Management Practices

Business Strategy

Water Operations

Sanitation Operations

Commercial Operations

Financial management

Human Resources

Intelligent Utilities
NEW IBNET

	Area	Low	Low-Medium	Medium	Medium-High	High
1	**Strategy and Business Planning**	We do not have a strategy document or a business plan.	We do have a general idea for where we want to go in the coming years - perhaps in the form of a vision document - but no detailed strategy or business plan.	We do have a strategy and/or business plan and they include specific goals that we want to achieve, as well as lay out the pathway and resources in how to get there.	We do have a detailed strategy and/or business plan and criteria for assessing progress towards our goals.	We do have a detailed strategy and/or business plan, and we regularly assess progress and adjust our plans accordingly.
2	**Target Setting**	We do not set specific business targets, neither financial or operational or otherwise.	We set some basic financial and/or operational targets.	We set targets for all relevant areas of our work, including financial, operational, human resources, and so on.	We set targets for all relevant business areas, including short term goals and long-term goals, and they are grounded in solid analysis - economic and technical.	The targets that we set - across all relevant areas, grounded in economic and technical analysis - are clearly defined, communicated broadly, and everyone understands whether their units and other units are performing well.
3	**Performance Monitoring**	We donot document, track, review visibly most of our performance based on indicators - with the exception of (ADD HERE)	We track our performance based on [##] indicators or other formats such as regular meetings and discussions.	We track our performance and have a clearly set process for improvements when problems occur.	We track our performance and hold meetings to discuss and agree on how to improve.	We track our performance, agree how to improve, and monitor whether improvements happen or not. If there are no improvements, the persons in charge will be held responsible.
4	**Data Management**	For managing our data, our staff mostly use spreadsheets that are saved individually and not connected across the organization.	Within some of our business units (more than one), we deploy systems for data integration, such as a customer care system, or a financial management system. These systems are where we store and manage our data.	For our data systems, we deploy occasionally or always checks for consistency and integrity, making sure that data is not outdated, lost, mistakenly overwritten, etc.	Most of our data systems are integrated across the organization and there is a person or a group at the leadership/management level appointed to have accountability for data management.	We have a data management strategy that drives our integrated data management system, ensures there is a redundant back-up system, secure and relying on cloud services, and the various dimensions of our data (commercial, financial, operational, etc.) can easily be connected or are connected.
5	**Water Operations**	We measure the extent of Non-Revenue Water in our operations.	We do know the causes/drivers of the extent of Non-Revenue Water and where it occurs e.g., technical losses in the pipes (due to poor maintenance or and/or poor equipment) or commercial losses.	We know the causes/drivers of Non-Revenue water and have, for some of the most relevant areas, developed a strategy and plans to reduce the amount of water lost.	We have a strategy to manage and reduce Non-Revenue Water, including required capital investments and operating activities, and we implement and monitor implementation of our plans regularly.	We have a strategy to manage and reduce Non-Revenue Water, including required capital investments and operating activities, and we implement and monitor implementation regularly, and we specifically highlight our improvements - or lack thereof - in our reports to the general public.

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6	**Wastewater Operations**	Sewer system operation and reactive maintenance process	Sewer system operation; planned and reactive maintenance process (maintenance cycles); irregular water testing	Sewer system operation; planned and reactive maintenance process; water testing cycle and reporting; sewerage blockage management	Strategy for sewerage connections; wastewater and fecal sludge conveyed according to regulated safety standards; sewerage blockage management; safety checks of fecal sludge disposal and wastewater discharge; reporting on quality; environment management strategy; process and systems	Strategy for sewerage connections; wastewater and fecal sludge conveyed according to regulated safety standards; sewerage blockage management; safety checks of fecal sludge disposal and wastewater discharge; reporting on quality; environment management strategy; process and systems; ISO 14:000 and reuse strategy
7	**Commercial Operations**	Some meter installed covering part of the system, and basic metering process to track water production and distribution	Meter installed covering most of the system, and basic metering process to track water production and distribution, bill sent irregularly	Meter installed covering all the system, metering process to track water production and distribution, bill sent regularly	Meter installed covering all the system, meter testing and replacement process, metering process to track water production and distribution, bill sent regularly, data reconciliation process (meter reading vs. actual billing)	Meter reading standardized process (manual and/remote), mechanical meters aligned with ISO 4064 standards, data reconciliation process (meter reading vs. actual billing), meter testing and replacement process in place; bill sent with a regular frequency according to the cycle (monthly or bimonthly); system for following-up on arrears
8	**Customer Care**	We keep records of our customers and update them on an ongoing basis.	We keep records of our customers as well as of their complaints and have a Customer Complaints Process (record, track, and solve)	Not only do we keep track of our customers and their complaints, but we also offer a channel for our customers to keep track of what we do to solve their complaints (call center, kiosk, online, WhatsApp for business, social media)	Further to keeping track of our customers and their complaints and offering them a channel to keep track of us, we also invite customer feedback systematically and make the results public.	We link performance assessments - of some staff or staff and management - to the outcomes of regular customer feedback.
9	**Financial Management**	Basic annual budget	Basic annual budget according to locl regulation, and basic accounting system	Detailed annual budget, accounting information system (some use of excel), budget follow up process.	Detailed multi-annual budget, accounting information system (no use of excel), budget follow up process, public financial statements	Multiannual budget; budget follow-up (plan vs, actuals); budget system; cash and debt management process; automated system integrated with all departments; financial statements complain IFRS; external financial audit; public financial statements; tariff analysis; financial forecasting (not just accounting)
10	**Human Resources Management**	We keep records of all our staff, in one central system, including Names, Addresses, contractually relevant information etc.	In our organization, further, to keeping records of all our staff, we also operate a job classification system that allows us to set criteria for job requirements and performance expectations at each classification level, including their compensation/pay grades..	We keep records of all of our staff and how they progress through various clearly defined positions and pay-scales, and we plan for and in invest in training them and exposing them to learning and growth opportunities.	We have a strategy for managing our staff (HR strategy) that is based on solid analysis of our staff's records and performance and links to the outcomes we want to achieve as an organization, in terms of cost, how we operate and serve our clients.	An important part of our HR strategy and our HR management plans, policies and practices are considerations for attracting and retaining talent, ensuring diversity in teams, and building an organization based on our values as a service organization.