ideas and approaches.

Contact Sue Coates [s.coates@lboro.ac.uk](mailto:s.coates@lboro.ac.uk) or Kevin Sansom [k.r.sansom@lboro.ac.uk](mailto:k.r.sansom@lboro.ac.uk).

## 2 Background: the Tanzania UWSA context

Tanzania has a population of 30 million, 25% live in urban areas. While water supply extends to some 85% of the urban population service is often poor and at best erratic. The urban poor do not receive adequate services although in some areas this situation is beginning to improve.

The Tanzania urban water and sanitation sector like many similar institutions is undergoing decentralisation. This process means a shift away from organizational structures where the district water engineer was responsible technically to the ministry but administratively to the local municipality, that in turn was responsible for managing cost recovery. Since 1994 a new scenario has emerged in Tanzania and now all main responsibility is devolved to the urban water and sewerage authorities (UWSA). With the support of legislation the UWSA have significant autonomy linked to the achievement of key performance indicators.

The impact of decentralisation is most apparent in the obligations of the Ministry of Water and the UWSAs. The traditional ministry role of 'provider of services' is now one of regulator of policy and facilitator of service expansion through fund allocation and UWSA performance monitoring. The UWSAs working to national quantity and quality standards, set water and sewerage tariffs, collect revenue and plan and execute new projects for water supply.

This is not business as usual and these new responsibilities present a considerable challenge. The UWSAs are charged with ensuring continuous supply that does not marginalise certain sections of individuals in society and this means reaching new customers. In addition the UWSAs must concentrate on improving existing service delivery while paying attention to revenue collection including arrears, increased tariffs and universal metering.

Despite the many opportunities UWSAs face many hurdles; not all customers pay their water bills, current supplies are intermittent, unaccounted for water (UFW) is in excess of 40% and leakage is also high. Although revenue collection has improved most UWSAs are unable to expand services through their own funds due to continued repayment for capital investment. Some authorities do not know how much water they produce due to the lack of meters. Typically the urban poor are not seen as a viable customer base as the authority is pre-occupied attempting to recover costs for other market segments.

### Box 1. Roles and Responsibilities of an Urban Water and Sewerage Authority

- To provide water and sewerage services of acceptable standards to consumers.
- To set affordable tariffs and charges, and sensitise customers on payment for the services.
- To construct/develop, operate and maintain water and sewerage service infrastructure.
- Create harmonious relationships with other stakeholders.
- Advise the Government in the formulation of policies related to services provided by the utilities.
- Educate and inform stakeholders on the activities of the utilities.
- Collect revenue from the consumers for service rendered.

### 3 What is customer service?

Customer service in the context of the Tanzanian water and sanitation authorities means:

- the ability of the utility to resolve problems, answer questions and help customers make the best use of water to satisfy their need
- delivery of sufficiently good quality drinking water at a fair price to satisfied customers by satisfied staff

#### Box 2. Customer service goals

Effective customer service includes 3 main goals:

- a good quality product or service
- satisfied customers
- satisfied staff

#### 3.1 Types of services

There are two types of services:

- Material services
- Personal services

##### 3.1.1 Material services

These include:

- Quick technical and administrative responses to customer enquiries
- Providing correct and timely information to the customer
- Easily understood procedures (timeless, accuracy and responsiveness)
- Simple ways of accessing services

##### 3.1.2 Personal services

These include:

- Attention to the customer
- Respect and regard for “customer as a ‘King’”
- Ability to listen
- Being kind to the customer
- Being polite
- Eye contact (*concentrate on the customer’s problems and issues!*)

**Box 3. Golden Tips Concerning Personal Services**

- Start with a smile
- Do not let the customer wait (avoid queues)
- Listen to the customer
- Concentrate on the customer
- Use the customers name when speaking to him/her
- Be URY (Upstanding, Relaxed, Yes mode)
- Do not make false promises
- Stand for your company, always
- Involve the customer in finding the solution
- Finish your conversation positively

**A customer is a 'King'**

- A customer is the centre of our business
- We are dependent on him/her
- He/she is the purpose of our business
- He/she is part of our business
- He/she is doing us a favour by giving us an opportunity to serve him/her

*Source: Hyderabad Metro Water Board Internal Promotion Leaflet, 2000*

## 4 Why improved customer service is important

Developing a customer-orientated organization is becoming the new cornerstone of UWSA success. For many UWSA managers and staff understanding the customer-authority relationship and knowledge of how to maximize its potential requires new insights and skills.

Good customer service is a key element for any organization that is responsible for public service particularly those which involve revenue collection.

Customer service in the UWSA is usually the responsibility of a customer relation's officer and his/her subordinates or team. This office or nucleus is a bridge between the UWSA and the customers.

In order to achieve best performance, it is important for the UWSA to improve its customer service and customer relations management. This improvement target can be reached by ensuring that all UWSA staff are involved fully in providing customer services instead of leaving this task to the designated customer relations staff alone

Therefore improving customer service is important for the utility because it:

- Improves relations between the customer and the utility
- Reduces unnecessary complaints
- Improves the perception of customers and potential customers towards the services rendered by the utility
- Attracts more customers and therefore improves the customer and revenue bases
- Helps in revealing the socio-economic status of customers and potential customers.
- Enables the UWSA to categorize its customers in to groups for service and marketing purposes.
- The adoption of appropriate technical options to suit these categories may cut down costs.
- Creates an opportunity to have a larger market share than the competitors

### Box 4. Why customer service is important

The average business loses 10-15% of its customers through bad service each year; businesses do not hear from 96% of their dissatisfied customers; for every complaint received another 26 have problems and six have serious problems.

Customers with bad experiences are twice as likely to tell others about it as those with a positive story to recount.

*Source: Technical Assistance and Research Programmes  
The White House Office of Consumer Affairs, Reported in Sunday  
Times 15 May 1994*

## 5 How to improve customer services

There are a number of options that a UWSA can explore to improve the existing customer services. Some of the following suggestions involve implementing significant changes to the structure and operation of the UWSA while others show that customer service can be improved incrementally, in smaller steps.

### 5.1 Internal improvements

#### 5.1.1 Total Quality Management – TQM

The utility could consider the adoption of Total Quality Management (TQM) principles. Total Quality Management is an approach, involving the whole organization. It seeks to ensure full customer satisfaction using marketing, process engineering and service provision at the most cost effective levels (Sansom, 2000, Training course notes).

*Core values of TQM:*

- Putting the customer first
- Anticipating and knowing customer expectations
- Meeting and exceeding customer expectations
- Getting the service 'right first time'
- Recognizing and reducing the costs of poor quality
- Recognizing and reinforcing good performance of staff

*Source: Sansom (2000) Training course notes*

*Key issues in applying TQM in public services:*

- Culture and technique
- 'Customer/supplier' communication
- Standards setting and review
- Departmental audit
- Organization of TQM
- Evaluation of TQM

*Source: Sansom (2000) training course notes*



**Table 1. Organization of TQM and non-TQM services**

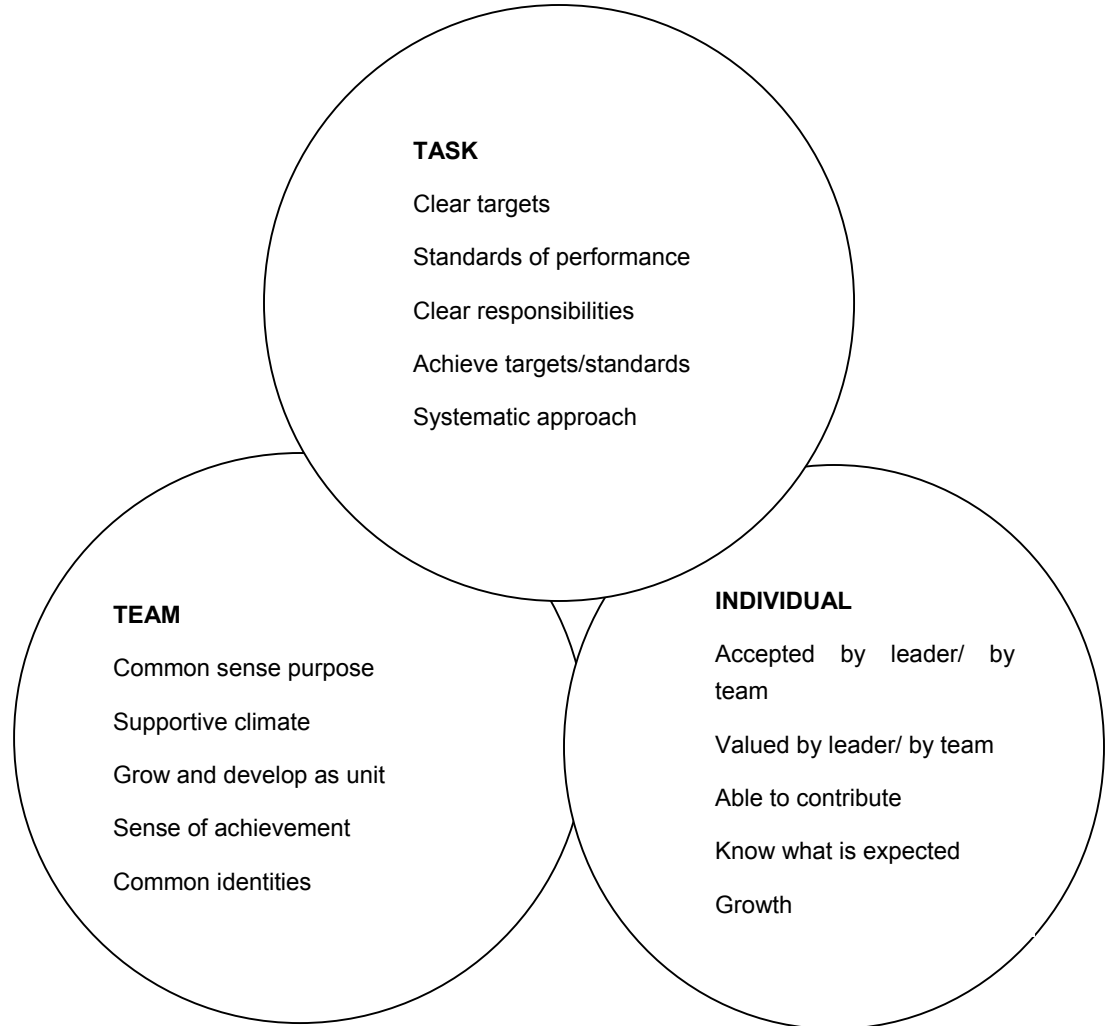
	<b>TQM Service</b>	<b>Non-TQM Service</b>
Customer involvement	Customer driven	Too difficult
Purpose and goals	Clear and corporate	Unsure, not discussed
Inefficiency	Not tolerated	Allowed, unavoidable
Teams	Valued	Uncoordinated
Quality activity	Geared to constant improvement	Rarely evident
Staff involvement	Staff feel empowered to improve quality	Inversely proportional to seniority
Mood of staff	Excited, 'potent'	Helpless

*Source: Sansom (2000) Training course notes*

#### *A framework for setting standards*

Standard setting can be approached in a number of ways:

- Setting standards for/by each service department
- Setting standards for each service group/team
- Setting standards for each 'business function' for example,
  - Service provision
  - Service development
  - Financial and manpower control
  - Income generation and release of resources
  - Organizational development
  - Internal and external relationship development
  - Estate development
  - Human resource (staff) management
- Setting standards for technical services, customer care information, communication and attitudes and environment
- Setting standards of accessibility, acceptability and effectiveness of services
- Setting standards in relation to the 'unfolding' strategy

**Figure 1. Total Quality Management**

The UWSA should operate as near as is possible to the customer by:

- opening/establishing zonal offices in order to handle:
  - Customer complaints
  - New connections
  - Dissemination of information to customers
  - Distribution of bills
  - Sensitisation of demand
- establishing more pay centres (e.g. at post office) as far as possible/practicable so as to avoid long queues and serve the customer quickly.

In addition it is important that the UWSA,

- Maintains good communication with customers (both Internal and External).

- Responds quickly to technical problems, customer complaints etc. and keep customers well informed.
- Maintains a good personal service to customers
- Listens attentively to the customer
- Employs staff that are professional, kind and polite to customers
- Employs staff that have good problem solving skills and a positive attitude towards customers

### **5.1.2 Training staff in good customer service practice**

Well-trained staff provide better customer service. Training should be provided to all employees involved in (directly or indirectly) dealing with customers.

Different groups of employees require different types of training:

- **Customer attendants:**

Customer attendants deal with customers daily. They will need the following types of training: customer awareness, marketing of services, demand responsiveness and communication skills.

- **Operation and Maintenance (O&M) staff:**

Operation and maintenance staff including meter readers and plumbers, meet the customers in the field. They should be trained in demand responsiveness, customer awareness, communication skills and teamwork.

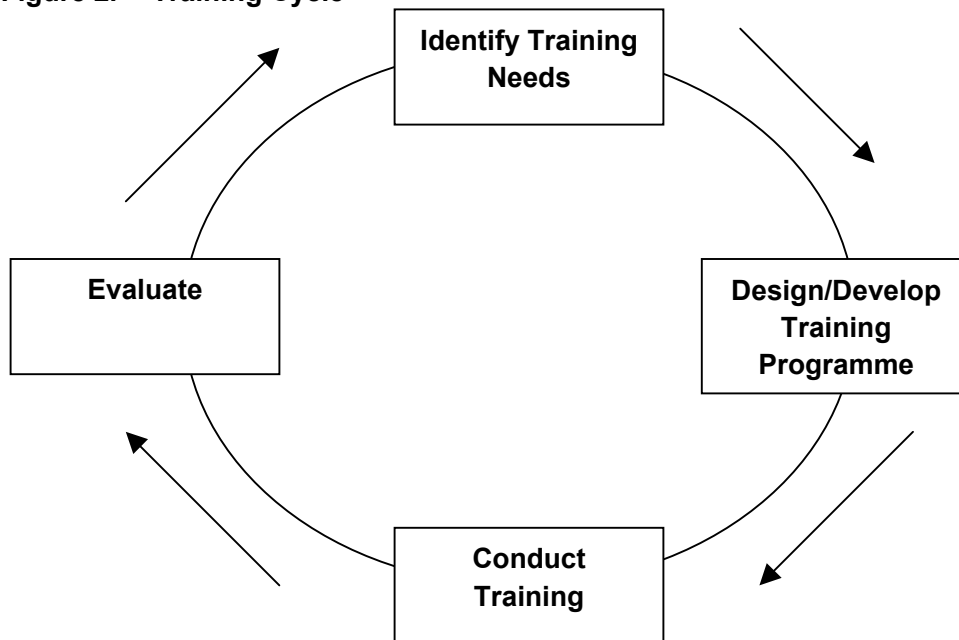
- **Decision Makers and Immediate Subordinates:**

This group of staff includes Managing Directors, Heads of Departments and Sections. Training packages for them should include:

- Marketing of services
- Managing the customer relationship process
- Situational leadership
- Teamwork training
- Communication skills
- Demand responsiveness
- Customer is 'King' awareness

The training for customer attendants and O&M staff can be done 'in-house'. Facilitators from local training institutions and decision-makers and immediate subordinates could be utilised.

Training is an on-going process. This should follow the training cycle as shown in Figure 2.

**Figure 2. Training Cycle**

## 5.2 Improving access to the UWSA

### 5.2.1 Designing a customer service office

A customer service office handles all matters pertaining to billing, customer complaints and relations. So that such tasks can be done quickly and efficiently the following factors should be considered when designing a customer service office.

#### *Location and space*

The office should be located at the front of the UWSAs building. This should reduce the amount of time the customer spends moving through the system.

The office should be spacious enough to accommodate the following:

- Customer 'shed' with chairs, benches and tables.
- Notice boards (with brochures and publicity material) and suggestion box
- The customer service counter should be placed near a large service window (at least ten meters long).
- Sufficient tables, chairs and filing cabinets should be provided for the employees and to keep records/data.
- The Customer Help Desk should be clearly labelled.

#### *Associated offices*

Associated offices are important and make sure customers are served at the same point.

There should be:

- Private offices to deal with individual customer problems, for example, a referral office to deal with customer issues that require thorough analysis and study.

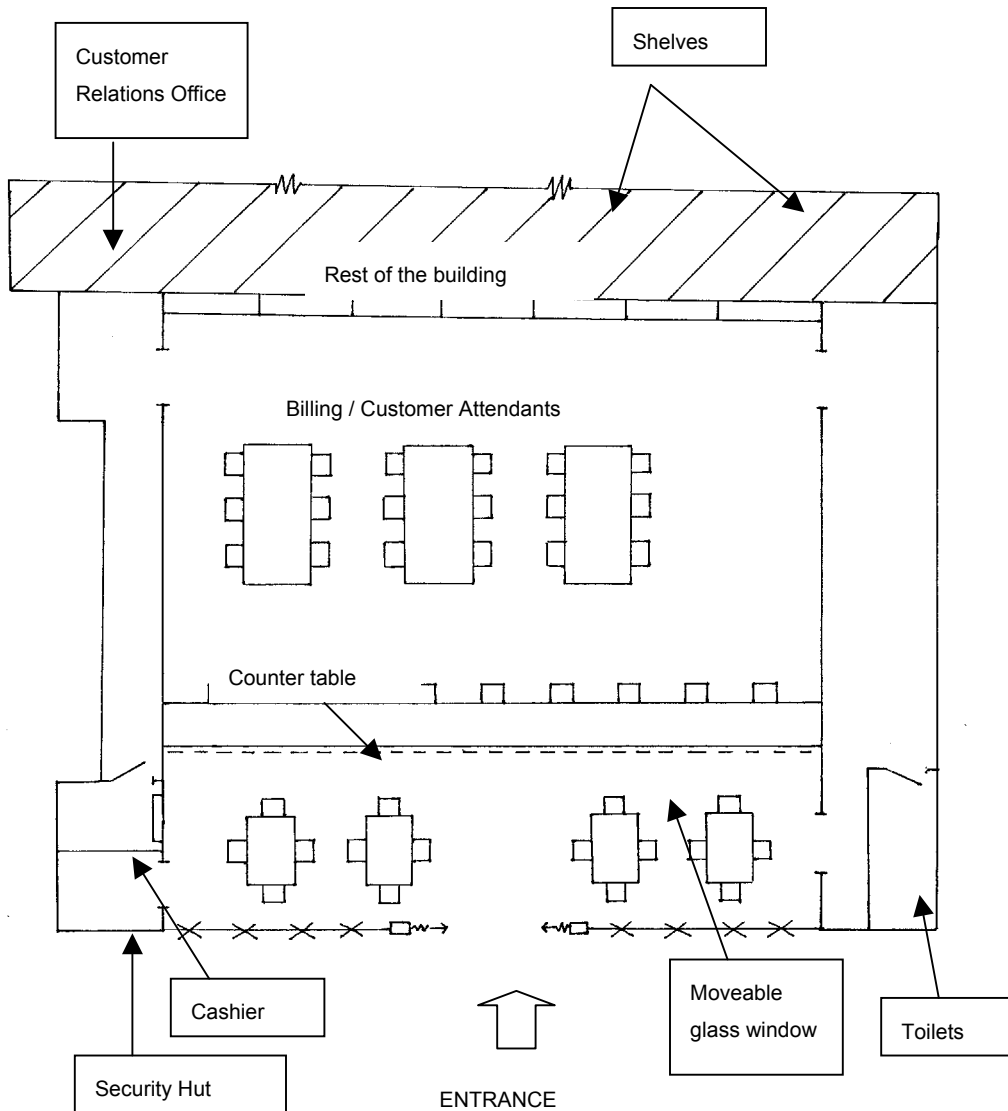
- Accessible pay offices where various payments can be made e.g. bills, new connection fees and fines.
- Toilets for customers.
- A security guard office to safeguard customers and UWSA property as well as employees.

*Quality of the office*

- The office should be well ventilated, lit, painted and cleaned.
- All customers should be served privately.
- Communication networks should be fitted: telephones, faxes, and a good computer system with appropriate software to deal with all customer issues.

Figure 3 is an example of how a customer service office could be laid out.

**Figure 3. Layout of a Customer Service Office**



### **5.2.2 Face to face meetings with customers**

Face to face meetings with customers is an important communication strategy. It can be done through:

- Customer surveys
- Customer meetings and committees
- Customer seminars and workshops
- Visiting customers at their premises (offices, residents)

#### **Box 5. Tips for dealing face to face with customers**

Face-to-face meetings with customers are successful when the following is observed:

- Facilitators in the meetings should behave well; use acceptable, simple and understandable language
- Facilitators should identify themselves and appear smart
- Facilitators should be prepared and be equipped with enough informative materials
- Accept responsibility

All these will enable the UWSAs to deal with difficult customers, keeping in touch with new potential customers and solving their complaints quickly.

### **5.2.3 Telephone enquiries**

This is another way of communicating with customers. In order that a success be realised:

- The telephone receivers should be modern, computerised and able to receive, store messages
- Competent and motivated personnel should staff the office. Also there should be shifts of staff so that a twenty four hours service can be offered
- More customers can be encouraged to use this service by:

Publicising the telephone numbers

Providing free enquiry phone services

Being time conscious - *“be clear and concise”*

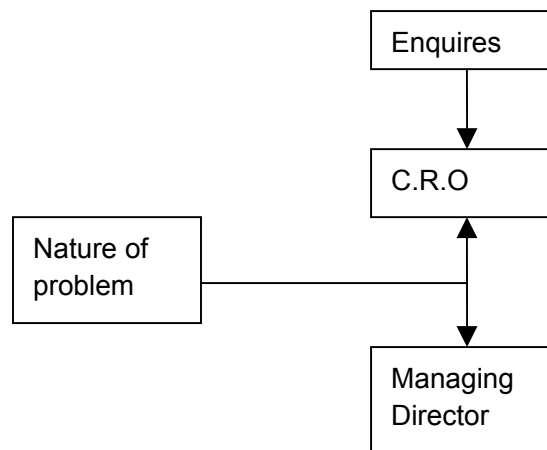
- Keep in touch with big consumers (e.g. other public utilities, government, commerce and industry) by telephoning them.

## 5.3 Improving UWSA customer procedures and systems

### 5.3.1 Complaint procedures

Steps to improve the complaint procedure,

- Customer complaints/requests must be attended in person or made in writing or by telephone.
- Customers will be informed of the minimum and maximum time to attend each case.
- All written correspondences will be replied to within 7 working days from the mail receiving date.
- An emergency team will be available 24 hours a day.
- Identifying types of problems and contact points; e.g. low pressure water supply, checking billing disputes, leaks, pipe bursts
- Identifying a person/persons to deal with the problem
- Establishing methods/procedures for receiving, processing and solving customer problems and setting time frames to find solutions as per nature of a problem, for example in the flowchart below -



- Place a suggestion box at a convenient place at office e.g. Billing Office, Pay point
- Arrange a customer visit schedule e.g. 2 days a week could be used to visit customer's premises to promote customer relations based on a two-way dialogue.

### 5.3.2 Setting tariffs and charges

Revenue from customer's enable the utilities to construct, operate and maintain their infrastructure as well as covering their administration costs. But if charges are not properly calculated the revenue collected may be insufficient to cover all of the utility's costs.

The following aspects should be considered when setting tariffs and charges:

- Sustainability: To enable full cost recovery
- Affordability and demand responsiveness: To ensure charges are fair and equitable to the different types of potential and existing customers, and encourage willingness to pay

- **Accountability:** to encourage consumers to conserve water as well as ensure efficient use of the service system
- **Enforceable and simple:** Easy for the utility to administer and for the customers to understand.

#### *Cost recovery*

The costs to be recovered include:

- Fixed costs (investment costs, interests on loans)
- Variable costs (administrative/personnel expenses, O&M and depreciation costs)

The tools to be used in ensuring cost recovery are usually:

- Water and sewerage tariffs
- Connection charges (e.g. meter charges, fixed charges)
- Fees and penalties (e.g. reconnection fees)

#### *Processes of agreeing new water/sewerage tariffs*

Tariffs and charges, as tools of cost recovery, should be calculated in such ways that all the costs involved in the particular service are recovered.

Examples:

- **Water/sewerage tariffs:** Should recover fixed and variable costs
- **Connection charges:** Should cover assessment/documentation, materials, labour and supervision costs

To ensure mutual acceptability of the tariffs and charges it is suggested that the following people are involved,

- **Management committee** - As the exercise will be Technical and Managerial, the utility should form a special committee for tariffs and charge setting.
- **Customers Consultative Committees (CCCs)** - Management should discuss their proposal with CCCs
- **Board Approval** - The proposed tariffs and charges should be shown to the Board for final approval.

#### *Conditions for penalties and claims*

- Penalties will be applicable to the customers when she/he fails to meet the obligations.
- In case of unforeseen circumstances being the cause of damage (e.g. natural disasters accidents etc.) the case will be considered and decided upon by the management after receiving claims from the customer.



**Figure 4. Example of customer tariff form**

<b>Name</b>		
<b>Location</b>		
<b>Plot No.</b>		
<b>Block</b>		
<b>Customer Reference</b>		
<b>Tariff Categories</b>	<b>Metered (TAS/m<sup>3</sup>)</b>	<b>Unmetered</b>
<i>Domestic</i>	160	
<i>Institutions</i>	220	
<i>Commercial</i>	350	
<i>Industrial</i>	400	
<i>Construction</i>	420	
<i>Irrigation</i>	450	
[NAME] agrees to pay for water as stated above according to the UWSA's water tariff		
[NAME AND SIGNITURE] from the UWSA		

<b>Name</b>						
<b>Location</b>						
<b>Plot No.</b>						
<b>Block</b>						
<b>Customer Reference</b>						
	<b>Tariff Category</b>					
	<i>Domestic</i>	<i>Institution</i>	<i>Commercial</i>	<i>Industrial</i>	<i>Construction</i>	<i>Irrigation</i>
<b>LOW DENSITY</b>						
<b>MEDIUM DENSITY</b>						
<b>HIGH DENSITY</b>						
[NAME] agrees to pay for water as stated above according to the UWSA's water tariff						
[NAME AND SIGNITURE] from the UWSA						

## **5.4 Improving how UWSA departments and staff work together and with customers**

UWSA staff and departments are all customers – *customers of each other*. By improving the work of one officer or department the work of others is made easier and in turn the service to the customer is better. UWSA staff are all internal customers, who should work together, across departments to improve the services offered to external customers. There are a number of ways that this can happen and these are listed below.

### **5.4.1 Working together to improve to major repairs**

#### *Responsible staff*

All staff under technical departments

#### *Core functions*

To attend major breakdowns quickly to ensure regular running of the system

#### *How can the major repair staff be involved in improving customer services?*

- Attending the breakdown quickly and hence avoiding customer complaints
- Inform the customers of the breakdown and foreseen solutions, using radios, loudspeakers, TVs etc.
- Issue a note to customers to be affected during execution of works
- Involve the customers/public in reporting the breakdown incidents to the UWSA
- Educating the customers/public:

### **5.4.2 Working together to improve water conservation**

#### *Responsible staff*

All staff of UWSA

#### *Core function*

- Water shed management
- Strict demand management to customers
- Strict demand management to all stakeholders

#### *How can this group be involved in improving customer services?*

- Educating the customers on water conservation measures
- Detecting and repairing of leaks promptly
- Installing meters
- Closing water taps
- Using water for intended purpose only
- Watershed protection and management
- Improved communication between customers and UWSAs
- Using customers to identify and report leaks
- Using customers to report those stealing water

- Using customers to report people selling water illegally

*Needs/requirements*

- Training of staff on customer service provision, especially on how to involve the customers in water conservation practices e.g. house to house training
- Invoice stakeholders in water conservation

**5.4.3 Working together to improve new water and sewerage connections**

*Responsible staff – technical department, customer services section, meter readers, finance department, billing*

People working in these sections can improve the customer services through the following:

- Laying out simple application procedures
- One stop office
- Concise and clear application forms
- Open and clear connection charges
- Providing a prompt service to avoid long lists of customers waiting for services
- Completing tasks as quickly as
- Creating awareness in the community that the services exist
- Identifying potential areas/locations/customers for new water/sewerage connections

Motivating new customers by:

- Reduced connection charges
- Concession off (several) bills
- Partial or full costs for connections being paid by the UWSA
- Allowing payment by instalment
- Extending new services (distribution lines) close to potential customers

These staff should also participate in designing publicity materials, use other media (radio, TV, newspapers), posters, loudspeakers etc. to educate people in the importance of being connected to a reliable water/sewerage system

**5.4.4 Working together to improve billing and collection**

*Responsible staff:*

Billing and account section under business department, customer services, meter readers, finance, operation and maintenance

*Core function:*

To provide a good service to customers and establish a sound and sustainable billing and financial management system that ensures full cost recovery.

*How can they be used in improving customer services?*

- By providing an improved customer database and records

- Improving the billing system and procedure, hence higher efficiency in customer services i.e. have a computerised system with multi-user software.
- By enabling the customer to understand the:
  - Application procedures for new connections
  - Disconnection/re-connection procedures
- Attending to customer's problems promptly and effectively
- Attend to the customer's complaint quickly
- Use polite language
- Have a positive attitude
- Be confident, smart looking and thinking
- Target customers with realistic technical options
- Propose options for:
  - Negotiating late payments
  - Paying in instalments
  - Offering discounts for prompt payments
  - Penalties for late payments
  - Increasing payment collection points
  - Continuous follow-ups of debtors
- Customer awareness, education and sensitisation on:
  - Payment of bills on time
  - Water conservation
  - Safeguarding the water system and meters
- To involve/co operate with the customers in tariff setting:
  - Use of group representatives
  - Use of stakeholders
  - Use of Politicians e.g. Board Members, Ministry of Water, Members of Parliament, Area Chairman etc.
- Promote customers with the tone "Customer is King".

#### *Needs*

HRD should be offered to this group of people/staff in dealing with customer issues.

#### ***5.4.5 Working together to reduce illegal connections***

##### *Responsible staff*

- Pipeline superintendents
- Operation and maintenance (O&M) technicians

*Core functions*

Identification of illegal connections to reduce unaccounted for water (UFW).

*How can the community be involved in improving customer service?*

- Identifying illegal connections and reporting them to UWSA
- Negotiating with illegal customers and legalise them without penalties
- Negotiate how they can pay for water they have used
- Offering free connection
- Reducing UFW (leakage) and hence conserving water
- Reducing UFW also means improving the water service and hence fewer customer complaints
- Disseminating information on UWSA bylaws, rules and even penalties against defaulters so that they are better understood.
- Educating customers/public on the disadvantages and hazards of having illegal connections
- Making use of other people to identify illegal connections
- Using ward executive officers, area chairpersons and cell leaders
- Using customers
- Using criminals to identify other criminals.

## **6 Knowing and understanding your customers**

### **6.1 Understanding your customer better**

#### **6.1.1 Benefits from understanding your customer better**

There are several benefits from understanding your customer better and some are detailed below:

- To know customers needs/demand
- To understand customers' ability and willingness to pay
- To enable better planning of existing and new
- To facilitate better communication
- To improve service levels
- To keep up-to-date customer records
- To more easily group the customers into an the appropriate category related to service level
- To select the most appropriate service option

#### **6.1.2 How to understand the state of the water supply market**

To understand the current state of the water supply market the UWSA should investigate the experiences and perceptions of existing and potential customers with regard to,

- The water supply services provided by the authority, this includes addressing issues of frequency, reliability, timing, duration, quantity, quality, pressures etc.
- The authority policy regarding water charges and billing
- The authority customer service in general in terms of dealing with requests and responding to complaints
- Opportunities for supply improvements or authority cost reductions, such as new water supply options
- Information on the socio-economic situations of respondents for aspects such as housing and income
- Customer preferences, willingness and ability to pay
- Understanding and assessing demand for services.

#### **6.1.3 When to assess demand**

- If you wish to increase your customer base
- If you wish to raise tariffs
- If you want to introduce new service options
- If you want to judge customer satisfaction with existing services

#### **6.1.4 Segmenting the market**

This must be done to:

- Identify different types of customers
- Plan which service options to offer where, when and at what cost

Identification of the different types of customers is based on the current service status:

1. Existing Customers - Customers connected to the system and receiving an authority water service
2. Potential Customers - Customers who are expected to apply for new water connections to the premises or become part of a community based scheme
3. Moribund Customers (non-active customers) - These are disconnected customers who have not transacted with Authority for a long time after being disconnected

#### **6.1.5 Customer surveys**

Customer surveys are excellent mechanisms for finding out about either a cross section of the customer base or one particular group in more detail. Customer surveys take a number of forms and they must be carefully designed. Examples of good customer surveys usually exist in the UWSA or with one of their partners, for example a local NGO or local authority department.

#### **6.1.6 Why customer surveys are important**

The UWSA needs to know and understand in great detail the state of the existing and potential water supply market in their city. This will allow them to maximize the numbers of satisfied customers and work towards financial sustainability. Customer questionnaires can help the UWSA to do the following,

- To know the trend of consumption
- To categorize customers in to market and service segments
- To determine metering strategies
- To recognise the dominant customer groups and those who are most vulnerable
- To recognise potential customers and understand what they want
- To recognise illegal connections and address the associated problems

To identify any water source polluters and rectify the problem

#### **6.1.7 Agreeing the survey method**

The most common type of customer survey is a questionnaire that is completed in the household with the assistance of an enumerator. However a questionnaire may not be the most appropriate survey method. It may be adequate to conduct customer interviews or hold focus group discussions. Before the decision is made about which survey method to use the UWSA should do the following,

- Decide what information is required from the survey – why is it being done?
- Decide who the respondents will be – who is the UWSA trying to reach and why?

- Find out what is already known about the respondents – have they been asked to do customer surveys before? Are they likely to co-operate? If not, why?
- Have any other organizations done similar surveys with these customers? Can they help now if it is appropriate?
- How much time and financial and human resource is allocated to the survey?
- How quickly are the results needed and who will analyze them?
- How large does the survey sample need to be?

The UWSA can now decide what type of survey is needed and work on its design and implementation.

### **6.1.8 Questionnaires**

Self-completed questionnaires are most efficient in terms of researcher time and effort. However, in areas where there are poor literacy rates, in low-income communities for example, an enumerator may be required to facilitate the process.

#### *Questionnaire limitations:*

- Data are necessarily superficial. There is little or no check on the honesty or seriousness of responses.
- Responses have to be squeezed into predetermined boxes, which may or may not be appropriate.

#### *Designing self-completed questionnaires*

- Always include a statement that explains why the questionnaire/research is being undertaken
- Specific questions are better than general ones
- Closed questions are usually preferable to open questions
- Offer a 'no-opinion' option
- Omit the middle alternative and increase intensity
- Use of forced choice rather than 'agree/disagree' statements

#### *Design and layout*

- Coloured pages can clarify the structure
- Answering by putting ticks in boxes is familiar to most respondents
- Sub-lettering questions e.g. (1a, 1b, etc.) can help in grouping questions on specific issues
- Repeat instructions if confusion is possible
- Initial questions should be easy and interesting
- Wording of questions is crucial
- A brief note at end thanking customers for their valuable time is important



**Figure 5. Sample 2 page customer survey form**

Dear Customer,

This survey is being carried out as part of the Ministry of Water training programme. Your responses and comments regarding the service provided and your expectation from water services are valuable to us in order to complete the task. Your suggestions are very important to us, therefore please do not hesitate to make additional comments.

Your co-operation is highly appreciated.

The language used for the interview is ..... Date .....

**SECTION 1: PERSONAL DATA**

- 1(a) Name ..... A/c No. ....
- 1(b) Male/Female .....
- 1(c) House No. .... Plot No. ....
- 1(d) Street No. .... Area .....
- 1(e) Category of Customer .....
- 1(f) No. of occupants .....

**SECTION 2: WATER SUPPLY**

- 2(a) Is property connected to water supply? Yes No
- 2(b) If Yes, how long have you been connected? .....
- 2(c) Type of service .....
- 2(d) Is the property metered? Yes No
- 2(e) On average how frequently do you receive piped water?
  - Once a day Twice a day
  - Once a week Every alternate day
  - Continuous
- Others describe.....

2(f) When available how do you rate the pressure?

	MORNING	AFTERNOON	NIGHT
HIGH			
AVERAGE			
LOW			

2(g) Is this water good for drinking?

Yes No

If NO, please state why

ODOUR

PARTICLES

TEST

**SECTION 3: BILLING**

3(a) Do you pay for water? Yes No

3(b) If YES, how are you billed for water charges?

By flat rate charge Based on meter reading

By meter reading estimate (because my meter does not work)

3(c) If NO, why?

.....  
.....

**SECTION 4: CUSTOMER SERVICES**

4(a) Are you satisfied with your present water supply system?

Yes No

4(b) Any comments in convenience, quantity, quality and condition.

.....  
.....  
.....  
.....  
.....  
.....

---

### **6.1.9 Interviews**

What is it? A conversation with a purpose usually based on pre-determined questions. There are a number of different ways to conduct customer-focused interviews, for example; household interviews, telephone interviews, group interviews.

The interviewer may use either of the following styles of interview:

1. Fully structured
2. Semi-structured
3. Unstructured

Each style is used for a different purpose depending on the amount/type of information required.

#### *General advice for interviewers*

- Listen more than you speak
- Put questions in a straightforward, clear and non-threatening way
- Eliminate questions which lead interviewees to respond in particular way
- Enjoy it (or at least look as though you do!).

#### *Questions to avoid in interviews*

- Long questions
- Questions involving jargons
- Leading questions
- Biased questions

#### *The sequence of questions*

- Introduction: Interviewer introduces him/herself and explains purposes of interview and assures confidentiality of interview
- Warm-Up: The interviewer asks easy non-threatening questions at beginning to settle both down
- Main body of interview: Covering the main purpose of the interview in what the interviewer considers to be a logical progress.
- Cool-off: Usually a few straightforward questions at the end to defuse any tension that might have built up.
- Closure: Thank you and goodbye.

### **6.1.10 Focus group discussions**

Focus group discussions are used in marketing and other customer surveys. A focus group has 8-12 participants from the customer group that is to be questioned, a facilitator and sometimes a reporter who can take notes. The facilitator asks the group a number of questions and allows time for a discussion of the topic to take place. The facilitator may decide to ask more questions and probe the participants to find out more. Focus group discussions are a good way to find out about perceptions, attitudes and feelings about the UWSA and the service that it provides. The UWSA can also find out about the customer, for

example preferred service options and water use needs. Focus group discussions are good in low-income areas where it may be difficult to organise a household survey.

#### **6.1.11 Conducting the surveys**

The UWSA needs to consider who is the best person to carry out the survey. It may be able to use its own staff or it may be better to involve a local NGO. It depends where the survey is going to take place and which market segment, or group of customers is going to be surveyed. In low income communities it is good to get an NGO involved. These people know the community and have worked there before. This will save the UWSA time and money. But is important to avoid contracting everything out. Conducting customer surveys is a learning exercise and it may be good for the UWSA staff to actually go out and conduct the survey. If the survey is going to be done by another organization a contract should be agreed so that the UWSA knows what it is to expect back.

#### **6.1.12 Evaluating and using the results**

The findings from the survey should be determined quickly and thought should be given to how the information will be fed in to the UWSA and perhaps back to the customer. The results must be analyzed and collated in to a report that has an executive summary that can be given to a manger to read.

Results can be analyzed by hand or by the use of the computer. Computer analysis requires understanding of the package and training may be needed first.

After the results have been analyzed it is important to draw out practical conclusions that can be applied to improving the customer services.

## 7 Strategies for marketing different technical and management options

### 7.1 Segmenting your market

The urban area can be divided into segments to make delivering services and deciding upon technical options easier. The city or town can be divided using a number of different ways. For example it may be useful to segment using housing types – bungalows, flats, single houses, slums or by population - low, medium and high density. It is advisable to use maps when segmenting so that the area can be seen as a whole and pockets are not missed out. For example low-income communities may not be in one place but spread across the whole city and found in richer neighbourhoods. Maps can be obtained from the planning department.

### 7.2 Developing viable technical options

In some UWSAs, water is supplied on a rationing basis, and in this case, customers have to look for alternative sources of getting water for their day to day activities. The following are some of the technical options that could be adopted:

1. Using small individual reservoir tanks
2. Using low level kiosk tanks
3. Using improved privately operated water kiosks
4. Using shallow wells with a hand pump
5. Using a water bowser
6. Using rain water harvesting technology

Stakeholders can be involved in the construction of shallow wells with hand pumps, water tanks in sub-urban areas for rain water harvesting (examples of places where it is applicable is in Dodoma Regions).

Before adopting any options the utility must look / study the character of their customers to see whether:

- they can afford paying for the services provided
- if they agree with the proposed option

Lastly, the utility may benefit by increasing their Revenue and Service level.

#### 7.2.1 Shared management of services

Shared management of services is when the utility provides services up to a certain level and afterwards other stakeholders may extend the service. This option is often appropriate i.e. in informal settlements or where the population density per hectare is very high, characterised by overcrowded houses, very poor infrastructure services in terms of water supply and poor sanitation facilities.

Typical examples are in Dodoma Municipality whereby stakeholders provide water to some points and individual water bowsers are used to carry and supply water to some areas where there are no existing services.

The advantages of this shared management of services are:

1. the utility may reduce the operation and maintenance costs
2. the utility can improve its service level

## **8 Working with stakeholders through partnership and collaboration**

### **8.1 Partnership approaches**

The partnership approach system is necessary where a UWSA cannot provide adequate water and sanitation services so other stakeholders have to be involved.

In order for this approach to function well the utility may have to consider the various advantages and disadvantages before involving other stakeholders. The UWSA must arrange a meeting with the concerned stakeholders in order to examine the best ways of co-operating, in order to provide the required services. Once agreed a joint team is formed, such that one stakeholder has to provide the service up to a certain point and the others follow. This joint team monitors the progress achieved and if necessary makes some adjustments.

### **8.2 Collaboration with different stakeholders**

Stakeholders are those who have an interest in the water and sewerage business. Examples of stakeholders in water and sewerage business are:

1. Urban Water Supply and Sewerage Authorities
2. Customers
3. Municipal Councils
4. Ministry of Water
5. Ministry of Health
6. Ministry of Environment
7. Ministry of Finance
8. NGOs and CBOs
9. Donors
10. Local politicians and committees

#### **8.2.1 Stakeholder analysis**

Stakeholder analysis is the identification of key stakeholders involved in water and sewerage provision. It helps administration and advisors to access the water business environment as follows:

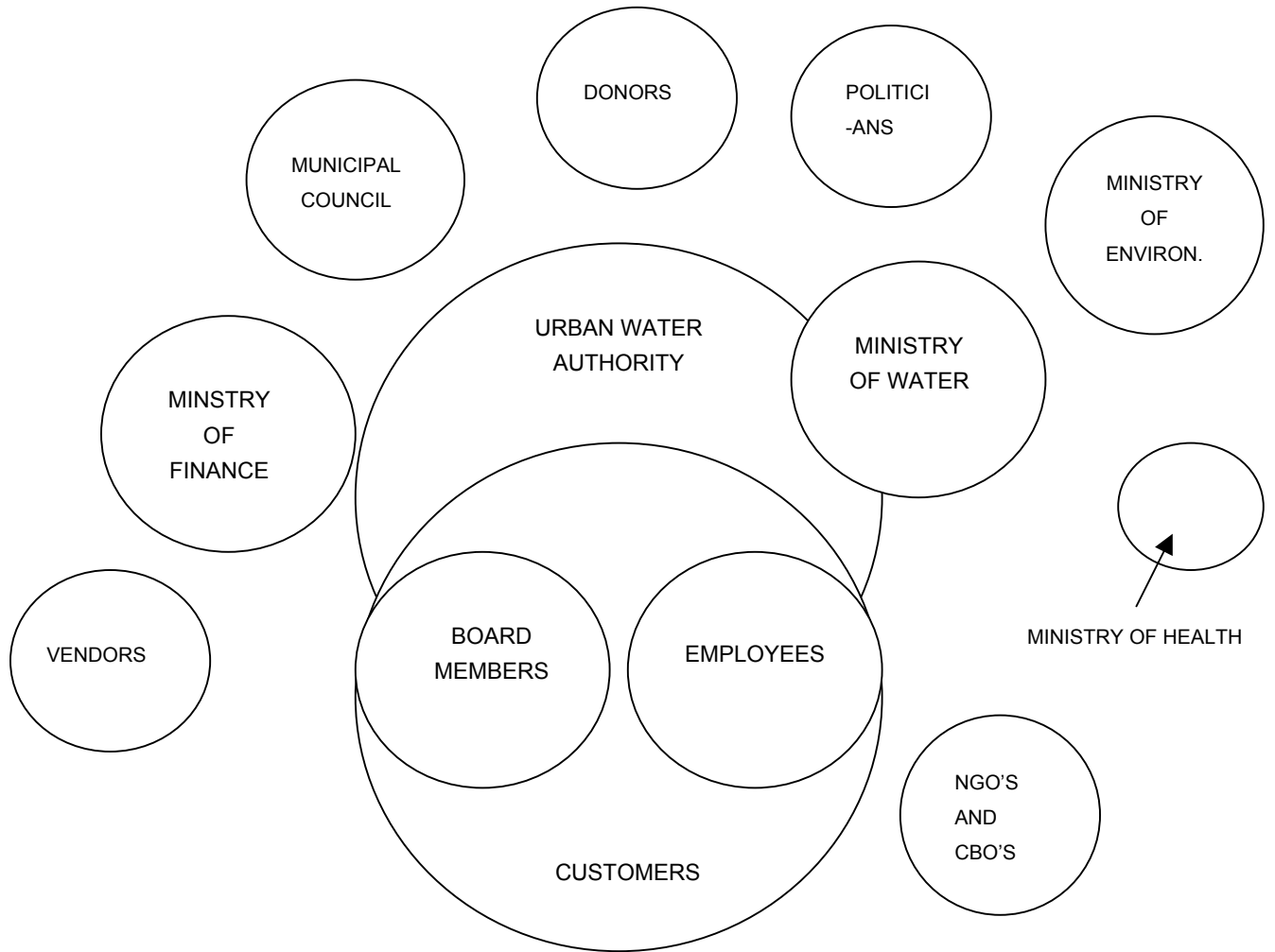
- To draw out interest of stakeholders in relation to problems which the UWSAs are seeking to address
- To help identify relationships between stakeholders which can be built upon, in the provision of water and sewerage services
- To help to assess the appropriate type of participation by different stakeholders

**Figure 6. Stakeholder Identification**

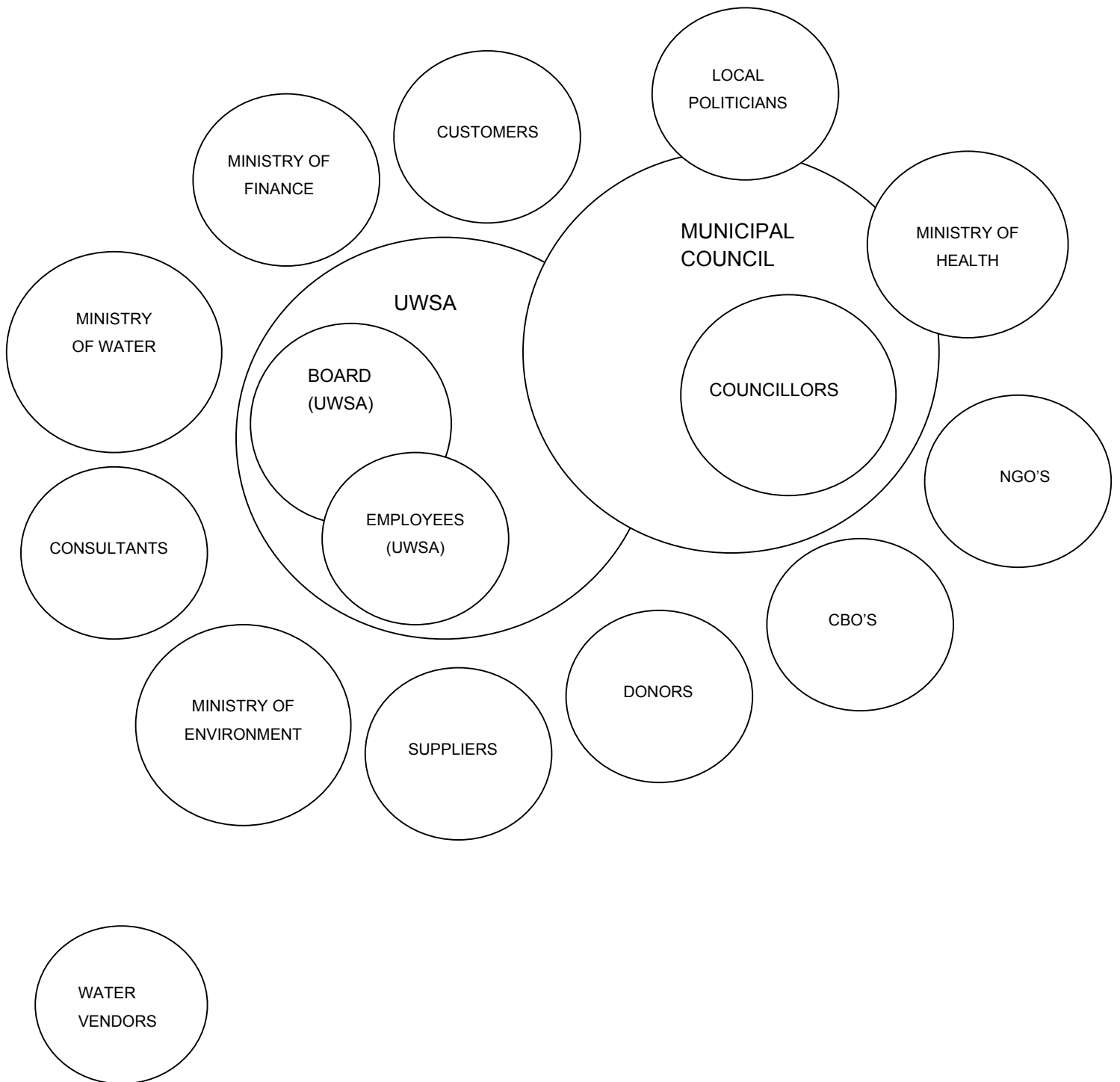
<b>Name of Stakeholder</b>	<b>Main Responsibility</b>
Urban Water Supply Authority	Provide water services
Ministry of Water	Policy and regulations
Customers: <ul style="list-style-type: none"> <li>• Commercial</li> <li>• Industrial – individual treatment plant</li> <li>• Public institution</li> <li>• Domestic commercial services</li> </ul>	Consumer payment Conserve water resources
Municipal Council	<ul style="list-style-type: none"> <li>• Planning permission</li> <li>• Enabling local environment</li> <li>• Make by-laws</li> </ul>
Ministry of Health	Setting and monitoring health standards
Ministry of Environment	Conservation and protection of water sources
NGOs	Provide water supply in conjunction with community
CBO	<ul style="list-style-type: none"> <li>• Voice demand for services</li> <li>• Facilitators</li> <li>• Management of communal services</li> </ul>
Ministry of Finance	Allocate funds (capital & O&M)
Local Politicians	Voice demand and promote interest of constituents



**Figure 7. Example of Stakeholder Relationships within the Water Sector, Tanzania**



**Figure 8. Example of Stakeholder Relationships within the Sanitation Sector, Tanzania**



### **8.2.2 Stakeholder categories**

Stakeholders are categorized as Primary and Secondary. Primary stakeholders are those people or groups ultimately affected by UWSA services and secondary stakeholders are those who are intermediaries in the process of delivering the services to primary stakeholders. They may be those involved in funding, implementing, monitoring or advocacy or simply governmental NGO, donor or private sector organization.

### **8.2.3 Stakeholder assessment**

Stakeholder assessment looks critically at the influence, power and importance a stakeholder has in the provision of water and sewerage services.

Influence refers to the power which stakeholders have in the provision of water and sewerage services in terms of control of decision making or ability to facilitate its implementation.

Power may stand as the extent to which people, groups or stakeholder are able to persuade others into decision making, and following certain courses of direction. Power may be derived from the nature of a stakeholder organization or position, e.g. ministries which control budgets and control policies.

Importance indicates the priority given (by UWSAs) to satisfying stakeholders needs and interest through provision of water and sewerage services. Importance is likely to be obvious when stakeholder interest in water and sewerage service converge closely to UWSAs objectives.

Therefore, before involving a stakeholder in water utility services, a thorough assessment must be performed to justify their role in project.

### **8.2.4 Stakeholder risks**

In some cases, stakeholders may agree to finance a certain project by considering their own benefits, by doing so, this may affect the whole designed target, therefore it is very necessary to look in detail at the interests of each stakeholder. For example, a religious stakeholder may need to implement some projects for their own interest and also other stakeholders may prevent implementation of other projects for their own interest, all these may be a source of significant risk.

**Figure 9. Risk Assessment by the Matrix Method – ‘Lake Victoria as a proposed water source for Shinyanga UWSA’**

**HIGH IMPORTANCE**

<b>LOW IMPORTANCE</b>	<b>A</b>	<b>B</b>	<b>Stakeholders:</b> (SECONDARY) 1. Ministry of Health 2. Ministry of Environment 3. Municipal Council (PRIMARY) 4. Donors 5. Ministry of Water 6. Customers 7. UWSA 8. Board
	<b>D</b>	<b>C</b>	
	<b>LOW POWER</b>	<b>HIGH POWER</b>	

**8.2.5 Benefits of involving other stakeholders**

It will help UWSAs in facilitating and implementation of its activities by making other stakeholders participate fully in provision of water and sewerage services by involving other agencies like those dealing with policy and regulations of water, conservation of water resources, protection and by-law makers.

**8.2.6 Shared management of services**

Shared management of services is the way of which the utility provide services up to the certain level and thereafter other stakeholders may extend the service to other areas. This option is suitable in informal settlement or where the population density per hectare is very high. The area is characterised by overcrowded houses, very poor infrastructure services in terms of water supply and poor sanitation facilities.

Typical examples is in Dodoma Municipality whereby stakeholder provides water to some points and individual water bowsers are used to carry and supply water to some areas where there are no existing services.

The advantages of shared management services are:

1. the utility may reduce the operation and maintenance costs
2. also it can improve the utility service level

### **8.3 Building links with NGOs and consultants**

The UWSA may build links with NGOs and Consultants by two methods:

1. by allowing NGOs to be free to pay visits to UWSAs premises
2. by attracting/inviting NGOs to discuss various issues with UWSAs relating to water and sewerage services.

There are several examples whereby UWSA demonstrates as a good example:

3. In Shinyange Region, UWSA have build links with one NGO called OXFAM (Ireland Government). Here, OXFAM have released funds for “Shinyange Poverty Alleviation Project” for Ndala and Mwawaza wards. The UWSA have started implementation action plan for this project.
4. Also OXFAM (Great Britain) have shown interest to finance “Shinyange Urban Water Supply and Environmental Sanitation Project”. Targeted area wards are Ngokolo, Ibinzamata, Kambarage, Chamaguha Ndembezi and Kitangili wards. Project will take place before end of this year.
5. In Shinyange rural and sub-urban areas, there is one NGO dealing with “Domestic Water Sanitation Programme” (DWSP). The main objective of this programme is to construct and rehabilitate shallow wells whereby there is an element of participation of the user group. Also it involves construction of rainwater harvesting tanks, training and provide education on sanitation to the user groups.

### **8.4 Customer charters**

#### **8.4.1 Definition**

Customer charters confirm publicly the roles and responsibilities of the utility and the rights of its customers.

#### **8.4.2 Aim**

To make the functions of the utility transparent, create service accountability and friendliness with customers. It will define each service provided by the utility and the obligations of each part (service provider and customer). It also exposes the efficiency and reliability of the service rendered by the utility.

#### **8.4.3 Potential benefits**

- Creates customer awareness and confidence
- Advertises the utility
- Protects the image of the utility

#### **8.4.4 Services provided by UWSAs**

- A clean and safe water supply
- Disposal of sewage from houses connected to sewer system

#### **8.4.5 Sample contents for a UWSA customer charter**

*Applications for new connections and meters*

- Application forms should be available from the Customer Service Unit and supplied at a reasonable fee or free of charge.

- Acceptance or rejection of the filled in forms should be acknowledged within seven days from the day of application (Customer Service Unit).
- Payments should be accepted in full or in instalments.
- Payments should be accepted by cheque/cash.
- Acknowledgement of payment should be given immediately.
- In the event of un cleared cheques the payer will be fined.
- The connection will be made within seven days from the day of full connection fee payment.
- The applicant/customer should pay an estimated advance bill for three months.
- All connection processes should be done under the supervision of UWSA.
- All meters will be installed at a distance not greater than 36m from the distribution main.
- The customer will be obliged to protect and maintain the meter.
- The meter will be supplied by UWSA.
- In case of meter damage the customer will pay the sum equivalent to the cost of a replacement meter.
- All materials from the tapping point up to the meter should be approved by UWSA.

#### *Options for payment of bills*

- The first bill should be issued within three months from the date of connection.
- Regular bills shall be issued on monthly basis for commercial, industrial and public institution customers and on a bi-monthly basis for domestic customers.
- Receipts will be issued for all payments immediately.
- Disconnection of a water/sewerage service will be carried out with notice of 7 days after the due date of payment.
- Bills will be despatched by (i) Post, (ii) Hand and despatch book.
- All RTS bills will be declared unknown and have the connection disconnected after two months.

#### *Complaints and requests*

- Customer complaints/requests attended in person, writing or telephone.
- Customer will be informed of the minimum and maximum time to attend each case.
- All written correspondences to be replied within 7 working days from the mail receiving date.
- Emergency team available 24 hours.

#### *Service assurance*

- Quality: Clean and safe to meet Tanzanian required standards
- Quantity: To be determined for each UWSA
- Changes or service interruptions will be informed in not less than 12 hours

- Assured minimum hours supply/day

#### *Customers obligations*

- Prompt bills paying
- Protect and maintain water meters
- Prompt report of leaks, illegal connections, water theft and water sabotages
- Give accessibility to water inspectors (Bearing Identify Cards)

*This charter can be revised at any required time with a three month notice to customers.*

## **8.5 Customer service agreement**

### **8.5.1 Definition:**

This is a written binding agreement between the customer and utility whereby each party must sign and failure to comply with it will lead to legal action, termination of service or both.

### **8.5.2 Purpose:**

Create a commitment of each part and have a written document as evidence.

### **8.5.3 Example of agreements**

- Payment in instalments
- Water meter installation

**Box 6. Sample Agreement for Payment in Instalments**

(Name in full) ..... Customer with A/C .....

Mno. .... Location .....

Address: .....

Promise to pay/settle my outstanding water/sewerage service bill of : .....

As of ..... As follows:

1<sup>st</sup> instalment ..... Date: .....

and the remaining balance as follows:

along with my current water/sewerage bills.

Failure to comply with this agreement I agree to have my service terminated and necessary legal action taken against me.

Signature: ..... Date: .....

Representative of UWSA: Name: ..... Signature .....

Designation: .....

Date: .....



## 9 Customer consultation and negotiations

### 9.1 Purpose

To allow exchange of information/ideas/opinion between the UWSA and customers on the issues which affects customers. To work out solutions and improvements acceptable to both parties.

### 9.2 Types/means of customer consultation and negotiations

UWSAs can facilitate a number of initiatives to help them understand the customer's perspective and improve dialogue between the customer and themselves. These include:

- Customer consultative committees
- Seminars/meetings
- Brochures/leaflets
- Suggestion box
- Annual Reports

**Figure 10. Advantage and Disadvantage for Each of the Above Types of Consultation**

<b>METHOD</b>	<b>ADVANTAGE</b>	<b>DISADVANTAGE</b>
1. Customer consultative committees	Allows group or mass representation of users	May overlook/underrate the opinions of minority
2. Seminars and meetings	Provides opportunity for a bigger number of participants	Time consuming
3. Brochures/leaflets	Easy to disseminate	Likely not to include the opinions of customers/public
4. Suggestion box	Gives a freedom of expression	Minimises the chances of discussion
5. Annual reports	Creates transparency and confidence	Only few customers will be able to read and understand the materials

**Box 7. Customer Consultative Committees**

This is a convenient method to disseminate information from the utility to customers and vice versa. It provides a forum for consultation and exchange of ideas/opinions between the two parties.

**Formation of Customer Consultative Committees**

Customer Consultative Committees (CCCs) should consist of a small group of members elected or selected by users in the areas they are representing.

It should be borne in mind that if the area represented is too large the committee might be remote from the users, and if the area represented is too small there will be a large number of councillors which may be difficult to co-ordinate.

Women should be adequately represented they carry a major responsibility for providing water for their families

**Formation of Customer Consultative Committees for UWSAs**

The size of population covered by UWSAs should be considered. It may be more convenient to have one committee formed by:

- All Ward Executive Officers - representing domestic users
- A representative from the towns/municipal/cities Chamber of Commerce - representing commercial and industrial users
- A representative from Municipal Council - Representing institutional users.

**Roles of the Customer Consultative Committee**

- Disseminate information
- Seek advice
- Obtain opinions
- Raise awareness
- Seek satisfaction for grievances
- Express opinions and preferences

## 10 Communicating UWSA services

### 10.1 Publicity materials

To successfully carry out various customer awareness/education programmes the following process should be born in mind:

Do research work first to know the level of perception of the audience

Think about which channels of communication to use so that the intended audience hears the message

Know who the target audience is otherwise money and effort will be wasted!

Plan work: it will save time and money later

Think timings when should the promotion happen to have best effect

Develop materials take time to do this and try things out – involve different people in the design and thinking of new ideas

Be critical about the material content make sure that it is something that you would take the time to read

Means of production what will this be and how cost effective is it? Are there alternatives?

Pre-test and adjust: and adjust and adjust!

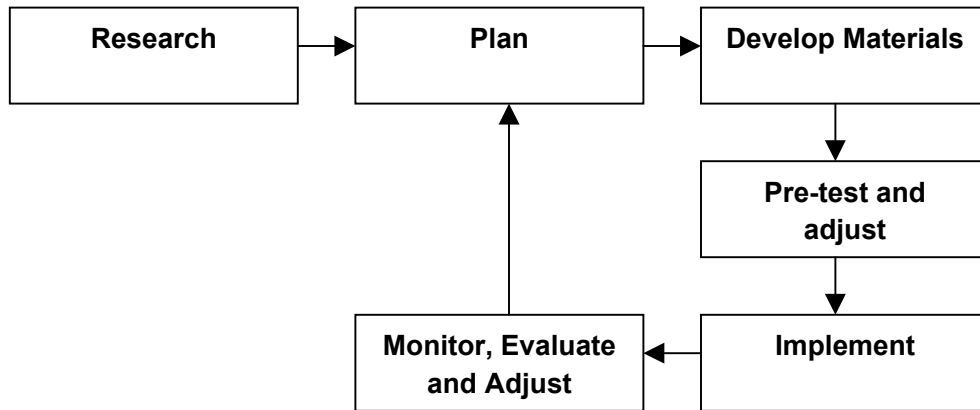
Be aware – check relevance of the message in the pictures to the culture of the customer

Transparency of the message do not make false promises!

Anything to be learnt? Any suggestions for improvement of the message

Implementation and follow up: with monitoring, evaluating and adjusting

*Go through the implementation process and see if your plans are compatible. If not, re-plan again* (see Figure 11)

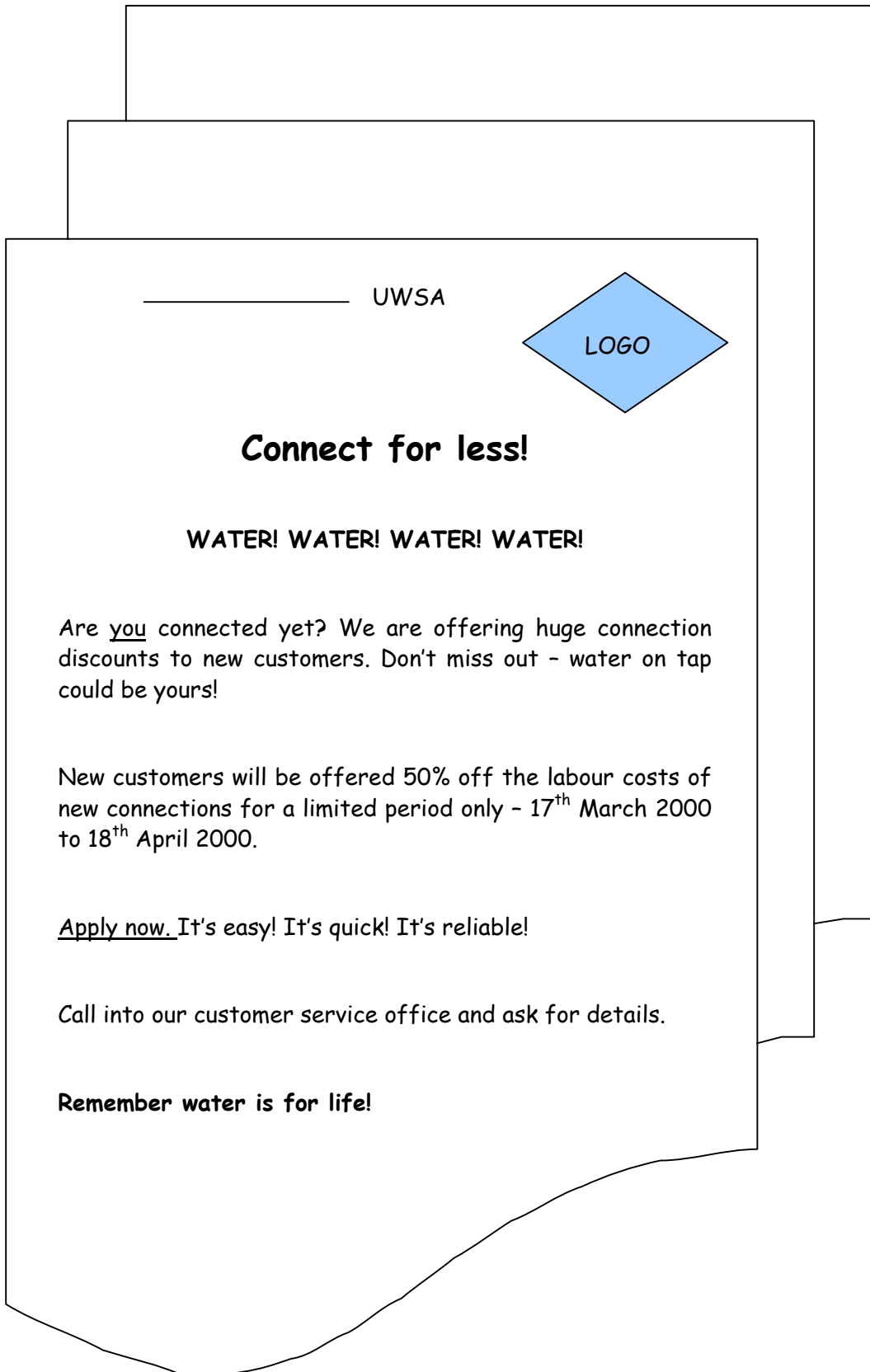
**Figure 11. Implementation Process****10.1.1 Designing of leaflets/brochures as publicity materials:**

Some examples of the range of leaflets/brochures that could be made (after the appropriate research work has been carried out) are shown on the following pages.

**10.1.2 Other publicity tools, techniques and opportunities**

- a) Saturation leaflets – covering one area or customer group e.g. advertising moratorium on illegal connections and providing customer incentives to connect legally
- b) Community meetings - promoting easy terms for new connections. Discuss management of water points.
- c) Offer discounts for limited periods and advertise, for example for new connections
- d) Use loud speakers to alert customers of emergencies and power interruptions, major bursts and water shortages
- e) Use of Folk Media, choirs, dancers, theatre, story telling, essay competitions, painting/drawing competitions to convey new messages especially linked to water related health education, water storage and community management
- f) Use public places through notices on town notice boards, paper fliers and sheets put at strategic points in streets, cloth sheets hung in the street as banners

**Figure 12. New water connection poster**



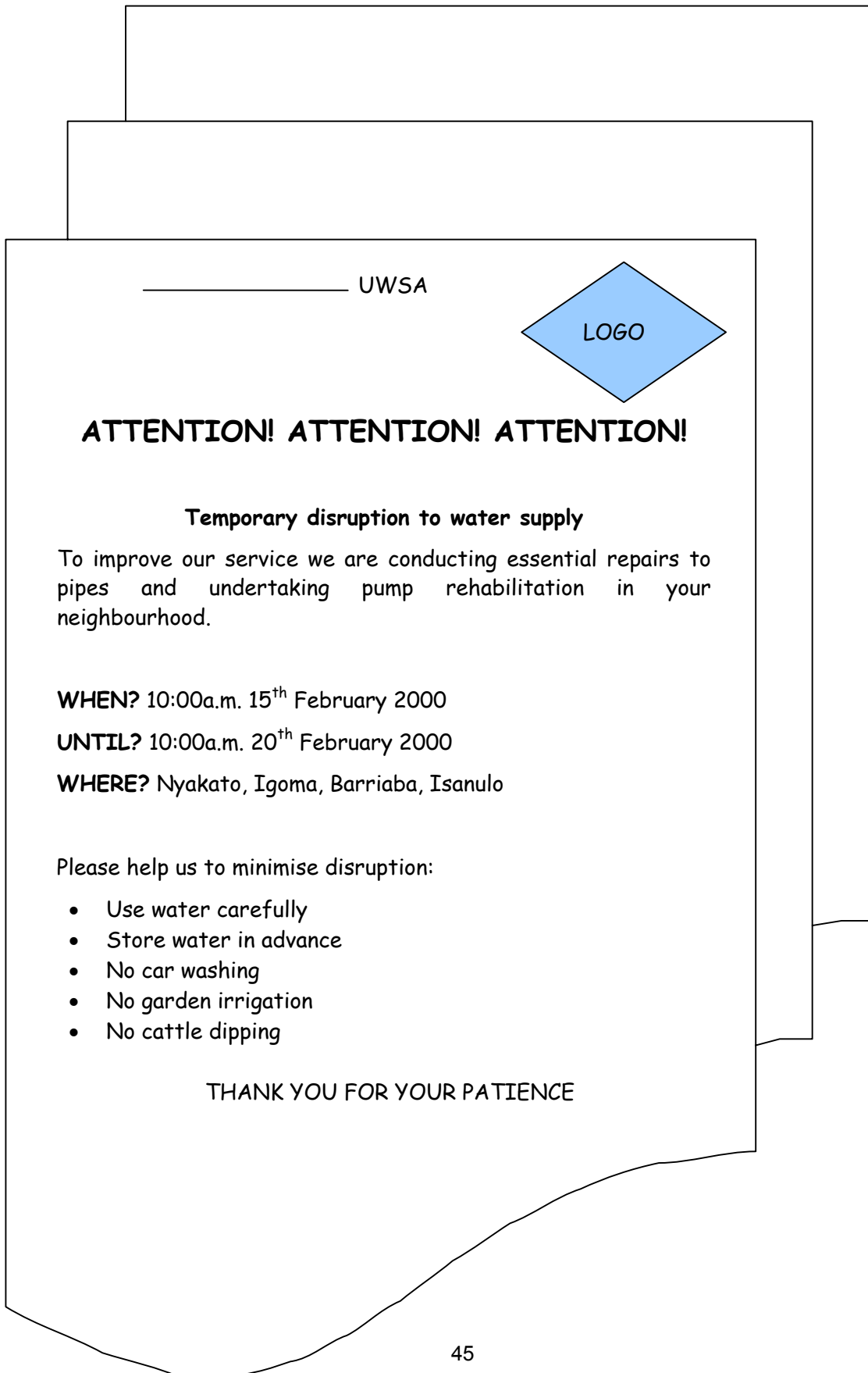
**Figure 13. Poster providing water supply information**

Figure 14 shows an example of a brochure detailing customers about customer service opening times and bill payment.

**Figure 14. Customer information leaflet**

**SIDE 1:**

**Customer Service**

**OPENING TIMES**

Monday.....

Tuesday.....

Wednesday.....

Thursday.....

Friday.....



**Saturday Opening**

**10:00a.m - 3:00p.m.**

**How to contact us:**



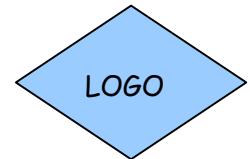
24 hour *free phone*:  
3842

**Where to find us:**

.....  
.....  
.....  
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**Paying you water bill is  
now easier!**



\_\_\_\_\_ UWSA

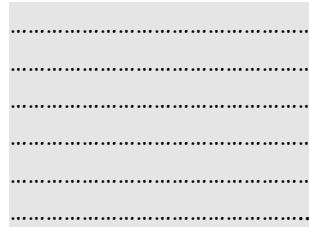
**SIDE 2:**

**Paying you bill is now easier than ever:**

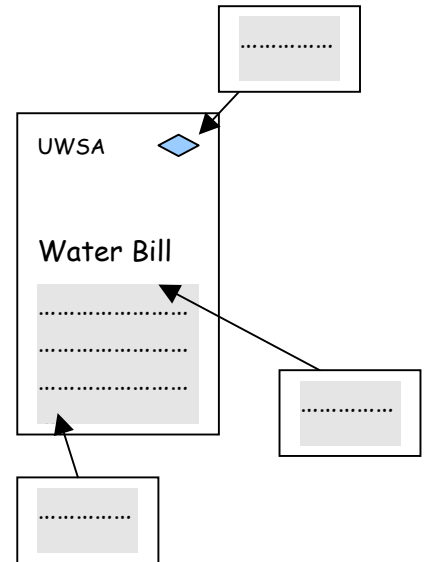
- Pay in instalments
- Pay at your local zone office
- Collect pre-payment tokens
- New, longer opening hours (see overleaf for details)

- Pay.....

**How to pay by instalments:**



**Understanding your bill:**





## Appendix 1.

### Course timetable

**Table 2. Customer Services and Demand Responsive Approaches - WEDC/British Council Tanzania Short Course**

WEEK ONE:

<b>DATE</b>	<b>Topics – MORNING SESSION</b>	<b>Topics – AFTERNOON SESSION</b>
07/02/00	Welcome and opening (KS)	Problem identification - utility perspective (KS/SC)
	Introductions and expectations (SC)	Problem identification - customer perspective (SC)
	Course objectives and rationale + session plan, delivery methods and participation (KS)	Strategic analysis: PEST and institutional issues (KS)
	Setting the context: Tanzania Sector Changes (Mr Mallah & KS)	The business objective (KS)
	Where are we now? Where do we want to be? (KS)	Session summary and evaluation (SC)
	Customer service perspectives - concept and key messages (SC)	
	Framework for service improvement (KS/SC)	
08/02/00	Review (SC)	Strategic analysis: Willingness to pay (WTP) and needs assessment (KS)
	Strategic analysis: Stakeholder identification, importance and influence (SC)	Business Enterprise (E.Malla)
	Strategic analysis: Customer Profiling (SC)	Summary and evaluation (SC)
	UK case study: Severn Trent (KS)	
	UK case study: Customer Service Video (KS)	

<b>DATE</b>	<b>Topics – MORNING SESSION</b>	<b>Topics – AFTERNOON SESSION</b>
09/02/00	Review (SC)	Strategic choice: customer service initiatives (KS)
	What is happening elsewhere? Case Studies (KS)	Strategic choice: generating demand using social marketing (SC)
	Strategic choice: Market Segmentation (KS)	Strategic choice: customer questionnaires and surveys (KS)
09/02/00	Strategic choice: Technology and Service Level Options (KS/SC)	Summary and evaluation (SC)
10/02/00	Review (SC)	Strategic implementation: project planning (KS)
	Strategic implementation: introduction (KS)	Strategic implementation: Field visit (KS/SC)
	Strategic implementation: Hyderabad case study (KS/SC)	
	Strategic implementation: TQM and customer service (SC/KS)	
	Strategic implementation: human resource management (HRM) issues (SC)	
11/02/00	The customer-utility relationship: improving communication (SC)	Customer Services in Action - visit to Mwanza UWSA (KS/SC)
	Strategic implementation: the internal customer (SC/KS)	
	Stakeholder Collaboration (KS)	

## WEEK TWO

<b>DATE</b>	<b>Topics – MORNING SESSION</b>	<b>Topics – AFTERNOON SESSION</b>
14/02/00	The Ministry	Designing customer service guidelines
	Designing customer service guidelines	Summary and evaluation
15/02/00	Review	Designing customer service guidelines
	Designing a customer survey	Summary and evaluation
16/02/00	Review	Customer survey analysis
	Field work: conducting a customer survey	Summary and evaluation
17/02/00	Review	Designing customer service guidelines
	Presenting customer service data and findings	Summary and evaluation
18/02/00	Review	Evaluation
	Presentations of guidelines work	

## Key to members of staff:

SC Sue Coates

KS Kevin Sansom