

DEVELOPING WORLD UTILITY INSIGHT

# From integrity to performance

The Khulna Water Supply and Sewerage Authority has implemented an integrity-led turnaround over the past two years, due to changes in the national regulations and with the help of the Water Integrity Network. The performance-based governance approach carried out at the utility has put it on the path to outstanding customer service, improved service coverage and greater financial sustainability.

The Khulna Water Supply and Sewerage Authority (KWSA) in Bangladesh has been on a mission to improve its performance over the past two years while having to address a myriad of challenges, including rapid population growth, flat deltaic topography causing poor drainage, combined with being a relatively young organisation with little established infrastructure at its creation in 2008 by the Government of Bangladesh.

It has been a comprehensive approach, according to KWSA Managing Director, Mohammed Abdullah: “KWSA has increased its overall performance, that is, technical, operational, financial and administrative areas, with a view to enhance customers’ satisfaction in terms of increasing water services to underserved communities and by implementation of the ‘integrity toolbox’ to drive transparency, accountability, morality, stakeholders’ participation and performance-based governance.”

“At KWSA, a roadmap was developed with specific goals and integrity instruments for the purpose of integrity change process by the application of integrity tool box.

Mohammed Abdullah, KWSA

## KWSA'S PERFORMANCE IMPROVEMENTS, 2014-2016

#	Utility efficiency indicator	Measurement	Operational improvement
1	Time to install water connection	% decrease	33
2	Water supply quantity	% increase	8
3	No. of customer connections	% increase	12
4	Revenue collection rate	% increase	5
5	Increase in billing of previous unidentified customers	No. of customers	1,250
6	Meter installation for household customers	% increase	30
7	Time to detect and repair pipeline leaks	% decrease	40

Source: KWSA

Better management information systems have been set up for billing, accounting, human resources and inventory management, with an electronic procurement system and the establishment of an online customer grievance redress mechanism. Enhanced participation of stakeholders and established digital systems have cre-

ated more transparency, accountability and morality of individual employees.

### The integrity toolbox

The Bangladesh Government introduced its National Integrity Strategy in October 2012, which includes a ‘comprehensive set of goals, strategies and action plans aimed at increasing the level of independence, accountability, efficiency, transparency and effectiveness of the state and non-state institutions to improve governance and reduce corruption in a holistic manner,’ according to the Cabinet Office.

Following from this, KWSA has implemented the Integrity Management (IM) Toolbox in close collaboration with the Water Integrity Network (WIN), Transparency International-Bangladesh via their Bangladesh Water Integrity Network (BAWIN), and cewas (a Swiss non-profit association which specialises in improving business practices in water and sanitation).

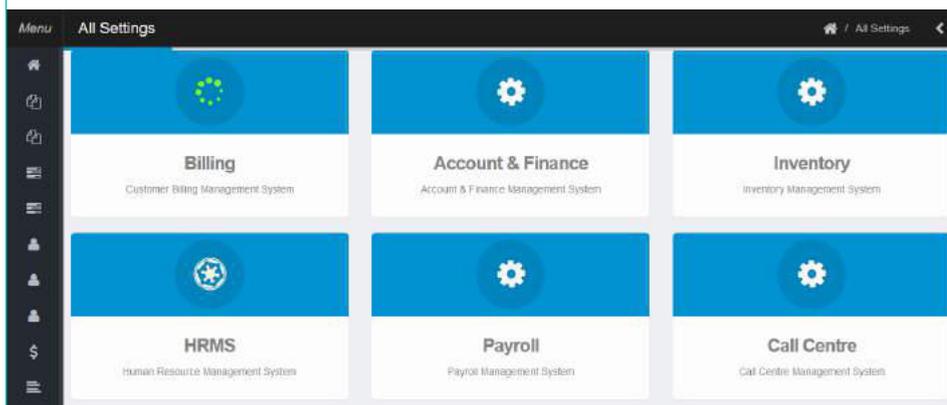
By implementing an “Integrity Toolbox”, KWSA has developed better management information systems for billing, accounting, and human resources management. The waiting time for new water connections has been reduced from 30 days to 20 days, while continuous monitoring and evaluation has helped to identify backlogs.

### Implementing integrity

“At KWSA, a roadmap was developed with specific goals and integrity instruments for the purpose of integrity ▶

## CREATING EFFICIENCY WITH DIGITAL TOOLS

KWSA has launched a digital platform which is reaping measurable results for billing and collections, internal accounts and finance, inventory management, HR and customer services.



change process by the application of integrity tool box,” says Abdullah.

The goals under the road map were very specified and staff allocated to the implementation of the integrity toolbox were encouraged to ‘own’ their responsibility, which has been shown to increase their commitment to accomplishing goals in a timely fashion.

The integrity team, as well as the customers and contractors involved, were given incentives to carry out their roles sincerely and honestly, according to Abdullah. This was overseen with strong monitoring and regular supervision of assigned jobs, as well as periodical progress reporting and a feedback meeting system.

**What are the results?**

KWASA’s efforts over the last two years have been very fruitful. For example, there have been reductions in non-revenue water due to more efficient and timely asset management, as well as the installation of meters and establishment of district metering areas (DMA).

On the commercial side of non-revenue water, KWASA has enhanced its ability to identify and distribute undelivered bills to customers with a view to increase revenue as well as boost customer service.

The results are particularly clear when considering the utility’s seven key indicators. The table (above left) shows the recent changes in the performance of KWASA due to the interventions.

Overall, customers’ services have improved by digitalising the management information systems such as billing, accounting, procurement, human resources and inventory, in addition to the introduction of a customer call centre.

**What’s next?**

Challenges persist with meeting Sustainable Development Goal 6, particularly the provision of water supply to a growing population. Currently there are 1.5 million people in Khulna, and only 700,000 are designated within the formal service area of the utility.

However, the utility continues to strive for even greater performance through a new water supply project designed to increase service coverage by 46%. This means it will reach 690,000 people and provide 110,000 m<sup>3</sup>/d of potable water. This, combined with the ongoing measures to enhance efficiency and integrity within the utility, means KWASA is well on its way to fulfilling its vision to be the pioneer in the water and sewerage sector in Bangladesh. ■

Recently constructed deep tubewell which will enhance water supply for previously unserved customers



Source: KWASA

Construction of a pipeline which will contribute to the increase of service coverage by 46%



Source: KWASA