SERVICE LEVEL BENCHMARKS (SLB)
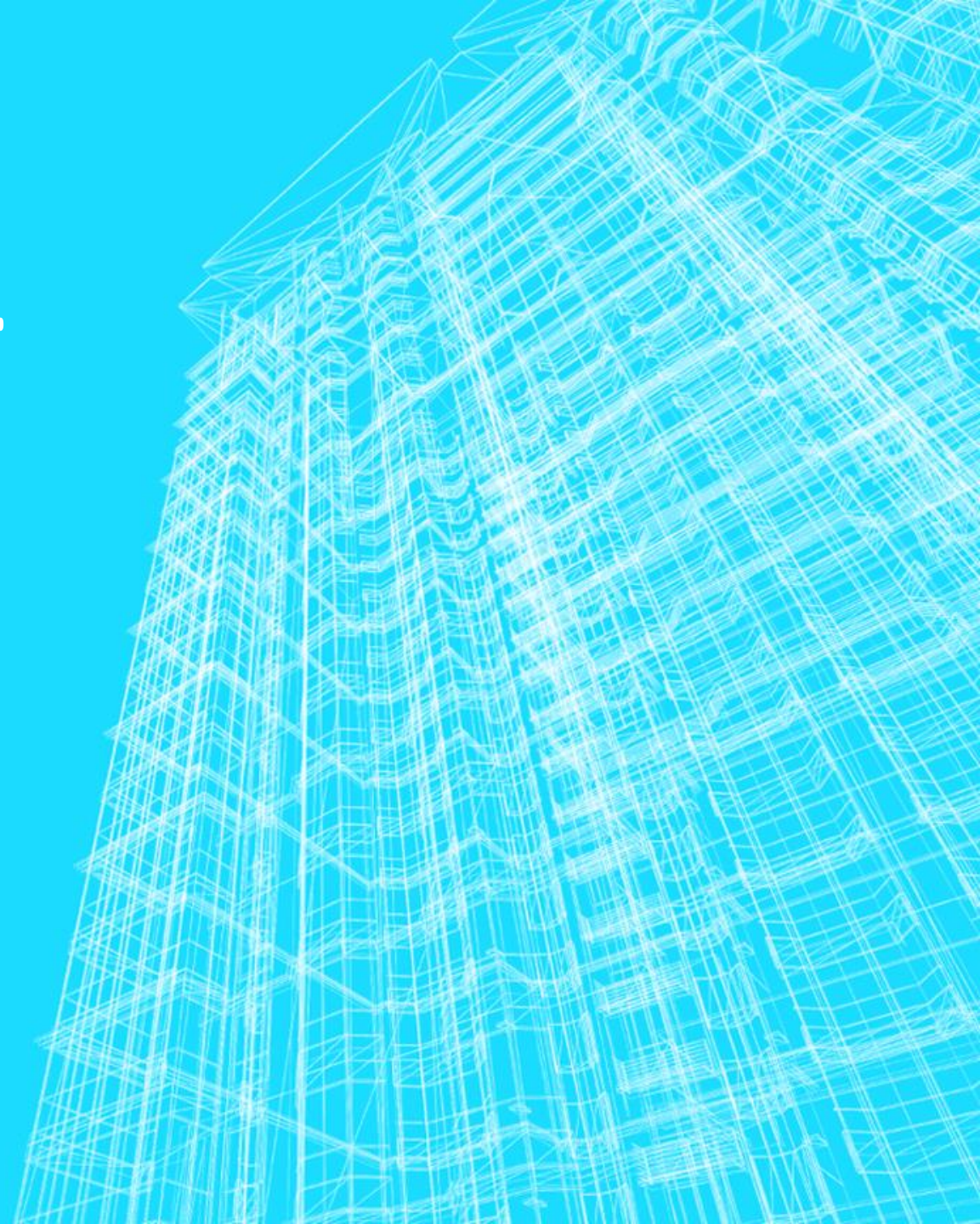
Workshop on service level benchmarks
IIM Shillong 21st November 2013

Current Situation of WSS Sector in India

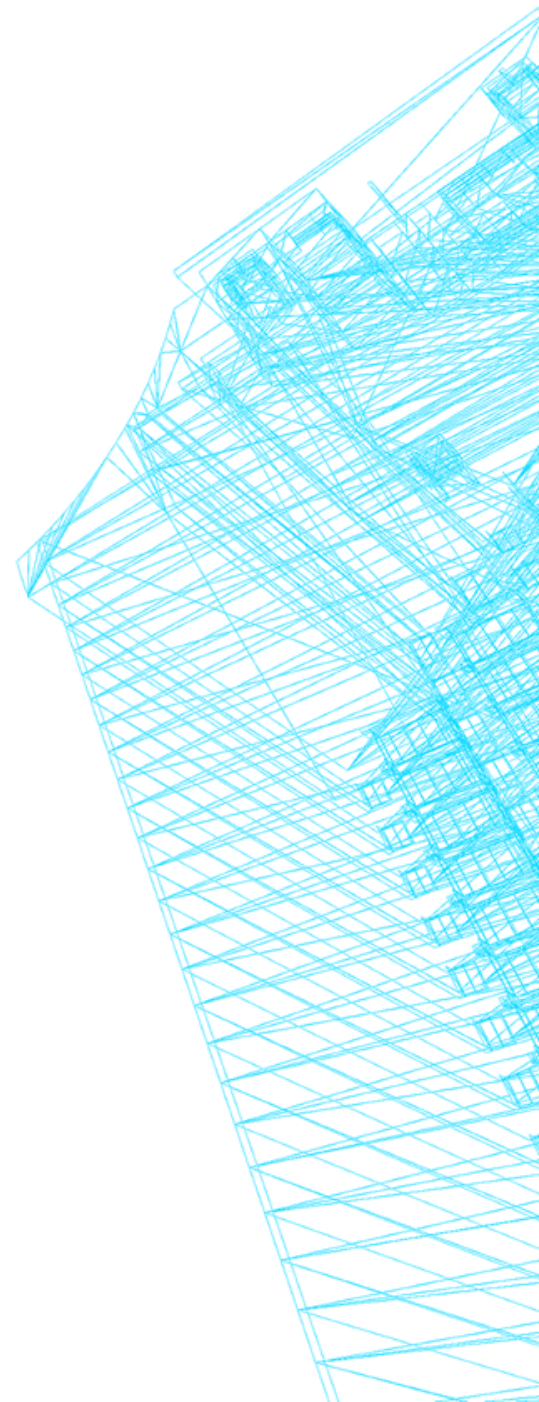|	
Lack of reliable updated performance information	**Lack of comparative performance assessment and benchmarks for use in fund allocations**

**UWSS services
Poor quality, inefficient and financially unviable**

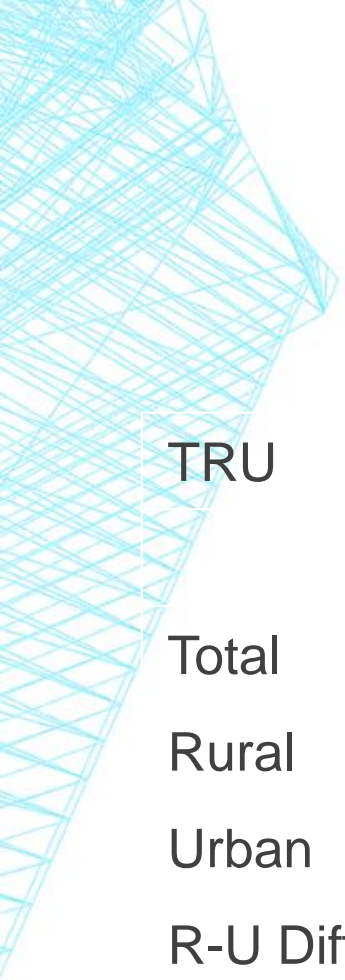**No use of performance information in Local Plans**

SITUATION IN INDIA

Distribution of Households by Major Sources of Drinking Water

Total/ Rural/ Urban	Tap			Hand pump & Tube-well			Well		
	1991	2001	2011	1991	2001	2011	1991	2001	2011
Total	32.3	36.7	43.5	30.0	41.2	42.0	32.2	18.2	11.0
Rural	20.6	24.3	30.8	34.9	48.9	51.9	38.0	22.2	13.3
Urban	65.1	68.7	70.6	16.3	21.4	20.8	15.9	7.7	6.2
Rural – Urban Diff.	44.5	44.4	39.8	-18.6	-27.5	-31.1	-22.1	-14.5	-7.1

Access to Drinking Water Source - India

TRU	Within premises		Near *		Away @	
	2001	2011	2001	2011	2001	2011
Total	39.0	46.6	44.3	35.8	16.7	17.6
Rural	28.0	35.0	51.8	42.9	19.5	22.1
Urban	65.4	71.2	25.2	20.7	9.4	8.0
R-U Diff	37.4	36.2	-26.6	-22.2	-10.1	-14.1

KEY FACTS FROM CENSUS 2011

18.6% URBAN HHs HAVE **NO** LATRINE FACILITY

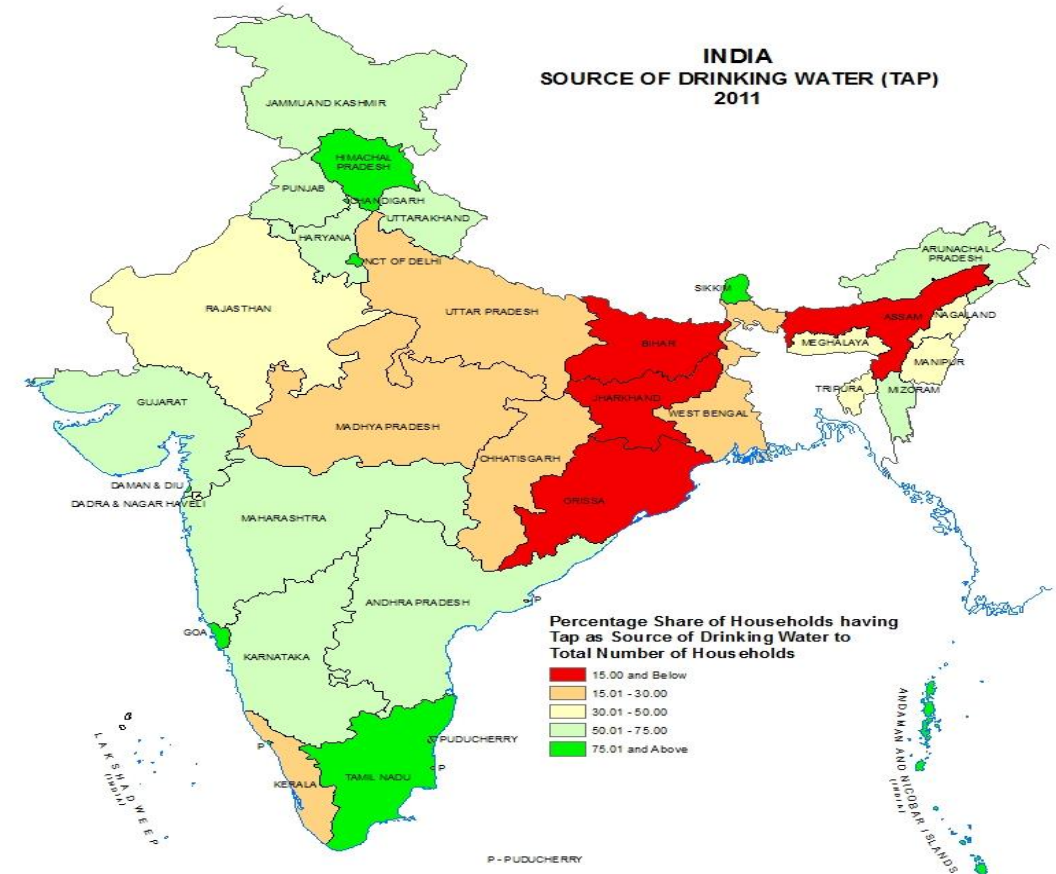**32.7%** OF URBAN HHs HAVE ACCESS TO **PIPED SEWER** SYSTEM
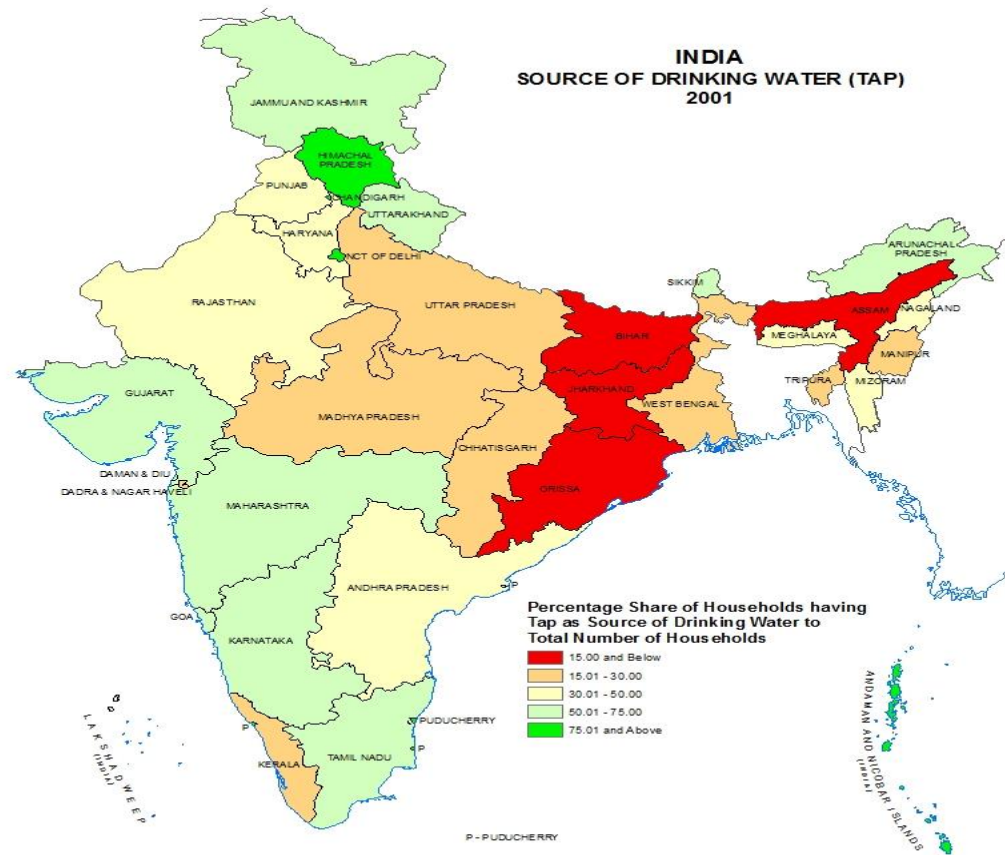
38.2% HHs HAVE **SEPTIC TANKS**

6% OF HHs DEPEND ON **PUBLIC TOILETS**
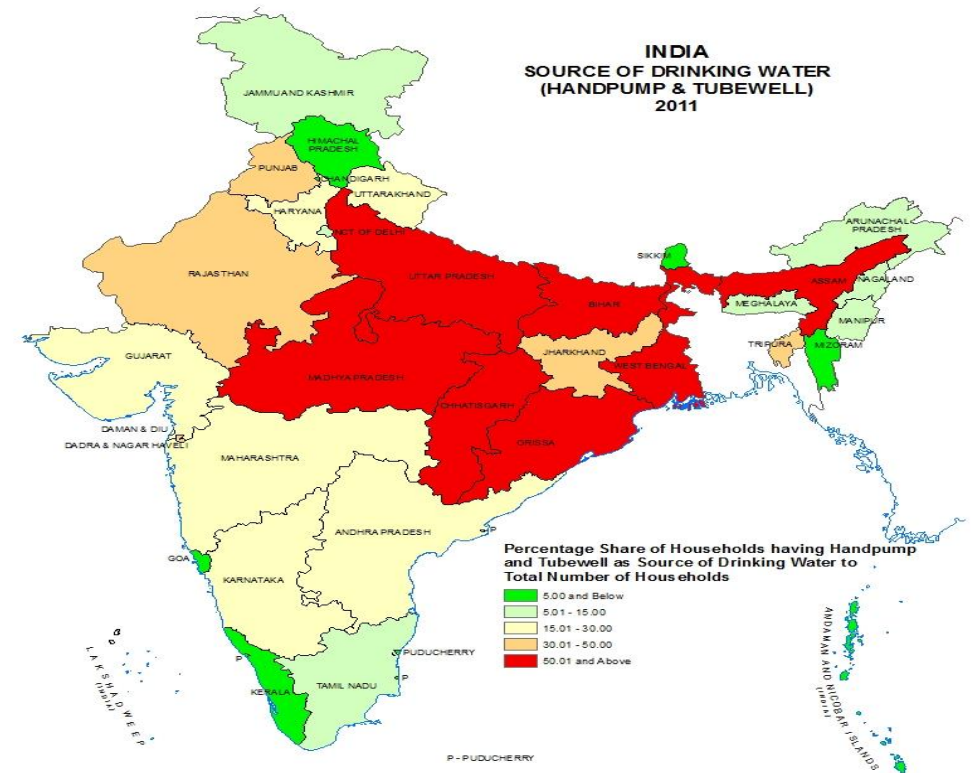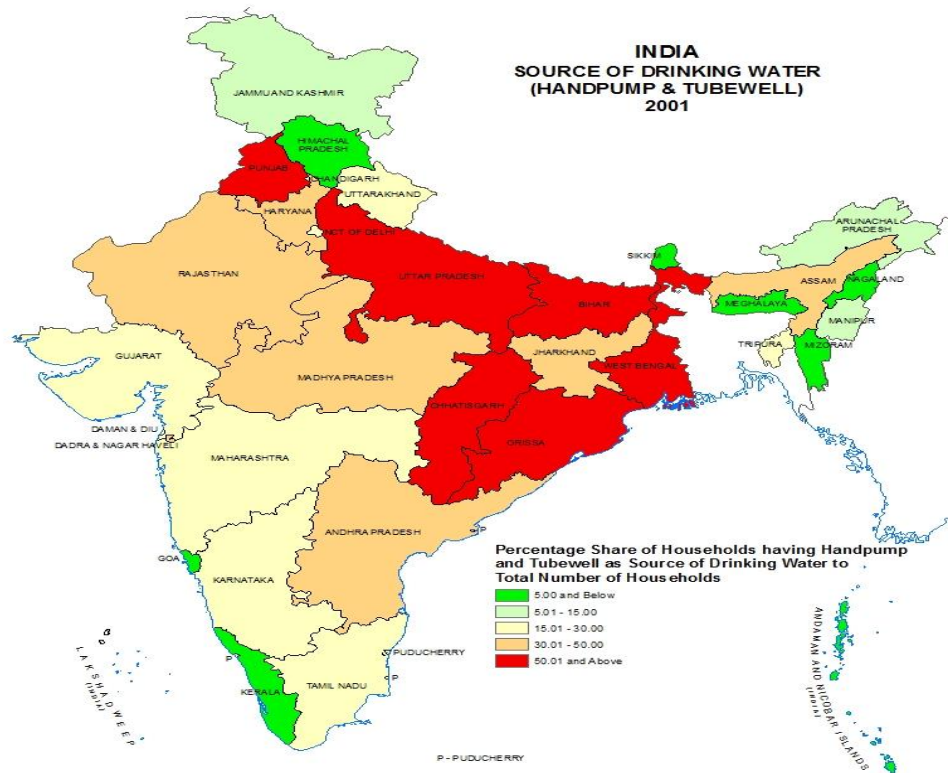
12.6% OF HHs RESORT TO **OD**

DISTRIBUTION OF HOUSEHOLDS BY SOURCE OF DRINKING WATER –

TAP – 2001 -2011

Source: Chandramouli C. (n.d.) "Housing, Household Amenities and Assets: Key Results from Census 2011", presentation by the Registrar General & Census Commissioner, India, slide 38.

DISTRIBUTION OF HOUSEHOLDS BY SOURCE OF DRINKING WATER –

HAND PUMP AND TUBEWELL – 2001 -2011

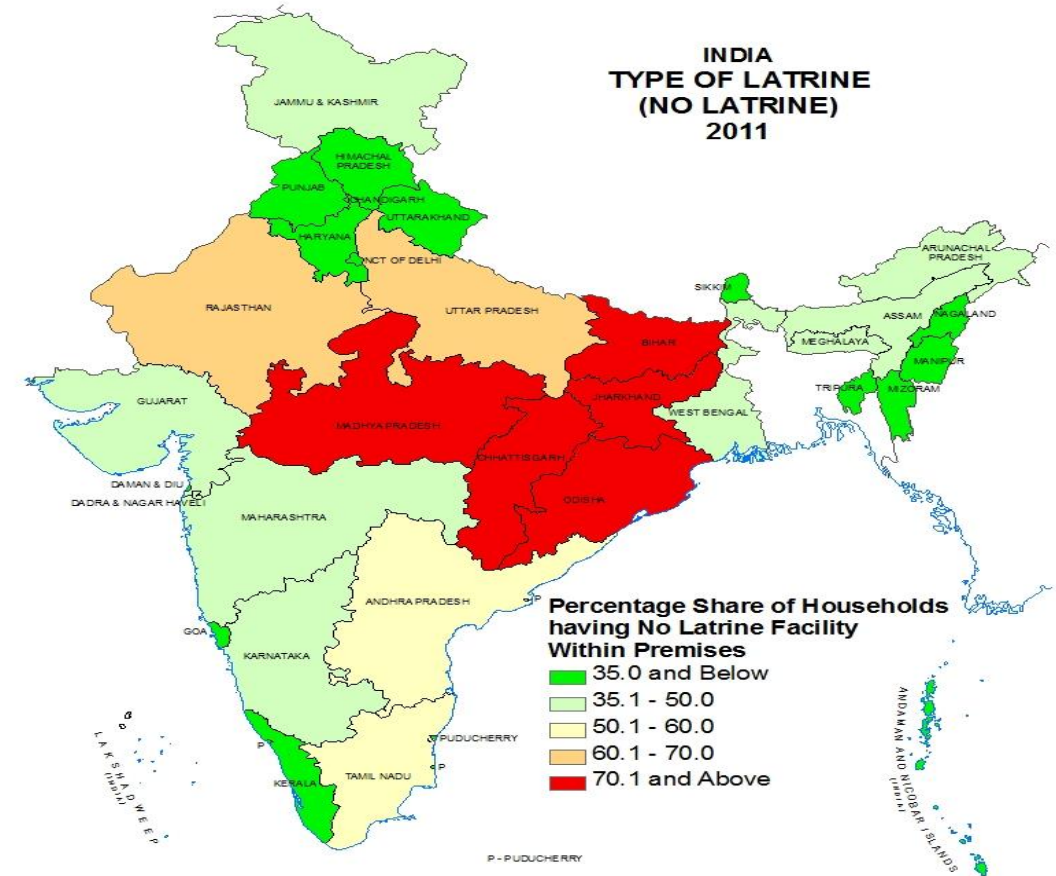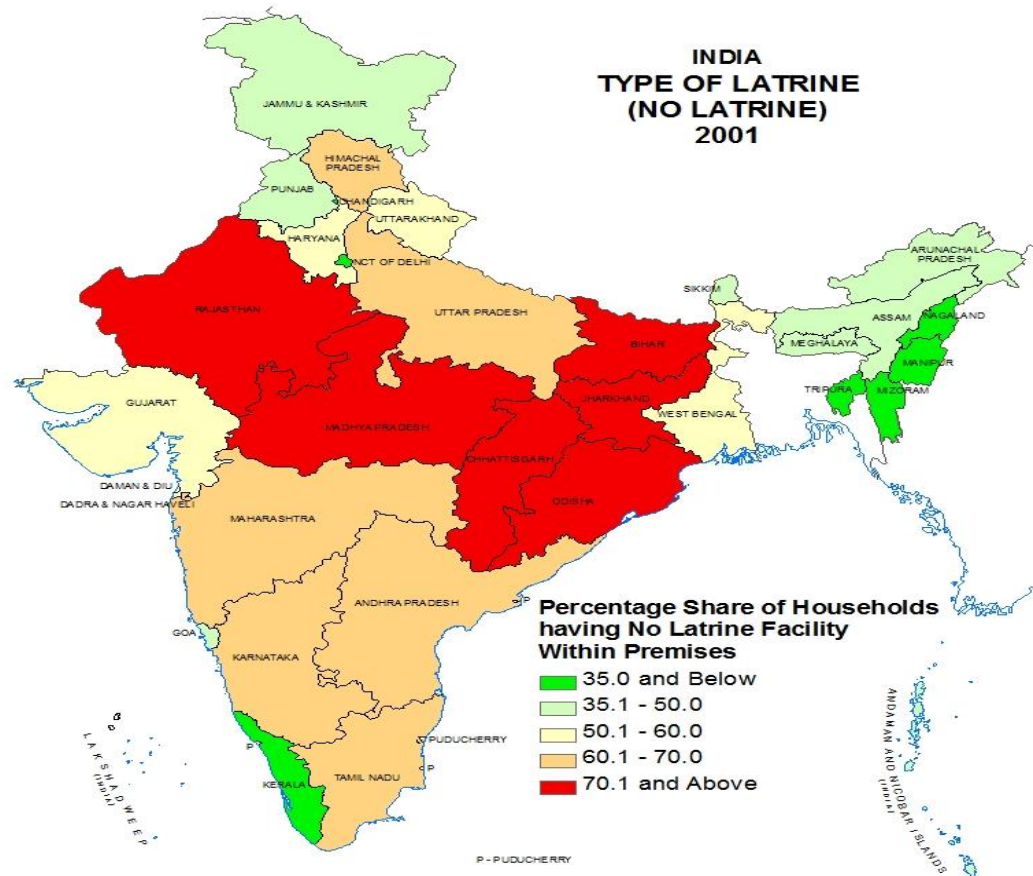# HOUSEHOLD HAVING NO LATRINE FACILITY - INDIA: 2001 -2011

Source: Chandramouli C. (n.d.) "Housing, Household Amenities and Assets: Key Results from Census 2011", presentation by the Registrar General & Census Commissioner, India, slide 54.

NORTH-EAST STATES
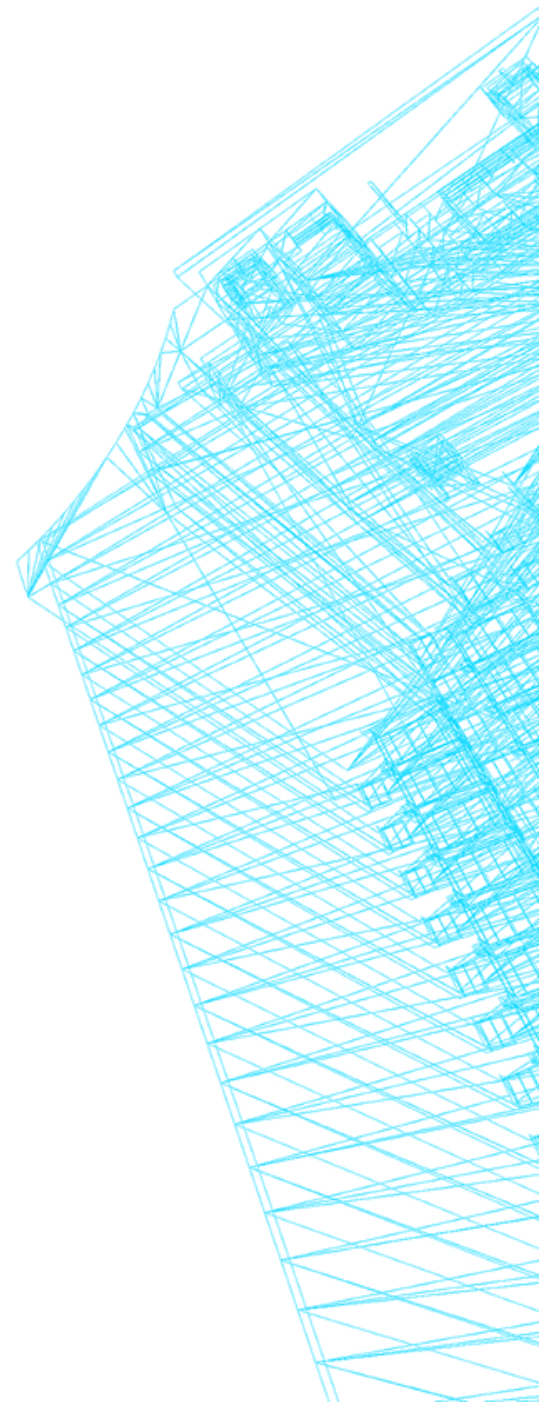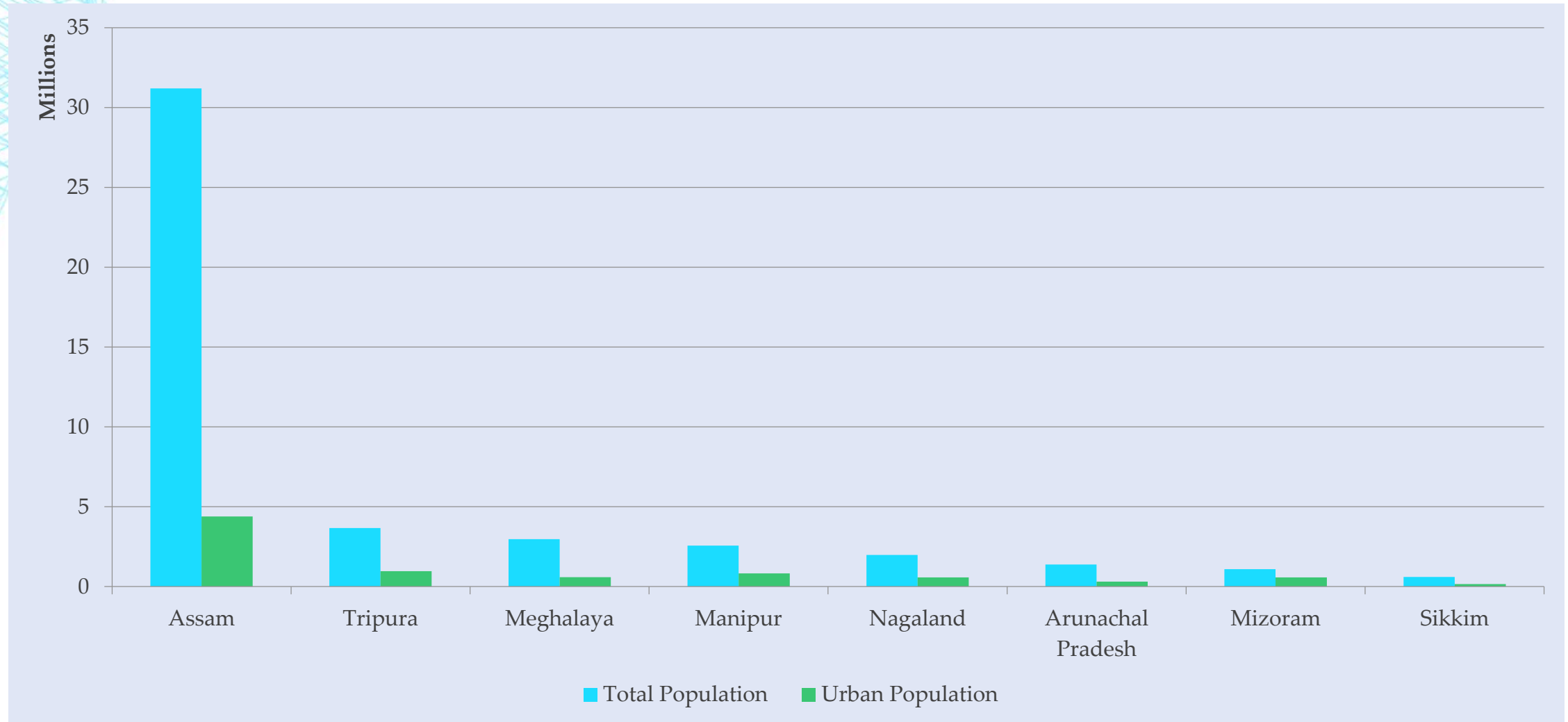
Total population vs. Urban population

Percentage of Urban population
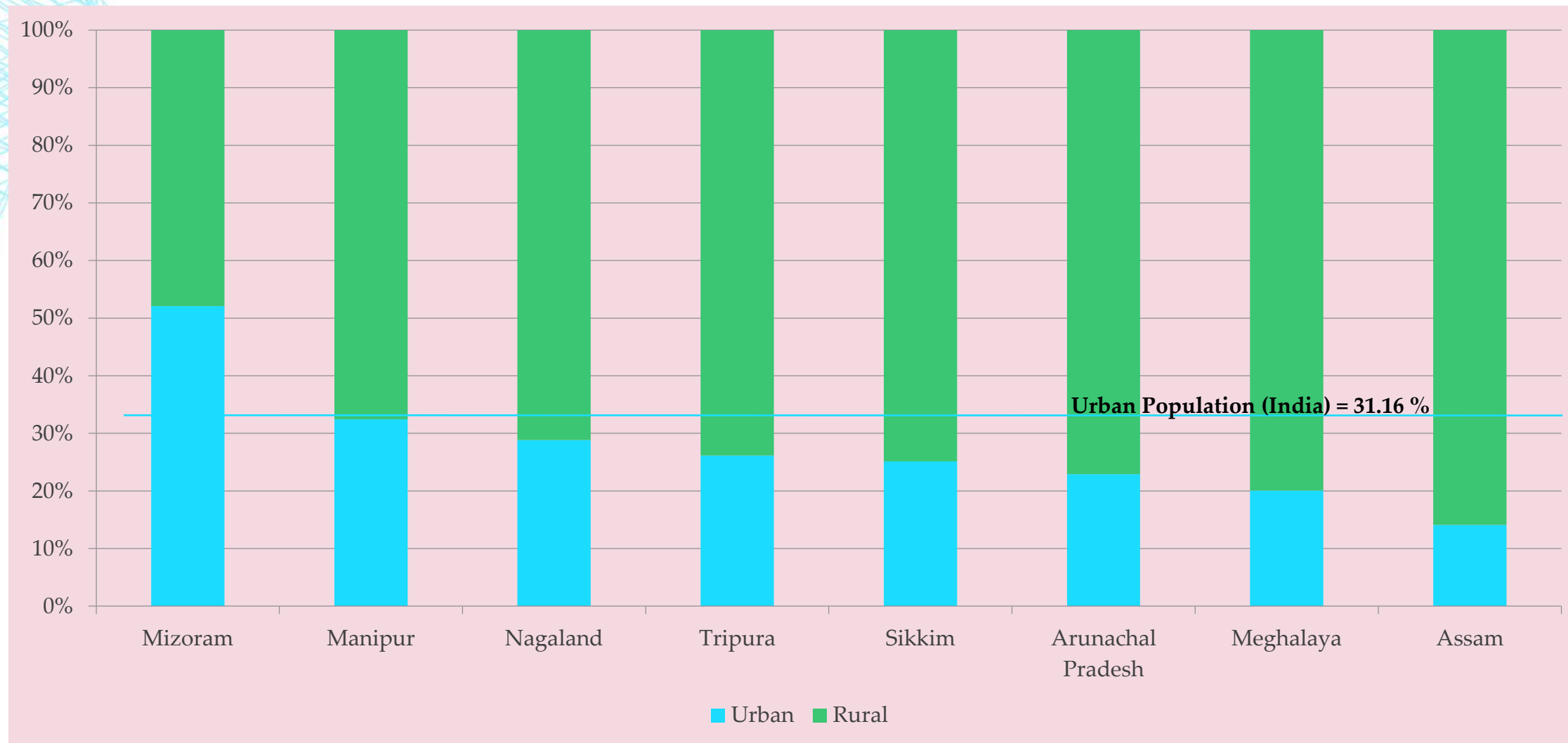
Growth rate: Total population vs. Urban population
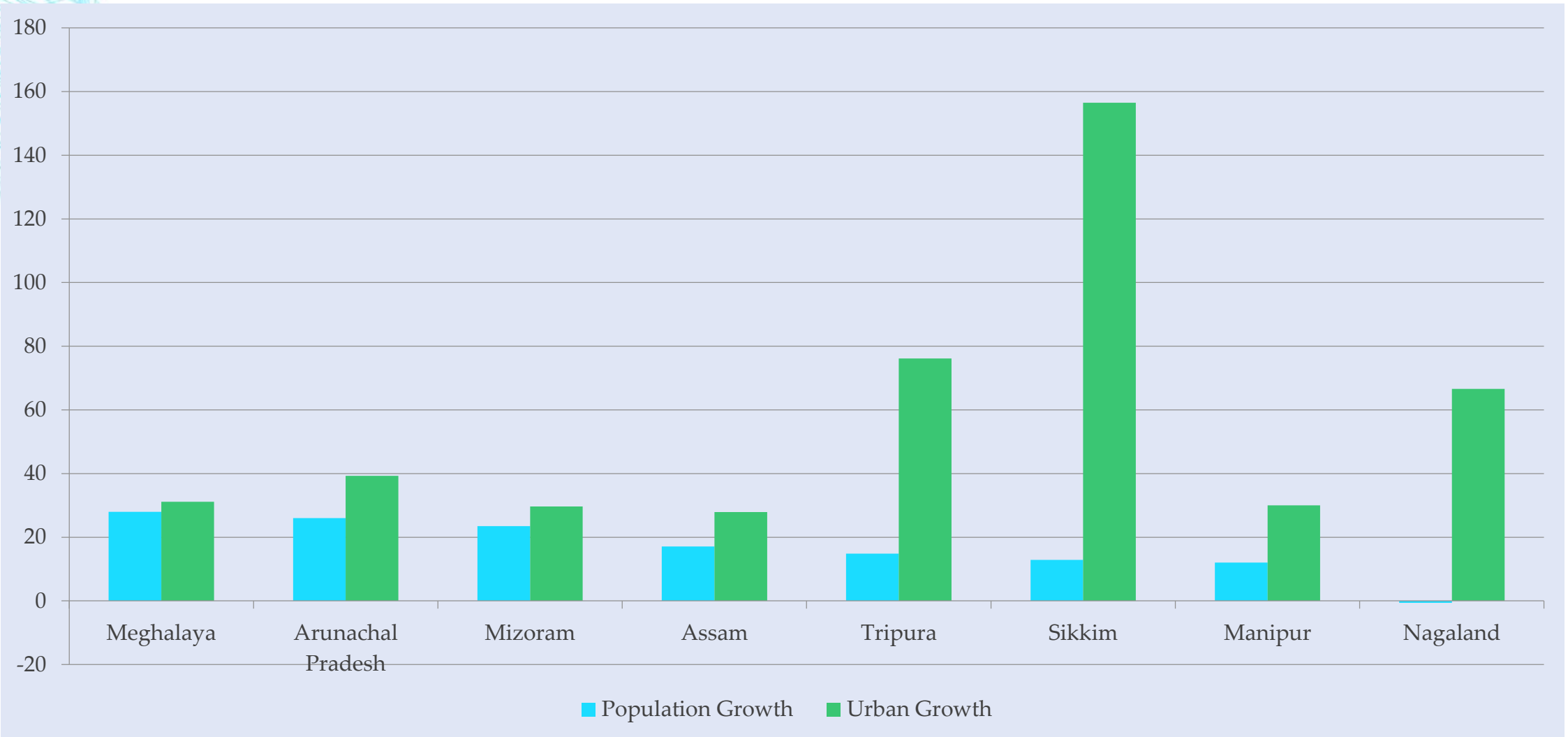
PERCENTAGE OF HHS WITH ON-PREMISE TOILETS

Percentage of HHs with on-premise toilets: 2001 - vs - 2011

PERCENTAGE OF HHS WITH ON-PREMISE TOILETS

Percentage of HHs with on-premise toilets: 2001 vs. 2011

India(2011) = 81.4%

India(2001) = 73.7%

Legend: ■ 2011 ■ 2001

States (left to right): Mizoram, Tripura, Manipur, Meghalaya, Sikkim, Nagaland, Assam, Arunachal Pradesh

Census of India. (2011); Availability and Type of Latrine Facility: 2001-2011 under Houselisting and Housing Census Data Highlights – 2011. Retrieved in April 2012 from http://www.censusindia.gov.in/2011census/hlo/Data_sheet/India/Latrine.pdf
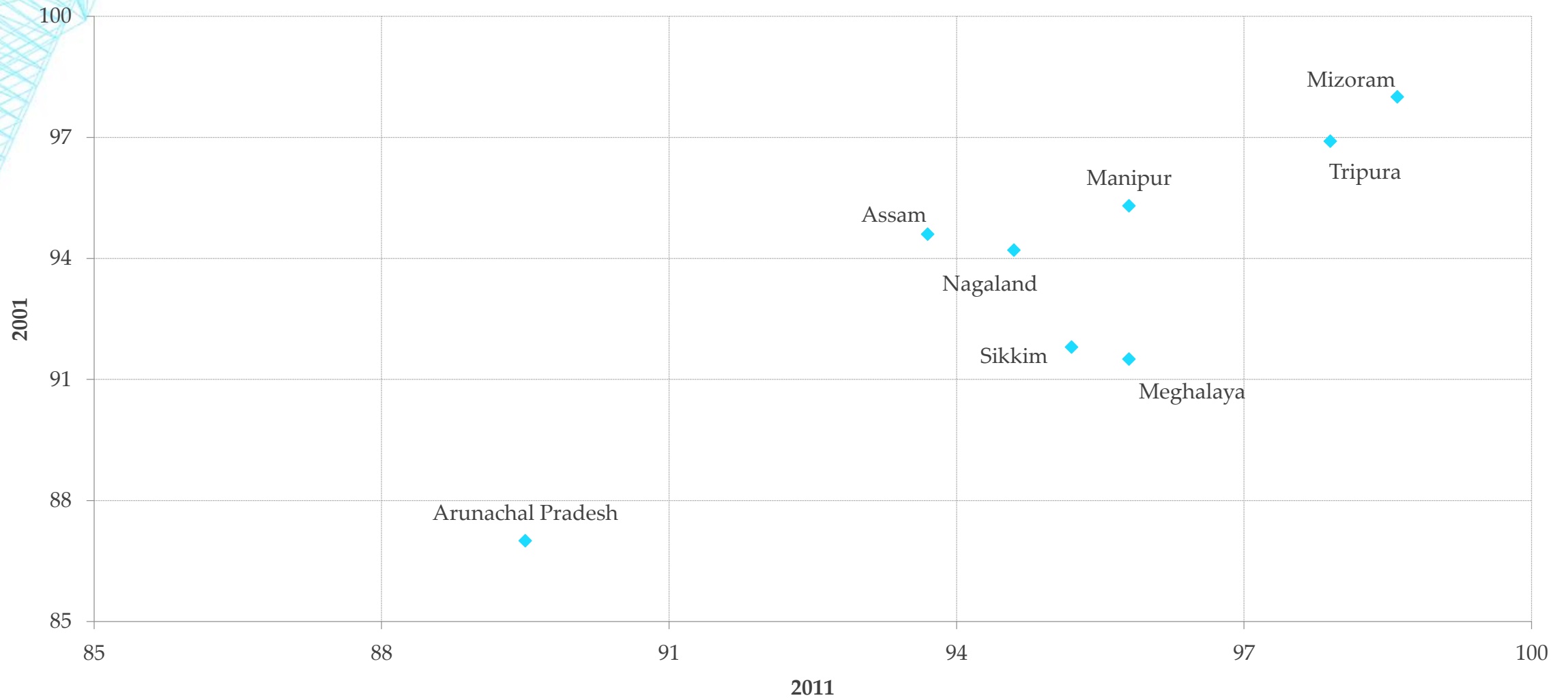
AVAILABILITY AND TYPE OF LATRINE FACILITIES

Percentage of HHs connected to: Water closet vs. Pit latrine vs. Other facilities

■ Water closet (2011) ■ Pit Latrine (2011) ■ Other Latrine (2011)
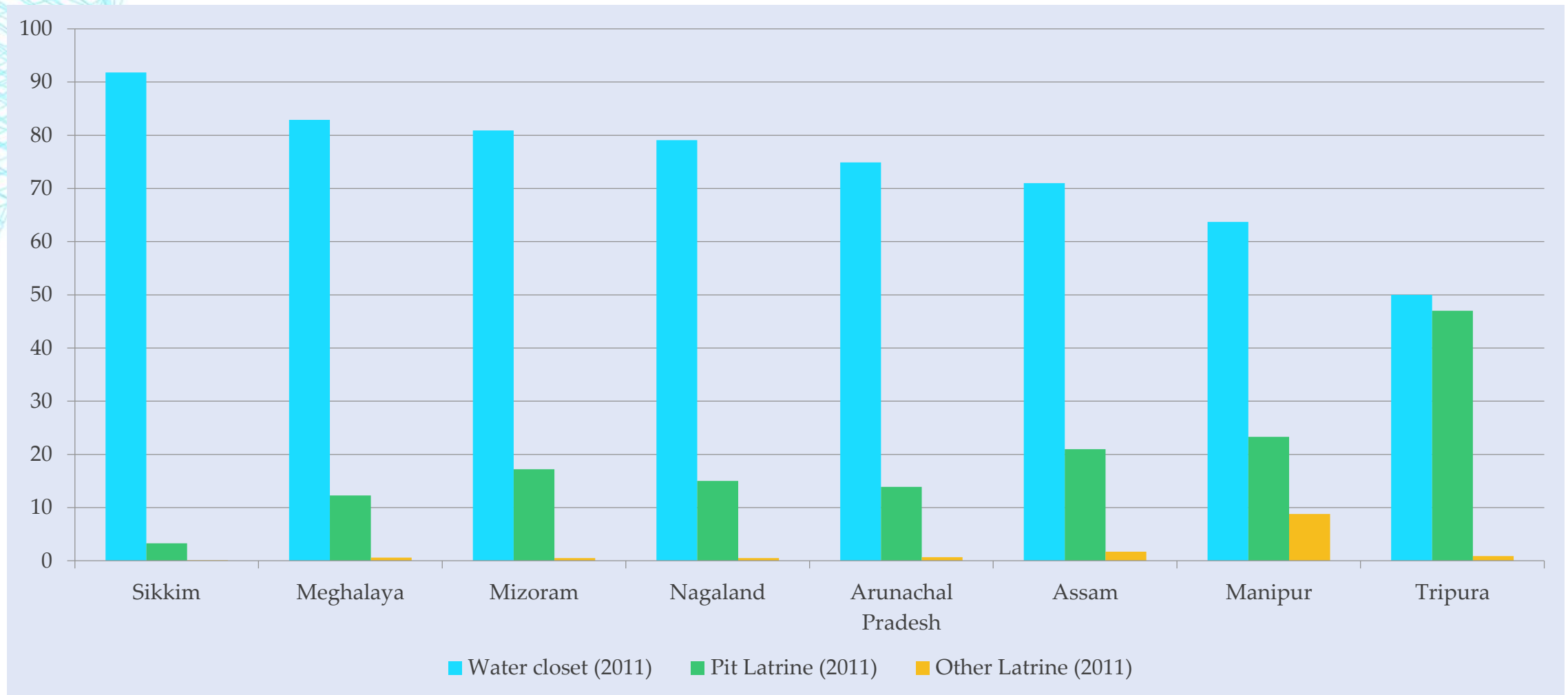
USAGE OF PUBLIC LATRINE

Percentage of households using public latrines

Public Latrine (India) = 6.0 %

(Bar chart showing percentage of households using public latrines by state)

- Arunachal Pradesh: ~3.8
- Nagaland: ~3.2
- Sikkim: ~2.6
- Manipur: ~1.9
- Meghalaya: ~1.9
- Assam: ~1.3
- Tripura: ~0.8
- Mizoram: ~0.6
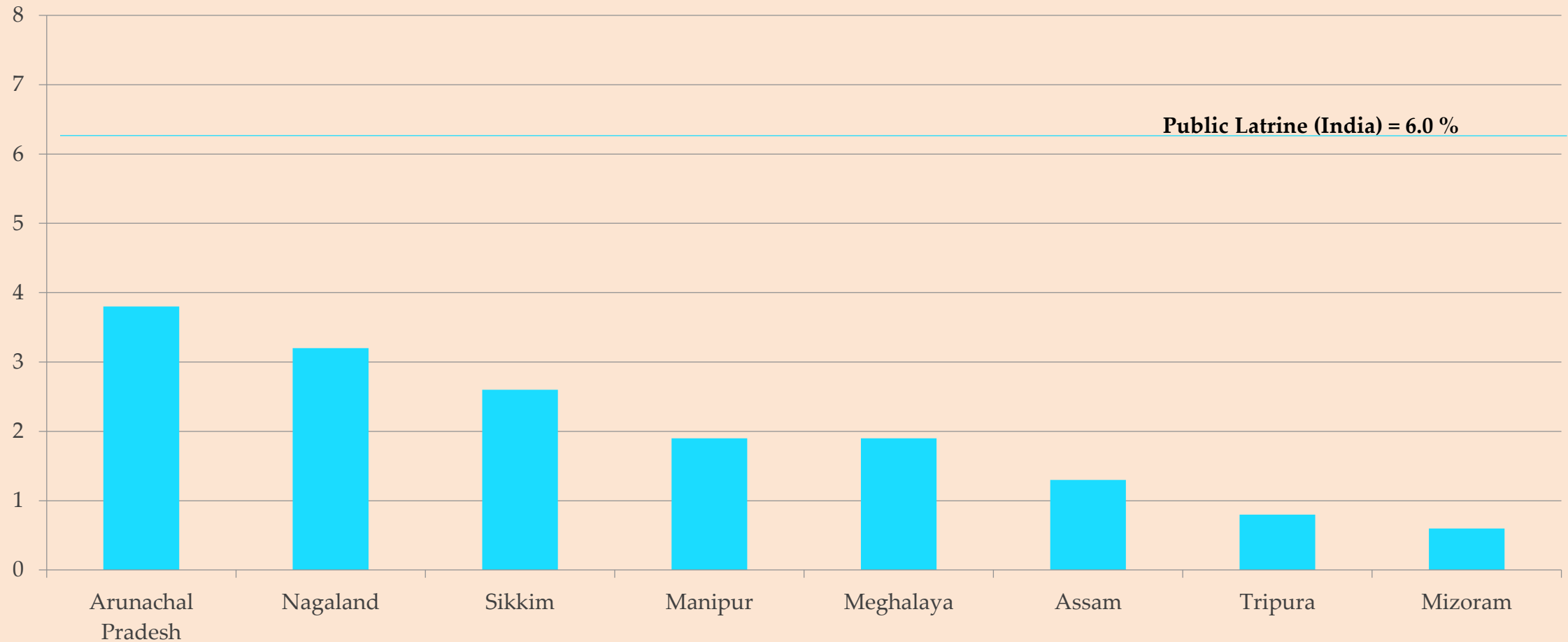
STATUS OF OPEN DEFECATION

Percentage of households resorting to open defecation
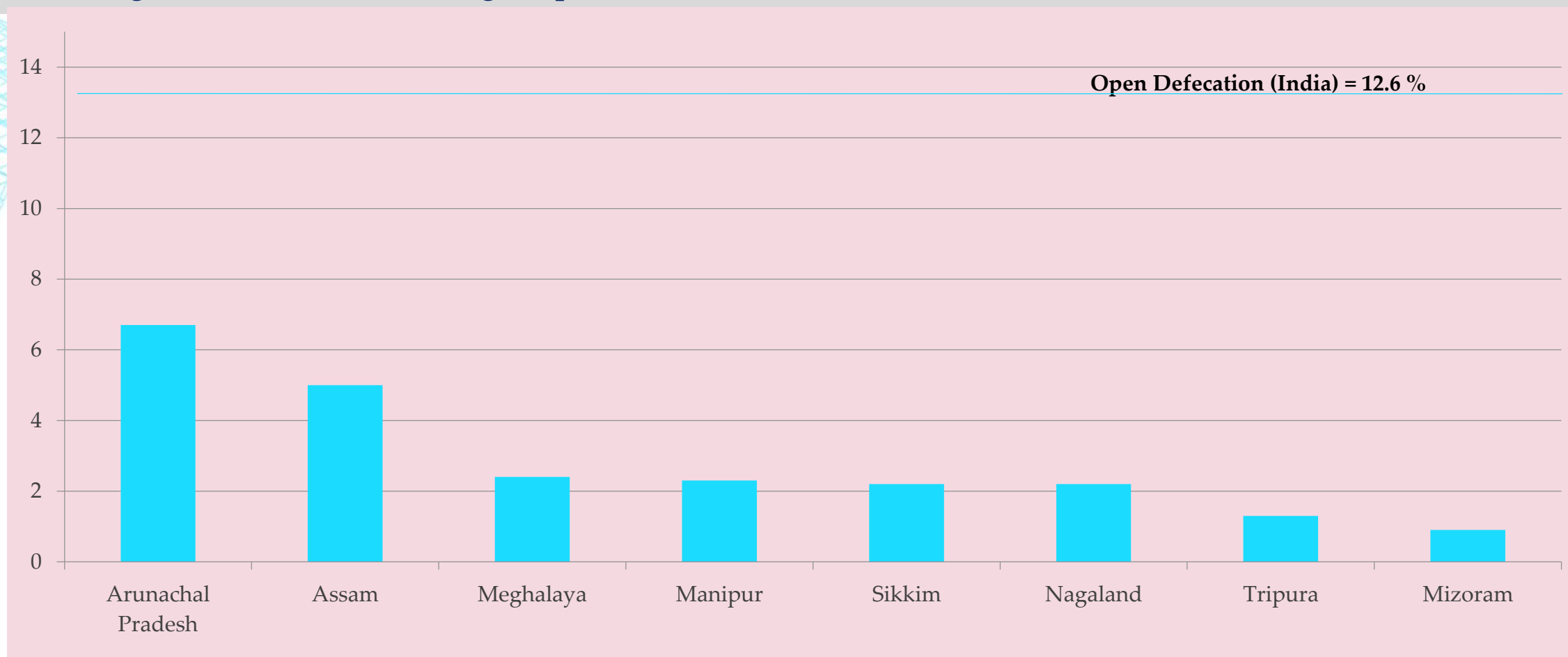
Open Defecation (India) = 12.6 %

TYPE OF DISPOSAL SYSTEMS

Percentage of HHs connected to: Piped sewer system vs. Septic tanks

Septic Tanks (India) = 38.2%
Piped Sewer (India) = 32.7%

Legend: ■ Piped Sewer System ■ Septic Tanks

States: Sikkim, Assam, Arunachal Pradesh, Meghalaya, Manipur, Tripura, Mizoram, Nagaland
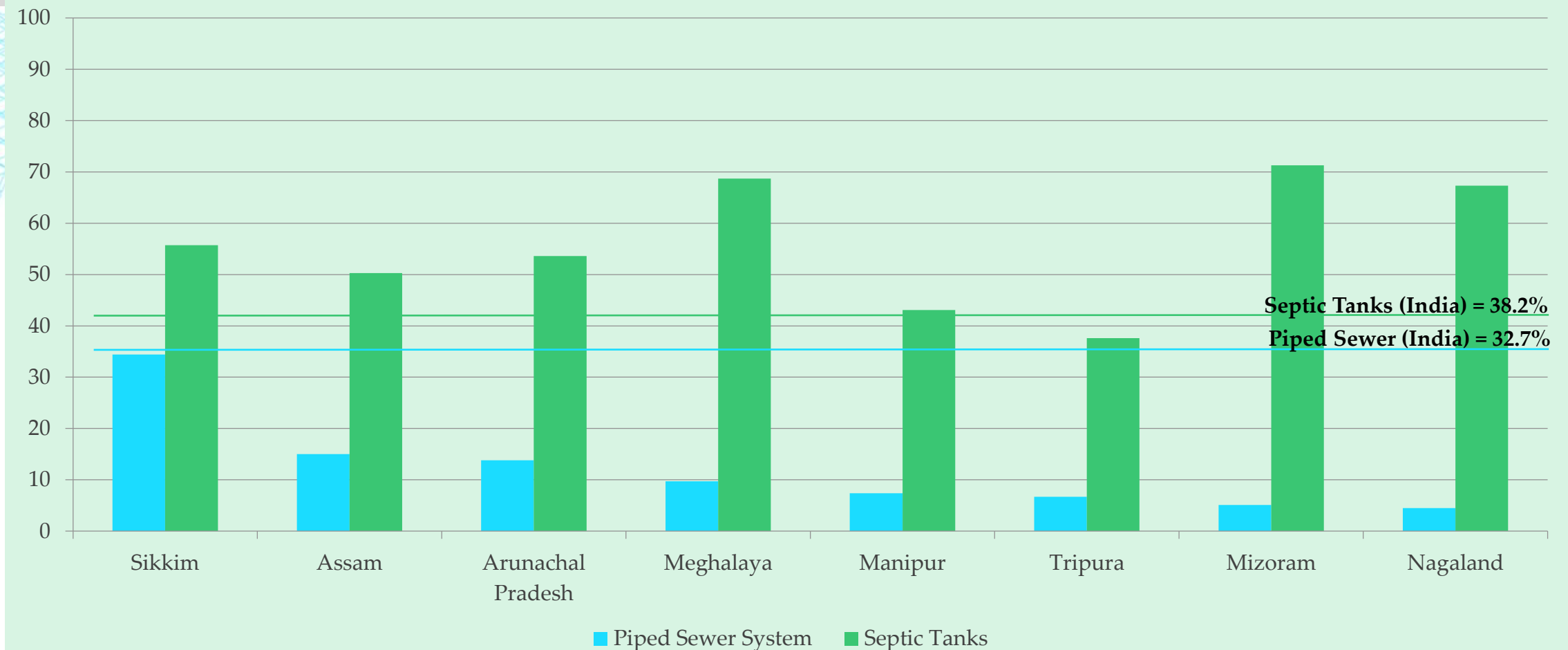
TYPE OF DISPOSAL SYSTEMS

Percentage of HHs connected to: Piped sewer system vs. Septic tanks vs. Others

Septic Tanks (India) = 38.2%
Piped Sewer (India) = 32.7%
Others (India) = 10.5%

States: Sikkim, Assam, Arunachal Pradesh, Meghalaya, Manipur, Tripura, Mizoram, Nagaland

Legend: ■ Piped Sewer System ■ Septic Tanks ■ Others

AVAILABILITY OF DRINKING WATER WITHIN PREMISES

Percentage of HHs with individual water supply facility: 2001 - vs - 2011

Census of India. (2011); Availability and Type of Latrine Facility: 2001-2011 under Houselisting and Housing Census Data Highlights – 2011. Retrieved in April 2012 from
http://www.censusindia.gov.in/2011census/hlo/Data_sheet/India/Latrine.pdf

AVAILABILITY OF DRINKING WATER WITHIN PREMISES

Percentage of HHs with individual water supply facility: 2001 - vs - 2011

India (2011) = 71.2%
India (2001) = 65.4%

Legend: 2011, 2001

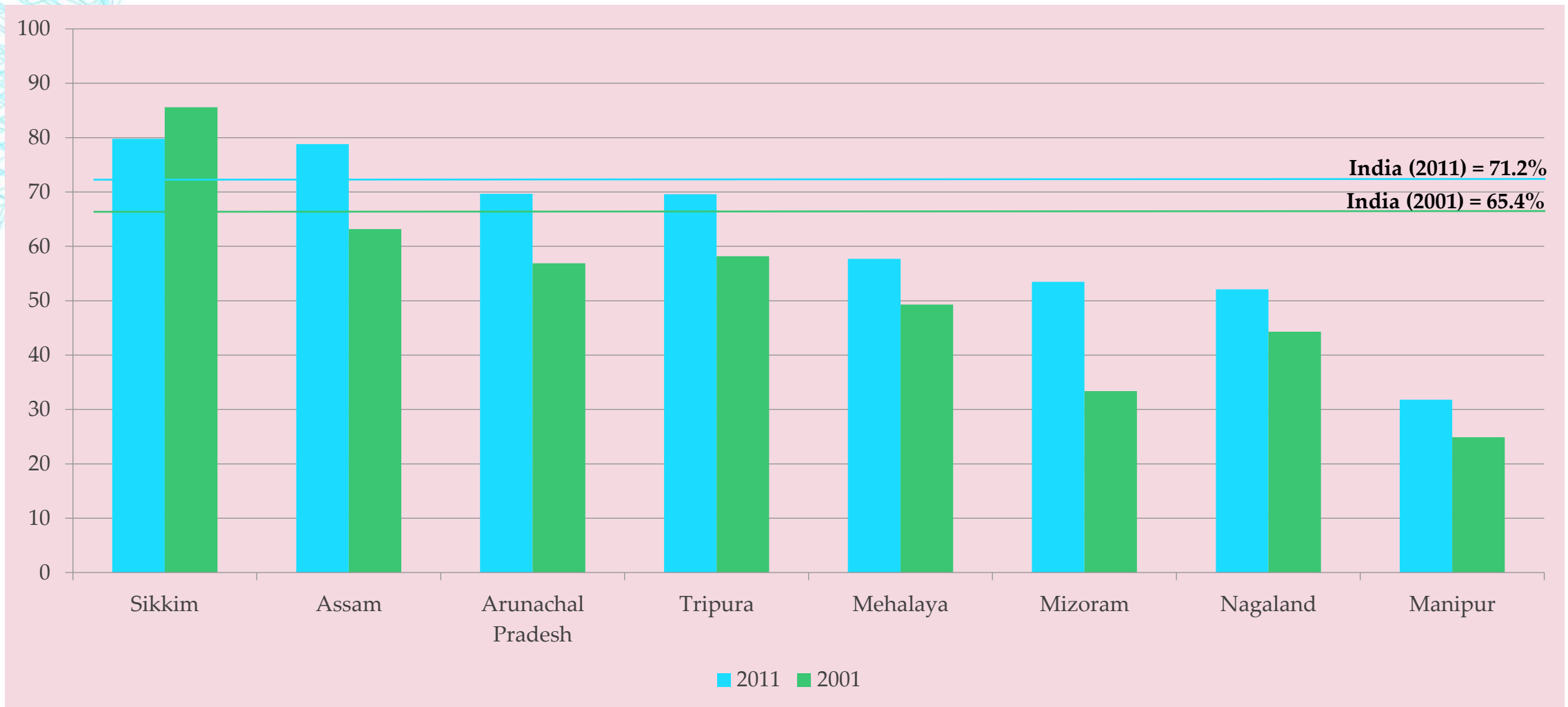Census of India. (2011); Availability and Type of Latrine Facility: 2001-2011 under Houselisting and Housing Census Data Highlights – 2011. Retrieved in April 2012 from http://www.censusindia.gov.in/2011census/hlo/Data_sheet/India/Latrine.pdf
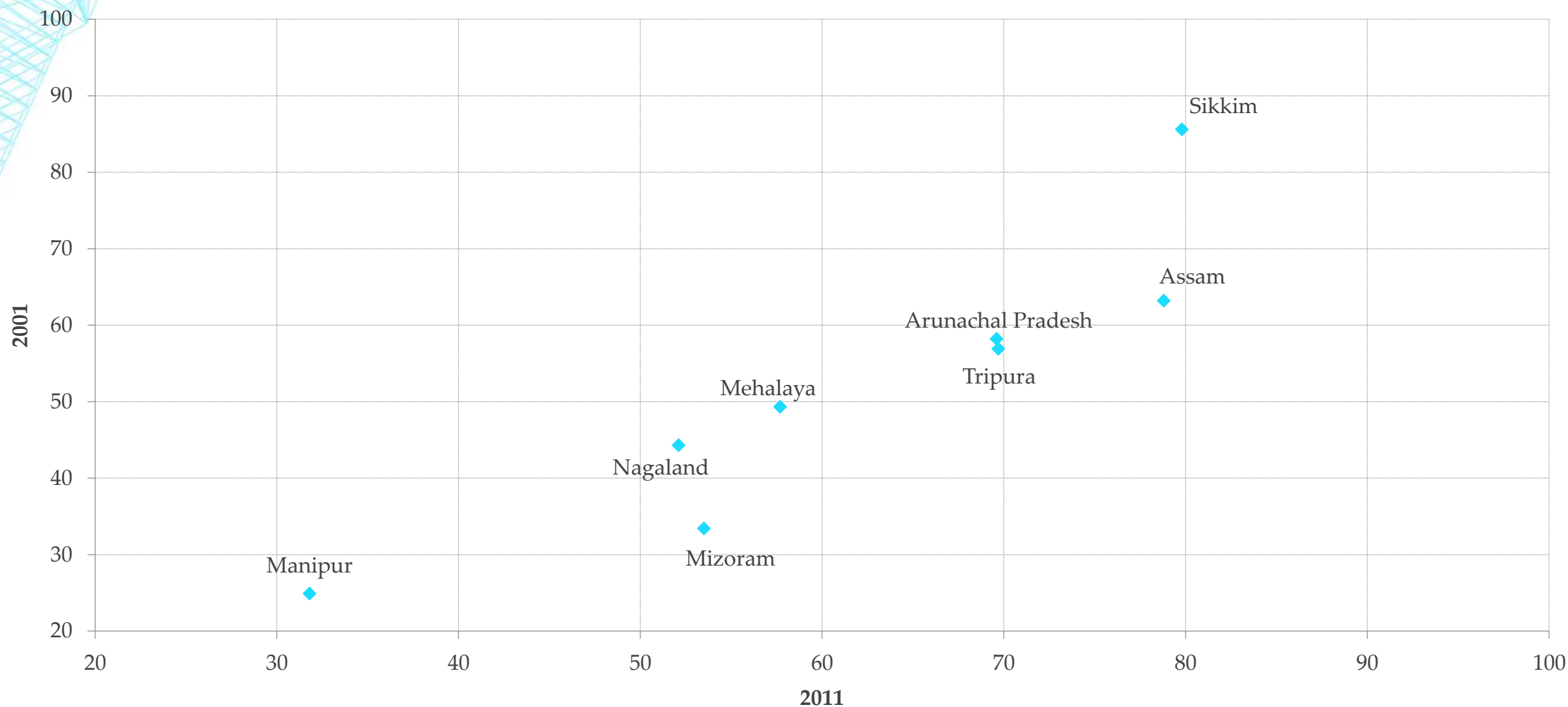
BENCHMARKING WATER AND SANITATION
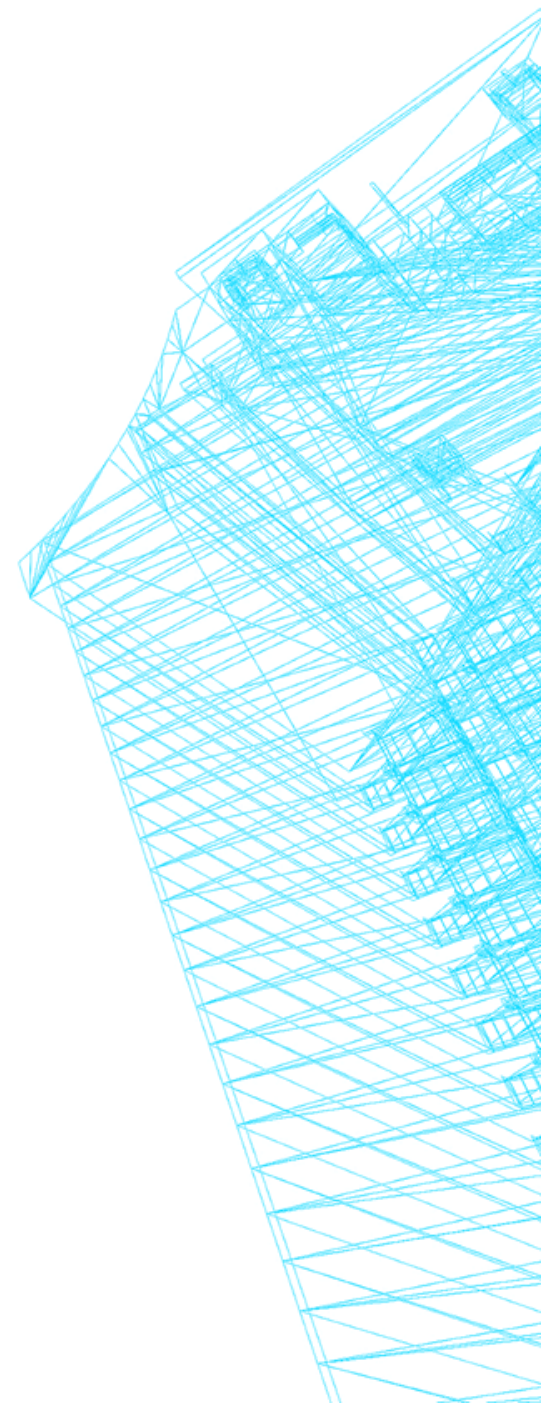
- Simple question, difficult answers

Source: Cabrera E (2011), Presentation at AIILSG Mumbai

bench + marker ?

WHAT IS BENCHMARKING?

Benchmarking is a tool for **performance improvement** through systematic **search and adaptation of leading practices**

bench + marker ?

?

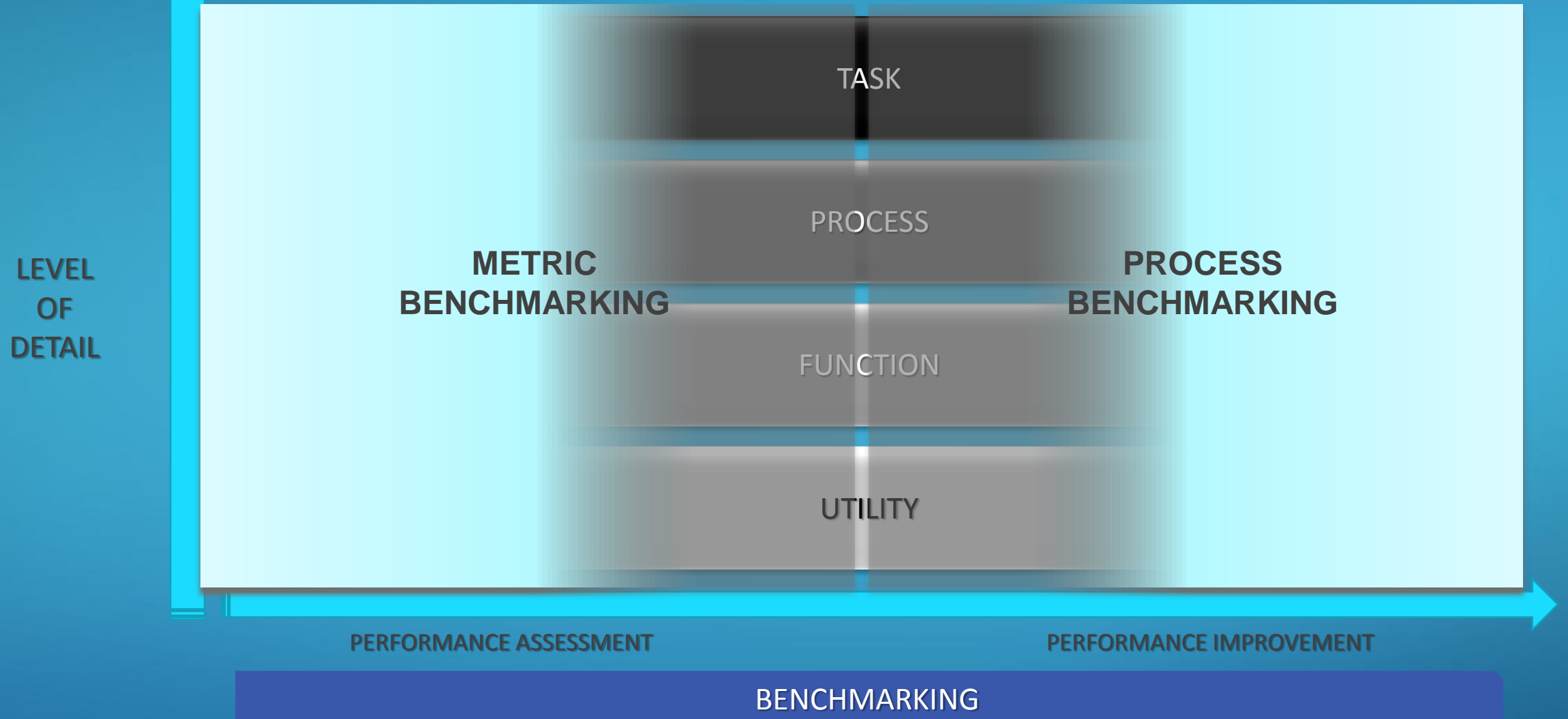Source: Cabrera E (2011), Presentation at AIILSG Mumbai

Source: Cabrera E (2011), Presentation at AIILSG Mumbai

Source: Cabrera E (2011), Presentation at AIILSG Mumbai

Source: Blokland (2013): Benchmarking Course Introduction, UNESCO-IHE
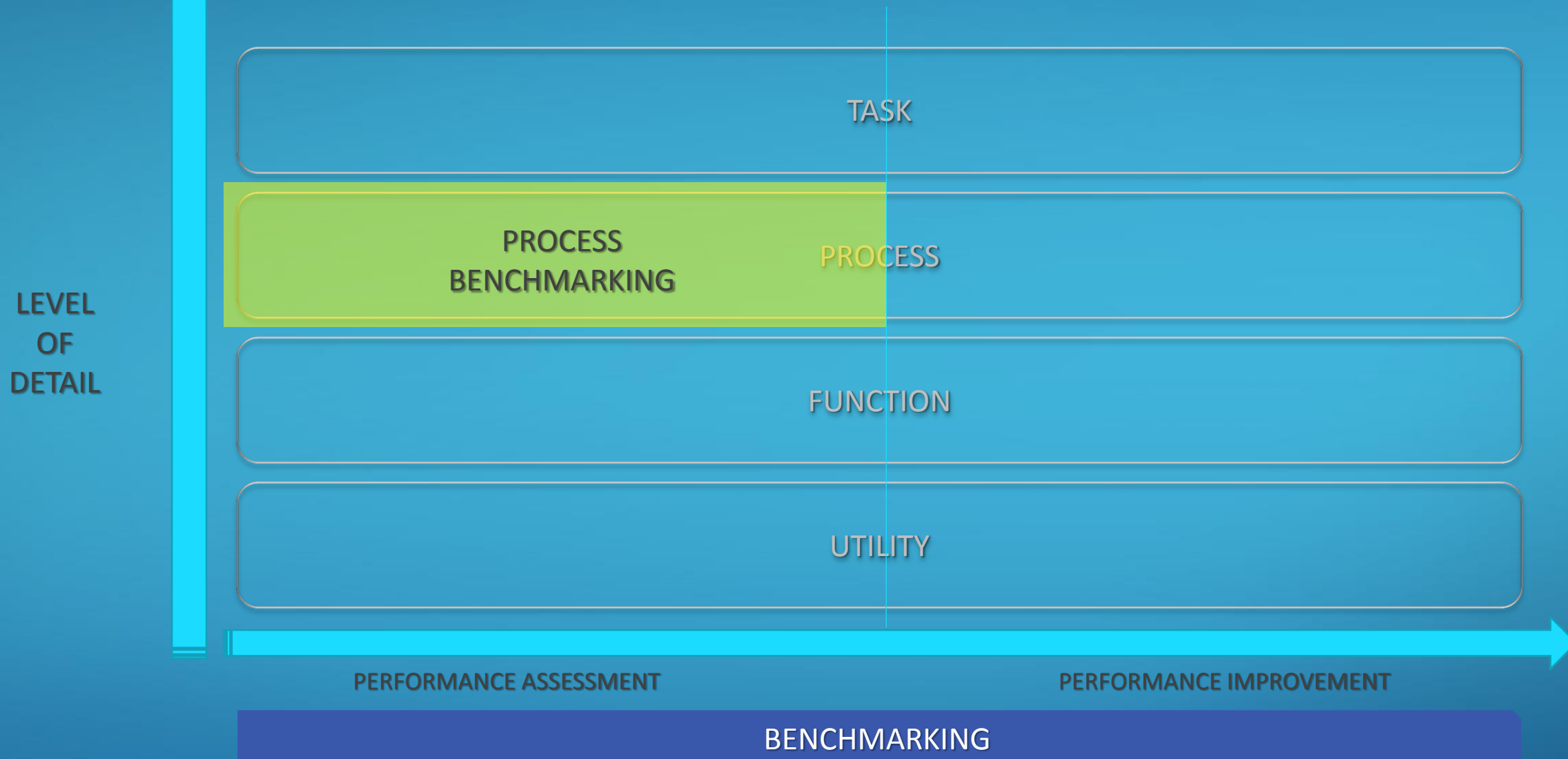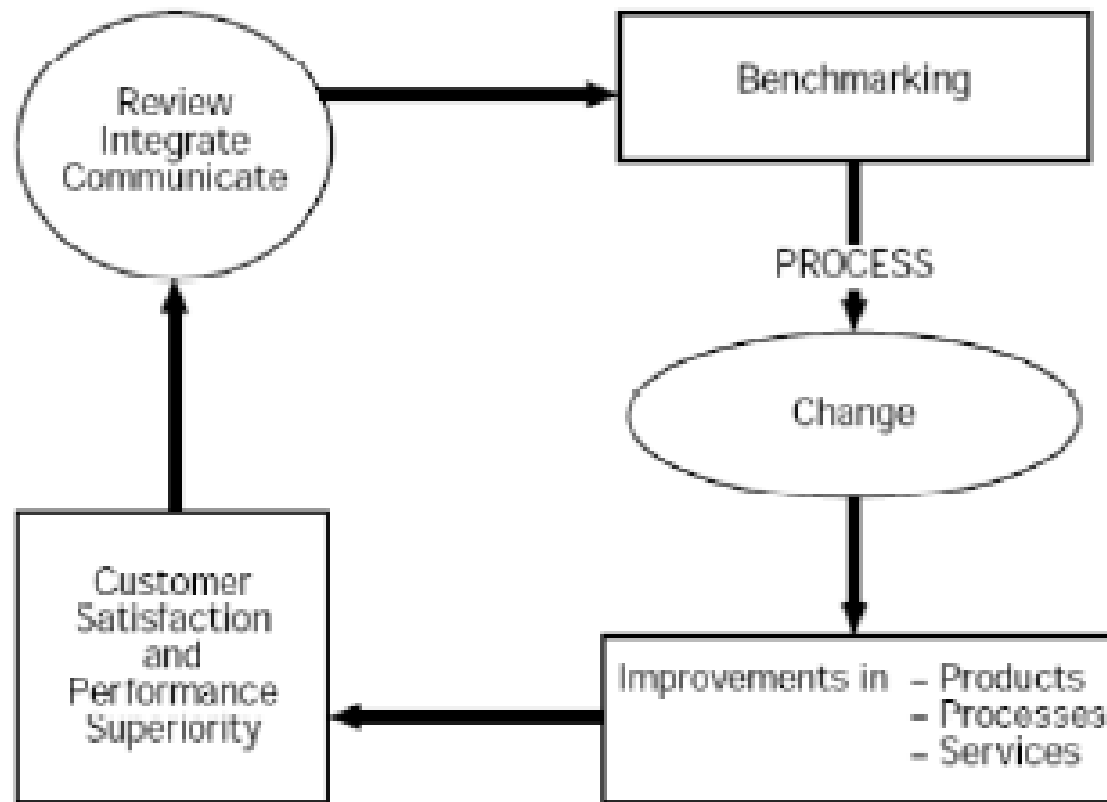
Introduction

How it started: Xerox

- for nearly 20 years Xerox enjoyed a near-monopoly in the copier industry (patent protection/high growth)
- by 1975: 75% of world market share, revenues US$ 4 billion, but also first time earnings decline since 1951
- by 1980: market share dropped by 50%
- by 1979: start of competitive benchmarking and in 1981 throughout the company: 'every department should be benchmarking itself against its counterpart department at the best companies'
- by 1990: regained market share and competes successfully with over 100 copier makers worldwide

UNESCO-IHE

Source: Blokland (2013): Benchmarking Course Introduction, UNESCO-IHE

Introduction

Xerox: benchmarking companies and processes

Company	Process
American Express	Collections
American Hospital Supply	Inventory control
AT&T	Research and development
Baxter International	Employee recognition; human resources management
Cummins Engine	Plant lay-out and design; supplier certification
Dow Chemical	Supplier certification
Florida Power and Light	The quality process
Hewlett-Packard	Research and development; engineering
L.L. Bean	Inventory control; distribution; telephonics
Marriott	Customer survey techniques
Milliken	Employee recognition
USAA	Telephonics

Source: Blokland (2013): Benchmarking Course Introduction, UNESCO-IHE

Introduction

Xerox benchmarking results:

- Reduced machine defects by 90%

- Increased marketing productivity by one-third

- Raised level of incoming parts acceptance to 99.5%

- Reduced service labour costs by 30%

UNESCO-IHE

Source: Blokland (2013): Benchmarking Course Introduction, UNESCO-IHE

KEY LESSONS: GLOBAL EFFORTS

❑ Adequate time required to set up robust systems – may ranges from **5 to 10 years**

❑ Once fully set up can be used for both **outcome monitoring and making rational investment decisions**

❑ In the initial period **support and funding are required** to agree on and set up systems

❑ A **consultative process** is needed for broad agreement on approach and implementation at national and state levels

❑ **Government ownership and regular reviews** are essential

PAS

Performance Assessment System

in over **400+** cities in two states

covering **76 million** urban population

Focus on **Water Supply, Sanitation, Solid Waste Management & Storm Water Drainage**

Components of PAS project

Performance Monitoring

Performance Measurement

Performance Improvement

END