

Characteristics of Well Performing WSS Utilities

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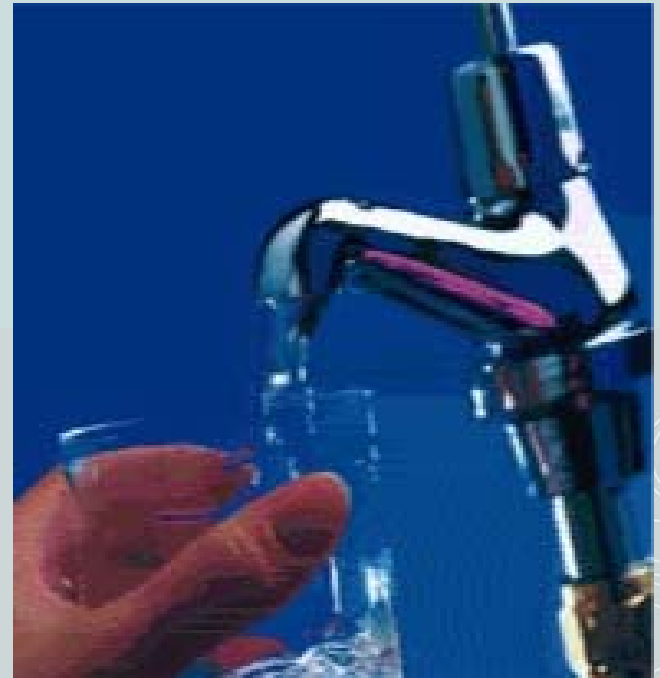
Water & Sanitation Program – South Asia

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- ❖ **What do people expect from their WSS utilities?**
- ❖ **How do India's WSS utilities measure up?**
- ❖ **Opportunities**

What do customers expect from their WSS utility

- ❖ **Potable water delivered through a tap any time of the day or night**
 - No interruptions in service
 - No need to have on-site wells, storage, pumps, filters
- ❖ **Wastewater removed, properly treated and disposed**
- ❖ **Affordable, equitable tariffs**
- ❖ **No unpleasant surprises**
 - e.g., interruptions in service, sharp tariff increases, environmental disasters



What do government officials expect from WSS utilities?

- ❖ **Constituents satisfied with the service**
- ❖ **Services available to meet demands of growth**
- ❖ **Utility is not a drain on public funds**
- ❖ **Tariff adjustments do not cause public outcry**
 - **Regular, steady increases**
 - **Seen to be fair and equitable**
- ❖ **No unpleasant surprises**
 - **e.g., line breaks, interruptions in service, environmental disasters**

What do utility managers expect?

- ❖ **Adequate resources to do the job well**
 - **Funds available to construct and maintain facilities**
 - **Funds available to hire and retain skilled and trained staff**

- ❖ **Clear lines of responsibility and authority**
 - **Performance agreements**
 - **Ability to make managerial decisions without undue influence (e.g., hiring and contracting)**

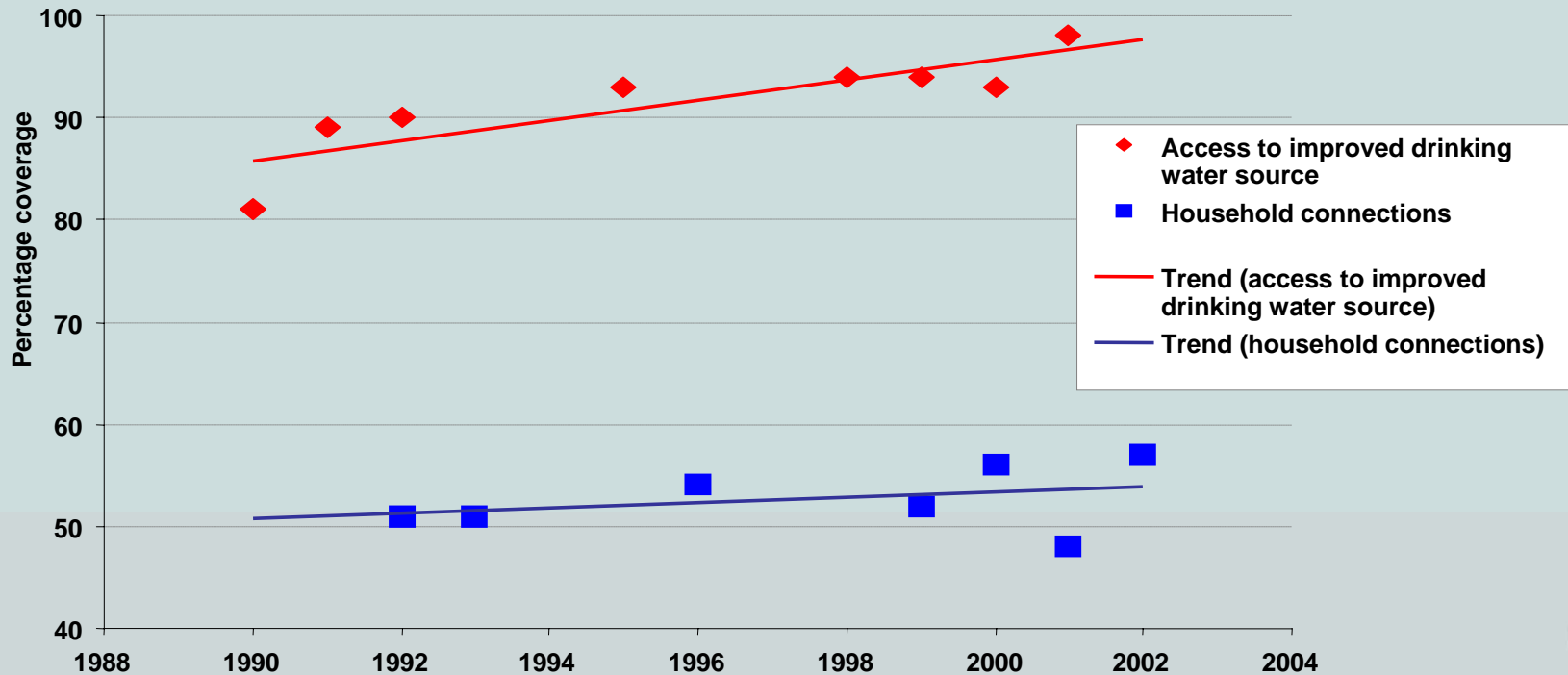
- ❖ **No unpleasant surprises**
 - **e.g., line breaks, interruptions in service, environmental disasters, labor demonstrations**

What do utility staff expect?

- ❖ **Pride in a job well done**
- ❖ **Adequate training and resources to do the job well**
- ❖ **Modern, well functioning facilities, equipment, systems**
- ❖ **Good compensation & benefits, fair rules of service, job security**
- ❖ **Clear lines of authority and responsibility**
- ❖ **No unpleasant surprises**
 - e.g., reorganizations, lay-offs, breakdown in facilities

India has spent a lot of money in recent years to increase access to water & sanitation infrastructure in urban areas

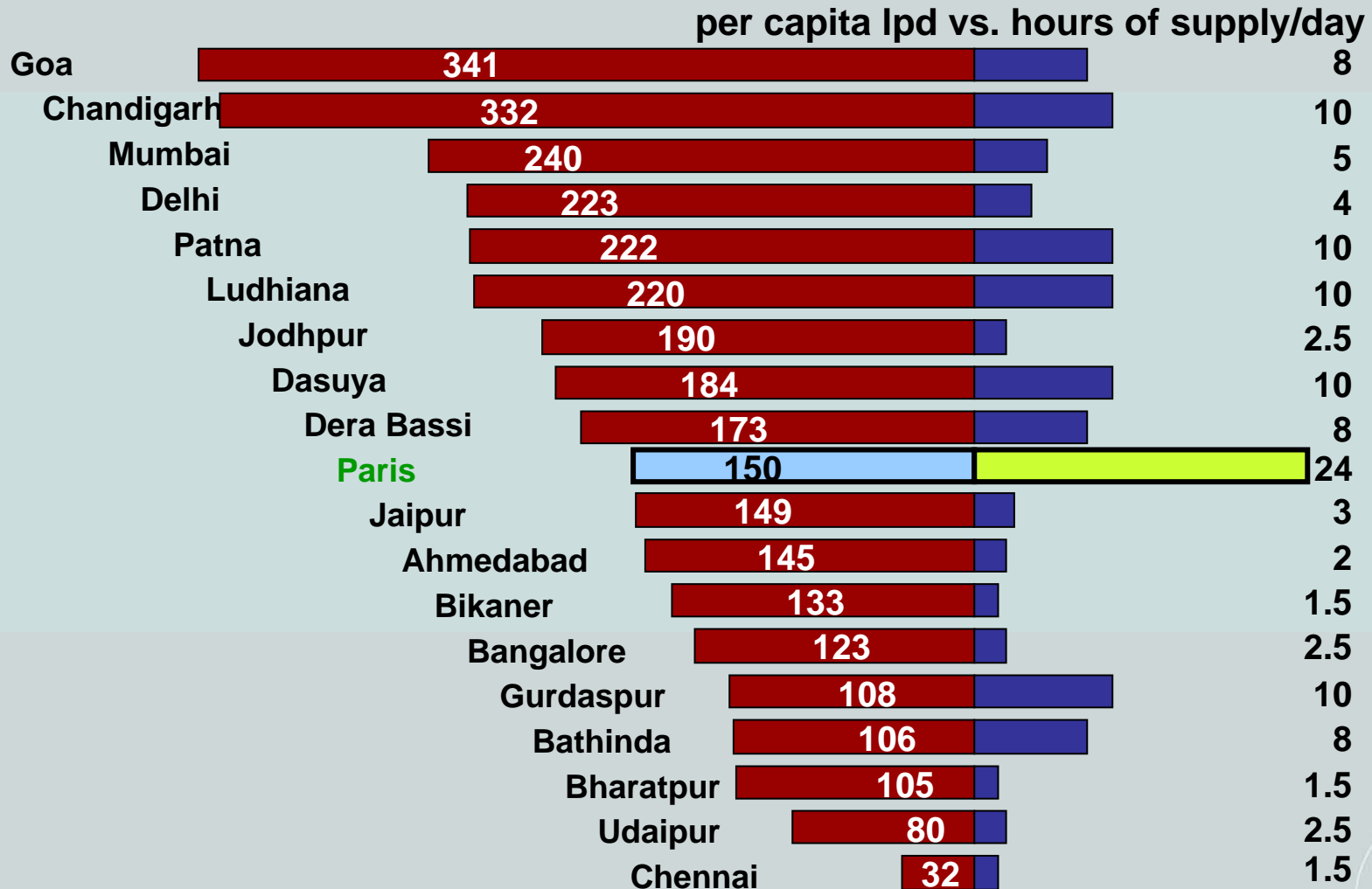
Access to UWS infrastructure is increasing, but not necessarily service



Source: For 1991, Census of India; for 1993, Demographic and Health Survey 1992/93 and National Sample Survey Organization (NSSO); for 1996, NSSO; for 1999, National Family Health Survey 1998/99; for 2000, Multi-Indicator Cluster Survey.

How do India's WSS utilities fare?

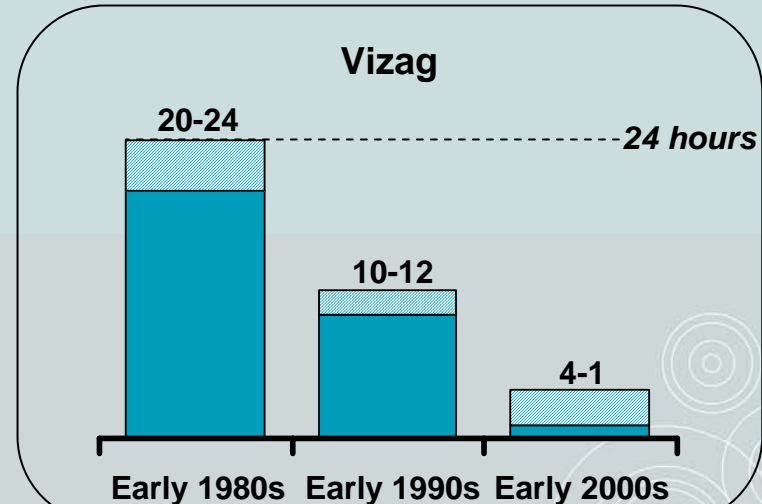
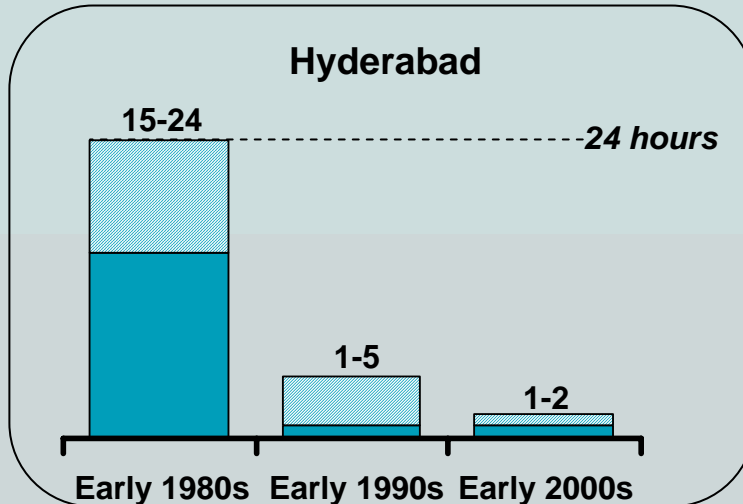
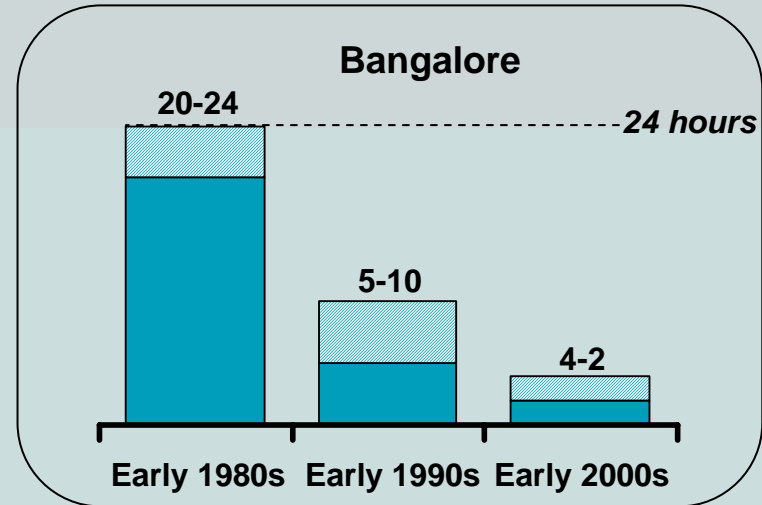
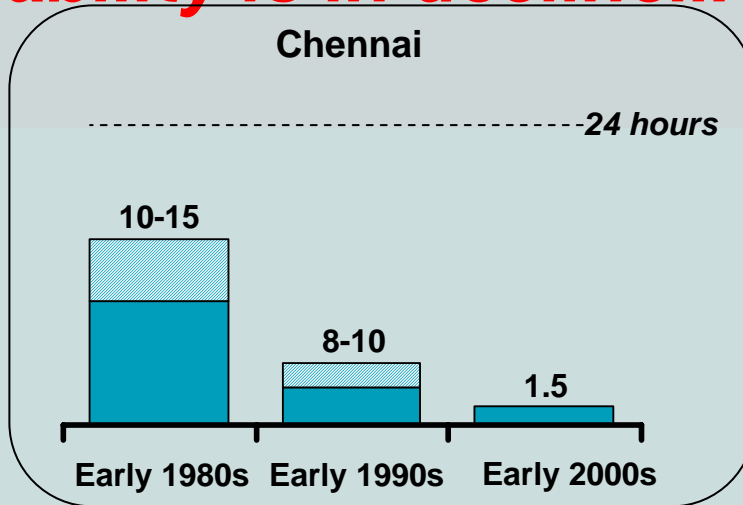
Even when there is enough water reliability is poor



Source: Data collected from the water boards or utilities

How do India's WSS utilities fare?

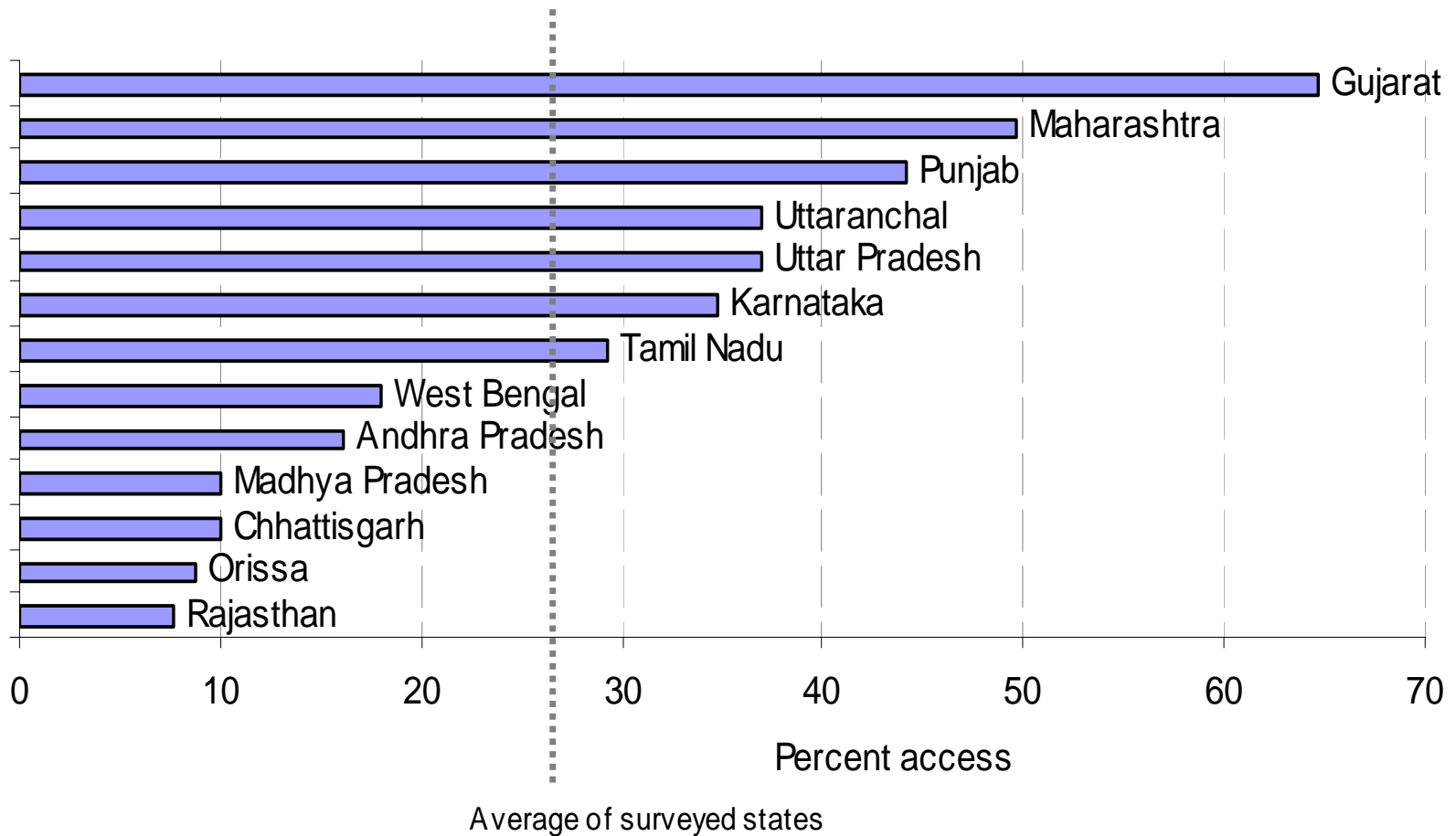
Reliability is in decline...



Estimated hours of supply per day in selected Indian cities, 1980s-2000s

Source: Interview ASCI

Access to sewerage facilities is still very low...



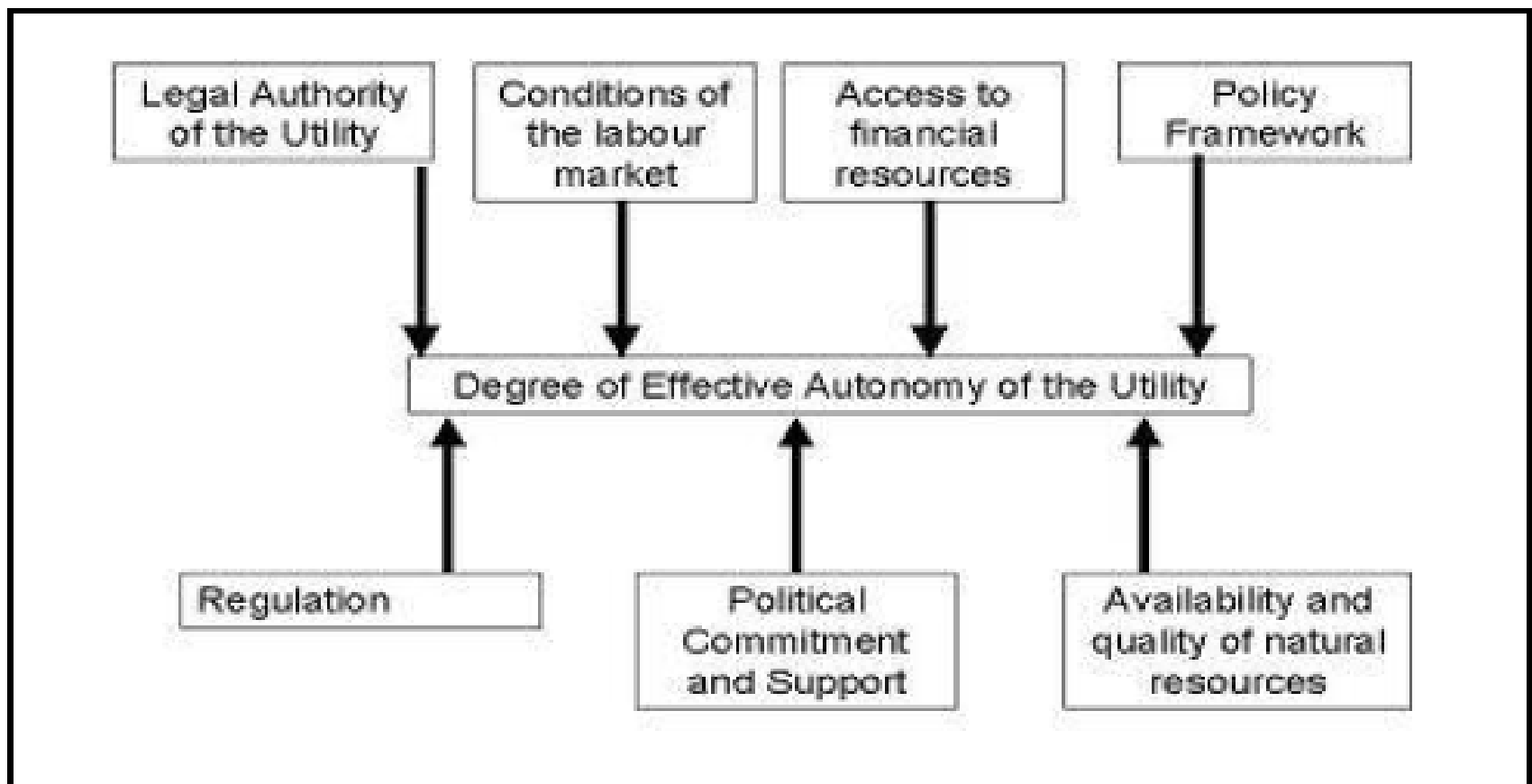
Source: CPHEEO 2000.

Govt & households are spending a lot on WSS

- ❖ **Subsidies for operation & maintenance and capital expenditure have doubled with each 5 year plan**
- ❖ **Tariffs are low, but coping costs are high, many people pay for illegal connections**



Utilities have little or no effective autonomy



Staff lack formal incentives to focus on service

- ❖ Many utilities have hiring freezes
- ❖ Opportunities for promotion & training are limited
- ❖ Where staff levels are high, mix of skills may be wrong
- ❖ Civil service pay scales and rules of service inhibit ability to incentivize performance
- ❖ Internal communications lacking

Opportunities

- ❖ **People are already paying a lot for water – can re-direct to the utility as service improves**
- ❖ **Funds are available for improvement**
 - **JNNURM**
 - **Domestic and international financial institutions ready to finance “bankable projects”**
- ❖ **Most cities have enough water available**
 - **Allocation and conservation should be the priority**
- ❖ **Talent & skills available in India**
- ❖ **Indian private companies prepared to engage in the sector**
- ❖ **Active civil society also prepared to engage**

India Water Supply & Sanitation: Bridging the Gap Between Infrastructure and Service; The World Bank, January, 2006

Characteristics of Well-Performing Public Water Utilities; The World Bank; February 2006

Urban Water Sector in South Asia: Benchmarking Performance; Water & Sanitation Program, May 2006