

Against the Flow: Alternative Benchmarking for Public Water

“We are all benchmarkers now.”

Jacques Santer, former President of the European Commission
(quoted in Sisson et al 2003, 16).

Abstract

Measuring and comparing the performance of water operators via benchmarking is a relatively new practice. Having been popularized in the private sector in the 1970s it migrated to public services in the 1990s, driven largely by bureaucrats and policy makers in a handful of highly centralized institutions. It is now widespread in the water sector, but there are emerging concerns about its commercial bias and relatively undemocratic processes.

This paper reviews the history of benchmarking in the water sector, discusses arguments for and against its use, and proposes an alternative performance evaluation framework that may help to better account for universality, sustainability and democratic forms of governance, particularly with public water operators in low-income settings in the global South. I argue that shared forms of performance measurement can be useful, but only if they are more explicit about recognizing local difference, promoting public awareness and advancing equity. The paper also asks why existing water benchmarking systems do not explicitly differentiate between public and private water operators, and proposes indicators that may help promote non-commercialized water services. The proposals are necessarily preliminary – calling for more empirical and theoretical research on the topic – with the intent of stimulating debate while at the same time suggesting possible alternative benchmarking frameworks.

Introduction

Measuring and comparing the performance of water operators via benchmarking is a relatively new practice. Having been popularized in the private sector in the 1970s it migrated to public services in the 1990s and is now widely practiced in the water sector.

The growth of benchmarking has sparked a vibrant debate about the choice of performance indicators and the challenges of managing complex and technocratic evaluation processes, but relatively little attention has been paid to its ideological and institutional foundations in water services. Nor has there been much analysis of how water benchmarking has been adopted in low-income countries in the South. The latter is of particular significance given recent efforts to (competitively) export performance

evaluation frameworks from Europe and North America to countries in Asia, Africa and Latin America.

This paper offers a brief history of benchmarking in the water sector, followed by a presentation of three critiques of benchmarking practice that have been under-theorized and under-debated in the literature to date. I look specifically at the arguments that benchmarking tends to promote commercialization, its relatively undemocratic decision-making processes, and its predisposition to imposing universalistic (and Eurocentric) values on a heterogeneous water sector. I develop these arguments from a disparate set of literatures in an attempt to weave together a hitherto unconnected set of critiques of benchmarking in the water sector.

My intent is not to prove or disprove these theories here. There is simply not enough empirical research on benchmarking to know conclusively how it shapes water service outcomes, particularly in countries in the South. There are, however, sufficiently indicative trends around its commercializing influences and bureaucratic procedures to raise valid questions about its impact on water service provision. As such, the paper is as much a call for further study as it is a cautionary note about the possible influences of this fast-growing policy trend.

Nor is my intent to reject benchmarking. As alarming as the criticisms may be, benchmarking is not *inherently* commercial, undemocratic or homogenizing. It can, and should, be harnessed in ways that promote equitable forms of public water services and which democratize decision making procedures. Unlike those that want to reject all forms of universal measurement, I conclude the paper with some preliminary proposals for what an alternative benchmarking process could look like, in the hopes of stimulating further discussion and debate.

The Rise (and Rise) of Benchmarking

Modern benchmarking originated with private industry in the 1950s and was popularized by the Xerox Corporation in the 1970s in the United States in response to what they saw as a rising competitive threat from Japanese technological firms (Camp 1989, Levy and Ronco 2012, Sisson, Arrowsmith and Marginson 2003). It is grounded in the use of quantifiable performance indicators for analyzing the internal activities of individual organizations, but takes on comparative yardstick characteristics when used to compare performance across organizations as well as across place and time (Pidd 2012). For benchmarking to work, therefore, organizations must all (and always) use the same performance metrics.

By the mid-1990s “almost four out of five companies in Europe, North America and South East Asia were reported to be using benchmarking”, prompting then-president of the European Commission, Jacques Santer, to claim that “we are all benchmarkers now” (Sisson et al 2003, 16). Enthusiasm for benchmarking in the water sector developed soon after – notably along with the rise of New Public Management and the

push for privatization. In fact, it was the privatization of water in the United Kingdom that was arguably the single most important catalyst in the adoption of benchmarking by water agencies, with the creation of the Water Services Regulation Authority for England and Wales (OFWAT) in 1989 intended to quantitatively track the effects of privatization over time.

Water regulators and policy makers in other countries took note, with the benchmarking process quickly spreading to other sectors, such as education, electricity and health (Alegre, Cabrera and Merkel 2006, Jackson and Lund 2000, Jamasb and Pollitt 2001, Wait and Nolte 2005). In the United States, the 1993 Government Performance and Results Act “precipitated a virtual orgy of measurement” in the public sector (Pollitt 2000, 120), with an associated proliferation of academic work on the topic. Dozens of books, hundreds of articles, and entire academic and managerial journals are now dedicated to performance evaluation and benchmarking (Francis and Holloway 2007).

Other key milestones in water benchmarking include the establishment of the International Benchmarking Network for Water and Sanitation Utilities (IBNET) by the World Bank in 1996, the formation of task groups within the International Water Association (IWA) to explore ‘best practices’ in the late 1990s, the publication of the International Organization for Standardization’s (ISO) 24510 series on ‘Activities relating to drinking water and wastewater services’ in 2007, and the establishment of an annual IWA-sponsored international conference on performance measurements from 2008 onwards (Alegre et al 2008, Bowerman et al 2002, Cabrera et al 2010, Cabrera et al 2011, Danilenko et al 2014, Parena, Smeets and Troquet 2002).

There are now dozens of national water benchmarking associations and a growing number of regional groups. European water operators have been particularly active in this regard, with several established regional benchmarking programmes in place (e.g. the European Benchmarking Cooperation, EBC (largely Dutch and Scandinavian) and Aquabench (largely German)). Additional programmes are being developed by the Organisation of Economic Co-operation and Development (OECD), the European umbrella association for national water federations (Eureau), and the European Commission (which, unlike other models mentioned here may be mandatory since the Commission has full legislative powers).

By contrast, there are very few national – and virtually no regional – benchmarking associations dedicated to water services in Asia, Africa or Latin America (Berg 2013, Berg and Corton 2007, Corton and Berg 2009, GWOPA 2009). Performance evaluation is widely practiced in these regions, but benchmarking systems are generally imported (some would say imposed) from elsewhere in the world, often at the request of international financial institutions, and sometimes as a loan conditionality. The World Bank, for example, makes its IBNET evaluation system available to national and local governments that want to “receive financing for capital improvements” (Van den Berg and Danilenko 2011, 4; see also WSP (2010)).

There also appears to be an (unstated) race to expand these Northern-based benchmarking systems to countries in the South. IBNET has declared itself to be “the first global benchmarking standard...providing a global yardstick against which utilities and policy makers can measure their performance” (Van den Berg and Danilenko 2011, 2). Not to be outdone, AquaRating (a proprietary, for-profit benchmarking agency developed by the Inter-American Development Bank, with a focus on Latin America) claims to be “the only international system that facilitates an objective and comprehensive assessment of a utility’s performance, making it a pioneering tool in the global water sector.”¹ EBC meanwhile is piloting its benchmarking model in East Africa (on a not-for-profit basis).²

In short, performance measurement in the water sector is growing, and benchmarking frameworks are multiplying. Like it or not, “performance measurement is here to stay” (Poister 2003, 21) and “we will be hearing many new benchmarking stories in the future” (Cabrera 2008, 7).

Benchmarking Consensus

Despite rivalry in the benchmarking community there is broad consensus amongst its advocates as to why it should be done. First, it is seen to enhance (and enforce) transparency and accountability amongst water operators by making performance data available to the general public and allowing people to compare their water operator with utilities in other jurisdictions. Second, it is seen to create opportunities for public participation in decision making by allowing “customer groups and NGOs to exercise ‘voice’ in an informed way.”³ Third, it is seen to contribute to “consensus-based global solutions” for achieving the UN’s Millennium Development Goals and beyond (ISO 2012, 2). Finally, benchmarking is seen to provide a common language and system for identifying and understanding ‘best practice’, offering water operators quantitative targets and the tools for understanding what is needed to get there.

There is also broad consensus as to what gets measured. Although every benchmarking system has its own unique characteristics, most draw heavily (if not entirely) on the performance metrics established by the ISO 24500 series, with more than 260 standards for water quality, and another 550 related to water services more broadly (ISO 2012, 3-4). The IWA, meanwhile, acts as a *de facto* gatekeeper of performance criteria by dint of its role as a global umbrella organization for water operators (public and private), particularly since the creation of its “Specialist Group on Benchmarking and Performance Assessment” in 2010.⁴

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http://www.iwapublishing.com/template.cfm?name=m2477&utm_source=IWA+Publishing+Mailing+List&utm_campaign=e3de7ca958-GND_9_September_2014&utm_medium=email&utm_term=0_49a7734030-e3de7ca958-90138637 accessed September 9 2014

² See www.waterbenchmark.org/news/EBCcontributesMDG-proje.html

³ IBNET - http://www.ib-net.org/en/texts.php?folder_id=78, accessed on August 2 2014.

⁴ See www.iwabenchmarking.com/site/documents/

As a case in point, the EBC claims to be “fully aligned” with IWA and ISO benchmarking protocol, using these indicators as “repositories” of performance criteria “for reasons of standardisation” (EBC 2014, 5). In other words, there may be a growing number of benchmarking organizations, and they appear to be in some form of competition with one another, but they operate on essentially the same principles and use mostly the same performance criteria.

It is not possible to list the 260+ plus indicators that commonly make up evaluation systems, but the following list is indicative of the type and range of measurements that take place: number of water and sanitation workers per 1,000 connections; length of transmission and distribution mains renovated; percentages of unaccounted-for water; number of complaints due to water supply interruptions; average household incomes; book value of fixed assets; number of microbiological tests carried out for various chemicals; volume of electricity consumed; total capitalized cost of self-constructed assets; per capita consumption of water; number of mains failures; average time to complete repairs; and average water charges for non-residential consumption.

Measuring is Difficult

Consensus on how and why to do benchmarking aside, the actual collection of data is anything but straightforward. Even the best-trained and well-resourced of water operators find it difficult to stay on top of what has become an onerous process of data collection, and the situation is much worse for under-capacitated utilities in low-income countries where it can be difficult to gather even the most basic of statistics (Berg and Corten 2007, Alegre et al 2008).

Once collected, analyses and comparisons of data are no simple matter either. There are intense debates within the benchmarking community – albeit largely impenetrable to non-specialists – about the use of ‘metric’ versus ‘process’ benchmarking (Cabrera 2008), partial indicators versus total or combined factor analysis, and differentiated statistical methods for analyzing complex information with linear programming methods such as data envelope analysis and stochastic frontier analysis (Abbott and Cohen 2009, Parsons 2002). Different clusters of indicators are also used, with EBC, for example, employing five key “performance areas” (EBC 2014, 7), IBNET using 13 categories⁵ and AquaRating (2014a) using an entirely different set of eight “rating areas”, all of which make direct comparisons across different benchmarking frameworks extremely difficult.

As a result, abstract and highly technical forms of measurement can take on a life of their own, disconnected from larger utility objectives. *Externally-defined* performance indicators can further skew in-house priorities, stifling local identity and resulting in an abstract fixation on outside procedural norms: “At its worst, instead of being a force for change, benchmarking can put a stop to serious analysis of problems and/or experimentation with [locally-defined] innovative solutions” (Sisson et al 2003, 23). It

⁵ See http://www.ib-net.org/en/texts.php?folder_id=91&mat_id=72&L=0&S=0&ss=0, accessed August 7 2014.

can also result in an anxious feeling of “keeping up with the Joneses” (Valcik et al 2012), even when high-level benchmarking may not be feasible or appropriate for a local water operator. In some cases benchmarking can result in a situation where water operators are measuring for measuring’s sake, with benchmarking becoming an end, rather than a means, to improved water services (Pidd 2012).

The truism that “What gets measured gets done” (Osborne and Gaebler 1992, 146) can aggravate the situation further, focusing attention on criteria that may not be the most relevant to a particular water operator or its end users. As Francis and Holloway (2007, 177) note, “[b]enchmarking is no more immune to the GIGO (garbage in, garbage out) principle than any other performance management system”.

Criticisms of Benchmarking

But for proponents of benchmarking these challenges are not deemed fatal to the measurement enterprise. Nor have these measurement tensions altered the underlying principles of, or enthusiasm for, standardized performance appraisals. More radical criticisms do exist, although the literature is surprisingly thin and under-theorized given how pervasive the practice of benchmarking has become (Francis and Holloway 2007, 172).

I outline three critiques below, drawing as much on the work of those who celebrate benchmarking as I do on its detractors, weaving together an admittedly eclectic set of theoretical concerns. The first critique is that current benchmarking practices promote commercialization in the water sector. The second critique is that current benchmarking processes are not very transparent or democratic. The third is that benchmarking imposes a singular worldview on a diverse set of international water beliefs and practices, marginalizing alternative perspectives on water services, particularly in the South.

Promoting commercialization

For arguments related to the commercializing tendencies of benchmarking one need look no further than the literature of benchmarking advocates themselves. For many of these proponents, benchmarking is an intentional and explicit tool for commercialization, offering an “alternative to market forces” (van Helden and Tillema 2005, 339) by introducing competitive pressures in an otherwise monopolized sector. With no possibility of direct competition, benchmarking is seen to simulate and stimulate market behaviour, pushing water operators to lower costs and improve services. According to IBNET:

Inter-utility performance comparison is needed in the water and sanitation sector because the sector offers limited scope for direct competition. Firms operating in competitive markets are under constant pressure to outperform each other. Water utilities are often sheltered from this pressure, and it frequently shows: some utilities are on a sustained improvement track, but many others keep falling further behind best practice. This matters, because a well-run water utility is

*essential to people's lives. Only the most efficient, financially viable utilities are able to respond to urban growth, connect the poor, and improve wastewater disposal practices.*⁶

Financial viability is the key here – a metric that some see as “the ultimate value of utility benchmarking” (Van den Berg and Danilenko 2011, 8). Cost recovery and per unit expenses appear to have become the gold standard of measurement in the water sector, with financial indicators such as ‘percentage of unpaid-for water’ or ‘number of employees per 1,000 connections’ often seen as proxy for overall performance. Financial criteria are not the only standards of measurement in the water sector, but they constitute a large portion of benchmarking data and appear to attract a disproportionate share of attention from policy-makers, reflected in part by the massive literature on the topic as well as the funding made available for improving financial performance by development institutions such as the World Bank (Alexander 2005, Breen and Doyle 2010).

Some benchmarking advocates see this emphasis on financial performance as a way to promote liberalization and privatization in the water sector, forcing public utilities to make their fiscal data available for corporate review and helping to identify markets for potential private investment. According to IBNET, “[p]rivate investors interested in expanding their interests in the water and wastewater sector can use [benchmarking] to carry out an initial screening of potential target utilities”, helping them to “pinpoint those with revenue-generating potential”⁷ and to “identify viable markets and opportunities for creating value” (Van den Berg and Danilenko 2011, 4).

As such, involvement in the development and implementation of benchmarking criteria is often touted as an opportunity to be at the cutting edge of competitive water markets. The ISO encourages firms to “get involved” in the development of benchmarking because it “can bring significant advantages to your business” via the establishment of standards that fit with an organization’s strengths or by giving advance notice of what the market will expect. By creating market-friendly indicators, benchmarking can help firms “access new markets” and “facilitate free and fair global trade.”⁸

Not surprisingly, then, many international benchmarking organizations are composed heavily of multinational corporations keen to shape global standards across a wide swath of sectors, from environmental sustainability to corporate governance (Clapp 1998, Nadvi and Waltring 2004, Prakash and Potoski 2006, Stevenson and Barnes 2001). The ISO has come under particular fire in this regard, with critics arguing that most of its committee work is conducted in a handful of countries in the North and dominated by large private firms, making it little more than a “corporate private regime” (Haufler 2004, 126). Proposals by the European Commission to develop an EU-wide

⁶ http://www.ib-net.org/en/texts.php?folder_id=78 accessed Aug 5 2014

⁷ http://www.ib-net.org/en/texts.php?folder_id=78

⁸ http://www.iso.org/iso/home/standards_development/standardsdevelopment_gettinginvolved.htm and <http://www.iso.org/iso/home/about.htm>

benchmarking system for water have received similar criticism, with Aqua Publica Europea noting “the unbalanced nature of [the planning group’s] membership....[T]he public sector is scarcely represented, if at all” (APE 2014, 6).

The result is performance evaluation systems in the water sector that “strongly motivate [operators] to be efficient and innovative, mitigating their operating costs and expenses” (Marques and Simões 2010, 15; see also Bowerman and Ball 2000). In this respect, it can be argued that benchmarking has contributed to the naturalization of financial efficiency as a dominant objective of water provision, converting economic goals into “neutral facts” that validate and reproduce otherwise contestable and diverse aims (Boelens and Vos 2012, 18). Benchmarking can, as with any other “absolutized efficiency calculus”, be used “as a weapon to suppress contending social groups, their social analyses, and their programs for social change” (Wolff 2002, 3).

None of this is to say that benchmarking is inherently commercial. Nor does it automatically bind water operators to the financial bottom line. Many water managers and policy makers are intensely aware of – and often opposed to – commercializing influences in the water sector. Some may actively resist marketization and there is evidence that benchmarking does not automatically result in improved financial discipline (Braadbaart 2007). Indeed, doing things the ‘old’ way may be in the best interest of water managers, making *any* kind of reform difficult.

But given the influence of organizations such as the World Bank in promoting financialization and marketization in the water sector in general (Bayliss 2014), and their stated intent of using benchmarking as a market substitute, there are ample grounds for concern about the impacts of this growing trend on water operator outcomes. The fact that none of the major water benchmarking systems currently in use make any distinction between public and private water operators only serves to heighten these concerns.

Benchmarking as undemocratic

A second apprehension with benchmarking is that it tends to be done in a top-down, undemocratic manner, excluding water users and lower-level employees. Because of the highly technical nature of performance evaluation most benchmarking systems make little (if any) effort to involve non-experts. In fact, most water users around the world are probably unaware of benchmarking processes and the 260+ performance indicators that go into them (let alone the advanced statistical analyses that accompany their assessment), essentially rendering the benchmarking process opaque. Nor is the average water user likely to be tempted to participate in such a highly-specialized and mechanical procedure.

Large benchmarking organizations have done little to make these processes more transparent or inclusive of the broader public. Although an increasing number of benchmarking reports are made available for public review, “simply publishing the results does not necessarily equate to more transparency” (APE 2014, 2).

Benchmarking reports are technocratic in their format and difficult to decipher for non-experts. Nor are benchmarking templates readily available to the public. Access to IWA and ISO benchmarking models requires an expensive membership, while AquaRating is a proprietary framework. As a result, making sense of the data is the domain of a relative few.

Some critics see in these actions a form of neoliberal governmentality, with monopoly control over a “governing technology that seeks to facilitate the self-governing capacities of individuals and/or organizations through the production of a normalizing knowledge” (Triantafillou 2007, 836). Insofar as benchmarking is an attempt to create an “international consensus on solutions to water issues” (ISO 2012, 4), it is seen by some as a mechanism for “producing truth...steering social behavior and giving normative meaning to particular water practices of particular water user groups...convincing not only the actors who have to apply these concepts but also the creators themselves” (Boelens and Vos 2012, 18; see also Vos and Boelens 2014).

Benchmarking systems, it is argued, must be seen within the “social and power relationships” in which they are embedded, with planners and managers “often not aware of their value-loadedness, convinced that they provide objective advice that should be adopted by policy-makers and politicians” (Boelens and Vos 2012, 24). In this regard, benchmarking can validate concepts of success and reinforce ‘best practices’ that advance particular agendas. The truism cited earlier – “What gets measured gets done” – can result in a continuous cycle of investment and policy emphasis that advances the commodification of water and justifies inequities, particularly in countries in the South where opportunities for democratic input and alternative voices may be weak.

Once again, this is not a necessary feature of benchmarking, or an intentional outcome on the part of water managers or benchmarking designers – some of whom are no doubt concerned with its exclusive nature. But the reality of performance evaluations is that they are largely impenetrable to the general public. The relative lack of debate on this topic is itself indicative of the enigmatic nature of benchmarking practice.

Benchmarking imposes universality

A third criticism of benchmarking is that universal performance criteria essentialize and homogenize water and the people that use it, running roughshod over cultural and political difference by imposing general standards on the world. The argument here is partly an epistemological one, questioning the very validity of objective and universal standards inherent in the notion of comparative performance evaluation. Critics argue that there are no constant, universal truths: “Democratic conceptions of the common good will always be partial and provisional, never universal or static...the common good can never be specified *a priori* as an input for the political system or as a static measure for the quality of governance” (Dahl and Soss 2012, 31). For Zwarteveen and Boelens (2014, 151-2), “knowledge about water will always and necessarily be uncertain and

provisional,” reminding us that we must “remain vigilant about the temptation to unequivocally use ‘science’ and the objectification it entails in dealing with water’s complexity.” For these critics, it is simply not possible to measure and compare performance in the water sector across place and time because no two communities are ever alike, and public conceptions of water change.

The implication here is that benchmarking can smother the very improvements it seeks to promote. In attempting to impose standardized measures of value, measurement processes serve to “fix the public in place, rendering it static in a manner that contradicts the promise of an evolving constitutive democratic process” (Dahl and Soss 2012, 22). What is required instead is a focus on the creation of space and resources for “deliberative processes that...allow new conceptions of public identities and interests to emerge” (Dahl and Soss 2012, 22-3). Rather than relying on notions of a public that is “always a pre-existing collectivity...that can be identified, addressed and moved to action,” we should see publics and the values they hold as “entities that are always mediated and always emergent” (Mahoney and Clarke 2013, 932). Relaxing the demand for universal standards “usefully opens the door to accepting diverse and plural knowledges about processes of water-related change – including those based on the experiences and knowledge of people who live in changing environments” (Zwarteveen and Boelens 2014, 151-2). Benchmarking is seen to disqualify and marginalize alternative forms of water management and valuation (particularly ‘pre-modern’ forms), taking on the hue of colonial practice, “imposed from an outside position as a way to bound or police governance” (Dahl and Soss 2012, 31).

There are also concerns that benchmarking standards have been largely developed by institutions and water operators in Europe and North America, with insufficient attention being paid to the realities of water providers in the global South. Cultural, political, economic and environmental differences may make some performance criteria irrelevant or inappropriate, while the sheer cost of benchmarking can make it impossible or irresponsible to do in full. Even within the European Union there are concerns about the suitability and feasibility of universal benchmarking models, with Aqua Publica Europea arguing that “many operators in rural or less favoured areas face cultural and economic difficulties in participating in benchmarking exercises” (APE 2014, 6). This concern is magnified many times over in Africa, Asia and Latin America.

In Search of Alternatives

Given these critiques, should benchmarking in the water sector be abandoned? Yes and no. To the extent that benchmarking intensifies market pressures, excludes the general public and imposes inappropriate goals on diverse water practices it can be argued that it is not suitable for many places. If nothing else, it is crucial that there be more research and a more robust debate on how benchmarking plays itself out in practice, particularly in the South.

But I am equally convinced that benchmarking of some kind is essential to the advancement of ‘good’ water services. It may be problematic to develop universal

standards, but we need not throw out the measurement baby with the proverbial bath water. There is no reason that alternative forms of measurement and comparison cannot be developed that mitigate (if not resolve) the tensions outlined above and which allow for more democratic, less commodified and more explicitly *public* forms of water provision that can be used to compare and learn across place and time.

This will not be an easy political or technical task given the authority and resources of mainstream benchmarking organizations and their vested interests in existing models. So too will many water operators resist change, particularly those that have sunk resources and political capital into current benchmarking frameworks. Even managers and policy makers who share the concerns raised in this paper may find it difficult to change directions given the inertia of existing benchmarking systems and the time and energy required to shift analytical gears. It has taken two decades of funding and institutional support from major international organizations to get water benchmarking to where it is today. It is not going to change course overnight.

Nor will it be easy to sell the idea of revised benchmarking to those who are skeptical of standardized, centralized evaluation. But a rejection of performance comparison vacates the possibility of more progressive and flexible notions of universality. Without some commonly agreed upon performance criteria how are we to know if a water operator is doing well? How do we articulate demands for improved performance? How can we share 'good' (as opposed to 'best') practice, and learn how to improve equity-oriented water services across places?

Rejecting benchmarking altogether risks leaving this powerful tool in the hands of those who may, intentionally or not, seek to advance the commercialization and homogenization of water services. It is right to be cautious when it comes to universal standards, but as Harvey (2000, 94) notes, with reference to analogous debates around the development of standardized codes of international human rights, "To turn our backs on such universals at this stage in our history...is to turn our backs on all manner of prospects for political action."

My proposal is thus a partial and step-wise one – to work towards building a universalized counter-narrative on performance evaluation as a basis for alternative public benchmarking models. Such alternatives would offer standardized measurement principles and criteria, while at the same time being supple enough to encourage local interpretation in an effort to pursue "diverse goals, such as equity, stabilization, and social and environmental sustainability" (Lefebvre and Vietorisz 2007, 139-140). The objective is to construct a dialectical bridge between these universalisms and particularisms, while recognizing that generalizations are inherently fraught with cultural and political tensions that disallow easy comparisons and may be irreconcilable at times.

This is not to suggest that mainstream benchmarking has ignored the tension between universal norms and local realities. Indeed, much of the existing literature is at pains to highlight the need for 'flexibility' and 'local difference' (Baietti and Ginneken 2006,

Cabrera 2008, Corton and Berg 2009, Crotty 2004). The problem with these efforts, as I have argued above, is that they tend to be couched in an efficiency calculus that overwhelms all other factors, marginalizing questions of equity and local needs.

Alternative evaluation methods will not resolve this tension entirely. It is possible, however, to be more explicit about social, political and economic variability, especially in low-income countries in the South where equity is a major challenge. Recognizing different cultural interpretations of water, prioritizing equity in contexts of extreme poverty, and acknowledging different forms of water governance will require much more flexible systems of evaluation than those offered by mainstream benchmarking models.

So too must alternative forms benchmarking be more inclusive, “promoting participatory governance mechanisms which, when coupled with transparency, empower citizens when it comes to decisions on the management of water resources” (APE 2014, 2). Benchmarking processes and reporting will need to take better account of literate, numerate and analytical skills as well as barriers to participation due to technological and gender-based restrictions.

So where do we begin? My suggestion is to start with what we already have. There are many useful – and I would argue essential – indicators already in place in current benchmarking models that should be retained. Metrics for water quality, condition of infrastructure, number of emergency breakdowns and a host of other relatively objective criteria can be easily and useful reproduced in new evaluation models.

What needs to change is (1) the ways in which we analyze some of these existing criteria, and (2) the addition of brand new indicators that better promote equity and ‘public’ water provision. An example of the former is unaccounted-for water. Instead of simply tracking the number of leaky pipes and levels of non-payment, performance indicators could be used to ask how affordable services are for low-income households and whether adequate investments are being made in bulk in infrastructure in low-income neighborhoods. A more layered understanding of this metric could reduce harmful water cutoffs, improve the progressivity of tariffs and promote a more spatially-equitable pattern of infrastructure investment.

On the second point, brand new indicators could be added to benchmarking, such as evaluations of worker health and safety, participatory decision-making mechanisms, and opportunities for female employees to move up the skill ladder. Such indicators could shed light on gender barriers to career progress, provide insights into opportunities for improved community engagement, and improve the quality of work for labourers – all important criteria that are largely ignored in current benchmarking systems.

It may also be wise to consider a much reduced number of indicators than current benchmarking systems employ – already a topic of debate in the benchmarking literature. Van der Steen (2011, 33), for example, suggests that the number of performance indicators should be in the 15-30 range. The City Blueprints for Water initiative uses 24 indicators: “a method that is practical, relatively simple, transparent,

easy to communicate and understandable for decision-makers and the public in general,” taking about a week to conduct (van Leeuwen et al 2012, 2180).

Pidd (2009) promotes the principle of “model simple, think complicated” (drawing on Little 1970), arguing that benchmarking systems should be easy to understand, robust enough to allow counterintuitive results to emerge, simple to manage, adaptive to different situations, and easy to communicate. The challenge is to find a balance between the complex reality of water systems and the need for simplification in ways that “helps focus people’s minds” (Pidd 2012, 75-6).

There are, of course, good reasons why performance evaluation has grown in complexity over the years – and it is often because of the need for more progressive metrics of the kind I am suggesting here. However, *more* measurement does not necessarily mean *better* measurement. Just how many indicators are optimal is not clear, but the enormous volume of measurement indicators promoted by the ISO, and the byzantine statistical analyses that accompany them, are clearly too complex and too opaque for meaningful public debate and can overwhelm even the best-resourced of water operators. An alternative benchmarking framework may therefore benefit from a more streamlined and popularly accessible approach.

I would, however, warn against false simplicity. AquaRating (2013, 5), for example, has developed a benchmarking model that provides a single evaluation score (a number between 1-100), but the calculations required to arrive at this figure are as complex as ever: “eight assessment areas, 27 assessment sub-areas, 113 assessment elements, 61 indicators, 99 variables, 52 practices groups, [and] 348 individual practices.” In other words, AquaRating’s ‘simple’ benchmarking system still requires experts, enormous time and resources, and its results remain impenetrable to the average front-line worker and water user – presumably one of the reasons that they charge between US\$25,000 and US\$65,000 for an audit, plus “logistic expenses” (AquaRating 2014b, 6).

A Spider Web Evaluation

The alternative evaluation framework that I am proposing here (in very broad and preliminary terms) attempts to find a middle ground between the need for simplicity and the reality of complexity on the ground, while at the same time employing new and old evaluation methods. The intent is not to suggest a final, polished product, but rather to concretely demonstrate the possibility of a more user-friendly form of data collection and analysis that also visually represents results in ways that promote public engagement and accessibility. In doing so I draw on the existing practice of clustering benchmarking categories (such as EBC’s performance areas of “water quality, reliability, sustainability, service, and finance/efficiency” [EBC 2014, 7]) and efforts by groups such as City Blueprints for Water to simplify and pictorialize their benchmarking system (van Leeuwen et al 2012, 2180). The latter employs ‘spider diagrams’, which I have adopted here, although other visual representations could be equally effective.

Figure 1 is an example of such a benchmarking representation, comparing two hypothetical water operators. It employs nine overarching performance categories, each with a series of popularly understandable compound indicators. Visually, the longer the shaded area on each thread the better the service for that criteria, and the larger the overall shading on the web the better the overall performance of the operator. Table 1 outlines the proposed indicators and metrics that could make up these valuations. Once again, these are not necessarily the best or the only benchmarking criteria – or the correct number of categories – but they serve to demonstrate what an alternative system might look like.

Overall, the aim of these indicators is to prioritize what I see to be cornerstones of a ‘public’ service - universality, sustainability and democratic governance (McDonald and Ruiters 2012). Financial resources are important but they should not overshadow other priorities, and should not be confined to a single sector. Water services are intricately linked to health and well-being across a range of services, requiring a multi-sectoral, multi-scalar and even multi-jurisdictional perspective.

The criteria and indicators proposed in Table 1 are suggestive of the kinds of evaluation questions and techniques that are aimed at equity and which go beyond the confines of water to look more broadly at the public goods that are produced (or not) from the provision of water services. The intent is to make more ‘public’ the otherwise more narrowly institutional and commercialized evaluation criteria found in existing benchmarking models. I have also introduced a category for ‘solidarity’, defined here as ‘cohesion among various producer and user groups and across sectors that builds economic, social and political commitment to a public service model’. Evaluation of this category could include such questions as: Does the model help to build a stronger ‘public ethos’ around services? Is the service contributing to improvements in other sectors and at other levels of service delivery? These are not the only or most exhaustive questions to ask about the ‘publicness’ of a water operator, but they do serve as a counterpoint to the commercial bias of existing models and make explicit the need to evaluate a water provider’s ability to address broad public good outcomes. As such, it would be useful to see how *private* water operators perform against a scorecard geared for *public* entities (a reversal of current benchmarking realities).

Figure 1: Spider Diagram Comparing Public Water Operators

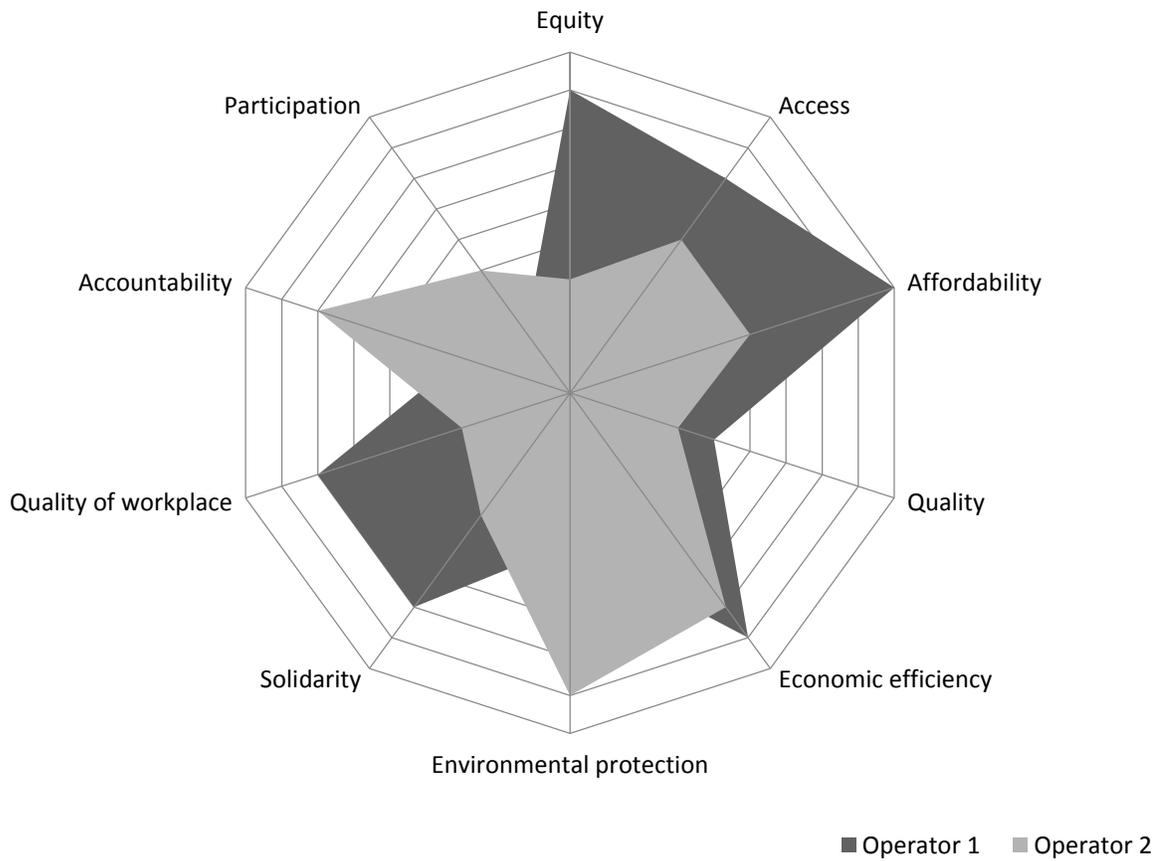


Table 1: Normative Criteria for Evaluating Public Service Providers

Normative category	Criteria	Definition	Examples of possible sub-criteria questions	Examples of possible measurement indicators
Universality	Access	Physical availability of the service at a convenient distance from user's dwelling	<ul style="list-style-type: none"> Rural/urban divide? Sufficient quantity? Culturally acceptable service? 	<ul style="list-style-type: none"> Proportion of population with adequate access Time-distance to service location Hours/day that service is available

	Affordability	Prices that ensure economic accessibility for all	<ul style="list-style-type: none"> • Are poorer households disproportionately burdened? • Are programs in place for cross-subsidy pricing? • Is affordability a legal obligation? 	<ul style="list-style-type: none"> • Cost as percentage of household income • Disconnection rates • Levels of subsidization by region
	Quality	Reliable, satisfactory services that create positive relations with end users	<ul style="list-style-type: none"> • Safe for all users? • Responsive to user needs? • Ongoing improvement mechanisms in place? 	<ul style="list-style-type: none"> • Primary health outcomes • Level of service interruptions • Complaints by region
	Equity	Equality of opportunity to access quality services for all	<ul style="list-style-type: none"> • Equitable quantity of service across user groups? • Equitable quality of service across user groups? • Is equity formalized, legalized or institutionalized? 	<ul style="list-style-type: none"> • Budget allocations by region • Levels of access by socially disadvantaged groups • Per capita consumption by region
Sustainability	Efficiency	Cost-effective use of resources to meet service mandates	<ul style="list-style-type: none"> • Are current infrastructure investments helping to meet the social goals of the service? • Is the capital intensity of investments appropriate? • Do short-term cost reductions undermine long-term efficiency gains? 	<ul style="list-style-type: none"> • Financing as a proportion of overall operating costs • Cost per unit of service delivered by region • Employee turnover rates
	Environmental protection	Meeting current service mandates without compromising future resource needs or undermining cultural environmental norms	<ul style="list-style-type: none"> • Are programs in place to reduce demand on natural resources? • Does the service provider respect different cultural understandings of resources? • Are climate change mitigation plans in place? 	<ul style="list-style-type: none"> • Levels of renewable energy use • Quality of wastewater treatment • Rates of respiratory infection
	Solidarity	Cohesion among various producer and user groups and across sectors that builds economic, social and political commitment to a public service model	<ul style="list-style-type: none"> • Does the model help to build a stronger 'public ethos' around services? • Is the service contributing to improvements in other sectors and at other levels of service delivery? • Does the service model explicitly oppose privatization and commercialization, with sufficient political support? 	<ul style="list-style-type: none"> • Formal cooperation agreements between different levels of government and sectors • Measurements of inter-sectoral impacts (e.g. sanitation extension reducing diarrheal burden)? • Legal mechanisms to prevent privatization

Governance	Accountability	Obligation to account for activities, accept responsibility for them, and to disclose the results in a transparent manner, readily available to the public, and understandable.	<ul style="list-style-type: none"> • Are there clear operational mandates and policy positions? • Are there transparent capital and operating budgets? • Are mechanisms of accountability available at appropriate scales (local, national, regional)? 	<ul style="list-style-type: none"> • Transparency of hiring processes • Access to mechanisms of accountability by region • % of documentation openly available and verifiable, in suitable languages and formats for all users
	Participation	Citizen involvement in policy making and implementation of service delivery	<ul style="list-style-type: none"> • Is participation at appropriate scales and sufficiently representative? • Are there adequate resources for participation by a diverse range of society (transportation, time off work, etc)? • Is participation conducted in culturally appropriate ways? 	<ul style="list-style-type: none"> • Number of people participating in formalized mechanisms of participation • Number of different processes of participation open to participation (policy making, budget decisions, etc) • Availability of participation by region
	Quality of Workplace	A place of work that provides a safe environment, trust between employees and management, fairness, and a sensible workload that contributes to quality service delivery	<ul style="list-style-type: none"> • Are there adequate numbers of workers to ensure service quality? • Are there mechanisms for workers/unions to participate in the operation, management or policy-making of the service? • Are there good feedback loops between front-line workers, managers and end-users of the service? 	<ul style="list-style-type: none"> • Pay equity (job type, gender, race, ethnicity, etc) • Availability of health and safety equipment • Access to training opportunities

Conclusion

As a technical exercise benchmarking may seem objective, but in practice the selection of measurement criteria and the ways in which they are employed in policy are anything but. Dominant forms of benchmarking in the water sector today appear to valorize water as a commodity, exclude the public from participation and marginalize alternative worldviews. Deliberately or not, a handful of powerful international actors have designed a monopoly-like form of performance evaluation that emerged from private sector practice and is growing in influence and scope in public water services.

This paper has suggested a possible alternative measurement framework, but developing substitutes will not be easy, particularly if it is seen as a challenge to market

norms. It will even be difficult to attract progressive managers and policy makers to the idea of a new benchmarking model, even if they see the problems with existing frameworks, because they may not have the time or resources required to make the shift. The practical and political reality of building an alternative benchmarking framework is an admittedly daunting one.

Nevertheless, there is widespread and growing discontent with water commercialization, and an emerging trend towards rethinking and reclaiming public water, with more than 235 municipalities in 37 countries having remunicipalized their water service from the private sector in the past 15 years, affecting more than 100 million people (Kishimoto, Lobina and Petitjean 2015; see also Hall, Lobina and Terhorst 2013, Pigeon et al 2012). Many more municipalities may revert back to public water in the coming decade, and many of these operators may be looking for new ways of evaluating public operator performance, offering a timely opportunity to introduce new methods of assessment alongside new forms of water governance and ownership.

Comparing water operator performance across time and place is inherently problematic, but given the concerns with current practice, and mounting interest in re-making public services, it is a challenge that cannot be ignored.

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