

Malaysian Wastewater Utility Benchmarking



In 2006, Earth Tech was retained to implement metric benchmarking on a national scale for the purpose of performance evaluation within Indah Water Konsortium (IWK). IWK is the national sewerage utility within Malaysia. The selected methodology used is based on Earth Tech's APWA award winning Canadian National Water and Wastewater Benchmarking Initiative as well as Earth Tech's direct experience in the initiation and management of benchmarking processes for other utilities around the world.

Project objectives included the following:

- ◇ Begin a process of metric level benchmarking that could meet the needs of IWK management to begin a process of continuous improvement
- ◇ Identify a data collection methodology that can be used in a repeatable manner to support future benchmarking efforts
- ◇ Identify and test a comprehensive range of performance measures that can reflect levels of attainment of a broad range of utility "goals".
- ◇ Encourage broad participation from all IWK operating districts in the pilot benchmarking project such that it can be evaluated as a performance management tool in the future.

A comprehensive and robust utility management goal model was designed and articulated in the project's early stage. This goal model identified 10 individual organizational goals that were seen as important for the utility in the delivery of its services. A range of performance measures designed to indicate attainment, or portions of attainment, on each goal were identified and documented with definitions.

Performance Measure comparison graphs were produced for all of the populated PMs, as well as a range of individual performance measures where reliable and normalized international comparator data existed. All of the populated PM results and graphs were critiqued by the IWK Working Group. Performance evaluations were also conducted through the pilot benchmarking exercise, and will form the primary function of future annual iterations of benchmarking using the learned methodology.

IWK is now able to integrate this important strategic management tool as part of its overall performance management system. This is vitally important now that the water and wastewater sector undergoes restructuring lead by the National Regulator over the next few years.

PROJECT DETAILS

CLIENT: Indah Water
Konsortium Sdn. Bhd.
LOCATION: Malaysia

REFERENCE INFORMATION

NAME Mr. Dorai Narayana
TEL +603-2163 6118

PROBLEM

Indah Water Konsortium, Malaysia's national sewerage company, needed to evaluate and improve the performance of its sewerage services as the sector undergoes regulatory restructuring.

CHALLENGES

Taking over the sewerage services from local authorities in most of the country's areas, how Indah Water can develop and maintain a modern and efficient sewerage system?

How to transpose a successful benchmarking methodology in a unique and fast growing environment like Malaysia?

SOLUTION

Designed a utility management model matching the customer's needs. Developed a robust performance measurement system in order to identify best practices.

BENEFITS

Thanks to efficient methodology and tools, Indah Water is now equipped for future iterations of benchmarking and ready to investigate first leads to implement continuous improvement within the organization.