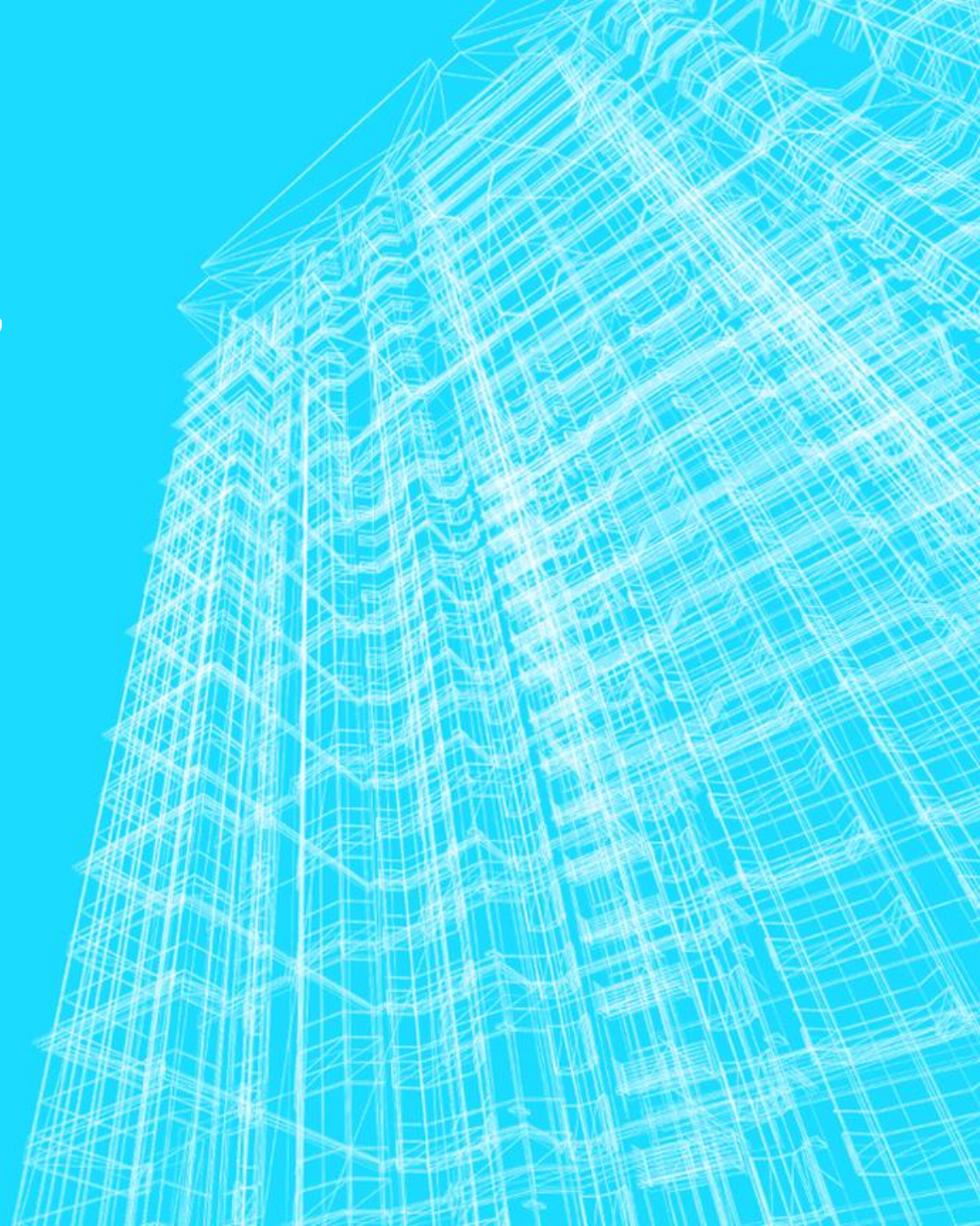


# SERVICE LEVEL BENCHMARKS (SLB)

Workshop on service level benchmarks  
NIUA Delhi 22<sup>nd</sup> January 2014



# Why do we need SLB?

**Lack of reliable updated  
performance information**



**Lack of comparative performance assessment  
and benchmarks for use in fund allocations**

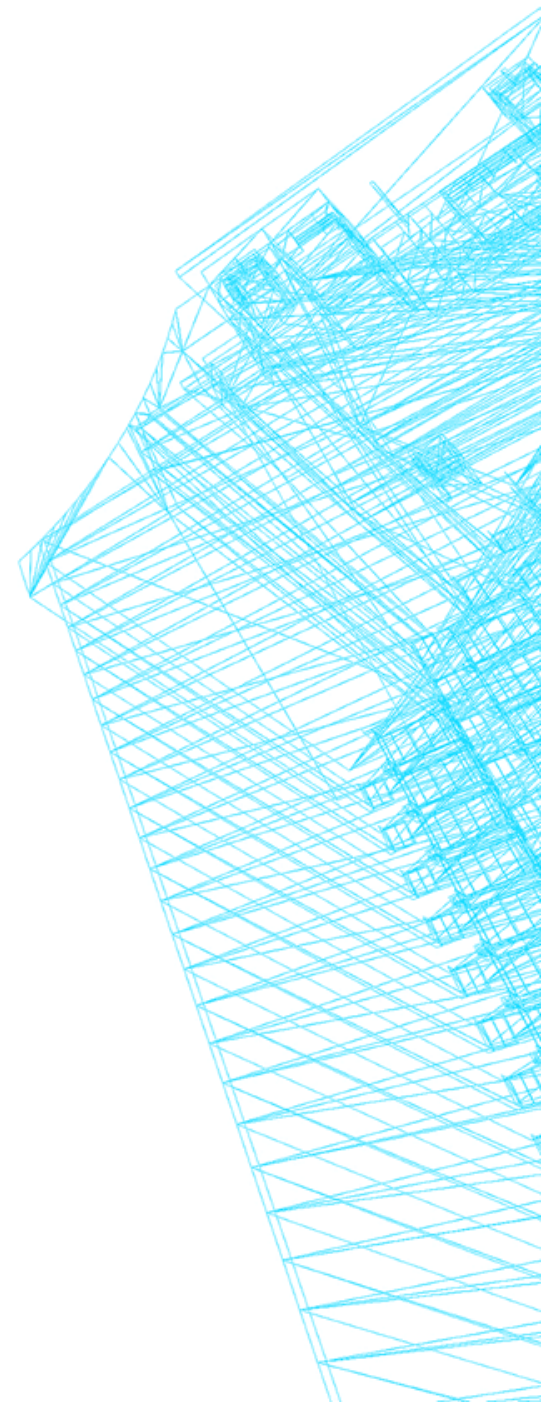


**No use of performance information in  
Local Plans**



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

# 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

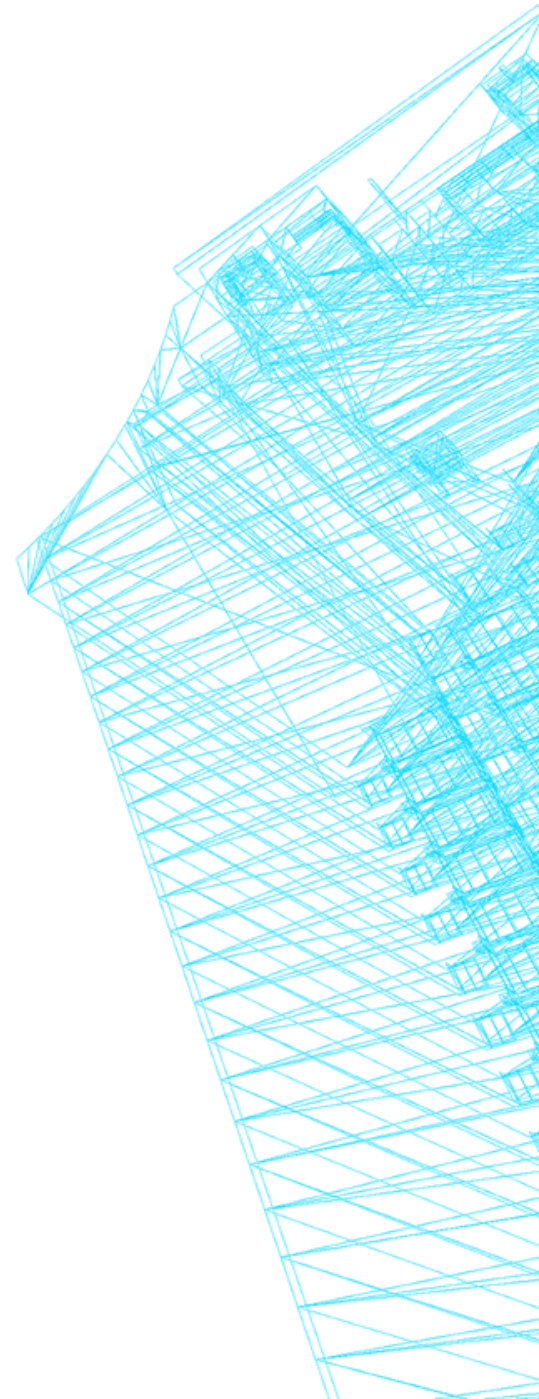
**38.2%** HHs HAVE **SEPTIC TANKS**

**6%** OF HHs DEPEND ON **PUBLIC TOILETS**

**12.6%** OF HHs RESORT TO **OD**

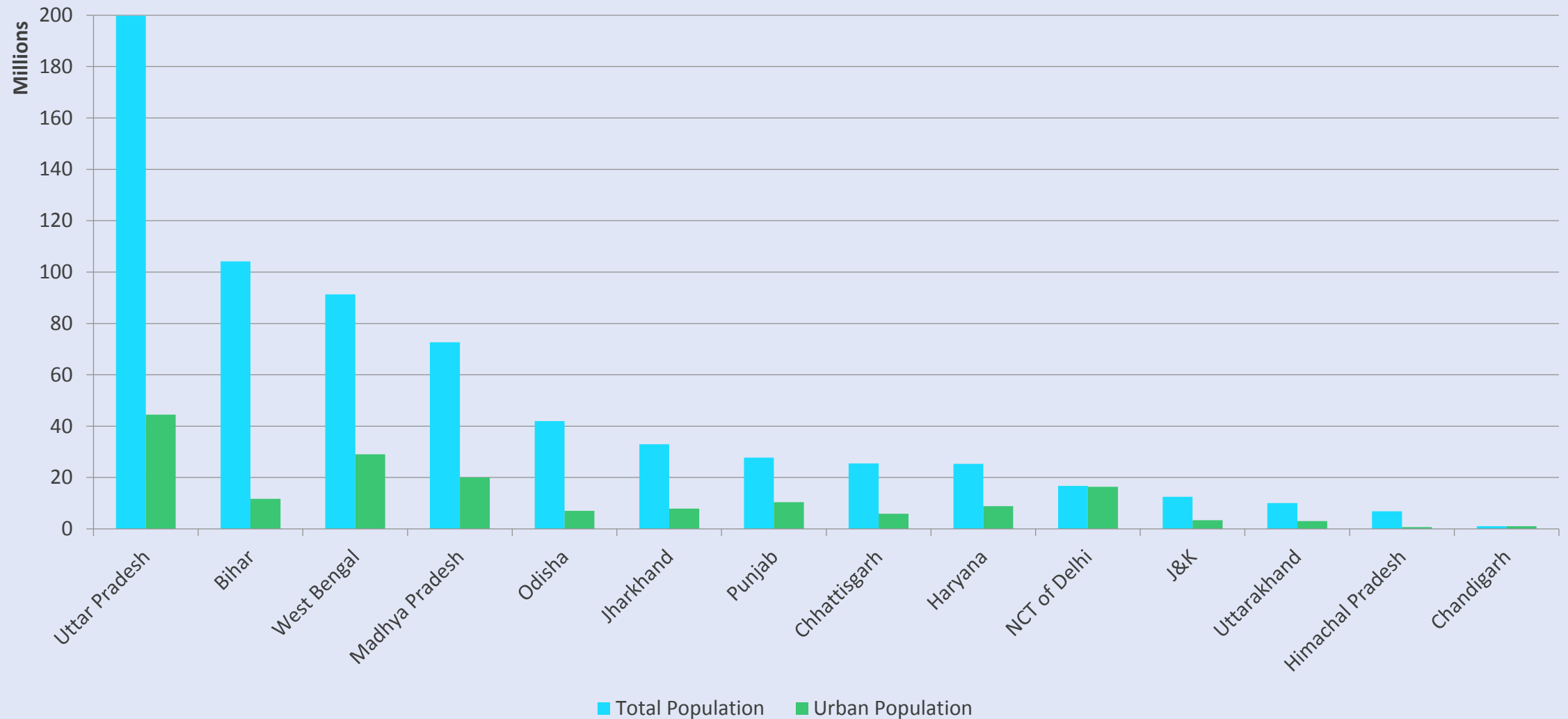
# NORTHERN STATES

Water and sanitation situation



# TOTAL POPULATION

## Total population vs. Urban population





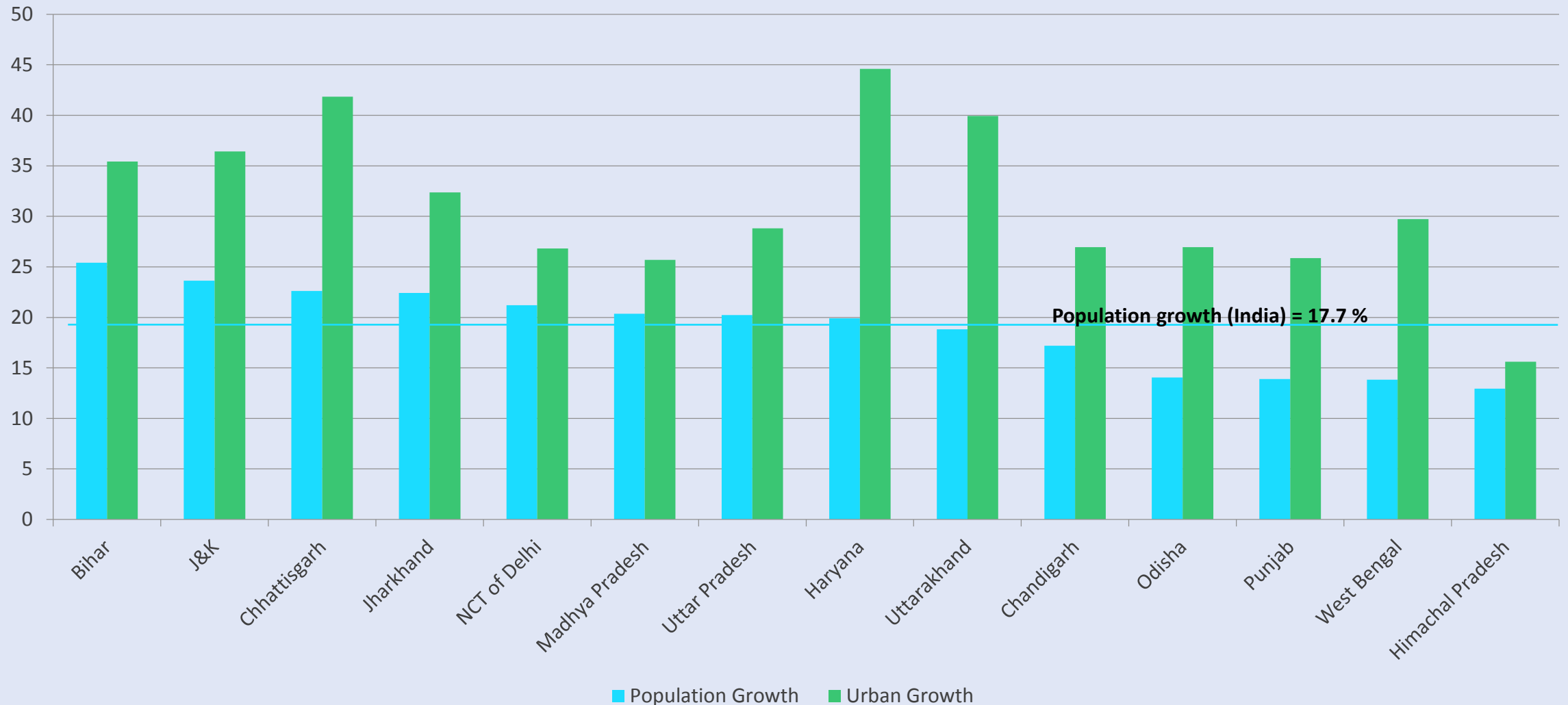
# URBAN POPULATION

## Percentage of Urban population

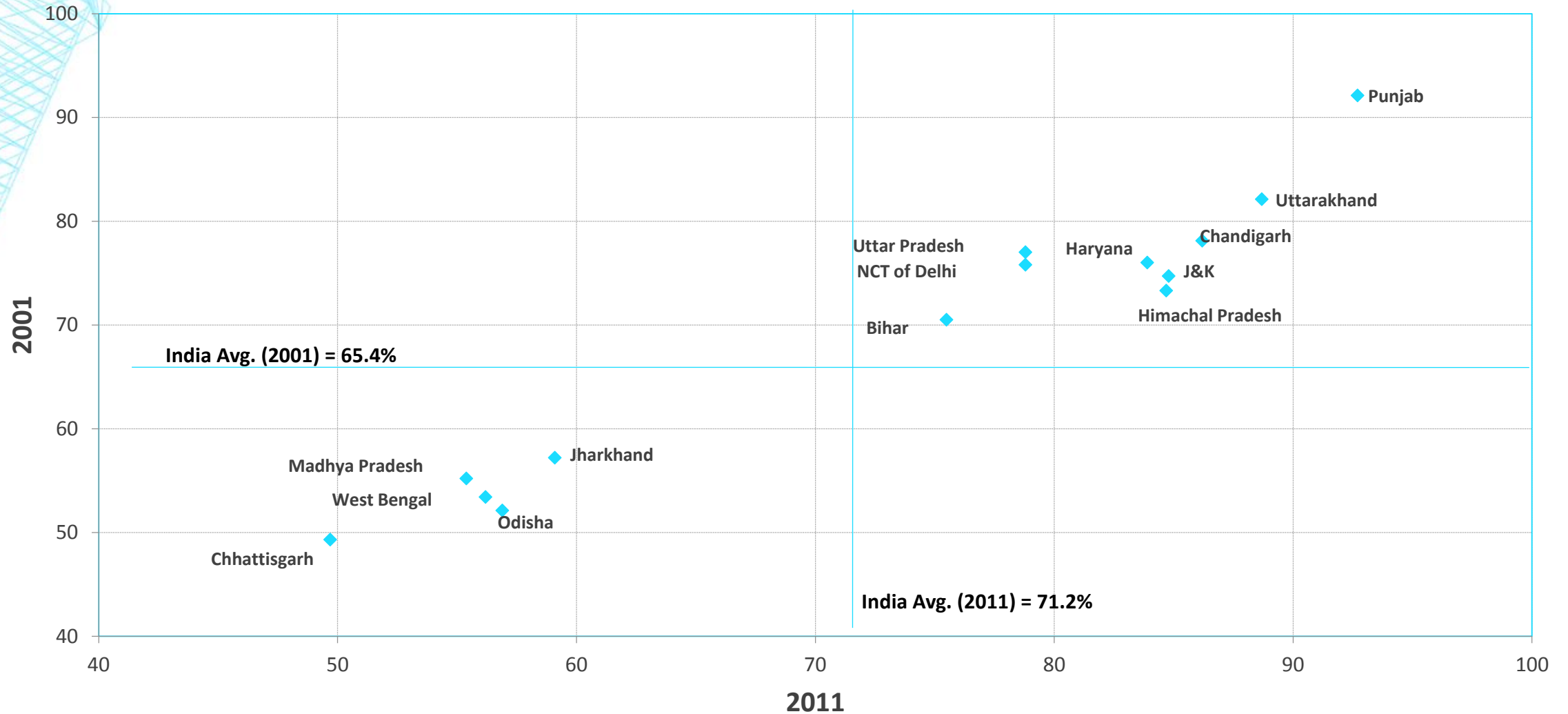


# GROWTH OF POPULATION

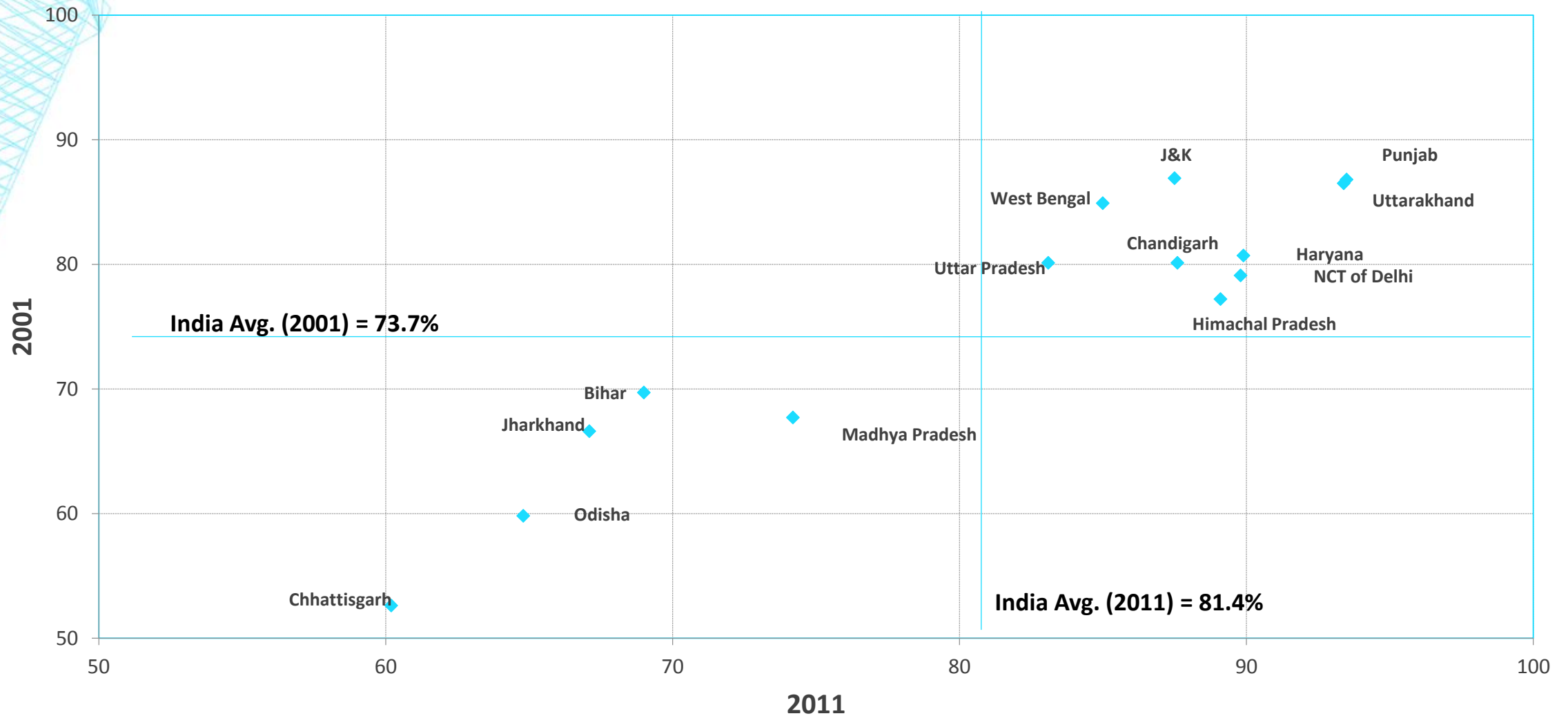
## Growth rate: Total population vs. Urban population



# AVAILABILITY OF DRINKING WATER WITHIN PREMISES

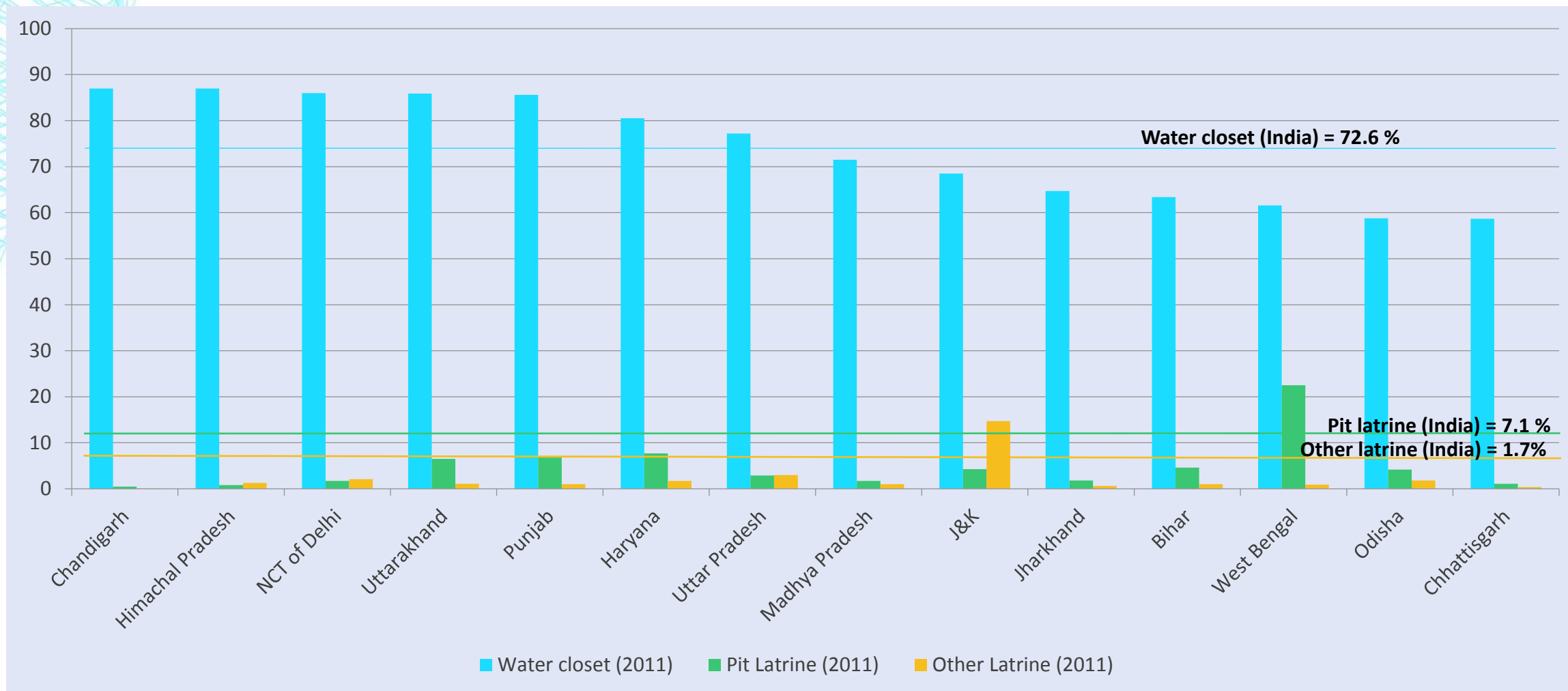


# PERCENTAGE OF HOUSEHOLDS WITH ON-PREMISE TOILETS



# AVAILABILITY AND TYPE OF LATRINE FACILITIES

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





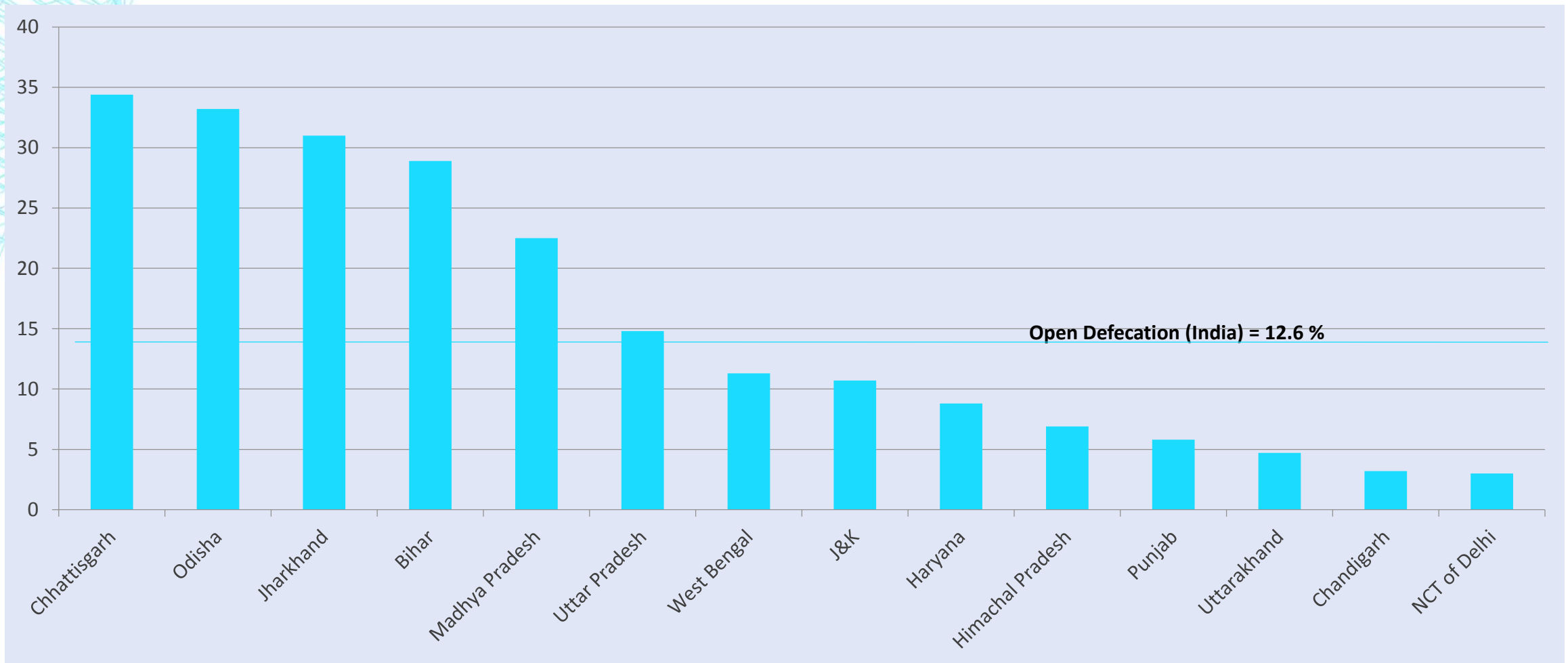
# USAGE OF PUBLIC LATRINE

## Percentage of households using public latrines



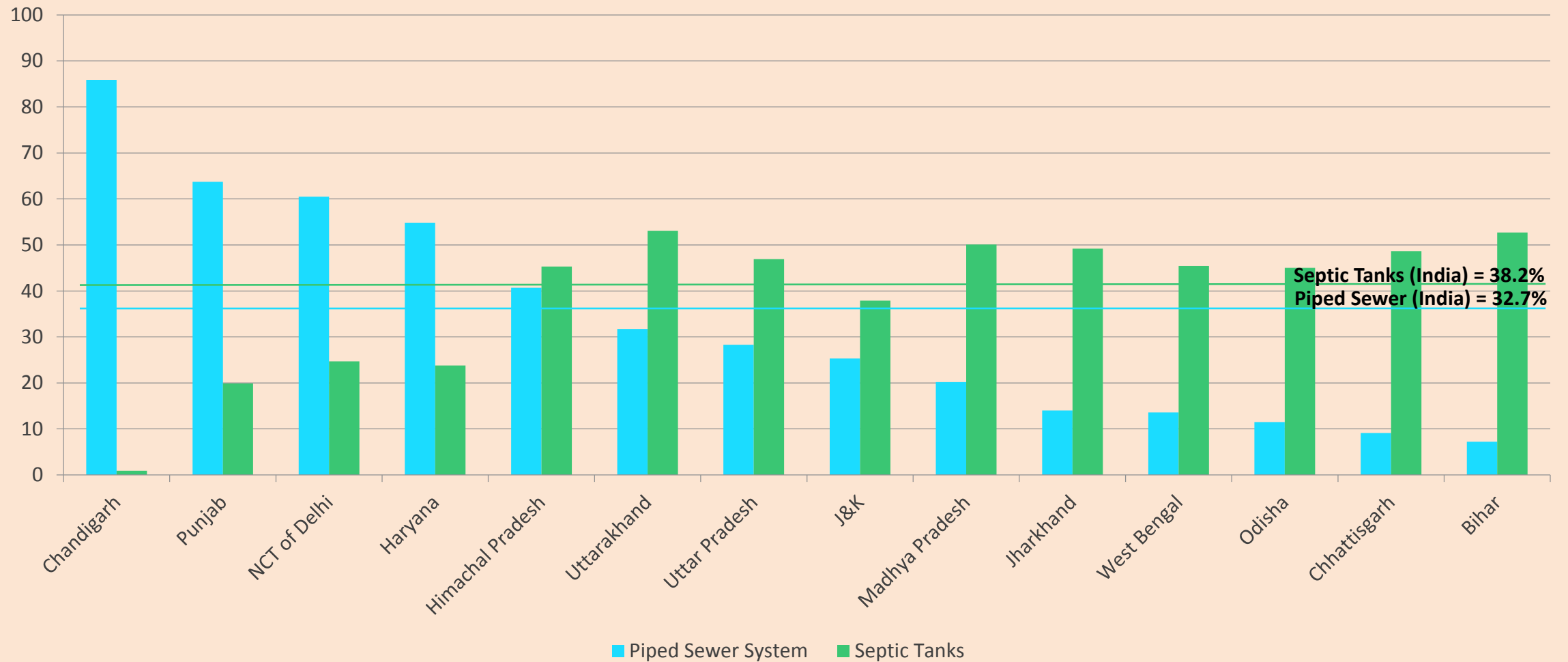
# STATUS OF OPEN DEFECCATION

## Percentage of households resorting to open defecation



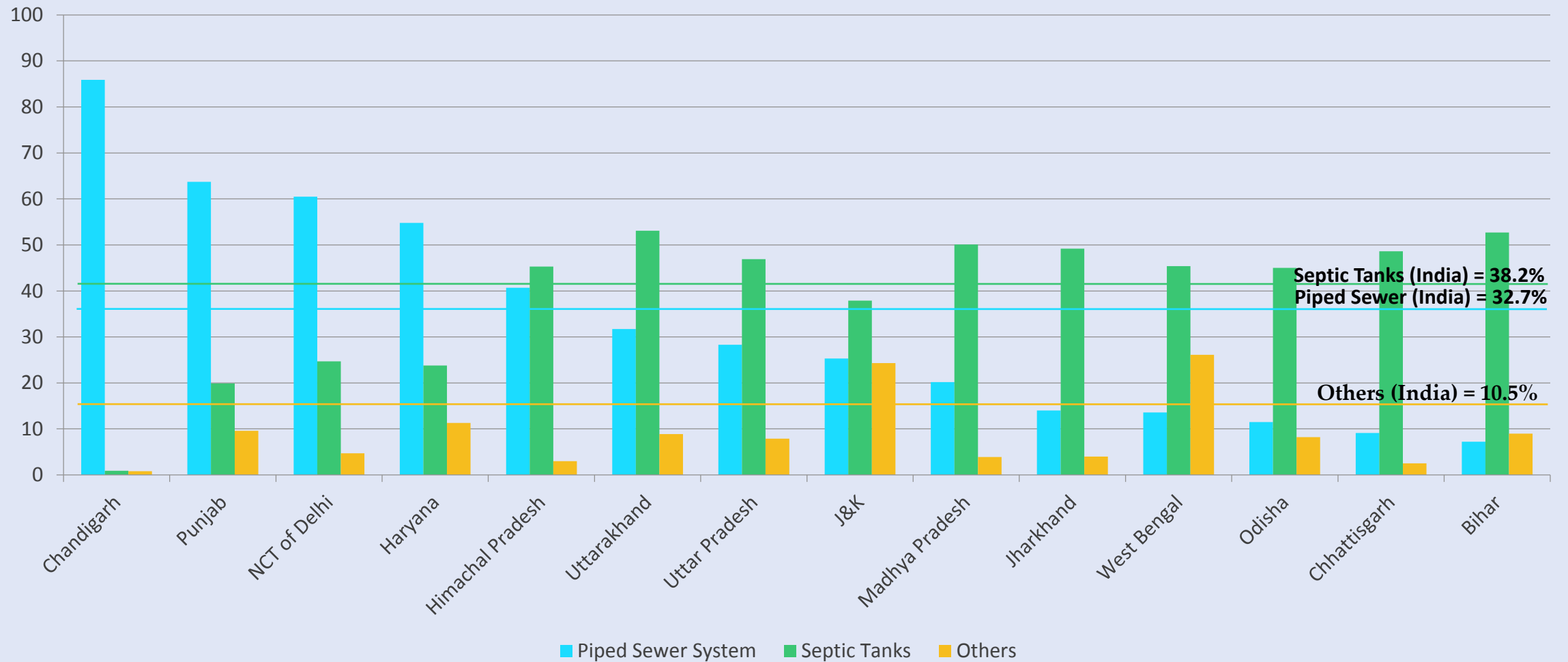
# TYPE OF DISPOSAL SYSTEMS

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

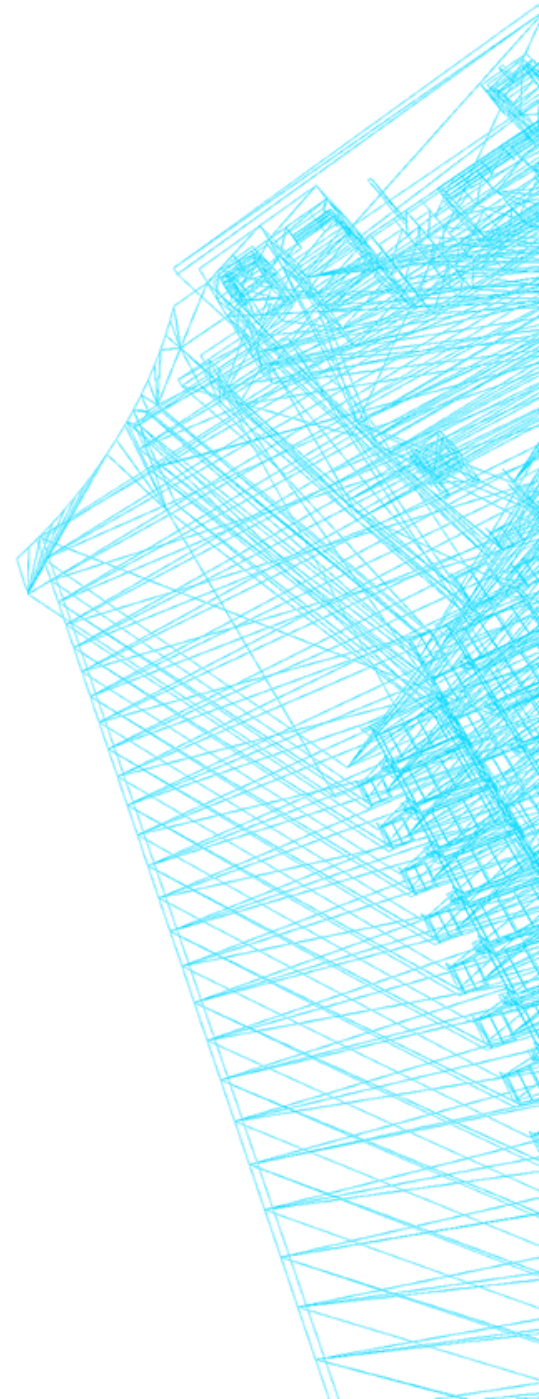


# TYPE OF DISPOSAL SYSTEMS

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



# BENCHMARKING WATER AND SANITATION





# WHAT IS BENCHMARKING?

- Simple question, difficult answers



bench

+



marker

?

?

# WHAT IS BENCHMARKING?

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



bench

+



marker

?

?

LEVEL  
OF  
DETAIL

METRIC  
BENCHMARKING

TASK

PROCESS

PROCESS  
BENCHMARKING

FUNCTION

UTILITY

PERFORMANCE ASSESSMENT

PERFORMANCE IMPROVEMENT

BENCHMARKING

# 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



# 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





# 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%

# KEY LESSONS: GLOBAL EFFORTS

- ❑ Adequate time required to set up robust systems – may range 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



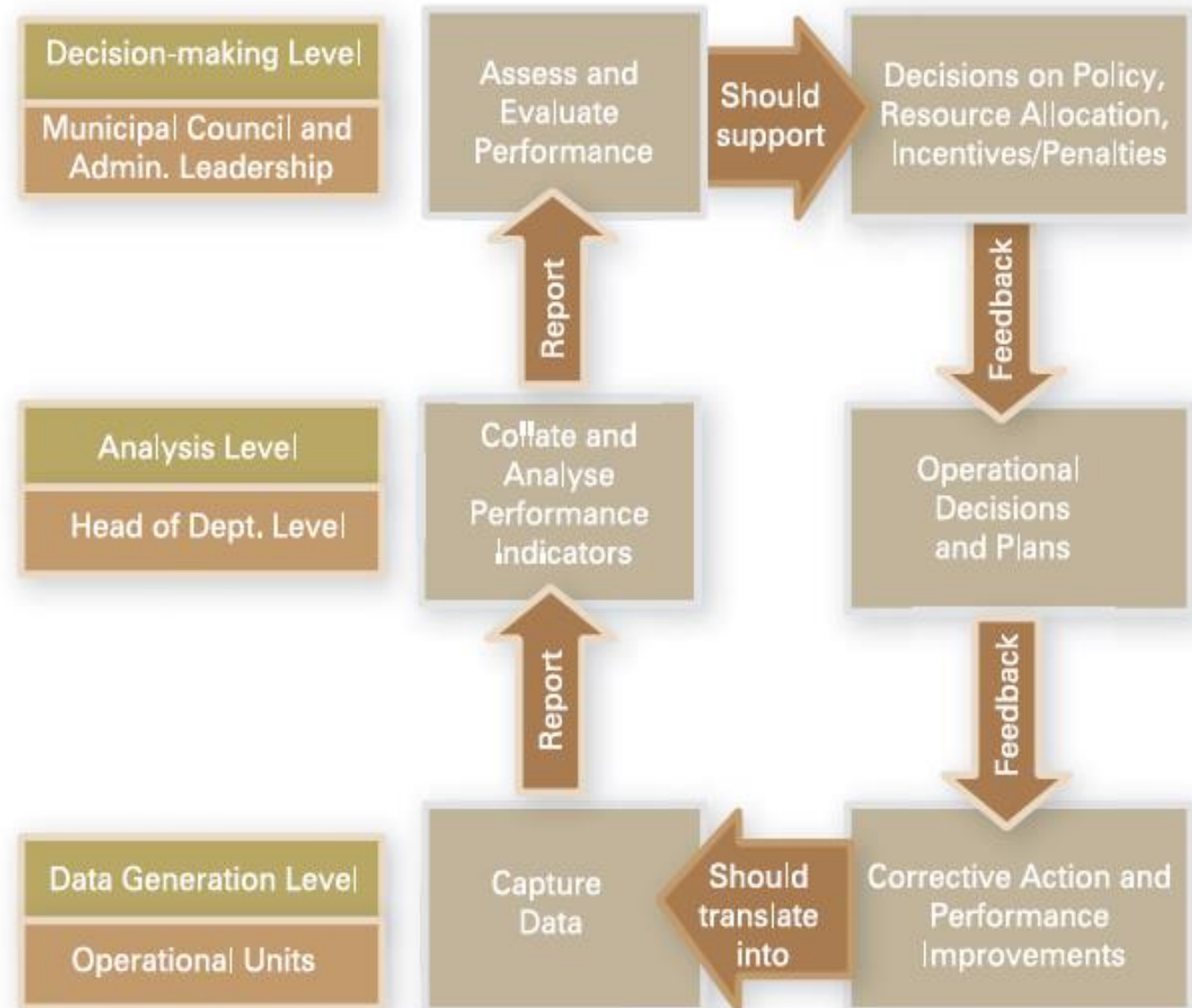
MINISTRY OF URBAN DEVELOPMENT  
GOVERNMENT OF INDIA

## HANDBOOK OF SERVICE LEVEL BENCHMARKING

## Performance Assessment System



FIGURE 1: PERFORMANCE  
MANAGEMENT SYSTEM



# PAS

Performance Assessment System

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

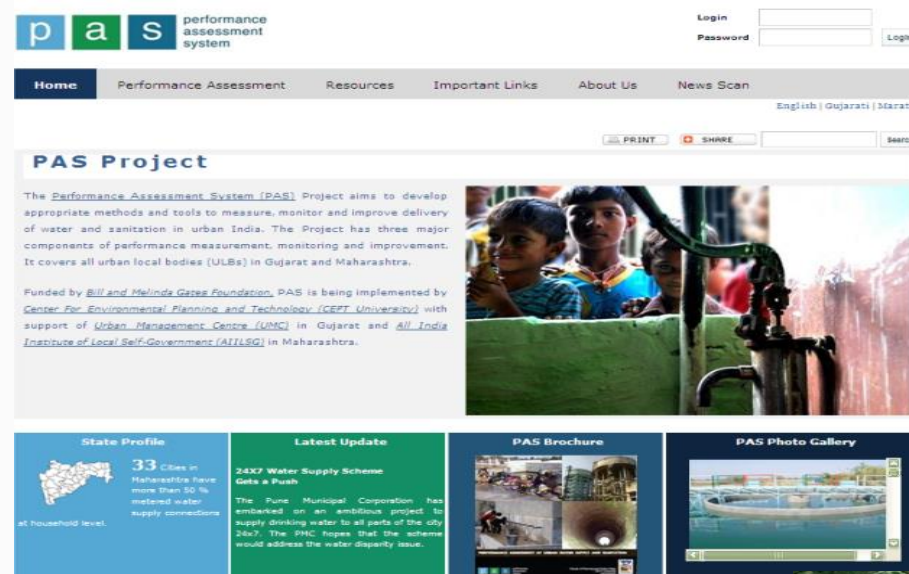
covering **76 million**  
urban population

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

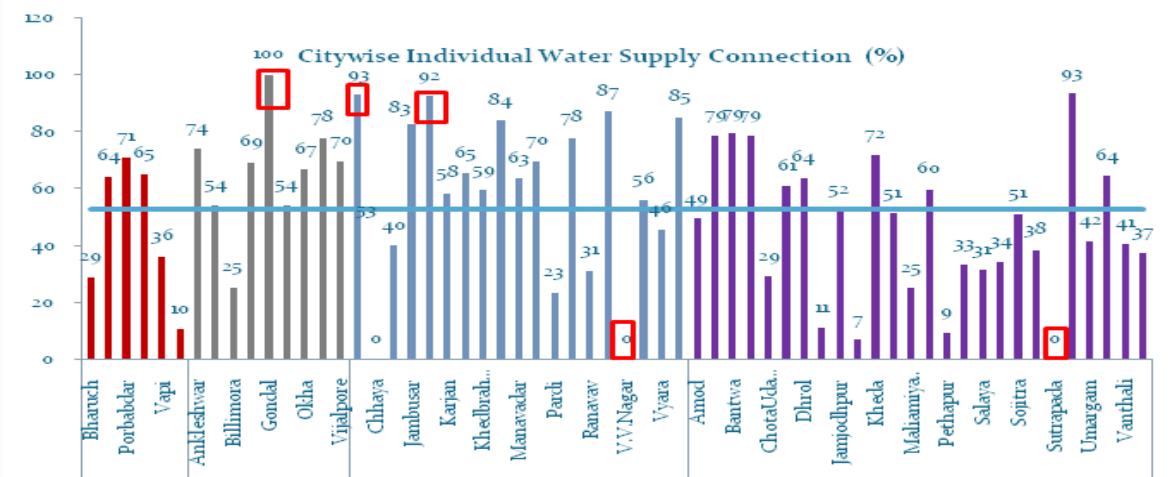




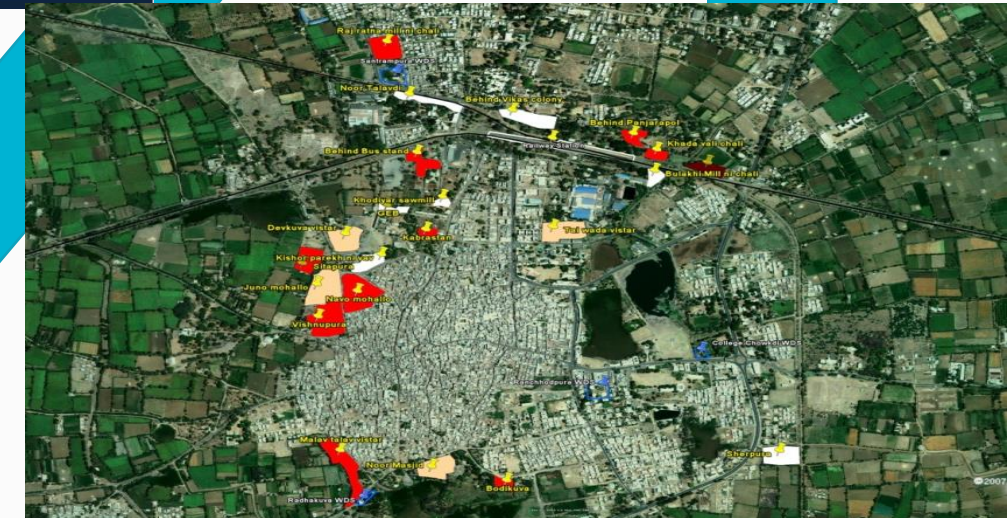
# Components of PAS project



Performance  
Monitoring



Performance Measurement



Performance  
Improvement



END

