



European  
Benchmarking  
Co-operation



## CALL TO REGISTER

EBC's 2019 benchmarking exercise for European  
water- and wastewater services (IB2018)

(Western Europe)

### EBC PARTNERS



Norsk Vann



# Introduction

The Hague, 1 March 2019

Dear Colleague,

I am happy to invite you to participate in IB2018, EBC's 13<sup>th</sup> annual benchmarking exercise for water- & wastewater services in Europe.

The exercise aims to assist you in improving your water services. It starts with assessing the current performance level of your utility, determining where your utility is leading and where you could learn from others to improve your services.

Next to the traditional benchmarking workshop in the autumn, during the year we offer a new way of sharing good practices: the 'knowledge picnics'. Continue reading this Call to learn more about these picnics - or even better, join the exercise and experience one of the picnics yourself.

Joining the EBC-programme is a commitment to assess, learn and improve!

I cordially invite you to join the next international benchmarking exercise and become part of a unique network of fellow water utilities in Europe. We welcome your (continued) participation!

Yours sincerely,



Peter Dane,  
Managing director  
Stichting EBC Foundation



# Table of content



Project objectives



Target group



Starting points



Deliverables



Take aways



Timeline



Conditions for participation



Subscription & Fees



About EBC



EBC's confidentiality protocol



Click on an icon to navigate to the respective page



# Project objectives



Goal of the **IB2018 benchmarking exercise** is to assist drinking water- and wastewater utilities in their continuous efforts to improve their services by **benchmarking\***, using data of 2018. Next to a **sound assessment** of your utility's **performance**, EBC offers you a platform (utility network) **to learn** from leading/best practices and innovations.

## Other goals are:

- raising transparency of drinking water- & wastewater services;
- enabling comparing performance data with other data sources (such as IBNet, the World Bank's global database for water- & sanitation services).

\*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, but 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.





A brief step back in history...

Since the ancient times, water was the responsibility of the local municipality.



European Benchmarking Co-operation

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Maximising water services with the power of performance data

14-16 November 2018

Water Research Foundation  
Cultural Center  
Athens - Greece

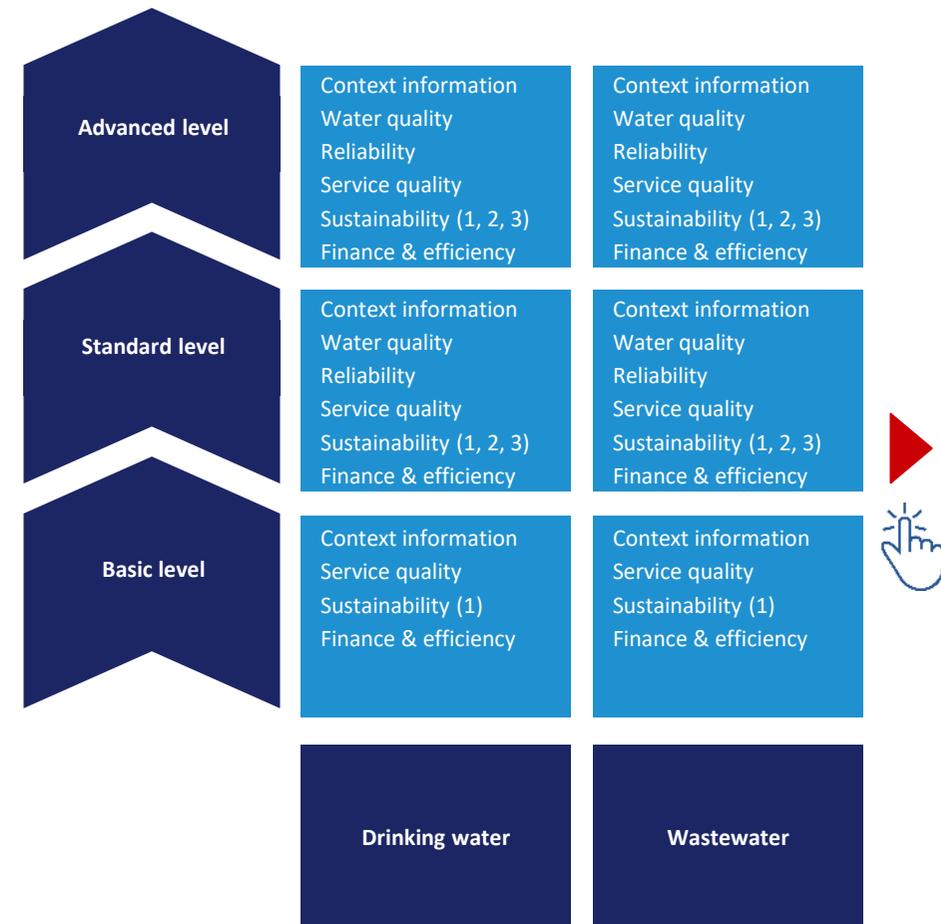
EYDAP



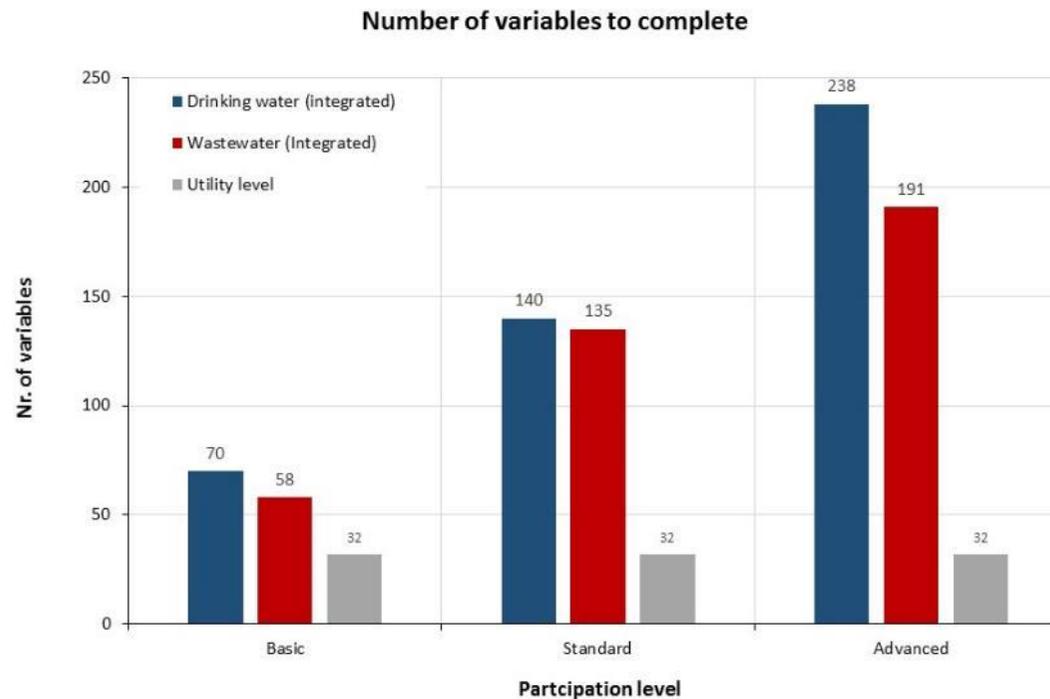
# Starting points



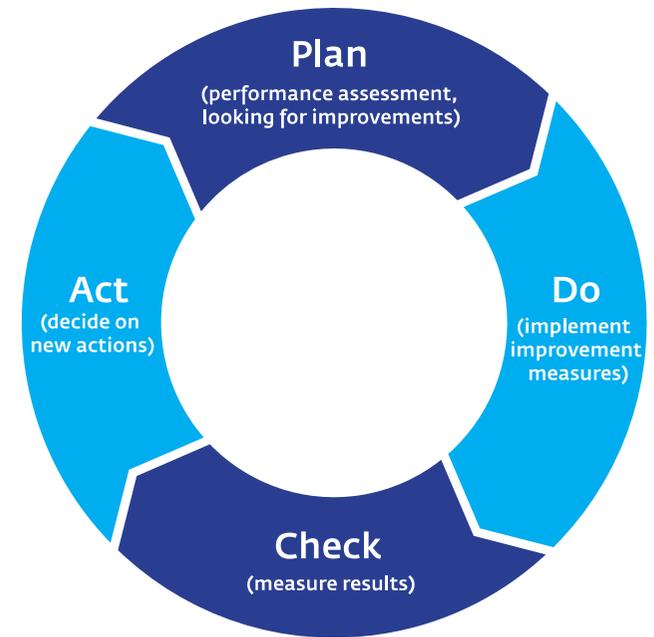
- **Scope:** drinking water- & wastewater services in 2018.
- **Planning:** registration is open from 1 March 2019, final results will be available by 13 December 2019.
- Performance assessment: EBC's benchmarking programme is fully aligned with the IWA/AWWA-benchmarking framework. The programme offers **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.



- To indicate the **data collection efforts**: the most advanced 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 return. The more advanced the benchmarking level, the more the pay-off 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 an 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.





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Turning **data**  
to **solutions**

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Cultural Center  
Athens - Greece

Σ ΝΙΑΡΧΟΣ



# Deliverables



- At the start, an **Orientation & Training workshop** to explain the programme, the benchmarking process, the methodology and how to assure a good data quality. The workshop targets in particular at those who are new to benchmarking
- Access to an **online platform** which contains a data submission module, a reporting tool and a discussion forum. The reporting tool allows viewing detailed results on-line, with grouping and filtering options for tailored (trend) analysis and comparisons, and the possibility to generate customised reports (access granted till 1<sup>st</sup> of July in the following year). The online system contains a more extensive set of indicators than the company reports, which only show a key selection.
- An **exception report** that supports the participants in the analysis of possible outliers and errors in the submitted data.
- A **draft company report** to check the first results and perform an additional check on submitted data.



- A **benchmarking workshop** where utility representatives meet to validate the comparisons, identify performance gaps, discuss possible explanations, share good practices and innovations, network and discuss improvement actions.

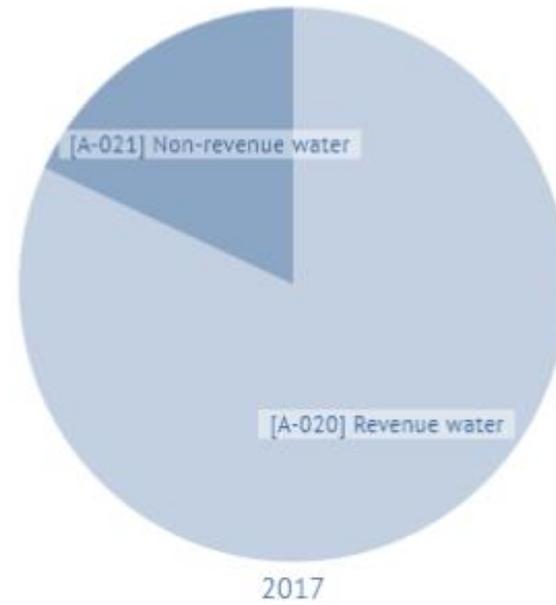
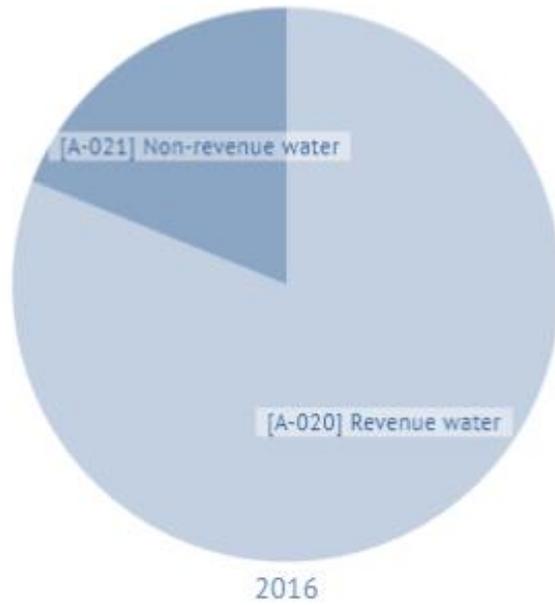
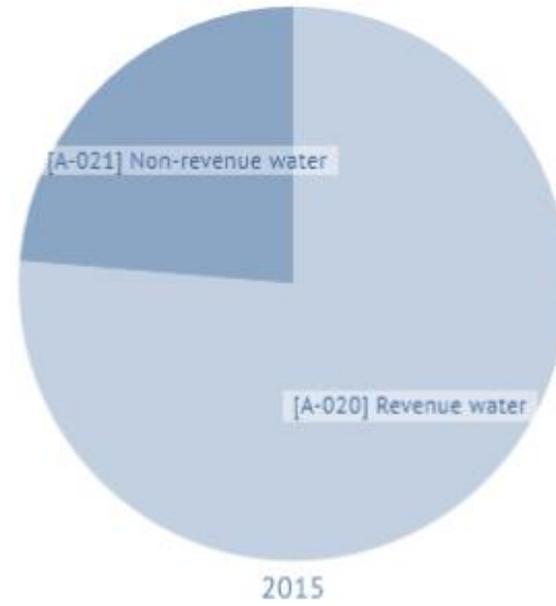
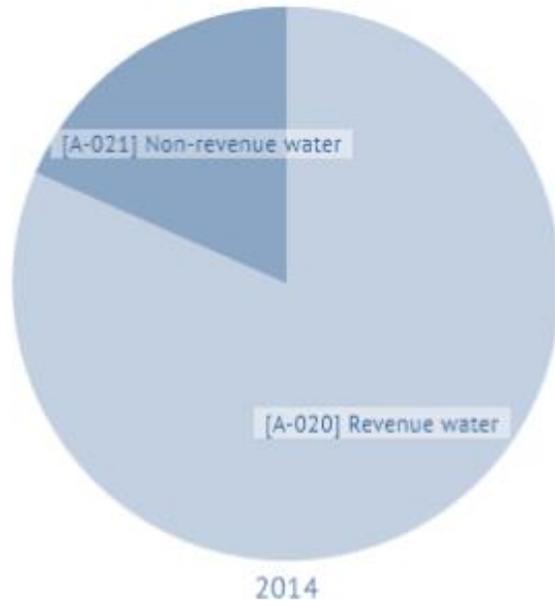
The annual benchmarking workshop is an essential part of the exercise. At this stage, utility management needs to step in, because improving the service requires input from utility staff of different expertise. EBC encourages participating utilities to be represented in the workshop by staff of different backgrounds, like senior management, process managers, experts and benchmarking coordinators. **Participation of 3 delegates** per utility is included in the participation fee\*.

- A confidential, **individual company report** in which, for selected key performance indicators, utilities are compared with other participants to identify performance gaps. The company report includes an executive summary with key findings, as well as more detailed comparisons. Furthermore it contains a **water balance** and a complete **cost model**.
- 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 digitally (pdf); hard copies are available on request in limited amounts.
- Access to **knowledge picnics**, short expert meetings (small groups of max 15 people), hosted by one of the participating utilities, to discuss experiences/best practices around one specific theme.

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



Table 3: Water volume variables (all in m3) - Western Europe+ group



Year	4	▶	✕	2006	2007	2008	2009	2010	2011	2012	2013	✓ 2014	✓ 2015	✓ 2016	✓ 2017	Most recent
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# Programme take aways



- ✓ Get a **better understanding** of the performance of your own utility
- ✓ Compare with **European colleagues** similar in size
- ✓ Find and **define** your **improvement potentials**
- ✓ Get inspired and **improve by learning** from your colleagues
- ✓ **Be part of a leading utility network**



ASSESS



LEARN



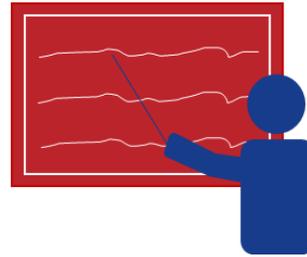
SHARE



IMPROVE



# Timeline



## The Process

The benchmarking exercise starts after the registration period (1 March till the end of April). The actual process comprises 5 main steps. In the following pages these five steps are briefly addressed.

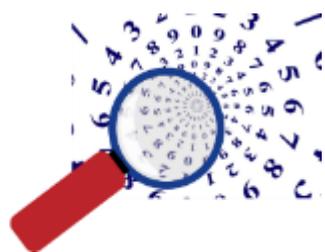
### 1. Orientation & training workshop

The exercise starts with an orientation and training workshop on the **9<sup>th</sup> of April** at the head office of VIVAQUA (Brussels). In this workshop (potential) participants are informed about the process, methodology and the platform used for the benchmarking exercise.

### 2. Data collection

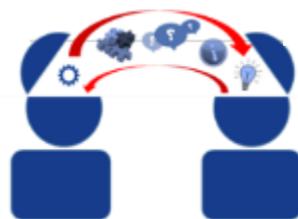
Data collection starts on **1 May**. The participants will receive login details for the platform and a 'Quick start manual' to swiftly begin with the data collection and data entry. From this moment on participants can contact the online helpdesk with questions regarding the data entry. Participants can submit data till **12 July**.





### 3. Data validation

In this step, the quality of the data is verified and improved where necessary. On top of the automated checks which happen during the submission process the EBC-team reviews the dataset of each utility and provides feedback to participants on **9 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 **27 September** and made available to the participants as input for the benchmarking workshop. During the workshop, which will take place on **14 & 15 November (tbc)** in Helsinki, Finland, 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 **13 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 participating utilities to:

- provide the EBC-project team with the necessary company information to understand the context (profile, annual report, etc.);
- submit the required data in time, with a sufficient confidence grade;
- adequately respond to questions of the EBC-project team;
- attend the benchmarking workshop and actively contribute to it;
- inform and involve colleagues about active discussions, Knowledge Picnics and stimulate them to contribute and participate.





## Utilities who have participated in 1 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  
AquaFin NV  
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  
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 Vízüzem 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 Warszaw  
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  
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



# Subscription & Fees



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

1. subscription for **one year** (IB2018 only) – 9.500 euro
2. subscription **until further notice**, with the right to end participation annually – 9.000\* euro/year
3. subscription for **multiple years**:
  - for 3 years – 8.750\* euro/year
  - for 5 years – 8.500\* euro/year

Utilities with **less than 100.000 inhabitants** can participate at the basic level for a reduced fee of 1.500 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.); communication costs (printing, mailing, 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).



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](mailto:administrator@waterbenchmark.org)**

Closing date for registration is **26 April 2019**. 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](mailto: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 of The Netherlands (Vewin) and the Nordic countries (DANVA, FIWA, Norsk Vann, Svenskt Vatten) and several utilities of the Nordic 6-Cities Group (Copenhagen, Helsinki, Oslo, Stockholm). After two pilot exercises, EBC started annual benchmarking exercises for water utilities from Europe and even beyond.

In 2014, the EBC programme consortium has been 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. The conversion also enables further development of the programme, from the perspective of content as well as geographically. Next to the Western European programme, EBC also facilitates regional programmes in Central- and Eastern 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.



# Contact & more information

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 www.waterbenchmark.org

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 Public Report

 Participants experiences

 Video impression workshop IB2015

Stichting EBC Foundation

Repsol

Nederlandse Bond voor Persoensbelangen

Bureau Bosma

Zuyderzee Capital B.V.

The Eco Sensitive Creative Innovators B.V.

Stichting & Clotscher B.V.

