



Self assess by utility the business areas & disciplines

Scorecard & Example

Each sub-discipline is scored according to its embeddedness in the utility's activities:

Scorecard				
1 – Awareness	2 – Repeatable work	3 – Defined work	4 – Managed work	5 – Optimised work
Work agenda is recognised but no formal tracking	Work is run with processes and procedures to a minimum standard and limited consistency	Work is defined and controlled with central management and workflow with flexibility to suit business requirements	Management metrics maintained and used to predict future performance. Assessment of capacity to prioritise activities	Continuous improvement or innovation undertaken to improve and optimise

Example of Customer Satisfaction scoring				
1 – Awareness	2 – Repeatable work	3 – Defined work	4 – Managed work	5 – Optimised work
We have discussed this but no action has yet been taken to record customer satisfaction	We did conduct a customer satisfaction survey once about 5 years ago and there should be another one soon	Yes the Operations Team give out annual feedback forms to customers and we discuss the findings at each AGM	Yes, we have a monthly report sent to all departments with customer satisfaction according to several service aspects plus plans for improvements	Customer feedback is very well recorded and responded to and inspires continuous improvements in customer service.

Commitment and Engagement



Coverage of service, Utility is well regarded, Proactive customer focused communication plan

Commitment & Engagement

Area Discipline	Definition Statement	Sub-Discipline Area
Universal service coverage	Service Charter or policy that commits the utility to universal coverage is in place and being adhered to.	Water: the utility is committed to its mandate to provide water supply services in its area of responsibility
		Sewerage: the utility is committed to its mandate to provide sewerage services in its area of responsibility
		Sanitation: the utility is committed to its mandate to provide on-site household sanitation and FSM services in its area of responsibility
Stakeholder management	Interests of all stakeholders are recognised and managed appropriately	The utility and the relevant government ministries have a good working relationship with strong communication channels
		The utility and the relevant regulator have a good working relationship with strong communication channels
		The utility and all its customer groups have a good relationship with strong communication channels
		The utility and its external funders have a good relationship with strong communication channels
Customer satisfaction	Customer group satisfaction is well monitored and responded to	Commercial customers
		Industrial customers
		Domestic customers

Governance and Mandates



Operational board with balanced decision making process, Well regarded with an active stakeholder management plan,
Verifiable customer and asset databases

Governance & Mandates

Area Discipline	Definition Statement	Sub-Discipline Area
Governance	The utility is appropriately governed	There is a board in place to provide effective leadership of the utility
		There is a clear chain of command between the utility and government ministries and regulators
Institutional mandates	Institutional roles of the utility and its relationship with other sector players are clearly defined and the utility has sufficient operational decision-making autonomy.	The utility's role and responsibilities are clearly defined and understood by all parties
		Ownership of assets is well-defined and understood by all parties
	The utility mandates from the relevant ministries are clear	Ministry of Energy and Water Development
		Ministry of Finance and National Planning
Ministry for Health		
Private sector involvement	The utility has a viable business plan in place with a defined a role for the private sector in providing services(Is there a viable business model? Private sector - is there a good contract management department?)	There is a viable business model which acknowledges the private sector?
		The utility can effectively manage private sector contracts

Financial Management



Financial Autonomy, Self funding opex, Legal, Trustworthy

Financial Management

Area Discipline	Definition Statement	Sub-Discipline Area
Budget setting	Annual budgets that are in-line with the strategy are approved by the board	The utility has an annual budget that has been approved by the board
		The utility manages its accounts effectively on at least a monthly basis
		The annual budget is in keeping with the utility business plan
Financial systems	Accounting procedures, systems and controls are in place that support the smooth running of the utility.	The utility has established effective accounting procedures for account management
		The utility has effective accounting systems in place to enable effective account management
		The utility has effective controls in place to ensure accounting practices are carried out correctly
Auditing and accountability	Annual accounts are audited internally and externally and where appropriate are publicly available.	Internal account auditing is carried out effectively
		External account auditing is carried out effectively
		Audits are publicly available

Planning and Investment



Climate change ready, Meeting population demand, Self funding capex, Resources

Planning & Investment

Area Discipline	Definition Statement	Sub-Discipline Area
Strategic planning	A strategic plan (3 to 5 years) that is realistic and leading towards full service coverage is in place.	The utility has a realistic long-term plan in place that is being adhered to
		The utility's long-term plan leads towards universal service coverage
		The department strategic plan is in keeping with the utility plan
Financing	The utility can access, directly itself through either grants, loans or investments, the funds required to meet its objectives.	The utility has access to all the funding it requires to achieve its objectives
		The utility is investing effectively in its operations and assets
		The utility has a long-term financial plan in place
Annual work plan	An annual work plan having clear targets, and with responsibilities for achieving them set at the lowest appropriate level, is approved by the board.	Departments within the utility have clear targets and the responsibilities for meeting these are clear.
		Departmental targets are in keeping with the utility business plan and approved by the board
		Departmental plans have clear timelines for completion

Capacity and Performance



Efficiency, Customer satisfaction, Good continuous supply of water

Capacity & Performance

Area Discipline	Definition Statement	Sub-Discipline Area
Administrative Processes	HR manual and systems, procurement policies & systems. etc. are in place and being adhered to effectively.	Each department has policies and procedures in place
		Each department benefits from an effective HR system
		Standard procurement policies are defined and followed by each department
		An effective system is in place for managing procurements
		Departmental support systems are effective
		An effective system for talent management is in place
ICT Systems	Effective ICT systems are used throughout the utility wherever needed	There are effective ICT systems in place for the utility to perform well
		Effective ICT strategy in place
		Utility staff have received the necessary ICT training to use the systems effectively
Technical Operations and Infrastructure management	Technical policies and strategies are in place and being adhered to.	The utility is effective at proactive asset maintenance (investing in new infrastructure / maintaining existing infrastructure)
		The utility is effective at reactive asset maintenance (responding to problems)
		The utility has the necessary capacity to pre-treat water for consumption
		The utility has the necessary capacity for treating wastewater and sewage
		The utility has the necessary capacity for treating faecal sludge

Attitudes & Behaviours



Employees proud to work at the utility, Employer of choice, Inclusive culture, Systems ready

Attitudes & Behaviours

Area Discipline	Definition Statement	Sub-Discipline Area
Talent Management	An effective system is in place for developing staff	A system is in place for measuring and responding to staff satisfaction
		The utility is a desirable place to work
		There is a system in place for ensuring that the knowledge is available to all employees
Performance management	A performance management system with built in incentives and disincentives for individual and group performance is in place.	There are effective incentives in place for the utility to perform well
		Do employees feel valued and rewarded
		The utility has an effective system in place for monitoring and tracking its performance
Inclusion	The specific water and sanitation needs of all vulnerable groups are acknowledged and accounted for in policy, guidelines, planning and implementation by the utility.	All genders are provided with effective services
		All income-groups are provided with effective services
		All age groups are provided with effective services
		All those with disabilities are provided with effective services
		All geographic areas are provided with effective services

Sustainability



Viable and sustainable business, Low NRW, Water returned to the water cycle in equal measure of the same quality

Sustainability

Area Discipline	Definition Statement	Sub-Discipline Area
Financial sustainability and equity	The utility is commercially viable whilst being affordable for all customers.	Tariffs charged by the utility for all services are affordable to all customer groups
		The utility is able to recover its operational costs from tariffs
		The utility is able to recover its capital costs from tariffs
		The utility and the relevant ministries work together to define tariffs
		Tariffs are regulated independently by an external regulator
Monitoring, reporting and innovating	Systems are in place that monitor operational performance and provide the data required to manage the business effectively.	The utility's performance is regularly reported on and responded to
		The utility's finances are well monitored and sustainable
		The utility is effective at innovating systems and technologies
Water security and resource management	Water resources are managed in an integrated and climate-resilient manner enabling sustained and universal water security.	The utility's resource consumption is monitored by a regulator
		The utility has a long-term (20 year) plan that is considerate of climate change, population growth and resource availability change.
		The utility has an active NRW reduction plan