



International Association
of Water Service Companies
in the Danube River
Catchment Area



Danube Learning Partnership

1

The Danube Learning Partnership

The provision of water and wastewater services is essential for the people of the Danube region. Although the region has generally a high level of basic access to water and sanitation services, the effectiveness and efficiency of those services do not always meet international standards. A recent regional review (State of the Sector Report, World Bank, 2015) identified consistent challenges in several countries in the region regarding the capacity building needs of professional staff working in the sector. In part this is due to staff and management turnover following political changes, and in part due to limited professional development and training opportunities.

The Danube Learning Partnership (D-LeaP) is designed as a regional, integrated and sustainable capacity building initiative of national water utility associations and IAWD, the International Association of Water Service Companies in the Danube River Catchment Area, and aims to provide a comprehensive curriculum to the staff of water supply and sanitation utilities located in the Danube region.

2

The Audience

The primary target audience of the D-LeaP programs is the management and technical staff of the water supply and sanitation utility companies of the countries in the Danube region. Out of the 17 countries that are covered by D-LeaP, utilities in 12 countries are expected to have a particular interest in D-LeaP programs based on the level of development of their utility companies: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Hungary, Kosovo, Moldova, FYR Macedonia, Montenegro, Romania, Serbia, and Ukraine.

Our Vision

A Danube region, where all citizens enjoy sustainable water and wastewater services.

Our Mission

To offer to participating utility companies and sector professionals, through our national partners, a sustainable and comprehensive set of learning and capacity building programs aimed at providing reliable, high-quality and efficient water and wastewater services to all.

3

S Scope of services, Y Year of creation, M Type of members

The Partners



Water Supply and Sewerage Association of Albania (SHUKALB)

- S Water and wastewater
- Y 2000
- M Utility companies and professionals



Austrian Association for Gas and Water (ÖVGW)

- S Water
- Y 1881
- M Water utilities



Aquasan Network in Bosnia and Herzegovina (Aquasan)

- S Water and wastewater
- Y 2010
- M Utility companies and professionals



Association of the Employers of Utility Companies in the Federation of Bosnia and Herzegovina (UPKP)

- S Utility services in the Federation of Bosnia and Herzegovina
- Y 1999
- M Utility companies



Association of Waterworks of Republika Srpska (VRS)

- S Water and Wastewater
- Y 2001
- M Utility companies



Bulgarian Water Association (BWA)

- S Water and wastewater
- Y 2005
- M Utility companies and professionals



International Association of Water Service Companies in the Danube River Catchment Area (IAWD)

- S Water and wastewater
- Y 1993
- M Water and Wastewater Utilities, Water Utility Associations, Institutions active in the water and sanitation sector



Water and Wastewater Works Association of Kosovo (SHUKOS)

- S Water and wastewater
- Y 2001
- M Public water and waste water utilities



Association of Utility Service Providers of Macedonia (ADKOM)

- S Municipal services
- Y 2004
- M Utility companies



Moldova National Association of Water and Sanitation Utilities (AMAC)

- S Water and wastewater
- Y 2000
- M Utility companies and company-suppliers of equipment and services for water and wastewater use



Waterworks Association of Montenegro (UVCG)

- S Water and wastewater
- Y 1999
- M Utility companies



Romanian Water Association (ARA)

- S Water and wastewater
- Y 1995
- M Utility companies



Association for Water Technology and Sanitary Engineering of Serbia (UTVSI)

- S Water professionals
- Y 1960
- M Individual professionals



Association for Water Preservation and Protection in the South of Serbia (WASS)

- S Water and wastewater
- Y 2015
- M Utility companies



Association of Water Companies (AVS)

- S Water and wastewater
- Y 2004
- M Water companies, individual professionals



Danube Water Centre (DWCUKR)

- S Water and wastewater
- Y 2019
- M None, because it is no membership based organisation

4

The Governance

D-LeaP is established and governed by the partners of the Partnership (IAWD and the national water utility associations). To deliver its multiple programs in various countries, D-LeaP relies on several types of key actors with different roles and responsibilities, which are shown in Figure 1.

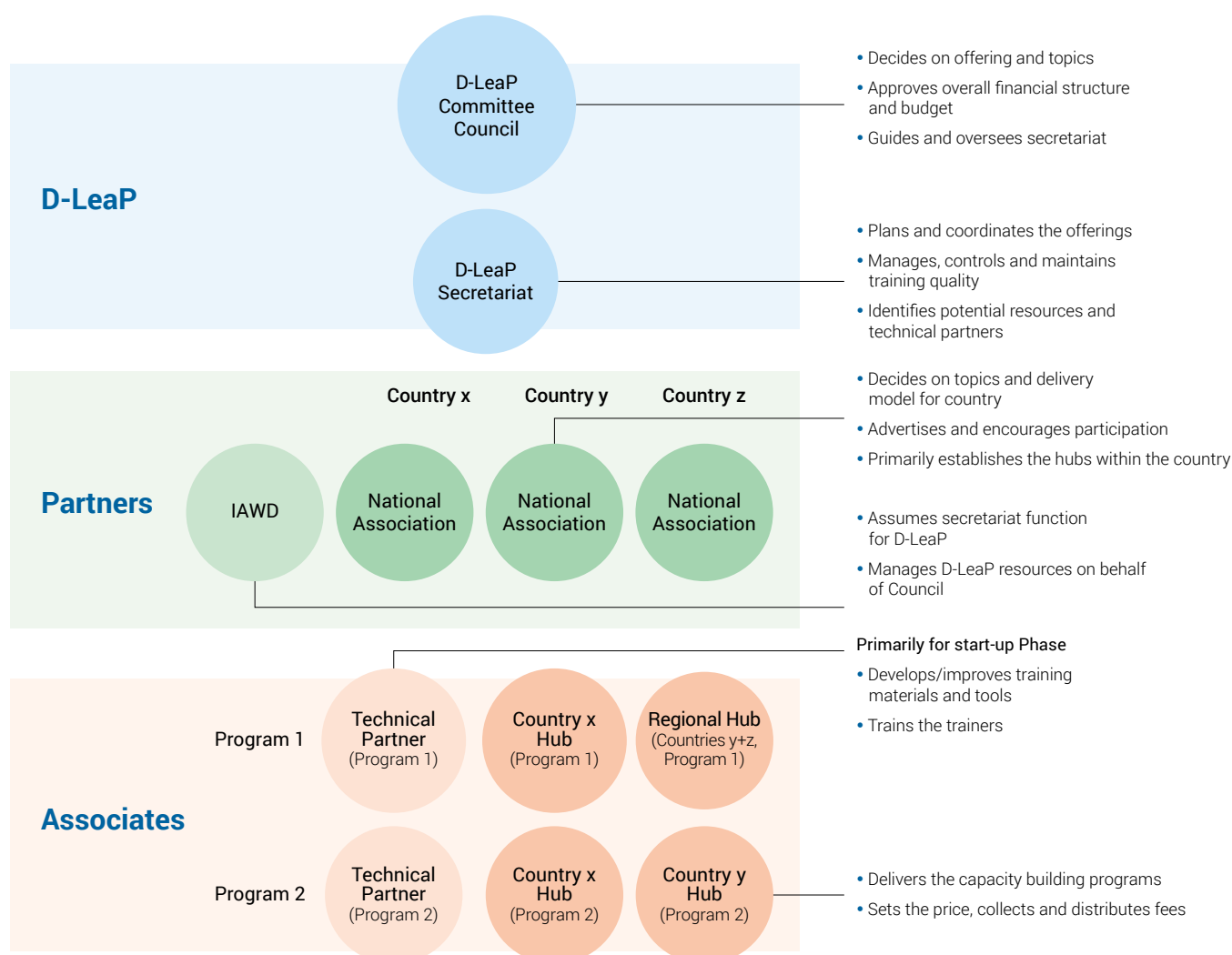
The D-LeaP Committee Council consists of nominated representatives of partnering national water utility associations and IAWD and has the overall responsibility to develop and implement the capacity building programs under D-LeaP.

D-LeaP is managed by the D-LeaP Secretariat, whereas the staff is provided by the IAWD Technical Secretariat. It takes over the day-to-day coordination and delivery of the D-LeaP programs.

Associates of D-LeaP are the Technical Partners and the Hubs. Technical Partners develop and improve the training material and tools used in the programs and train the trainers in the start-up phase of D-LeaP.

Hubs are the visible face of D-LeaP for active participants, as they have the primary capacity building delivery responsibility. They are primarily established by national water utility associations and well-performing utility companies, but could also be professional associations or academic institutions. All programs are delivered on country level in national language (or in groups of countries with similar language) by the Hubs.

FIGURE 1: THE OPERATING MODEL OF THE DANUBE LEARNING PARTNERSHIP



5

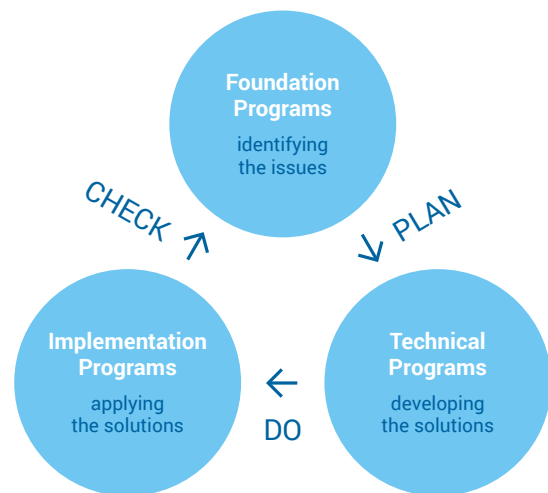
The Offer

The Danube Learning Partnership offers a set of capacity building programs that are developed at regional level and delivered at national level by water utility associations and local partners (the Hubs) in national language. D-LeaP delivers to participating utilities and professional staff three main types of capacity building programs as part of a virtuous cycle of Check – Plan – Do performance improvements (Figure 2):

- **Foundation Program Offering:** Foundation programs are the entry point into a continuous improvement cycle and help participating utilities and staff to establish their own diagnostic of high-impact issues affecting the performance of their utility companies. These programs rely on the power of benchmarking utility performance against other similar companies and international benchmarks, and facilitating dialogue among practitioners on good practices.
- **Technical Program Offering:** Once utilities and staff have identified the main issues affecting their performance, they can choose from a range of technical programs covering the main utility management topics. These programs do not only provide training on the solutions to those challenges, but also help utility staff to prepare concrete action or investment plans to address those challenges.

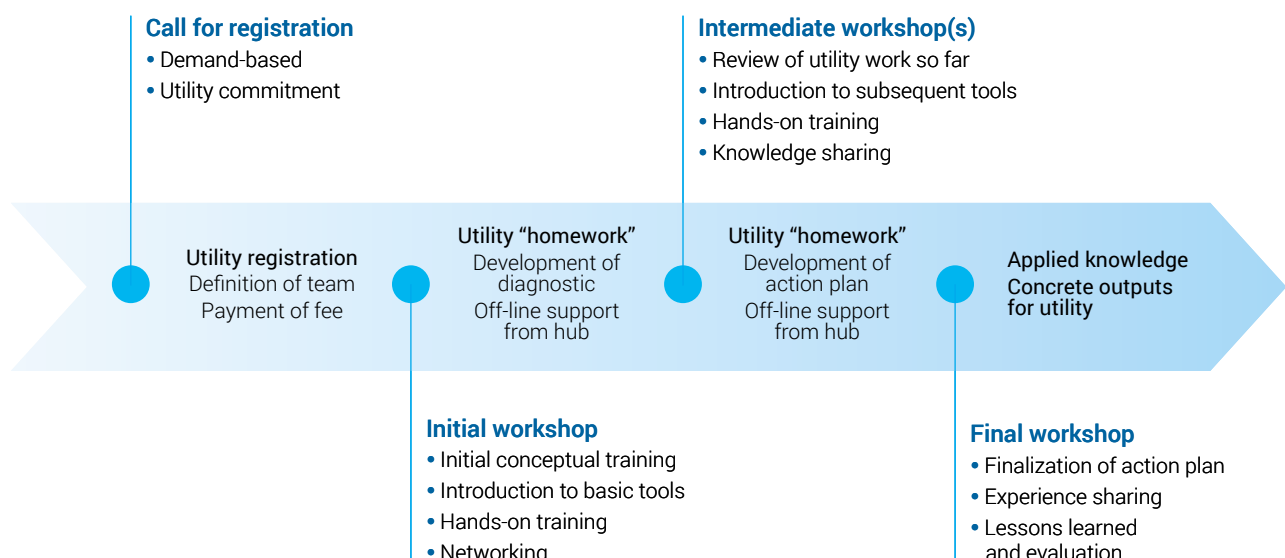
- **Implementation Program Offering:** A combination of lack of financing as well as insufficient operating and contractual capacity is often the reason for the inability of utilities to implement the solutions they have developed. The implementation programs help utilities to develop a set of implementation tools.

FIGURE 2: D-LEAP'S VIRTUOUS PERFORMANCE IMPROVEMENT CYCLE



Most program offerings follow a similar design based on learning-by-doing principles. They include a mix of training workshops providing tools and techniques to address the challenges faced and see them applied in practice, followed by on the job training, in which participating utilities apply the tools and techniques to their particular situation and develop concrete products (diagnostics, action plans etc.) (see Figure 3).

FIGURE 3: D-LEAP'S PROGRAM DESIGN



6

The Programs

FOUNDATION PROGRAMS

UBP Utility Benchmarking Program

The utility benchmarking program assists utilities in identifying areas, where performance improvement is needed. The Danube Region Utility Benchmarking is being done in cooperation with the European Benchmarking Cooperation (EBC) and is founded on the principle that utilities collect information about themselves and compare the results to several performance indicators from other companies. This program is primarily directed to utility teams rather than individual staff members.

UMT Utility Management Training

This program provides personal and professional skills for management, as well as business tools and techniques for senior managers including exchange of experiences with other managers. This program will be primarily directed to senior managers rather than utility teams.

TECHNICAL PROGRAMS

EE Energy Efficiency

High energy costs often contribute to unsustainable operating costs that directly affect the financial health of water supply and sanitation utilities and affordability of their services. This Program supports participating utility companies in collecting, auditing and analyzing data related to their energy use and developing investment programs based on that data to support the reduction of energy costs and increase energy efficiency. The Program also assists in securing the financial resources to match the investments needs for energy efficiency.

CE Commercial Efficiency

The successful management of high cost water infrastructure is essential to operate and deliver the required service as cost effectively as possible. The management of commercial activities is an integral part of achieving this goal. This Program supports participating utility companies in collecting, auditing and analyzing data related to commercial efficiency and developing actions based on that data to support reduction of costs, increase revenue collection and overall commercial efficiency. It offers a standardized and detailed approach for business planning and provides tools and actions to improve commercial efficiency.

WSP Water Safety Planning and Crisis Management Program

Lack of response mechanisms to pollution outbreaks and increasingly frequent natural disasters such as floods and droughts hinder the ability of water supply and sanitation utilities to sustainably provide their services, hence posing a risk to national public health. Through this program, supported utilities learn how to identify operational risks and how to plan, prepare and respond to these events for fast post-disaster recovery. In addition, practitioners learn about the latest research on and practical applications of decision making under uncertainty.

NRW Non-Revenue Water

High levels of non-revenue water (water either physically lost or not paid for by customers) are a major problem in many utilities. This program introduces specific tools for diagnosis of water loss with the aim to increase understanding of where the losses are and how they can be tackled.

AM Asset Management

Effective asset management planning is a basis for reducing costs of the operation of water services and ensuring the sustainability of the service. Tools for managing the infrastructure associated with water supply and wastewater services (pipes, pumps, reservoirs, meters etc.) are the focus of this program. The participants learn how to complete and maintain an inventory of assets (infrastructure) and use that information together with investment and operation to ensure that the system is maintained in good working order.

IMPLEMENTATION PROGRAMS

AF Access to Financing

Regional utilities often identify small- to medium-size investments (metering, energy efficiency, asset renewal),

many of which are financially viable, but are too large to be financed from the utilities own funds, and too small for typical large-scale sources such as EU funds or IFIs. This program offers learning courses oriented at increasing the capacity of utilities to manage financial concepts, design financing strategies, and improve creditworthiness, as well as adhoc support to utilities needing to access financing for specific projects or investments.

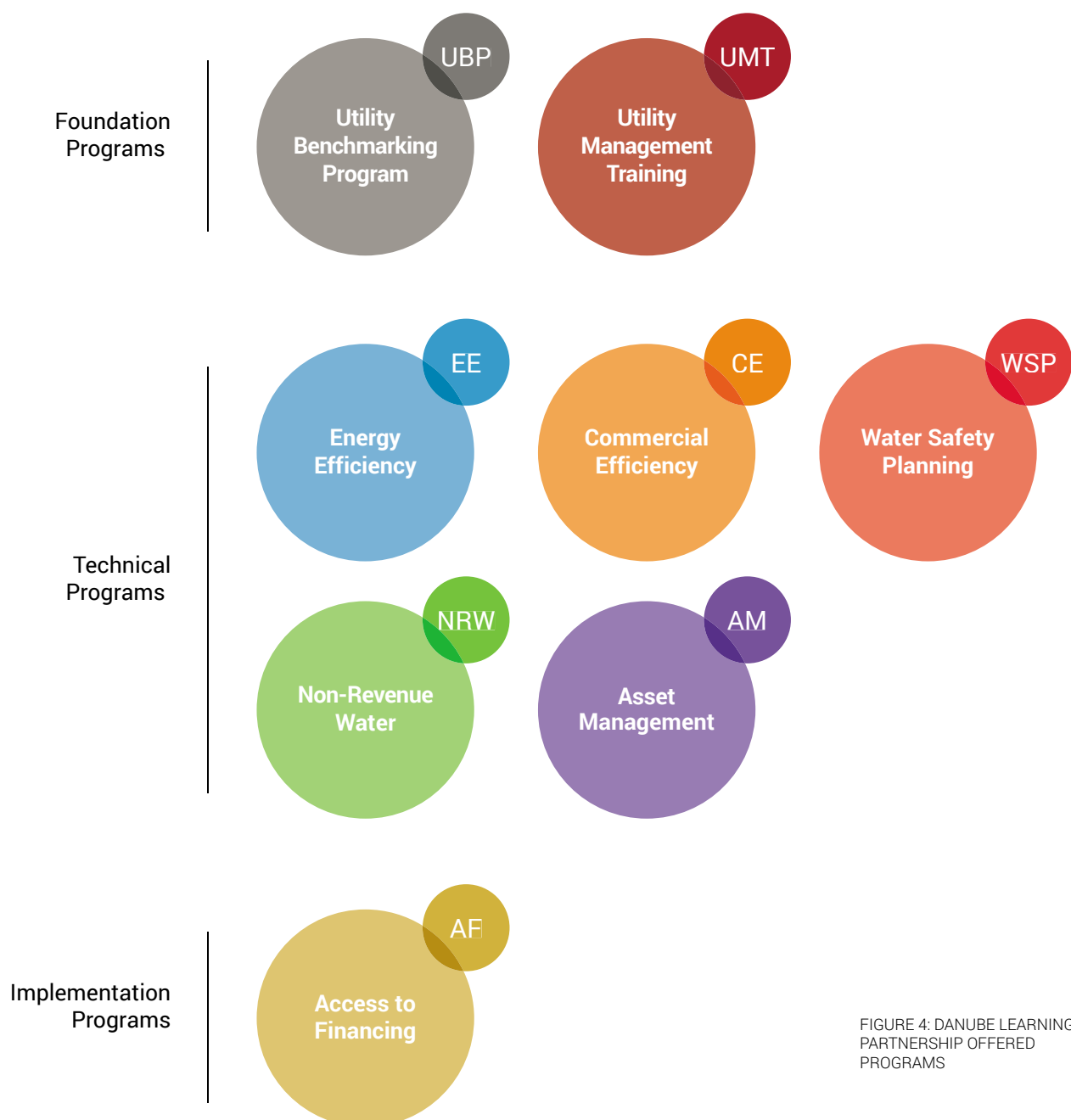


FIGURE 4: DANUBE LEARNING PARTNERSHIP OFFERED PROGRAMS

The Danube Learning Partnership unites the national water utility associations around the Danube region to offer a comprehensive set of capacity building programs to participating utilities to enable sustainable water and wastewater services for all.



Danube Learning Partnership Secretariat
c/o IAWD Technical Secretariat
Praterstraße 31/1
A-1020 Vienna
office@d-leap.org
www.d-leap.org

The Danube Learning Partnership is supported by

