



Workshop Report

“Implementation Workshop to Choose Its Tools & Draw up an Implementation Road Map for Chittagong WASA”

October 12th to 13th, 2018

Michael Kropac, cewas

Kazi Monir Mosharof , A. R. M. Zahid Hassan, NGO Forum for Public Health

Workshop Objectives



CWASA:

- ✓ has learnt about the benefits the Management Toolbox offers to CWASA Management
- ✓ has described its current business model
- ✓ has identified key risks and their impact on its business model
- ✓ has identified management tools that can mitigate key risks of CWASA
- ✓ Has developed a roadmap to implement management tools and is initiating a change process



Participants



Sl 2	Names	Designation	Department
1	Engr. A. K. M. Fazlullah	Managing Director, CWASA	Development Wing
2	Md. Golam Hossain	Deputy Managing Director, CWASA	Administration Wing
3	Md. Nurul Alam Chowdhury	Deputy Managing Director, CWASA	Finance Wing
4	Md. Shamim Sohel	Secretary	Administration Wing
5	S.M.A. Rashid	Executive Director, NGO Forum for public health	Organizational Lead
6	Syed Waliul Islam	Head of Training, NGO Forum for public health	Training
7	Quazi Yakub Siraji	Superintendent Engineer, CWASA	Engineering
8	A. K. M. Nazrul Haque	Retired Superintendent Engineer, CWASA	Engineering
9	Md Nazrul Amin	Superintendent Engineer, CWASA	Engineering
10	Md Ariful Islam	Superintendent Engineer, CWASA	Engineering
11	Maksud Alam	Superintending Engineer (AC)(MOD)	Engineering
12	Mohammed Mahbubul Alam	Executive Engineer (Sales), CWASA	Engineering
13	Engr. Shafiqul Bashar	System Analyst	Commercial
14	Lutfе Jahan	Computer Programmer	Commercial
15	Md. Nurul Afsar	PD, CWASA	
16	Sanjib Biswas	HOP, Christian Aid	
17	Kazi Monir Mosharof	Project Focal, , NGO Forum for public health	
18	Khandokar Md. Abdullah H. Mahmud	Logistic and Finance officer, NGO Forum for Public Health	
19	A. R. M. Zahid Hassan	Field Monitoring Officer, NGO Forum for Public Health	Monitoring
20	Michael Kropac	Director, cewas	

Programme



12. October 2018

13. October 2018

Session A
(09:00 - 10:30)



Management Tools

- Overview of Management tools, Sanjib Sanjoy Biswas
- Groupwork selection & prioritisation of management tools
- Development of improved service model

Coffee Break

Session B
(11:00 - 13:00)



Way forward

- Presentation "The way forward", Michael Kropac
- Development of Action Plan
- Workshop closure

Lunch break

Session C
(15:00 - 17:30)

Welcome

- Welcome by CWASA
- Welcome by NGO Forum

Introduction to workshop

- Objectives
- Agenda
- Presentation "Kwasa Success Story", Sanjib Sanjoy Biswas
- Group Work: Description of CWASA's service model



Coffee Break

Session D
(18:30 - 20:00)

Identification of management risks

- Group Work: Identification of CWASA's risks



Results of the workshop

1. Introduction to the Integrity Management Toolbox



Session “Introduction to the Integrity Management Toolbox”:

After the formal inaugural session, the workshop headed toward the foremost sessions. The very first one was the acquaintance to the IM tool to all participants. Trainer Michael Kropac and Sanjib Biswas put emphasis on the recognition of the integrity process in management particularly by the management of CWASA. The core principles of the tool is a positive change process from a current service model to Integrity-improved service model. The key impacts owing to the execution of IMT would be value proposition and improving the delivery of utility service for the people. After that they were introduced to how the Management Toolbox can support in tackling those problems and how it has already helped Khulna WASA in doing the same.

2.a Description of CWASA's service model



Session “Description of CWASA’s Service Model”:

Participants worked in two groups to develop the service model of CWASA that depicts the contemporary service delivery status of the entity.



2.b Consolidated business model



Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<ul style="list-style-type: none"> Consumer (private, Government commercial) GOB Development partner (World Bank, JICA, EDCF) Other Organizations (CCC, CDA, PDB, RFB) Different Banks Different NGOs Different mobile operators 	<ul style="list-style-type: none"> Water Production Water Distribution Quality Assurance Maintenance Billing and Collection Grievance Redress <p>Key Resources</p> <ul style="list-style-type: none"> Water (surface and underground) Infrastructure Skilled manpower Autonomous body, own funding Willingness to pay Good business market 	<ul style="list-style-type: none"> 24x7 water distribution 100% safe water Affordable costs 100% customer satisfaction Payment automation Single Digit NRW Most efficient water utility CWASA Branding Economic Viability ISO:9001 certification 	<ul style="list-style-type: none"> Service based Automated Face to face Public hearing <p>Channels</p> <ul style="list-style-type: none"> Pipelines & (household) connections Street hydrants Bowser water Print and electronic media Social media Complain center pelines & water vehicles Web SMS 	<ul style="list-style-type: none"> Domestic customers Industrial customers Offices (LIC) Low income community Religious institutes School, University, Hospital, Clinic
Cost Structure		Revenue Streams		
Maintenance and operation	Capital cost and depreciation cost	Water sale	Meter costs	
Salary and Wages	Capacity building	Connection fees	Interest from deposits	
		Licensing fees for Deep tube well	Loose water sale	
			Miscellaneous income	

3.a Identification of risks



Session “Identification of risks”:

Each group was given 15 minutes to chalk out the risks that are associated with service delivery. After essential brainstorming both of the groups came up with identified risks that are hindering the proceeding. Simultaneously the impacts of these risks were also adorned along the risks. Finally, they were attached in the brown paper of service model to get a perceptible understanding of the issues.



3.b Consolidated priority risks and impacts



Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<ul style="list-style-type: none"> Consumer (private, Government commercial) GOB Development partner (World Bank, JICA, EDCF) Other Organizations (CCC, CDA, PDB, RFB) Different Banks Different NGOs Different mobile operators 	<ul style="list-style-type: none"> Water Production Water Distribution Quality Service quality deteriorated Bill collection Complaint Redress <p>Key Resources</p> <ul style="list-style-type: none"> Water (surface and underground) Infrastructure Skilled manpower Autonomous body, own funding Willingness to pay Good business market 	<ul style="list-style-type: none"> 24x7 water distribution 100% safe water Affordable Operation and maintenance not carried out properly Payment Hamper in production and dissatisfaction Single Digit NRW Most efficient PaymentLack of response to complain automation Low consumer satisfaction ISO 9001 certification 	<ul style="list-style-type: none"> Service based Automated Face to face Public hearing <p>Channels</p> <ul style="list-style-type: none"> Pipelines & (household) connections Street hydrants Bowser water Print and electronic media Social media Complain center pelines & water vehicles Web SMS 	<ul style="list-style-type: none"> Domestic customers Industrial customers Offices (LIC) Low income community Religious institutes School, University, Hospital, Clinic
<p>Cost Structure</p> <ul style="list-style-type: none"> Maintenance and operation Salary and Wages <ul style="list-style-type: none"> Capital cost and depreciation cost Capacity building 		<p>Revenue Streams</p> <ul style="list-style-type: none"> Water sale Connection fees Licensing fees for Deep tube well Miscellaneous income <p>Impacts:</p> <ul style="list-style-type: none"> Manipulation of meter and meter reading Less revenue collection 		

4. Development of roadmap



Session “Development of road map”: Participants were then asked to develop a road map for the following 4 tools they have selected:

1. Field Inspections
2. Customer Complaint Management
3. Staff Motivation
4. District Metering Area (DMA)

4. Roadmap Field Inspection



Action (What)	How	Resource	Responsibility (Who)	Deadline (When)	Output
General office order	Issuing letter	Existing manpower	Secretariat	By October 2018	Everybody will know/ informed
Field visit	Daily Weekly Fortnightly Monthly	Required manpower, logistics (vehicle, equipment etc)	<ol style="list-style-type: none"> 1. Field staff 2. Up to AE or equivalent 3. EXEN, CRO, DS 4. Top management 	By November 2018	Increase water quality, maintenance work and revenue
General meeting	Issuing letter	Existing manpower	Head of wings, Divisions	By January 2019	<ul style="list-style-type: none"> • Feedback • Quality improved • Team work developed
Template follow up					
Knowledge sharing					

4. Roadmap Customer Complaint Management



Action (What)	How	Resource	Responsibility (Who)	Deadline (When)	Output
<ul style="list-style-type: none"> Complain box Complain center Hotline Electronic media Field Survey 	<ul style="list-style-type: none"> Box provided in different places of the office Establish complain center 4 nos with manpower Call center will be established to receive complain By using web based media Engage staff to investigate complain from different ways 	<ul style="list-style-type: none"> Purchase box Deploy personnel Purchase PC Telephone/ Fax etc. Deploy personnel for call center Transport and equipment facilities 	CM (Established)	Ongoing. Will improve more from January 2019	<ul style="list-style-type: none"> Dependability Confidence Satisfaction of customers will be developed more Sustainability and goodwill of the organization will be developed

4. Roadmap Staff Motivation



Action (What)	How	Resource	Responsibility (Who)	Deadline (When)	Output
Everyday unofficial meeting at EXEN/ Division level	Motivational speech from EXEN/ Divisional and patient hearing from the participants	Not required	EXEN/ Divisional head or equivalent	Start on 1 st November Onward	Improvement of staff efficiency
Monthly Integration Meeting	Reviews of previous day activity and work distribution	BDT 5000 per meeting	MD DMDs	Already started	Morally motivated
Monthly coordination meeting at wing level	Reviews of divisional activities	BDT 3000 per meeting	DMDs MD (Supervising)	Start on 1 st November	Prioritization of activities
Quarterly coordination meeting at wing level	Reviews of activities of each wings	BDT 7000 per meeting	MD DMDs	Already started	Quick decision on bottlenecks of regular activities
Reward and punishment	Thorough evaluation	BDT 10000 per annum	MD DMDs	Start on 1 st November	Motivated staff personally
Training & orientation , put allowance at office level if required			MD DMDs		

4. Roadmap DMA



Action (What)	How	Resource	Responsibility (Who)	Deadline (When)	Output
Area Selection	According to network volume and coverage	Instruments Equipment Materials	CHIEF ENGINEER	Ongoing End 2022	Increased revenue
Feasibility study	Population density and coverage	Fund			Decreased NRW
Determine DMA block	Considering NRW management	Consultant			Saving water
Inlet bulk meter position selection	As per water volume consumption	PMU			Customer Satisfaction
Prepare drawing design and estimate DPP	Selection of the personnel				Easy maintenance and supervision

Way Forward: Next Steps



1. Coaches send
CWASA
documentation

2. Coaches,
change agents &
MD agree on final
action plan

3. Coaches
support Change
agent & team in
implementation
(regular meetings)

4. Communication
of success

Goal: Successful Change Process

Way Forward: Who does what?



Who	What
Change Agents (from CWASA)	leads the Integrity Change Process in the utility together with the integrity team(staff)
Coaches	Supports & motivates the Change Agents in finding their own solutions
NGO Forum	Overall coordination , Support of coaches; final reporting, communication
Cewas, WIN, Sanjib	Support NGO Forum & coaches when needed, communication
MD	Supervises & approves process

Way Forward: Who is Who?



Change agents (Focal Persons CWASA):

- DMD (A): Mr. Md. Golam Hossain
- Secretary: Mr. Md. Shamim Sohel
- Superintending Engineer: Mr. Md. Ariful Islam

External Coaches:

- Mr. A K M Nazrul Huq
- Mr. Syed Waliul Islam
- Mr. Kazi Monir Mosharof