



**European
Benchmarking
Co-operation**



CALL TO REGISTER

EBC's 14th international benchmarking exercise for drinking water- and wastewater services (IB2019)

Western Europe

EBC PARTNERS



Norsk Vann



Introduction

The Hague, March 2020

Dear Colleague,

I cordially invite you to participate in EBC's 14th international benchmarking exercise for drinking water- & wastewater services (IB2019).

Society today asks for effective, efficient, transparent, sustainable and resilient water services; therefore, it is essential for water utilities to get engaged in benchmarking- and improvement efforts.

EBC's benchmarking programme offers utilities:

- an objective, sound performance assessment and –comparison;
- improving by learning from colleagues from a unique European utility network

We welcome your (continued) participation!

Yours sincerely,



Peter Dane,
Managing director
Stichting EBC Foundation



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Project objectives



General objective of the **IB2019 benchmarking exercise** is to assist drinking water- and wastewater utilities in their continuous efforts to improve their services by **benchmarking***, using data of 2019. Next to an **objective, sound assessment** of your utility's **performance** and a comparisons with European peers, EBC offers you a platform (utility network) **to learn** from leading/best practices and innovations.

Specific goals are:

- raising transparency of drinking water- & wastewater services;
- piloting performance measuring against the UN SDG's.

*EBC uses the following definition of benchmarking: *"Benchmarking is a tool for performance improvement through systematic search and adaption of leading practices"*





Target group



EBC and its partners encourage **European water utilities** (drinking water- as well as wastewater services) who are interested in improving their performance, to join this leading-edge project.

Utilities from outside Europe are also welcome to join. In this case, performance comparisons should be interpreted extra carefully because of differences in the operating environment, however joining the group can still be valuable as most added value of the benchmarking is in the learning from leading/best practices from the utility network.





"The Knowledge Picnic is an ideal way to talk with intrinsically interested people about a specific topic. In our case we talked about SDG indicators for European water utilities, and it actually started an ongoing conversation between companies that want to connect their strategic goals to the SDGs."

Jorik Chen – Waternet, Amsterdam

"It was a pleasure to organise the Knowledge Picnic and a great way to learn from each other. Finding ways to measure how we contribute to sustainable development together was a lot of fun! All the engagement and feedback we got signified the importance of the SDGs on organisational level and it sparked an interest around the topic on a sector level."

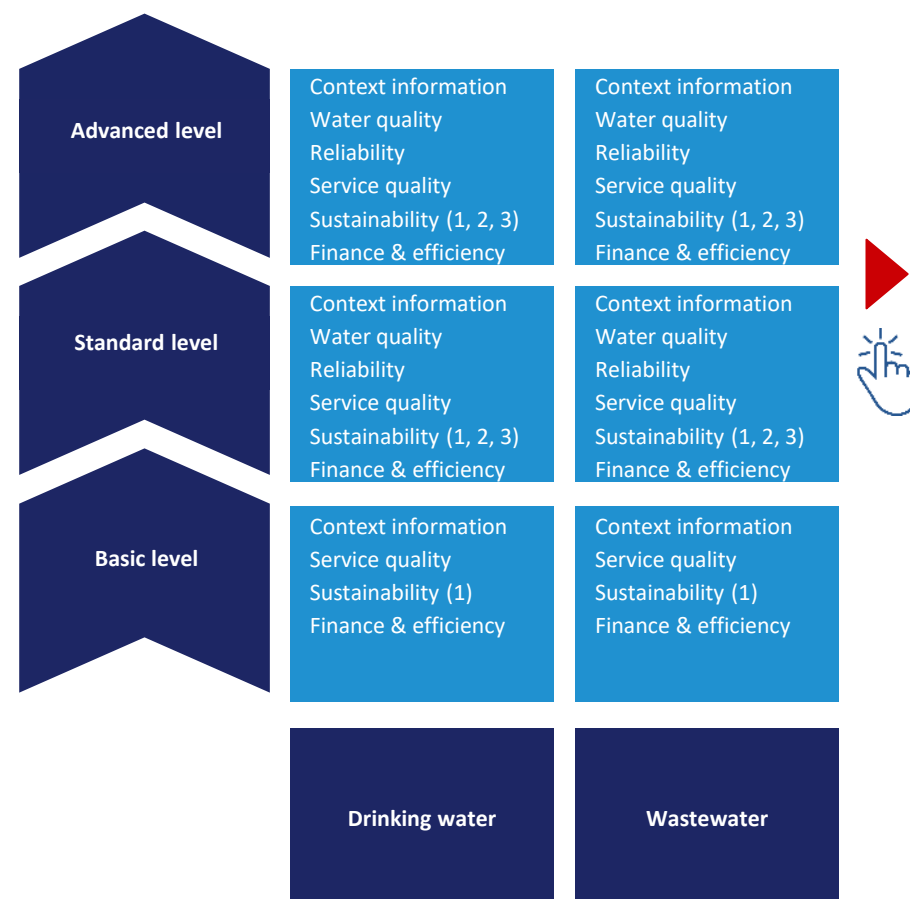
Tsvetana Stoyanova – VA SYD, Malmö



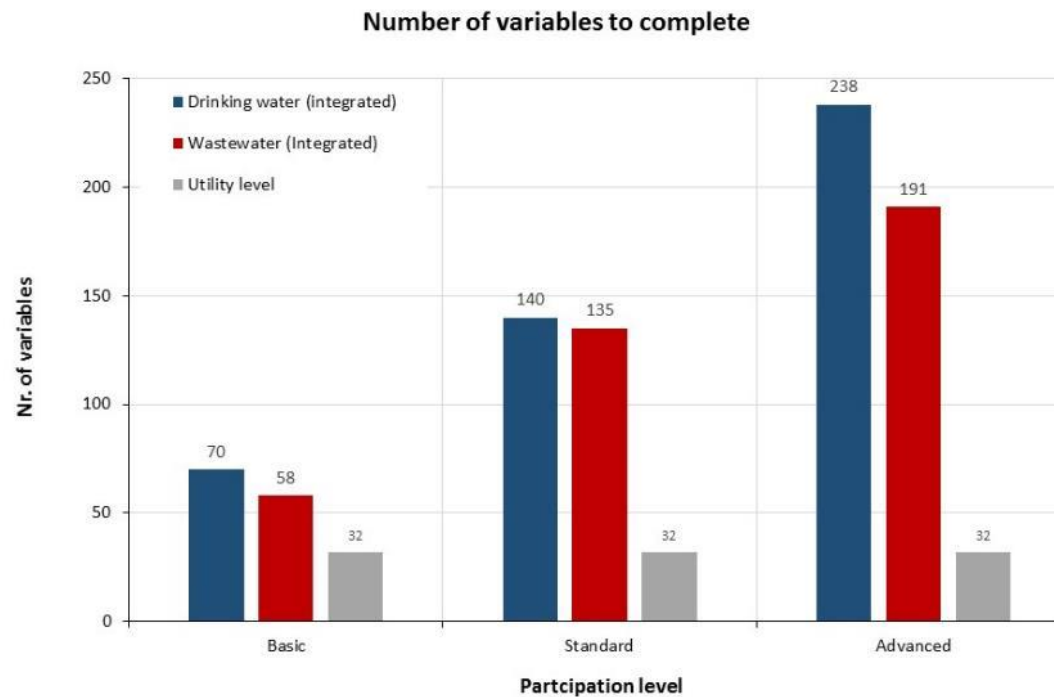
Starting points



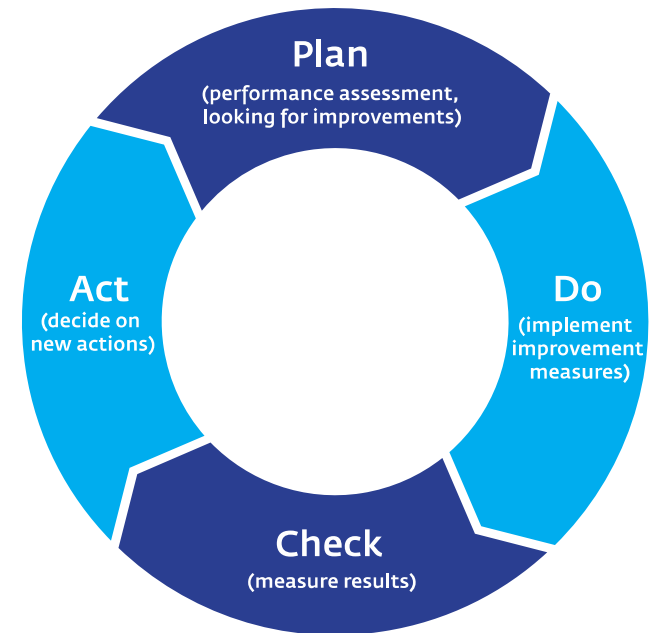
- **Scope:** drinking water- & wastewater services in 2019.
- **Planning:** registration is open from 1 March 2020; final results will be available by 11 December 2020.
- **Performance assessment:**
EBC's benchmarking programme is fully aligned with the IWA/AWWA-benchmarking framework. The programme offers **three different assessment levels** (basic, standard and advanced). For maximum added value, participants are encouraged to choose the highest possible level. Which level best fits a utility depends on the availability of reliable data, benchmarking experience and ambition.



- **Data collection efforts:** the most extended level requires about 240 data items for drinking water and 190 data items for wastewater, which takes on average about 2-3 weeks of labour to collect depending on experience and data availability. The basic level takes considerably less effort; however, one should take into consideration that benchmarking is not so much about the data collection effort but about the benefits you may expect in terms of a more detailed performance analysis and a better insight in the respective business processes.



- Benchmarking is a **management tool** for **continuous improvement**. It is most effective if a utility embeds the benchmarking in its annual business planning cycle.
- **Ownership of the data:** The ownership of the submitted utility data stays with the participating utilities.
- **Meetings:** The number of face-to-face meetings is as limited as possible because of time, travel and accommodation expenses.
- **Project language:** The project is conducted in English. This holds for all communications, documents and tools.
- EBC's **Terms and Conditions*** apply to the project.



* Available at www.waterbenchmark.org





Deliverables



- At the start, an **Orientation & Training workshop*** to further explain the programme, the benchmarking process, the methodology and how to assure good data quality. This workshop targets at those who are new to benchmarking.
- Access to an **online platform** for **data submission** and **reporting** and a **discussion forum**. By default, access to the platform is granted till 1 July of the following year.
- An **individual company report** in which performance is analysed in six areas: Access, Water quality, Reliability, Service quality, Sustainability, Finance & Efficiency. The report shows Key Performance Indicators, trends and comparisons with other participants to identify performance gaps. It also contains a **water balance**, a **cost- and revenue model** and (as a first pilot) **scores on the UN SDG's**.



* The 2020 O&T workshop is cancelled due to the Corona outbreak. Please contact administrator@waterbenchmark.org for alternatives



- A **benchmarking workshop** where utility representatives meet to discuss the benchmarking results, share good practices and innovations, network and discuss improvement actions. **Participation of 3 delegates** per utility is included in the participation fee*.
- An (anonymous) **public report**, to inform stakeholders about the benchmarking programme, the group of participants and some of the key findings. The report will be made available on EBC's website www.waterbenchmark.org.
- Access to optional **Knowledge Picnics**: short expert meetings (with small groups of max 15-20 people), hosted by one of the participating utilities, to discuss experiences/best practices around one specific theme.
- To acknowledge utilities for their benchmarking- and improvement efforts, after each exercise EBC grants **Certificates** to qualifying utilities, depending on the period of engagement and the way benchmarking- and improvement activities are carried out and “internalised”.

* When bringing more than 3 delegates an additional fee of €150 p.p. applies.





4.2.4 Potential improvement areas

The performance assessment that has been carried out identifies where – in comparison with colleague utilities – a utility performs well and where it could do better. This information can help utility management to find improvement priorities and prepare an Improvement Plan for the service.

The table below displays -out of the full list of indicators- the top 3- and the bottom 3- indicators. The column Mark shows the current relative position and the column Trend if the performance is improving or deteriorating. This information together indicates -with the necessary reservations- the necessity of further action.

Table 2: Potential improvement areas

Top 3 indicators

[xzOp-EBC-002] Standardized Average Network Age Index (SNAX)

[QS-029] Continuity complaints

[F-EBC-005] Residential properties receiving intermittent supply

Bottom 3 indicators

[zOp-EBC-073] Distribution losses per total length of mains and service connections

[zOp-028] Distribution losses per mains length

[zOp-023] Non-revenue water per property

Mark 1-2 Mark 3-5 Mark 6-7 Mark 8-10, * Mark 10 is the top 10-percentile, Mark 1 is the bottom 10-percentile
Positive trend compared to last year (difference > 5%) ≈ Stable trend compared to last year (difference less than 5%)
Negative trend compared to last year (difference > 5%)

Mark	Trend	Value
10	≈	28
10	-	0 %
10	-	0 %
Mark	Trend	Value
2	≈	18.7 m3 / km / day
2	≈	27 m3 / km / day
2	≈	122.6 m3/ property

"I like the new online report exceptionally well. The varied choices to the data with a link to the database offer more comfortable and more efficient analysis possibilities of the produced achievements."

Uta Kirschling - hanseWasser Bremen

"It was "love at first sight"! Easy to move around, giving the option of choosing the comparison area (hoping it will get even wider), many time-saving links to the database."

Katerina Konstantopoulou - EYDAP, Athens



Programme take aways



- ✓ Get a **better understanding** of the performance of your own utility
- ✓ Compare with **European colleagues** similar in size and identify your **improvement potentials**
- ✓ **Become part** of a **leading utility network**, learn from experienced colleagues, share good practices and get inspired to improve your services



ASSESS



LEARN



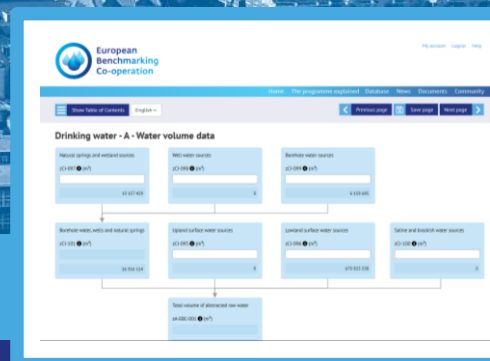
SHARE



IMPROVE



Timeline



The Process

The benchmarking exercise starts after the registration period (1 March till 1 May). The actual process comprises five main steps. In the following pages these steps are briefly addressed.

1. Orientation- & Training workshop

Due to the Corona outbreak, the annual O&T workshop will be cancelled for this year. Instead you can contact EBC (administrator@waterbenchmark.org) for questions about the programme and alternative support to learn about the process and the methodology.

2. Data collection

Data collection starts in the beginning of **May**. Participants receive login details for the platform and a 'Quick start manual' to swiftly begin with the data collection and -submission. From this moment on participants can contact the online helpdesk with questions regarding the data entry. Participants can submit data till **19 July**.





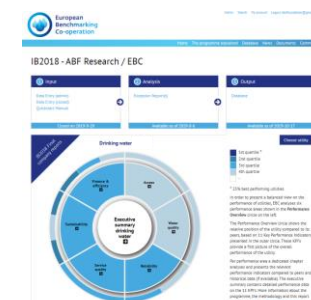
3. Data validation

In this step, the quality of the data is verified and improved where necessary. On top of the automated checks during the submission process, the EBC-team reviews the dataset of each utility and provides feedback to participants on **7 August** with an **Exception Report**, showing possible mistakes and outliers that need to be checked and improved.



4. Benchmarking workshop

After validating the submitted data, Draft Reports are produced on **25 September** and made available to the participants as input for the benchmarking workshop. In the workshop, which will take place on **19-20 November (tbc)** in Krakow, Poland, improvement plays a central role. Participants share good practices and pose questions on their biggest challenges.



5. Final reporting

After the workshop, two more weeks are available for final corrections in the datasets. Following, Final Reports are produced and made available to the participants by **11 December** at the latest. The (anonymous) Public Report follows in the beginning of the next year.



Conditions for participation



- complete and return the signed [Registration form](#);
- comply with EBC's confidentiality protocol;
- master the English language sufficiently (for involved utility staff);
- have an internet connection and Office software available;
- pay the applicable participation fee within 30 days after invoicing.

In order to assure a successful benchmarking exercise for all, EBC expects participants to:

- provide the EBC-project team with the necessary context information to understand the operating environment (company profile, annual report, etc.);
- submit the required data in time, with sufficient confidence grade;
- adequately respond to questions of the EBC-project team;
- attend the benchmarking workshop and actively contribute to it;
- inform colleagues and utility management about the benchmarking results and exchange opportunities such as workshop and Knowledge Picnics, stimulate them to contribute and initiate follow-up actions.



Subscription & Fees



EBC offers three different options to subscribe for its Western European benchmarking programme:

1. subscription for **one year** (IB2019 only) – 9.975 euro
2. subscription **until further notice**, with the right to end participation annually – 9.450* euro/year
3. subscription for **multiple years**:
 - for 3 years – 9.200* euro/year
 - for 5 years – 8.925* euro/year

Utilities with **less than 100.000 inhabitants** can participate at the basic level for a reduced fee of 1.575 euro/year.

The (not-for-profit) fee paid by participants covers the common project costs, like: labour-, travel- and accommodation costs of the EBC-project team; external assistance of the EBC-project team by a consultant; organisation of the orientation & training workshop and the benchmarking workshop; IT-costs (website, database, tools, certificates, licenses, etc.). Next to common project costs, the exercise brings own costs for the participant, like: labour costs for data collection & validation; travel and accommodation costs for attending the orientation & training workshop and the benchmarking workshop. Participants need to cover these costs themselves.

* EBC holds the right to annually adjust the fees with the Dutch consumers price index (inflation). Prices for 2020 have been adjusted with 5% to compensate for inflation since 2017.



If, unexpectedly, the number of registered utilities at the closing date would be too few to cover the common project costs, EBC has the right to cancel the project or (in consultation with participants) continue it in an alternative way.

Interested utilities can **register by completing the online [Registration form](#)**. After submitting the form you will receive a confirmation by mail. **Please sign this document** and **return it** to administrator@waterbenchmark.org

Closing date for registration is **1 May 2020**. Utilities who would like to join after this date are still very welcome, however delayed registration may result in not being included in the (draft) reporting.

In case of delayed registration, please contact the EBC-project team via:
administrator@waterbenchmark.org





About EBC



The European Benchmarking Co-operation (EBC) is an industry-based, not-for-profit benchmarking initiative to improve water services.

EBC was initiated in 2005 by the national water utility associations DANVA (DK), FIWA (FIN), Norsk Vann (N), Svenskt Vatten (S) and Vewin (NL) and several utilities of the 6-Cities Group (Copenhagen, Helsinki, Oslo, Stockholm). After two pilot exercises, EBC started carrying out annual benchmarking exercises for water utilities from Europe and even beyond.

In 2014, EBC was converted into EBC Foundation, a legal entity under Dutch law. This conversion enables strengthening the governance of the programme and better focus on the core business: improving water services. Next to the Western European programme, EBC also facilitates regional programmes in other parts of Europe.

“Our mission is to facilitate water utilities in the continuous process of improving & innovating water services and raising transparency, by offering an international benchmarking programme, providing a platform for exchanging leading/best practices of management and operations and by sharing knowledge and experiences”

Peter Dane, Managing director EBC



**European
Benchmarking
Co-operation**





Peter DANE
Managing director



Tom BIJKERK
Project co-ordinator



Peter GEUDENS
Methodological expert

SUPPORTED BY





EBC's confidentiality protocol



To balance the need for a safe learning environment and the call for transparency, EBC applies the following confidentiality protocol:

- I. as a general rule, EBC-partners and -participants handle individual utility data/-results that are submitted/exchanged in the framework of the project confidentially;
- II. utilities can choose to participate transparently or anonymously:
 - transparent option: the results for my utility may be shared with other participants. This means that in your company report the results of all affirmative participants will be shown with their utility name. All other participating utilities will be shown anonymously;
 - anonymous option: the results for my utility must be presented in an anonymous way. This means that in your company report the results of all participating utilities will be shown anonymously;
- III. in the (closed) benchmarking workshop, results of the performance comparisons are shown in a transparent way, to be able to discuss outliers, performance gaps & best practices more effectively;
- IV. public reporting:
 - EBC is entitled to report externally about the results of the exercise;
 - names of participants and their general characteristics are considered to be public information;
 - all other individual utility data/results are confidential and will only be shown in an anonymous way;
- V. comparisons with other data sources will be anonymous, unless agreed otherwise;
- VI. for the remaining, EBC, its partners and participants endorse the [EFQM European Benchmarking Code of Conduct](#) and act accordingly.





IBNET

At registration, Participants are explicitly asked if they give permission to EBC to share collected IBNet-indicators with the World Bank. This permission only holds for these specific indicators.

Background information: [IBNet](#) is the global largest open database with statistical- and performance information from water- and sanitation services around the world. At present, the database mainly contains data from utilities in developing countries and emerging countries; the number of data from utilities in developed countries is still limited. For a more representative picture and for balanced policy making by the different stakeholders, the World Bank aims to include more information from utilities in developed countries. Therefore, the World Bank has requested EBC to share IBNet-indicators, as these are also collected in the EBC-programme. According to the confidentiality protocol, EBC does not exchange data with third parties without explicit permission of Participants.





Utilities that have participated in one or more international benchmarking exercises

Brabant Water N.V.
Acea ATO2 S.p.A.
Acque S.p.A.
Acquedotta del Fiora
AGS - Paços de Ferreira
c/o AGS - Sintra Cascais Escritórios
Direcção Comercial e de Engenharia de Apoio
Agua y Saneamientos Argentinos S.A. (Aysa)
Águas de Coimbra
Aigües de Barcelona (AGBAR, Sociedad General de Aguas de Barcelona, S.A.)
Anglian Water Services Ltd
Antwerpse Waterwerken
APASERV Satu Mare S.A.
AquaFin NV
Aqualia Badajoz
Aqualia Jaén
Aqualia - Water Company of Vigo
Aqualia - Servicio de Agua de Almería
Aqualia / Lleida
Aquanet S.A.
Århus Vand A/S
AS Tallinna Vesi
Belgrade Waterworks & Sewerage
Bergen commune Byutvikling
Vann- og Avløpsetaten
Bristol Water
Brussels Drinking Water
Brussels Wastewater
Canal de Isabel II Gestión S.A.
CAP Holding SpA
Charleston Water System
Cia de Saneamento Básico do Estado de São Paulo
Compania APA Brasov

Consortio de Aguas de Bilbao Bizkaia
Copasa
De Watergroep
DRV Zrt. (Transdanubian Regional Waterworks Corporation)
Dubai Municipality
Duhok Water Utility
Dwr Cymru Welsh Water
Eau de Paris
Embu Water and Sanitation Company Ltd.
EMASESA
Emscher Genossenschaft / Lippe Verband
EPAL (Empresa Portuguesa das Águas Livres, S.A.)
ERZ Zürich
Evides Waterbedrijf N.V.
EWL Energie Wasser Luzern
EYDAP S.A.
FCC Aqualia / Aquajerez s.l (water and wastewater service in Jerez de la Frontera)
FCC Aqualia Portugal
Fővárosi Vízművek Zrt.
G.O.R.I. S.p.A.
Geal S.p.A.
Gemeente Almere
Gemeente Rotterdam - Gemeentewerken
"Gemeente Utrecht
Stadswerken, afdeling Ingenieursbureau, groep
Stedelijk Water & Installaties"
Hamburg Wasser
hanseWasser Bremen GmbH
Helsingin Vesi (Helsinki Water)
HOFOR
Hoogheemraadschap Amstel, Gooi en Vecht
Hoogheemraadschap De Stichtse Rijnlanden
Hoogheemraadschap van Schieland en De

Krimpenerwaard
IECBW
Irish Water
Joint-stock company Mosvodokanal
Linz AG
Mediterranea delle Acque
MEKOROT
MPWIK S.A. W Krakowie
MPWIK Warszawy
Municipal Water and Sewage Company SA Wroclaw
N.V. Dunea
N.V. PWN Waterleidingbedrijf Noord-Holland
N.V. Waterbedrijf Groningen
N.V. Waterleiding Maatschappij Limburg
N.V. Waterleidingmaatschappij Drenthe
Nairobi City Water and Sewerage Company
Northumbrian Water Limited
Nyeri Water
Oasen N.V.
Oslo kommune VAV
PIDPA
Porvoo Water
PUBLIACQUA
Public Authority for Water of Oman (Diam)
Public Utilities Board
S.C. Apaserv Satu Mare S.A.
Salzburg AG
Sandnes kommune, Kommunalteknikk
S.C. Apavital S.A. Lasi
Scottish Water
SEDAPAL
Severn Trent Water
Severomoravské vodovody a kanalizace
Ostrava a.s.
Sewerage Utility, City of Yokohama
SIACH

SIG (Geneva Utility)
Skanderborg Forsyningsvirksomhed A/S
SMA Torino S.p.A.
Société Publique de Gestion de l'Eau
South West Water
Stadtentwässerung Dresden
State Enterprise "Vodokanal of Saint-Petersburg"
STEA Paris - Service de l'eau et de l'Assainissement de Paris
Stichting Waternet
Stockholm Vatten
Sustainable Waste and Water, City of Gothenburg (GBG)
SWDE (Société Wallonne des Eaux)
Sydvatten AB
Syndicat des Eaux d'Ile de France
Syndicat des Eaux du Sud
Tampereen Vesi (Tampere Water)
Thames Water Utilities Ltd
Thika Water and Sewerage Company Ltd.
Trondheim commune Dep. of Infrastructure and Urban Development"
Turun Vesilaitos (Turku Water Works)
Umbra Acque S.p.A.
VCS Denmark
Vitens
VIVAQUA
Water Board of Larnaca
Water Board of Lemesos
Water Board of Nicosia
Water Services Corporation
Waterschap Aa en Maas
Waterschap Brabantse Delta
Waterschap De Dommel
Waterschap Veluwe
Yorkshire Water



Contact & more information



administrator@waterbenchmark.org



www.waterbenchmark.org



+31 (0)70 205 78 30



Public Report



Participants experiences

Stichting EBC Foundation

Repsol

Nederlandse Bond voor Pensioenbelangen

Bureau Bosma

Zuyderzee Capital B.V.

The Eco Sensitive Creative Innovators B.V.

Smulder & Clotscher B.V.



Stichting EBC Foundation | Koninginnegracht 19 | 2514 AB, The Hague | The Netherlands