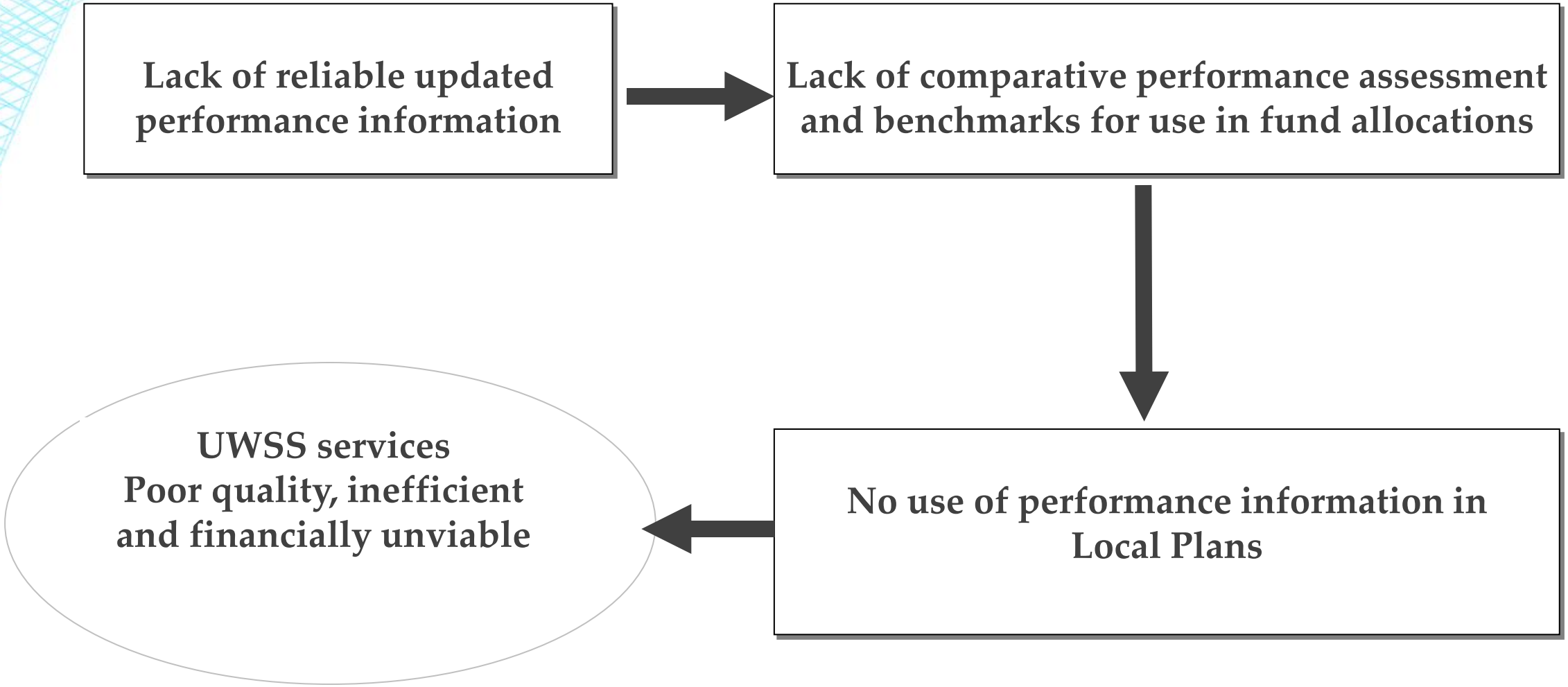
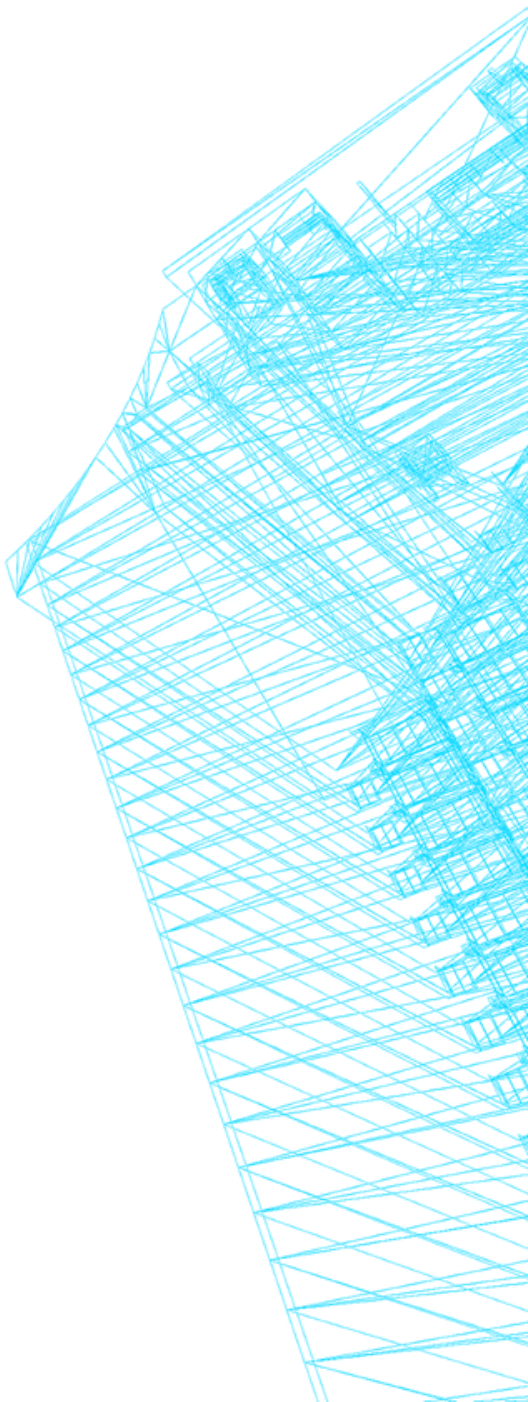
SERVICE LEVEL BENCHMARKS (SLB)

Workshop on service level benchmarks
Goa, 6th February 2014

Why do we need SLB?



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**

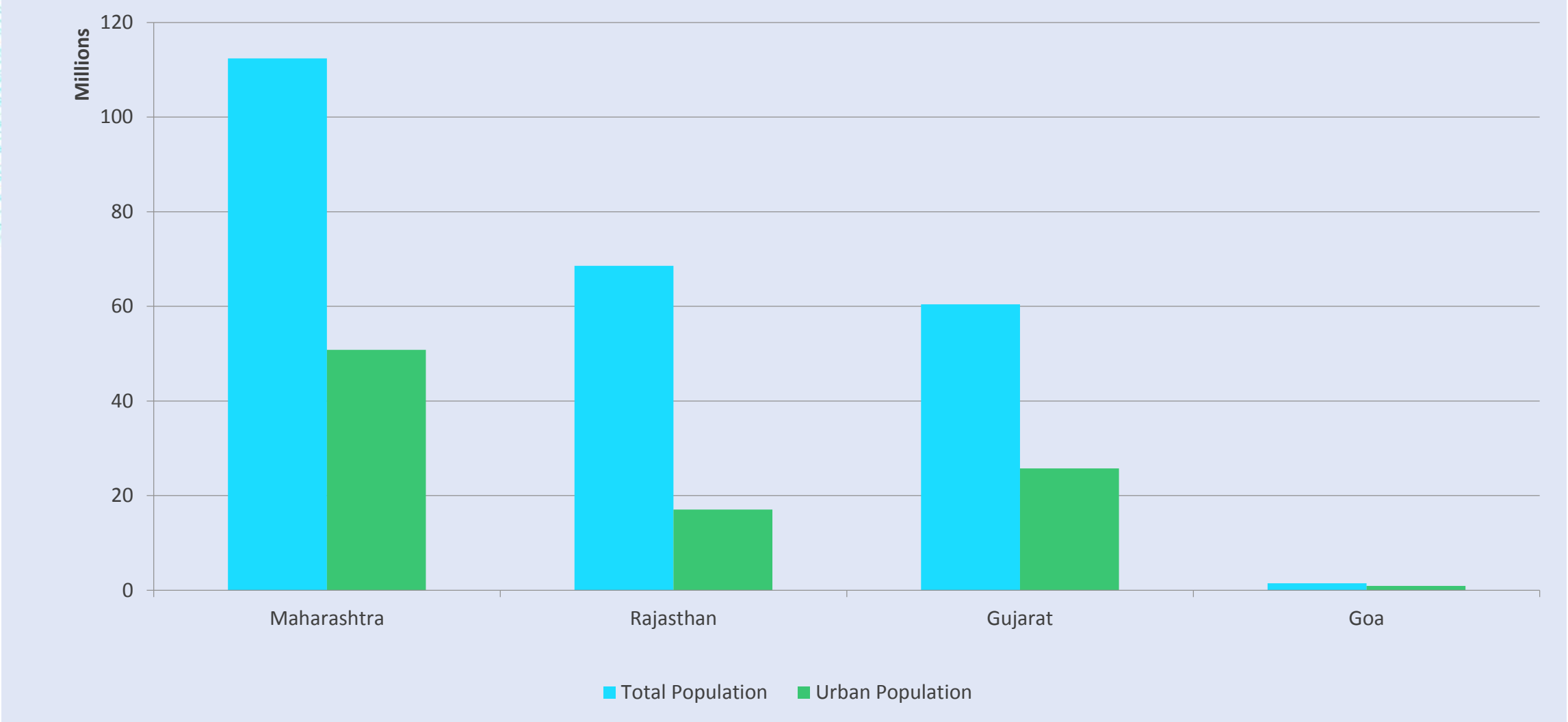
12.6% OF HHs RESORT TO **OD**

WESTERN STATES

Water and sanitation situation

TOTAL POPULATION

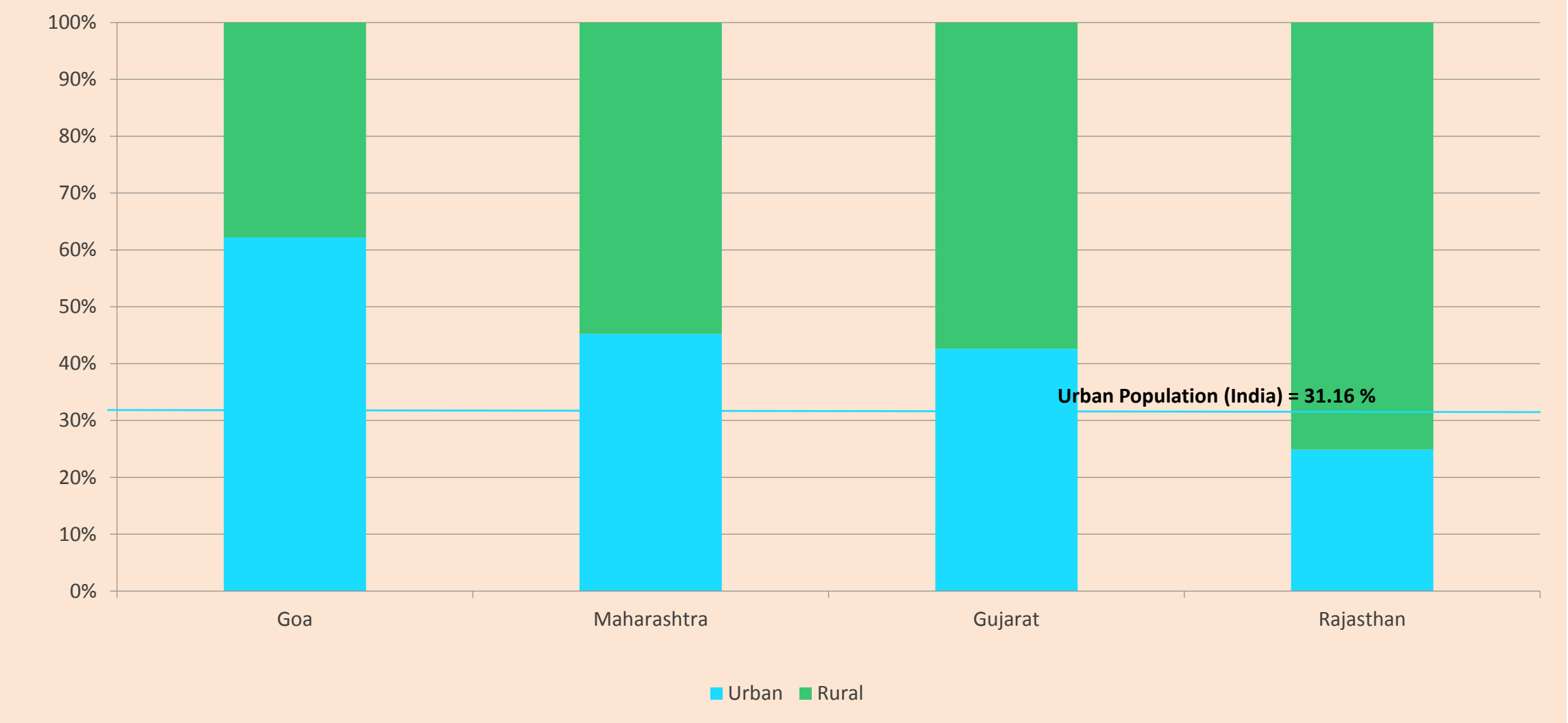
Total population vs. Urban population



Source: *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*

URBAN POPULATION

Percentage of Urban population



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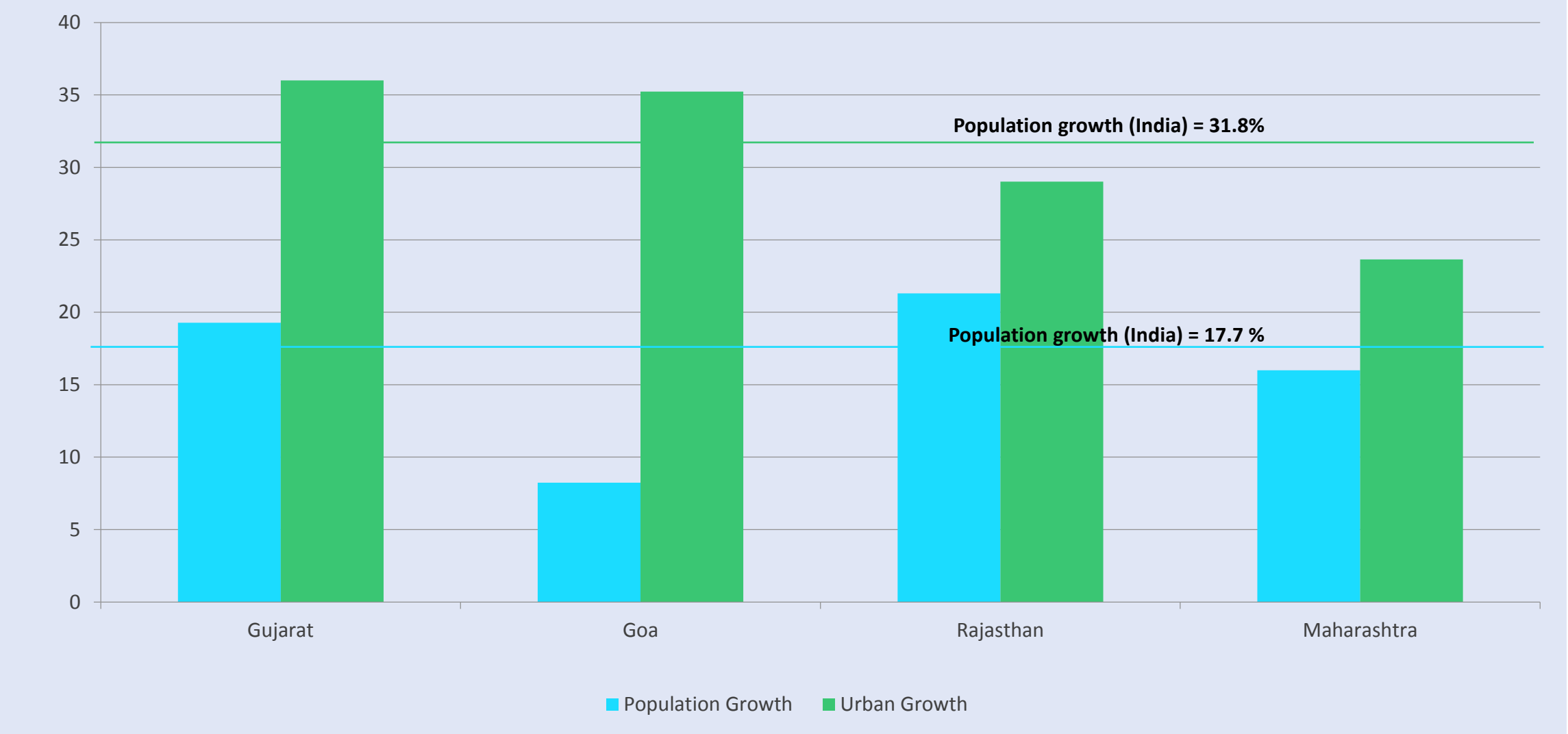
GROWTH OF POPULATION

Growth rate: Total population vs. Urban population



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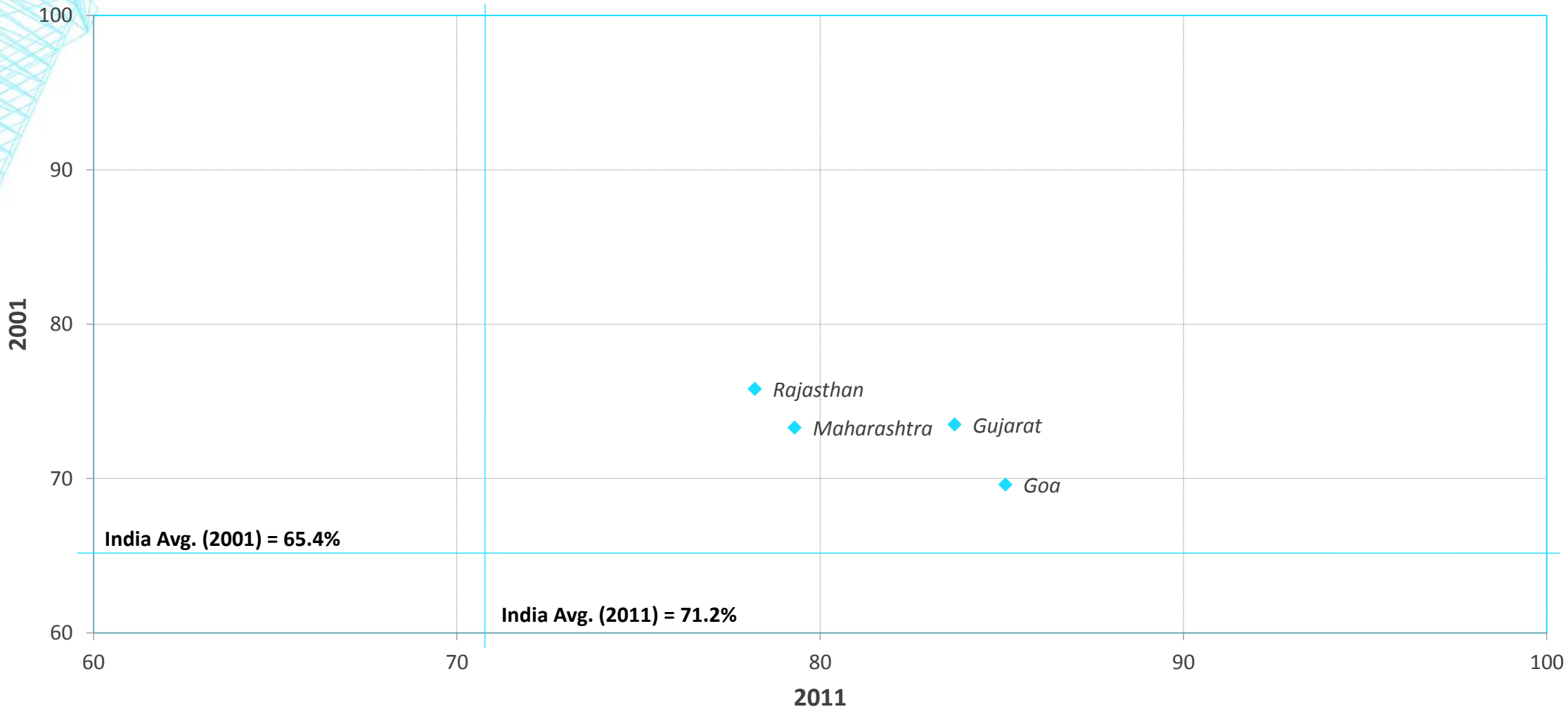
AVAILABILITY OF DRINKING WATER WITHIN PREMISES



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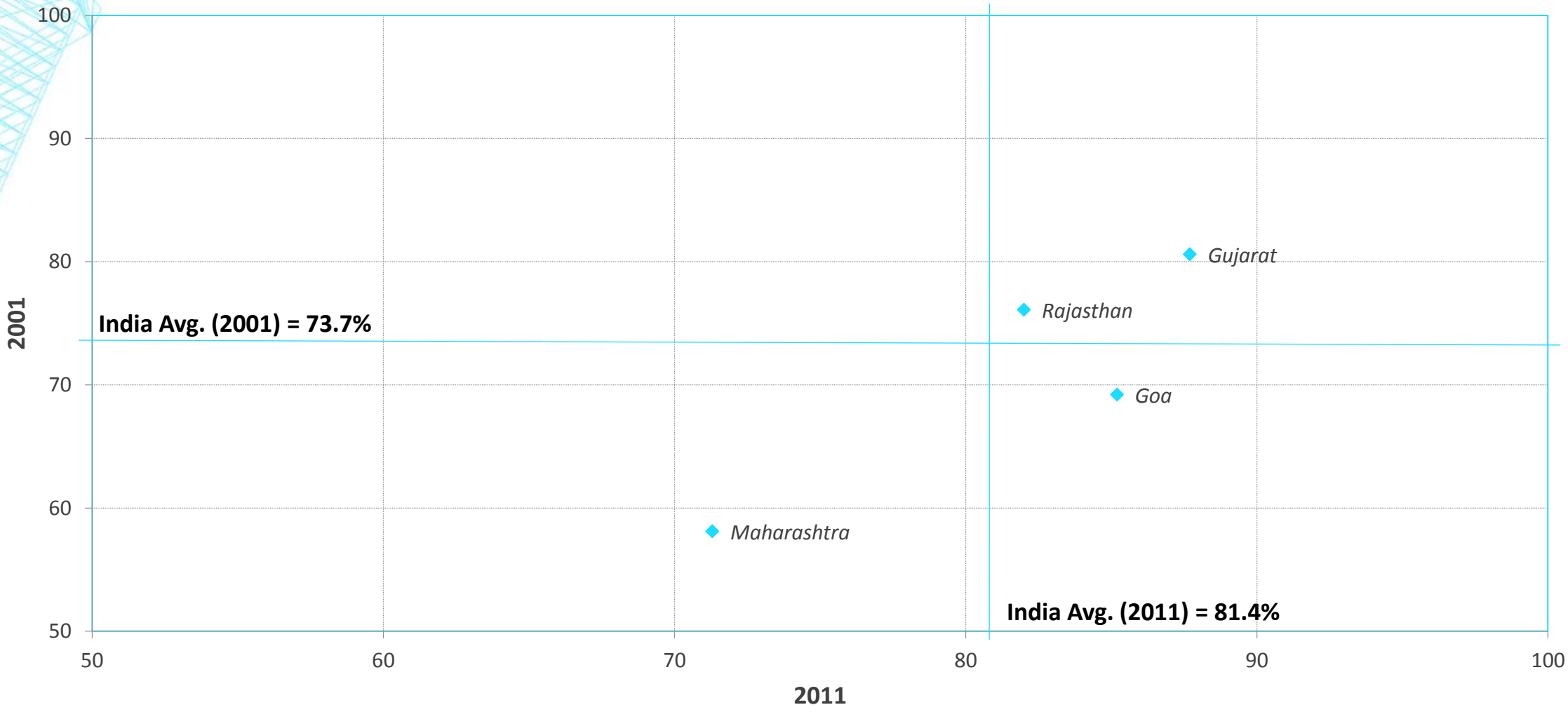
PERCENTAGE OF HOUSEHOLDS WITH ON-PREMISE TOILETS



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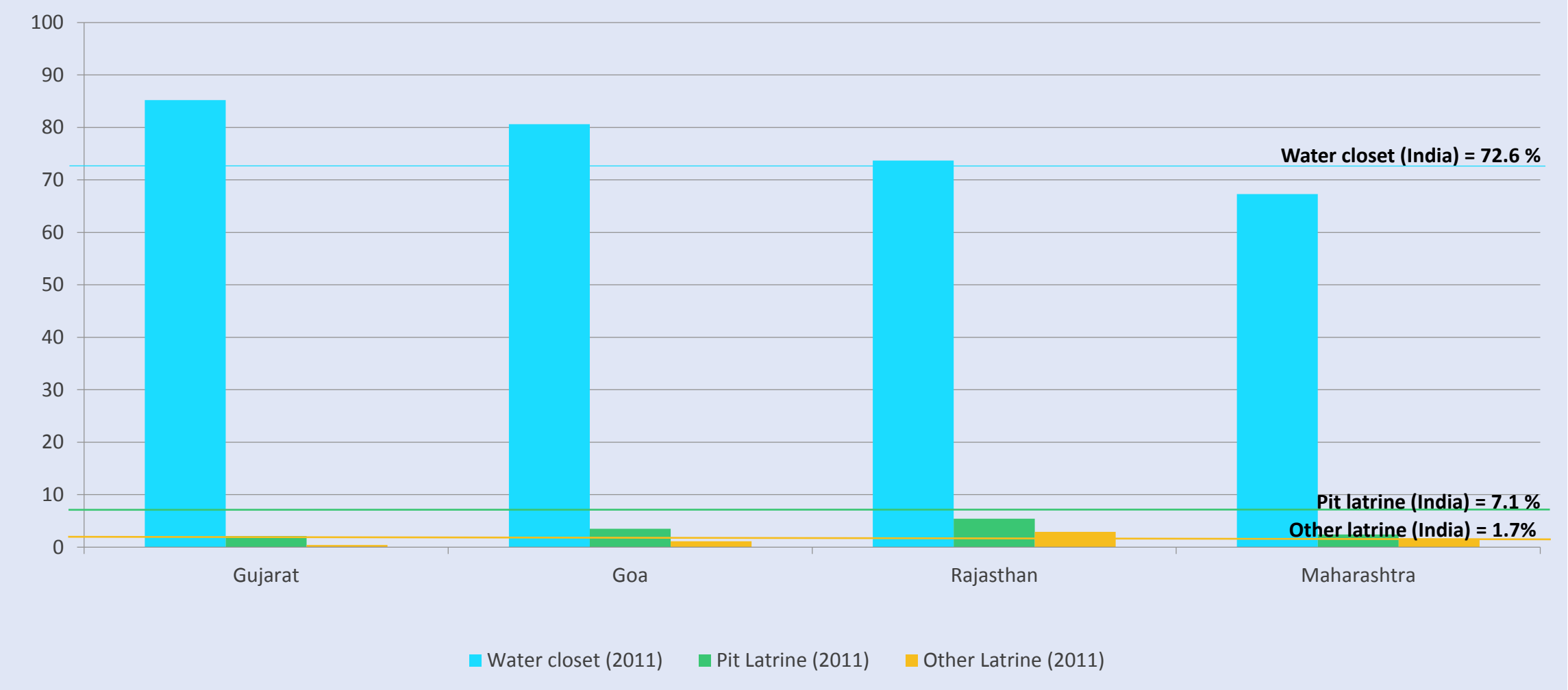
AVAILABILITY AND TYPE OF LATRINE FACILITIES

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



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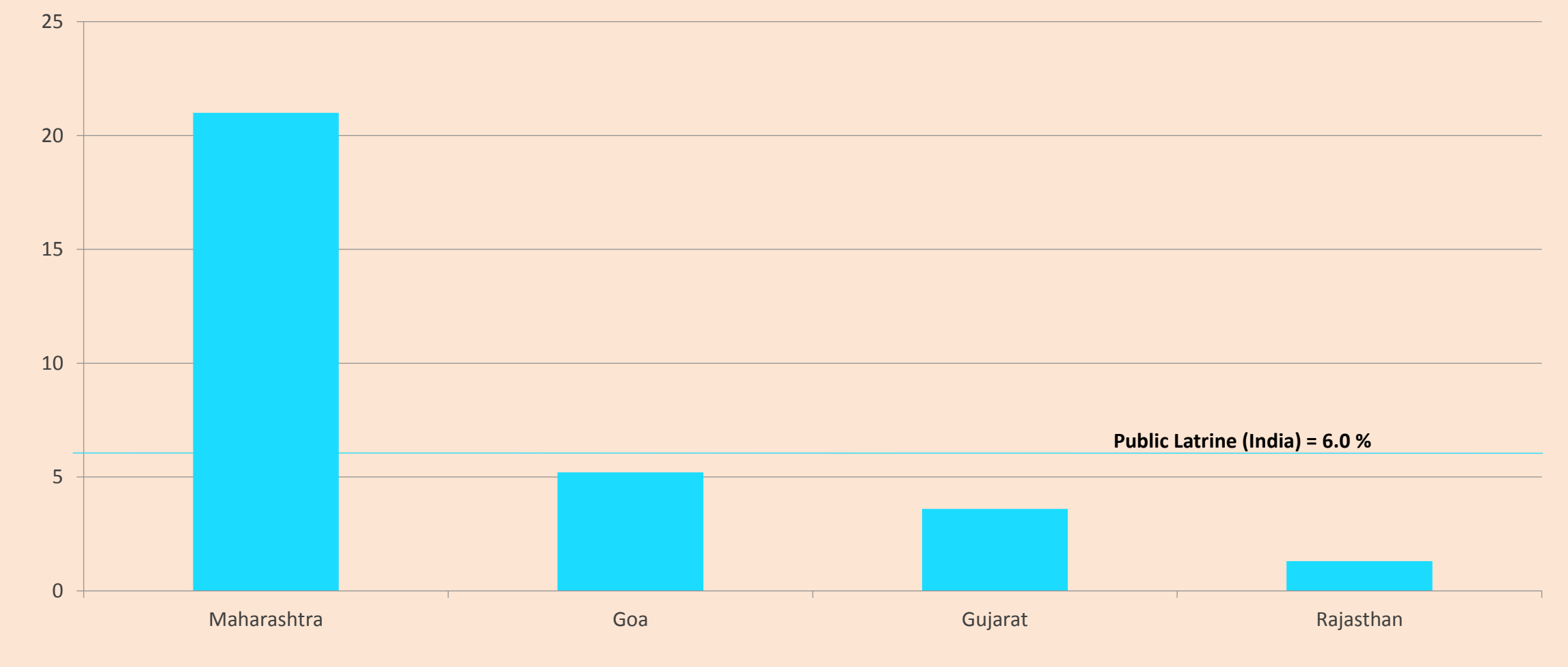
USAGE OF PUBLIC LATRINE

Percentage of households using public latrines



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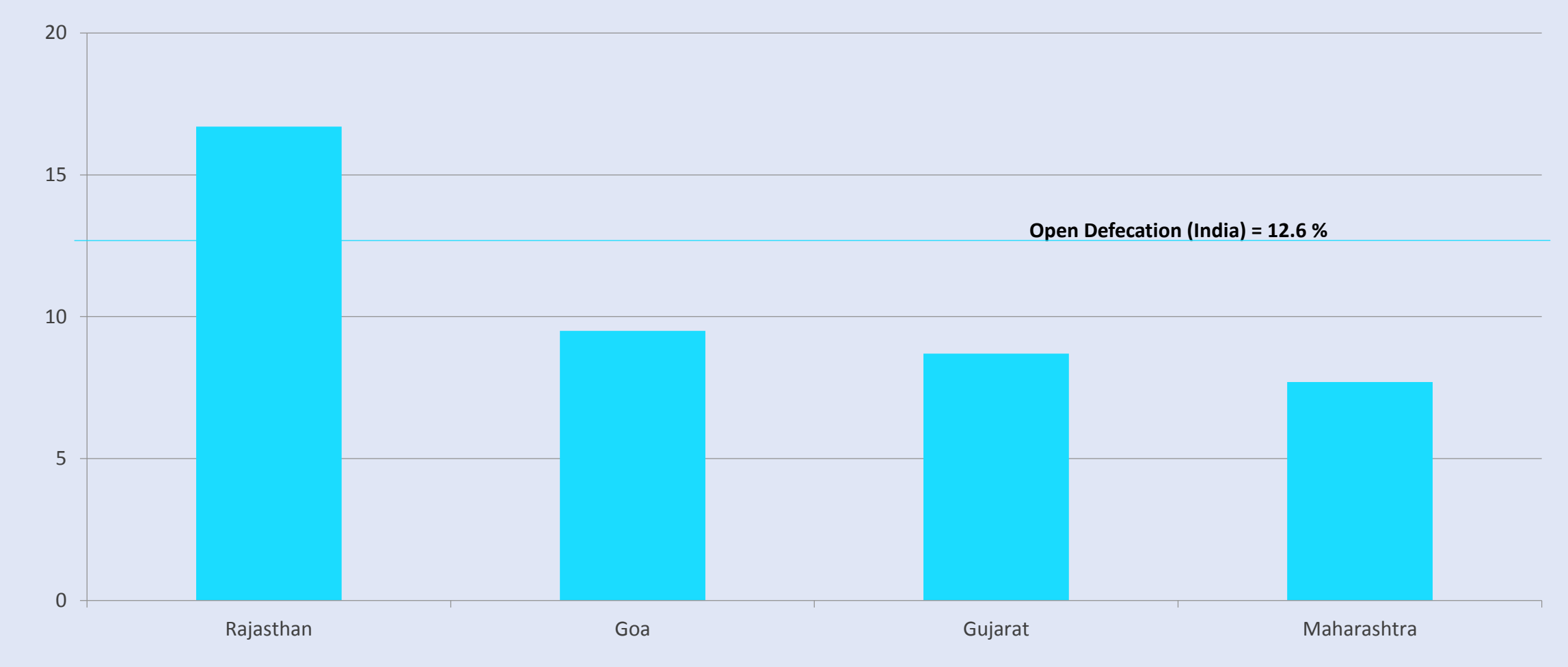
STATUS OF OPEN DEFECATION

Percentage of households resorting to open defecation



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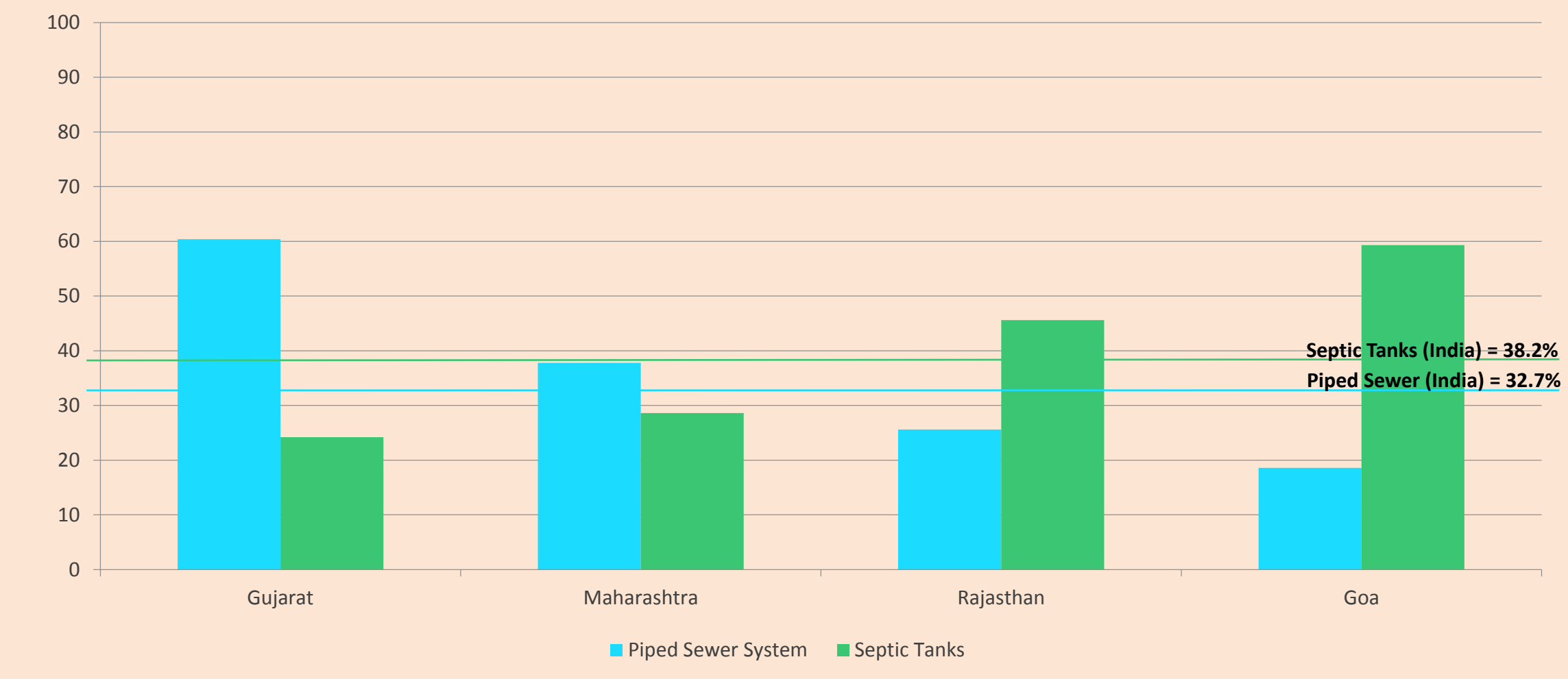
TYPE OF DISPOSAL SYSTEMS

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



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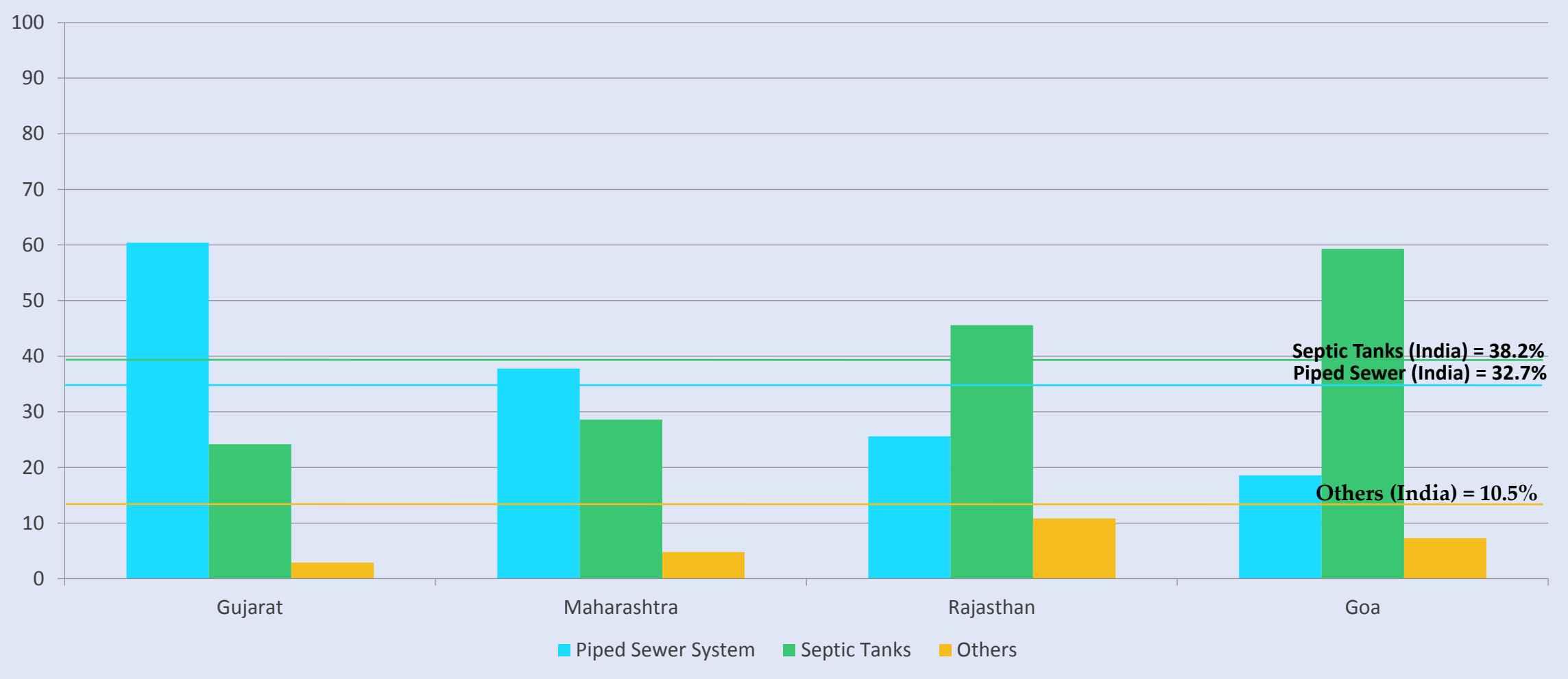
TYPE OF DISPOSAL SYSTEMS

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



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BENCHMARKING WATER AND SANITATION

WHAT IS BENCHMARKING?

- Simple question, difficult answers

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

WHAT IS BENCHMARKING?

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

bench

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marker

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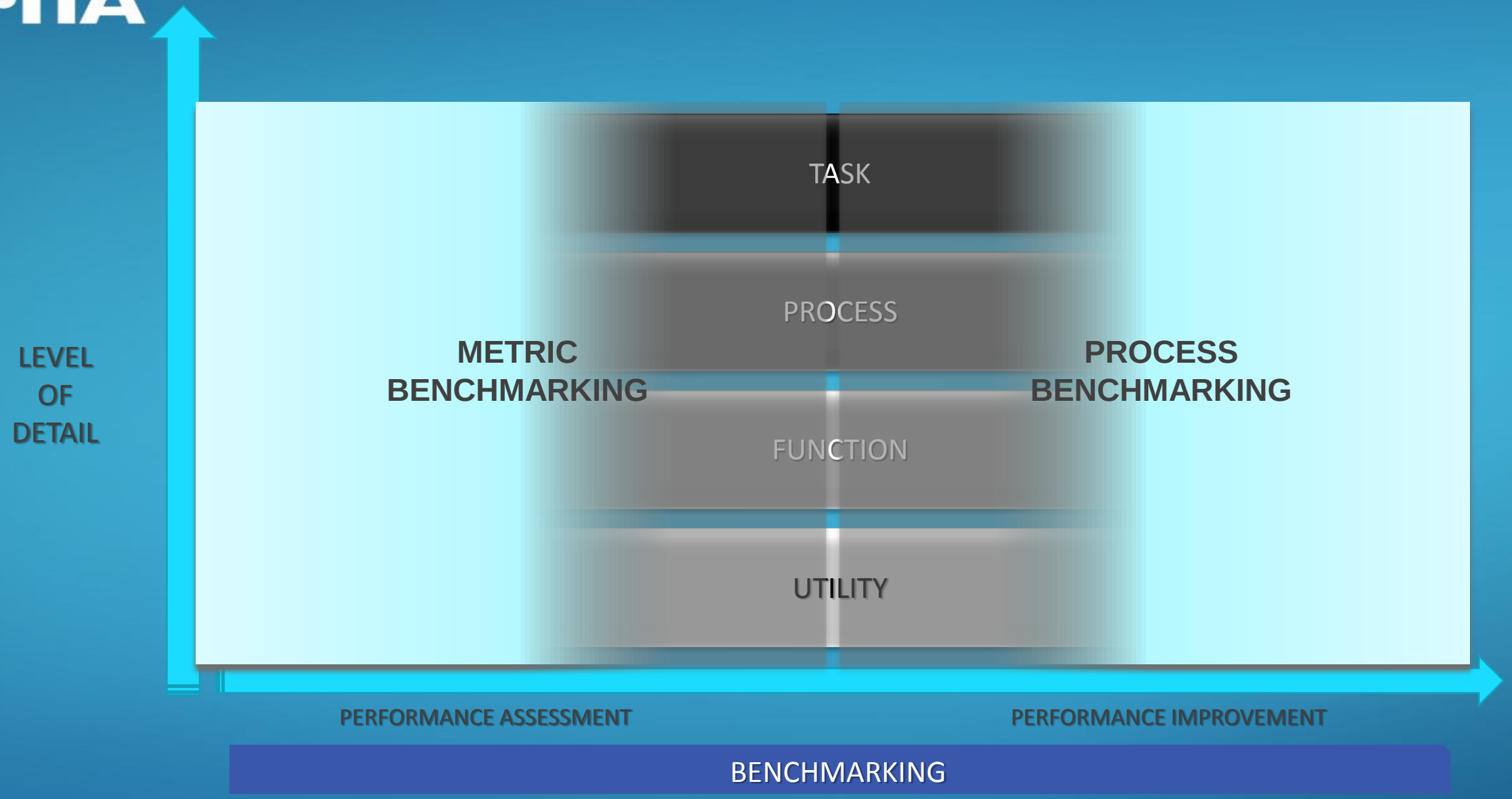
Source: Cabrera E (2011), Presentation at AIILSG Mumbai



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

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

Xerox: benchmarking companies and processes

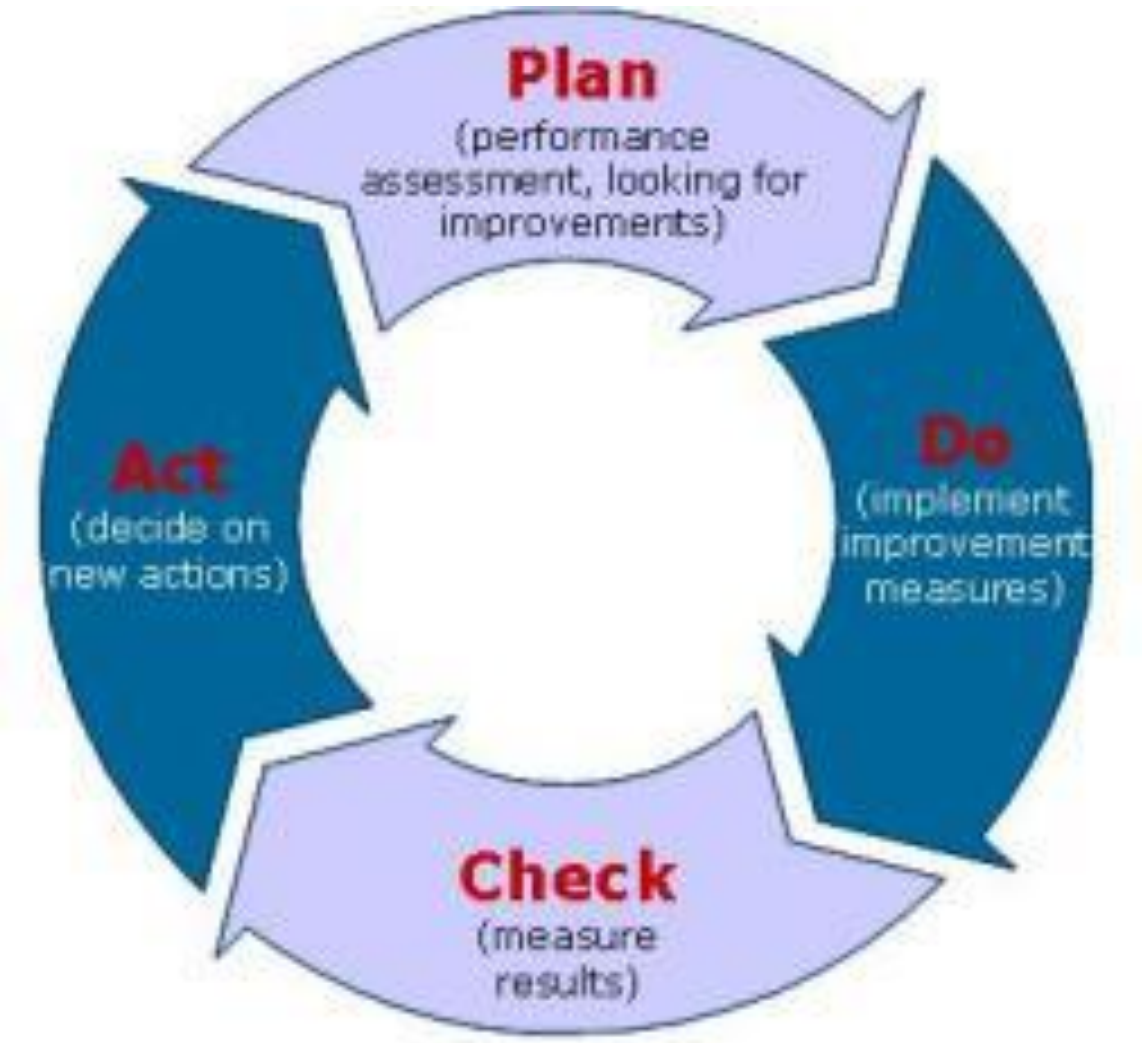
Company	Process
American Express	Collections
American Hospital Supply	Inventory control
AT&T	Research and development
Baxter International	Employee recognition; human resources management
Cummins Engine	Plant lay-out and design; supplier certification
Dow Chemical	Supplier certification
Florida Power 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

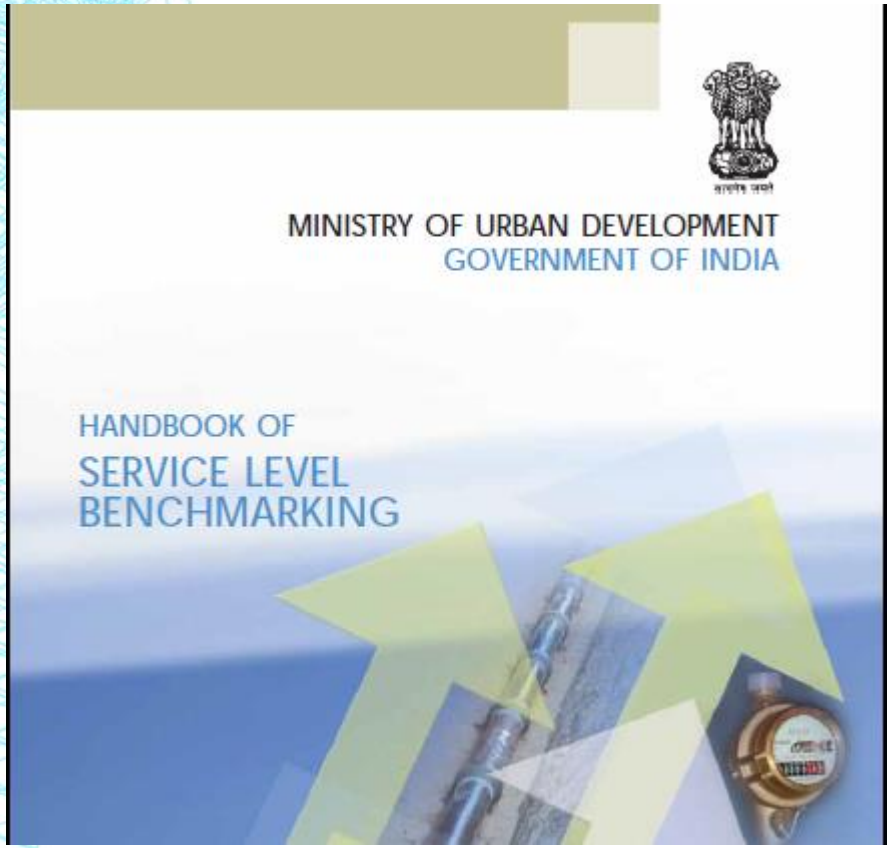
Xerox benchmarking results:

- 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%

Setting up a Benchmarking System

- 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

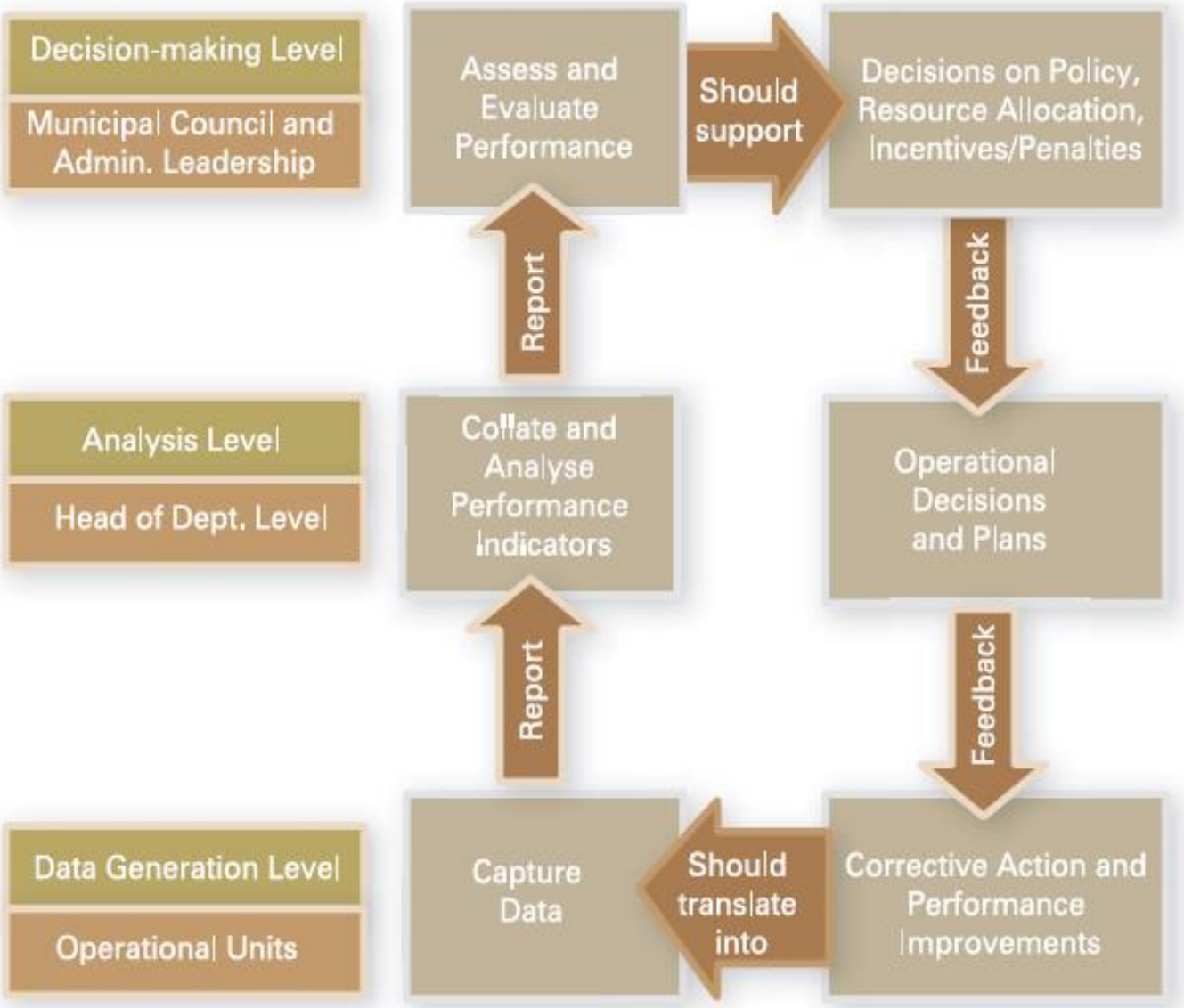




Performance Assessment System

pas performance assessment system

FIGURE 1: PERFORMANCE MANAGEMENT SYSTEM



Benchmarking a City

PERFORMANCE ASSESSMENT

Indicator	2002
Population served	538,600
Water supply connections	131,136
No of Employees	762
Unaccounted for water	32%
Working Ratio	0.62
Staff per 1000 connections	5.66
Service coverage – water supply	85%
Average domestic tariff (Rs/m^3)	0.18

Is this city well performing?

Benchmarking a City

PERFORMANCE ASSESSMENT: COMPARISON OVER TIME

KPI	2000	2001	2002
Population served	460,900	480,000	538,600
Water supply connections	94,724	112,427	131,136
No of Employees	713	730	762
Unaccounted for water	24%	28%	32%
Working Ratio	0.82	0.67	0.62
Staff per 1000 connections	7.20	6.49	5.66
Service coverage – water supply	75%	80%	85%
Average domestic tariff (Rs/m^3)	0.30	0.40	0.45

The same city….is it performing well now?

PAS

Performance Assessment System

in over **400+**

cities in two states

covering **76 million**

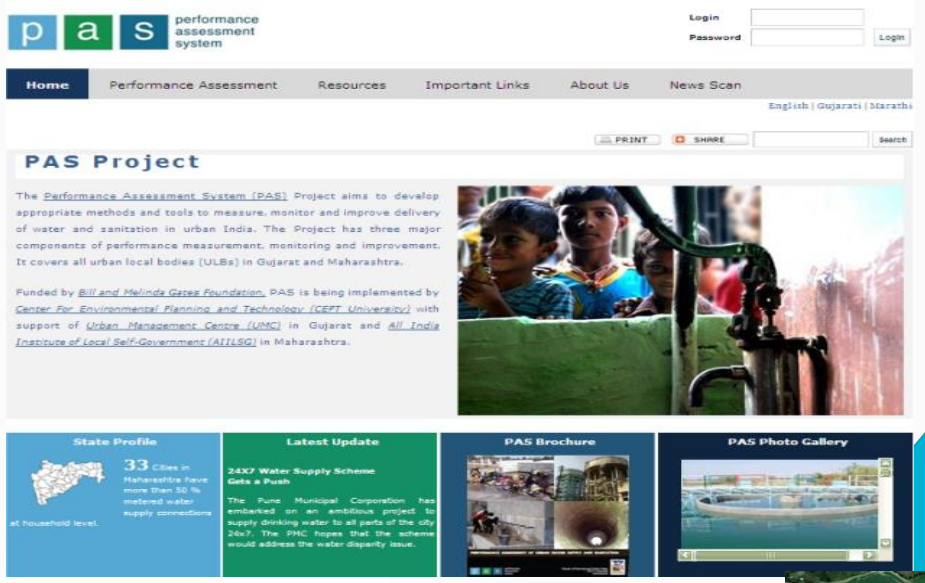
urban population

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

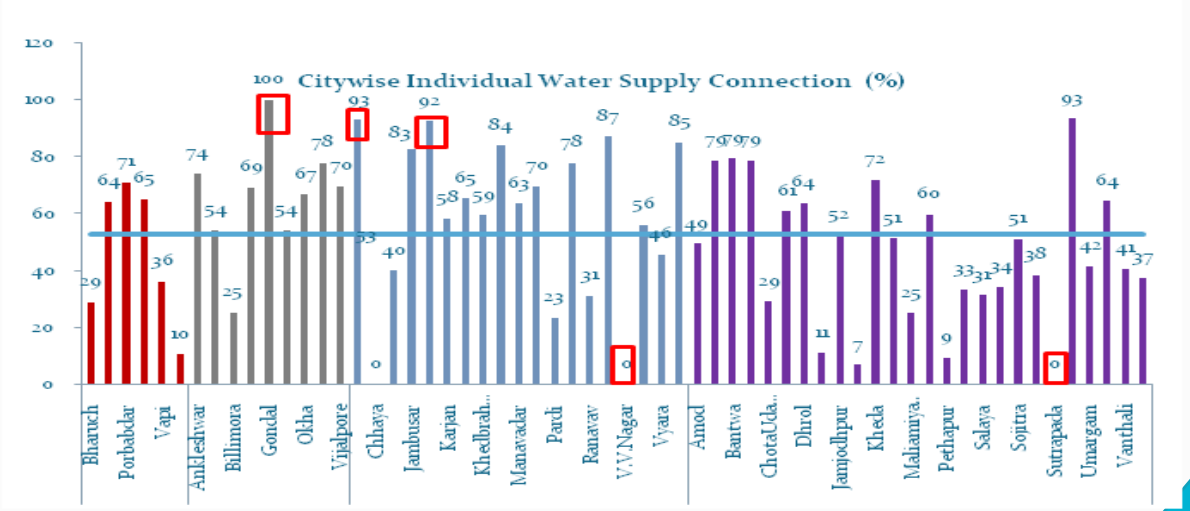




Components of PAS project



Performance Monitoring



Performance Measurement

Performance Improvement

END