

COMPREHENSIVE PROPOSAL FOR INSTITUTIONAL DEVELOPMENT FOR THE NATIONAL WATER SUPPLY AND DRAINAGE BOARD (NWSDB)

The proposal developed by 7 professionals of various disciplines in the National Water Supply and Drainage Board (NWSDB) of Sri Lanka for transforming the NWSDB to be the “MOST PRESTIGIOUS UTILITY ORGANIZATION IN SOUTH EAST ASIA” is described in this paper. The objectives, method of approach, strategy to be adopted and the development of short term and long term action plans has been described so that the sectional heads will be able to work with the subordinates in contributing to achieve the overall goals by implementing strategic activities by them. The theme behind the entire process will be change of attitudes of employees at all levels to work with dedication and be proud of each employee’s contribution. Activities which will be incorporated under Comprehensive Institutional Development Program shall be combined with the Corporate Plan ¹(CP), so that those will become integral part for achieving the corporate goals. The immediate action plan and the mechanism to develop the short term and long term action plans has been described.

The management of the NWSDB led by the Chairman Mr. Channa Amarasingha and the General Manager Mr. M. Wickramage is leading the implementation process with agreed monitoring mechanism. The discussions commenced during the 3rd week of May 2006. It will be possible to present the actual outcome of the implementation process within six months as the most critical activities in finalizing the CP have to be completed by August 2006. While the activities identified under IDP will proceed immediately, the corporate actions to be finalized in August 2006 will be implemented starting from January 2007. The team has agreed to work as facilitators throughout the implementation process.

Objectives of the Program

- Change attitudes of employees at all levels towards achieving improved Productivity and Customer Care
- Aim at achieving Corporate Goals (to be reviewed)
- All employees to work with the Vision to achieve the Goals
- Recognition of contribution of each employee through participatory approach

Method of Approach

The methodology proposed is to establish Work Improvement Teams (WIT) in each section in the NWSDB, consisting of representation from all categories of employees. One or two members from each category of employees nominated by them in each section shall form the Work Improvement Team (WIT) chaired by the head of that section.

During the period of discussions on obtaining the concurrence of the senior management for the proposal, a team of consultants appointed by the Japan Bank of International Cooperation (JBIC) started facilitating the revision of the Corporate Plan of the NWSDB. Initial discussion was held on deciding a new Vision, Goals and Strengths and Weaknesses of the NWSDB. According to this proposal, the first step was to agree on a new Vision, Goals and Strategies so that sectional heads will be able to obtain a feedback from subordinates and incorporate their suggestions. The draft Vision and Goals have been made available to section heads at the time of writing this paper. It was decided that strategic activities to be identified under IDP, shall be a component of the

¹ The present Corporate Plan covers the period from 2002 to 2007

Corporate Plan to achieve overall Goals of the NWSDB. The Vision agreed was “TO BE THE MOST PRESTIGIOUS UTILITY ORGANIZATION IN SOUTH EAST ASIA”

It has been decided to combine all the assistance received under various projects for NWSDB for IDP and incorporate in to the Comprehensive IDP under the corporate activities.

NWSDB received consultancy assistance for Enterprise Wide IT Solution under the Indian Line of Credit. Improvement of identified work processes, integration and computerization combined with advance communication combined with training are the key inputs.

Those WITs are expected to develop Action Plans to achieve the corporate goals relevant to their sections. These Action Plans shall include essentially the items aimed at Changing Attitudes of employees at all levels for improving work processes in each section aimed at improved Productivity and Customer Care. The concept behind this approach is to inculcate sense of ownership and to get every employee in to decision making process. The Vision shall be driven in to each and every employees’ heart and all should work towards realizing the Vision by achieving the goals of the NWSDB.

WITs in all sections shall be informed of the need to contribute to the development of the Corporate Plan. The PITs after studying the reviewed Corporate Goals, Strategies and Action Areas, for which that section can contribute, should make all the employees aware of the possible contributions by them and conduct discussions to ascertain the quantum of contribution the section could contribute. The inputs from the employees in each section refined by the WIT will make it possible for the section heads to contribute confidently to Revise and Update Corporate Goals and strategies in the Corporate Plan.

The Institutional Development Project (IDP) team will prepare discussion materials for each section to facilitate identifying possible activities which could be proposed to be implemented by that section to contribute towards Corporate Goals.

Number of discussions as appropriate shall be conducted to finalize the Vision statement, Goals, Strategies and Action areas prior to the final workshop for finalizing the Corporate Plan.

The work on revising the Corporate Plan should follow immediately so that section heads will be able to contribute realistically for reviewing and updating and agreeing the on the Goals and strategies in the Corporate Plan. The Additional General Managers in charge of various sections and those Deputy General Managers who are in charge of sections shall be requested to present the actions proposed for achieving the overall Goals of the NWSDB.

Once the draft Corporate Plan is completed that should be made available to each section so that they will be able to develop short term and long term Action Plans for that section. This process will enable Transparency, Communication and Coordination of Activities of the entire NWSDB. Once Action Plans are finalized in each section, those shall be made available to all sections.

Suggested Strategic Activities to be included into the Corporate Plan by appropriate sections for improving Productivity and Customer Care:

- Improve Work environment
- Recognition of contribution of each employee
- Impartial treatment
- Awareness, Education and Training
- Exposure to well managed systems

- Improve work processes
- Improve the Processes identified for improving under Enterprise wide IT Solution project and contribute to the Management of Change
 - Procedures
 - Work Norms
 - List of duties
 - Cadre review
- Identify processes for Business process Reengineering
 - Field operation in providing service connections
 - Leakage control
 - Ensure that every customer is satisfied (Internal as well as external)
- Implement innovative STRATEGIES/ proposals to improve demand management
 - Implement Rain Water Harvesting Projects in Urban sector
 - Provide dual water supply/ Treated and untreated
 - Recycling waste water
- Identify and Implement appropriate technologies to improve quality as well as reduce costs
 - Alternative chemical for water treatment
 - Improved operation
 - Improve treatment processes of existing plants for higher capacity
- Ensure acceptable quality of water supplied
 - Improve existing treatment processes
 - Advice on corrective measures to quality problems
 - Low cost Rain Water Tanks
 - Appropriate pipes, construction materials
- Carryout research aimed at
 - Finding customer satisfaction
 - Customer behavior
 - Appropriate criteria for pipe water and point sources
 - Employee satisfaction and attitudes
 - Impact of providing water to communities
- Study multitasking in each section and ensure improved output
- Receive Quality assurance awards

A project for Enterprise Wide Information Technology Solution has been commenced under the Indian line of credit for the NWSDB. Although, with the implementation of this project, total integration of each sections are to be made, the integration of thinking of employees too is an essential and that too has to be accomplished with the IDP. In this exercise this will be accomplished and Visions for each section maybe developed if necessary so that overall Vision of the NWSDB is strengthened.

Guidelines developed by the IDP team for changing attitudes of employees at al levels have been made available to all the section heads. Those are enumerated below:

- Convince every employee that Productivity improvement is not working harder for the same salary but improving work processes so that everyone will be made accountable, delays minimized, customers are satisfied (**the customer may be a person requesting a service connection as well as the colleague who will take up the next step in the work process**)

- The employees in all sections should have a shared Vision so that whatever contribution made will be towards achieving that.
- Start with improvement of work place
- Need to improve various processes in the section
- Make use of Quality Circles and 5S
- Recognize suggestion for any employee
- Make aware of the need to Change the attitudes of all of us
- If assistance is needed from external sources, that could be made available
- Consider Reengineering all activities and establish improved work processes
- Monitor performance of each employee with the aim of recognizing by way of providing an award (even visit to foreign country)
- Ultimately the Unit Cost of water should drop and customer satisfaction should go up.
- This has to be measured in quantifiable terms.

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