

**Review of the State of  
the Water and  
Sewerage Authority of  
Trinidad and Tobago  
2010-2015**

April  
2018

This is a summary of the “Review of the Status of the Water and Sewerage Authority (WASA) 2010 – 2015”, which is being published for the information of all stakeholders as part of the recently commenced Price Review for WASA.

**Summary  
Document**

## OBJECTIVE OF THE DOCUMENT

This document presents summary information on certain aspects of the operational and financial state of WASA over the period 2010-2015. This information supports the RIC's price review process, as it provides useful historical information relating to the operations of WASA and provides a better understanding of how the utility has performed on an annual basis.

## OPERATIONAL PERFORMANCE HIGHLIGHTS

Water Production (million cubic meters)	<ul style="list-style-type: none"> <li>• 2010 - 370.38</li> <li>• 2015 - 382.45</li> </ul>
Service Continuity- % customers receiving 24/7	<ul style="list-style-type: none"> <li>•2010 - 17%</li> <li>•2015 - 52%</li> </ul>
Unaccounted for Water/Non Revenue Water	<ul style="list-style-type: none"> <li>•2010 - 40%-50%</li> <li>•2015 - 40% -50%</li> </ul>
Pipe Breaks	<ul style="list-style-type: none"> <li>•2010 - 71,705</li> <li>•2015 - 51,406</li> </ul>
% Metered Customers	<ul style="list-style-type: none"> <li>•2010 - 3%</li> <li>•2015 - 4%</li> </ul>

### Staff per Connection 2010- 2015

	2010	2011	2012	2013	2014	2015
<b>Number of employees<sup>1</sup></b>	4,977	4,844	5,247	4,027	4,664	5,286
<b>Number water connections 000's</b>	323	328	337	346	353	365
<b>Staff per 1000 water connections</b>	15	15	16	12	13	15

WASA's staff per 1000 connections ranged from 12 – 16 during the period. Improvements to this efficiency in human resources management indicator over the period were not sustained.

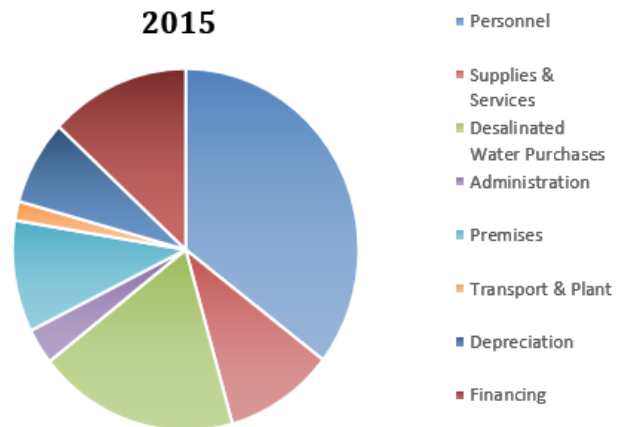
<sup>1</sup> Staff for water operations accounts for 93% total staff, the remaining 7% of staff is employed for wastewater operations.

According to World Bank (2000), a range of 4-6 staff per 1000 connections is regarded as good practice for well-managed water utilities in developing countries.

## FINANCIAL PERFORMANCE HIGHLIGHTS

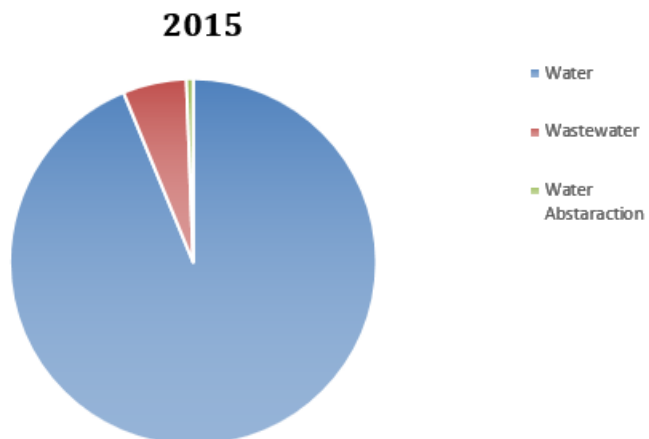
Expenditure Analysis - WASA’s total expenditure increased by 26% over the period 2010-2015.

	2010	2015
	\$Mn	\$Mn
<b>Operating Expenses</b>		
Personnel	857	1,018
Supplies & Services	356	294
Desalinated Water Purchases	176	539
Administration	44	92
Premises	108	287
Transport & Plant	28	49
<b>Total Operating Expenses</b>	<b>1,570</b>	<b>2,280</b>
<b>Non- Operating Expenses</b>		
Depreciation	155	219
Financing	562	376
<b>Total Non-Operating Expenses</b>	<b>717</b>	<b>595</b>
<b>Total</b>	<b>2,286</b>	<b>2,875</b>



Revenue Analysis - WASA’s total operating revenue increased by 44% over the period 2010-2015.

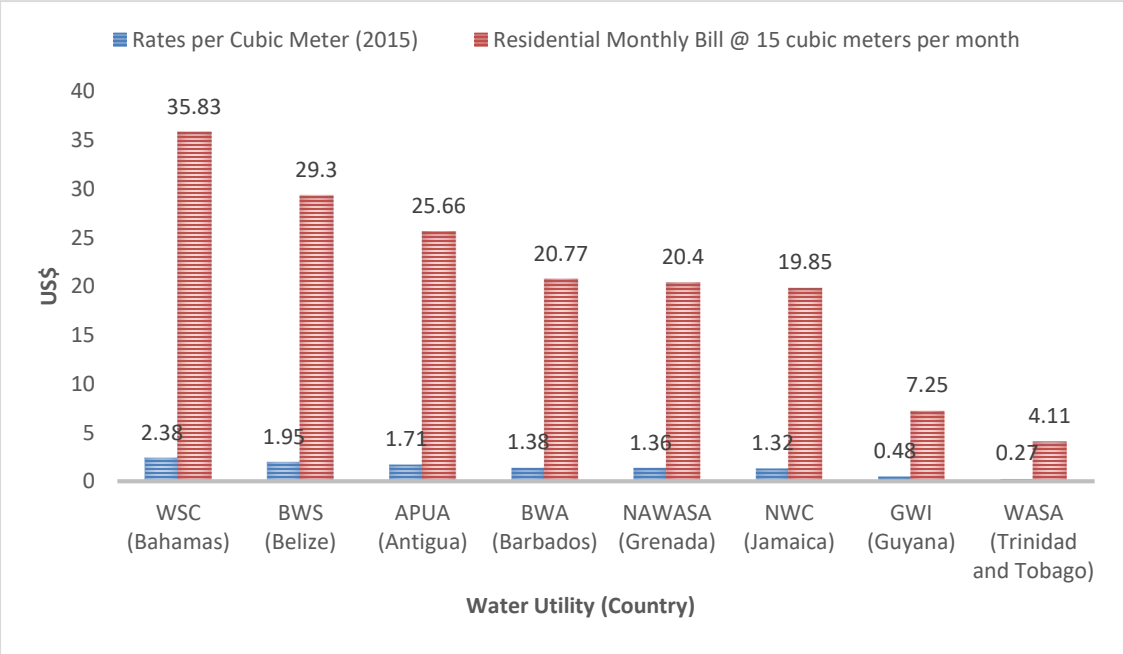
	2010	2015
	\$Mn	\$Mn
<b>Operating Revenue</b>		
Water	509	756
Wastewater	41	45
Water Abstraction	7	5
<b>Total</b>	<b>558</b>	<b>806</b>



WASA’s total operating revenue was insufficient to cover its cost over the period 2010-2015. In 2015 the shortfall was in excess of \$2 billion.

It is clear from the information presented that WASA’s operational and financial performance is well below the internationally accepted level for a well performing water utility. Operational performance indicators suggested a need for emphasis to be placed on optimizing resources to meet objectives and minimize costs. Financial indicators show that there is significant room for improvement in WASA’s financial position since the utility’s revenues from operations are substantially less than its cost.

**Regional Residential Water Rate and Bill Comparison**



Source: Castalia Strategic Advisors

Based on the data presented, Trinidad and Tobago has the lowest tariff among the observed regional countries. The corresponding monthly bill, at a consumption of 15 cubic meters per month, which also considers non consumption charges shows that residential metered customers of WASA pay significantly lower bills than those in other Caribbean jurisdictions.

This document is being released for information and the RIC can be contacted at the under-mentioned address:

**Executive Director**

Regulated Industries Commission  
Furness House – 1st & 3rd Floors  
Cor. Wrightson Road and Independence Square  
Port-of-Spain, Trinidad

**Postal Address:** P.O. Box 1001, Port-of-Spain, Trinidad

**Tel.** : 1(868) 625-5384; 627-7820; 627-0821; 627-0503

**Fax** : 1(868) 624-2027

**Email** : [ricoffice@ric.org.tt](mailto:ricoffice@ric.org.tt) or [comments@ric.org.tt](mailto:comments@ric.org.tt)

**Website** : [www.ric.org.tt](http://www.ric.org.tt)

A copy of the main document is available from the RIC's website at [www.ric.org.tt](http://www.ric.org.tt).