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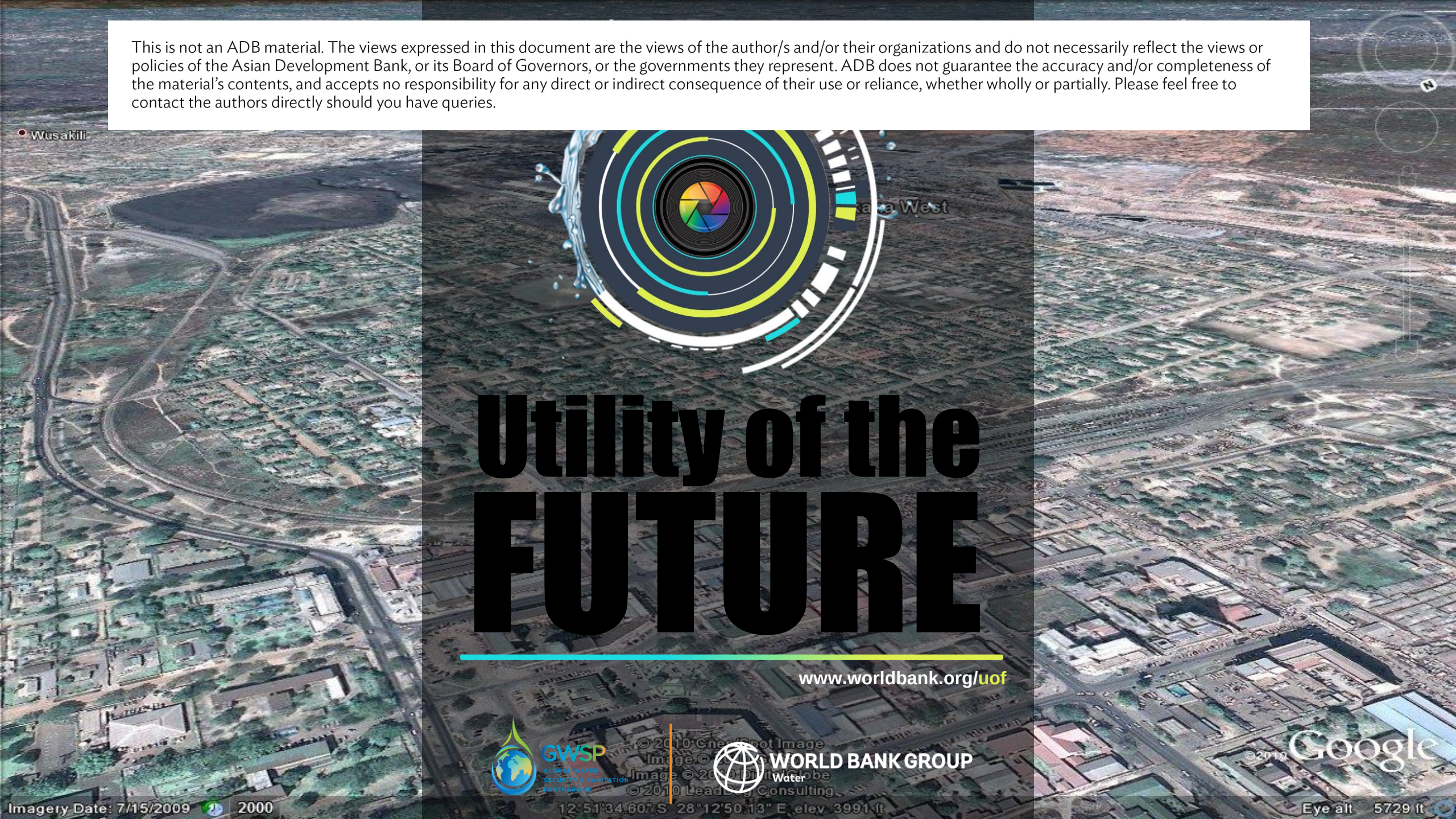

Utility of the FUTURE

www.worldbank.org/uof

GWSP
GLOBAL WATER SECURITY & SANITATION PARTNERSHIP

WORLD BANK GROUP
Water

Ignite transformation in water and sanitation utilities

Current challenges

High NRW
Low collection efficiency
Lack of human resources
etc.

Future challenges

Water security
Expand services
Aging infrastructure
etc.

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Example challenge: Achieve 24x7 supply to customers

Sample intervention: Ensure adequate and proactive maintenance

Action plan: Aligned actions in the 5 operation areas

Technical Operations	Commercial Operations
Periodic maintenance of the distribution network	Calibrate customer meters to measure flow and pressure

Financial Management	HR Management	Organization & Strategy
Allocate budget sufficient for maintenance activities	Train staff to meet maintenance needs	Establish guidelines or manuals on maintenance

Other improvements (non-infrastructure):

Innovation: Use computer system for asset registry

Inclusion: Extend services to marginalized communities

Customer orientation: Seek customer feedback to improve services

Resilience: Keep maintenance records on a digital back-up

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We want to empower utilities to address their challenges

Current challenges	Future challenges
High NRW Low collection efficiency Lack of human resources etc.	Water security Expand services Aging infrastructure etc.

To do this, we must…

- Strengthen the **essential processes** of utilities so that they could face their current challenges;
- Develop **future-thinking capabilities** of utilities to prepare for future challenges; and
- Help utilities **develop an action plan** that will enable them to address these challenges.

We can do these using the **Utility of the Future** framework

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The Concept

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Strengthening in parallel...

Future Readiness

Staying one step ahead in a rapid paced environment

Essential Processes

to ensure efficiency and continuity

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… through a conceptual framework

- Commercial Management
- Technical Operations
- Human Resources
- Planning & Strategy
- Financial Management

- Innovation
- Inclusion
- Market Orientation
- Resilience

- Green Management
- Energy Efficiency
- Gender Balance

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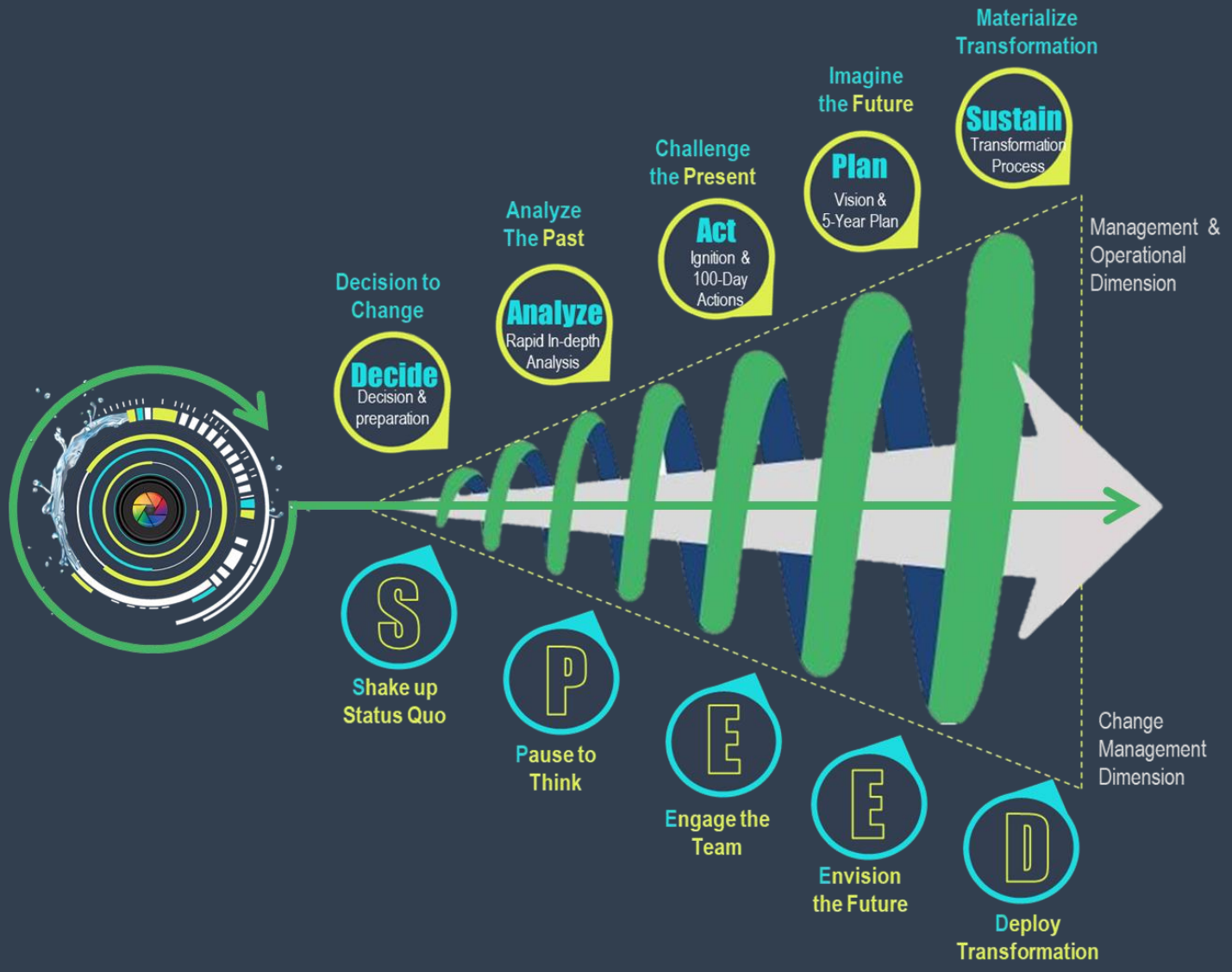
with a bidimensional perspective



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Growing, learning, improving

1. Albania
2. Argentina
3. Bangladesh
4. Belarus
5. BiH
6. Brazil
7. DRC
8. El Salvador
9. Ethiopia
10. Ghana
11. Honduras
12. India*
13. Mexico
14. Moldova
15. Nigeria
16. Pakistan*
17. Peru*
18. Philippines
19. Rwanda*
20. Sao Tome
21. Timor Lester
22. Turkey
23. Uruguay
24. Zambia

65 Utilities
24 Countries

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The Process

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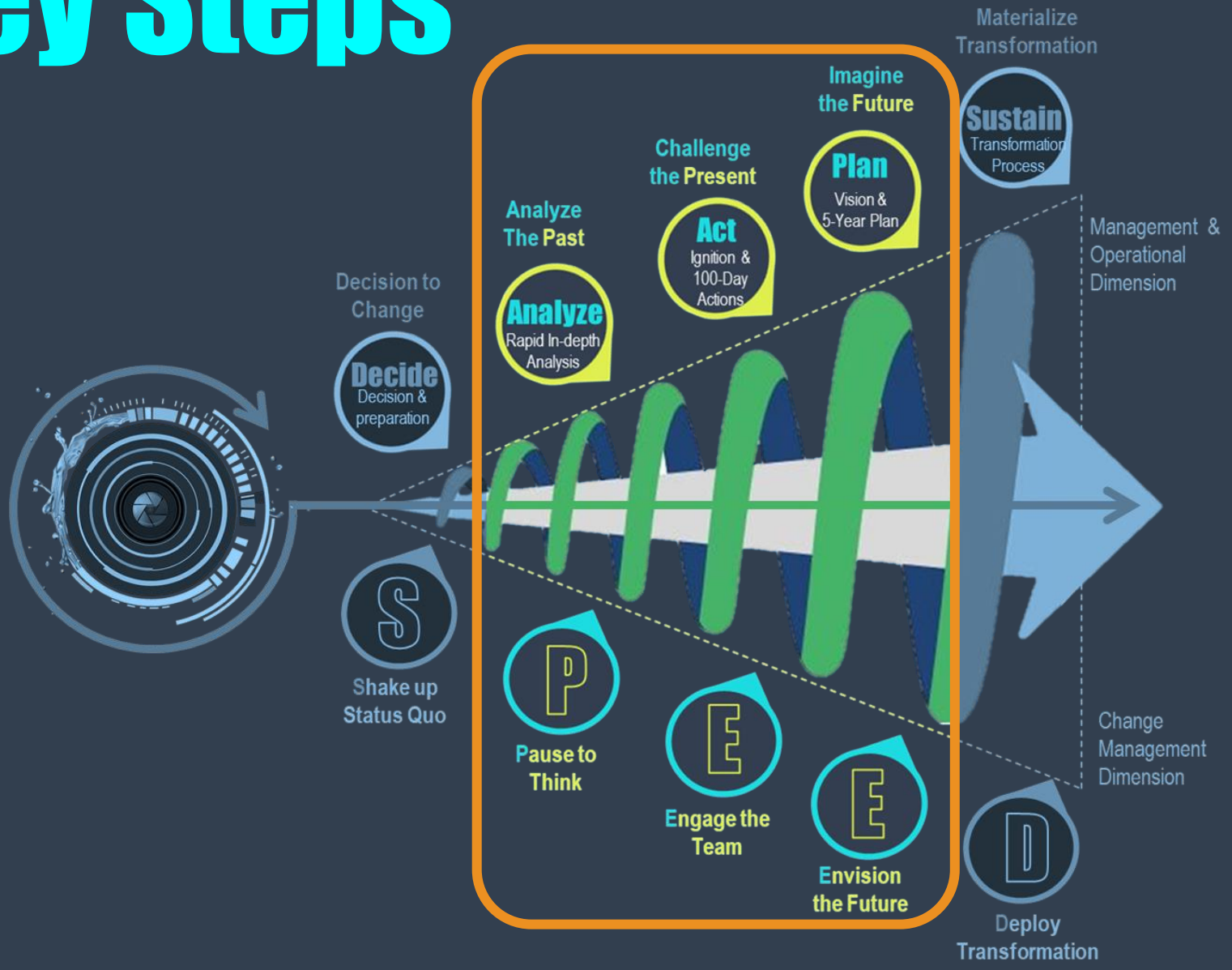
UoF Key Steps



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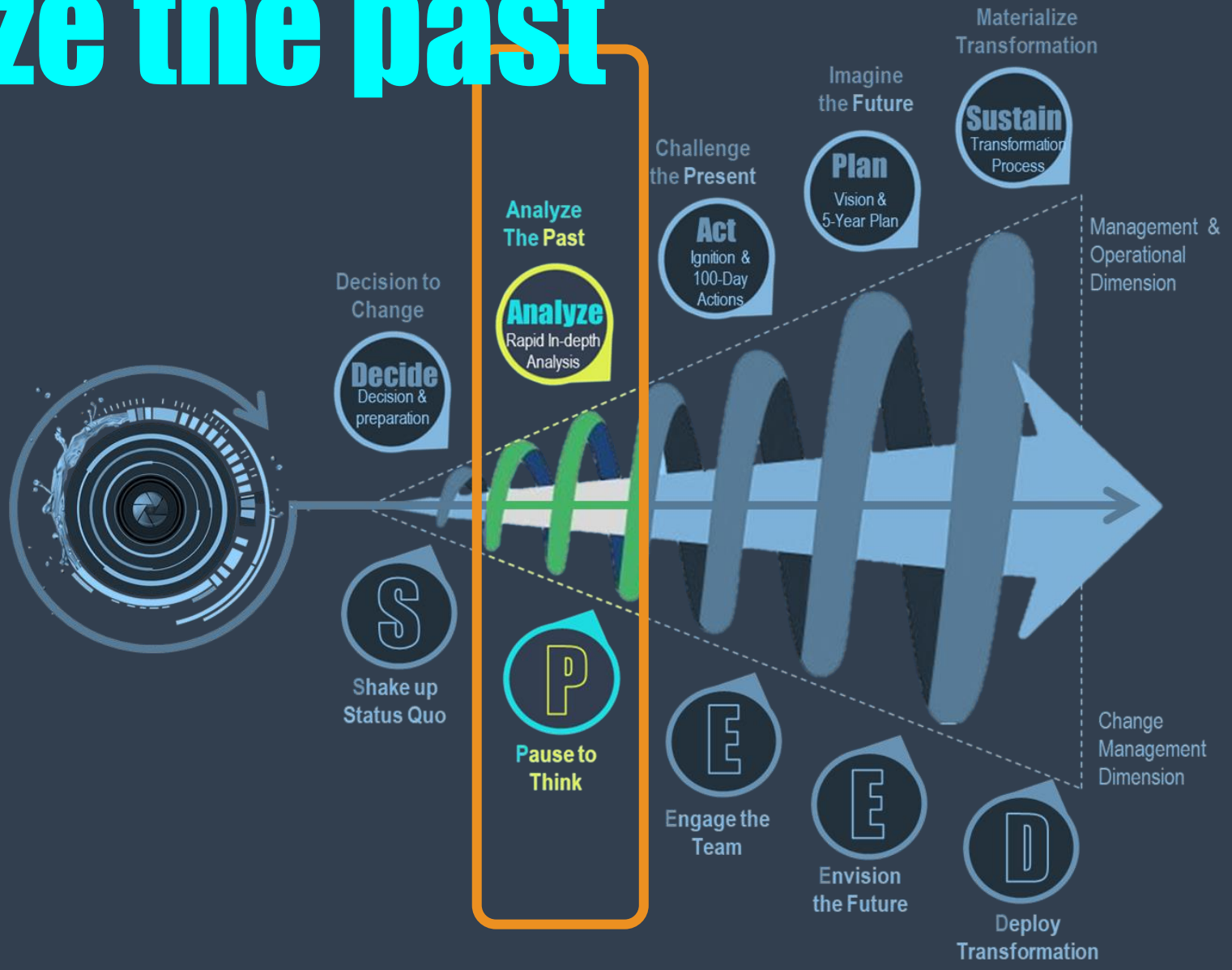
Analyze the past



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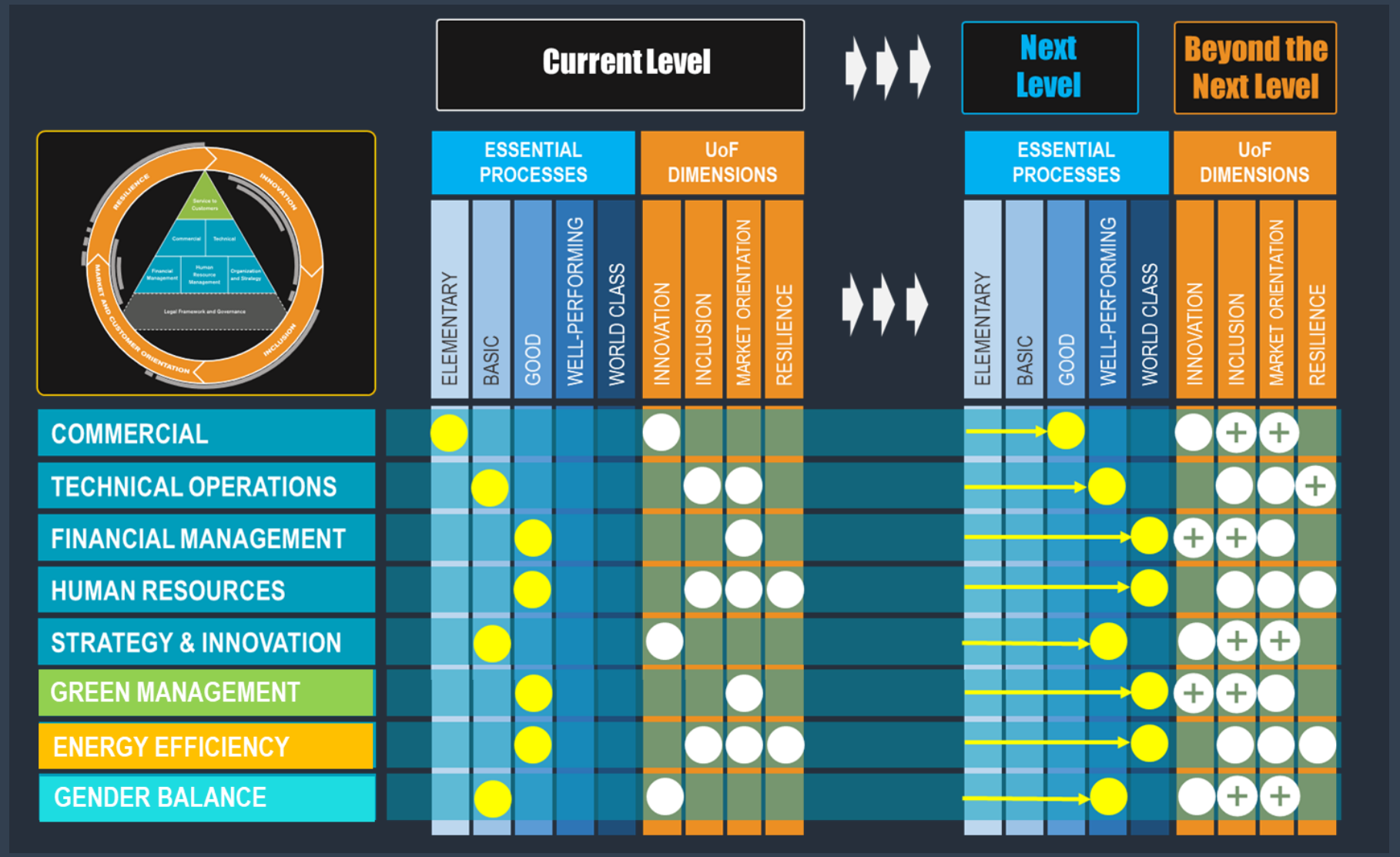

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Analyze the past

		ESSENTIAL PROCESSES (Select ONE Current Level and ONE Desired Level)					UoF DIMENSIONS (Select ALL THAT APPLY Current Level and Desired Level)			
AREA	TOPIC	ELEMENTARY	BASIC	GOOD	WELL-PERFORMING	WORLD-CLASS	Innovation	Inclusion	Market	Resilience
Business Strategy	Strategic Architecture	No strategic architecture	Mission and visionin place, but not updated and not known within the utility. No strategic objectives.	Mission, vision and strategic objectives in place, not updated and not known within the utility. Annual plan and budget not aligned with strategic objectives, mission and vision.	Strategic framework in place but not updated, contains vision, mission, values, strategic objectives, annual plan is partially aligned with strategic framework.	Strategic framework contains vision, mission, strategic objectives, strategic programs, projects by program, corporate values, risk analysis, SWOT analysis, PEST analysis, constraint analysis, scenario analysis. The strategic framework is communicated to all staff and external stakeholders. It is reviewed/updated annually.	Strategic architecture include the aspiration to remain the Utility of the Future and is aligned with SDG's	Mission and vision promote inclusion, internal diversity, community engagement, and social equity as organizational values	Mission and vision reflect considerations to customers	Mission and vision include ensuring resilience for the utility, such as continued provision of services despite shocks and stresses experienced. Includes robust scenario analysis
	Current Level	☐	☐	☑	☐	☐	☑	☐	☐	☐
	Desired Level	☐	☐	☐	☐	☑	☑	☐	☑	☑

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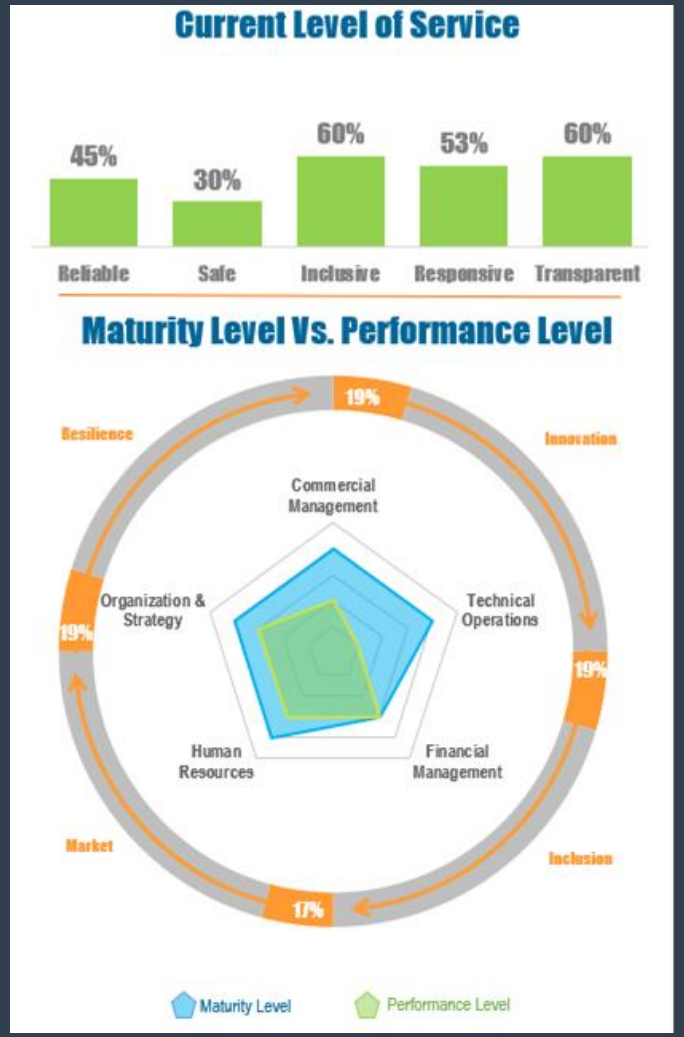
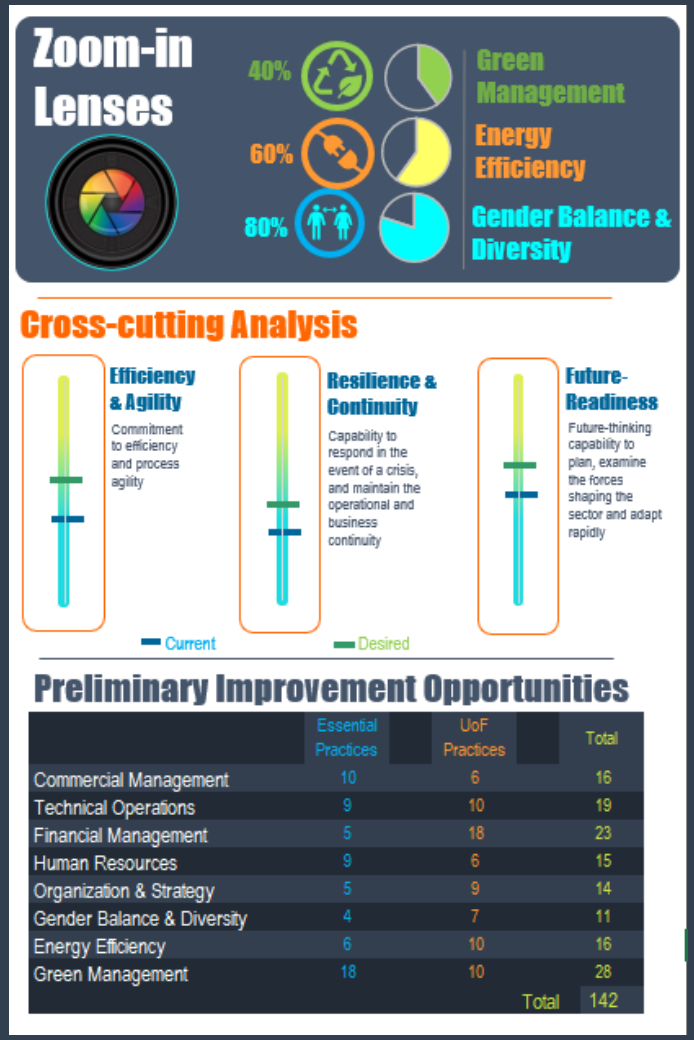
Analyze the past





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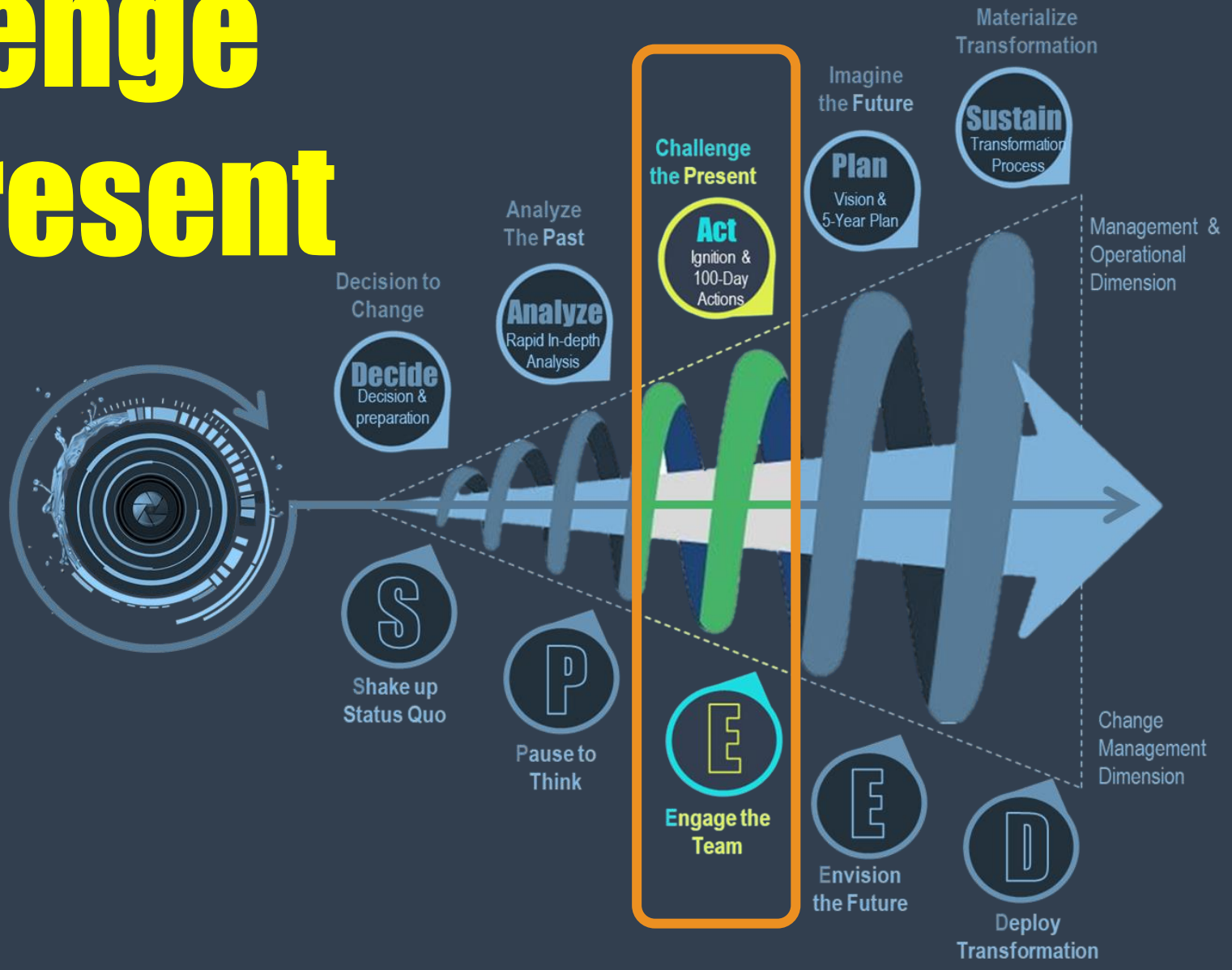
Challenge the present



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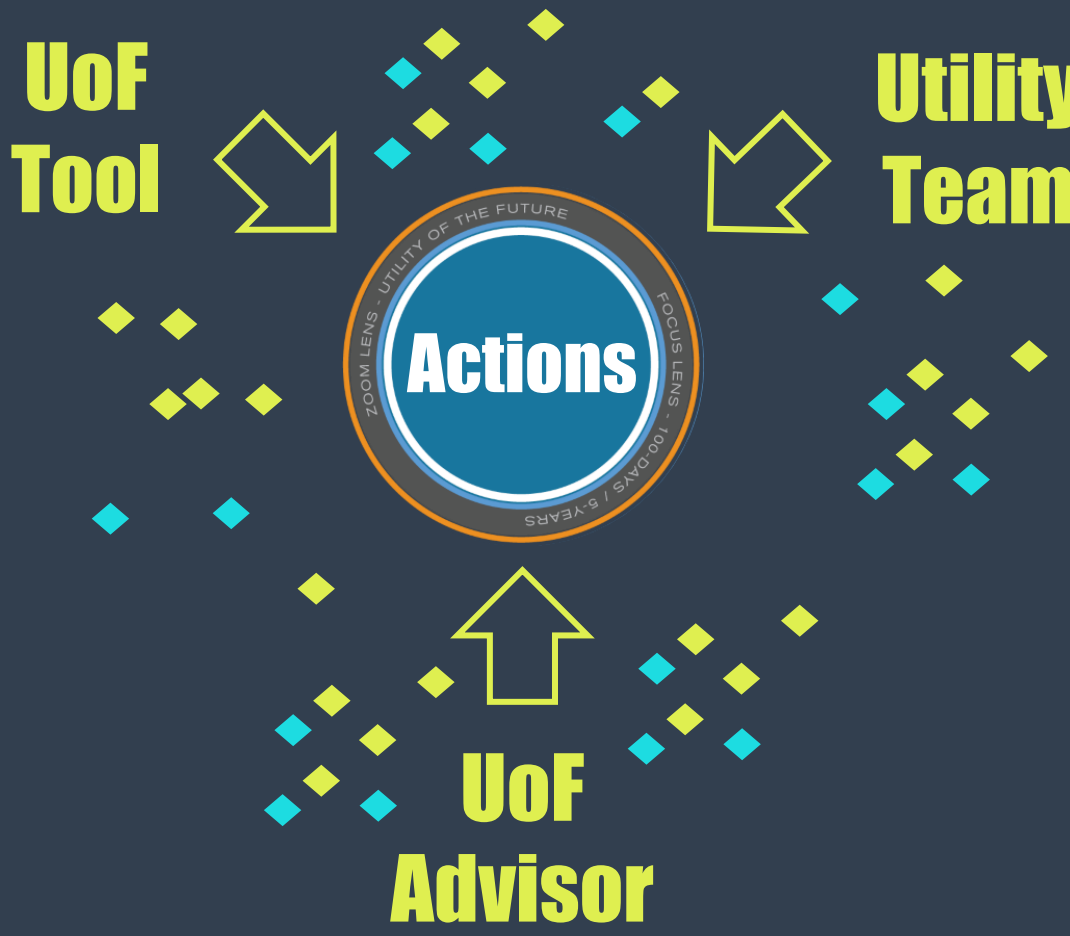

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Challenge the present

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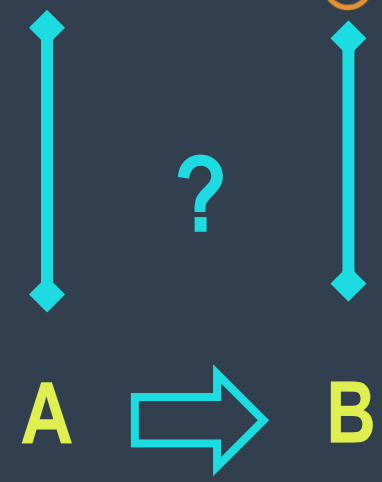
	Current Level	☐	☐	☑	☐	☐	☑	☐	☐	☐
	Desired Level	☐	☐	☐	☐	☑	☑	☐	☑	☑



Close the gaps

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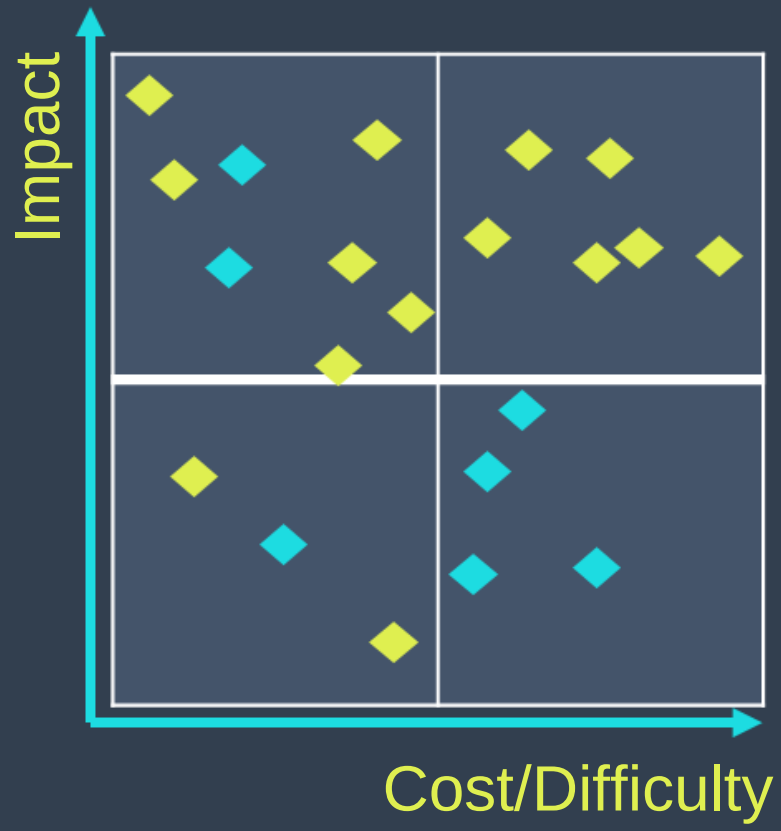
Challenge the present



- Conduct a gap analysis for improvement
- Define improvement actions for each gap
- Prioritize actions for 100-day plan: high impact, low cost/difficulty
- Define 100-day action plan: timeline, responsible parties, estimated cost

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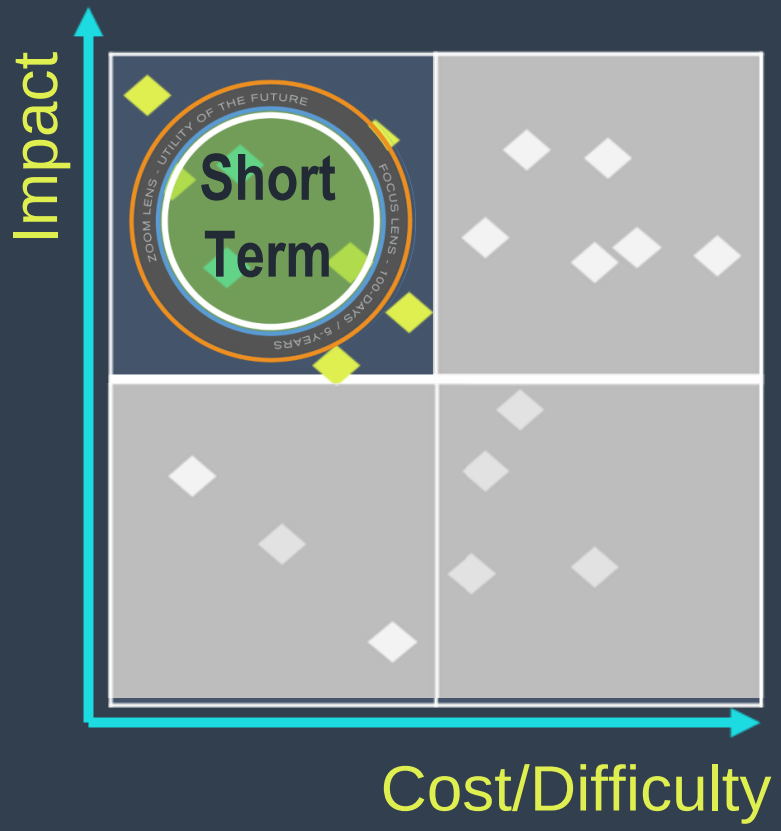
Challenge the present



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Becoming a Utility of the Future

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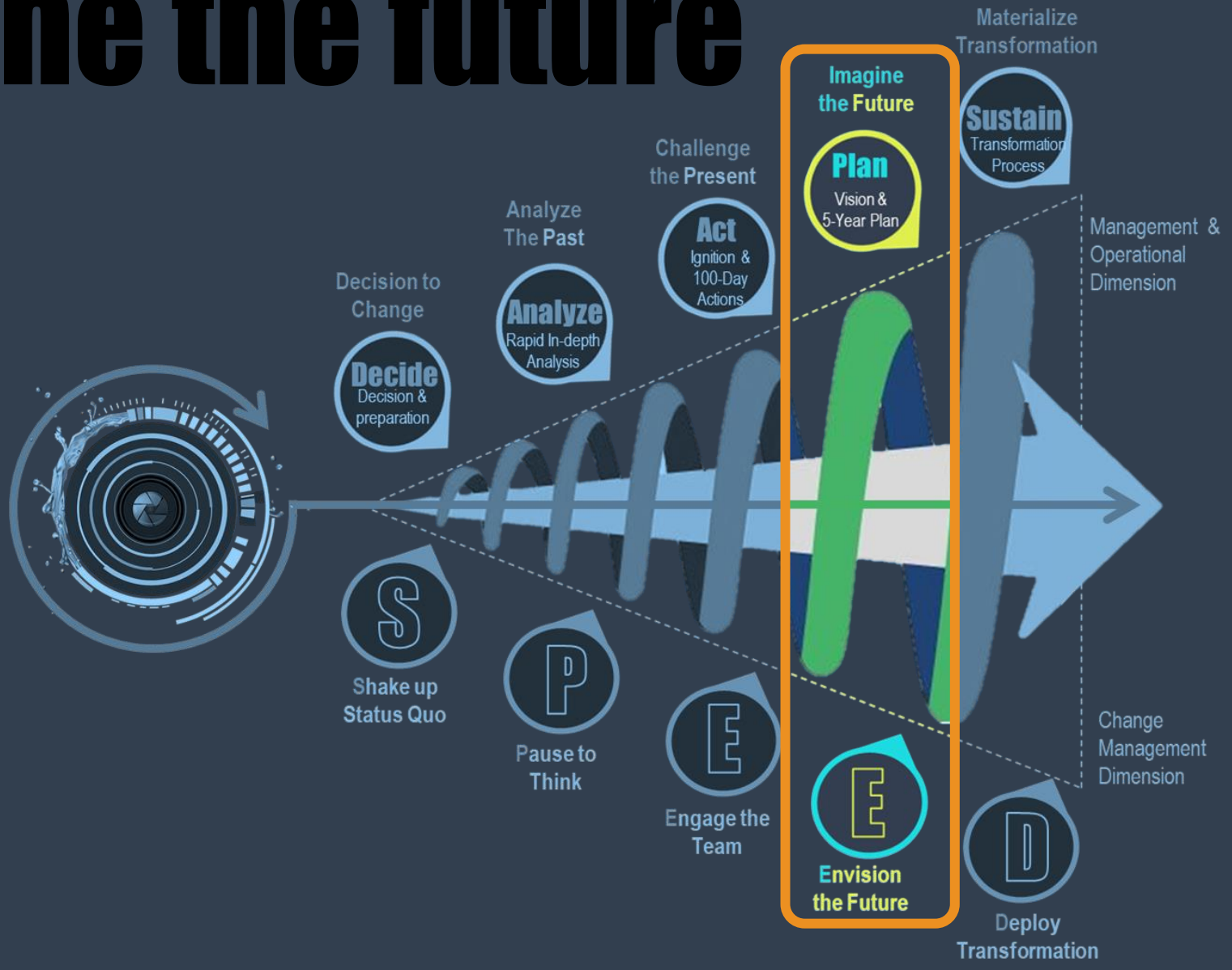
Imagine the future



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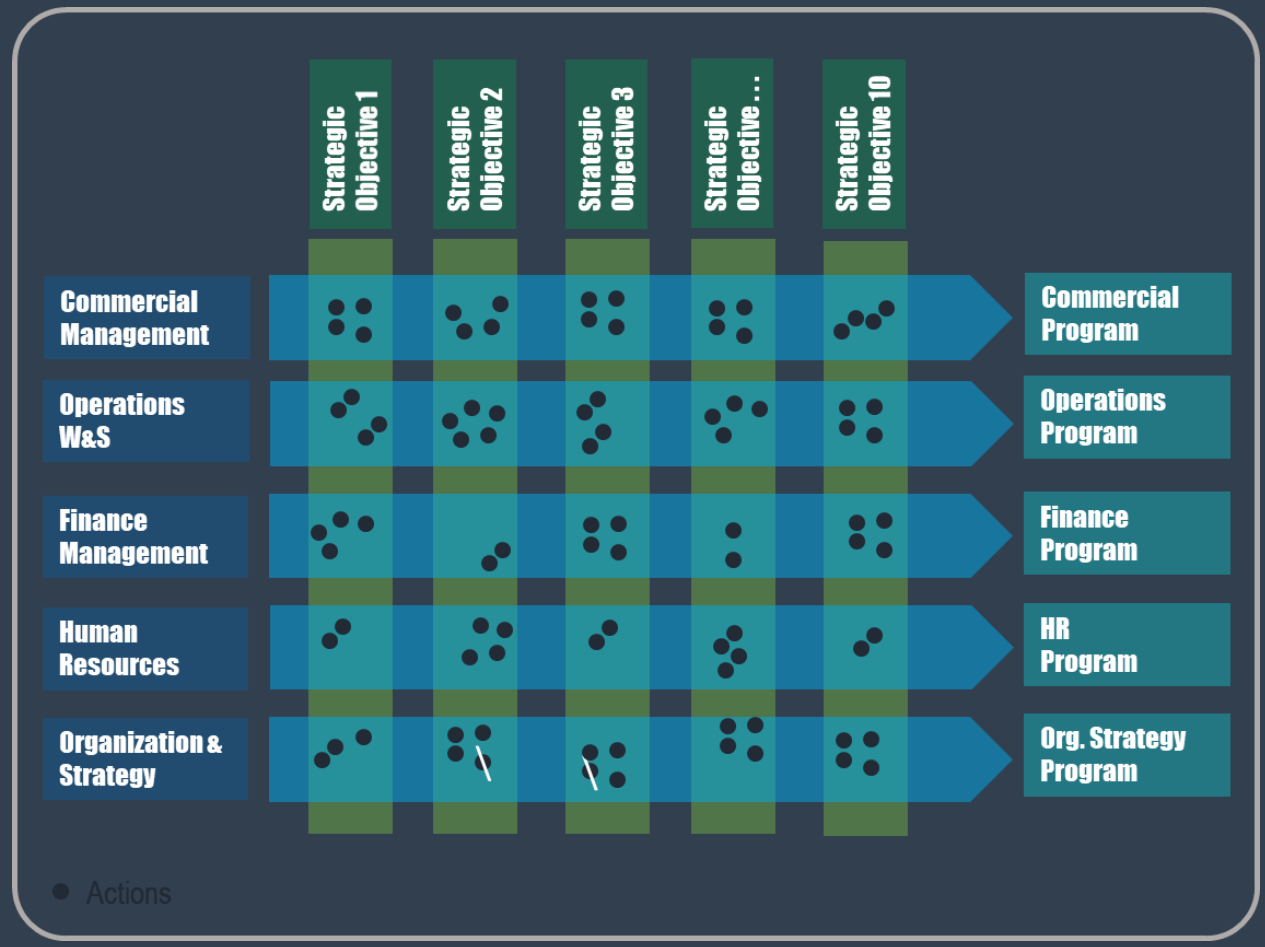
Imagine the future

- Vision
- Strategic Objectives
- High Level Plan
- Strategic Framework
- Strategic Programs

- Review, update and/or change the elements of the strategic framework
- Develop high-level strategic program per element



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The Timeline

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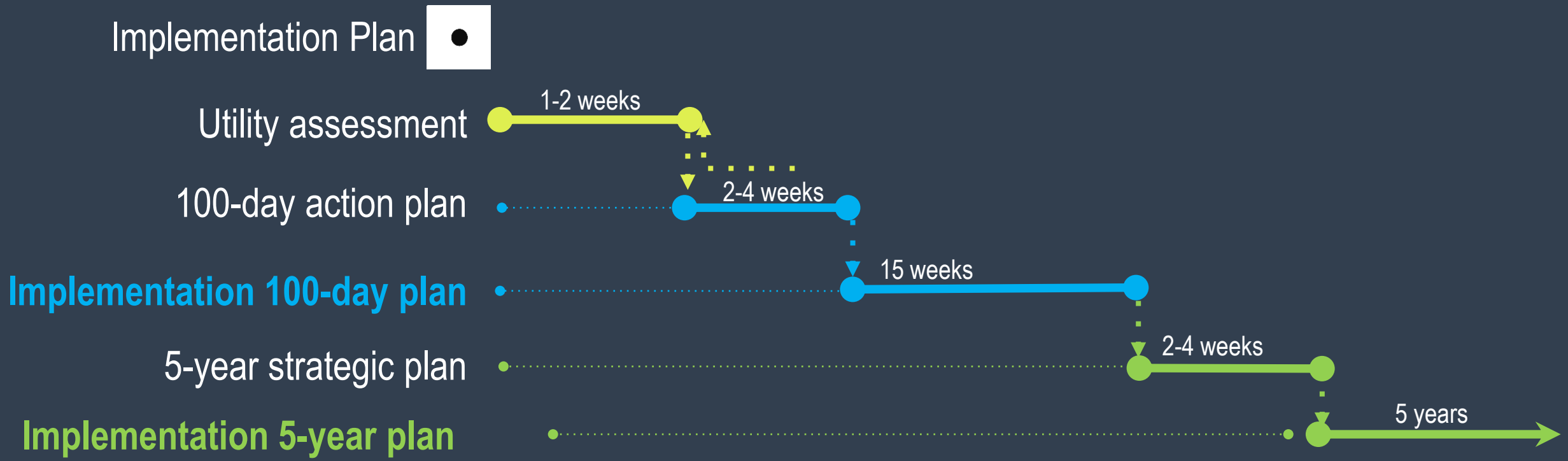
Implementation: Remote



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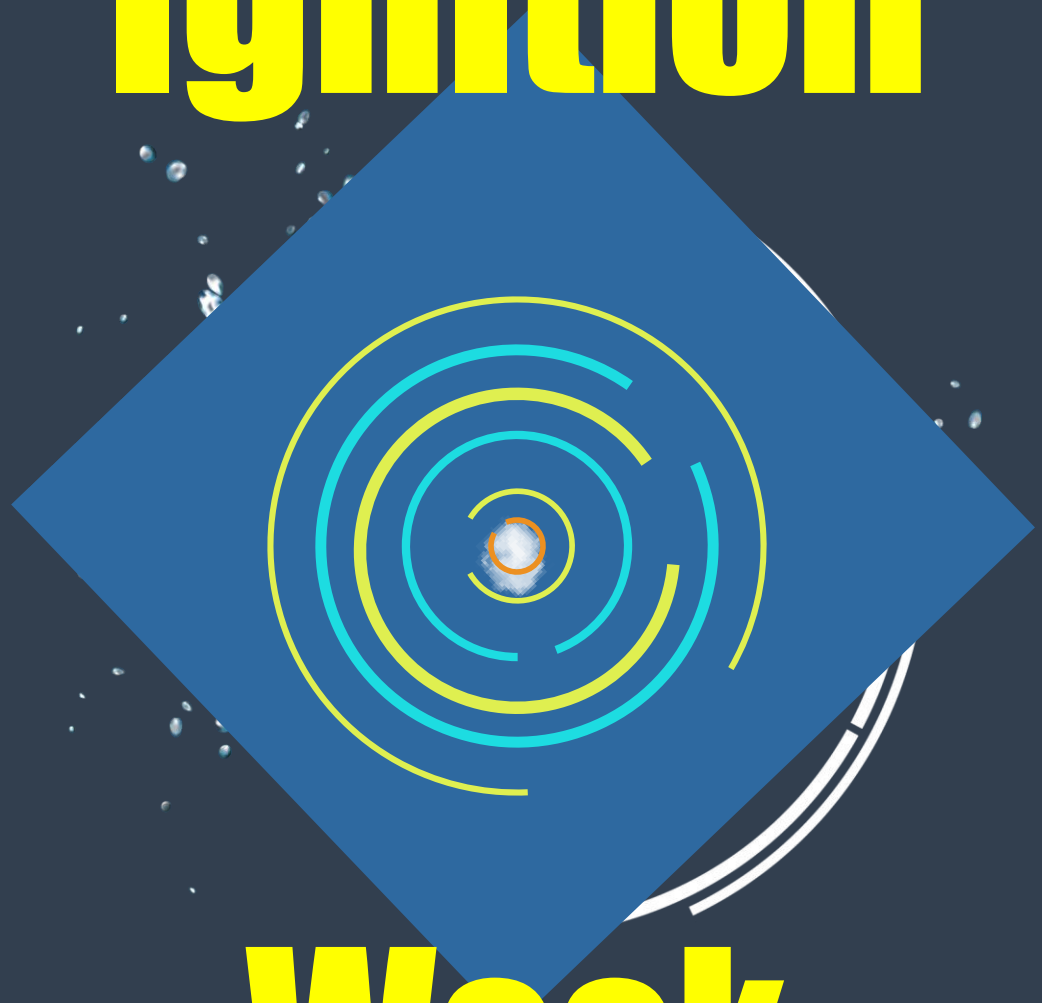
Ignition



Week

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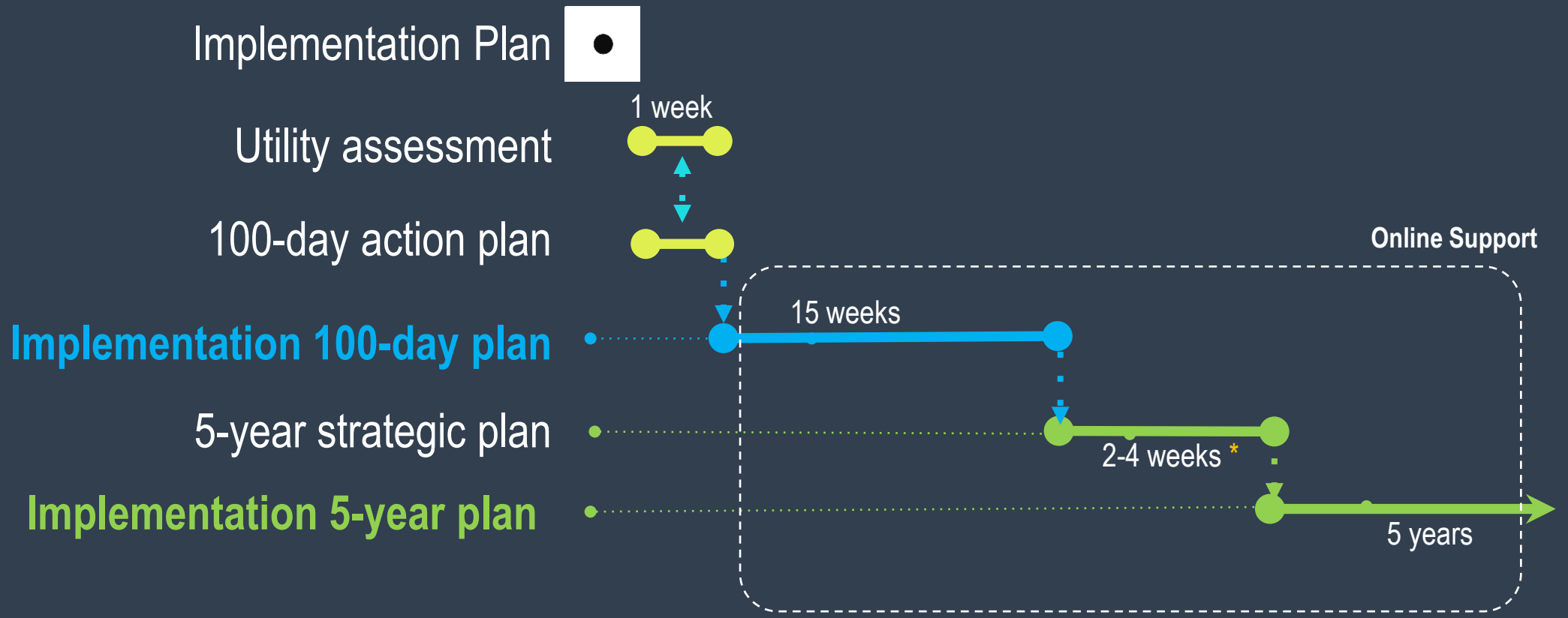
Implementation: Ignition Week



It could also be done on-site after the 100-day plan (5 days approx.)

*

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