

NARBO's 9TH IWRM TRAINING
12-19 May 2014 • Philippines



Building on IWRM Good Practices

The Laguna Lake Basin Experience

IMPROVING PERFORMANCE FOR IWRM THROUGH RBO BENCHMARKING

Presented by:

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NARBO ACCREDITED PEER REVIEWER

ACTING BOARD SECRETARY

Outline of Presentation

- Definition of Benchmarking
- Why NARBO Adopted Performance Benchmarking?
- Development of NARBO's RBO Performance Benchmarking Service
- What is Peer Review
- Objectives of Peer Review
- Steps of Performance Benchmarking
- NARBO's RBO Performance Benchmarking Implementation Stages
- The LLDA Peer Review
- Outcome and Lessons Learned

Benchmarking

“...is a systematic process for securing continual **improvement** through **comparison** with relevant and achievable internal or external norms and standards.”

Malano and Burton (2002)



Why NARBO Adopted Performance Benchmarking?

- NARBO Action Plans (2004-2005) identifies Performance Benchmarking as one of the priority activities of the Network
- Benchmarking is primarily about change – people and organizations that embark on benchmarking have identified a need to improve one or more aspects of their organization's performance
- Highlights improvement opportunities and strategies



Why NARBO Adopted Performance Benchmarking?

- Provides a system for collecting performance information and enabling comparisons between organizations for new knowledge creation and the potential for performance improvement
- Most effective if there is an inbuilt system of mutual accountability
- Intended to become integral part of RBO management system



Why NARBO Adopted Performance Benchmarking?

- Builds convergence, commitment, cooperation, confidence, and credibility through a transparent process
- Facilitates networking and learning from other RBOs through peer reviews
- In line with worldwide initiatives



Development of NARBO's RBO Performance Benchmarking Service

- 1. Small Scoping Workshop on Benchmarking, Jatiluhur, Indonesia, Oct 2004**
 - different approaches and applications to benchmark RBOs
 - initial set of key performance indicators
- 2. Members Consultation Workshop on Benchmarking, Batu Malang, Indonesia, Nov 2004**
 - proposal for systematic benchmarking of RBOs
 - workplan for implementation
 - 11 volunteer pilot RBOs
- 3. Launching of Performance Benchmarking, at 2nd SEAWF, Bali, Indonesia, Sep 2005**
 - successful launch with on-line database and web interface
 - agreement on next steps



Development of NARBO's RBO Performance Benchmarking Service

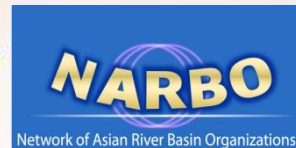
4. **Workshop Session on Performance Benchmarking: Towards a Peer Review Process for RBOs, at 2nd NARBO General Meeting, Jatiluhur, Indonesia, Feb 2006**
 - report on progress of benchmarking work
 - agreement on pilot implementation
5. **Pilot implementation in 4 RBOs, Indonesia, Philippines, Viet Nam and Sri Lanka, 2006-2007**
 - conduct of self-assessment and reporting training
 - conduct of peer reviewer training and certification
 - conduct of RBO peer reviews
6. **Continuing implementation in Indonesia as part of government program (Gol) and expand to include more basins internationally (NARBO)**

This is where we are now!



What is Peer Review?

Peer review is a process of subjecting ideas, experts or organization to the scrutiny of others who are experts in the field.



Why Peer Review?

- Peer Review can provide an inbuilt system of mutual accountability by utilizing peer recognition to achieve positive results (OECD, 2003)
- Peer reviewed benchmarking supports dialogue, transparency, capability building and legitimization of new knowledge

Objectives of Peer Review

- Improve the River Basin Organization (RBO) performance using agreed benchmarking tool;
- Link top management leadership with technical staff to help assess performance according to critical success factors and constraints to following good RBO management practices;

Objectives of Peer Review

- Build on high level interest (i.e., key government offices and heads of agencies) to garner commitment to implement specific recommendations to enhance effectiveness of RBO in achieving its mission; and
- Encourage coordination, mutual support and cross-learning among RBOs seeking to improve performance and effectiveness

Steps of RBO-Performance Benchmarking

- RBO officers and staff participates in Self Assessment Report (SAR) training
- RBO creates a Self Assessment Team (SAT)
- RBO conducts self-assessment and prepares SA report
- RBO submits SA report to NARBO
- RBO is peer reviewed



Steps of RBO-Performance Benchmarking

- RBO receives Peer Review (PR) report within a month after peer review
- RBO makes an assessment of the PR report and discusses with top management
- RBO formulates an Action Plan to achieve future targets
- RBO starts implementation and annual evaluation of performance benchmarking program

NARBO's RBO Performance Benchmarking Implementation Stages

Five stages:

1. self-assessment of RBO's present performance
2. setting targets for future performance
3. formulation of plans to reach the targets
4. peer review and assessment of plans for improvement
5. implementing change process to improve performance

Stages 1 to 3 are designed as **internal evaluation** and **learning process** managed by a senior member of the RBO.

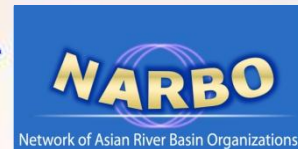
Stage 4 is key to effective use of the benchmarking program, involving **sharing and advice from external partners**, and **comparison of performance**.

Stage 5 is essential!



The LLDA Peer Review

April 10-13, 2007



The LLDA Self Assessment Team

Name	Position
Dolora N. Nepomuceno	Chairperson
Cesar R. Quintos	Focal Person
Eduardo L. Torres	Member
Jose K. Carino	Member
Alicia E. Bongco	Member
Adelina Santos-Borja	Member
Lilibeth Joves	Member
Rosanna Rustica Avenido	Member
Aida Samiano	Member
Jacqueline N. Davo	Member
Jocelyn G. Sta. Ana	Member
Gil Orgil	Member
Emiterio Hernandez	Member



The Peer Review Team

- **Dr. Nguyen Tat Dac - Chairman**
Former Senior Project Manager, Dong Nai RBO,
Southern Institute for Water Resources Planning,
Viet Nam
- **Mr. J.A.S.A. Jayasinghe – Member**
Former Director, Mahaweli Authority of Sri Lanka
- **Mr. Tjoek Walujo Subijanto - Member**
Former President Director, Jasa Tirta I Public
Corporation, Indonesia
- **Ms. Supaporn Thongpook - Member**
Former President, Ping RBO, Thailand



Supported By

- **Mr. Ian Makin, Asian Development Bank**
- **Mr. Dennis Von Custodio, Asian Development Bank**
- **Ms. Arlene Inocencio, previously from International Water Management Institute**
- **Mr. Herath Mantrithilake, International Water Management Institute**



Presentation of Self Assessment Report to the Peer Reviewers

April 10, 2007



Peer Reviewers Consultation Meeting with Ground Staff

April 10, 2007



LLDA Office Tour

April 10, 2007



Visit to the PCD Permitting Section



Visit to the EQMD Laboratory

Presentation of LLDA Decision Support System at IWRM Division

April 10, 2007



Lake Tour and ZOMAP Visit

April 11, 2007



Consultation Meeting with Fishpen Operators, FARMCs and Environmental Army

April 11, 2007



50 Ha Fishpen located in Tanay

Consultation Meeting with Tanay LGU, FRBC and URS April 11, 2007



Tanay Microwatershed
Enhancement Sub-
Project



Site Visit of the ALI Filtration Plant

April 12, 2007



ALI Filtration Plant, Brgy.
Putatan, Muntinlupa



Consultation Meeting with EcoIndex

April 12, 2007



LIIP, Biñan, Laguna

Presentation of LISCOP and ACIAR Projects

April 12, 2007



LLDA Calauan Office



Consultation Meeting with the FARMCs of the 7 Lakes and San Pablo LGU

April 12, 2007



Sampalok Lake and Lake Pandin

Presentation of Results of Peer Review

April 13, 2007



Asian Development Bank HQ,
Mandaluyong City

Farewell Dinner

April 13, 2007



Linden Suites, Ortigas Center

Final Ratings Presented by the Peer Reviewers

CPA	Indicator	LLDA		PEER	
		As of Jan.07 Rating (0-4)	Target Rating for 2011	As of Jan.07 Rating	Target Rating for 2011
		Mission	River Basin Organization status	3.5	4.0
	RBO Governance	3.0	3.0	4.0	4.0
Stakeholders	Customer Involvement	3.0	4.0	3.5	4.0
	Customer feed back	3.0	4.0	3.0	4.0
	Environment Audits	2.5	4.0	2.5	3.5
	Basin Livelihood	2.0	2.5	2.0	2.5
Learning and Growth	Human Resource Development	2.5	3.5	2.5	3.5
	Technical Development	2.0	2.5	2.0	3.0
	Organizational Development	2.0	3.0	2.5	3.5
Internal Business Processes	Planning Maturity	3.0	3.5	3.0	3.0
	Water Allocation	2.0	4.0	2.0	4.0
	Data sharing	3.0	4.0	3.0	4.0
Finance	Cost Recovery Operational	1.5	2.0	3.0	3.5
	Financial Efficiency	2.5	3.0	3.0	3.5

Outcome and Lessons Learned



General Observations from NARBO

- Excellent LLDA SA Team as evidenced by SA Report, meeting, work
- Strong Peer Review Team
- Peer Review visit was well organized
- LLDA SA Team provided full support for PR Team and allowed access to information

General Observations from NARBO

- PR team actively looked into LLDA affairs
- LLDA showed openness and willingness to be subjected to peer review (as shown by consent and support of the leadership)
- PR Team showed willingness to learn and flexibility; and were very cordial
- PR Team showed expertise and understanding of their RBO and the issues of LLDA



Areas of Strength

- LLDA's vision and mission are clearly defined;
- Quality policy and quality objectives have been declared;
- Jobs, authorities and responsibilities are clearly described in the supporting documents;
- The control system has been defined and quarterly, monthly reports are generated, and in special cases, even weekly reports are done;

Areas of Strength

- LLDA has experiences in developing water allocation plans in the basin in consultation with some key stakeholders (in the Water Resources Management Committee).
- LLDA has developed a close relationship with some NGOs, especially, with the Environment Army.
- The staff seem to have a sense of ownership and strong commitment and are highly skilled.
- LLDA has a lot of financial flexibility in its operations.



Areas for Improvement

- Basin Livelihoods need more intensive participation from stakeholders, especially in planning community-based activities in the basin;
- Technical development should consider an asset maintenance and replacement plan for operational infrastructure and assets;
- LLDA can improve its capacity in planning/forecasting and daily operation on water management

Areas for Improvement

- Finance, especially, tariff procedure and decision making should be reviewed. There are opportunities to increase revenues from its business operations (by raising tariffs for water for domestic use or for power generation, further development of its non-water business, as well as the possibility to receive more government allocation.

Over-all Assessment

- LLDA obtained the highest rating in terms of Key Performance Area among the four pilot RBOs
- LLDA mandate and functions are fully supported by enabling laws
- LLDA staff training is well organized and structured
- Stakeholders' consultation/participation is among the best among RBOs
- Laboratory and Decision Support System was impressive and can support the needs of LLDA

Recommendations

- LLDA should move forward from a regulatory agency into an IWRM oriented agency
- LLDA is encouraged to interact / engage more with Peer Review team before and after the visit
- Use the availability of staff and stakeholders to the maximum
- Explore alternative ways of verifications/ consultations and take the advantage of “informal” opportunities to gain more insights from staff and stakeholders (do not rely only on group meetings)
- Work for ISO Certification and Accreditation

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Salamat Po!

Building on IWRM Good Practices

The Laguna Lake Basin Experience

Presenter:

Cesar Quintos

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**Board Secretary
Laguna Lake Development Authority,
Philippines**

