Intelligent Utilities
NEW IBNET

Data Entry Questions

REQUIRED DATA ON PERFORMANCE AND MANAGEMENT PRACTICES

WORLD BANK GROUP
Water

GWSP
GLOBAL WATER
SECURITY & SANITATION
PARTNERSHIP

Contents

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/YYY	Respondent Position:	
What is the structure of the Utility?	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?	1. Urban - *includes peri-urban or suburbs in the city or area that the Utility is operating* 2. Rural 3. Urban and Rural		

2. Water Profile

a. Does the Utility supply water to a customer tap through a network of pipes? *Skip pattern: If "Yes", go to b. If "No", go to next section.*	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

3. Wastewater Profile

a. Does this Utility provide wastewater treatment services? *Skip pattern: If "Yes", go to b. If "No", go to next section.*	0. No 1. Yes Don't Know Refuse to Answer	b. (If yes) Does the Utility collect wastewater? *Skip pattern: If "Yes", go to c. If "No", go to next section.*	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 Refuse to Answer	d. Where is the effluent discharged?	1. Existing water resource (lake, river, etc.) 2. Reuse in additional process 3. Other: (Please describe) 4. Don't Know 5. Refuse to Answer

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

a. What is the **total population** in your **water service area**? Please enter the value for the previous calendar year (Jan 1 – Dec 31).	*"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."*	
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)..	*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.*	
c. What is the **total** number of **water service connections**? Please enter the value for the previous calendar year (Jan 1 – Dec 31).	*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.*	
c1. What is the total number of direct household water connections?		
C2. What is the total number of public tap/standpoint water connections?		
C3. What is total number of commercial, institutional, industrial and other water connections?		

2. Continuity of Supply

a. What is the **average daily supply** in *hours per day units*? Please enter the value for the previous calendar year (Jan 1 – Dec 31).	*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>.*	

3. Percentage with Supply 24 hours/day, 7 days/week

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).	*Please <u>exclude</u> the number of people who face Utility interruptions but maintain supply based on private reservoirs or other storage facilities.*	

4. Non-Revenue Water (1/Connections per hour and %)

a. What is the **total <u>produced</u> water volume**? Please enter the value for the previous calendar year (Jan 1 – Dec 31). Please specify the unit used.	*"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.*	
b. What is the **total water volume <u>billed</u>?** Please enter the value for the previous calendar year (Jan 1 – Dec 31). Please specify the unit used.	*"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.*	
B1. Volume of water sold to residential customers through direct connections		
B2. Volume of water sold to residential customers through public		

tap/standpoint water connections?		
B3. Volume of water sold to commercial, institutional, industrial and other water connections?		
c. What is the total length of the water distribution network?		
d. What is the total number of pipe breaks recorded for the water network?		

5. Sanitation Coverage (%)

a. What is the **total population** in your **wastewater service area**? Please enter the value for the previous calendar year (Jan 1 – Dec 31).	*"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."*	
b. What is the **population** in the service area **with wastewater services** from the Utility? Please enter the value for the previous calendar year (Jan 1 – Dec 31).	*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 piped sewage services and <u>exclude</u> those who evacuate septic tanks via vacuum truck.*	
c**. What is the total number of wastewater service connections?** Please enter the value for the previous calendar year (Jan 1 – Dec 31).	*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>.*	
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).	*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 exclude network segments that are exclusively dedicated to stormwater drainage.*	
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.	*This refers to the total length of the sewerage network. Please exclude service connections or pipes that customers install and are responsible for.*	

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).	*This refers to the volume of wastewater that is collected via sewer system or tankers.*	
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).	*This refers to the volume of wastewater collected and treated to meet the standards level locally defined.*	

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).	*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.*	
b. What is the total revenue **billed**? Please enter the value for the previous calendar year (Jan 1 – Dec 31).	*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*	

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).	*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.*	

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

11. Drinking Water Quality

a. How many **water samples** were taken?	*This refers to the number of samples of drinking water that were taken from the system based on the*	

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

12. Operation Cost Coverage (%)

a. What were the **total operating expenses**? Please specify the currency. Please enter the value for the previous calendar year (Jan 1 – Dec 31).	*"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.*	
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).	*This refers to the total number of staff that the utility employs, excluding those on part-time contracts or providing third-party services.*	
b. What was the **total** number of **full-time**	*Full-time equivalent" refers to the workload of an employee and aggregates information about full time employees as well as workers who are not*	

equivalent employees? Please enter the value for the previous calendar year (Jan 1 – Dec 31).	*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.*	

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).	*This refers to the number of full-time employees that identify as women, excluding those on part-time contracts or providing third-party services.*	
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).	*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.*	

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	
1. How do customers contact the Utility about service complaints and other inquiries? Please select one answer.	☐ Don't Know ¨ Refuse to Answer ¨ There are **no** channels to communicate with customers about complaints or inquiries ¨ There are **very few** channels to communicate with customers about complaints or inquiries ¨ There are **some** channels to communicate with customers about complaints or inquiries ¨ There are **multiple** channels to communicate with customers about complaints or inquiries. ¨ 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.
(Optional) How often does the Utility solicit feedback from its customers about technical service, billing, and experience-related services? Please select one answer.	¨ Don't Know ¨ Refuse to Answer ¨ Never ¨ Yearly ¨ Quarterly ¨ Monthly ¨ Weekly ¨ Daily ¨ Hourly or More Frequently
COM2: Customer Complaints and Inquiries	
2. What channels are available to customers to submit complaints and/or inquiries about their service? Please select one answer.	¨ Don't Know ¨ Refuse to Answer ¨ There are **no channels** available ¨ A **single** physical channel only <u>OR</u> a **single** online channel only

	¨ **More than one** physical channel <u>OR</u> **more than one** online channel ¨ **Multiple** physical channels (e.g., office, mail, etc.) <u>AND</u> **multiple** online channels (e.g., phone, web, etc.) ¨ **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) How frequently are the quality levels of these channels monitored? Please select one answer.	¨ Don't Know ¨ Refuse to Answer ¨ Never ¨ Yearly ¨ Quarterly ¨ Monthly ¨ Weekly ¨ Daily ¨ Hourly or More Frequently
COM3: Payment Modes	
3. What channels are available to customers to pay their bills? Please select one answer.	¨ Don't Know ¨ Refuse to Answer ¨ There are **no channels** available ¨ A **single** physical channel only <u>OR</u> a **single** online channel only ¨ **More than one** physical channel <u>OR</u> **more than one** online channel ¨ **Multiple** physical channels (e.g., office, mail, etc.) <u>AND</u> **multiple** online channels (e.g., phone, web, etc.) ¨ **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.	¨ Don't Know ¨ Refuse to Answer ¨ Never ¨ Yearly ¨ Quarterly ¨ Monthly ¨ Weekly ¨ Daily ¨ Hourly or More Frequently

COM4: Meter Reading	
4. How is meter data transmitted to the commercial or billing system? Please select one answer. *Definitions:* *1. Manual transmission refers to a technician who notes on paper customers' consumption from the meter.* *2. Remote transmission refers to a technician who inputs meter data into a mobile device that can digitally transmit meter data to the billing system.*	☐ Don't Know ¨ Refuse to Answer ¨ Meter data is **not used** for billing and commercial purposes ¨ Technicians visit meters in-person and **manually record** the meter data. The data is then **manually entered** into the billing system. ¨ Technicians visit meters in-person to **digitally record** meter data. The data is **manually** uploaded to the billing system by the technician. ¨ Technicians visit meters in-person to **digitally record** meter data. The data is **automatically** uploaded to the billing system via the data collection device. ¨ Meter data is transmitted **automatically** and **remotely** to the billing system **without** 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. *Definitions:* *1. 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.*	¨ Don't Know ¨ Refuse to Answer ☐ Summary statistics of meter data (i.e., How close is the customer's consumption relative to the average consumption of customers this billing period?) ¨ Trends and comparisons across time periods (i.e., Did the consumption of the customer drastically change between billing periods?) ¨ Use of customized or interactive descriptive analysis requested by decision makers ¨ None of the above

MODULE OPS: OPERATIONS

OPS1: Water Asset Maintenance	
6. Which best describes the maintenance practices of essential **water assets**? Please select one answer.	¨ Don't Know ¨ Refuse to Answer ¨ Water assets are **not maintained** ¨ Water asset maintenance is **primarily reactive**. The Utility replaces or repairs when things break or fall into disrepair. ¨ Water asset maintenance is **partially periodic, partially reactive**. ¨ Water asset maintenance is **primarily preventive.** ¨ Water asset maintenance is **preventive** <u>AND</u> is **informed** by risk assessments and equipment monitoring.
OPS2: Wastewater Asset Maintenance	
7. Which best describes the maintenance practices of essential **wastewater assets**? Please select one answer.	¨ Don't Know ¨ Refuse to Answer ¨ Wastewater assets are **not maintained** ¨ Wastewater asset maintenance is **primarily reactive**. The Utility replaces or repairs when things break or fall into disrepair. ¨ Wastewater asset maintenance is **partially periodic, partially reactive**. ¨ Wastewater asset maintenance is **primarily preventive.** ¨ Wastewater asset maintenance is **preventive** <u>AND</u> is **informed** by risk assessments and equipment monitoring.
OPS3: Non-Revenue Water	
8. Which components of **non-revenue water** are tracked? Please select all that apply. *Definitions:* *1. Non-revenue water is water that has been produced and is "lost" before it reaches the customer. These losses can be real or apparent losses.*	¨ Don't Know ¨ Refuse to Answer ¨ Billed metered consumption ¨ Billed unmetered consumption ¨ Unbilled metered consumption ¨ Unbilled, unmetered consumption ¨ Unauthorized consumption ¨ Customer metering inaccuracies

	¨ Systematic data handling errors ¨ Leakage on transmission and/or distribution mains ¨ Leakage and overflows at Utility's storage tanks ¨ Leakage on service connections up to point of customer metering ¨ None of the above

MODULE FIN: FINANCIAL

FIN1: Tariff Analysis	
9. Does the Utility conduct full-cost recovery tariff analysis that includes operating expenditures, depreciations, and returns? Please select one answer. *Definitions:* *1. "Full Cost Recovery" refers to the generation of revenue through appropriate pricing of services to cover the full cost of service provision.*	¨ Don't Know ¨ Refuse to Answer ¨ There is **no** cost recovery tariff analysis conducted ¨ The **minimum** level of cost recovery tariff analysis is conducted. ¨ There is **some** cost recovery tariff analysis conducted, but the analysis is **irregular.** ¨ There is **extensive** cost recovery tariff analysis conducted **regularly.** ¨ There is **exhaustive** cost recovery tariff analysis conducted **regularly** for short-, medium-, and long-term needs.
FIN2: Operational Costs	
10. Does the Utility track its operational cost structure including fixed costs, variable costs, and cost optimization opportunities? Please select one answer. *Definitions:* *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*	¨ Don't Know ¨ Refuse to Answer ¨ There is **no** tracking of operational costs. ¨ The **minimum** level of operational costs is tracked. ¨ There is **some** level of operational cost tracking, but it is **irregular or informal**. ¨ There is **extensive** operational cost tracking conducted **regularly** – including fixed and variable costs of Utility operations. ¨ There is **exhaustive** operational cost tracking conducted regularly. Furthermore, cost **optimization strategies are**

practice of reducing costs while maximizing the quality-of-services provided.	**implemented** to maximize the quality of services provided.
FIN3: Financial Forecasting	
11. Does the Utility conduct financial forecasting for short-, medium-, and long-term funding needs? *Definitions:* *1. "Financial forecasting" refers to the formal process of estimating or predicting the funding requirements for the activities conducted by the Utility.*	¨ Don't Know ¨ Refuse to Answer ¨ **No** financial forecasting is conducted. ¨ Financial forecasting is conducted for **short-term** needs (< 1 year) ¨ Financial forecasting is conducted for **short-term** (< 1 year) <u>AND</u> **medium-term** needs (1-2 years), but the analysis is **irregular.** ¨ Financial forecasting is conducted for **short-term** (< 1 year) <u>AND</u> **medium-term** (1-2 years) needs **regularly.** ¨ Financial forecasting is conducted for **short-term, medium-term,** <u>AND</u> **long-term** (> 2 years) needs **regularly.**
FIN4: Life Cycle Costing	
12. Does the Utility conduct life cycle costing of infrastructure? *Definitions:* *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.*	¨ Don't Know ¨ Refuse to Answer ¨ **No** life cycle costing of infrastructure or equipment is conducted. ¨ Life cycle costing of infrastructure and equipment is conducted **rarely** and only includes financial costs. ¨ Life cycle costing of infrastructure and equipment is conducted **regularly** and <u>only</u> includes **financial** costs. Social and environmental costs are not considered. ¨ Life cycle costing of infrastructure and equipment is conducted **regularly**. This includes **financial** costs and EITHER social or environmental costs, but **not** all three. ¨ 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		
13. How many key performance indicators were monitored at this Utility? Please select one answer. *Examples:* *- Number of employees per 1,000 connections* *- Revenue collection rate (%)* *- Operation cost coverage (%)*	¨ Don't Know ¨ Refuse to Answer ¨ 0 key performance indicators ¨ 1-2 key performance indicators ¨ 3-9 key performance indicators ¨ 10-15 key performance indicators ¨ 16 or more key performance indicators	
OS2: Performance Review	**For managers:**	**For non-managers:**
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>. *Definitions:* *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.*	¨ Don't Know ¨ Refuse to Answer ¨ Never ¨ Yearly ¨ Quarterly ¨ Monthly ¨ Weekly ¨ Daily ¨ Hourly or More Frequently	¨ Don't Know ¨ Refuse to Answer ¨ Never ¨ Yearly ¨ Quarterly ¨ Monthly ¨ Weekly ¨ Daily ¨ Hourly or More Frequently
OS3: Performance Dialogue		
15. How are your meetings to review the performance indicators structured? Please select one answer.	☐ Don't Know ¨ Refuse to Answer ¨ There is **no** structure. ¨ There is an agenda. Mostly focused on finding **solutions** ¨ There is a clear agenda. Meeting also focuses on finding the **root cause** of the problems. ¨ There is an agenda. Meeting focused on **preventing** future problems. ¨ 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:
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>. *Definitions:* *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.*	¨ Don't Know ¨ Refuse to Answer ¨ Performance targets are **not** understood ¨ Performance targets are **a little** understood ¨ Performance targets are **somewhat** understood ¨ Performance targets are **mostly** understood ¨ Performance targets are **completely** understood	¨ Don't Know ¨ Refuse to Answer ¨ Performance targets are **not** understood ¨ Performance targets are **a little** understood ¨ Performance targets are **somewhat** understood ¨ Performance targets are **mostly** understood ¨ Performance targets are **completely** understood
OS5: Types and Balance of Targets		
17. What **kinds of targets** receive the most focus from management? Please select one answer.	¨ Don't Know ¨ Refuse to Answer ¨ **No** targets are set. ¨ **Only** financial targets <u>OR</u> **only** operational targets ¨ **Primarily** financial targets with **some** focus on operational targets ¨ **Primarily** on operational targets with **some** focus on financial targets ¨ **Balance** of financial and operational targets	
OS6: Time Horizon of Targets		
18. What best describes the **time frame** of performance targets at this establishment? Please select one answer.	¨ Don't Know ¨ Refuse to Answer ¨ **No** performance targets ¨ Focus was on **short-term** performance targets (< 1 year) ¨ Focus was on **medium-term** performance targets (1 year) ¨ Focus was on **long-term** performance targets (> 1 year)	

	¨ Focus was on a **combination of long-term and short-term** performance targets

MODULE HR: HUMAN RESOURCES

HR1: Attracting Talent	For managers:	For non-managers:
19. What is the job offer acceptance rate for **employees** in your Utility? Please select one answer for managers and one answer for non-managers. *Definitions:* *1. The offer acceptance rate is the percentage of candidates that accepted your job offer.* *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.* *3. A non-manager is anyone who is not a manager.*	¨ Don't Know ¨ Refuse to Answer ¨ 100% ¨ 67-99% ¨ 34-66% ¨ 1-33% ¨ 0%	¨ Don't Know ¨ Refuse to Answer ¨ 100% ¨ 67-99% ¨ 34-66% ¨ 1-33% ¨ 0%
HR2: Managing Talent	**For managers:**	**For non-managers:**
20. "What percentage of employees are evaluated through an appraisal system?" Please select one answer for managers and one answer for non-managers. *Definition:* *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.*	¨ Don't Know ¨ Refuse to Answer ¨ 100% ¨ 67-99% ¨ 34-66% ¨ 1-33% ¨ 0%	¨ Don't Know ¨ Refuse to Answer ¨ 100% ¨ 67-99% ¨ 34-66% ¨ 1-33% ¨ 0%

HR3: Developing Talent and Promoting High Performers	For managers:	For non-managers:
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>. *Definition:* *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.*	¨ Don't Know ¨ Refuse to Answer ¨ Managers are **not** normally promoted ☑ Based **mainly** on <u>seniority</u> ¨ Based **partly** on <u>performance</u>, **partly** on <u>seniority</u> ¨ Based **mostly** on <u>performance</u>, **partly** on <u>seniority</u> ¨ Based **solely** on <u>performance</u> and <u>ability</u>	¨ Don't Know ¨ Refuse to Answer ¨ Non-managers are **not** normally promoted ¨ Based **mainly** on <u>seniority</u> ¨ Based **partly** on <u>performance</u>, **partly** on <u>seniority</u> ¨ Based **mostly** on <u>performance</u>, **partly** on <u>seniority</u> ¨ Based **solely** on <u>performance</u> and <u>ability</u>
HR4: Retaining Talent		
22. How often does a top talent decide to leave the Utility? Please select one answer.	¨ Don't Know ¨ Refuse to Answer ¨ Highest performers **very frequently** leave ¨ Highest performers **somewhat frequently** leave ¨ Highest performers **sometimes** leave ¨ Highest performers **infrequently** leave ¨ Highest performers **almost never** leave	

MODULE CC: CLIMATE CHANGE

ICC1: Green Planning and Infrastructure	
23. To what extent have **green technologies** been implemented in your Utility's operations? Please select one answer. *Definitions:* *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.*	¨ Don't Know ¨ Refuse to Answer ¨ Green technologies have **not** been implemented in Utility operations ¨ Green technologies have been **minimally** implemented in Utility operations ¨ Green technologies have **somewhat** been implemented in Utility operations ¨ Green technologies have been **extensively** implemented in Utility operations ¨ Green technologies have been **extensively** implemented in Utility operations <u>AND</u> the Utility is a **leader** in its environmental planning.

ICC2: Incentives for Customers to Conserve Water	
24. To what extent does the Utility **incentivize** customers to **conserve** water? Please select one answer.	¨ Don't Know ¨ Refuse to Answer ¨ The Utility does **not** incentivize customers to conserve water ¨ The Utility **minimally** incentivizes customers to conserve water – usually when reacting to external circumstances. ¨ The Utility **somewhat** incentivizes customers to conserve water, but implementation is still in progress. ¨ The Utility **extensively** incentivizes customers to conserve water by various means (financial and non-financial) ¨ 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.

ICC3: Source Water Quality Monitoring	
25. To what extent does the Utility **monitor** the **quality** of its **source water body**? Please select one answer.	¨ Don't Know ¨ Refuse to Answer ¨ The Utility does **not** monitor the quality of its source water body

	¨ The Utility **minimally** monitors the quality of its source water body ¨ The Utility **somewhat** monitors the quality of its source water body ¨ The Utility **extensively** monitors the quality of its source water body ¨ The Utility **is a leader** in monitoring the quality of its source water body

MODULE INT: INTEGRITY

INT1: Transparency and Disclosure	
26. To what extent does the Utility **share information** with the **public**? Please select one answer.	¨ Don't Know ¨ Refuse to Answer ¨ The Utility does **not** share information publicly. ¨ The Utility publishes the **minimum** level of information required by law and regulations. ¨ The Utility publishes **some** key financial <u>AND</u> non-financial information. ¨ The Utility publishes **a lot** of financial <u>AND</u> non-financial information. ¨ The Utility publishes **all** relevant financial <u>AND</u> non-financial information in a **user-friendly format**.

INT2: Procurement Protocols	For managers:	For non-managers:
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>.	¨ Don't Know ¨ Refuse to Answer ¨ Procurement protocols **do not exist.** ¨ Procurement protocols **are not well understood.** ¨ Procurement protocols are **somewhat understood.**	¨ Don't Know ¨ Refuse to Answer ¨ Procurement protocols **do not exist.** ¨ Procurement protocols **are not well understood.** ¨ Procurement protocols are **somewhat understood.**

	¨ Procurement protocols are **well understood.** ¨ Procurement protocols are **well understood** AND so are the **consequences** of violating them	¨ Procurement protocols are **well understood.** ¨ Procurement protocols are **well understood** AND so are the **consequences** of violating them