

PROVINCIAL WORKSHOP ON PERFORMANCE BENCHMARKING IN PUNJAB WASAs

June 12-13, 2007

**ORGANIZED BY: HUD&PHED AND WSP-SA,
WORLD BANK**

OPTIONS FOR INSTITUTIONALIZATION OF BENCHMARKING IN PUNJAB

BENCHMARKING FOR PERFORMANCE IMPROVEMENTS IN PUNJAB WASAs

**Masroor Ahmed, WSP-SA
(Islamabad-Pakistan)**

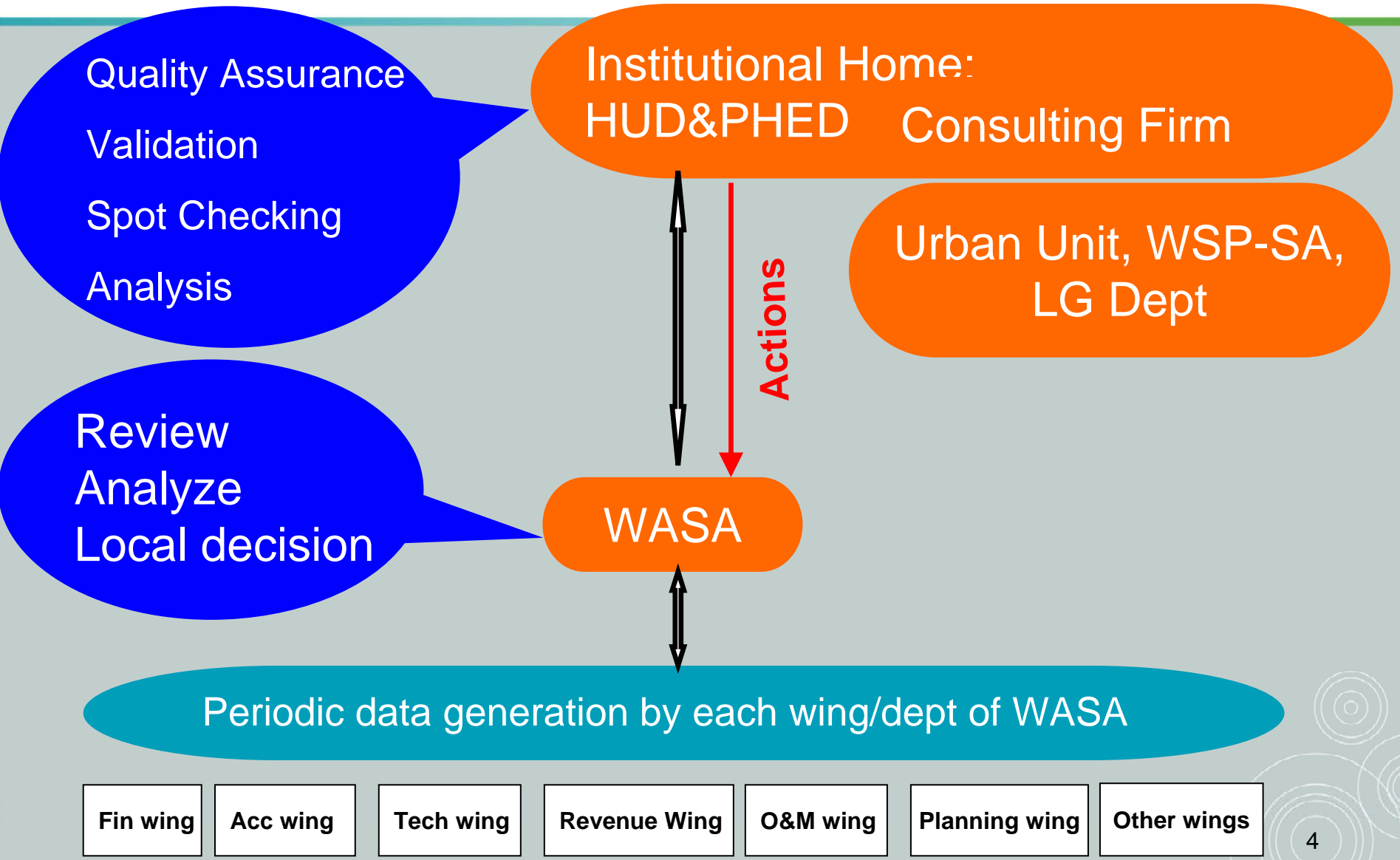
June 12, 2007

***Provincial Data Dissemination Workshop on
Performance Benchmarking***

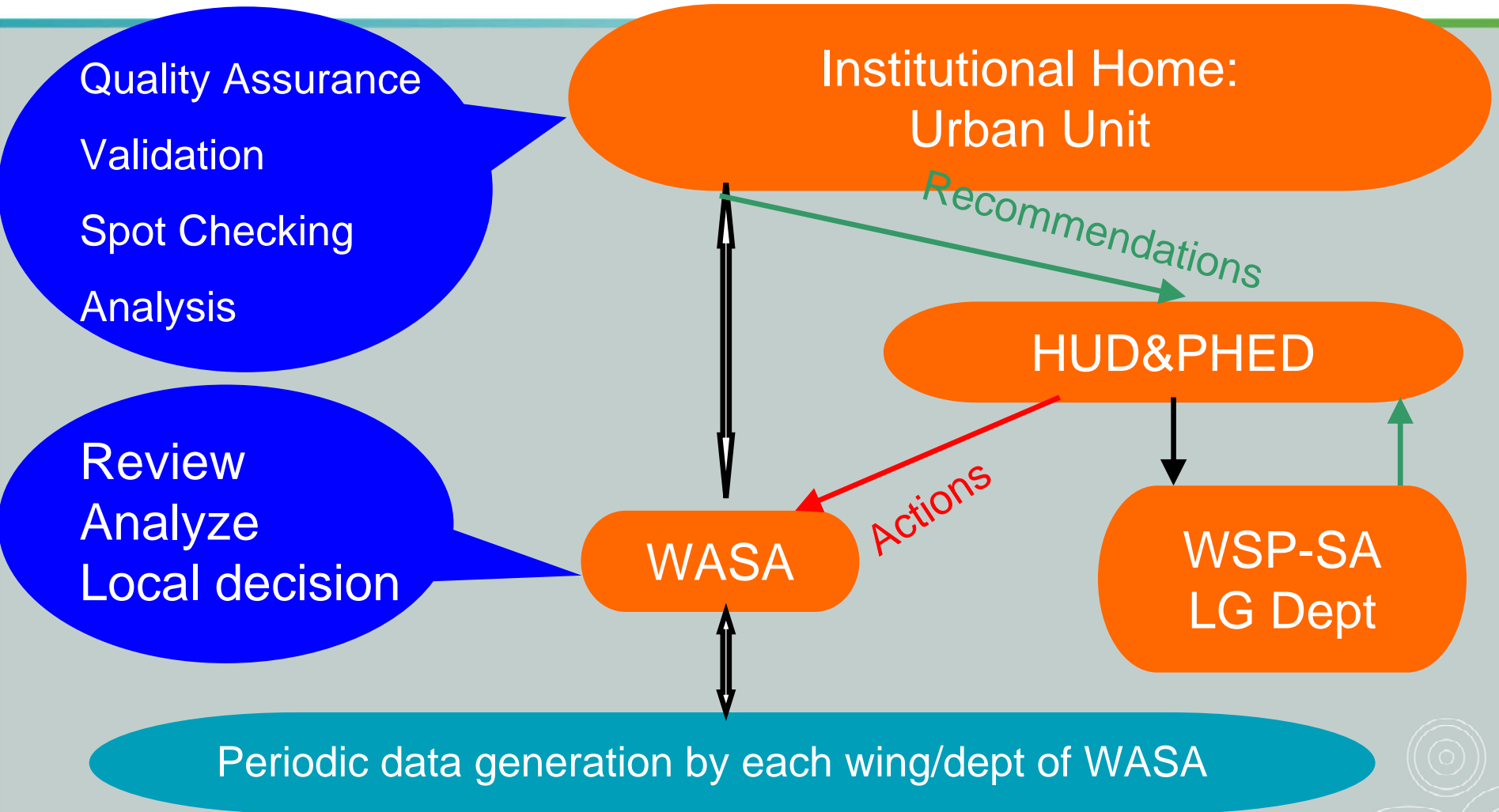
Objective:

**Finding an Institutional Home for
Benchmarking**

Option I – HUD&PHED

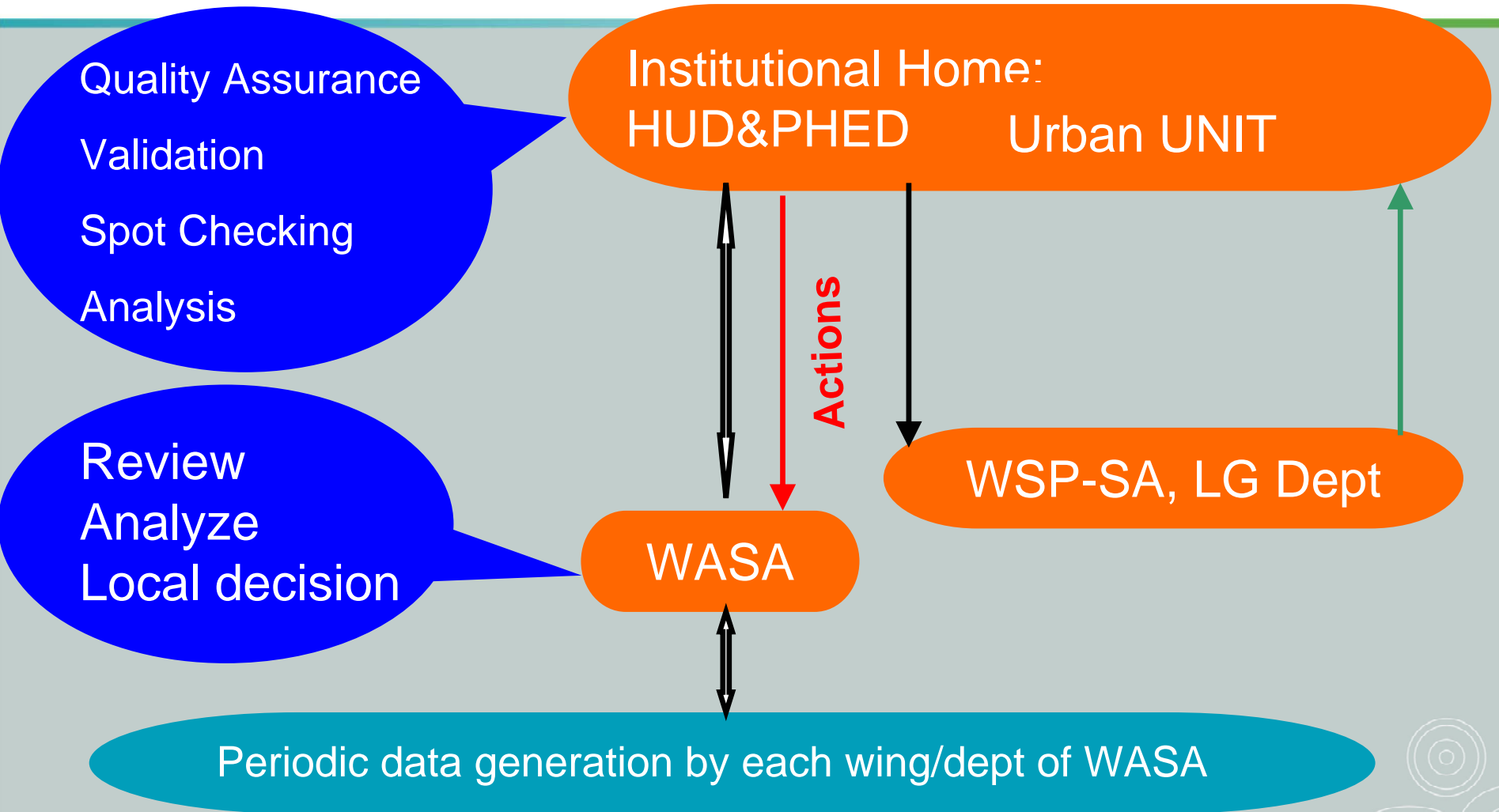


Option II – Urban Unit



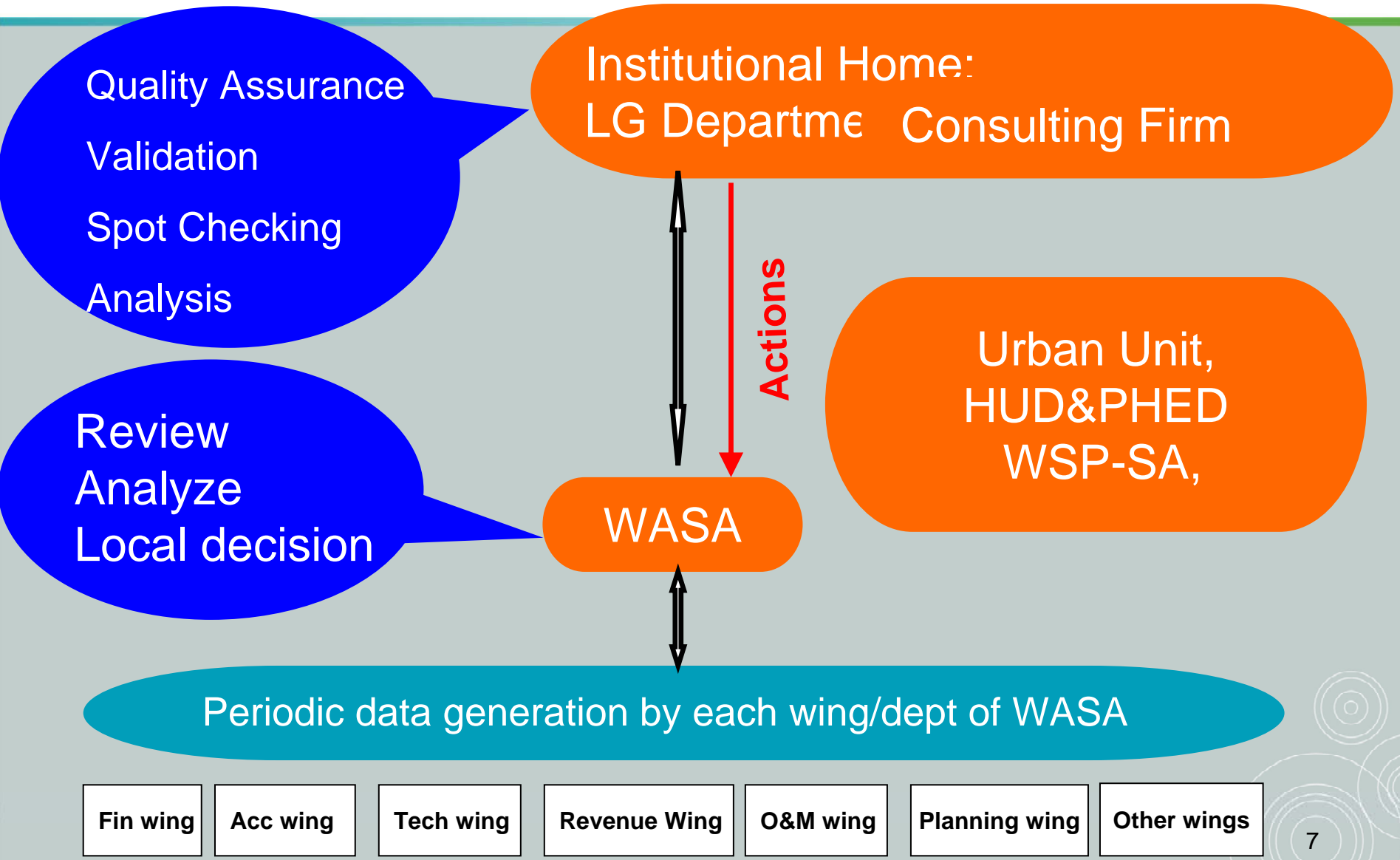
- Fin wing
- Acc wing
- Tech wing
- Revenue Wing
- O&M wing
- Planning wing
- Other wings

Option III – HUD&PHED



- Fin wing
- Acc wing
- Tech wing
- Revenue Wing
- O&M wing
- Planning wing
- Other wings

Option IV – LG Department



Summary of Options

Actions	Option I	Option II	Option III	Option IV
Institutional Home	HUD&PHED	Urban Unit	HUD&PHED	LG Department
Data generation	WASA	WASA	WASA	WASA
Quality assurance	HUD&PHED Consulting firm UU/WSP/LG dept	Urban Unit	Urban Unit	LG Department Consulting firm UU/WSP/HUD&PHED
Decision on action based on analysis	HUD&PHED	HUD&PHED	HUD&PHED	HUD&PHED

How to Institutionalize

HUD&PHED

- ❖ Notification of institutional home with roles of each stakeholder
- ❖ Designate a focal person to coordinate the whole process
- ❖ Place incentives & disincentives for WASAs
- ❖ Notify the indicators to WASAs with frequency of data submission
- ❖ Get the submitted data analyzed - the Urban Unit
- ❖ Take presentations on quarterly basis from WASAs on submitted data
- ❖ Discuss on analysis and decisions (actions)
- ❖ Set criterion for performance grants against (with Urban Unit)
- ❖ Coordinate release of performance grants through P&D, Finance department on the basis of the recommendation of Urban Unit
- ❖ Initiate quarterly incentive program (cash/certificate) for WASA group of staff (e.g. revenue wing, billing wing, etc) for outstanding performances

How to Institutionalize

- ❖ **Direct WASA to submit copy of the periodic data to City Nazim and make a presentation to the city council**
- ❖ **Periodically publish a performance report on the state of WASAs**
- ❖ **Encourage WASAs to get demand side picture through sample surveys on agreed indicators and submit analyzed report**
- ❖ **Explore opportunities with stakeholders, particularly WSP-SA and others like WB, ADB etc for capacity building and exposure of WASA staff on benchmarking**
- ❖ **Initiate a accredited training program for WASA management and technical staff in public and private institutes**
- ❖ **Initiate ISO certification program with support of stakeholders and others**
- ❖ **Encourage WASAs to move from Metric Benchmarking to process benchmarking in due course of time with the support of WSP-SA**

City District Governments:

- ❖ **Establish close coordination with WASAs**
- ❖ **Receive periodic data from WASA and circulate it among councilors**
- ❖ **Hold a debate on the WASA data on quarterly basis in the presence of WASA staff**
- ❖ **Initiate quarterly cash incentive program for outstanding group pf performer in WASA**

How to Institutionalization

WASAs:

- ❖ **Designate a focal person to keep liaison with stakeholders (HUD&PHED, CDG, Urban Unit, WSP-SA others) on regular basis**
- ❖ **Focal person constitute a team having representation from all sections/wings of WASA to work collectively on data generation/analysis**
- ❖ **Develop an action plan with roles and responsibilities of team members with time lines**
- ❖ **Collect data on periodic basis**
- ❖ **Analyze and compare the performance with previous quarter data and other WASAs**

How to Institutionalization

WASAs:

- ❖ **Hold periodic meetings of senior management under the MD**
- ❖ **Review the decisions of the last meeting**
- ❖ **Extensive discussion on the local analysis feedback and analysis of the urban unit on previous quarter data**
- ❖ **Take local level decision for performance improvements on the basis of local analysis and urban unit feedback**
- ❖ **Initiate quarterly cash incentive system to best performer among staff**
- ❖ **Encourage its staff to get paid diploma and other short courses and relevant field from public and private institutes**

Submission of concept note on

- ❖ **Institutionalization of Benchmarking**
- ❖ **Options and strategy**
- ❖ **Action Planning**

to HUD&PHED for further dissemination to stakeholders and decisions

THANK YOU!!

