

Plan my CIB project

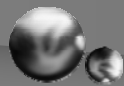


Continuous Improvement and Benchmarking

Robert Hood

Asian Development Bank

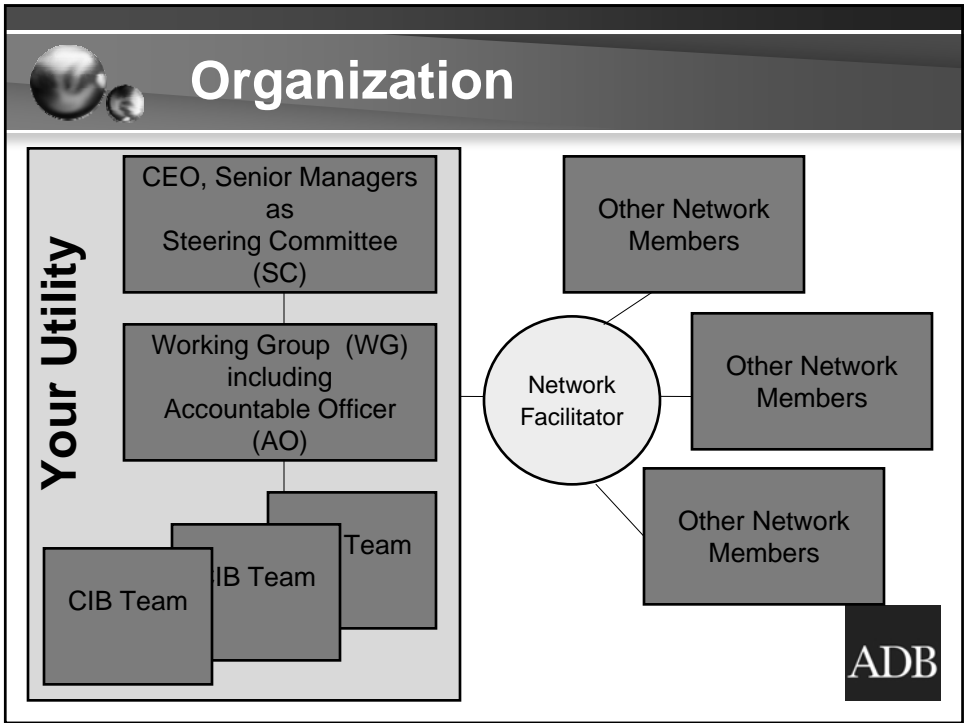
30 July 2007



Objective of CIB

- Short Term
 - Improve delivery of selected services or operational processes
- Medium Term
 - Institutionalize change process – (CIB)
 - Build capacity of staff to initiate change
 - Establish sustainable exchange process on experience among network members





Roles of Each

	SC	WG	AO	Team	Facilitator
• Strategy	●				
• Choose subjects	●				
• Establish Team		●	●		
• Manage Process			●		
• Investigate				●	
• Recommend		●		●	
• Approve	●				
• Implement		●			
• Monitor	●				
• Promote	●	●	●	●	

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CIB Team

- 5–9 members headed by a Team Leader
- Mix of different staff levels and skills

- Will investigate area of service targeted, including mapping processes, getting performance indicators
- Exchange process and performance information with other network members (benchmark)
- Develop change proposals and implement plan

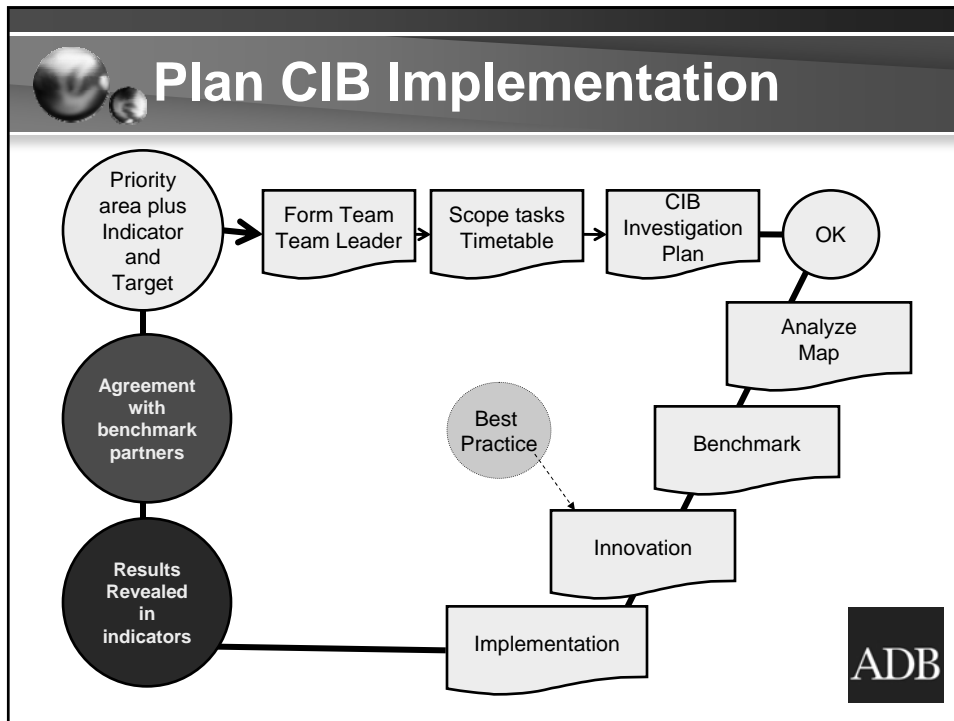
- Reports to WG who recommend to SC



Facilitator

- Advisor to Accountable Officer/ WG
- Coach to team leader/teams on process
- Train on CIB tools and techniques
- Oversight process and performance
- Ensure sharing occurs across network
- Ensure results are publicised to members
- Check institutionalizing CIB occurring





- ## Non Revenue Water
- Process:
 - Is it the priority? SC decision – other partners.
 - What are current KPI? Desired KPI?
 - Form team – Eng, Finance, Customer Services
 - Scope – which aspect will be worked on
 - Measurement, Billing, Metering, Reticulation, Illegal connections, specific area or total service area, What may be most manageable?
 - Will other partners agree on scope and timetable?
 - Ensure team has CIB skills training
 - Team gets underway



Factors for Success

- Clear and visible support of most senior officials
- Continuous leadership by senior executives
- Inclusive approach
- Financial support
- Allocation of adequate staff time and skills
- Performance and team culture
- Willingness to accept change and try new approaches

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Help

- Initial training
- Tools
- Advice
- Short cycle to get results
- Celebrate successes

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CI Implementation

- **Analyze situation**
 - Identify areas of improvement which can be addressed within 6 months
 - Choose which processes to work on
 - Consult staff and stakeholders
 - Analyze core problems
- **Benchmark**
 - Identify what to benchmark (performance indicators)
 - Research best practice
 - Develop benchmarking approach
 - Negotiate with partner utilities (network members)
 - Compare with partner utilities

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CI Implementation

- **Innovation**
 - Identify solutions
 - Recommend improvements
 - Secure funding
 - Seek approval of recommendations
- **Implementation**
 - Build the implementation team
 - Involve managers and staff
 - Plan the change program
 - Document the service standards and procedures
 - Deploy procedures and train staff
 - Recognize and reward successes

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CI Implementation

- **Sustain**

- Accept feedback on new procedures
- Measure on-going performance
- Adjust to counter poor performance
- Update budget assumptions
- Update service standards
- Audit compliance

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CI Implementation

- **Institutionalize**

- Plan for full CI implementation
- Brand the CI initiative
- Link CI to rewards and recognition
- Establish CIB library resource
- Develop system for specific areas of services
- Monitor CI project progress
- Overcome barriers
- Build internal CI capacity through training

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