

The EBC programme

- learning from European good practices -

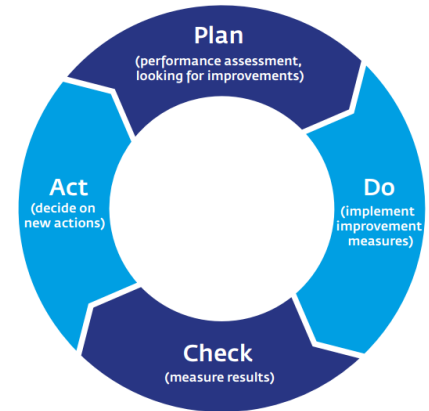
*Žabljak, Montenegro
22 March 2018*

INTERNATIONAL SEARCH FOR BEST PRACTICES IN MANAGEMENT AND OPERATIONS

Benchmarking – what is it?

Benchmarking is a tool for performance improvement through systematic search and adaption of leading practices (IWA/AWWA)

- 2 consecutive steps:
 - performance assessment
 - performance improvement
- management tool for continuous improvement
- preferably embedded in annual business planning cycle



Benchmarking - benefits

Benchmarking:

- provides an objective picture of the performance of your utility (“dashboard”)
- learns you how you perform against your peers (“strong & weak spots”)
- helps you finding ways to improve by learning from good practices and innovations from colleagues (“improving by learning”)



Assess



Learn



Improve

European Benchmarking Co-operation

- not-for-profit benchmarking initiative for water- & wastewater services
- governed by experienced partners from the water industry
(DANVA, Norsk Vann, Vewin, EurEau & Danube Water Program (IAWD/World Bank))
- mission: assisting utilities and associations in improving & innovating water services and raising transparency through benchmarking and learning from each other

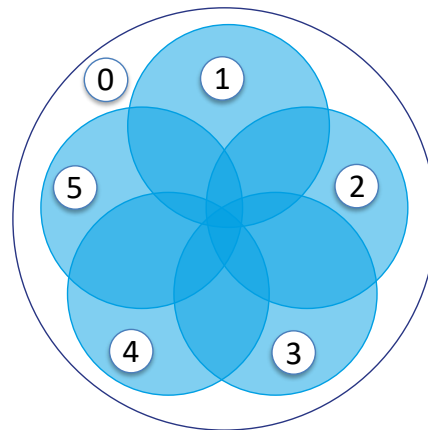


Programme and deliverables

- Annual benchmarking cycles - seven consecutive steps



- Broad view on performance

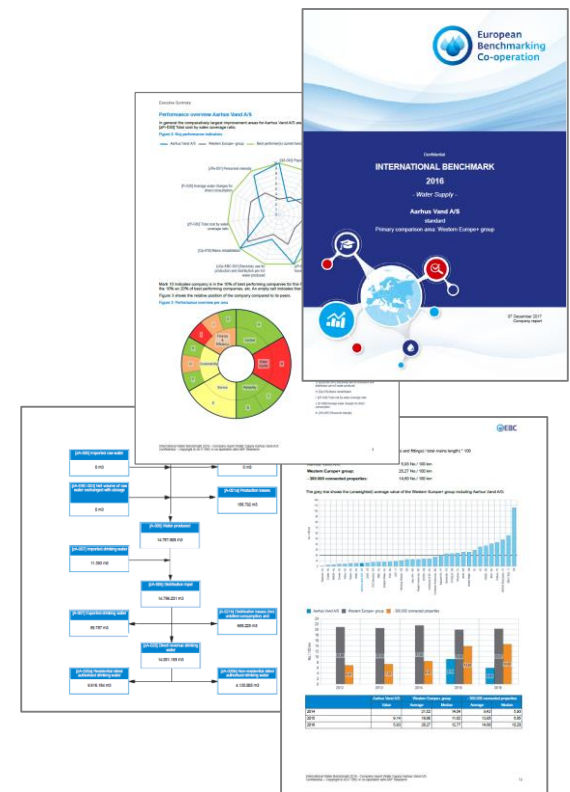


- 0 Context information
- 1 Water quality
- 2 Reliability
- 3 Service quality
- 4 Sustainability
- 5 Finance & efficiency

Programme and deliverables (2)

Individual company report

- “dashboard” presentation of key assessment results and detailed comparisons
- incl. water balance and financial scheme (“closed systems”)
- intended to verify data & identify performance gaps



Programme and deliverables ⁽³⁾

Annual benchmarking workshops

- essential part of the bm cycle: moving from assessment to improvement
- intended to discuss assessment results - understanding PI's & performance gaps and
- to share good practices & innovations through presentations by utilities and experts



Programme and deliverables ⁽⁴⁾

Facilitating peer-to-peer exchanges

- site visits to interesting WTP's and WWTP's
- company & staff exchanges (HOFOR - Vitens, PWN – Yorkshire, DWR Cymru – Oasen, ...)



Utility benchmarking network

- today: network of about 200 utilities from 40 countries
- divided over six connected regional programmes in Europe



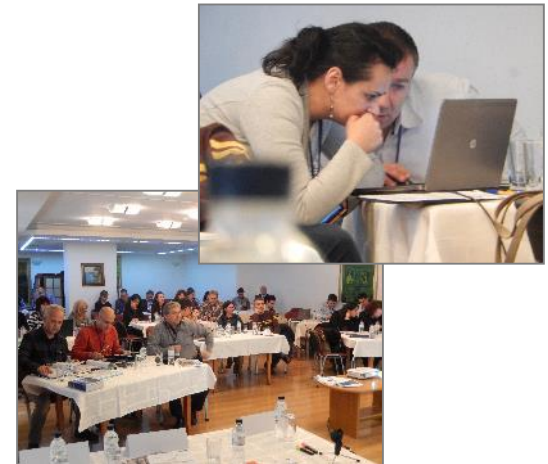
Western European programme

- voluntary, self-financed programme - utilities sign up and pay a (cost covering) participation fee
- annually 40 – 50 participants (15% of EU-inhabitants)
- 2018 12th benchmarking exercise



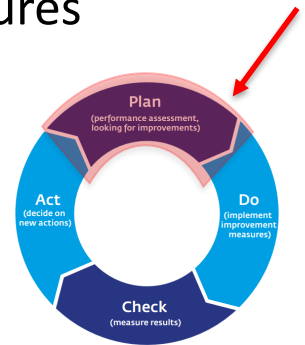
Danube Water Program

- capacity building programme for water- and sanitation services
- currently includes five regional utility benchmarking programmes ('benchmarking hubs'):
 - Albania & Kosovo
 - Bulgaria
 - Former Yugoslavia region
 - Ukraine
 - Danube Region
- annually 15 – 20 participants per hub
- 2018: 5th benchmarking exercise
- using Western Europe as a reference



Work to be done: Improvement Planning

- benchmarking programme provides analysis of the current situation and access to peers and good practices
- next step for utility management: prepare improvement measures
- *Improvement Plan* should:
 - summarise performance gaps
 - set targets
 - present possible solutions, costs and contributions to targets
 - conclude on best measures to be taken and priorities in implementation
- links benchmarking to investment planning / business plans



Further programme developments

- Poznan, November 2016: 10th benchmarking workshop Western Europe



- conclusion after 10 cycles:
 - smooth running assessment process
 - data quality greatly improved
 - focus changing from data to improvement
 - scope still limited to “conventional performance issues”

“Raising the bar”



- awareness that today society calls for more than providing safe drinking water to all, 24/7, and returning treated wastewater safely to the environment
- new challenges for utilities to become “fit for the future”:
 - *Professionally managed* utilities - effective, efficient and transparent
 - *(Cyber) secure* service
 - *Climate resilient* service and -infrastructure
 - *Sustainable* service – energy efficient, contributing to circular economy; full cost recovery, with affordable water bills

To conclude

- sole objective of utility benchmarking: improving the service
- emerging programme focus on improving and becoming fit for the future
- you're not alone: large network of peer utilities from across Europe to learn from



Thank you for your attention

More information:

www.waterbenchmark.org



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