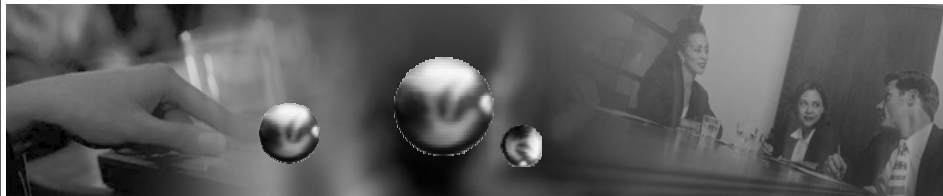
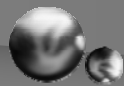


South Asia Water Utilities Network Business Plan 2007–2008



KyeongAe Choe
Asian Development Bank
30 July 2007



Vision Statement

SAWUN:

- Strong, non profit, financially sustainable
- Understands members' needs
- Addresses key issues in WSS sector
- Significantly contributes to improved performance of member utilities

ADB



Mission Statement

To help members improve performance in the delivery of WSS services including:

- operation and management efficiency;
- achieving financial viability; and
- advocating sector reforms.

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Key Objectives

- Achieve financial sustainability
- Establish presence and influence
- Enhance members' performance
- Complement national associations
- Demonstrate responsiveness and strong governance

ADB



Objective 1: Achieve Financial Sustainability

- Develop financial plan (2007–2008)
- Develop policy on membership fees
- Implement policy by January 2008

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Objective 2: Establish Presence and Influence

- Develop policy on membership privileges and responsibilities
- Develop and implement membership drive
- Develop and implement awareness campaign
- Continuous and targeted communication of member utilities
- Develop policy briefs for decision makers
- Develop database of members and key sector players
- Maintain and update website

ADB



Objective 3: Enhance Members' Performance

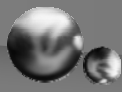
- Focus on 3 themes:
 - NRW reduction
 - Policies and practices of tariff setting
 - Connecting the urban poor
- Activities include:
 - Technical workshops
 - Continuous improvement benchmarking
 - Twinning program with stronger utilities
 - Development of knowledge products



Objective 4: Complement National Associations

- Conduct consultation with officers of National Associations on priority issues
- Conduct of joint activities i.e. national/regional conferences, dialogues





Objective 5: Demonstrate Responsiveness and Strong Governance

- Submission of annual audited financial statements
- Organization of audit committee
- Operations manual drafted
- Development of central databases
- SC meetings 1–2 times per year

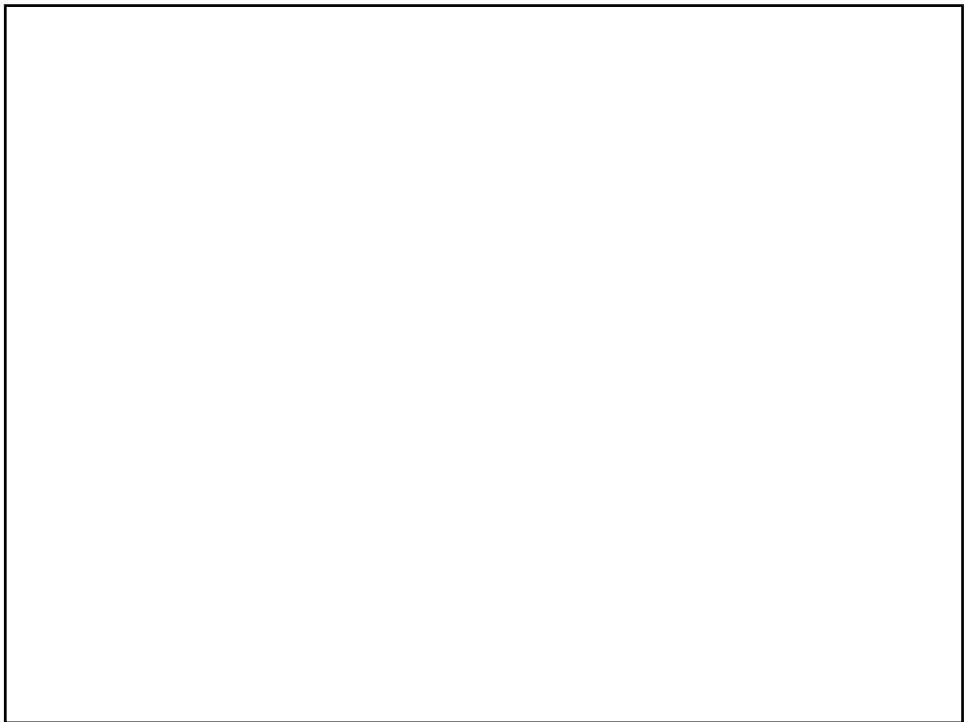
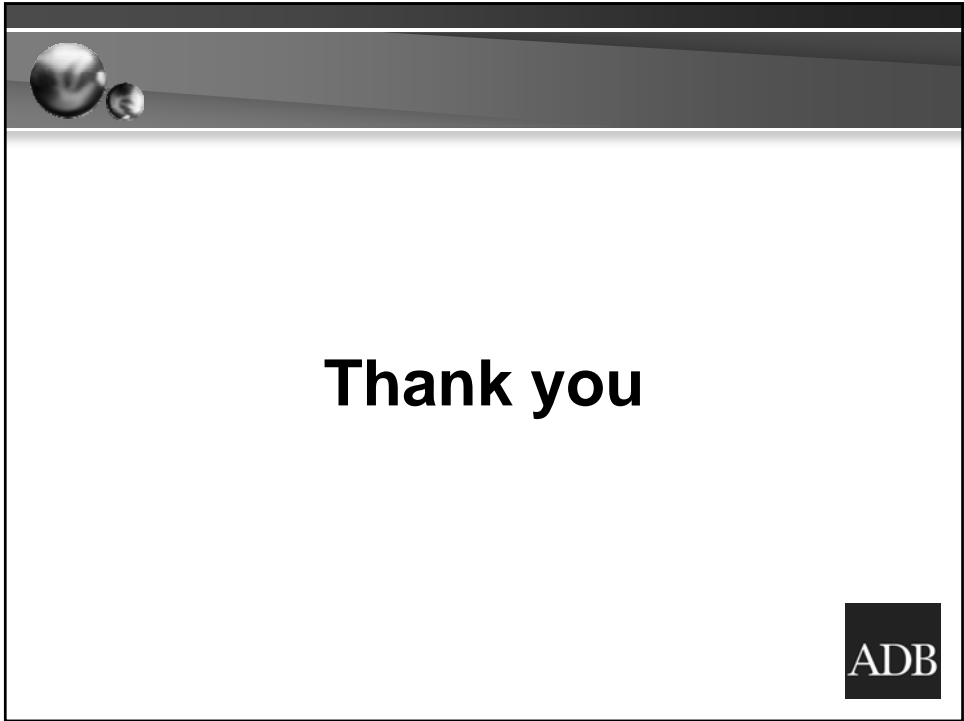
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Decisions by SC

- Approval of the Business and Financial Plan
- Election of Vice Chairman
- Selection of the Executive Director
- Location of Secretariat
- Policy on membership fees
- Policy on membership privileges and responsibilities
- Approval of 3 themes: NRW, Tariff Setting, Urban Poor
- Schedule for 1st workshop on CIB
- Choice of twinning utilities
- Priority issues for knowledge products
- Audit Committee members and Chair

ADB



Plan my CIB project



Continuous Improvement and Benchmarking

Robert Hood

Asian Development Bank

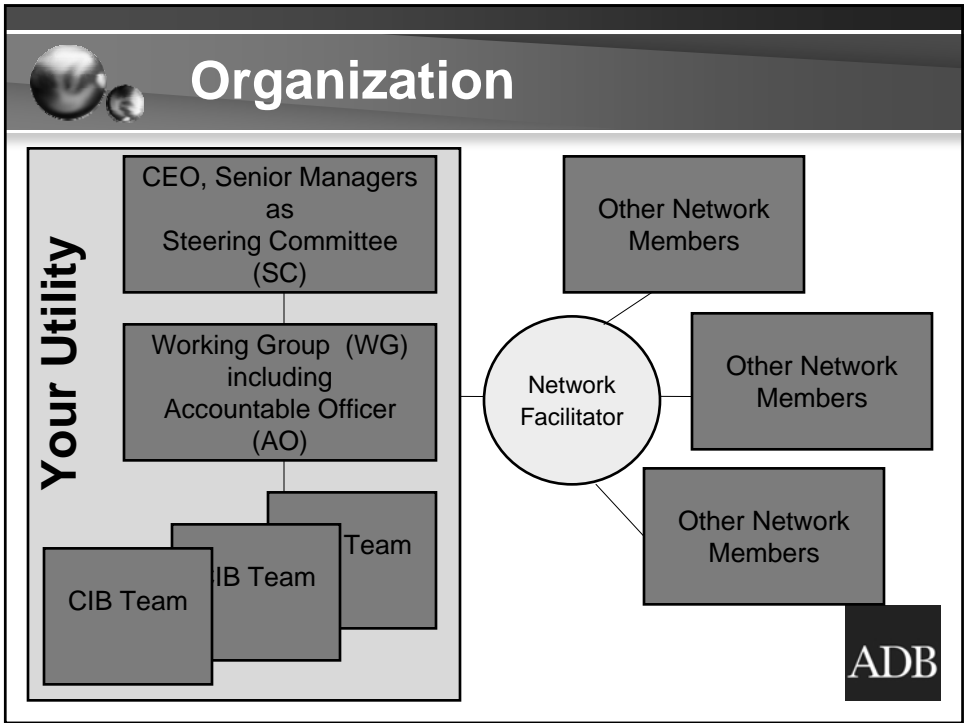
30 July 2007



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	●	●	●	●	

ADB



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

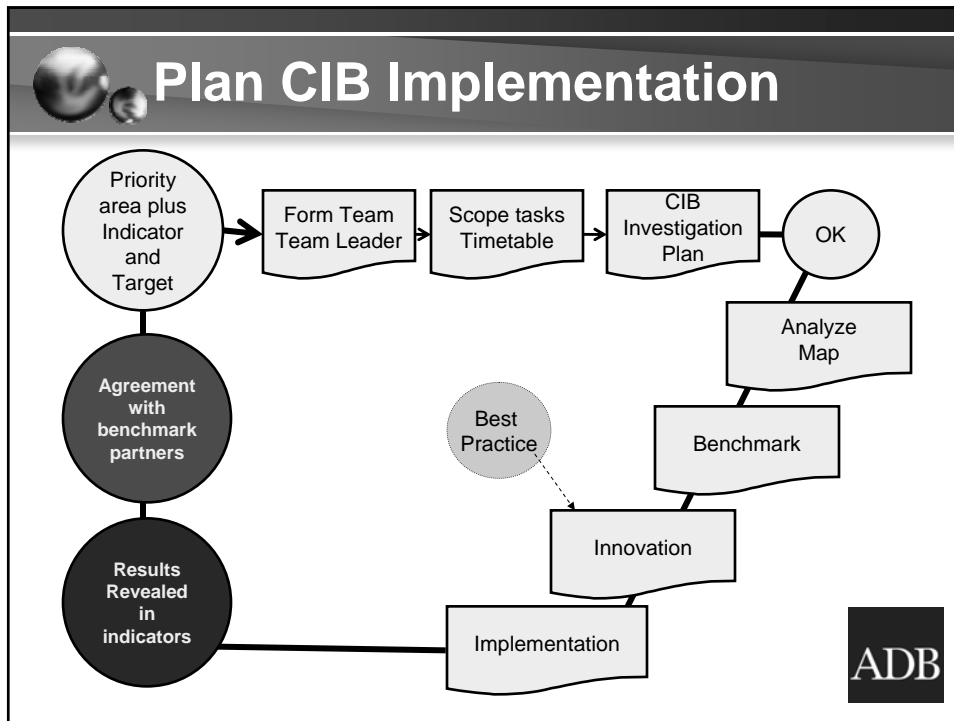
- Reports to WG who recommend to SC



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

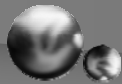
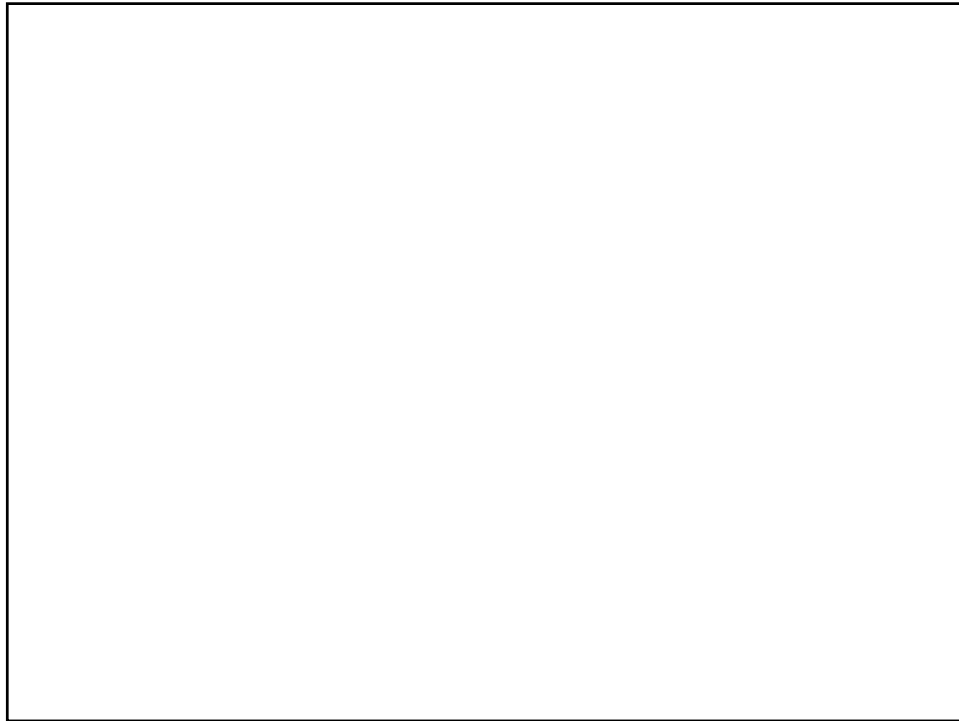
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Help

- 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





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



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

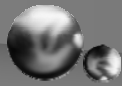




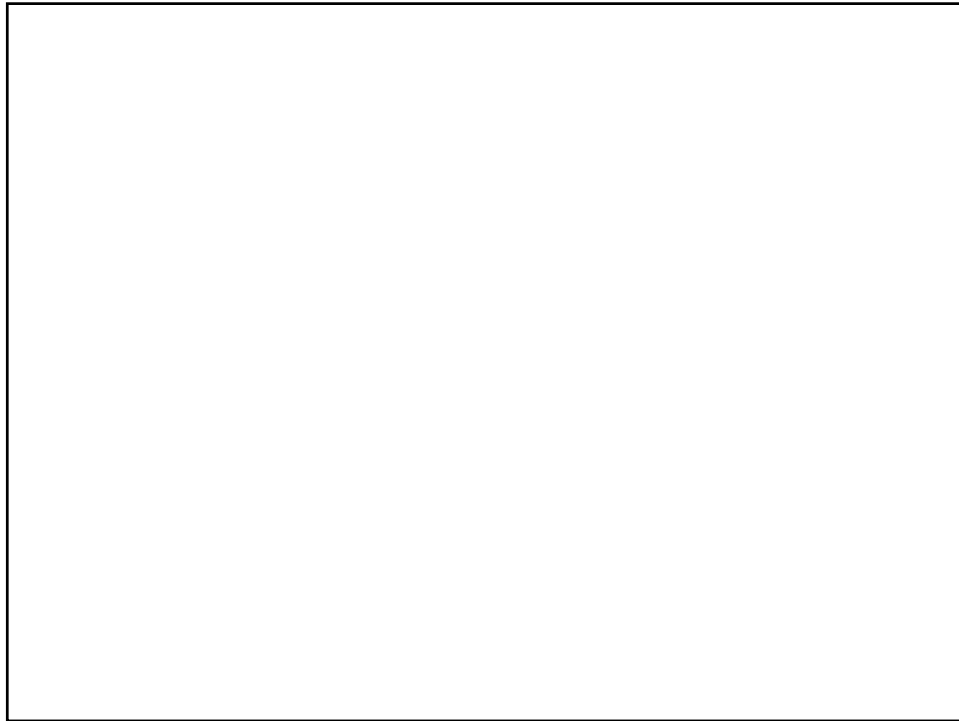
CI Implementation

- **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



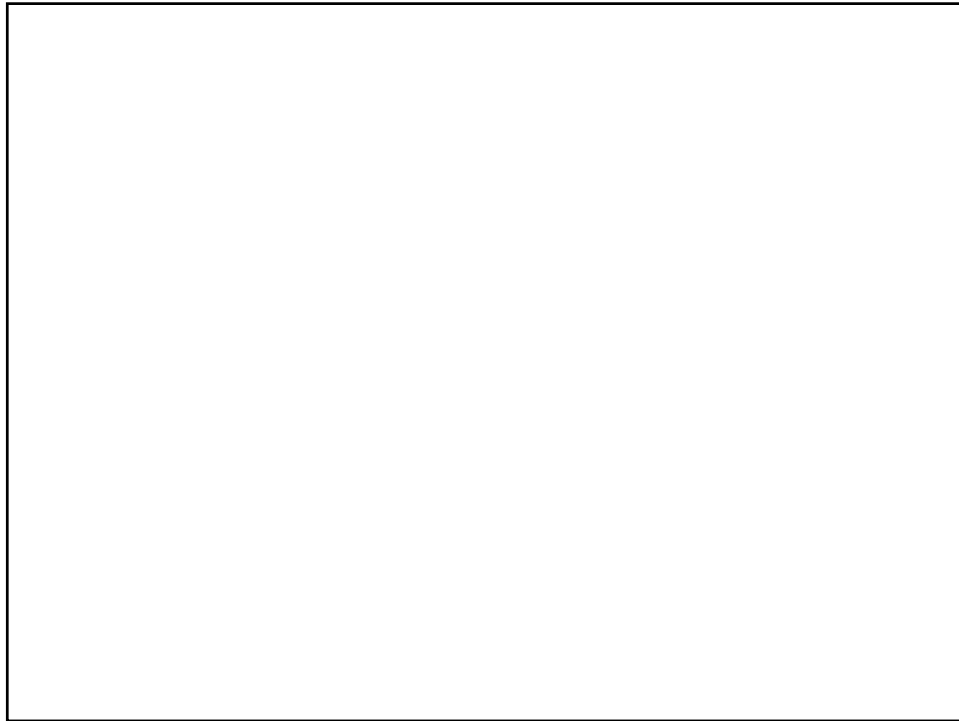
Thank you!





Possible Knowledge Products

- Tariff Structure
- Sanitation Strategies
- Connecting the Urban Poor
- 24-hour Water Supply
- Managing Customer Relations
- Reducing Nonrevenue Water





 Twinning Arrangement Performance Audit Guide	
Category	Item
1.0 Leadership	1.1 Strategic direction 1.2 Organizational culture 1.3 Leadership throughout the organization 1.4 Environmental and community contribution
2.0 Strategy and Planning	2.1 Understanding the business environment 2.2 The planning process 2.3 Development and application of resources
3.0 Knowledge and Information	3.1 Collection and interpretation of data and information 3.2 Integration and use of knowledge in decision-making 3.3 Creation and management of knowledge
4.0 People	4.1 Involvement and commitment 4.2 Effectiveness and development 4.3 Health, safety and well-being





Twinning Arrangement Performance Audit Guide

Category	Item
5.0 Production Process	5.1 Operating production facilities 5.2 Maintaining production facilities 5.3 Managing water catchment and water protection areas 5.4 Water quality
6.0 Distribution Process	6.1 Designing and building pipelines 6.2 Maintaining water mains 6.3 Maintaining service pipes
7.0 Customer Relationships Process	7.1 Meter reading and processing of water consumption data 7.2 Invoicing, debtor management, debt collection 7.3 Maintaining contact with customers
8.0 Support Process	8.1 Recruiting and managing personnel 8.2 Managing financial/economic affairs 8.3 Information technology and automation 8.4 Purchasing and warehouse management 8.5 Facility services

ADB



Thank you