



**Intelligent
Utilities**
NEW IBNET

NewIBNET Data Collection Tool

KEY PERFORMANCE INDICATORS AND MANAGEMENT
PRACTICES

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Part 1: Utility Characteristics

1. Basic Information

Utility Name:		Country:	
When was this Utility built?	DD/MM/YYYY	Region:	
Date of Survey Completion:	DD/MM/YYYY	Respondent Position:	
What is the structure of the Utility?	<ol style="list-style-type: none"> 1. Local or national government water department (i.e. finances for water/wastewater function are not reported separately from other government activities) 2. Local or National Government Water Department – Ring fenced; (i.e., finances for water/wastewater function are reported separately from other government activities) 3. Statutory body 4. Local or National Government wholly owned provider operating under commercial law 5. Jointly (Government and Private) owned provider operating under commercial law 6. Privately owned provider operating under commercial law 7. Not for profit provider operating under commercial law 8. Other. Describe: _____ 		
What is the nature of the Utility's service area?	<ol style="list-style-type: none"> 1. Urban - <i>includes peri-urban or suburbs in the city or area that the Utility is operating</i> 2. Rural 3. Urban and Rural 		

2. Water Profile

a. Does the Utility supply water to a customer tap through a network of pipes? <i>Skip pattern: If "Yes", go to b. If "No", go to next section.</i>	0. No 1. Yes Don't Know Refuse to Answer	b. Does the Utility treat its drinking water before supply?	0. No 1. Yes Don't Know Refuse to Answer
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3. Wastewater Profile

a. Does this Utility provide wastewater treatment services? <i>Skip pattern: If "Yes", go to b. If "No", go to next section.</i>	0. No 1. Yes Don't Know Refuse to Answer	b. (If yes) Does the Utility collect wastewater? <i>Skip pattern: If "Yes", go to c. If "No", go to next section.</i>	0. No 1. Yes Don't Know Refuse to Answer
c. Does the Utility treat collected wastewater before discharge?	0. No 1. Yes Don't Know	d. Where is the effluent discharged?	1. Existing water resource (lake, river, etc.)

	Refuse to Answer		2. Reuse in additional process 3. Other: (Please describe) 4. Don't Know 5. Refuse to Answer
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Part 2: Performance Data

All data questions pertain to the calendar year - between January 1 and December 31 of the previous year.

1. Drinking Water Coverage

<p>a. What is the total population in your water service area? Please enter the value for the previous calendar year (Jan 1 – Dec 31).</p>	<p><i>“Service area” refers to the area designated by law that is intended to be served by the Utility. “Information provided can be based on statistical information, estimation based on population growth, etc.”</i></p>	
<p>b. What is the population in the service area with water services from the Utility? Please enter the value for the previous calendar year (Jan 1 – Dec 31)..</p>	<p><i>This refers to the population under responsibility of the Utility with access to water through home connections, yard taps, and public water points – either with direct service or within 200 meters of a standpost.</i></p>	
<p>c. What is the total number of water service connections? Please enter the value for the previous calendar year (Jan 1 – Dec 31).</p>	<p><i>This refers to the number of active water connections at the end of the calendar year. All active connections should be counted; both residential and non-residential. Inactive connections, such as connections to vacant buildings or connections intended for future expansions and all connections for which the Utility does not have any active contract should be <u>excluded</u>. Connections that may be inactive due to seasonal changes should be included in this value.</i></p>	
<p>c1. What is the total number of direct household water connections?</p>		
<p>C2. What is the total number of public tap/standpoint water connections?</p>		
<p>C3. What is total number of commercial, institutional, industrial and other water connections?</p>		

2. Continuity of Supply

<p>a. What is the average daily supply in <i>hours per day units</i>? Please enter the value for the previous calendar year (Jan 1 – Dec 31).</p>	<p><i>This refers to the number of hours per day that the system supplies water to the distribution network. Interruptions due to unplanned failures or rehabilitation work should be <u>excluded</u>.</i></p>	
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3. Percentage with Supply 24 hours/day, 7 days/week

<p>a. What is the total number of customers that are supplied with service 24 hours per day, seven days per week? Please enter the value for the previous calendar year (Jan 1 – Dec 31).</p>	<p>Please <i>exclude</i> the number of people who face Utility interruptions but maintain supply based on private reservoirs or other storage facilities.</p>	
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4. Non-Revenue Water (1/Connections per hour and %)

<p>a. What is the total produced water volume? Please enter the value for the previous calendar year (Jan 1 – Dec 31). Please specify the unit used.</p>	<p>“Total produced water volume” refers to the volume water exiting treatment works operated by the Utility. This includes the volume of water that is bought in bulk for supply to the service area.</p>	
<p>b. What is the total water volume billed? Please enter the value for the previous calendar year (Jan 1 – Dec 31). Please specify the unit used.</p>	<p>“Total water volume billed” refers to the volume of water billed irrespective of whether the bill is paid or not. Any unmetered volume must be estimated from other information about the water users.</p>	
<p>B1. Volume of water sold to residential customers through direct connections</p>		
<p>B2. Volume of water sold to residential customers through public tap/standpoint water connections?</p>		
<p>B3. Volume of water sold to commercial, institutional, industrial and other water connections?</p>		
<p>c. What is the total length of the water distribution network?</p>		
<p>d. What is the total number of pipe breaks recorded for the water network?</p>		

5. Sanitation Coverage (%)

<p>a. What is the total population in your wastewater service area? Please enter the value for the previous calendar year (Jan 1 – Dec 31).</p>	<p>“Service area” refers to the area designated by law that is intended to be served by the Utility. “Information provided can be based on statistical information, estimation based on population growth, etc.”</p>	
<p>b. What is the population in the service area with wastewater services from the Utility? Please</p>	<p>This refers to the population under responsibility of the Utility with sewer connections (residential and non-residential) at year end. Please include only those with</p>	

enter the value for the previous calendar year (Jan 1 – Dec 31).	<i>piped sewage services and <u>exclude</u> those who evacuate septic tanks via vacuum truck.</i>	
c. What is the total number of wastewater service connections ? Please enter the value for the previous calendar year (Jan 1 – Dec 31).	<i>This refers to the number of active wastewater connections at year-end. All active connections should be counted; both residential and non-residential. Inactive connections, such as connections to vacant buildings or connections intended for future expansions and all connections for which the Utility does not have any active contract should be <u>excluded</u>.</i>	
C1. What is the total number of direct household wastewater connections?		
C2. What is total number of commercial, institutional, industrial and other wastewater connections?		

6. Sewer Blockages (blockages/100 km of sewer)

a. What was the total number of blockages ? Please enter the value for the previous calendar year (Jan 1 – Dec 31).	<i>This refers to the number of blockages that required intervention to be resolved, regardless of whether the blockage was cleared. Please include all levels of the sewer network (e.g., household connections and mains). Please <u>exclude</u> network segments that are exclusively dedicated to stormwater drainage.</i>	
b. What is the total length of pipe in the sewer network ? Please enter the value for the previous calendar year (Jan 1 – Dec 31). Please specify the unit used.	<i>This refers to the total length of the sewerage network. Please exclude service connections or pipes that customers install and are responsible for.</i>	

7. Wastewater Collected and Treated (%)

a. What is the volume of collected wastewater through piped sewerage system or tankers? Please specify the unit used. Please enter the value for the previous calendar year (Jan 1 – Dec 31).	<i>This refers to the volume of wastewater that is <u>collected via sewer system or tankers</u>.</i>	
b. What is the volume of collected wastewater that is treated ? Please specify the unit used. Please enter the value for the previous calendar year (Jan 1 – Dec 31).	<i>This refers to the volume of wastewater collected and treated to meet the standards level locally defined.</i>	

8. Revenue Collection Rate (%)

a. What was the total revenue collected ? Please specify the currency of this value. Please enter the value for the previous calendar year (Jan 1 – Dec 31).	<i>This refers to the total income received or that the Utility collected and is registered in its income for water and wastewater services provided. Please include other services such as fees for connection or reconnection of services provided. This value should include subsidies but NOT other non-service-related income streams.</i>	
b. What is the total revenue billed ? Please enter the value for the previous calendar year (Jan 1 – Dec 31).	<i>This refers to the total <u>billing</u> of water and wastewater services, connection fees, well abstraction fees, reconnection fees, and other operational revenues including subsidies, but excluding all taxes. Please <u>include</u> revenues of bills that were not delivered to the customers, but the Utility has it registered as bills to be collected</i>	

9. Percentage of Metered Connections (%)

a. What are the total number of metered connections ? Please enter the value for the previous calendar year (Jan 1 – Dec 31).	<i>This refers to the total number of active metered connections with an operational meter. Please include all active residential AND non-residential metered connections – even those that are delinquent in payment.</i>	
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10. Service Complaints Resolved (%)

a. What was the total number of customer complaints received ? Please enter the value for the previous calendar year (Jan 1 – Dec 31).	<i>This refers to the number of complaints made by any complaint channel available to customers (e.g., letter, telephone, in person, web-based, etc.)</i>	
b. What was the total number of customer complaints resolved ? Please enter the value for the previous calendar year (Jan 1 – Dec 31).	<i>This refers to the number of customer complaints in which the underlying technical or service issue has been resolved in the specified period.</i>	

11. Drinking Water Quality

a. How many water samples were taken? Please enter the value for the previous calendar year (Jan 1 – Dec 31).	<i>This refers to the number of samples of drinking water that were taken from the system based on the local standard. Please include <u>all</u> unique test types (e.g., chemical, biological, etc.) in this figure.</i>	
b. How many water samples met all required guidelines ? Please enter the value for the previous calendar year (Jan 1 – Dec 31).	<i>This refers to the number of samples of drinking water taken from the system that have been tested AND comply with the local standard.</i>	

12. Operation Cost Coverage (%)

a. What were the total operating expenses ? Please specify the currency. Please	<i>“Total operating expenses” refers to the costs of labor, administrative costs, power, materials, maintenance, levies, and fees. Please <u>exclude</u> depreciation and other financing charges such as interest and capital repayments.</i>	
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enter the value for the previous calendar year (Jan 1 – Dec 31).		
A1. What were total labor expenses?		
A2. What were total energy expenses?		
A3. What were total other expenses (production, operational, administrative, etc.)?		

13. EBITDA Margin

NO QUESTIONS. IBNET TO CALCULATE WITH INFORMATION COLLECTED FROM REVENUE AND OPERATING EXPENSES.

14. Number of Employees per 1,000 Connections

a. What was the total number of full-time employees? Please enter the value for the previous calendar year (Jan 1 – Dec 31).	<i>This refers to the total number of staff that the utility employs, excluding those on part-time contracts or providing third-party services.</i>	
b. What was the total number of full-time equivalent employees ? Please enter the value for the previous calendar year (Jan 1 – Dec 31).	<i>Full-time equivalent” refers to the workload of an employee and aggregates information about full time employees as well as workers who are not characterized as full-time staff. For example, if you employ 5 full-time employees and 4 half-time employees, the total number of full-time equivalent employees is 7.</i>	

15. Percentage of Female Employees

a. What was the total number of full-time employees that are women ? Please enter the value for the previous calendar year (Jan 1 – Dec 31).	<i>This refers to the number of full-time employees that identify as women, excluding those on part-time contracts or providing third-party services.</i>	
b. What was the total number of full-time equivalent employees that are women ? Please enter the value for the previous calendar year (Jan 1 – Dec 31).	<i>This refers to the number of full-time equivalent employees that identify as women. Full-time equivalent” refers to the workload of an employee and aggregates information about full time employees as well as workers who are not characterized as full-time staff. For example, if you employ 5 full-time employees and 4 half-time employees, the total number of full-time equivalent employees is 7.</i>	

Part 3: Management Practices

This version of the management practices questionnaire is to be administered to all utilities participating in the Pilot Survey.

MODULE COM: COMMERCIAL

COM1: Customer Relationship & Engagement Strategy	
<p>1. How do customers contact the Utility about service complaints and other inquiries? Please select one answer.</p>	<p> <input checked="" type="checkbox"/> Don't Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> There are no channels to communicate with customers about complaints or inquiries <input type="checkbox"/> There are very few channels to communicate with customers about complaints or inquiries <input type="checkbox"/> There are some channels to communicate with customers about complaints or inquiries <input type="checkbox"/> There are multiple channels to communicate with customers about complaints or inquiries. <input type="checkbox"/> There are multiple channels to communicate with customers about complaints or inquiries <u>AND</u> the quality of the customer experience is assured across all channels. </p>
<p>(Optional) How often does the Utility solicit feedback from its customers about technical service, billing, and experience-related services? Please select one answer.</p>	<p> <input type="checkbox"/> Don't Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> Never <input type="checkbox"/> Yearly <input type="checkbox"/> Quarterly <input type="checkbox"/> Monthly <input type="checkbox"/> Weekly <input type="checkbox"/> Daily <input type="checkbox"/> Hourly or More Frequently </p>
COM2: Customer Complaints and Inquiries	
<p>2. What channels are available to customers to submit complaints and/or inquiries about their service? Please select one answer.</p>	<p> <input type="checkbox"/> Don't Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> There are no channels available <input type="checkbox"/> A single physical channel only <u>OR</u> a single online channel only <input type="checkbox"/> More than one physical channel <u>OR</u> more than one online channel <input type="checkbox"/> Multiple physical channels (e.g., office, mail, etc.) <u>AND</u> multiple online channels (e.g., phone, web, etc.) <input type="checkbox"/> Multiple physical channels (e.g., office, mail, etc.) <u>AND</u> multiple online channels (e.g., phone, web, etc.). Quality of these channels is also monitored regularly. </p>
<p>(Optional) How frequently are the quality levels of these channels monitored? Please select one answer.</p>	<p> <input type="checkbox"/> Don't Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> Never <input type="checkbox"/> Yearly </p>

	<input type="checkbox"/> Quarterly <input type="checkbox"/> Monthly <input type="checkbox"/> Weekly <input type="checkbox"/> Daily <input type="checkbox"/> Hourly or More Frequently
COM3: Payment Modes	
3. What channels are available to customers to pay their bills? Please select one answer.	<input type="checkbox"/> Don't Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> There are no channels available <input type="checkbox"/> A single physical channel only <u>OR</u> a single online channel only <input type="checkbox"/> More than one physical channel <u>OR</u> more than one online channel <input type="checkbox"/> Multiple physical channels (e.g., office, mail, etc.) <u>AND</u> multiple online channels (e.g., phone, web, etc.) <input type="checkbox"/> Multiple physical channels (e.g., office, mail, etc.) <u>AND</u> multiple online channels (e.g., phone, web, etc.). Quality of these channels is also monitored regularly.
(Optional) Are the quality levels of these channels monitored? Please select one answer.	<input type="checkbox"/> Don't Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> Never <input type="checkbox"/> Yearly <input type="checkbox"/> Quarterly <input type="checkbox"/> Monthly <input type="checkbox"/> Weekly <input type="checkbox"/> Daily <input type="checkbox"/> Hourly or More Frequently
COM4: Meter Reading	
4. How is meter data transmitted to the commercial or billing system? Please select one answer. <i>Definitions:</i> 1. <i>Manual transmission refers to a technician who notes on paper customers' consumption from the meter.</i> 2. <i>Remote transmission refers to a technician who inputs meter data into a mobile device that can digitally transmit meter data to the billing system.</i>	<input checked="" type="checkbox"/> Don't Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> Meter data is not used for billing and commercial purposes <input type="checkbox"/> Technicians visit meters in-person and manually record the meter data. The data is then manually entered into the billing system. <input type="checkbox"/> Technicians visit meters in-person to digitally record meter data. The data is manually uploaded to the billing system by the technician. <input type="checkbox"/> Technicians visit meters in-person to digitally record meter data. The data is automatically uploaded to the billing system via the data collection device. <input type="checkbox"/> Meter data is transmitted automatically and remotely to the billing system <u>without</u> the need for staff to visit meters in-person.
5. What kinds of practices are used to validate meter data? Please select all that apply.	<input type="checkbox"/> Don't Know <input type="checkbox"/> Refuse to Answer

<p><i>Definitions:</i> 1. <i>Predictive analytics are statistical or algorithm-based models that analyze historical and current data to make predictions about future or unknown events in areas such as demand forecasting, production planning, or human resources management.</i></p>	<input type="checkbox"/> Summary statistics of meter data (i.e., How close is the customer’s consumption relative to the average consumption of customers this billing period?) <input type="checkbox"/> Trends and comparisons across time periods (i.e., Did the consumption of the customer drastically change between billing periods?) <input type="checkbox"/> Use of customized or interactive descriptive analysis requested by decision makers <input type="checkbox"/> None of the above
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MODULE OPS: OPERATIONS

OPS1: Water Asset Maintenance	
<p>6. Which best describes the maintenance practices of essential water assets? Please select one answer.</p>	<input type="checkbox"/> Don’t Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> Water assets are not maintained <input type="checkbox"/> Water asset maintenance is primarily reactive . The Utility replaces or repairs when things break or fall into disrepair. <input type="checkbox"/> Water asset maintenance is partially periodic, partially reactive . <input type="checkbox"/> Water asset maintenance is primarily preventive . <input type="checkbox"/> Water asset maintenance is preventive AND is informed by risk assessments and equipment monitoring.
OPS2: Wastewater Asset Maintenance	
<p>7. Which best describes the maintenance practices of essential wastewater assets? Please select one answer.</p>	<input type="checkbox"/> Don’t Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> Wastewater assets are not maintained <input type="checkbox"/> Wastewater asset maintenance is primarily reactive . The Utility replaces or repairs when things break or fall into disrepair. <input type="checkbox"/> Wastewater asset maintenance is partially periodic, partially reactive . <input type="checkbox"/> Wastewater asset maintenance is primarily preventive . <input type="checkbox"/> Wastewater asset maintenance is preventive AND is informed by risk assessments and equipment monitoring.
OPS3: Non-Revenue Water	
<p>8. Which components of non-revenue water are tracked? Please select all that apply. <i>Definitions:</i> 1. <i>Non-revenue water is water that has been</i></p>	<input type="checkbox"/> Don’t Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> Billed metered consumption <input type="checkbox"/> Billed unmetered consumption

<p>produced and is “lost” before it reaches the customer. These losses can be real or apparent losses.</p>	<input type="checkbox"/> Unbilled metered consumption <input type="checkbox"/> Unbilled, unmetered consumption <input type="checkbox"/> Unauthorized consumption <input type="checkbox"/> Customer metering inaccuracies <input type="checkbox"/> Systematic data handling errors <input type="checkbox"/> Leakage on transmission and/or distribution mains <input type="checkbox"/> Leakage and overflows at Utility’s storage tanks <input type="checkbox"/> Leakage on service connections up to point of customer metering <input type="checkbox"/> None of the above
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MODULE FIN: FINANCIAL

FIN1: Tariff Analysis	
<p>9. Does the Utility conduct full-cost recovery tariff analysis that includes operating expenditures, depreciations, and returns? Please select one answer.</p> <p><i>Definitions:</i> 1. “Full Cost Recovery” refers to the generation of revenue through appropriate pricing of services to cover the full cost of service provision.</p>	<input type="checkbox"/> Don’t Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> There is no cost recovery tariff analysis conducted <input type="checkbox"/> The minimum level of cost recovery tariff analysis is conducted. <input type="checkbox"/> There is some cost recovery tariff analysis conducted, but the analysis is irregular . <input type="checkbox"/> There is extensive cost recovery tariff analysis conducted regularly . <input type="checkbox"/> There is exhaustive cost recovery tariff analysis conducted regularly for short-, medium-, and long-term needs.
FIN2: Operational Costs	
<p>10. Does the Utility track its operational cost structure including fixed costs, variable costs, and cost optimization opportunities? Please select one answer.</p> <p><i>Definitions:</i> 1. “Fixed costs” refer to the recurring, constant costs of providing goods or services that do not depend on the level of goods or services produced. 2. “Variable costs” are costs that change as the quantity of the good or service produced changes. 3. “Cost optimization opportunities” is the practice of reducing costs while maximizing the quality-of-services provided.</p>	<input type="checkbox"/> Don’t Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> There is no tracking of operational costs. <input type="checkbox"/> The minimum level of operational costs is tracked. <input type="checkbox"/> There is some level of operational cost tracking, but it is irregular or informal . <input type="checkbox"/> There is extensive operational cost tracking conducted regularly – including fixed and variable costs of Utility operations. <input type="checkbox"/> There is exhaustive operational cost tracking conducted regularly. Furthermore, cost optimization strategies are implemented to maximize the quality of services provided.
FIN3: Financial Forecasting	
<p>11. Does the Utility conduct financial forecasting for short-, medium-, and long-term funding</p>	<input type="checkbox"/> Don’t Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> No financial forecasting is conducted.

<p>needs?</p> <p><i>Definitions:</i> 1. “Financial forecasting” refers to the formal process of estimating or predicting the funding requirements for the activities conducted by the Utility.</p>	<input type="checkbox"/> Financial forecasting is conducted for short-term needs (< 1 year) <input type="checkbox"/> Financial forecasting is conducted for short-term (< 1 year) AND medium-term needs (1-2 years), but the analysis is irregular . <input type="checkbox"/> Financial forecasting is conducted for short-term (< 1 year) AND medium-term (1-2 years) needs regularly . <input type="checkbox"/> Financial forecasting is conducted for short-term, medium-term, AND long-term (> 2 years) needs regularly .
FIN4: Life Cycle Costing	
<p>12. Does the Utility conduct life cycle costing of infrastructure?</p> <p><i>Definitions:</i> 1. “Life-cycle costing” refers to the total cost of ownership over the life an asset including the social and environmental costs of owning the assets and the maintenance burden leading to operational expenditures.</p>	<input type="checkbox"/> Don’t Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> No life cycle costing of infrastructure or equipment is conducted. <input type="checkbox"/> Life cycle costing of infrastructure and equipment is conducted rarely and only includes financial costs. <input type="checkbox"/> Life cycle costing of infrastructure and equipment is conducted regularly and <u>only</u> includes financial costs. Social and environmental costs are not considered. <input type="checkbox"/> Life cycle costing of infrastructure and equipment is conducted regularly . This includes financial costs and EITHER social or environmental costs, but not all three. <input type="checkbox"/> Life cycle costing of infrastructure and equipment is conducted regularly . This includes financial, social, AND environmental costs.

MODULE OS: ORGANIZATION AND STRATEGY

OS1: Performance Tracking		
<p>13. How many key performance indicators were monitored at this Utility? Please select one answer.</p> <p><i>Examples:</i> - Number of employees per 1,000 connections - Revenue collection rate (%) - Operation cost coverage (%)</p>	<input type="checkbox"/> Don't Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> 0 key performance indicators <input type="checkbox"/> 1-2 key performance indicators <input type="checkbox"/> 3-9 key performance indicators <input type="checkbox"/> 10-15 key performance indicators <input type="checkbox"/> 16 or more key performance indicators	
OS2: Performance Review	For managers:	For non-managers:
<p>14. How frequently are the key performance indicators reviewed by employees at this establishment? Please select one answer for <u>managers</u> and one answer for <u>non-managers</u>.</p> <p><i>Definitions:</i> 1. A manager is someone who has employees directly reporting to them, with whom they meet on a regular basis, and whose pay and promotion they may be involved with, e.g., Utility Manager, Human Resource Manager, Engineering Manager. 2. A non-manager is anyone who is not a manager.</p>	<input type="checkbox"/> Don't Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> Never <input type="checkbox"/> Yearly <input type="checkbox"/> Quarterly <input type="checkbox"/> Monthly <input type="checkbox"/> Weekly <input type="checkbox"/> Daily <input type="checkbox"/> Hourly or More Frequently	<input type="checkbox"/> Don't Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> Never <input type="checkbox"/> Yearly <input type="checkbox"/> Quarterly <input type="checkbox"/> Monthly <input type="checkbox"/> Weekly <input type="checkbox"/> Daily <input type="checkbox"/> Hourly or More Frequently
OS3: Performance Dialogue		
<p>15. How are your meetings to review the performance indicators structured? Please select one answer.</p>	<input type="checkbox"/> Don't Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> There is no structure. <input type="checkbox"/> There is an agenda. Mostly focused on finding solutions <input type="checkbox"/> There is a clear agenda. Meeting also focuses on finding the root cause of the problems <input type="checkbox"/> There is an agenda. Meeting focused on preventing future problems. <input type="checkbox"/> There is an agenda. Meeting focused on preventing future problem AND meeting structure is regularly improved .	
OS4: Clarity and Comparability of Performance	For managers:	For non-managers:
<p>16. How easy or difficult was it for employees to understand performance measures? Please select one answer for <u>managers</u> and one answer for <u>non-managers</u>.</p> <p><i>Definitions:</i> 1. A manager is someone who has employees directly reporting to them, with whom they meet</p>	<input type="checkbox"/> Don't Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> Performance targets are not understood <input type="checkbox"/> Performance targets are a little understood <input type="checkbox"/> Performance targets	<input type="checkbox"/> Don't Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> Performance targets are not understood <input type="checkbox"/> Performance targets are a little understood <input type="checkbox"/> Performance targets

<p><i>on a regular basis, and whose pay and promotion they may be involved with, e.g., Utility Manager, Human Resource Manager, Engineering Manager.</i></p> <p>2. A non-manager is anyone who is not a manager.</p>	<p>are somewhat understood</p> <p><input type="checkbox"/> Performance targets are mostly understood</p> <p><input type="checkbox"/> Performance targets are completely understood</p>	<p>are somewhat understood</p> <p><input type="checkbox"/> Performance targets are mostly understood</p> <p><input type="checkbox"/> Performance targets are completely understood</p>
OS5: Types and Balance of Targets		
<p>17. What kinds of targets receive the most focus from management? Please select one answer.</p>	<p><input type="checkbox"/> Don't Know</p> <p><input type="checkbox"/> Refuse to Answer</p> <p><input type="checkbox"/> No targets are set.</p> <p><input type="checkbox"/> Only financial targets <u>OR</u> only operational targets</p> <p><input type="checkbox"/> Primarily financial targets with some focus on operational targets</p> <p><input type="checkbox"/> Primarily on operational targets with some focus on financial targets</p> <p><input type="checkbox"/> Balance of financial and operational targets</p>	
OS6: Time Horizon of Targets		
<p>18. What best describes the time frame of performance targets at this establishment? Please select one answer.</p>	<p><input type="checkbox"/> Don't Know</p> <p><input type="checkbox"/> Refuse to Answer</p> <p><input type="checkbox"/> No performance targets</p> <p><input type="checkbox"/> Focus was on short-term performance targets (< 1 year)</p> <p><input type="checkbox"/> Focus was on medium-term performance targets (1 year)</p> <p><input type="checkbox"/> Focus was on long-term performance targets (> 1 year)</p> <p><input type="checkbox"/> Focus was on a combination of long-term and short-term performance targets</p>	

MODULE HR: HUMAN RESOURCES

HR1: Attracting Talent	For managers:	For non-managers:
<p>19. What is the <u>job offer acceptance rate</u> for employees in your Utility? Please select one answer for <u>managers</u> and one answer for <u>non-managers</u>.</p> <p><i>Definitions:</i></p> <p>1. The offer acceptance rate is the percentage of candidates that accepted your job offer.</p> <p>2. A manager is someone who has employees directly reporting to them, with whom they meet on a regular basis, and whose pay and promotion they may be involved with, e.g., Utility Manager, Human Resource Manager, Engineering Manager.</p>	<p><input type="checkbox"/> Don't Know</p> <p><input type="checkbox"/> Refuse to Answer</p> <p><input type="checkbox"/> 100%</p> <p><input type="checkbox"/> 67-99%</p> <p><input type="checkbox"/> 34-66%</p> <p><input type="checkbox"/> 1-33%</p> <p><input type="checkbox"/> 0%</p>	<p><input type="checkbox"/> Don't Know</p> <p><input type="checkbox"/> Refuse to Answer</p> <p><input type="checkbox"/> 100%</p> <p><input type="checkbox"/> 67-99%</p> <p><input type="checkbox"/> 34-66%</p> <p><input type="checkbox"/> 1-33%</p> <p><input type="checkbox"/> 0%</p>

<p>3. A non-manager is anyone who is not a manager.</p>		
<p>HR2: Managing Talent</p>	<p>For managers:</p>	<p>For non-managers:</p>
<p>20. “What percentage of employees are evaluated through an appraisal system?” Please select one answer for <u>managers</u> and one answer for <u>non-managers</u>.</p> <p><i>Definition:</i> 1. A manager is someone who has employees directly reporting to them, with whom they meet on a regular basis, and whose pay and promotion they may be involved with, e.g., Utility Manager, Human Resource Manager, Engineering Manager. 2. A non-manager is anyone who is not a manager.</p>	<p><input type="checkbox"/> Don’t Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> 100% <input type="checkbox"/> 67-99% <input type="checkbox"/> 34-66% <input type="checkbox"/> 1-33% <input type="checkbox"/> 0%</p>	<p><input type="checkbox"/> Don’t Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> 100% <input type="checkbox"/> 67-99% <input type="checkbox"/> 34-66% <input type="checkbox"/> 1-33% <input type="checkbox"/> 0%</p>
<p>HR3: Developing Talent and Promoting High Performers</p>	<p>For managers:</p>	<p>For non-managers:</p>
<p>21. What was the primary way employees were <u>promoted</u> at this Utility? Please select one answer for <u>managers</u> and one answer for <u>non-managers</u>.</p> <p><i>Definition:</i> 1. A manager is someone who has employees directly reporting to them, with whom they meet on a regular basis, and whose pay and promotion they may be involved with, e.g., Utility Manager, Human Resource Manager, Engineering Manager. 2. A non-manager is anyone who is not a manager.</p>	<p><input type="checkbox"/> Don’t Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> Managers are not normally promoted <input checked="" type="checkbox"/> Based mainly on <u>seniority</u> <input type="checkbox"/> Based partly on <u>performance</u>, partly on <u>seniority</u> <input type="checkbox"/> Based mostly on <u>performance</u>, partly on <u>seniority</u> <input type="checkbox"/> Based solely on <u>performance</u> and <u>ability</u></p>	<p><input type="checkbox"/> Don’t Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> Non-managers are not normally promoted <input type="checkbox"/> Based mainly on <u>seniority</u> <input type="checkbox"/> Based partly on <u>performance</u>, partly on <u>seniority</u> <input type="checkbox"/> Based mostly on <u>performance</u>, partly on <u>seniority</u> <input type="checkbox"/> Based solely on <u>performance</u> and <u>ability</u></p>
<p>HR4: Retaining Talent</p>		
<p>22. How often does a top talent decide to leave the Utility? Please select one answer.</p>	<p><input type="checkbox"/> Don’t Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> Highest performers very frequently leave <input type="checkbox"/> Highest performers somewhat frequently leave <input type="checkbox"/> Highest performers sometimes leave <input type="checkbox"/> Highest performers infrequently leave <input type="checkbox"/> Highest performers almost never leave</p>	

MODULE CC: CLIMATE CHANGE

ICC1: Green Planning and Infrastructure	
<p>23. To what extent have green technologies been implemented in your Utility’s operations? Please select one answer.</p> <p><i>Definitions:</i> 1. “Green technologies” refers to technologies or practices such as water reuse, renewable energy sources, or other technologies that aim to reduce pollution, encourage environmental protection, reduce utilities’ carbon footprint, etc.</p>	<p><input type="checkbox"/> Don’t Know</p> <p><input type="checkbox"/> Refuse to Answer</p> <p><input type="checkbox"/> Green technologies have not been implemented in Utility operations</p> <p><input type="checkbox"/> Green technologies have been minimally implemented in Utility operations</p> <p><input type="checkbox"/> Green technologies have somewhat been implemented in Utility operations</p> <p><input type="checkbox"/> Green technologies have been extensively implemented in Utility operations</p> <p><input type="checkbox"/> Green technologies have been extensively implemented in Utility operations <u>AND</u> the Utility is a leader in its environmental planning.</p>
ICC2: Incentives for Customers to Conserve Water	
<p>24. To what extent does the Utility incentivize customers to conserve water? Please select one answer.</p>	<p><input type="checkbox"/> Don’t Know</p> <p><input type="checkbox"/> Refuse to Answer</p> <p><input type="checkbox"/> The Utility does not incentivize customers to conserve water</p> <p><input type="checkbox"/> The Utility minimally incentivizes customers to conserve water – usually when reacting to external circumstances.</p> <p><input type="checkbox"/> The Utility somewhat incentivizes customers to conserve water, but implementation is still in progress.</p> <p><input type="checkbox"/> The Utility extensively incentivizes customers to conserve water by various means (financial and non-financial)</p> <p><input type="checkbox"/> The Utility extensively incentivizes customers to conserve water by various means (financial and non-financial) <u>AND</u> customer consumption has decreased in measurable ways.</p>
ICC3: Source Water Quality Monitoring	
<p>25. To what extent does the Utility monitor the quality of its source water body? Please select one answer.</p>	<p><input type="checkbox"/> Don’t Know</p> <p><input type="checkbox"/> Refuse to Answer</p> <p><input type="checkbox"/> The Utility does not monitor the quality of its source water body</p> <p><input type="checkbox"/> The Utility minimally monitors the quality of its source water body</p> <p><input type="checkbox"/> The Utility somewhat monitors the quality of its source water body</p> <p><input type="checkbox"/> The Utility extensively monitors the quality of its source water body</p> <p><input type="checkbox"/> The Utility is a leader in monitoring the quality of its source water body</p>

MODULE INT: INTEGRITY

INT1: Transparency and Disclosure		
<p>26. To what extent does the Utility share information with the public? Please select one answer.</p>	<p> <input type="checkbox"/> Don't Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> The Utility does not share information publicly. <input type="checkbox"/> The Utility publishes the minimum level of information required by law and regulations. <input type="checkbox"/> The Utility publishes some key financial <u>AND</u> non-financial information. <input type="checkbox"/> The Utility publishes a lot of financial <u>AND</u> non-financial information. <input type="checkbox"/> The Utility publishes all relevant financial <u>AND</u> non-financial information in a user-friendly format. </p>	
INT2: Procurement Protocols	For managers:	For non-managers:
<p>27. How understood are procurement protocols relating to activities such as bidding, contracting, and sourcing? Please select one answer for <u>managers</u> and one answer for <u>non-managers</u>.</p>	<p> <input type="checkbox"/> Don't Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> Procurement protocols do not exist. <input type="checkbox"/> Procurement protocols are not well understood. <input type="checkbox"/> Procurement protocols are somewhat understood. <input type="checkbox"/> Procurement protocols are well understood. <input type="checkbox"/> Procurement protocols are well understood AND so are the consequences of violating them </p>	<p> <input type="checkbox"/> Don't Know <input type="checkbox"/> Refuse to Answer <input type="checkbox"/> Procurement protocols do not exist. <input type="checkbox"/> Procurement protocols are not well understood. <input type="checkbox"/> Procurement protocols are somewhat understood. <input type="checkbox"/> Procurement protocols are well understood. <input type="checkbox"/> Procurement protocols are well understood AND so are the consequences of violating them </p>