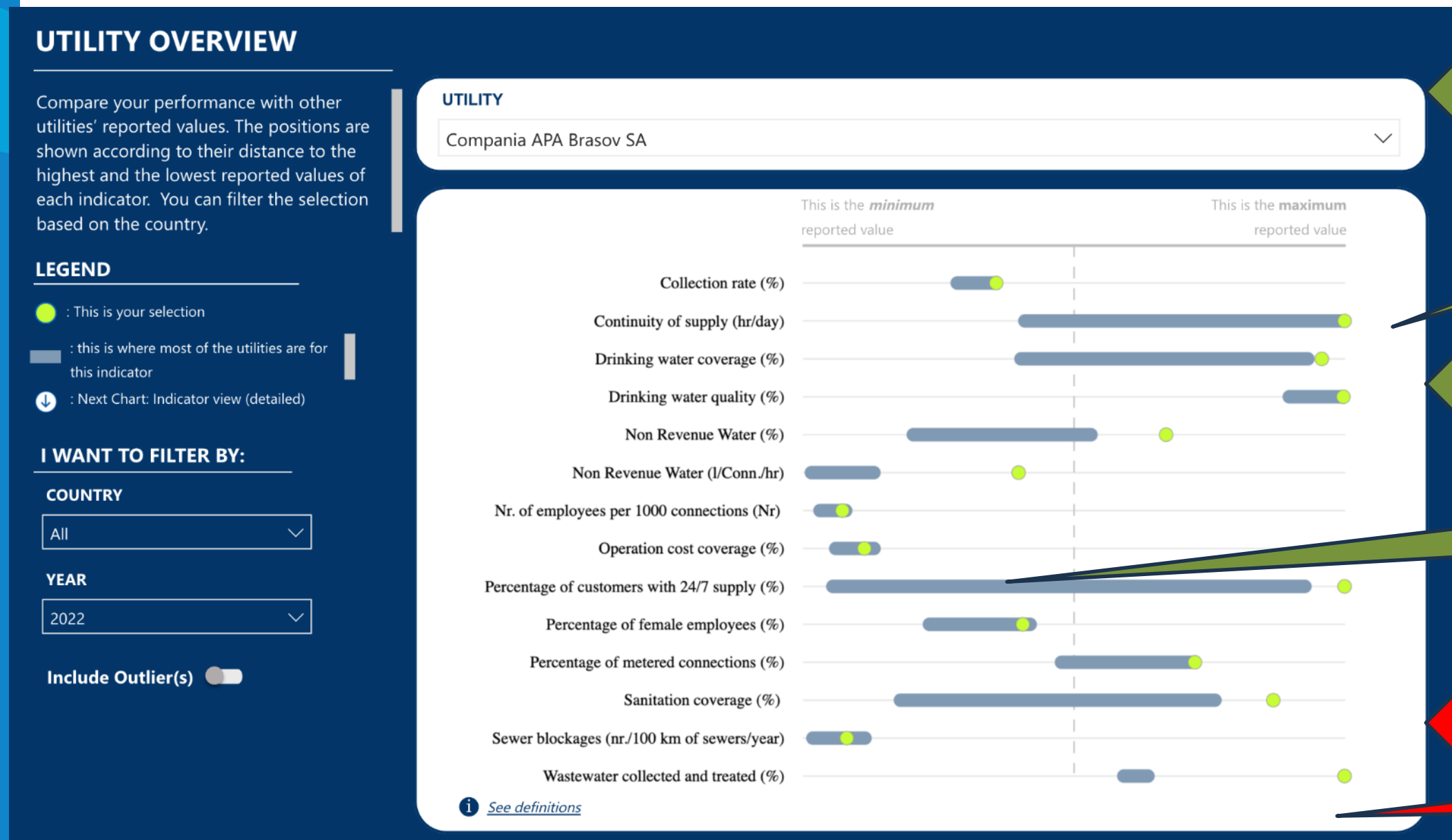WORLD BANK GROUP
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Utility Benchmarking
in order to improve Service Delivery
The role of Communications Professionals

May 2024

Performance Benchmarking can only lead to service improvement with the help of active communication

UTILITY OVERVIEW

Compare your performance with other utilities' reported values. The positions are shown according to their distance to the highest and the lowest reported values of each indicator. You can filter the selection based on the country.

LEGEND

- 🟢 : This is your selection
- ▬ : this is where most of the utilities are for this indicator
- ⊙ : Next Chart: Indicator view (detailed)

I WANT TO FILTER BY:

COUNTRY

All

YEAR

2022

Include Outlier(s)

UTILITY

Compania APA Brasov SA

This is the *minimum* reported value   This is the *maximum* reported value

- Collection rate (%)
- Continuity of supply (hr/day)
- Drinking water coverage (%)
- Drinking water quality (%)
- Non Revenue Water (%)
- Non Revenue Water (l/Conn./hr)
- Nr. of employees per 1000 connections (Nr)
- Operation cost coverage (%)
- Percentage of customers with 24/7 supply (%)
- Percentage of female employees (%)
- Percentage of metered connections (%)
- Sanitation coverage (%)
- Sewer blockages (nr./100 km of sewers/year)
- Wastewater collected and treated (%)

ⓘ *See definitions*

Opportunities

Culture Change

Risks

Communications: To help translate Data into Behavior Change

Communications: To help build a strong Data Culture internally

Communications: To help address Risks that may come with Transparency

newibnet.org -> "Use Data"

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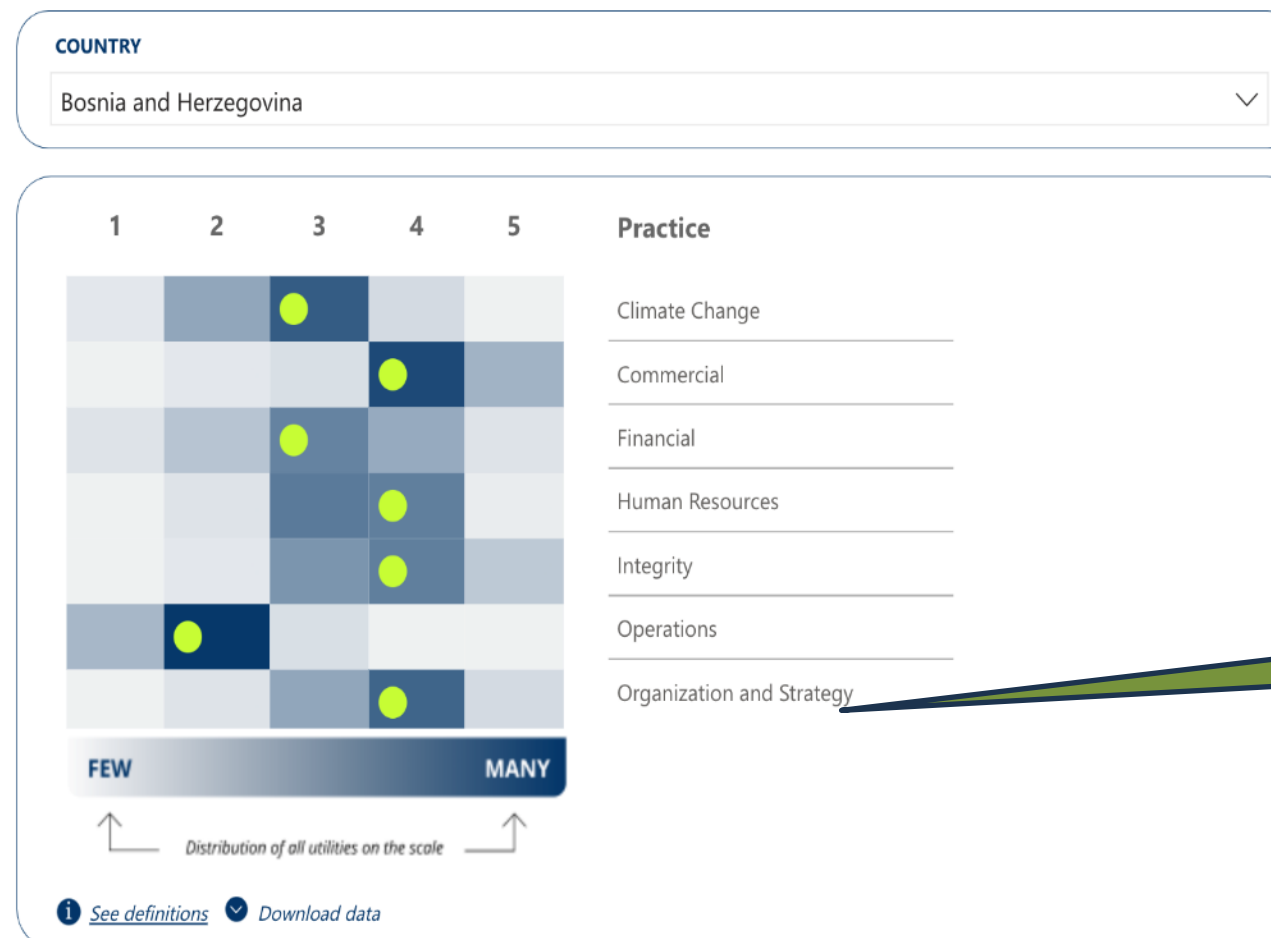# Also comparing *Management Practices* can only lead to service improvement with the help of active communication

Opportunities

Communications: To help translate Data into Behavior Change

Culture Change

Communications: To help build a strong Data Culture internally

Risks

Communications: To help address Risks that may come with Transparency

NewIBNETManagement Practices not as visible by Utility

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Just to clarify: What is a "Management Practice"

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

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 <u>without</u> the need for staff to visit meters in-person.

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NewIBNET "Basics": Three main ways to interact...

THE INTERNATIONAL BENCHMARKING NETWORK FOR

WATER & SANITATION UTILITIES

Access and contribute to the world's largest database for water and sanitation utilities performance data.

www.newIBNET.org

Share Data

Connect & Learn

Data Entry Portal

Dashboards

Community Platform

Intelligent Utilities

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IBNET "Basics": An Online Platform, Services, and a Partnerships
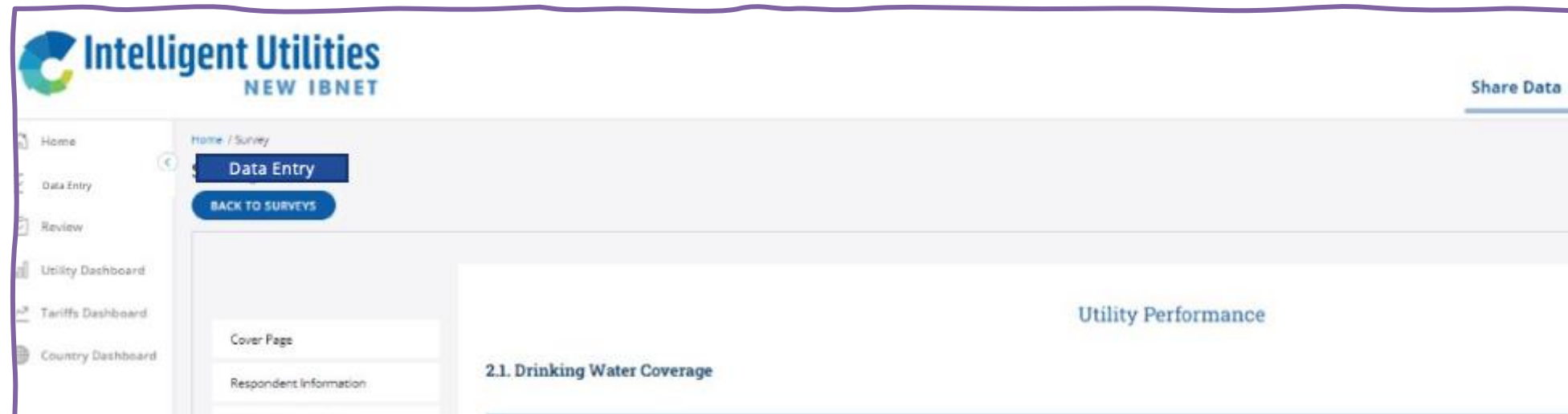
1. **A _Service_ for Utilities**: Dashboards for easy-to-check insights and comparisons ("Data Services")

2. **Less is more**: Only 15 Key Performance Indicators

3. **Management matters**: Self-Assessment on 27 Management Dimensions

4. **Tariffs:** Globally and regularly updated

5. **Peer2Peer Learning**: The NewIBNET Community and Partnership

6. **Utilities are in charge:** Self-directed Data Entry – not a "survey" activity

IBNET "Basics": 15 Key Performance Indicators

Water Operations
- Drinking water coverage (%)
- Continuity (hr/day)
- % customers 24/7 supply
- NRW (l/Conn./hr or %)

Sanitation Operations
- Sanitation coverage (%)
- Continuity (hr/day)
- Wastewater Collected and Treated (%)

Commercial Operations
- Collection rate
- % of Metered connections
- Service complaints resolved
- Drinking water quality

Financial managment
- Operational cost coverage (%) (includes Info on Energy Cost)

Human Resources
- Number of employees per 1000 connections
- Percentage of female employees

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IBNET "Basics": 27 Management Practices

Commercial & Customer Relations
Meter Reading
Payment Methods
Communications channels

Operations
Asset Management
Infrastructure Maintenance
Non-revenue water

Financial
Operational cost recovery
Financial planning and forecast
Infrastructure life cycle

Organization & Strategy
Balance and timing of targets
Performance tracking and Review

Human Resources
Attracting and managing Talent
Promotion and retention mechanisms

Climate Change
Water Savings
Water Sources Conservation
Green Infrastructure

Integrity
Transparency
Disclosure
Procurement Protocols

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So what about Communications Professionals?
→ Helping to build *Opportunities* for change

Opportunities

- **Insights:** From understanding own performance gaps
  -> Opportunity to fix the gaps?
- **Insights:** From understanding differences in management practices
  -> Opportunity to change practices?

Communications Teams

- **Familiarize** yourself with all data and the "narrative" it tells.
- **Offer support** to leadership to help build motivation for change
- **Engage internal and external stakeholders** in change processes.

Research on Behavior Change is clear...

Capability	Opportunity	Motivation	Behaviour
Knowledge and skills	All the factors that lie outside the individual that prompt the behaviour or make it possible	Conscious goals and decision-making as well as habits and emotional responses	These factors interact to produce behaviour

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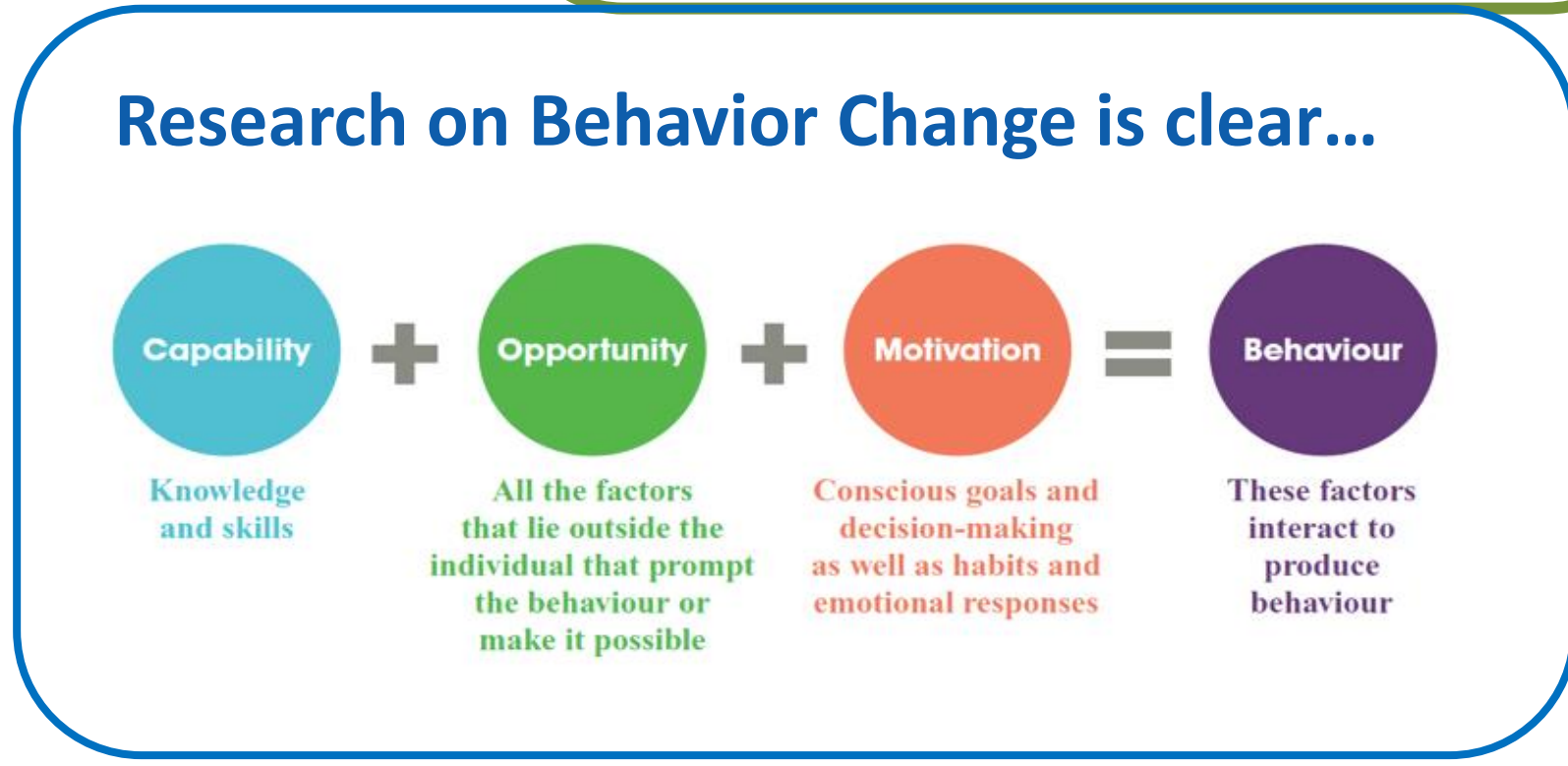
So what about Communications Professionals?
→ Helping to build a strong *Data Culture* internally

Culture Change needed!

- **Data Entry:** Requires regular work, some attention, input activities
- **Self Assessments**: Requires attention and (small) time commitment
- **It's a Job for everyone**: Culture change?!

Data literacy

Data use mindset

Data in decisions
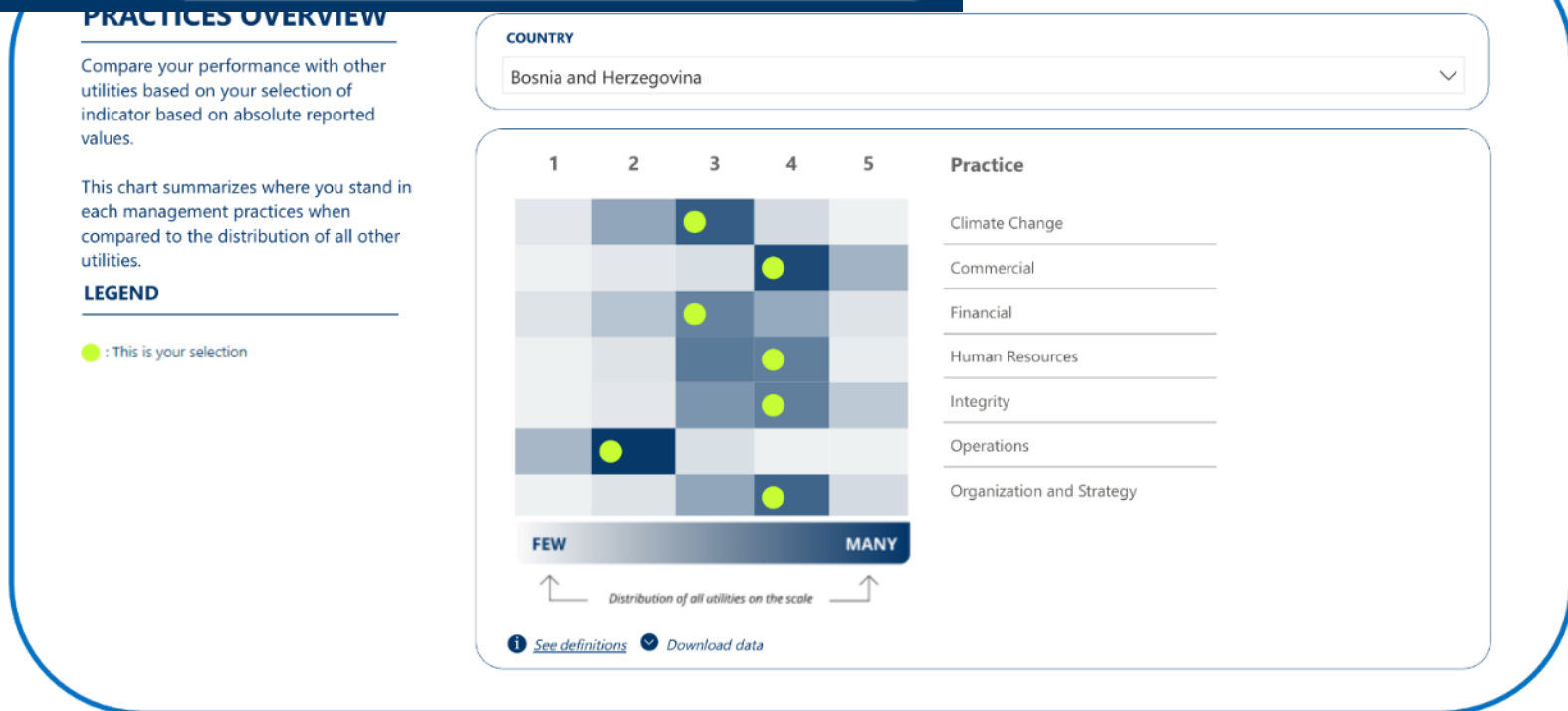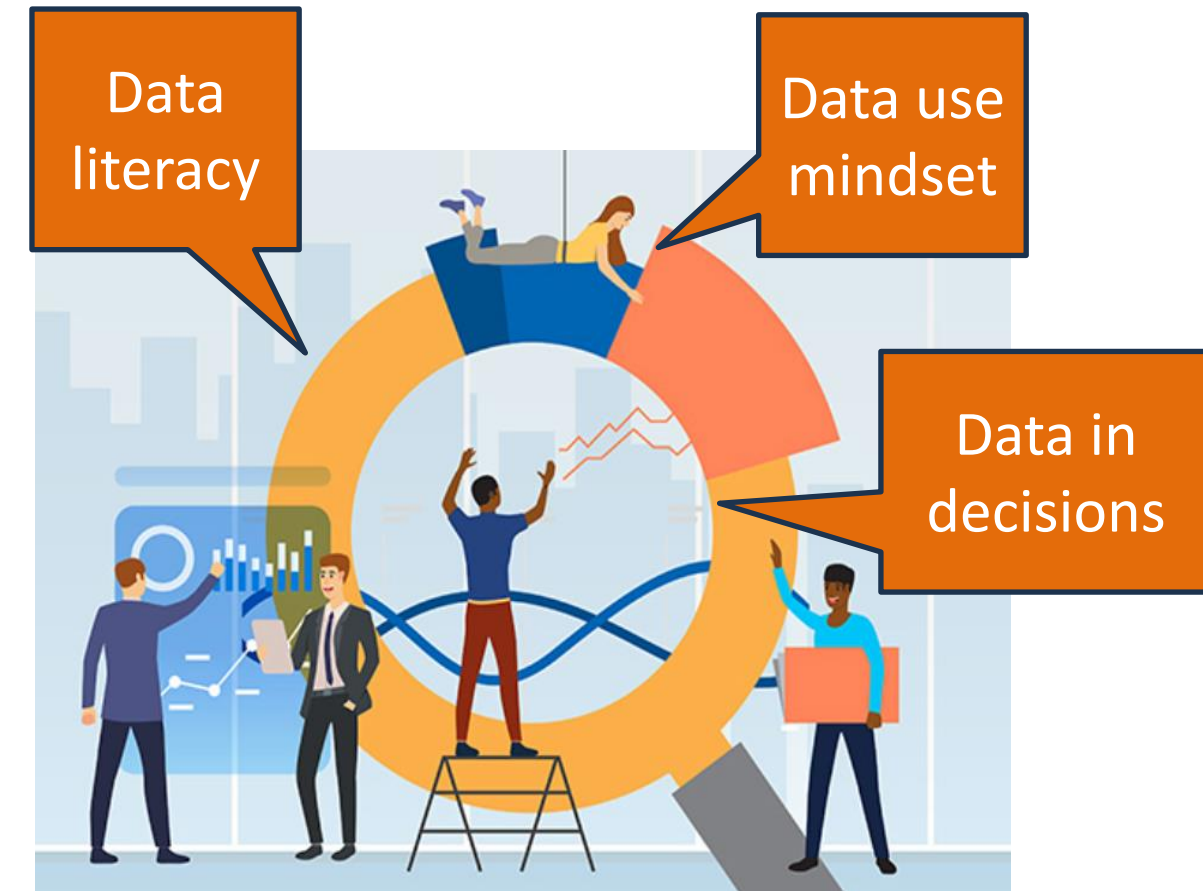
Communications Teams

- **Familiarize** yourself with all **data entry** points and the **process** for data entry and self assessment.
- **Offer support** to leadership to help build data culture in the organization.
- **Use Data yourself**: In your communications!

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So what about Communications Professionals?
→ Spotting & addressing Risks from new Transparency
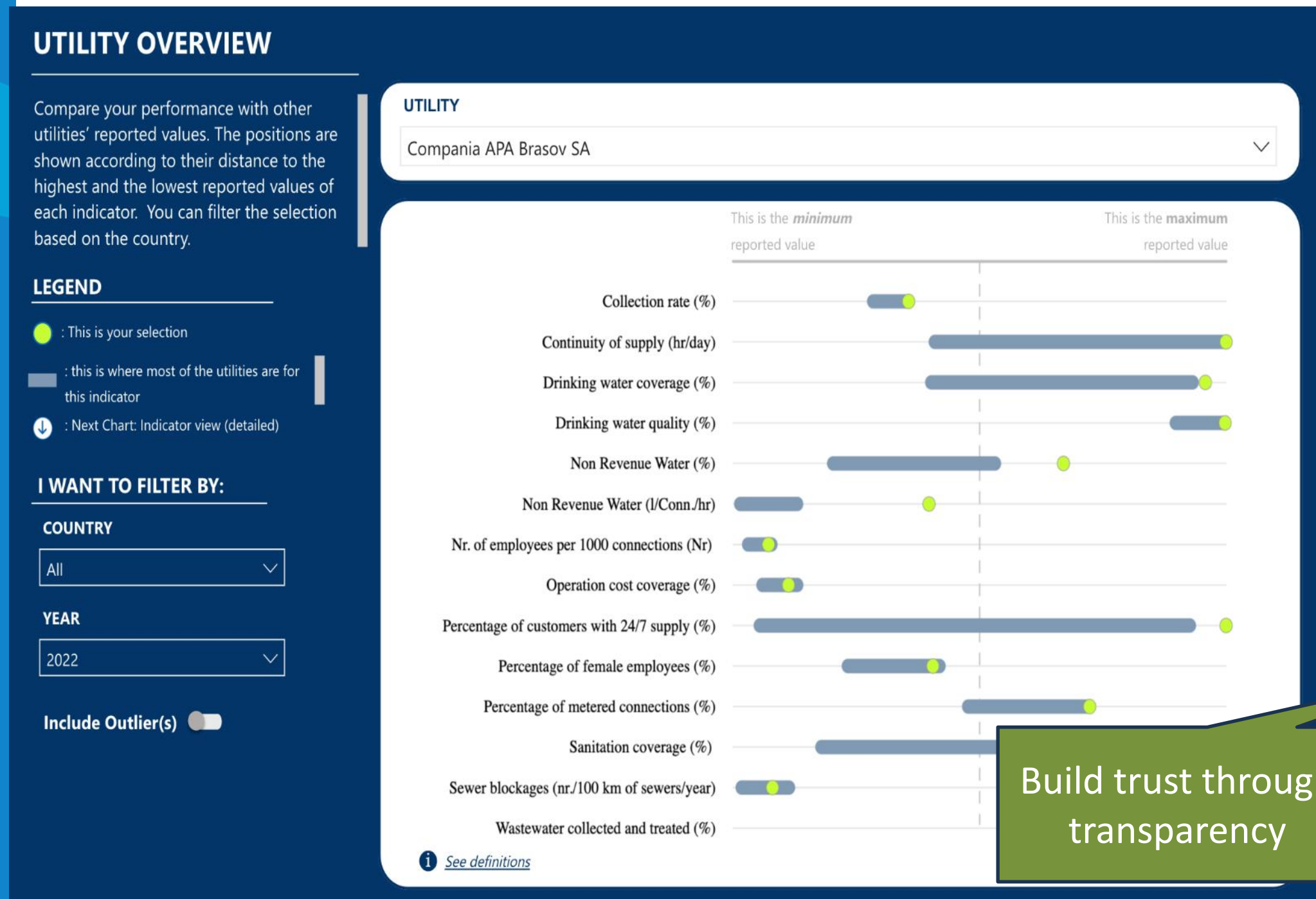
Risks

..with external stakeholders – municipality, politicians, customers...

- **Information** about performance easily accessible
- **Comparison**s with other (groups of) utilities may suggest issues that cannot be understood without understanding context
- **Absolute levels** of performance sometimes less impressive than **developments over time**

CommunicationsTeams

- **Familiarize** yourself with every piece of data and with the "narrative" that IBNET comparisons tell
- **Mobilize** stakeholders in Government, Municipality and NGOs pro-actively, explain and engage
- **Build constructive relationships** around data and the ability to monitor progress

Build trust through transparency

Use **Data Visualization**

....address customer concerns, address stakeholder concerns

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Finally: Particularly interesting for you as Communications Professionals → "Community of Practice"

Key Messages for Communications Professionals

- **<u>You</u>**: Are critical for the success of benchmarking to lead to improvements in your utility
- **<u>You</u>**: Need to be proactive in understanding and using data
- **<u>You</u>**: will be able to build dialogue better with data
- **<u>You</u>**: Want to become Data Advocates

And: DO JOIN the NewIBNET Community of Practice…

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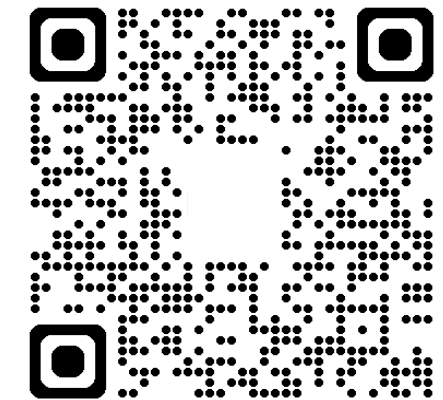
Deadline to win a travel and conference package to the IWA World Water Congress in Toronto: **June 7th, 2024**

Scan for info!

Or contact badhofer@iawd.at

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GWSP GLOBAL WATER SECURITY & SANITATION PARTNERSHIP

IAWD

DANUBE WATER PROGRAM

IWA the international water association

Let's work together!

badhofer@iawd.at | abadhofer@worldbank.org

UBP Platform
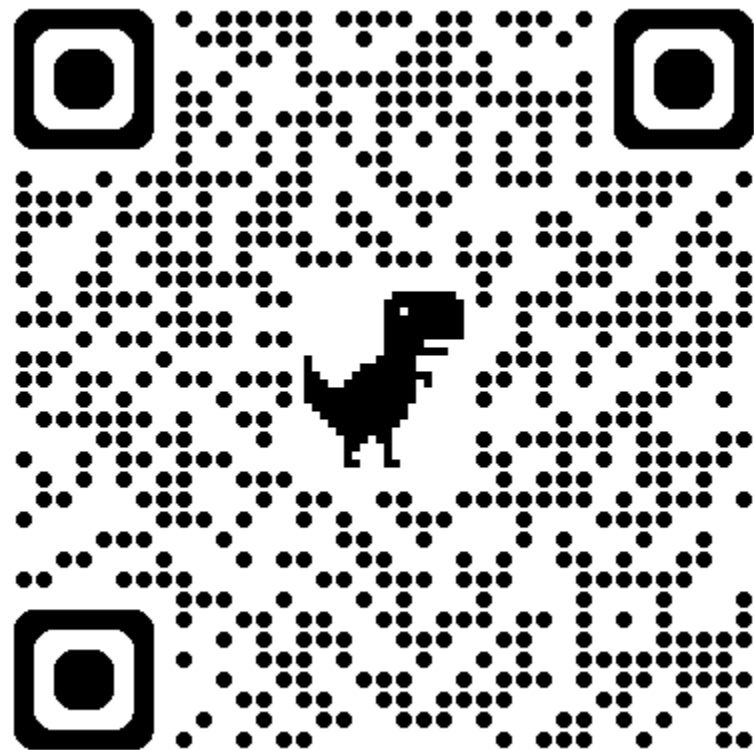
NewIBNET Registration

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Water and Sanitation Utilities & Associations around the world:

Get a chance to receive a full conference package (including travel and accommodation) to the IWA World Water Congress & Exhibition in Toronto, Canada.

August 11th – 15th 2024

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PARTNERSHIP

ibnet@worldbank.org

IWA
the international
water association

Annex

And comparing *Tariffs* can only lead to service improvement with the help of active communication