

Workshop for SAWUN Utility Members championing change

## **CONTINUOUS IMPROVEMENT AND BENCHMARKING (CIB) WORKSHOP**

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SAWUN Steering Committee

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## Workshop overview

- RETA Background
- What we expect to achieve
  - Skill in a number of improvement techniques
  - Skills applied to targeted processes and services
  - Understanding on how to implement CIB
- What you may expect to achieve
- How we use our time to best advantage
- Materials
- Evaluation
- Administration

## Who we are – what do we want?

- Utility introductions
  - Representatives
- Thumbnail sketch of Utility
  - Population served
  - Service coverage of population
  - Special features
  - Big Issues
- Key Message – Plenty of Experience to learn from

# Continuous Improvement and Benchmarking

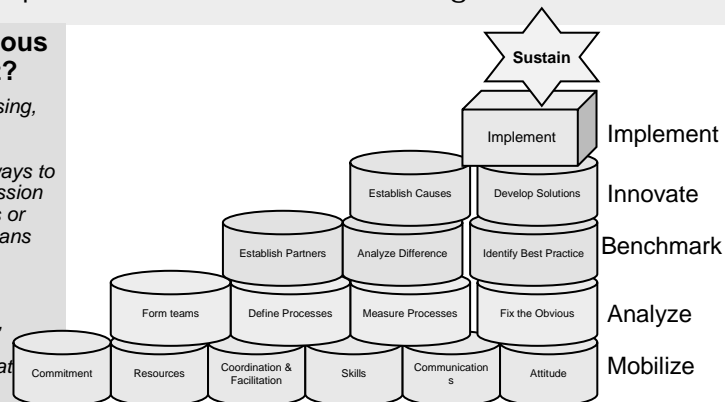
- What is it?
- Have you done it before?
- Are you doing it now?
- Examples of change projects within Utilities
- What others are doing (SEAWUN, WASA, Indian Utilities etc)
- Differences with this approach

## Continuous Improvement & Benchmarking – Quick Guide 1

### What is Continuous Improvement?

*Always looking, assessing, developing, implementing and sustaining better ways to fulfill mandated mission – whether services or products. This means having the organizational commitment, management style, processes and resources to facilitate this.*

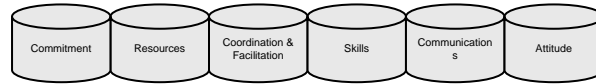
Better ways include greater quality, lower cost or price, faster response, more volume, higher service standards, consistently meeting the service standards, giving greater satisfaction to recipients – whether an external customer or an internal unit of the organization.



### What is Benchmarking?

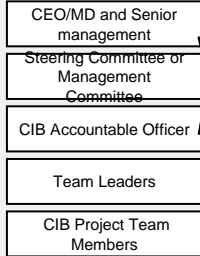
*This is a management technique that enables organizations to compare performance and processes – in order to identify good practice and results. Organizations use this information as critical input into their continuous improvement practices – as it enables them to identify better ways to conduct their affairs and produce superior performance. We all learn from those who perform better than us. To successfully benchmark, your organization should apply proven methods and processes.*

# Continuous Improvement & Benchmarking – Quick Guide 1

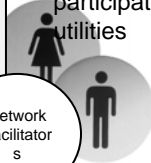


Mobilize

Commitment is crucial – we take our signals from senior management – so they must demonstrate commitment through their actions, encouragement, participation and recognition.



Other participating utilities



**Attitude –**  
- A “can do” and “can do better” attitude is what we want to instill across our utility.

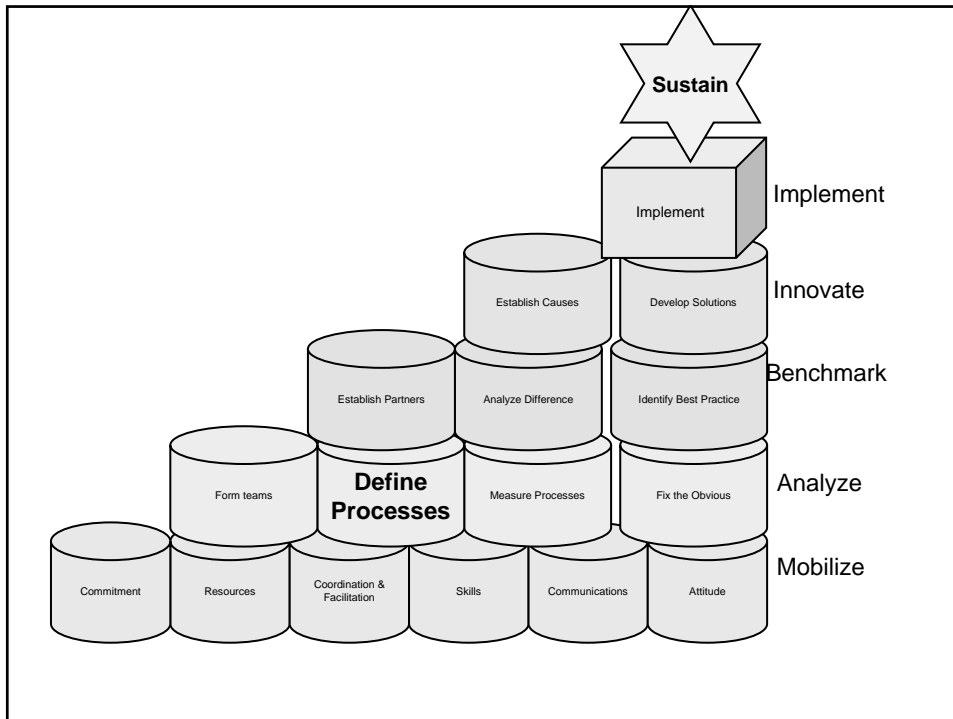
**Resources** – to make Continuous Improvement and Benchmarking (CIB) work you need:

- **Senior management** time to set, monitor approve priorities
- **Accountable Officer** time to manage CIB implementation
- **Team Leaders** time to pass on skills and lead teams
- **Team members** time to analyze and develop proposals
- **Other management and staff** to implement and sustain
- **Funds** to help make the changes – including O&M, Capital expenditure

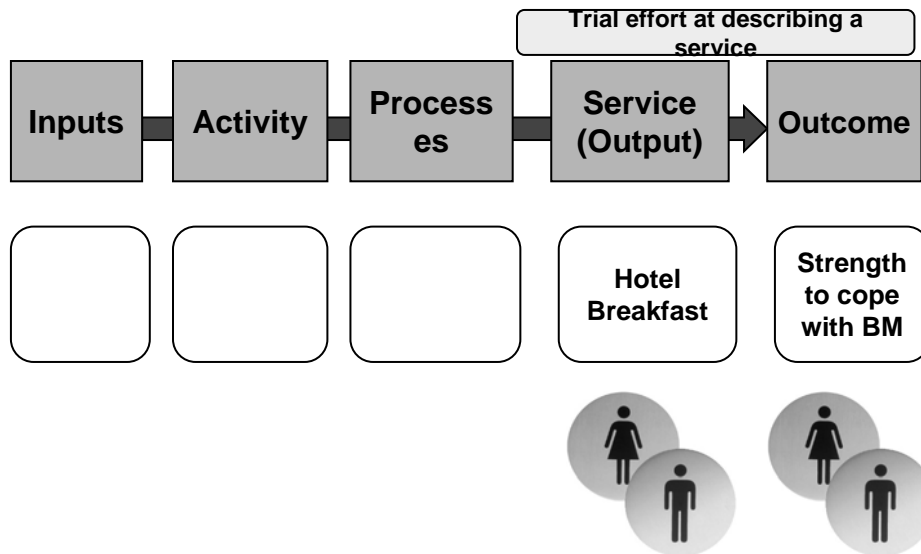
**Coordination** - achieving change and benchmarking calls for coordination between senior management, teams, other managers and other organizations. This can be achieved through a series of regular meetings with standing agendas so that all the key points are covered. The Accountable Officer is the key point of contact within the organization and through the network facilitator to the other utilities participating in benchmarking.

**Skills-** to achieve soundly based improvement proposals, the team leader, team members and the Accountable Officer, need to develop their skills. These skills cover analysis, benchmarking, innovation and implementation.

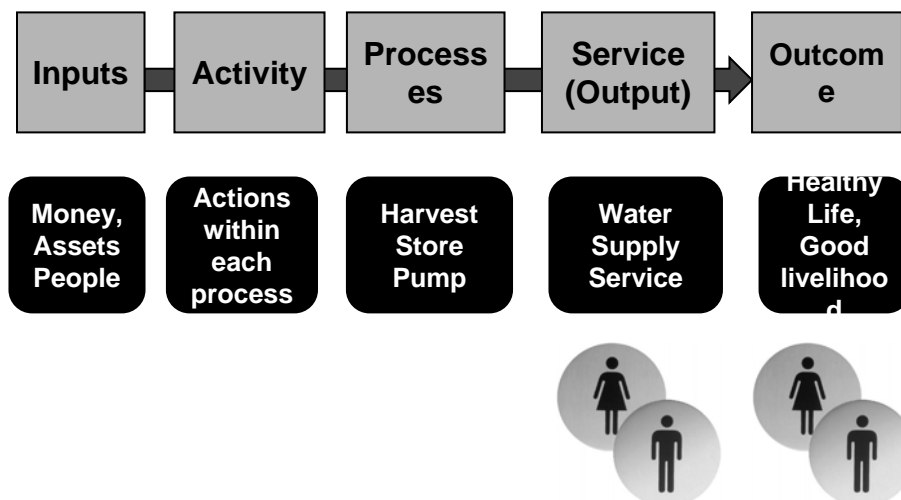
**Communications** - is needed to facilitate coordination and ensure the CIB strategy stays on track. This includes regular reporting progress and success to management, across the organization and with other utilities.



## Focusing our efforts

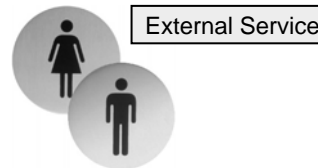


## Focusing our efforts -water



## What are typical services

- Two types of Services
- What are examples of internal services?
- Task 1 – workbook
- Use #1 to prepare a service definition for “water supply service” as a group activity (do per table)



## Service Definition

- Service description
- Goal
- Customers
- Distribution
- Standards
- Stakeholders
- Legislation
- Opportunities for Improvement

## Water Supply

- **Service description** – Drinking water piped delivery to consumer
- **Goal** All customers essential water needs met on time at affordable price
- **Customers** - residential, commercial, industrial, other
- **Distribution** - by pipe, to households, all urban areas (alternatives)
- **Standards** – water quality, pressure range, 24/7
- **Stakeholders** – Consumers, Government, regulator, civil society etc
- **Legislation** – Health laws, water laws, etc
- **Opportunities for Improvement** – more access, lower price, more hours of the day, cleaner, delivered to household point, sustained pressure?

How does this differ from your individual utility perspectives

To improve services, focus on processes

- **Service: Breakfast:**
- **Service supporting processes**
  - Food acquisition, food preparation, food presentation and location, food serving, hotel guests seating process etc
- What is the output of each process?
- Do we have problems – and their severity?
- Resources usage – large, moderate, small?
- Impact on external customer?
- **Score/rank**

Tuesday – observe, comment on breakfast process, any problem and impact on the external customer

Choose a target process: water delivery

- Task 2 part (a) – Use worksheet 2 to describe the water delivery processes – do as a group activity
- Task 2 part (b) Assess each process, score and rank to help in targeting
  - Desired Output: Each utility will have workbook sheets 1 and 2 completed - .

## Feedback

- List Processes
  - Treatment
  - Metering -out
  - Conveyance
  - Metering - in
  - Delivery at tap – finish here?
  - Reading meter
  - Billing – finish here?
  - Collection

Consider

Level - activities versus processes

Range of activities depend on service definition

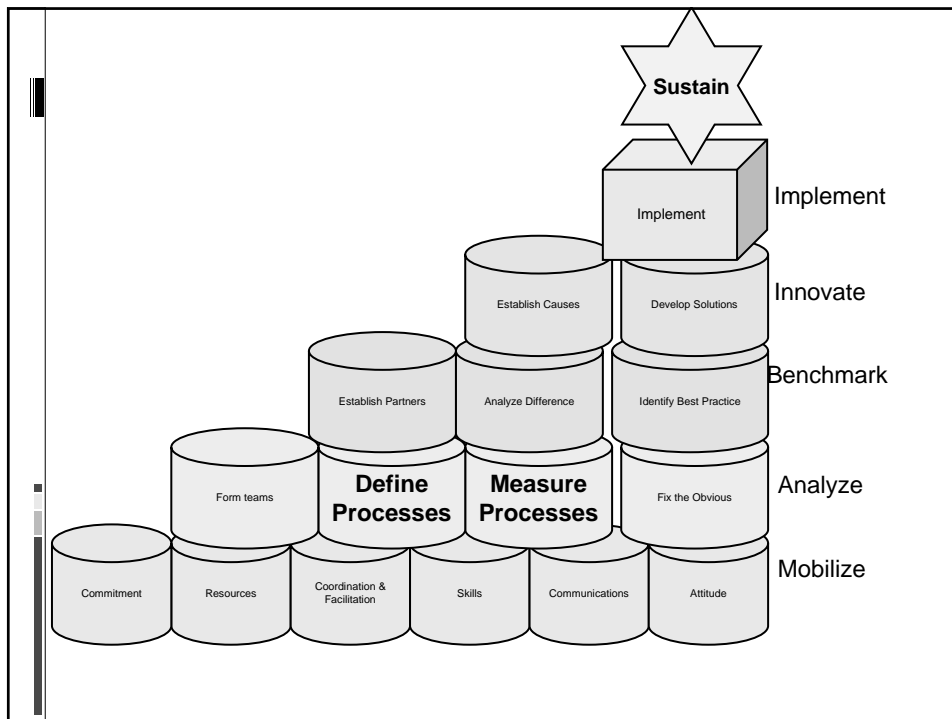
Start and finish

Later will map

Problem "evidence"

## Non Revenue Water – target

- Service, process or an indicator?
  - What processes (last slide) affect it?
  - Select the key processes for further analysis
- We will then move on later to mapping that process in more detail and also measuring that process as well – to ensure our improvement efforts are factually based and systematically applied – no jumping to conclusions.



## Quick Quiz

- What is Continuous Improvement
- What is Benchmarking
- Describe the chain of results starting with inputs -
- Selection of Process – what sort of criteria)
- Why measure (3 at least reasons)
- Non revenue Water – agree on measurement

## Overnight thinking

- Prepare 5 minute presentation suitable to explain continuous improvement and benchmarking to your utility (one page max of key points)
- We will choose at random 4 utilities to present tomorrow plus
- Breakfast - observe, comment on processes and impacts on customers