



Smart policies, strong utilities, sustainable services

JUNE 2017

PHASE II WORK PLAN

June 2017

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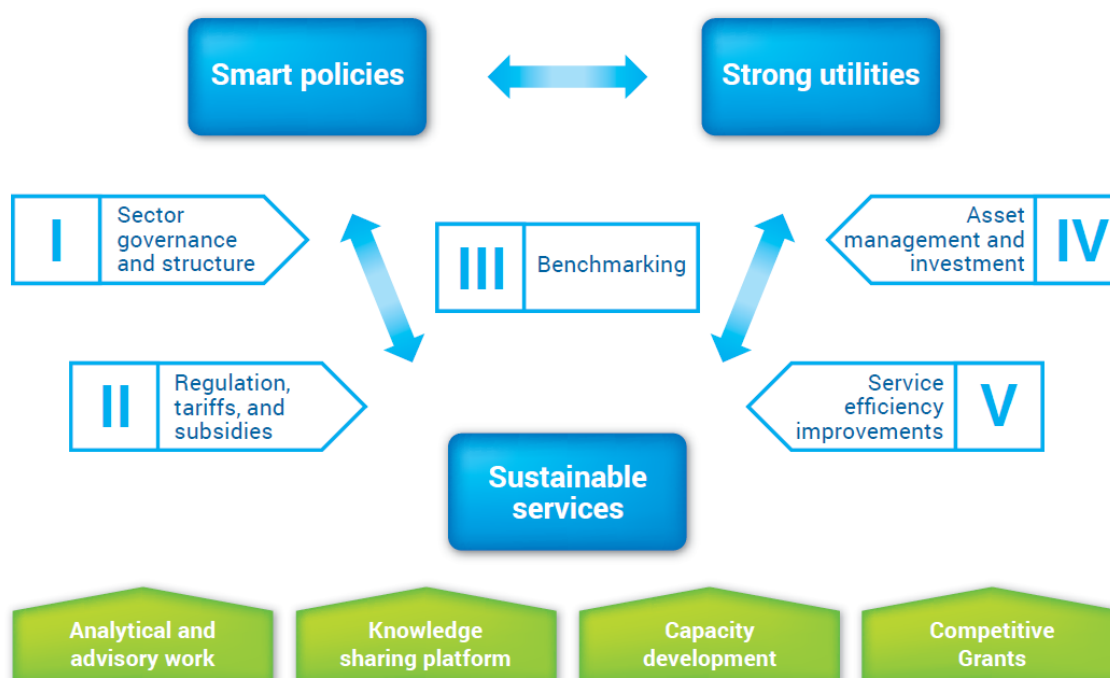
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INTRODUCTION

This document presents the updated Work Plan of the Danube Water Program (“DWP” or “the Program”), as of June 2017. This version replaces the previous Work Plan for the implementation of the Program, approved by the Steering Committee on an absence of objection basis in July 2016, and covers all on-going and proposed activities under both Phase I and Phase II of the Program.

The Work Plan follows the Program’s vision of *Smart policies, Strong utilities and Sustainable services*; it lays out a series of individual activities itself, which will be conducted at (sub-) regional and at national levels, through three main instruments: analytical and advisory work, a knowledge sharing platform and capacity development activities along the Program’s five pillars, as shown below.



This updated Work Plan is consistent with the Program’s objective and revised results framework as agreed upon during the Phase II preparation. It also reflects progress made and feedback received since July 2016. An electronic version of this report for external audiences will be made available on the Program’s website www.danube-water-program.org.

The document is structured as follows:

- ▶ The work plan (page 8) itself is presented through the following sections:
 - *Overview of Program activities* provides a succinct overview of all planned activities and how they fit in the program’s different areas of work (Advisory and Analytical work, Capacity Development and Knowledge Sharing Platform), Pillars, and their geographical level (regional or national). The Country Activities Overview on page 9 presents all country-level activities, according to the main regional activities they correspond to.
- ▶ The *detailed regional activity sheets* provide further details on each regional activity, including an objective, budget, short description, timeline, team composition, contribution to the Program’s overall indicators, and current status.

- ▶ The *detailed country sheets* provide the same information for country-level activities.

As was the case under the first phase of the Danube Water Program, this Work Plan commits more resources than currently available in the expectation that some of the activities will not take place as expected, and other sources of financing will become available as the implementation progresses. Two areas are in particular underfunded: the capacity-building activities, and the competitive grant window. Efforts are on-going to obtain additional resources to increase the financing available to those two activities. The financing gap however has been reduced from the previous version of July 2016 as additional resources were identified for some of the ongoing analytical work under component 1 and through savings on some projected costs under component 2.

Compared to the previous version dated July 2016, the main changes are:

- ▶ Most activities at national level have now been further identified with a confirmed financial allocation. With regards to the analytical/advisory activities at national level, there is still an amount of to be allocated which the team expects to define in the next few months, as the policy dialogue with new sector authorities resulting from recent elections in a number of the region's countries is reestablished, and country priorities are further clarified.
- ▶ Support to national benchmarking activities has been further defined, as new countries have signed the MoU to adopt the Danubis DCM platform as a data collection and management system in the country (Macedonia, Montenegro, BiH, Serbia,) and the need to support local capacity building and the data collection exercises has been evidenced.
- ▶ The further development of the Utility Benchmarking activities, and the scope of the leading utility benchmarking program for the benchmarking cycle 2017-2018 in particular, has been further defined and budget allocated accordingly.
- ▶ The overall financing gap between DWP funds and proposed activities has been reduced to reflect the greater level of definition of activities and decreased uncertainties. *Details on the current financing gap will be presented in the next Steering Committee meeting programmed for June 21, 2017.*
- ▶ There have been some changes in the composition and location of the team. In July 2016, David Michaud left his position as program leader and took management oversight of the program. On August 16, 2016, Ms. Patricia Lopez was officially appointed as the new DWP leader from the Bank side and Ms. Elvira Broeks as the new program analyst. Mr. Stjepan Gabric, continues to be the co-Task Team Leader alongside Ms. Patricia Lopez.
- ▶ In 2016 IAWD undertook efforts to strengthen further its technical secretariat by adding Katerina Schilling as a part-time Knowledge Management and Capacity Building Coordinator. In addition, reorganization of the responsibilities of Katherine Wagner at Vienna Waterworks enabled her to spend more time as a member of the Technical Secretariat. IAWD has also undertaken a number of other measures to strengthen the organizational capacity and to ensure greater likelihood of sustainability of initiatives under the DWP (i.e. preparation of a Business Plan for the organization).

OVERVIEW OF PROGRAM ACTIVITIES

Note: activities that had been contemplated in the previous version of the Work Plan, but were discontinued in this version have been removed from this version of the Work Plan but are included in the Table of Content for consistency. Number in [brackets] indicates page number of full activity description. Color indicates main implementing responsibility: Joint / case-by-case; IAWD-led; World Bank-led.

| | R Regional / Sub-regional activities | N National activities |
|---|---|--|
| A Analytical and Advisory policy work | <ul style="list-style-type: none"> RA.1: State of the Sector study [12] RA.2: Review of aggregation experience of water and wastewater utilities [13] RA.3: Access and performance of WSS sector [14] RA.5: Services beyond the public utility service areas [15] RA.6: Wastewater management in Danube region [17] | <ul style="list-style-type: none"> NA.2: Targeted analytical and advisory support in Flagship countries [46] (refer to next page for full list) |
| C Capacity Development | <ul style="list-style-type: none"> RC.1: WSS association strengthening & support [19] RC.2: IAWD Strengthening Support [20] RC.3: D-LeaP Danube Learning Partnership for Sustainable WSS services [21] <p>Pillar I Sector governance and structure</p> <ul style="list-style-type: none"> RC.I.1: Regional support for WSS sector policies and governance [23] RC.I.2: Regional EU accession cross-support in water sector [24] <p>Pillar II: Regulation, tariffs and subsidies</p> <ul style="list-style-type: none"> RC.II.1: Regional support on WSS sector regulation [26] <p>Pillar III: Benchmarking</p> <ul style="list-style-type: none"> RC.III.1: Regional PI System initiative (DANUBIS) [27] RC.III.2: Benchmarking for utility improvement (EBC/Danube) [28] RC.III.3: IAWD Benchmarking for Leading Utilities [30] <p>Pillar IV: Asset management and investment</p> <ul style="list-style-type: none"> RC.IV.1: D-LeaP Asset Management program [31] RC.IV.2: D-LeaP Utility Access to Financing program [33] <p>Pillar V: Service efficiency improvement</p> <ul style="list-style-type: none"> RC.V.1: D-LeaP Energy Efficiency program [35] RC.V.2: D-LeaP Commercial Practices program [36] RC.V.3: D-LeaP Risk Management and Business Continuity program [38] RC.V.4: D-LeaP Non – Revenue Water Management program [39] RC.V.5: D-LeaP Performance-Based Contracting and Outsourcing program [40] RC V.6: D-LeaP Management training program [41] | <ul style="list-style-type: none"> NC.2: Competitive Grant Window activities [Error! Bookmark not defined.] (refer to next page for full list) NC.III.1: National Benchmarking Systems Support [48] (refer to next page for full list) |
| S Knowledge sharing | <ul style="list-style-type: none"> RS.1: Annual regional event [43] RS.3: Outreach and Communication [43] RS.5: DANUBIS water platform development [45] | |

COUNTRY ACTIVITIES OVERVIEW

| | NA.2 Analytical and Advisory activities | NC.III Benchmarking activities | NC.2 Competitive Grant activities |
|--------------------------------|--|---|---|
| Sub-regional activities | | <ul style="list-style-type: none"> • NC.III.7: Support to regional EBC/Danube hub for BiH, HR, Ma, Me and Se. [51] • NC.III.8: Support to regional EBC/Danube hub for Albania and Kosovo [52] | <ul style="list-style-type: none"> • NC.2.13: BiH, Me and Se Strengthening Capacity of Water Utilities with Benchmarking [50] |
| Albania | <ul style="list-style-type: none"> • NA.2.1: Water Supply and Sanitation Sector Support [54] | | <ul style="list-style-type: none"> • NC.2.11: Western Balkans Training Center - Framework & Business Model [55] • NC.2.12: Training Course for Business Planning for Water Utility Associations [57] • NC.2.15: Developing a Utility Management Training Program Curricula [59] • NC.2.16: Improving Service Quality and Efficiency in Korce regionalised service area [61] |
| Bosnia and Herzegovina | <ul style="list-style-type: none"> • NA.2.11: Support to BiH policy reform [69] | <ul style="list-style-type: none"> • NC.III.2: BiH Support to Benchmarking Activities [63] | <ul style="list-style-type: none"> • NC.2.6: Editing DVGW Technical rules / guidelines in Bosnia language [64] • NC.2.7: WSS network GIS for efficiency improvement in East Sarajevo [65] • NC.2.17: Center for monitoring and reduction of losses in Banja Luka Utility [66] • NC.2.18: Active Control of Losses in WSS of East Sarajevo [68] |
| Bulgaria | | <ul style="list-style-type: none"> • NC.III.9: Formalizing a Self-Financing Utility Benchmarking Program [72] | <ul style="list-style-type: none"> • NC.2.4: Utility Benchmarking [71] • NC.2.19: Design of DMAs for the city of Stara Zagora [73] • NC.2.20 Improvement of the Asset Management in Sofiyska Voda utility [73] |
| Croatia | <ul style="list-style-type: none"> • NA.2.2: Support to Croatia' utility aggregation process [76] | | <ul style="list-style-type: none"> • NC.2.21 Leak Detection Competition [77] |
| Kosovo | <ul style="list-style-type: none"> • NA.2.4: Review of PPP policy framework [79] | | <ul style="list-style-type: none"> • NC.2.10: Development of Young Professionals Network [79] • NC.2.22 Commercial Efficiency Improvements in Hidrodrini Peja [80] |

| | NA.2 Analytical and Advisory activities | NC.III Benchmarking activities | NC.2 Competitive Grant activities |
|--------------------------|---|---|--|
| FYR Macedonia | <ul style="list-style-type: none"> NA.2.15: Water Utility Sector Support [8890] | <ul style="list-style-type: none"> NC.III.4: Support to Benchmarking Activities [83] | <ul style="list-style-type: none"> NC.2.8: Capacity Development for Utilities: Regulation, Efficiency and Quality [83] NC.2.9: Reduction of NRW in PUC [85] NC.2.23 Capacity Development for Business Planning [83] |
| Moldova | <ul style="list-style-type: none"> NA.2.12: Support to MD RWSS engagement [90] | | <ul style="list-style-type: none"> NC.2.2: AMAC members retraining on operation of WSS systems [89] NC.2.24 AMAC members training for customer relation services [90] |
| Montenegro | <ul style="list-style-type: none"> NA.2.13: Montenegro policy support [95] | <ul style="list-style-type: none"> NC.III.5: Support to Benchmarking Activities [92] | <ul style="list-style-type: none"> NC.2.25 Preparation for Implementation of reforms in the area of utility services [93] |
| Romania | <ul style="list-style-type: none"> NA.2.14: Romania Policy Support [97] | | <ul style="list-style-type: none"> NC.2.3: Strengthening capacity of the Water Training Center and water utilities [96] |
| Serbia | <ul style="list-style-type: none"> NA.2.5: Support for EU accession process in the WSS sector [98] | <ul style="list-style-type: none"> NC.III.6: Serbia Support to Benchmarking Activities [99] | <ul style="list-style-type: none"> NC.2.14: Performance improvement of the water utilities in South Serbia [100] NC.2.5: DVGW technical rules Training of Trainers [101] NC.2.26 Introduction of technical safety management in Serbian Water Utility Companies [102] |
| Ukraine | <ul style="list-style-type: none"> NA.2.7: Support regulatory capacity building [104] | <ul style="list-style-type: none"> NC.III.10: Support to national EBC/Danube hub for Ukraine [104] | <ul style="list-style-type: none"> NC.2.27 Improvement of Customer Service Level in Ivano-Frankivsk Utiliy [105] |

RESULT FRAMEWORK OVERVIEW

| PDO LEVEL RESULTS INDICATORS | Base-line | Cumulative Target Values | | | | | | | | Status |
|---|-----------|--------------------------|------|------|------|------|------|------|------|----------|
| | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | |
| Indicator One: [NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers. | 0 | Planned | 0 | | | 8 | | | 8 | On track |
| | | Actual | | 0 | 2 | 5 | 7 | 7 | | |
| Indicator Two: [NUMBER] of participating utilities that have completed an operational performance improvement program. | 0 | Planned | 0 | | | 15 | | | 70 | On track |
| | | Actual | | 0 | 22 | 49 | 49 | 49 | | |
| Indicator Three: [NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance. | 3 | Planned | 3 | 3 | 4 | 6 | | | 6 | Exceeded |
| | | Actual | 3 | 3 | 4 | 5 | 7 | 8 | | |
| Indicator Four: [NUMBER] of participating utility associations that are implementing their business plans. | 0 | Planned | | | | | | | 6 | On track |
| | | Actual | | | | 0 | 0 | 2 | | |
| Indicator Five: [NUMBER] of water utilities that the project is supporting. | 0 | Planned | | | | | | | 150 | On track |
| | | Actual | | | | 108 | 114 | 114 | | |
| INTERMEDIATE RESULTS | | | | | | | | | | |
| Intermediate Result (Component One): Developed regulatory and policy instruments for improved country framework conditions. | | | | | | | | | | |
| Intermediate Result indicator One: [NUMBER] of sector regulation and policy reviews conducted. | 0 | Planned | 0 | | | 11 | | | 22 | On track |
| | | Actual | | 0 | 0 | 16 | 17 | 18 | | |
| Intermediate Result indicator Three: [NUMBER] of energy audits conducted for participating utilities. | 0 | Planned | 0 | | | 15 | | | 20 | On track |
| | | Actual | | 0 | 17 | 18 | 18 | 18 | | |
| Intermediate Result indicator Four: [NUMBER] of utility records reported to IBNET/DANUBIS.org from participating countries. | 2711 | Planned | | | | | | | 3500 | Exceeded |
| | | Actual | | | | 3896 | 4206 | 4304 | | |
| Intermediate Result (Component Two): Increased institutional capacity in participating utilities. | | | | | | | | | | |
| Intermediate Result indicator One: [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 0 | Planned | 0 | | | 45 | | | 350 | Exceeded |
| | | Actual | | 85 | 200 | 367 | 515 | 607 | | |
| Intermediate Results indicator Three: [NUMBER] of female representatives that benefited from capacity building activities. | | Planned | | | | | | | 100 | Exceeded |
| | | Actual | | | | 134 | 197 | 229 | | |
| Intermediate Result indicator Two: [NUMBER] of utilities that have prepared business plans. | 0 | Planned | | | | 15 | | | 30 | On track |
| | | Actual | | | | 19 | 19 | 19 | | |
| Intermediate Result indicator Four: [NUMBER] of participating utility associations that have prepared business plans. | 0 | Planned | | | | | | | 8 | Exceeded |
| | | Actual | | | | 0 | 0 | 10 | | |
| Intermediate Result indicator Five: [NUMBER] of Competitive Grants completed as planned. | 0 | Planned | | | | | | | 20 | On track |
| | | Actual | | | | 12 | 12 | 12 | | |

RA / REGIONAL ANALYTICAL WORK

RA.1: State of the Sector Review

| | |
|---------------|------------|
| Led by | World Bank |
|---------------|------------|

Objective

The objective of the initial 2015 *State of the Sector* review was to create a comparative national and regional information and knowledge basis to focus subsequent policy actions in the water and sanitation (WSS) sector of the participating countries. Under the second phase of the Danube Water Program, a second State of the Sector will be issued in 2018 with the additional objective of reviewing progress made and sector developments in the region since the 2015 edition. In addition to a general update of all the areas covered in the last State of the Sector published in 2015, the team will include additional focus areas as well as exploring possibilities for leveraging additional funds to support supplementary analysis. Areas on which the regional analysis will focus include gender balance in the WSS sector (utilities and sector institutions) in terms of access to jobs and opportunities, and the status of service delivery in rural areas, as well as a more in-depth analysis of sector financing gap.

| | |
|------------------------|--|
| Target audience | WSS opinion leaders, policy makers and sector professionals in the Danube region |
|------------------------|--|

Description and outcomes

The 2018 SoS review will result again in two complementary products:

- **Regional State of the Sector report**, presenting a comparative analysis of the situation in the region for key transversal topics, as well as the progress made since 2015; and
- **Sector Issues Notes**, presenting a short and structured account of the analysis of specific issues undertaken;

The State of the Sector study will continue to be a flagship product of the Program which will serve as a basis and complement the on-going and expanded policy-level engagement in the various countries, led by the respective Task Team Leaders.

At the request of participating countries, the activity will also include selected non-participating countries from the Danube region (Austria, Czech Republic, Slovakia, Slovenia and Hungary) to allow for a wider comparison and opportunities to learn from good practices. The overall methodology will be consistent with the one adopted during the first edition, and will be detailed further in a concept note to be prepared in June/July 2017. The second edition will also include the results of the regional analytical work conducted during Phase II (for example on RA.5 Services beyond the public utility service areas).

Finally, particular attention will be put in ensuring proper dissemination of the work in the specific countries.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers. | 5 | 6 |
| [NUMBER] of sector regulation and policy reviews conducted. | 16 | 32 |

Team

The team for the 2nd State of the Sector review will be confirmed at Concept Stage but will tentatively include:

- Patricia Lopez (TTL): overall responsibility for the study and lead author
- Stjepan Gabric, Susanna Smets and others, as co-authors of regional report
- Senior Water Economist (to be determined)
- Team of international (on specific topics) and local consultants (one in each country, based on local knowledge and language skills)
- Bank water teams in countries: support to open doors for data gathering, quality control
- Elvira Broeks: Program Analyst, technical and overall coordination support
- Guy Tchabo: Program Assistant
- Peer-Reviewers: will be defined once the Concept Note is drafted

Partners and responsibilities

- IB-Net (data provision)
- Line Ministries, regulators and utility associations in the respective countries (for validation)

Timeline

- Summer 2017: Concept Note
- Summer / Fall 2017: data collection
- Fall / Winter 2017: report preparation
- Spring 2018 (2018 Danube Water Conference): presentation of preliminary results
- Fall 2018: Report release and dissemination in countries

Status

The first State of the Sector report was released in May 2015 at the Danube Water Conference; and is available at sos.danubis.org. In addition, translation of the regional report and most of the country notes is well underway, and dissemination events at national level are being organized in a number of countries. Finally, a note reflecting lessons learned from the first edition is being prepared to inform the preparation of the second edition. The team is initiating preparation of the activity as of June 2017 with preparatory discussions and on-boarding of the team. The team expects to have the concept note reviewed and begin data collection in July of 2017.

RA.2: Review of Aggregation Experience of Water and Wastewater Utilities

| | |
|---------------|------------|
| Led by | World Bank |
|---------------|------------|

Objective

Improve understanding of potential efficiency gains and other benefits associated with utility aggregation.

| | |
|------------------------|---|
| Target audience | Countries contemplating sector reforms and aggregation of utilities |
|------------------------|---|

Description and outcomes

This activity will build on the preparatory and supporting work developed as part of the first phase of the DWP and in particular the State of the Sector report. It will make use of the growing IB-Net dataset available for Eastern Europe and seek to explore in particular the differential performance of aggregating utilities compared to non-aggregated utilities, using econometric tools. Given the relevance of the topic, the Danube region contribution will be included in a global note on utility aggregation with the purpose of learning from and informing regionalization processes also beyond the Danube region. The outcome will be a policy paper and toolkit that should inform the on-going sector reform efforts in a number of countries. The expected deliverables are: (i) a Main Report (relying on the conceptual framework and international experiences; (ii) a Diagnostic and Design Decision Tool (based on typology and lessons learned from international experience at both utility and country level); and (iii) a Roadmap (addressing risk management and the conditions of an enabling environment for aggregation). The final results of this work might also find their way into the 2018 edition of the State of the Sector report.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|-----------|----------|--------|
| NA | NA | NA |

Team

- David Michaud (lead): study lead
- Carlos Diaz (coordinator, technical consultant)
- Michael Klien (economic consultant)
- Other consultants for national case studies

Partners and responsibilities

- IB-Net, EBC (data provision)
- World Bank Water Practice / Global Solution Group on Water Services (technical guidance and co-financing)

Timeline

- Spring 2016: concept note and review
- Fall 2016: data collection and analysis
- Winter 2017: report write-up and edition
- Fall 2017: Publication and dissemination

Status

Under the first phase of the Program the proposed review of aggregation work based on 2-3 countries could not be completed as expected, largely because of data availability constraints. However, a comprehensive literature review was conducted and on that basis a significant analytical effort took place to determine the impact of aggregation processes on the performance of utilities in the existing IB-Net dataset. The main results were published in the 2015 State of the Sector report and a supporting paper was also made available on the sos.danubis.org website. At present this global study is almost finalized with a Decision Meeting planned for late June, and publishing/dissemination after the summer.

RA.3: Access and Performance of Water and Wastewater Sector [COMPLETED]

| | |
|---------------|------------|
| Led by | World Bank |
|---------------|------------|

Objective

Generate reliable statistics on the state of access and performance of the water and sanitation sector in participating and neighboring countries of the Danube Water Program

| | |
|------------------------|---|
| Target audience | Regulators and Policy Makers in Countries |
|------------------------|---|

Description and outcomes

Using micro data from available national household surveys, the proposed review will compute household access to services by consumption/expenditure quintiles, by asset/wealth quintiles, by region, by ethnicity, and urban/rural split. It will also identify variables in these household surveys that inform on the performance of the sector (e.g. water quality, 24 hour water) and validate this information with utility data, where available.

Apart from supporting the sector review (RA.1) with statistical evidence, the computed statistics will serve as input to the social impact analysis of tariff reform (RA.4) and enable more evidence-based policy decisions. A module will be prepared to enable easy updating with more recent survey data.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|-----------|----------|--------|
| NA | NA | NA |

Team

- Kirsten Hommann (lead)
- Petra Sauer (local consultant)

Partners and responsibilities

- No other partners identified

Timeline

- February 2014: Hiring of short term consultant
- December 2014: Analysis of household data for 16 countries
- Fall 2015: Preparation of model for easy update of household data for second phase

Status

The analysis has been finalized and used for the State of the Sector report. A consultant is working on the proper documentation and organization of the results in order to facilitate their replication in other countries. This will also be used as a basis for the next State of the Sector review in 2018.

RA.5: Services beyond the public utility service areas

| | |
|---------------|------------|
| Led by | World Bank |
|---------------|------------|

Objective

Document the current mechanism for service provision among those not covered by public suppliers; and establish good practices and policy recommendations to extend universal access to sustainable services for all.

| | |
|------------------------|--|
| Target audience | WSS opinion leaders, policy makers and sector professionals in the Danube region, especially of the participating countries Albania, BiH, Croatia, Kosovo, Moldova, Romania, Ukraine (and Austria as comparator) |
|------------------------|--|

Description and outcomes

The 2015 State of the Sector report brought to light important service gaps in particular beyond the service areas of the utilities, especially rural areas. It also identified the lack of solid information about the types of service providers and the exact levels of service in those areas. The study aims to analyze the situation of rural water supply and sanitation services and recommend possible paths forward to improve service quality and access to safely managed water supply and sanitation services

To achieve its objective, national assessments and a regional analysis across participating countries, will be carried out, using – to the extent feasible - a unified methodology. Participating countries selected based on having a large share of the population not served by formal utility providers, stark urban-rural disparities in access to piped services, or implementing a relevant approach to expand water services to rural areas. The study will deliver a regional assessment report, presenting a comparative analysis of the service delivery situation in the seven countries, using comparator examples of good practices from Austria (and other relevant cases). In addition, country briefs will be prepared, with a diagnostic of the service delivery situation in rural areas and recommendations to improve access and quality of services. The study is proposed to be implemented in two phases, with the help of local consultants and local survey firms for data collection:

- Phase 1 from June-December 2016: This will include a stock-taking exercise of institutional, policy, and financing framework for rural services, mining existing secondary data and using interviews with sector stakeholders to develop an overview of rural service delivery challenges. It will also help to inform the strategy for primary data collection.
- Phase 2 from Dec 2016- Sept 2017: This will be a deep dive, including primary data collection at household, provider and service authority level, to understand gaps and challenges e.g. related to demand and supply of services, effectiveness of management models, institutional capacities, financing, and monitoring and regulation. Depending on resources, 10-20 locations would be sampled across a different management models in different geographies. The preliminary results are expected to be analyzed and consolidated from March-May 2017, and are planned to be disseminated in the next Danube Water Conference in May 2017. Final products will be delivered in September 2017.

A regional Steering committee will be convened to guide the process and in-country dialogue will be facilitated with support of local staff and consultants, and technical visits.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers. | 0 | 2 |
| [NUMBER] of sector regulation and policy reviews conducted. | 2 | 4 |

Team

The team will be confirmed at Concept Stage but will tentatively include:

- Susanna Smets (TTL): overall responsibility for the study
- Andrew Shantz: international research analyst, responsible for day-to-day follow-up with local consultants and methodological instruments, etc.
- Elvira Broeks: technical support such as review of deliverables and inputs to county and regional report drafting
- Kirsten Hommann: support with recent HH survey analysis (technical backstopping only)
- Bank water teams in countries: support to open doors for data gathering, quality control, including Stjepan Gabric, Sana Al Nimer, Igor Palandzic, etc.
- Team of local consultants/firms (one in each country, based on local knowledge and language skills) (BiH and Kosovo will both work with NGOs)
- Program Assistant: Guy Tchabo
- Peer-Reviewers: Pierre Mantovani, Almud Weitz, Philip Weller, Yogita Mumssen

Partners and responsibilities

- Line Ministries, regulators and utility, local government associations in the respective countries (for validation).
- Development partners: SDC, ADA, GiZ and EU

Timeline

- Spring 2016: Concept Note completed (15 June)
- Fall / Winter 2017: data collection
- Winter / Spring 2017: report preparation
- Spring 2017 (2017 Danube Water Conference): report release
- Summer / Fall 2017: Dissemination in countries

Status

This piece continues to advance satisfactorily. Analysis of main results have begun. In mid-February, the team carried out an internal workshop with key team members to go over the results obtained in Moldova and agree on the main approach of data analysis which would then be extrapolated to the other countries. A summary of the main results was presented during the 2017 Danube Water Conference, with first drafts of country reports expected by June 2017 and final products in September 2017.

RA.6: Wastewater management in the Danube region**Led by**

World Bank

Objective

The objective of this study is to assess: implementation, and results of the UWWTD implementation in the Danube Region, from environmental, economic, sustainability and affordability perspective.

Target audience

Policy Makers and Government sector representatives in the participating countries

Description and outcomes

For most of the countries in the Danube watershed, managing wastewater and sludge remains an important challenge in the context of their EU accession process. The Urban Waste Water Treatment Directive mandates significantly higher levels of collection and treatment than currently available, and the new infrastructure that is being built or needs to be built creates financial and technical strains for utility providers.

The study will result in a Regional Assessment Report tentatively titled "Wastewater Management in the Danube Basin: Challenges and Opportunities of the Urban Wastewater Treatment Directive implementation" that is envisaged to cover the following sections:

- (i) **Introduction and context:** Regional context and EU accession, experience of UWWTD implementation 25 years after adoption, linkages and dependence between UWWTD and WFD, river water quality in Danube River Basin, status and trends; (reference to bathing water directive)
- (ii) **The right thing?** Surface water quality, trends and development. Sources of pollution and impact. Achievement of UWWTD in selected countries of DRB (Austria, Bulgaria, Croatia, the Czech Republic, Hungary, Romania, Slovakia, and Slovenia), and achieved water quality results, achievement of WFD (in the DRB, objectives and achieved results);
- (iii) **The right way?** Institutional and policy mechanisms for UWWTD implementation, financial, economic mechanisms and framework for UWWTD implementation. Sustainability and affordability of UWWTD compliance.
- (iv) **Is it worth it?** Economic benefits of UWWTD compliance,
- (v) **Conclusions and the way forward:** Rational, issues and challenges of UWWTD directive implementation, and correlation between achievement of UWWTD and WFD, lessons learned that could benefit member and candidate countries, points for further analysis and investigation.

Contribution to Program Indicators, targets and progress to date

Indicator

Progress

Target

| | | |
|--|---|---|
| [NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers. | 0 | 4 |
| Team The team will include: <ul style="list-style-type: none"> • Stjepan Gabric, overall responsibility for the activity • Patricia Lopez (advise and review), Genevieve Connors (advise and review) • Valerie Sturm, analyst • International consultant company (with multisectoral team) • Bank water teams in countries: support for data gathering, quality control • Peer-Reviewers: Bruno Rakedjian, Ivaylo Kolev, and Diego Rodriguez, Philip Weller and Katerina Schilling and | | |
| Partners and responsibilities <ul style="list-style-type: none"> • Water and Environmental Ministries in the respective countries • ICPDR | | |
| Timeline <ul style="list-style-type: none"> • December 2016: Concept Note • Mid-March 2017: Contract award • March - September 2017: report preparation • October 2017: Report release • Winter 2017/Spring 2018: Report dissemination and in country discussions | | |
| Status Following selection of consultant for the assignment, and contract award in April 2016, the consultant is making a good progress with preparation of the study. Requests for information and questionnaire have been shared with relevant ministries in all participating countries, and this data will be additional source of information for the consultant analysis. | | |

RC REGIONAL CAPACITY-BUILDING WORK

RC.1: WSS Association Strengthening Support

Led by IAWD

Objective

Strengthen the water utility associations and improve their capacity to become self-sustainable and active members of the Regional Training Partnership.

Target audience National Water Associations in DWP countries

Description and outcomes

Water Utility Associations will be offered the possibility to prepare (if they do not already have one) a Business plan. Preparation of the Business Plan (BP) is considered as an absolutely necessary step in strengthening the WSS Associations. During preparation of the BP, WSS Associations will be forced to take an objective and critical look at their business activities; to document the actions to be taken as commitments for improvement of the Association's overall performance and effectiveness; to communicate their ideas to others. The business plan, which will be prepared either in house or with a consultant, should provide the basis for the financial stability; and finally to make rational and coordinated decisions about levels and types of programs and activities. The outcome is expected to be completed business plans for the Water Utility Associations and a least one key action taken to strengthen and improve the association.

Based upon the Business plan a second stage of funding will be allotted to each association to carry out actions identified as needed in the business plan. This funding will provide an incentive for the Business Plan implementation and Associations' active development. Capacity building and knowledge sharing activity will be one of the core activities of many WSS Associations and these activities would be linked to the Activity RC.3: Regional Training Partnership.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|--|----------|--------|
| [NUMBER] of utility associations that have prepared business plans. | 10 | 8 |
| [NUMBER] of participating utility associations that are implementing their business plans. | 2 | 8 |

Team

- Violeta Wolff (lead)
- Philip Weller

Partners and responsibilities

- Each national water utility association (s) participates and provides input

Timeline

- Launch of the Call for Grants summer: 2016
- Business plans developed, revised and internally accepted: 2016
- On-going: Participation in the ongoing capacity building projects within the Regional Training Partnership program – from the beginning of the respective capacity building programs
- Specific activities defined in the BP to be financed

Status

Launch of the call for applications was made in July 2016 with a deadline of end of September 2016. Up to the end of May 2017 10 Associations have completed business plans and priority activities are proposed for further support are being developed for the second stage grant.

RC.2: IAWD Strengthening Support

Led by IAWD

Objective

Strengthen the long-term sustainability of the International Association of Water Supply Companies of the Danube River Catchment Area" (IAWD) to achieve financial and institutional sustainability as an organization facilitating improvement of water utilities in the Danube region.

Target audience IAWD

Description and outcomes

The actions undertaken as part of this activity will be derived from IAWD's business plan currently under development, and might include:

- Support of the strategic priorities such as securing the financial basis for Membership Services, Conference/Event Organization, and Capacity Building.
- Institutionalization of Knowledge Management activities
- Creating a Utility CEO Forum in the Danube region on a biannual basis
- Maintaining the Roundtable of Danube Water Utility Associations
- Undertaking membership Recruitment and Management of Services
- Development of a regional Young Water Professionals Network (linked to IWA)
- Support for cooperation with Strategic Partners
- Establishing capacity for management of Donor funded project management.

As part of the strengthening of IAWD in March 2016 a Memorandum of Understanding was signed between IAWD and UN-Habitat to establish Water Operators' Partnerships (WOPs) in the Danube region. This initiative offers IAWD genuine and practical solutions for bringing increased cohesion between participating utilities, with the added value of peer-to-peer support exchanges, and complementary motivation based on not-for-profit cooperation for the benefit of a whole region. The first WOP was launched in April 2016 in Serbia between Waterworks of Subotica and Budapest Waterworks.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 0 | 10 |
| [NUMBER] of female representatives that benefited from capacity building activities | 0 | 5 |
| [NUMBER] of utility associations that have prepared business plans. | 0 | 1 |
| [NUMBER] of participating utility associations that are implementing their business plans. | 0 | 1 |

Team

- Philip Weller (lead)
- IAWD Board and General Secretary (Walter Kling): oversight and strategic guidance
- Violeta Wolff, Katerina Schilling, Katherine Wagner (IAWD)

Partners and responsibilities

- The Board of IAWD will be informed and updated on progress of the activities on a regular basis and will approve and adopt strategic decisions to support the activities. Members will be engaged and involved in the strengthening of IAWD.

Timeline

- Late winter 2016: first Annual event for IAWD, to be held each year for three years (CEO Forum or Utility Conference).
- Spring 2016 and thereafter Annual meeting of IAWD reporting and updating and reviewing business plan implementation.
- Late fall 2016: The activities and actions will begin after the presentation of the IAWD Business plan
- Fall of 2016 – begin of membership campaign

Status

First CEO forum held in spring 2016. Further activities to be started in fall 2016 following finalization of IAWD Business Plan. The draft Business plan was updated in late 2017 and was discussed at the IAWD Board meeting in March 2017. Four new members and a number of extraordinary members (10) have been recruited to IAWD and an overall strengthening of this effort will continue throughout 2017.

RC.3: D-LeaP Danube Learning Partnership for sustainable WSS services**Led by**

IAWD

Objective

Create a cooperative capacity building program for water utilities in the Danube region. The program would be facilitated by the International Association of Danube Water Companies (IAWD) in cooperation with National Water utility associations.

Target audience

IAWD/National Water Utility Associations, Water utilities

Description and outcomes

A refined concept and business plan for a regional training partnership is under development and will be completed by late fall 2015. The concept will be presented to the Roundtable of Water Utility Associations for adoption and support. Following this actions in support of the activity will be undertaken. These will involve:

- Offering a common curriculum (training materials and program) on specific topics to national water utility associations to use in their national language. The common curriculum would build upon the materials and approaches developed and tested under the Danube Water program on such topics as Energy Efficiency, Asset Management, Utility Benchmarking and Commercial Efficiency but also additional topics such as Non-Revenue Water and Water Safety Plans can be included.
- Written documentation and training kits developed on the respective topic in English language.
- Approaches and methods of delivery of capacity building developed that use the common curriculum in a structured and focused way relying on but not necessarily limited to learning by doing.
- A pool of international experts established who could offer and support the delivery of the training programs on the particular topic,
- Train the trainer sessions convened to expand the cadre of persons in the region (persons connected to national water utility associations) who could provide the training in national languages and support participants in training programs in their national language.
- A regular program of training programs on specific topics within the period of existence of the Danube Water Program – from December 2015 to the end of 2018.
- Preparation of fact sheets and online tools to reinforce and support the curriculum and associated actions will be prepared.
- An evaluation of a model of accreditation based upon capacity building among various countries on specific topics will be carried out.
- Preparation of a business plan to secure the long-term sustainability of capacity building.

IAWD takes care of the cohesion of all of its programs, because its aim is to improve the quality of services in the region. Therefore, IAWD will make sure to identify synergies between D-LeaP and UN-Habitat Programs that can be compatible with GWOPA Charter and Code of Conduct.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| Refer to individual activity sheets for details | NA | NA |

Team

- Philip Weller and Violeta Wolff
- Katerina Schilling
- The Roundtable of Water Utility Associations

Partners and responsibilities

- The national water utility associations will provide leadership and guidance to this initiative through the Roundtable of Utility Associations.

Timeline

- November 2015: a detailed plan and approach for capacity building will be prepared– the contract has been issued and a report will be completed end of November 2015.
- November/December 2015 meeting of Water Utility Associations: Approval of the work plan and steps for carrying out the capacity building.
- Launch of the Capacity Building Programs beginning summer 2016

Status

A declaration to establish D-LeaP was signed by National Association in May 2016. Revisions to the D-LeaP Business plan and preparation of Governance arrangements, management documents (bylaws, hub agreement etc.) are in preparation. These were completed in December 2016. Rollout of CB offerings in preparation in the summer of 2016 and contracting of some of the Technical Experts was completed. It is expected that the program is fully launched by fall of 2016 and in operation with governance arrangements and management in place in late fall 2016.

The first training of Trainer program (energy efficiency) took place in March 2017 and was followed by the Commercial Efficiency program ToT in later March. Asset Management has begun and shortly after and NRW and Water Safety Planning in fall of 2017. The first meeting of the D-LeaP Governing Committee took place in May 2017 and a Chair and Vice Chair were elected by the National Associations.

Overall establishment of Hubs is proceeding more slowly than planned (the major reason seems to be anxiety of financial obligations) and an evaluation and assessment of what efforts are needed to accelerate the process is being prepared for the early summer. It is hoped that with small adjustments the process of establishing delivery can be accelerated.

Pillar I - Policies**RC.I.1: Regional Support for WSS sector policies and governance**

| | |
|---------------|------------|
| Led by | World Bank |
|---------------|------------|

Objective

Provide interested and committed government counterparts with the appropriate knowledge, exposure and expertise to support their sector modernization efforts and development of sector policies.

| | |
|------------------------|---|
| Target audience | Line ministry staff; regulators, utility associations |
|------------------------|---|

Description and outcomes

This activity will cover number of WSS sector governance and policy topics, which have been recognized as regionally relevant by recently prepared of State of the Sector report and through evolving dialogue with country sector counterparts and stakeholders. Activities will be implemented primarily through specific workshops focused on above issues, through transfer of knowledge by regional experts, and between the participants themselves, bringing local and European experiences to the individual countries, and (ii) focused cross support (couching) of individual country/or group of countries.

Discussions are ongoing around the following topics:

- UWWTD compliance for category C agglomerations (2,000-10,000 inhabitants)
- WSS services in coastal/tourist areas, of relevance for many of the region's countries particularly in the Western Balkans
- Water utility sector reform (utility governance, corporatization and aggregation)
- EU accession policy (targeted regional and multi/bilateral cross-support)
- Water utility sector financing (sources of funding, sector financing policy and strategies, subsidies and tariffs)

The idea is to provide at least 3 regional knowledge exchange activities on some of the above subjects, primarily through the exchange of experiences and knowledge transfer among participants and experts from the region, using outside experts only for very specific assignments, and to aim toward creating a regional community of knowledge in water policy and governance.

During the above events, country delegation will have the opportunity to define concrete priority areas, course of action and necessary support that would lead to country-level activities, which could then be supported by the Program Targeted Analytical and Advisory work.

Implementation of proposed activities will draw from, and prepared in coordination with linking Programs activities that are focused on specific topics, like utility aggregation, performance based contracting, etc.

The activities and the events will be prepared by the Bank team, and delivered by selected regional experts and relevant national/utility representatives.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 31 | 50 |
| [NUMBER] of female representatives that benefited from capacity building activities. | 8 | 15 |

Team

- Patricia Lopez; Stjepan Gabric (leads)
- Philippe Marin, Elvira Broeks, Susanna Smets, others (TBC)

Partners and responsibilities

- Line Ministries, regulators and utility associations, and utilities in the respective countries

Timeline

- September 30, 2016: Preparing draft program and implementation plan for all 3 workshops
- November 30, 2016: Defining detailed program/scope of the events
- Until June 2018: Workshop implementation in coordination with linked Program activities

Status

The activity is under preparation and contacts with relevant stakeholders have started.

RC.I.2: Regional EU accession cross support in water sector [COMPLETED]

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|--------|------------|
| Led by | World Bank |
|--------|------------|

| | | |
|---|---|--------|
| Objective Develop more knowledge on requirements and challenges of EU accession process in water sector among responsible Ministries and Water Agencies in the region | | |
| Target audience | Ministries responsible for water sector, and State Water Agencies in EU and non-EU member countries in the region | |
| Description and outcomes <p>The process of EU integration and consequent requirement for harmonization with EU water directives represents a driving factor of change in water sector throughout the Danube region. Due to the political and economic diversity among countries in the region, there is a wide difference in current EU membership status between individual countries. Since almost all DWP participating countries still not EU members have declared their objective toward EU membership, there is a need to build knowledge on requirements and consequences of EU integration for a water sector, using the knowledge that already exist among EU member countries.</p> <p>The activities will be customized to fit the needs of the countries at the same level of EU integration, and would include: (i) development of knowledge on EU membership requirements in water sector, with the particular emphasis on EU water directives, (ii) transfer and exchange of experience and knowledge on EU accession between the counties that have completed accession process and those that are still in early stage. The events will be focused on high level representatives from line Ministry/agency staff from member, and candidate countries, and should be prepared in coordination and participation of EU representative up to the level that is found relevant for involved state representatives.</p> <p>The activities will be followed up by advisory cross support between the countries, based on specific issues that are relevant for an individual country.</p> | | |
| Contribution to Program Indicators, targets and progress to date | | |
| Indicator | Progress | Target |
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 11 | 20* |
| [NUMBER] of female representatives that benefited from capacity building activities. | 8 | 7 |
| Team <ul style="list-style-type: none">Stjepan Gabric (lead)Helmut Bloech (Consultant, EU water policies)Angelika Heider (support) | | |
| Partners and responsibilities <ul style="list-style-type: none">Governments of Montenegro, Serbia, FYR Macedonia, Croatia, Albania, Bosnia and Herzegovina and Kosovo. | | |
| Timeline <ul style="list-style-type: none">September 2015: regional workshop in Zagreb | | |
| Status The activity is completed. The workshop took place at the end of September in Zagreb. The Croatia former negotiations team and former staff of EC commission have been secured as presenters. Further EU accession support will be conducted as part of the <i>RC.I.1: Regional Support for WSS sector policies and governance</i> activity. | | |

Pillar II - Regulation, tariff and subsidies

| | | |
|---|--|--------|
| RC.II.1: Regional support on WSS sector regulation | | |
| Led by | World Bank | |
| Objective Develop regulatory capacity of WSS sector regulatory agencies by providing access to first-rate regulatory expertise and facilitating the exchange of ideas and best practices among the agencies | | |
| Target audience | WSS sector regulators at both managerial and technical level | |
| Description and outcomes <p>While the Danube region has many regulatory agencies, most Regulators in the region are relatively new – having been created in the last 10 years. All of them recognize the value of learning from their respective experiences as well as from more experienced regulators. The Program has played an important role in bringing the agencies together through a series of dedicated workshops and side meetings. In addition, the Program has also reached out to established regulatory networks, such as the Public Utility Regulation Center (PURC), the Energy Regulator Regional Association (ERRA) and the Water Regulators Group (WAREG) to promote the involvement of Danube Region regulators in those good practice networks.</p> <p>Under the second phase of the Program, the intention is to continue with a similar arrangement of having regional workshops (most likely two over the three years of the Program) focused on regulatory issues of common interest, coupled with side meetings along other regional events such as the Danube Water Conference. Partnerships with ERRA, WAREG and other regional organizations will continue to be a priority to ensure the activities are contributing to creating a strong network of regulators in the region.</p> <p>A specific area of interest that has been identified is the setting of social tariffs, of great relevance in the region given affordability concerns.</p> | | |
| Contribution to Program Indicators, targets and progress to date | | |
| Indicator | Progress | Target |
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 25 | 30* |
| [NUMBER] of female representatives that benefited from capacity building activities. | 11 | 15 |
| Team <ul style="list-style-type: none">Patricia Lopez (lead); Stjepan Gabric; Elvira BroeksPhilip Marin; Gustavo Saltiel; Other team members pending | | |
| Partners and responsibilities <ul style="list-style-type: none">Public Utility Regulation Center (PURC)Energy Regulator Regional Association (ERRA)EU Water Regulator Group (WAREG) | | |

Timeline

- November 25-27, 2013: a first regulator' workshop took place in Florence to discuss the basic principles of regulation of public utilities.
- May 8-9, 2014: The team convened participating WSS sector regulators during the annual regional event in Vienna and used the opportunity to gauge their interest in further capacity building activities.
- February 2015: Based on regulators' input, a workshop focused on regulatory benchmarking was organized in Pristina, Kosovo.
- May 2015: another roundtable of regulators took place on the side of the 2015 Danube Water Conference.
- May 2017: another roundtable of regulators took place on the side of the 2017 Danube Water Conference and 3 regulatory agencies were supported to participate in IWA Performance Indicator Conference given relevance of subject for regulatory agencies
- Fall 2017/Spring 2018: regional workshop on tariff setting methodologies, with particular focus on social tariffs

Status

The first phase of the activity is completed, with two regional events in Florence and Pristina and three side events on the side of the annual conferences in Vienna in May 2014, 2015 and 2016. Planning for the next phase activities has not started yet, but is likely to involve again a mix of commissioner-level and technical-level activities. An initial topic suggested is tariff setting, given that many of the regulatory commissions in the region are struggling with effectively setting tariffs in a way that maintain efficiency incentives, allows for sufficient investment funding and remains affordable.

Pillar III - Benchmarking**RC.III.1: Regional PI System Initiative (DANUBIS)****Led by**

World Bank / IAWD

Objective

Improve the regional utility information, performance indicator and benchmarking platform (DANUBIS) and in particular customize the platform for use by responsible authorities for collecting, uploading and maintaining utility performance information.

Target audience

Line ministries, regulators, national water utility associations

Description and outcomes

The World Bank and IAWD, in partnership with regulatory authorities and other institutions in the Danube region, have launched under Phase 1 of the DWP DANUBIS, an online repository of information on and for utility services. Among other things, DANUBIS (www.danubis.org) includes a database of utility performance indicators for more than 400 utilities from 14 different countries in the Danube region. The Platform was launched in May 2014 and continuously improved with the support financial support of the Danube Water Program and GIZ/Open Regional Fund, under the overall guidance of a Steering Group comprised of representatives of institutions from most of the countries in the region. The focus is on collecting and validating existing information and making it available for use in national planning and regional comparison (using internationally accepted standards).

The current activity is to build upon the existing platform by developing a data collection interface (DANUBIS DCM) that will allow managing institutions in participating countries to have utility companies upload performance data, to review and display such data, and to manage it for their own purposes. In parallel, more advanced utility benchmarking reports are also being developed to allow stakeholders to make the best possible use of the platform.

Contribution to Program Indicators, targets and progress to date

Indicator

Progress

Target

| | | |
|--|------------------------|------------|
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. [NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance. | +200 ¹ 1 | +200 6* |
| Team <ul style="list-style-type: none"> Philip Weller (Lead) Patricia Lopez, Katerina Schilling Macroconsulting consultants | | |
| Partners and responsibilities <ul style="list-style-type: none"> National institutions in charge of data collection and processing in their respective countries (regulatory agencies, line ministries, waterworks associations etc.). Countries agreeing to use the platform are Montenegro, Serbia and Kosovo with BiH and Moldova potentially joining the effort. IB-Net | | |
| Timeline <ul style="list-style-type: none"> August 2015: presentation of a draft concept of the data collection tool February 2016: workshop to validate early version of the platform May 2016: Signing of the DANUBIS DCM MoU among managing institutions (MI) June 2016: finalization of the data collection platform based upon the feedback and customization required by participating countries, training of MIs. 2016-2017: launch, further updates and dissemination of both the regional DANUBIS platform and the data collection platform. | | |
| Status The DANUBIS DCM platform has now been fully developed and operational. Managing Institutions from four countries have signed the MoU to use DANUBIS DCM to collect and manage their water utility performance data (FYR Macedonia, Kosovo, Montenegro and Serbia). Representatives from the different Managing Institutions have been trained and the platform is being launched for use in the various countries. A steering committee meeting of the DCM MI took place in February 2017 and a virtual workshop was held to strengthen the use of DCM and assist the MIs in managing the system. Kosovo has begun using the system, Macedonia has done training of Utilities in uploading data, and Serbia will begin using it in 2017. Institutions in BiH signed an arrangement to use the DCM in May 2017 and a program to secure upload of data is in preparation. | | |

RC.III.2: Benchmarking for Utility Improvement (EBC/Danube)

| | |
|--|---|
| Led by | IAWD |
| Objective Carry out three cycles of a benchmarking process in the Danube Region to help participating utilities (approx. 40-60) improve their performance and to secure the long-term sustainability of the utility benchmarking activities in the region operated. Solidifying the financial and technical capabilities of the existing national utility associations to act as regional hubs for utility benchmarking. | |
| Target audience | Interested utilities of the region; national water associations |

¹ This includes utility records in various other program elements.

Description and outcomes

The utility benchmarking initiative will build upon the work completed in phase 1 of the DWP to create a group of utilities interested and active in utility improvement through benchmarking. The work will continue to develop the mechanism for achieving utility benchmarking utilizing the expertise of the European Benchmarking Cooperation and the four hubs that have been created in the Danube region (Bulgaria, Kosovo, Serbia, and Ukraine).

The utility benchmarking approach relies on a series of steps, described in the chart below, by which utilities data is collected, processed, reported back to utilities and then through discussions among utilities on their respective practices a full scale benchmarking exercise is initiated with support from a facilitator (EBC, in that case).



Source: EBC

The Danube Water Program's utility benchmarking initiative will involve maintaining and further developing the existing "regional hubs" within existing water utility organizations. Those organizations will receive support and further training from the Danube Water Program (EBC) to carry on the exercise but both the organization and the participating utilities will be expected to contribute significantly to the initiative as well to ensure long-term sustainability. Specific focus will be on securing an organizational basis for the Ex Yu hub. IAWD will in the course of the project implement a business plan and financing plan together with EBC to ensure the long term sustainability of the activities together with all the partners. A key focus on the second stage of work will be on designing appropriate forum and mechanisms for achieving utility improvement.

Participating utilities will continue to be expected to pay a fee for participation in the program which will be used to establish a financial basis for the regional hubs. All utilities will also have to agree for their information to be provided and published in DANUBIS (RC.III.1) and IB-Net.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 30 | 60* |
| [NUMBER] of female representatives that benefited from capacity building activities. | 11 | 20 |
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | +80 | +80* |
| [NUMBER] of water utilities that the project is supporting. | 56 | +40 |

Team

- Philip Weller (lead)
- Katerina Schilling

Partners and responsibilities

- The European Benchmarking Cooperation (EBC) will be a partner for this activity
- Water Utility Associations in the four countries of the region who have taken on the responsibility of acting as a local hub for the exercise.

Timeline

- October 2015: finalize the third benchmarking cycle and undertake further training and assessment of actions needed for the development of the Hub sustainability.
- End of October 2015: Participation of Hub Coordinators and selected utilities in the 2015 EBC yearly forum
- Early 2016: a workshop of participating utilities (or representatives of these) to establish a program of interaction among participating utilities and support for utility improvement.
- Early 2016: Recruitment of utilities for the 2016 cycle will take place

Status

The activity began in July 2014 and has involved the establishment of HUBs in Bulgaria, Kosovo (for Albania and Kosovo), Serbia (for ex-Yugoslavia) and Ukraine. The revised data platform has proceeded well and has been used for data upload in the 2015. Funding for this activity is also being provided by the ORF/GIZ Regional Benchmarking Initiative Grant.

A new cycle of data collection in Ukraine and former Yugoslavia was initiated in early 2016 and over 30 utilities have joined the program. In Bulgaria the Benchmarking activities are being linked to a World Bank funded project and are operating independently in 2016 from IAWD and the DWP. Kosovo and Albania has not yet initiated activities for 2016.

A meeting will be held with EBC to plan future actions and arrangements (see Leading Utilities initiative) in July 2016; this activity will however not be continued as such and will be merged into either national benchmarking efforts or the new *Benchmarking for Leading Utilities initiative* (RC.III.3).

A meeting of the HUBs took place in November 2017 and a potential agreement to continue the operation of the existing Hubs using the EBC platform was proposed. The financing for this arrangement using existing budgeted resources (and slight reallocation of resources from other areas) was developed. A proposal for continuing this activity in partnership with EBC and including the concept of a Danube Region Utility Benchmarking program has been developed (including the financing) and was discussed by the IAWD Board in March 20. The Hub Coordinators met in the Haag at the end of March to ensure the timely launch of the 2017 program. (See below RC.III.3 for further details).

In February 2017 a large amount of data from this program (40 utilities) was submitted to IBNET/DANUBIS from utilities not in other ways providing data to IBNET (Ukraine, Montenegro, BiH, and Bulgaria).

RC.III.3: IAWD Benchmarking for Leading Utilities**Led by**

IAWD

Objective

Present to the leading utilities of the Danube region the possibility to undertake regional benchmarking comparing themselves and using this comparison to achieve improvement in utility performance.

Target audience

Leading utilities of the region

Description and outcomes

The utility benchmarking initiative will build upon the work completed in phase 1 of the DWP to create a group of utilities interested and active in utility improvement through benchmarking. The work will continue to develop the mechanism for achieving utility benchmarking utilizing the expertise of the European Benchmarking Cooperation and focusing on the offer of utility benchmarking to larger and well operating utilities.

The IAWD leading utility benchmarking initiative will involve maintaining and further developing and expanding the existing pool of leading utilities participating in the “regional hubs” within existing water utility organizations. These utilities will receive support and further training, possibly from EBC, to carry on the exercise but both the organization and the participating utilities will be expected to contribute significantly to the initiative as well to ensure long-term sustainability. Specific focus will be on securing an organizational basis for maintaining and managing the program within IAWD. A business plan and financing plan will be prepared, together with EBC (or other platform) and with all the participating utilities to ensure the long term sustainability of the activities. A key focus on the second stage of work will be on designing appropriate forum and mechanisms for achieving utility improvement.

Participating utilities will continue to be expected to pay a fee for participation in the program which will be used to establish a financial basis for the program. All utilities will also have to agree for their information to be provided and published in DANUBIS (RC.III.1) and IB-Net.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|--|----------|--------|
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 0 | 30* |
| [NUMBER] of female representatives that benefited from capacity building activities. | 0 | 15 |
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | 0 | + 30 |
| [NUMBER] of water utilities that the project is supporting. | 0 | 30 |
| Team <ul style="list-style-type: none"> Philip Weller (lead) Walter Kling (IAWD General Secretary) | | |
| Partners and responsibilities <ul style="list-style-type: none"> The European Benchmarking Cooperation (EBC) will be approached to be a partner for this activity and if not possible an alternative platform or coordinating organization will be engaged. Water Utility Associations in the region will be involved to support the leading institutions within their country. | | |
| Timeline <ul style="list-style-type: none"> Fall 2016: Recruitment of utilities for the 2016 data cycle will take place and the launch initiated. | | |
| Status The activity is in development. A proposal for a partnership between IAWD and EBC to manage this program for two years (2017-2018) building upon the existing Hubs has been developed and was discussed and agreed to by the IAWD Board in March 2017. | | |

Pillar IV - Asset Management and Investment Planning

| | |
|--|---|
| RC.IV.1: D-LeaP Asset Management program | |
| Led by | IAWD |
| Objective Create greater awareness about and improve asset management practices in leading utilities of the region including establishing a mechanism to secure long-term capacity to support and assist utilities in carrying out asset management related activities, in order to improve efficiency and transparency in managing water and sanitation infrastructure. | |
| Target audience | Interested utilities of the region; local government representatives; national water associations |

Description and outcomes

Public Utilities in SEE countries are experiencing greater than ever pressure to improve their overall efficiency and cost-effectiveness.

In the 1st phase, the project has been carried out in 17 utilities from 4 countries (BiH, Serbia, Macedonia and Montenegro). The Asset Management Service Centre, which has been established in Belgrade, leads the program capitalizing on the development efforts and knowledge built in the Belgrade Waterworks.

The utility pays a one-time fee for participation in the program of €1,000 (or 500 Euro for utilities under 20,000 PE). It is proposed that in the next phase this fee is paid to the hub (Water Association UTVSI) and used for additional activities of the program. The issue of fees for capacity building will be resolved in a unified manner as part of the IAWD capacity building initiative (D-LeaP).

The project has also supported an initiative of NALAS (with support from GIZ/ORF) to increase the understanding of local governance units of the importance of an integrated approach to monitoring, operating, maintaining, upgrading, and disposing of assets cost-effectively, while maintaining a desired level of service.

It is expected in the second phase of the project that the program would continue in the existing 4 countries with further support to those utilities which have not completed all steps, some level of support and involvement of those utilities which have done the key steps, and attracting some additional utilities (beginning with the process).

It is expected that a minimum of 5 Utilities per country would be supported and engaged in this process. Only in this way, awareness of the importance of AM practices can be achieved on the national level, and results can reach out local/national authorities and initiate required reforms – in terms that each utility is obliged to deploy AM practices.

In addition, it is expected that other DWP countries (Kosovo and Bulgaria), that have actively expressed their expressed interest in initiating the same program, can be supported. Establishment of the AM HUB in those countries will be supported as part of the D-LeaP initiative.

The development of the Asset Management program will be linked to the overall Capacity Building program of Water Utilities (activity RC.3) and decisions related to the initiative will be made in the context of the developments made in creating details and a business plan for capacity building.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of participating utilities that have completed an operational performance improvement program. | 15 | 22 |
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 39 | 60 |
| [NUMBER] of female representatives that benefited from capacity building activities. | 14 | 20 |
| [NUMBER] of water utilities that the project is supporting. | 18 | 18 |
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | 17 | 25 |

Team

- Violeta Wolff (lead)
- Philip Weller and Katerina Schilling

Partners and responsibilities

- Association for Water Technology and Sanitary Engineering (AWTSE) based in Belgrade, is the contracting partner and lead organization, which will team up with their existing partners and will carry out the work in cooperation with:
- Public Utility 'Belgrade Waterworks and Sewerage' (BWS), Belgrade
- Hydro-Comp Enterprises (HC), Nicosia
- Additional Hubs will be created in at least two additional countries (Albania and Bulgaria)
- Possible support from GIZ/ORF for this activity will be investigated and the relation with the work of NALAS to improve awareness among LGA will be determined.

Timeline

- In fall 2015 a proposal for future work of the existing Hub will be prepared and incorporated into the planning for this activity.
- A mechanism for ensuring continuation up to end of 2015 of effort of currently participating utilities will be considered based on the proposal from the Hub.
- January 2016 Contact with interested utilities
- February 2016 Planning & Utility Assessment
- May 2016 Setting up of IAWD-AM Hub detailed tasks and assessment of interest of Associations in offering the program.
- Summer 2016 Launch of contracting for the Technical Partner and Hub Agreements
- Summer 2016 – December 2017: Regular Workshops - Progress assessment of each Utility

Status

The program will be launched in the summer of 2016 after contracting of the Technical Partner and the definition of the Hubs and the overall launch of D-LeaP. A decision on the future program will be made in connection with the Capacity building concept and business plan. Interim steps to continue supporting the utilities involved in the program will be made.

This program launch was delayed until a cooperation arrangement (funding scheme) could be organized with GIZ who had secured funding to operate a more extensive IAM program.

An agreement for incorporating this into D-LeaP was made and arrangements for the launch of the program are underway in March 2017. IAWD will support Hubs in BiH and Serbia for this activity and it will be launched under the D-LeaP umbrella.

RC.IV.2: D-LeaP Utility Access to Financing program**Led by**

World Bank

Objective

Improve access to financing for utilities seeking commercial or other financing for their efficiency improvement projects

Target audience

Interested utilities of the region; national water associations

Description and outcomes

This activity comes from the realization that many of the on-going capacity-building activities result in the identification of 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. Furthermore, achieving the Sustainable Development Goals (SDGs) will require a significant increase in funding for the water and sanitation sector, beyond public sector and concessional funding.

Under the activity first a market scoping study will be conducted to evaluate both the demand and supply side of commercial financing in particular for efficiency improvement projects, and the overall potential market to catalyze private/commercial investment through the use of a blended finance approach in countries with varying levels of financial market development. This includes countries where there is potential for service providers to become commercially sustainable, as well as less developed markets where the supply/demand mismatches are more extreme.

Specifically, the study will look at the legal and economic and financial feasibility of setting up a financing facility for efficiency-focused projects (non-revenue water losses reduction, energy efficiency and commercial efficiency improvements). Depending on the outcome, contacts will be taken with potentially interested financial institutions (IFIs and regional Banks) for the investment in such a financing facility based on due diligences offered by the World Bank/Danube Water Program; in parallel, a specific TA could be offered to interested utilities to develop their investment needs into bankable or grantable projects.

The overall outcome would be to help bridge the current market failure in particular for medium side efficiency-related investments. Partnerships with regional funds and/or financing institutions (Banks, funds) are envisioned.

The related capacity-building activities will fall under the D-LeaP framework and be closely coordinated with the Bank's on-going Financing Universal Access Facility, and which broadly envisages three types of activities (i) capacity building to highlight the opportunities and solutions that arise when capital markets are functioning well, prices are clear and transparent and subsidies are targeted; (ii) Building creditworthy service providers with knowledge and capacity building programs that are tailored to the specific needs of water service providers, such as a targeted utility finance course or credit worthiness academy, and will build on the approach to engage regulators and potential investors, explicitly focusing on efforts to increase the availability of financing for creditworthy providers; and (iii) transaction support to identify potential opportunities where commercial finance could be used to support water and sanitation related infrastructure and efficiency investments.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 24 | 15 |
| [NUMBER] of female representatives that benefited from capacity building activities. | 13 | 5 |
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | 0 | +10 |
| [NUMBER] of water utilities that the project is supporting. | 0 | 5 |

Team

- Patricia Lopez (lead)
- Joel Kolker, Philip Weller, Philippe Marin, Ivaylo Kolev, Elvira Broeks

Timeline

- Fall 2017: Partnership search and design of financing facility
- Winter 2017: Market scoping study
- Spring/Summer 2018: Roadshow and investment decisions

Status

This is a new activity that is still at concept development stage. A preliminary capacity building program was offered at the DWC in May 2017 as a basis to explore interest and explain a potential offering. A review of the comments from this program are being evaluated to determine how to proceed with this offer under the D-LeaP Framework.

Pillar V - Service Efficiency Improvement**RC.V.1: D-LeaP Energy Efficiency program****Led by**

IAWD

Objective

Create a long-term capacity in the region (through National Water Utility Associations) to assist water utilities in achieving energy efficiency improvements

Target audience

Interested utilities of the region; national water associations

Description and outcomes

This initiative will build upon the phase 1 efforts to secure energy efficiency improvements in utilities in the Danube region through capacity building programs targeted at strengthening skills in energy auditing. This program will be part of the overall offer of capacity building organized by IAWD and decisions related to its delivery will be made as part of the Capacity building activities.

It is expected, however, that there will be organization of capacity building and wholesale technical assistance on energy efficiency to water and sanitation utilities, with a focus on helping those utilities developing and taking their efficiency improvement packages to the market for financing and implementation. On the basis of this program utilities will develop an energy audit and investment plan and, for those plans with strongest potential, follow-up support will be provided to seek access to financing. In addition, all utilities will have to agree to have their performance information collected and disclosed in DANUBIS and IB-Net.

The expected approach will be closely aligned with the overall D-LeaP framework and will be as follows:

- The existing energy efficiency program will be offered with the dual purpose of training experts to work in the national water utility associations addressing energy efficiency issues and in assisting utilities in carrying out energy efficiency improvements.
- Through the Danube Water Program's local partners (national water utility associations), interested utilities will be identified. Preference will be given to those utilities with strongest commitment to address their energy efficiency challenges, and appropriate conditions for an energy efficiency program.
- In each country, a series of technical training workshops will be organized, with follow-up by local consultants between workshops, with the aim of training and supporting the utilities in (a) realizing energy audits; (b) defining investment plans; (c) preparing a transaction for energy efficiency improvements, possibly following performance-based principles or ESCO schemes. Those workshops will be organized in close collaboration with national utility associations, which will build their capacity of replicating the approach in the country in the process.
- For those most promising transactions, additional hands-on support will be provided to ensure the transactions materialize, for example by connecting them with potential sources of funding (IFC or else) or helping bidding the transaction out. Use of existing Bank projects to finance some of the packages will also be considered, as well as the Clean Technology Fund (CTF or other climate change-linked grant resources).

| Contribution to Program Indicators, targets and progress to date | | |
|---|----------|--------|
| Indicator | Progress | Target |
| [NUMBER] of participating utilities that have completed an operational performance improvement program. | 16 | 20 |
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 66 | 60* |
| [NUMBER] of female representatives that benefited from capacity building activities. | 23 | 30 |
| [NUMBER] of energy audits conducted for participating utilities. | 18 | 20 |
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | 18 | +30 |
| [NUMBER] of water utilities that the project is supporting. | 15 | 20 |
| Team <ul style="list-style-type: none"> Philip Weller (lead) Patricia Lopez, Violeta Wolff, Katerina Schilling, Elvira Broeks | | |
| Partners and responsibilities <ul style="list-style-type: none"> Technical Partner (Econoler) National Water Utility Associations Energy Sector Management Assistance Program (ESMAP) co-financing might be sought again | | |
| Timeline <ul style="list-style-type: none"> Up to end of 2015: development of the Capacity Building program concept including this offering 2016: launch of the activity | | |
| Status <p>The contracting for the launch of the CB program was initiated in summer 2016 as part of the D-LeaP initiative. The revised curriculum was completed and the initial training of trainers (12 persons) from 4 countries took place in March 2017. The preparation for Hubs are currently underway.</p> | | |

| RC.V.2: D-LeaP Commercial Practices program | |
|---|---|
| Led by | IAWD |
| Objective <p>Establish a capacity among national water utility associations for delivery of support to utilities in commercial efficiency practices.</p> | |
| Target audience | Interested utilities of the region; national water associations |

Description and outcomes

The activity will build upon and utilize the results of the Phase 1 activity targeted at creating improvements in commercial efficiency in utilities in the region through preparation of business plans addressing selected commercial issues (collection management, transparency, utility operation and customer relations) to improve utility efficiency and sustainability.

A decision about the delivery of this program will be made in the context of the decisions about the regional capacity building activities. It is expected, however, that in parallel to the training of individual utilities facilitators at the national level persons from each country will be trained to support the utilities in that country in implementing commercial efficiency improvements. These persons (persons from a utility) will be seconded by the Water Utility Association to provide utilities participating in the program support to be able to make improvement in a commercial activity and document those improvements in the Business (or Operational Improvement) Plan. Participating utilities will also have commitment to building capacity in the region related to good commercial management practices and be willing to share their good practices with others.

In-kind and cash contribution will be expected from participating utilities as per the D-LeaP overall framework; they will also be required to disclose their performance information into DANUBIS and IB-Net.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 63 | 100* |
| [NUMBER] of female representatives that benefited from capacity building activities. | 19 | 30 |
| [NUMBER] of participating utilities that have completed an operational performance improvement program. | 18 | 30 |
| [NUMBER] of utilities that have prepared business plans. | 19 | 25 |
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | 15 | + 30 |
| [NUMBER] of water utilities that the project is supporting. | 19 | 30 |

Team

- Philip Weller (lead)
- Violeta Wolff and Katerina Schilling

Partners and responsibilities

- The Water Utility Associations will be asked to support identification of utilities and secure the nomination of national expert to be trained and support other utilities in that country.

Timeline

- Nov/Dec 2015: a decision will be made on the steps to be taken in the regional training program delivery including this topic.
- Summer 2016: it is expected that the methodology for carrying out the work will be approved based upon the lessons learned from the Phase 1 program.
- In summer 2016: Call for interested utilities (through national water associations) as part of the D-LeaP initiative

Status

The activity will need to build upon the work completed under phase 1 of the program and planning for the launch will take place in summer 2016. Commitment of the National Associations to operate a hub under the D-LeaP launch will take place in Summer 2016 and contracting with the existing Technical Partner will be initiated.

A technical Partner (Value Add) has been contracted and the draft curriculum has been delivered. The initial Training of Trainer program was held in March 2017.

| RC.V.3: D-LeaP Risk Management and Business Continuity program | | |
|--|---|--------|
| Led by | IAWD/WB | |
| Objective | | |
| Create capacity and awareness among water utilities of the need and the tools for risk management and business continuity planning. | | |
| Target audience | Interested utilities of the region; national water associations | |
| Description and outcomes | | |
| <p>Following the floods in the Danube region in Spring of 2014 it became apparent that many utilities were not prepared for hazards and risks that could affect water services. This activity will organize capacity building and wholesale technical assistance on water safety planning and risk management to water and sanitation utilities in selected countries of the Danube Region, with a focus on helping those utilities developing and implementing water safety plans. On the basis of this program utilities will prepare and use water safety plans. Preparation and dissemination of training materials and methods to enhance the capacity of water utilities to respond to and prevent problems from unforeseen events and actions that may affect water services (floods, earthquakes, chemical spills etc.) will be undertaken.</p> <p>The decision on this activity will be taken in the context of the decision on the overall training delivery schemes adopted under the program.</p> <p>The expected approach will be fully consistent with the overall D-LeaP framework and will be as follows:</p> <ul style="list-style-type: none">• The existing risk management and water safety programs will be evaluated and in agreement with potential partners (i.e. WHO, City of Vienna) will be offered with the dual purpose of training experts to work in the national water utility associations addressing water safety issues and in assisting utilities in carrying out water safety planning and risk reduction improvements.• Through the Danube Water Program and national water utility associations interested utilities will be identified.• A series of technical training workshops will be organized, with follow-up by local consultants between workshops, with the aim of training and supporting the utilities in (a) preparing risk assessments and water safety plans. Those workshops will be organized in close collaboration with national utility associations, which will build their capacity of replicating the approach in the country in the process.• Cooperation and synergy with existing programs of other organizations and in particular river commissions (ICPDR and ISRBC) will be sought.• Coordination with local governments will also be an important focus, partnerships with NALAS (through UPP or ORF) might be sought. | | |
| Contribution to Program Indicators, targets and progress to date | | |
| Indicator | Progress | Target |
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 0 | 75 |
| [NUMBER] of female representatives that benefited from capacity building activities. | 0 | 20 |
| [NUMBER] of water utilities that the project is supporting. | 0 | 25 |
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | 0 | +20 |
| Team | | |
| <ul style="list-style-type: none">• Philip Weller (lead)• Elvira Broeks (lead)• Violeta Wolff and Katerina Schilling• Patricia Lopez (advisor) | | |
| Partners and responsibilities | | |
| <ul style="list-style-type: none">• National Water Utility Associations• WHO• River Basin Commissions (ICPDR, ISRBC)• A link to the UPP Program and the work of NALAS will be sought and explored | | |

Timeline

- November/December 2015: a decision about the delivery of this program will be made in the context of the overall decision on capacity building in the Danube region.
- Fall to end of 2016: it is expected that discussions will take place with potential partners.
- 2017 the Program curriculum will be fully developed and launched under the context of D-LeaP in those countries expressing specific interest.
-

Status

Communication with potential partners has begun. Additional funds from the Global Facility for Disaster Reduction and Recovery (GFDRR) have been secured. The Program will be launched in the context of the D-LeaP Capacity Building initiative. The World Bank has taken over the responsibility for managing this program and has contracted the technical partner to develop the program. Discussions are on-going to formalize the hubs. The curriculum and accreditation of hubs will be finalized by end 2017, and the capacity building program is expected to be delivered in 2018.

RC.V.4: D-LeaP Non-Revenue Water management program**Led by**

IAWD

Objective

Facilitate learning among utilities about non-revenue water actions through the exchange of positive experiences, knowledge, information and best practices and to create long-term capability of support to utilities to be given by water utility associations.

Target audience

Public Utilities in the region, involvement of WSS Associations

Description and outcomes

This activity will be part of the capacity building offer under D-LeaP. Final decisions about the delivery and actions will be made in the context of that discussion.

The main activities of the program should be designed in a way to reach out to as many public utilities as possible, and make them aware of the importance of understanding the water losses (physical, commercial water losses, etc.) and of activities they have to undertake to decrease the water losses and consequently improve their operational and financial performance.

Tools that should be developed have to include, inter alia, the following topics:

- Knowing your water losses: the water balance
- Key steps for conducting a water balance and water balance components
- Understanding of physical and commercial losses
- Approach and methodology for creating a water balance
- Best methods, approaches and prerequisites for water losses reduction (pressure management, active leakage control, leak repairs).

The above activities should result in designing and implementing a water loss control program.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of participating utilities that have completed an operational performance improvement program. | 0 | 10 |
| [NUMBER] of water utilities that the project is supporting. | 0 | 20 |
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | 0 | +15 |
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 0 | 30 |
| [NUMBER] of female representatives that benefited from capacity building activities. | 0 | 10 |

| |
|---|
| Team <ul style="list-style-type: none"> Violeta Wolff Philip Weller and Katerina Schilling |
| Partners and responsibilities <ul style="list-style-type: none"> Each national water utility association and local government association(s) participates and provides input. Additional partners including GIZ/ORF will be sought. |
| Timeline <ul style="list-style-type: none"> Nov/Dec 2015: a decision about the program would be made in the context of the decisions on the regional capacity building program. In the first half of 2016: it is expected that RfP /ToR would be prepared. Fall 2016: Tendering and contracting done Until late 2017: Implementation <p>Depending on additional financial resources, some short-term measures are implemented as a follow up of the project</p> |
| Status <p>The project launch has been delayed until the arrangements for D-LeaP have been finalized. The program would be initiated (contracting of a Technical Partner) in fall of 2016 with the expectation the program activities starting in 2017. Additional funding from GIZ is being sought for this.</p> <p>After lengthy discussions with GIZ it was agreed that GIZ would not fund this Capacity Building program. A technical partner was selected (beginning of March 2017) and is working on the curriculum for the program . The program is expected to be offered to potential Hubs in fall 2017.</p> |

| RC.V.5: D-LeaP: Performance-Based Contracting and Outsourcing program | | | |
|---|--|--|--------|
| Led by | | World Bank | |
| Objective | | | |
| Promote performance improvement of WSS utilities through the use of Performance-Based Contracts and other outsourcing approaches | | | |
| Target audience | | Utilities committed to improve their WSS operational performance | |
| Description and outcomes | | | |
| The proposed activity seeks to build capacity among participating WSS utilities about the potential of partnering with the private sector through Performance-Based Contracting (PBC) in order to improve operational performance. The PBC approach allows a WSS utility to remain under public management while contracting out some portion of its value chain (e.g. leakage reduction, WWTP construction and O&M) for a limited duration to the private sector, with the private partner being paid at least partly on results (i.e. outputs) in terms of performance improvement - as opposed to being paid against deliverables (i.e. inputs such as replacing pipes, producing reports or building a WWTP). It will be carried out in 3 phases: (i) background research and selection of countries/utilities, (ii) training delivery together with utilities self-assessment so as to identify what could be the scope for using PBC (NRW reduction, bills collection, WWTP compliance, reducing intermittent service, energy efficiency), (iii) preparation of term sheets for a few PBCs by targeted utilities (including performance-based DBO-BOTs for WWTPs). The PBC term sheets to be prepared by the most committed utilities should allow them to seek and obtain funding from donors, both for the transaction advisors to finalize the PBC tender package (grant) and to finance the PBC activities. | | | |
| Contribution to Program Indicators, targets and progress to date | | | |
| Indicator | | Progress | Target |

| | | |
|---|---|----|
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 0 | 12 |
| [NUMBER] of female representatives that benefited from capacity building activities. | 0 | 6 |
| [NUMBER] of participating utilities that have completed an operational performance improvement program. | 0 | 3 |
| [NUMBER] of water utilities that the project is supporting. | 0 | 5 |
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | 0 | +9 |
| Team <ul style="list-style-type: none"> Stjepan Gabric (lead) Philippe Marin, Patricia Lopez, Philip Weller, Elvira Broeks | | |
| Partners and responsibilities <p>This activity will directly benefit from an activity carried out by the water PPP Community of Practice (CoP) of the World Bank Water Global Practice that will be offered to the participants from the region. The activity will include (i) knowledge building workshop with presentation of global experience, and presentation of potential benefits and pitfalls; (ii) preparation of a template for PBC and DBO-BOT contracts with key contractual clauses.</p> <p>Contact has been established with EBRD team working on a similar assignment with objective to organize a joint workshop (in October 2017), on PBC for NRW.</p> | | |
| Timeline <ul style="list-style-type: none"> July 2017: Identification of interested participants and institutions September 2017: Knowledge building workshop and identification of utilities and institutions interested in further work on PBC January to April 2018: Preparation and dissemination of PBC template documents/contracts May 2018: decision of follow up activities (2nd phase) | | |
| Status <p>Team of presenters and program of presentations for the September 2017 workshop has been identified, and collaboration in principle agreed. The concept will build upon a similar program used during the 2016 World Bank Water Week.</p> | | |

| | |
|---|------------------------------|
| RC V.6: D-LeaP Management training program | |
| Led by | IAWD |
| Objective <p>The purpose of the activity is to offer a Utility Management training program to support senior utility managers in developing and improving skills in managing their utility.</p> | |
| Target audience | Senior managers of utilities |
| Description and outcomes <p>The activity will involve delivery of a capacity building program as part D-LeaP for supporting senior managers in improving their skills and capacities for managing their utilities. A general curriculum will be developed and used but will be adapted with inputs of senior managers from other leading utilities in the region. Participating utilities will continue to be expected to pay a fee for participation in the program which will be used to establish a financial basis for the program, as planned under the overall D-LeaP framework.</p> | |

| Contribution to Program Indicators, targets and progress to date | | |
|---|----------|--------|
| Indicator | Progress | Target |
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 0 | 30* |
| [NUMBER] of female representatives that benefited from capacity building activities. | 0 | 10 |
| Team <ul style="list-style-type: none"> Philip Weller (lead) Walter Kling (IAWD General Secretary) Violeta Wolff and Katerina Schilling | | |
| Partners and responsibilities <ul style="list-style-type: none"> The program will be offered as part of the D-LeaP offering. A general curriculum will be developed by a Technical Partner IAWD will support the program with the involvement of senior managers of water utilities in the program delivery. A competitive grant (NC 2.15) for development of a national utility management training in Albania has been awarded to SHUKALB and it is expected that this activity could provide some elements of the needed curriculum and efforts will be made to maximize the synergy with the regional D-LeaP offering. | | |
| Timeline <ul style="list-style-type: none"> Fall 2016: Contracting of the Technical Partner Launch of the Program in 2017. | | |
| Status <p>The activity is in development and contracting of a Technical Partner to prepare the program is expected to take place in the fall of 2016.</p> <p>The planning for this activity is continuing and will build upon the products generated by one of the Competitive Grants (Albania) which is developing the first stages of a curriculum.</p> | | |

RS REGIONAL KNOWLEDGE SHARING PLATFORM

RS.1: Danube Water Conference

Led by IAWD

Objective

Offer a platform for regional and cross-disciplinary dialogue on WSS sector challenges and solution in the Danube region on a yearly basis.

Target audience All sector stakeholders (continuation of launch event)

Description and outcomes

An annual Danube Water Conference is planned for the years 2017 and 2018. The event will build upon the success of the 2013, 2014, 2015 and 2016 events and will involve dialogue between countries and persons from different sectors involved in the delivery of water services. Specific themes will be highlighted in each yearly event (i.e. State of the Sector, Public / Private partnerships & smart outsourcing, wastewater management, water sector and green growth) and additional partners (GIZ) it is hoped will cooperate in the convening of the Conference. Funding from the DWP for the conference is expected to be reduced year to year and a business plan for convening in following years will be developed.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 270 | 320* |
| [NUMBER] of female representatives that benefited from capacity building activities. | 81 | 90 |

Team

- Philip Weller and Patricia Lopez (lead)
- Violeta Wolff, Katherine Wagner, Elvira Broeks and GIZ Project Manager
- All DWP team members involved in the content and delivery of the events

Partners and responsibilities

- ORF/GIZ has expressed interest in participating in these events and in addition to overall support, assisting IAWD and the World Bank and in ensuring the active involvement of local government representatives (NALAS).

Timeline

- Fall of 2015: begin the planning for the fourth Annual Forum and involving 150 participants from the region and beyond
- In 2017 and 2018 (likely May) the following conferences will be held.

Status

The 2017 conference has been successfully held, back to back with an IWA Performance Indicator specialist group conference. Over 200 participants attended the Conference. A Conference report has been completed and will be used to guide further developments of the Conference. Preparation of the 2018 Conference will begin in the Fall of 2017.

RS.3: Outreach and Communication

Led by IAWD / World Bank

| | | |
|--|--|----------|
| Objective | | |
| Promote the program and provide mechanisms for dissemination of program activities and publications. | | |
| Target audience | Regional stakeholders in the WSS Sector and beyond | |
| Description and outcomes | | |
| <p>The focus of this activity will be on the websites related to the DWP and on periodic newsletters. The DWP website, which was created at an early stage of the Program’s first phase and is available at www.danube-water-program.org, will be revamped and will use the DWP corporate design. For easy maintenance, the new website will likely be based on the technology of the www.iawd.at or www.danubis.org websites.</p> <p>The website will use a clear structure to present the Program’s activities and results in the form of short reports, feature stories and blog posts by staff members or other stakeholders. Events organized by partner organizations and notable World Bank investments will be promoted, as well. The website will use internal and external links to present concisely the work of the Program and its ties with (regional) partners. Continuous updates by the communications associate will engage visitors and incentivize them to return regularly. To allow for results-based improvement of the website, traffic and used behavior will be monitored.</p> <p>The periodic newsletter sent to stakeholders and the interested public will be continued with increased frequency (4 per year). The DWP and IAWD newsletters could be merged to strengthen the association (see RC.2). At the beginning and at the end of phase 2, revised program brochures along with flyers will be published and distributed. Thematic outreach material will accompany the brochures. To transform occasional contact between stakeholders into strong partnerships, the DWP will facilitate a social media network (either through Danubis or through an existing platform). The DWP will work with national and regional media outlets to increase the visibility of activities and events. DWP events will be documented thoroughly and timely.</p> <p>IAWD will hire a communications associate to take responsibility for this activity, as well as for the operation and improvement of the IAWD website (in part RC.2), and of the DANUBIS water platform (RS.5), among other tasks as specified in the job’s ToRs. The interim information manager has prepared a paper on which the DWP outreach and communication strategy will be based.</p> | | |
| Contribution to Program Indicators, targets and progress to date | | |
| | Indicator | Progress |
| NA | | NA |
| Team | | |
| <ul style="list-style-type: none">• Katerina Schilling• all Team Members providing input | | |
| Partners and responsibilities | | |
| <ul style="list-style-type: none">• Cooperation with NALAS and National Water Utility Associations | | |
| Timeline | | |
| <ul style="list-style-type: none">• Continuously: updating of DWP, IAWD and Danubis websites plus social media platform, documentation of activities• Every three months: distribution of newsletters• November 2015: post job offering and ToRs for communications associate• Late 2015: launch of social media platform• Fall 2015 and fall 2018: publish 1st and 2nd revised brochure and flyer | | |

Status

The current DWP website was launched in September 2013 and has been updated periodically. Twice per year, informal newsletters have been shared with Program participants. GIZ/ORF has provided resources for IAWD, which can support some of the tools developed as part of the activities.

As of May 2016 IAWD has hired a knowledge management specialist (Katerina Schilling) to manage these activities and strategies devised to upgrade the newsletter and website and to secure the social media developments.

Major improvements and updates have been made to the website and regular newsletters are being sent out to the directory of persons interested in the program (over 1000).

RS.5: DANUBIS water platform development**Led by**

IAWD / World Bank

Objective

Develop and maintain the DANUBIS water platform as an online repository of resources for and about water and sanitation utilities in the Danube region.

Target audience

Regional stakeholders in the WSS Sector and beyond

Description and outcomes

Under the second phase the DANUBIS.org platform will be further developed to continue establishing it as the place to go for resources on the sector. Partnerships and linkages with the national partners will be strengthened and the quality and scope of the content will also be discussed and improved.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|-----------|----------|--------|
| NA | NA | NA |

Team

- Katerina Schilling (lead)
- Patricia Lopez, Philip Weller (overall guidance)
- all Team Members providing input

Partners and responsibilities

- Cooperation with NALAS and National Water Utility Associations

Timeline

- Ongoing effort

Status

The DANUBIS.org water platform was launched in May 2014 to serve as an online repository of resources for and about water and sanitation utilities in the Danube region. The platform includes a local version of the IB-Net dataset (refer to activity RC.III.1); news and events from the water sector, and resources about the sector in the region and beyond. Specific country portals have also been developed for Bosnia and Herzegovina, Kosovo, Serbia and Bulgaria in the respective languages. Recent developments include the possibility to subscribe to daily and weekly updates. The platform is now averaging around 180 single users per week.

Some efforts have been made to increase use of the Platform and these efforts will be intensified in spring of 2017 including a special session held on using the system as part of the Danube Water Conference. The feedback gathered from the Danubis.org Steering Committee and other stakeholders will be put into practice in the next few months to continue to promote its broad use in the region.

NA COUNTRY-LEVEL ANALYTICAL AND ADVISORY WORK

| | | |
|---|---|--------|
| NA.2: Targeted Analytical and Advisory work for flagship countries | | |
| Led by | World Bank | |
| Objective Provide targeted analytical and advisory support to countries actively engaging on the regional policy-level Capacity Development activities | | |
| Target audience | WSS opinion leaders, policy makers and sector professionals in the respective countries | |
| Description and outcomes Refer to individual country activity descriptions (annex 2). | | |
| Contribution to Program Indicators, targets and progress to date (refer to Annex 2 for details) | | |
| Indicator | Progress | Target |
| [NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers. | 4 | 4 |
| [NUMBER] of sector regulation and policy reviews conducted | 16 | 3 |
| Team Refer to individual country activity descriptions (annex 2) | | |
| Partners and responsibilities Refer to individual country activity descriptions (annex 2) | | |
| Timeline Refer to individual country activity descriptions (annex 2) | | |
| Status This activity’s scope has been extended to cover also possible analytical work at country level (former activity NA.3) as analytical and advisory activities are conducted in a seamless, integrated manner. Initial allocation and scope of work has been agreed with governments. Refer to individual country activity descriptions for further details (annex 2). | | |

NC COUNTRY-LEVEL CAPACITY BUILDING WORK

| | | |
|--|---|--------|
| NC.2: Competitive Grant Window activities | | |
| Led by | IAWD alongside recipients (see individual activity sheets in Annex 2) | |
| Objective Support national and sub-regional activities which strengthen the technical and managerial capacity of the water sectors utilities, water associations and professional institutions through provision of grants for specified activities by organizations active in the water field. | | |
| Target audience | All regional, national and local stakeholders | |
| Description and outcomes The Call for Proposals (CfP) has been completed with a rough concept and outline of the proposed activities and budget thresholds (min. 40,000 Euro with the following financing modalities: IAWD contribution: 2/3 of the total amount, Beneficiary contribution: 1/3 of the total amount). The criteria for acceptance of the grants (Evaluation criteria) is based upon the following key elements: <ul style="list-style-type: none">• The grant application is coming from an institution active and involved in water supply and waste water treatment in the country or region.• The grant application is supported by national WSS Associations• Connection of the proposed activity to other activities associated with improving water supply and waste water treatment, or other activities of the DWP program (capacity building activities)• The grant application has a regional character• The grant application will produce a material which can be applied (replicated) in other similar institutions/programs/initiatives• The grant application must demonstrate long-term sustainability/impact on target groups (involved stakeholders) after completion of the action | | |
| Contribution to Program Indicators, targets and progress to date (refer to Annex 2 for details) | | |
| Indicator ² | Progress | Target |
| [NUMBER] of Competitive Grants completed as planned. | 13 | 20 |
| Team <ul style="list-style-type: none">• Violeta Wolff (lead)• Philip Weller | | |
| Timeline <ul style="list-style-type: none">• Fall 2015: preparation of the Call for Application concept• January 2016: Call for Applications• March 2016: Evaluation of received applications and potential clarifications• April 2016: Grant Agreements signed• Maximum implementation time envisaged: 1 year• May 2017: end of first round of Grants• May 2017: extension of some grants and launch of second Call for Applications, if additional financial resources secured | | |

² For more indicators refer to the respective activities in Annex 2.

Status

All Competitive grants from the DWP Phase I have now been completed. The call for applications for the CGW window under Phase II has been launched and closed, and a total of 13 applications (out of 47) have been selected, and negotiations are on-going on their launch. See individual activity sheets in Annex 2 for more details.

NC.III: Country-level Benchmarking Support**Led by**

World Bank

Objective

Support the creation or improvement of national benchmarking systems, and their linkages to the DANUBIS and EBC activities.

Target audience

National water associations; line ministries; regulators.

Description and outcomes

This activity will focus on supporting the development or improvement of a national benchmarking system, whether mandatory/regulatory or more focused on utility improvement, including the adoption of established standards, etc. It will be closely linked with the regional DANUBIS performance indicators system (RC.III.1) and utility-level benchmarking activities (RC.III.2).

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance. | 0 | 5 |
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | 160 | +150 |

Team

Refer to individual country activity descriptions (annex 2)

Partners and responsibilities

National institutions in charge of benchmarking activities

Timeline

Refer to individual country activity descriptions (annex 2)

Status

Refer to individual country activity descriptions (annex 2)

ANNEX 2: COUNTRY-LEVEL ACTIVITIES DETAILS

This annex presents country-per-country details of the country-level activities, which fall under one of the three following categories:

- ▶ Targeted **analytical and advisory work** for flagship countries (activities starting in NA.2); the overall cost and indicators of those activities are summarized under the “NA.2 Targeted Analytical and Advisory Work for flagship countries” activity in the main text (see page 46).
- ▶ National **benchmarking systems support** (activities starting with NC.III); the overall cost and indicators of those activities are summarized under the “NC.III National Benchmarking Systems Support” activity in the main text (see page 48).
- ▶ **Competitive Grant Window** activities (activities starting with NC.2); the overall cost and indicators of those activities are summarized under the “NC.2 Competitive Grant Window Activities” activity in the main text (see page **Error! Bookmark not defined.**).

An overview of all activities in each country is included under “Country Activities Overview” on page 9.

SUB-REGIONAL ACTIVITIES

NC.2.13: BiH, Me and Se Strengthening Capacity of Water Utilities with Benchmarking [COMPLETED]

| | |
|--|---|
| Led by | Water supply utility "Bistrica" from Bijelo Polje |
| Objective Improve the management of public utilities, all with the aim of improving the quality of services provided by the utility company to citizens in its service area. | |
| Target audience | 3 utility companies from the neighboring countries – Gorazde in Bosnia and Herzegovina, Bijelo Polje in Montenegro and Prijepolje in Serbia |

Description and outcomes

Ten different potential areas of improvement were assessed, six classified as management and technical, and four as financial areas. Such assessment was followed by benchmark and current performance, and afterwards with defining objectives and targets. Required actions to achieve the set objectives are listed with clearly delegated responsibilities and probable timeframe. At the end potential Key Performance Indicators are defined, with their possible values.

All three Utilities agreed that the following areas can be selected as priority ones, where the tangible results may be achieved during the project lifespan:

- Water supply network mapping - it was concluding that all three Utilities need proper network maps as a basis to improve NRW (Non-Revenue Water (management, to establish DMAs (District Metering Areas) and metering by the zones, to improve network pressure management, so as support assets management. This activity includes both training and hands-on support for developing water supply primary and secondary network maps.
- Bookkeeping of fixed assets module - it is necessary for improved assets management and appropriate software needs to be purchased for all the Utilities and their respective staff have to be trained for its use.
- New procedures, accompanied with required software and hardware, for meter reading and improved billing has to be introduced. It includes effective control over meter readings with non-expensive developed tools, so as quick responsive invoicing and collection.

During the assessment, the Consultants collected available input values for calculation of the selected Key Performance indicators and prepared XLS tool for their automatic calculation to be used by the three utilities in the future period. It has to be underlined that the understanding of some of the needed input data for calculation of KPIs was not always appropriate and thus some of the values are not reliable and will need to get improved. Still the utilities are trained for use of the provided XS tool for evaluation of the KPIs, and are able to add numerous Boolean KPIs, with possible values only of 0/1 (or YES/NO).

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | 3 | 3 |
| [NUMBER] of participating utilities that have completed an operational performance improvement program. | 3 | 3 |
| [NUMBER] of Competitive Grants completed as planned. | 1 | 1 |

Team

- Philip Weller, Violeta Wolff, IAWD

Partners and responsibilities

- Utility company "6. Mart" Goražde, Bosnia and Herzegovina.
- Utility company "Lim", Prijepolje, Republic of Serbia
- Hydro-Engineering Institute Sarajevo (HEIS)

Timeline

- November 2103 award of proposal
- December 2013 Development of a more in depth proposals (pending)
- February 2014 contract signature and start of implementation.
- February 2015 end of the contract implementation
- February 2015 contract completion

Status

The activity is completed.

NC.III.7: Support to regional EBC/Danube hub for BiH, HR, Ma, Me and Se.

Led by

IAWD

Objective

Promote the creation of a regional utility benchmarking hub supporting Bosnia and Herzegovina, Croatia, Macedonia, Montenegro and Serbia utilities and ensure its long term sustainability.

Target audience

Utilities in the targeted countries

Description and outcomes

This activity has supported the creation of one of the regional utility benchmarking hubs catering to utilities in Bosnia and Herzegovina, Croatia, Macedonia, Montenegro and Serbia. The hub itself is part of a regional network of hubs promoted by the Program in close coordination with the European Benchmarking Cooperation, as outlined under activity RC.III.2. The Hub has functioned effectively in attracting utilities to participate (Year 1 12 Utilities and Year 2 an additional 10 Utilities). At the end of phase 1, a business plan for sustainability will be prepared and the activities in phase 2 will focus on realizing this (self-sustaining financing from participating utilities). Critical for this HUB will be the need to clarify the role of the National Water Associations in managing and supporting the work.

The upcoming 2016 program will be the last in the current hybrid form. At the end of 2016 there is a plan to transform this activity in national benchmarking and to integrate this activity into the Leading Utilities Benchmarking Program.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | 13 | 20 |
| [NUMBER] of water utilities that the program is supporting. | 13 | 20 |

Team

- Philip Weller (lead)
- Violeta Wolff
- Patricia Lopez

Partners and responsibilities

- EBC
- Utility associations in the related countries.
- Funding for this activity has been provided by ORF/GIZ under the Grant Agreement with IAWD.

Timeline

- 2016 the third cycle of benchmarking and ensuring the steps for sustainability will be taken.

Status

The activity is under implementation. Aleksandar Krstic is the consultant hired to develop the activity. Additional utilities (8) have joined in 2016. A sustainability plan has been prepared and this will be implemented in 2016.

A third cycle of benchmarking was completed and this effort is planned to be consolidated into the overall PI data collection and utility benchmarking program being offered by IAWD for the region that will combine national utility Benchmarking with regional leading utilities benchmarking.

NC.III.8: Support to regional EBC/Danube hub for Albania and Kosovo**Led by**

IAWD

Objective

Promote the creation of a regional utility benchmarking hub supporting Albania and Kosovo utilities.

Target audience

Utilities in the targeted countries

Description and outcomes

This activity has supported the creation of one of the regional utility benchmarking hubs catering to utilities in Albania and Kosovo. The hub itself is part of a regional network of hubs promoted by the Program in close coordination with the European Benchmarking Cooperation, as outlined under activity RC.III.2. The Hub is working on development of a concept of sustainability and hopes to take steps to achieve this in 2016 and beyond.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | 12 | 12 |
| [NUMBER] of water utilities that the program is supporting. | 12 | 12 |

Team

- Philip Weller (lead)
- Violeta Wolff

Partners and responsibilities

- EBC
- Utility associations in the related countries (Shukos and SHUKALB)
- Funding support for this activity has been provided by ORF/GIZ under the Grant Agreement with IAWD

Timeline

- 2016 the third cycle of benchmarking and ensuring the steps for sustainability will be taken.

Status

The activity is under implementation with involvement of 12 utilities. A contract with SHUKOS to manage the program has been developed in July 2014 and two cycles of Benchmarking has taken place and a third cycle will take place in 2016. The HUB staff has been established but additional efforts will be needed to secure the sustainability of activities. In the course of the year the arrangements for the future will be determined. A sustainability plan was prepared after the completion of the second round of data collection. In 2016 additional support will be needed to solidify the basis for operation of the HUB in subsequent years. The expectation is that the program will evolve into national benchmarking with leading utilities joining the regional Utility Benchmarking Initiative of IAWD for leading utilities.

The program was not realized in 2016 but this effort will be continued in 2017 and integrated in the Regional Utility Benchmarking initiative under discussion by IAWD. The two Associations have seen this activity as a central part of the Capacity Building activities and as part of their Association Business plans.

ALBANIA

NA.2.1: Water Supply and Sanitation Sector Support

Led by World Bank

Objective

The objective of the project is to support the Government of Albania in the validation and implementation of the Water Supply and Sanitation (WSS) Strategy and associated Master Plan, and provide a platform for an effective and efficient sector-based support by the EU.

Target audience Key policy-makers and shapers in the WSS sector in Albania

Description and outcomes

While important building blocks of a sector-wide approach are in place key operational elements such as a clear sector financing policy, and a framework for the implementation of the strategy, are still missing and will be essential to ensure large-scale investments in the sector yield sustainable results. The activity would tentatively involve the following activities;

- **Validating and reviewing the existing sector strategy** and master plan with the new administration as well as with local governments. This activity will involve discussing and adapting the current strategy with the support of sector stakeholders and donors.
- **Developing key implementation instruments** to improve the quality and effectiveness of sector investments including the development of (a) Sector financing strategy, (b) a long-term institutional arrangement for the management of wastewater services, and (c) a concrete plan to roll out for utility strengthening, consolidation and regulation efforts of the strategy in parallel with the infrastructure investments. The Sector Financing strategy will outline an incentive framework aimed at achieving a more efficient and affordable service provision while following cost-recovery principles. The development of an institutional framework for wastewater services will be aimed at resolving sustainability challenges faced in the sector as most utilities have been unable to assure that sufficient resources are available to cover O&M costs of recently built WWTP. In particular looking at different institutional alternatives and specific financing structures that will allow to internalizing negative externalities (water pollution) based in the *polluter payer* principle. The utility strengthening plan is expected to provide inputs for the Governments reform on utility consolidation and complement activities supported by other donors.

The activity will be largely funded by a European Commission grant but will be complemented strategically by Danube Water Program resources.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers. | 1 | 1 |

Team

- Patricia Lopez (lead), Artan Guxho (members)
- COWI (lead consulting company for financing strategy)

Partners and responsibilities

- National institutions (Ministry of Transport and Infrastructure, Water Secretariat, Water Regulatory Agency)
- Other donors, led by European Union Delegation

Timeline

- August 2014: Development of Concept Note
- Fall 2014: Negotiation of EU funding
- Winter 2015: EU trust fund setup, preparation of ToRs, validation with Government
- Summer 2015: Recruitment of Consultant
- Fall 2015: begin of work
- Winter / Spring 2016; results validated with Government
- Summer/Fall 2017: Phase II (development of policy instruments) launched

Status

A consulting company in charge of collecting the data, creating the model and providing the inputs into the financial strategy, has now been recruited and has completed the assignment (development of the financial model and review of scenarios and preliminary development of policy recommendations for a comprehensive sector financing policy). It is expected that the new Government to be in place after June 2017 will validate the policy and confirm the launch of a second phase focused on further developing and implementing concrete proposals and policies for sustainable water services as part of ongoing reform efforts.

NC.2.11: Western Balkans Training Center - Framework & Business Model
[COMPLETED]
Led by

Water Supply and Sewerage Association (SHUKALB)

Objective

Develop, in sufficient detail, the Framework and Business Model for a Regional Training Center based in Albania and initially serving the Western Balkans.

Target audience/group

Water Associations under the Western Balkans Partnership and beyond

Description and outcomes

SHUKALB will use a portion of the Grant Funds to support the Partner Associations of the Western Balkans to play an active role in a Project Work Group that will help to support the inventory and documentation efforts on existing regional resources that could later support the Regional Training Center concept. The Work Group will also serve as a Project platform for reviewing and commenting on the Framework and Business Plan throughout its development. The philosophy of the Training Center will focus on training delivery and not to create fixed assets for training. Therefore the Training Center will be looking to locate and enter into arrangements with existing facilities, such as universities, vocational training institutes and other public facilities that have the capacity to accommodate traditional classroom instruction.

Working through the Western Balkans Partnership, the Training Center will also screen and select member utilities that could provide facilities and support for practical, hands-on training for specific technologies or management practices.

Exploring the development of contemporary, distance-learning technologies within the Framework and Business Model will be a key element of the Project in an effort to make training accessible and a part of the routine activities of a utility, without having to travel to distant locations. The Center will adapt its courses to suit the local languages of its audience and produce supporting materials in the local language of its audience.

The output of the proposed Project will be in the form of a report on the Framework and Business Model:

- The Framework of the Regional Training Network defines the form of commitment that the four water associations choose to take under this Regional Training Network, based on the findings of the survey on regional training environment, as well as based on models of similar initiatives elsewhere in the world. The Framework defines the vision, mission objectives of the Regional Training Network, as well as the functions required to be fulfilled by each water association in the Network.
- The Business Model builds upon the approach of the Framework and includes an “actionable” Business Plan with timetables, milestones and budgets, based on the specific functions of the network as defined in the Framework.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|--|----------|--------|
| [NUMBER] of Competitive Grants completed as planned. | 1 | 1 |

Team

- Philip Weller, Violeta Wolff, IAWD

Partners and responsibilities

- Association of Public Services Providers of the Republic of Macedonia (ADKOM)
- Water Supply Advancement and Treatment of Waste Drainage Association of Montenegro (WSWAM)
- Water and Wastewater works Association of Kosovo (SHUKOS)

Timeline

Note: Project has been extended till end of February 2015.

- November/December 2013: award of concept proposal, start of development of a more in depth proposals.
- January 2014 contract signature and start of implementation.
- January / February 2014 Preparing ToR, Hiring of core consultants.
- March 2014 Establishment of the Regional Project Work Group.
- June 2014 Develop inventory of existing National and Regional sustained training initiatives, and document training environment, nature, structure.
- August 2014 Conduct workshop of Project Work Group to consider regional training models and discuss the findings of the survey on regional training environment.
- August 2014 Develop First Draft of the Regional Training Center Framework Report.
- September 2014 Conduct workshop of Project Work Group to reach consensus on the approach for the Regional Training Network based on models of similar networks elsewhere in the world, and start development of the business plan.
- September 2014 Develop First Draft of the Regional Training Center Business Model Report.
- November 2014 Conduct workshop of Project Work Group to review and finalize the Business Plan of the Regional Training Center Business Model Report.
- December 2014 Receive feedback on the Business Plan Model from the Project Working Group.
- January 2015 Compile Final Draft of the Regional Training Network Framework and Business Model.

Status

The activities under this project have been completed. A final report, summarizing the work and findings of the International Expert and the Local National Expert on the Framework and Business Model has been received.

NC.2.12: Training Course for Business Planning for Water Utility Associations [COMPLETED]

Led by

Water Supply and Sewerage Association (SHUKALB)

Objective

Develop a formal, fully documented, training course that can be used to strengthen the capacities of national water associations by providing formal training and a reference manual in the preparation of a Five-Year Strategic Business Plan, and the process for the annual review and updating of the Plan

Target audience

National Water Associations

Description and outcomes

The outputs of the proposed project will be a fully documented training course containing the Trainee's Manual, the Trainer's Guide, and the supporting Power Point presentation for the delivery of the training modules. All of the training materials will be prepared in English and they can be translated by the interested associations in their national language.

The course material, as it will be developed in the Trainee's Manual, will start out by first challenging the training course participants in examining the boundaries of potential water association functions, activities and programs. In this regard, it will look at theoretical, ideal associations, as well as specific case studies of existing associations, and their programs and activities. Based on this broad awareness of what can and what is being done, the trainees will then conduct their own SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis as a starting point for their current condition.

The actual Five-Year Strategic Business Plan will be presented as a highly defined model with typical structural elements, to be refined during the Project process but that likely would include the following:

- Vision and Mission Statements
- Strategic Objectives
- Senior Management Overview
- Strategic Goals
- Governance and Organizational Structure
- Communications Plan
- Knowledge Sharing Plan
- Budget Forecast and Revenue/Funding Sources
- Fully Integrated Spreadsheet Workbook
- Action Plans

The Project will also include an element to develop an initial cadre of trainers who can deliver the course throughout the Danube Region.

Given that the training course targets all the water associations within the Danube region, SHUKALB will seek to assemble a Work Group of interested associations that could assign someone who could participate in periodic review workshops during the development of the Strategic Business Plan structure and the training course materials.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 11 | 8 |
| [NUMBER] of female representatives that benefited from capacity building activities. | 4 | 4 |
| [NUMBER] of Competitive Grants completed as planned. | 1 | 1 |

Team

- Philip Weller, Violeta Wolff, IAWD

Partners and responsibilities

- Water Utility Associations in other Western Balkans countries.

Timeline

Project has been extended till end February 2015.

- November/December 2013: award of concept proposal, start of development of a more in depth proposals
- January 2012 contract signature and start of implementation.
- January/February 2012 Preparing ToR, Hiring of core consultants, development of concrete course
- March 2014 Collect existing relevant Business Plans for Water Associations and draft Outline of Trainee's Manual
- October 2014 Develop First Draft of Trainee's Manual
- December 2014 Incorporate Comments and develop Final Trainee's Manual
- December 2014/January 2015 Develop Final Draft of Trainer's Guide
- December 2014/January 2015 Develop Final Power Point Presentations
- February 2015 Training of trainers

Status

The activities under the project have been completed and a final report, summarizing the training and material has been received.

NC.2.15: Developing a Utility Management Training Program Curriculum

| | |
|---------------|---|
| Led by | Water Supply and Sewerage Association (SHUKALB) |
|---------------|---|

Objective

Develop a Training Program on Water Utility Management for the top managers and commercial managers of water and wastewater utilities in the Danube River Catchment Area.

| | |
|------------------------|---|
| Target audience | Management team of the water and wastewater utilities |
|------------------------|---|

Description and outcomes

The specific objective is development of the Training Program Curricula, and defining the most effective delivery method, across the region, for the Training Program. The activities foreseen would include:

- Establishment of an International Group of Subject Matter Experts who will be engaged with the development of the Training Program Curricula
- Establishment of an Advisory Group of distinguished Water Utility Directors in the Danube Region to review and comment on the Training Program Curricula
- Establishment of an Advisory Group of recognized academics in Management and Public Administration Faculties, who would review and comment the Training delivery methods that should be considered
- Collection of curricula currently being used by recognized faculties and institutes in Europe and other developed countries
- Development of detailed Curricula for the Training Program, with details on the specific topics to be covered, contact hours per each topic, and total contact hours for the Program
- Development of a recommended delivery method for the Training Program

To ensure full sustainability of the project, the following activities – which are beyond above included as the grant activities – need to be implemented:

- Development of the full Training Program Material, to include all course materials and instructor (trainer) guides, as well as the supporting visual aids
- Development and training of the national instructors (trainer), to facilitate the training in the local languages of the Danube region.

Team

- Violeta Wolff, IAWD

Partners and responsibilities

Water Utility Associations in the Danube region

Timeline

- October - November 2016: Identification of potential international experts and academics to be part of the Expert Advisory Committee
- December 2016: Research background documentation on the training needs of water utility directors, existing models of public administration/utility director training programs
- January - February 2017: Develop first draft of the report, with supporting analyses, for a recommended training program institutional structure. Consultation with the Expert Advisory Committee
- March - April 2017: Develop individual course narratives description with learning objectives and course outlines. Consultation with the Expert Advisory Committee
- April - May 2017: Develop and recommend a training delivery model. Develop the Final Summary Project Report

Status

Cooperation Agreement has been signed on September 15th 2016. Implementation ongoing.

| | | |
|---|---|--------|
| NC.2.16: Improving service quality and efficiency in Korce regionalised service area | | |
| Led by | Korce Water Supply and Sewerage Company | |
| Objective Develop an integrated asset inventory that includes the existing infrastructure and newly added one in order to cover the whole service area, keep track of the asset changes and improve the water service and bring it to the acceptable standard. | | |
| Target audience | Korca Utility who additionally provides services for the city Korca and Turan and Ciflig villages, which are under the jurisdiction of municipalities of Drenova and Bulgarec. With the new administrative reform implemented, the service area will be extended with 7 new communes bringing the need of Korca Utility to provide the same level of services to the new extended area. | |
| Description and outcomes <p>The Korca Water Supply and Sewerage Company is the biggest entity of the southeastern part of Albania. Since July 2015 there have been changes on the way the territorial divisions of the administrative centers are organized. This administrative reform brought the Korca Utility in front of a big challenge: to offer the same qualitative and cost effective services also to the new rural areas, investing and managing the water and sewer networks in this area.</p> <p>For this reason, Korca Utility need to develop GIS system in order to use it for diverse tasks, in particular for preparing a complete asset management for the whole service area. The GIS system is planned to be developed in a step-by-step approach with specific activities related to collecting the raw data concerning the existing infrastructure networks, system building and implementation of investment plan.</p> <p>The GIS will be web-based tool for collecting, storing and viewing harmonized geodata for the Korca region. The main objectives of the system architecture should be:</p> <ul style="list-style-type: none">- Integrating the existing and future information data sources for the Korca region- Increase the effectiveness of the offered services- Building up an integrated asset inventory- Costs optimization- Better investment planning <p>Part of the project will be also building up a reliable client database and communication with customers and stakeholders (sharing information through embedded maps on website, community education, integration with customer information systems).</p> <p>Public information campaign is envisaged as well to deliver a credible and understandable message that influence the behavior of the audience towards the water and sewerage services (providing printed information material and informing via local media).</p> | | |
| Contribution to Program Indicators, targets and progress to date | | |
| Indicator | Progress | Target |
| Pending negotiations | | |
| Team <ul style="list-style-type: none">• Violeta Wolff, IAWD | | |
| Partners and responsibilities There are no partners envisaged in implementation of grant activities. | | |

Timeline

- October/November 2016: Preparing the forms for raw data collecting, training the field staff on data collection, filling the maps and tables
- October 2016/August 2017: Updating the customer database with all collected data; annual maintenance of the system
- November 2016/August 2017: Identification of the suitable software and training of the staff to use the programme
- October 2016/April 2017: Information campaign using printed materials (brochures, posters) and local media

Status

Cooperation Agreement has been signed on October 1st 2016. Implementation ongoing.

BOSNIA AND HERZEGOVINA

NC.III.2: BiH Support to Benchmarking Activities

Led by World Bank

Objective

Sustain the dialogue on advancing Benchmarking Activities in Bosnia and Herzegovina

Target audience BiH Institutions involved in Benchmarking, utilities

Description and outcomes

Benchmarking activities and the establishment of an eventual link/feed to DANUBIS is one of the key outcomes that is aimed for under this technical assistance component. The MoU to use the DCM platform has been signed in May 2017 by Bosnia and Herzegovina representatives. Since BiH does not currently have any benchmarking scheme in place, this activity will finance the collection of a first set of utility performance data for the cycle 2014-2016, as well as promote the clarification of institutional responsibilities for benchmarking activities in BiH.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance. | 0 | 1 |
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | 40 | +40 |

Team

- Philip Weller, Patricia Lopez (lead)
- Igor Palandzic

Partners and responsibilities

- National and Entity-level institutions and AQUASAN

Timeline

- July 2014: contract signature with AQUASAN to carry out the facilitation of dialogue on establishing a system of performance indicators
- January 2015, June 2015: continued workshops to discuss institutions setups
- Summer 2015: begin of data collection among 40 utilities
- Fall 2015: first round of utility performance indicator and benchmarking completed
- 2016: discussions on the institutional and financial setup for the second round of benchmarking
- 2017: Signing of DCM MOU

Status

The activity is under implementation and a first year of data collection has been completed, with 40 utilities participating. Furthermore, discussions on long-term benchmarking possibilities in Bosnia and Herzegovina are also progressing, with several models discussed in the latest workshop (March 2016), although no consensus on the most viable institutional and legal model has emerged yet.

Discussions have continued on how this work can be integrated and consolidated into an overall plan for PI data collection and Utility Benchmarking. The signing of the DCM MOU in May 2017 is an important basis for the success of this activity and its roll out (including further data collection and capacity building) will be supported under this activity. Discussions are currently ongoing with implementing entities are ongoing to agree on the specific details of such support.

| NC.2.6: Editing DVGW Technical rules / guidelines in Bosnian language [COMPLETED] | | |
|--|---|--------|
| Led by | Vodovod i kanalizacija" d.o.o. ViK Sarajevo | |
| Objective Edit and publish technical regulations in order to enable their safe and effective implementation in BiH's water supply companies and compliance with the current EU technical regulation, knowledge and experience. This will stimulate other activities in the water supply companies such as capacity building, trainings and asset management. At the same time, conditions for the establishing of technical safety management (TSM) in the near future will be made. | | |
| Target audience/group | National Water operators (BiH) | |
| Description and outcomes Technical rules for drinking water supply will be translated, edited and adapted to the BiH's technical practice and terminology. For this purpose, working groups will be established with members from all partners of this project and under guidance and consulting of IGT (this company has already got the license from DVGW for transfer of their documents in the field of gas into the legislation of the region). Once the editing and publishing of technical rules into Bosnian language based on technical rules of DVGW started, also networking between different partners will be established. Partners of this project will orderly inform target groups (ministries and agencies at different levels of authorities responsible for water in BiH) through the common meetings and presentations of their works. To some extent, technical rules are connected to private sector and partners of water supply companies and due to this reason partners of this project will orderly inform these stakeholders about their works and their future rights and obligation in the field of water supply. Within the 1st phase of the project framework, there are 22 technical rules to be translated documents from the below list according to the following methodologies: <ul style="list-style-type: none">• translation of original documents from German language,• consideration of all mentioned standards in the original document (technical rule)• consideration of all accompanying regulations in the original documents (laws, directives, etc.)• consideration of all regulations of professional associations in the original documents• consideration of all other regulations (secondary and tertiary) in the original documents• consideration of possibly required discrepancies from technical contents of the original text• consideration of institutions, commissions and other bodies mentioned in original document, finding of similar home institutions and bodies, and their comparison, | | |
| Contribution to Program Indicators, targets and progress to date | | |
| Indicator | Progress | Target |
| [NUMBER] of Competitive Grants completed as planned. | 1 | 1 |
| Team <ul style="list-style-type: none">• Philip Weller, Violeta Wolff, IAWD | | |
| Partners and responsibilities <ul style="list-style-type: none">• IGT- R&D Centre of Gas Technology• Deutscher Verein des Gas- und Wasserfaches e.V. - Technisch-wissenschaftlicher Verein• Employers Association utility company in FBiH• Association of water in BiH• Aquasan network BiH | | |
| Timeline <ul style="list-style-type: none">• November/December 2013: award of concept proposal• September/October 2014 start of development of a more in depth proposal, contract signature and start of implementation.• Preparing ToR, Hiring of core consultants, development of concrete course• 15 September 2015 - grant completion | | |

Status

This activity has been completed.

NC.2.7: WSS network GIS for efficiency improvement in East Sarajevo [COMPLETED]**Led by**

UC Waterworks and sewerage j.s.c. East Sarajevo

Objective

Develop a GIS water and sewage network system (including the positioning of water and sewerage installations and forming an users database) to contribute to improved code of conduct among water and sewage network users, particularly in the area of occurrence of illegal connections and proper notification of the point of connection to the water supply and sewerage systems.

Target audience / group

Water Users in East New Sarajevo, East Sarajevo and Trnovo

Description and outcomes

For the efficient management of water supply and sewerage system and reduction of illegal consumers a detailed examination of the pipelines and locations and number of connections will be done, which also will form a good basis for further hydraulic analysis of pipelines.

Forming a GIS database (registry of underground installations), data on water and sewerage systems will be consolidated in one place, which will significantly improve the management of water supply and sewerage system both in terms of leakage reduction and in terms of planning expansion of water supply and sewerage networks.

In the first phase of the project, procurement of devices and working tools were carried out. The geodetic equipment was purchased (16,200 euro), which allows geodetic survey of the water and sewage networks. At the same time, the purchase of servers for data was conducted (5,700 euro), and licensed GIS software MapInfo Professional 12.0 was purchased. In the period until September, the available analog and digital documentation of the existing water supply and sewage system of the city of East Sarajevo was collected. A huge part of digital documents previously was made dwg format (ACAD), as well as in shape format (ESRI). In the previous period, the collected data is converted from DWG and shape format in tab format GIS software MapInfo Professional.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | 1 | 1 |
| [NUMBER] of participating utilities that have completed an operational performance improvement program. | 1 | 1 |
| [NUMBER] of Competitive Grants completed as planned. | 1 | 1 |
| [NUMBER] of water utilities that the project is supporting. | 1 | 1 |

Team

- Violeta Wolff, IAWD

Partners and responsibilities

-

Timeline

- November 2013: award of concept proposal,
- December 2013 start of development of a more in depth proposals
- February 2014 contract signature and start of implementation.
- February 2014 Preparing ToR, Hiring of core consultants
- March 2014 Server, Licensed software and Geodesic equipment procurement
- March 2014 Engaging professional consultants in the field of GIS
- June 2014 Renting car
- April 2014 Collection and processing of analog and digital documentation, installation of computer network with SQL server
- June 2014 Organization of spatial layers with the formation of attribute structures, mapping consumers and drafting of specific tools for field data collection
- December 2014 Collecting field data and entering spatial data for water supply and sewage network of consumers in the GIS database
- December 2014 – March 2015 Training of management for the use of GIS analysis tools and project presentation.

Status

All of the project activities are completed and a final report has been received.

NC.2.17: Center for monitoring and reduction of losses in Banja Luka Utility

Led by

JSC Vodovod Banja Luka

Objective

Systematic monitoring of measurement zones and reduction of technical losses based on the knowledge gained through the program for infrastructure assets management.

Target audience

Pending negotiations

Description and outcomes

Utility Banja Luka has participated in the DWP supported Asset Management capacity building program. Ultimate commitment of the Utility is to continue to use the acquired knowledge in this program and therefore a significant part of the financial and operational capacity has been focused on improvements applying integrated asset management approach. This has already resulted in update of cadastral maps, amendment of technical and commercial databases, geo-referencing of the consumers connected to the network and establishment of DMA zones. Based on the above achieved results, a good foundation was built for creating investment plans as well as systematic monitoring and reduction of losses by monitoring the DMA zones. At the same time, it has been recognized that increase in number of DMA zones and their monitoring on a daily basis, requires amendment of the existing software solution related to the register of infrastructure assets with the additional module for water losses management. Model will use information from the existing technical and commercial databases. It is estimated that that establishment of a centralized monitoring will significantly contribute to more efficient work as well as to significant reduction of technical water losses.

Finally, achieved results will be presented to other water utilities in Bosnia and Herzegovina.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|----------------------|----------|--------|
| Pending negotiations | | |

Team

- Violeta Wolff, IAWD

Partners and responsibilities

Pending negotiations

Timeline

- August - November 2016: Field preparations for defining additional 7 DMA zones, procurement and installation of flow and pressure meters
- September - December 2016: Geo-referencing of the consumers: field work to check and update technical and commercial databases. Database supplemented with approximately 5000 users.
- November 2016 – April 2017: Procurement and installation of the water losses management software, training of the staff, trial run in 7 DMA zones. Analysis of results achieved.
- May 2017: Presentation of the project and results achieved to minimum 15 other water utilities in Bosnia and Herzegovina.

Status

Cooperation Agreement has been signed on 1st July 2016. Implementation ongoing.

NC:2.18: Active control of losses in WSS of East Sarajevo

| | |
|---------------|-----------------------|
| Led by | UC VIK, East Sarajevo |
|---------------|-----------------------|

Objective

Water losses in the water supply system managed by the Utility Company of East Sarajevo are about 50%. Therefore, some of the basic identified strategic objectives and priority actions for reducing the high percentage of NRW are:

- GIS development
- Reduction of water losses in the system in order to provide sufficient quantities of water from existing sources
- Creating a hydraulic model of the water supply system
- Introduce SCADA remote control system

Target audience

All customers of water supply and sewerage system in the municipalities covered by the services of the Utility Company East Sarajevo: East New Sarajevo, East Ilidza, Trnovo and part of the Novi Grad municipality in the Federation of Bosnia and Herzegovina. There are in total about 35,000 customers.

Description and outcomes

Utility Company East Sarajevo has implemented several projects to modernize and strengthen its capacity. Despite these projects, and because of generally low investments and inadequate maintenance, condition of the water supply system is still not satisfactory, resulting in a high percentage of the NRW.

Utility Company has not developed continuous system for monitoring and control over the system. After implementation of the project "Development of GIS for water and sewerage networks in East Sarajevo", funded by the IAWD through DWP, and the formation of a GIS database, the first prerequisite for improving the management of water supply and sewerage system both in terms of reduction of water losses and planning of water and sewerage network operation and maintenance, has been established. The project has enabled connection of GIS database with commercial database, which enabled important analysis to be carried out.

The next logical step in the development and modernization of the water supply system is the active control of water losses, which will be implemented with the necessary equipment to be purchased: equipment for continuous monitoring of flow and pressure in the district metering areas (DMAs).

All DMAs will be defined using IWA methodology, and will contribute to the system modelling, optimization, and finally – active control of losses. For this project, one pilot zone will be defined in the settlement with 5,000 house connections and approximately 3,000 inhabitants. The settlement has been chosen due to its variety of consumers: residential houses, office buildings and small factory for wood processing. Working in the pilot DMA, hydraulic model will be tested, which will be also contributing to its further expansion to the whole system.

Utility Company East Sarajevo is aware that smaller neighboring Utilities have no possibility to finance equipment for active control of water losses, and that they are generally very poorly equipped when it comes to even basic pressure and flow meters. Therefore Utility Company East Sarajevo will organize a demonstration training to the other interested utilities in Bosnia and Herzegovina, hoping to give an impetus to these companies to actively tackle the issue of NRW reduction in their daily work.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|----------------------|----------|--------|
| Pending negotiations | | |

Team

- Violeta Wolff, IAWD

Partners and responsibilities

Municipalities of East New Sarajevo, East Ilidza and Trnovo I n the Republic of Srpska as well as part of the Novi Grad municipality in the Federation of Bosnia and Herzegovina.

Timeline

- October 2016: Procurement of flow and pressure measuring equipment, noise logger with necessary software for data transfer; procurement of water meters
- October 2016: Collection of the monitoring parameters (flow and pressure) in the DMA zone
- January 2017: Replace defective valves and hydrants
- February 2017: Replacing oversized water meters with accuracy class water meters for residential buildings
- February 2017: Upgrading existing GIS database
- May 2017: Process measurement within the DMA zone (night flow, step test, etc.)
- June 2017: Organization of demonstration training/seminars for water utilities from the region on the subject of active control of losses; definition of DMA zones and establishment of the GIS database

Status

Cooperation Agreement has been signed on 1st July 2016. Implementation ongoing.

NA.2.11: BiH policy support**Led by**

World Bank

Objective

Support the governments in Bosnia and Herzegovina in the development of a WSS services modernization vision to provide sustainable water and sanitation services for all.

Target audience

State and Entity governments and line ministries in BiH

Description and outcomes

This activity will build on the Bank's existing portfolio in water services (primarily wastewater management) as well as the DWP Phase I engagement on utility benchmarking (NC.III.2: BiH Support to Benchmarking Activities) to help the Government at State and/or Entity levels develop a more comprehensive but realistic sector modernization strategy. Further details will be determined upon discussions with the Government. Study should identify main legal, institutional and financial Water Supply and Sanitation (WSS) sector challenges, recommend corrective policies and actions to improve sustainability of the Water Utilities and WSS sector in BiH in general, and support meeting of the succession requirements of the European Union (EU). A comprehensive overview at the sector is important to inform the government responsible agencies on the required evidence - based policies to help the local self-government units and WSS utilities to observe their mandate and improve their efficiencies. It would be necessary to inform decision makers at the higher level on necessary actions that should be taken in order to secure sustainable services and successful alignment with EU requirements, as well as, on actions to strength institutional capacities to absorb funding available for the water sector. In order to address development challenges in the BiH WSS sector, a comprehensive set of institutional and legal interventions is required. Furthermore, 2016 and 2017 events have been successfully held. Discussions have taken place with GIZ on their involvement in the Conference in 2017-2018. Drafting a program for 2017 has begun and planning initiated. The proposed activity will help decision makers to implement Water Management Strategies, which underline necessity of water protection by increasing coverage and improving effectiveness of waste water collection and its treatment which is currently threatened due to weak institutional, financial and legal framework.

Contribution to Program Indicators, targets and progress to date

TBD

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers. | 0 | 1 |
| [NUMBER] of sector regulation and policy reviews conducted. | 0 | 1 |
| Team <ul style="list-style-type: none"> Igor Palandzic (lead) Iyad Rammal, Sana Al-Nimer, Susanna Smets, Patricia Lopez | | |
| Partners and responsibilities <ul style="list-style-type: none"> To be determined | | |
| Timeline <ul style="list-style-type: none"> Fall 2017 | | |
| Status <p>So far, first draft of the legal framework of the water services sector in BiH including legal, institutional, socio-economic and financial aspects, with a special focus on entity and cantonal regulations was done. Consultant is collecting data needed for analyses from Utilities and Municipalities. This is done by questionnaire and in cooperation with entity Associations of Municipalities and Cities in BiH. Furthermore, face to face meetings were organized in four municipalities. Working meetings were organized also with Ministries and Water Agencies. First draft of the Review is expected to be prepared by June 30 2017, after which consultations would be carried out. This assignment is a Bank Executed and would be completed on September 30, 2017.</p> | | |

BULGARIA

NC.2.4: Utility Benchmarking in Bulgarian water sector [Completed]

Led by

Bulgarian Water Association-BWA

Objective

Create a regional benchmarking hub in the framework of EBC's activities in SEE in order to establish an environment for effective Utility benchmarking and improve communication and sharing experiences and best practices and procedures among water operators, the regulatory commission, and the Bulgarian Water Association

Target audience

National Water operators, and Bulgarian Water Association

Description and outcomes

The benchmarking project will include WSSCs willing to participate on a voluntary basis. Data collected will be kept confidential, but analysis on the aggregated data at specific type of activity (e.g., best practices of detecting hidden leaks) will be shared and presented to the participants.

The participants of the project will form a working group that will develop a benchmarking processes matrix following the best practices of IWA and EBC. The project covers the following activities:

- Creation of benchmarking of processes matrix following the best practices of IWA with the active participation of the WSSCs.
- Collection and verification of processes and procedure data.
- Comparative analysis of different approaches and results achieved to identify the best practices and processes.
- Sharing utilized best practices and processes in functional areas.
- Creation of excellence task force to visit WSSCs (based on the need and upon request) and share good practices.
- Assistance in establishing of system of internal and external control mechanisms in WSSCs (based on the best practices and processes).
- Establish common rules, reporting process, verification of data and baseline on specific functional areas of practices and processes.
- Identification of problem areas in WSSCs, where they may need to introduce new or to change the existing practices and processes.
- Establishment of data base, presentation of the results, collaboration of data, knowledge and skills sharing.

This activity will be closely coordinated with the regional utility benchmarking (EBC/Danube) activity (RC.III.2).

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | 12 | 12 |
| [NUMBER] of Competitive Grants completed as planned. | 1 | 1 |

Team

- Philip Weller, Violeta Wolff, IAWD

Partners and responsibilities

- European Benchmarking Cooperation
- Bulgarian Waterworks Association

Timeline

- November/December 2013: award of concept proposal, start of development of a more in depth proposals
- January 2014 contract signature and start of implementation.
- February 2014 Preparing ToR, Hiring of core consultants
- March 2014 Creation of benchmarking of processes matrix following the best practices of IWA with the active participation of the WSSCs
- June 2014 Collection and verification of processes and procedure data.
- December 2014 Processing of data; establishment of data base, presentation of the results and knowledge sharing
- December 2014 Creation of excellence task force and share best practices
- December 2014 Assistance in establishing of system of internal and external control mechanisms in WSSCs.

Status

This activity has been completed but will be continued as a self-financed program of the BWA with short term support from the Ministry of Environment and potentially the Danube Water Program (see activity NC.III.9).

The program has continued in 2017 and efforts are being made to have this program continue in 2018 and integrated into the Regional Utility Benchmarking initiative of IAWD.

NC.III.9: Formalizing a Self-Financing Utility Benchmarking Program**Led by**

BWA

Objective

Pending negotiations

Target audience

Pending negotiations

Description and outcomes

This program is a formalization of the Utility Benchmarking initiative that was begun by BWA in the Phase 1 of the Danube Water Program utilizing a Competitive Grant. It was anticipated that funding would initially be needed to continue the program with additional utilities and higher fees to create a self-sustaining program. The Ministry of Environment and the World Bank have, however, provided funding for 2016 to further develop the program and this activity will proceed without DWP funding until 2017 when DWP resources may be needed to secure the long-term sustainability and self-financing character of the activity.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|----------------------|----------|--------|
| Pending negotiations | | |

Team

- Violeta Wolff, IAWD
- Philip Weller, IAWD

Partners and responsibilities

Pending negotiations

Timeline

- Funding will not be needed in 2016 nor 2017 because this is being funded by resources from the Ministry of Environment. The funding will be evaluated for 2018.

Status

Pending negotiations this activity would be continued in 2018 and beyond and additionally be integrated into the Danube Leading Utility Benchmarking program.

NC.2.19: Design of DMAs for the city of Stara Zagora (CANCELLED)

| | |
|---------------|-----------------------|
| Led by | VIK EOOD Stara Zagora |
|---------------|-----------------------|

Objective

| |
|-----|
| n/a |
|-----|

| | |
|------------------------|-----|
| Target audience | n/a |
|------------------------|-----|

Description and outcomes

Reasons for cancellation: In March 2016, Utility of Stara Zagora has developed Application for the DWP Competitive Grant Window. At the time, they have not been aware of the plans of the Ministry of Regional Development to assign consultants to prepare feasibility studies and elaboration of investment projects for application for EU funds for 14 water operators – including Regional Water Company of Stara Zagora.

Almost at the same time when they were awarded Competitive Grant, they got the detailed information regarding the tasks of the consultants, which turned out to be the overlapping with the activities foreseen within the Grant.

As a result, the Utility of Stara Zagora informed the IAWD on the newly arisen status, and cancelled implementation of the Grant activities, as these would be appearing as ineligible costs a “items already financed in another framework”.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|-----------|----------|--------|
| n/a | | |

Team

- Violeta Wolff, IAWD

Partners and responsibilities

| |
|-----|
| n/a |
|-----|

Timeline

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|-----|
| n/a |
|-----|

Status

| |
|-----|
| n/a |
|-----|

NC.2.20: Improvement of the asset management in Sofiyska Voda Utility

| | |
|---------------|-------------------|
| Led by | Sofiyska Voda JSC |
|---------------|-------------------|

Objective

| |
|---|
| Improve the Company's Asset Evaluation Methodology and optimize the Company's asset register. |
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| | | |
|--|---|--------|
| Target audience | The project's target groups can be separated into internal target group that consists of the departments of Sofiyska Voda, which are responsible for the overall asset management. All the rest of WSS Utilities in Bulgaria are defined as an external target group, which will be informed on project results and encouraged to use it. | |
| Description and outcomes | | |
| <p>Sofiyska Voda JSC uses methodology for assets valuation which was created years ago and recommendations were made many times from the Municipality of Sofia to develop a new methodology to assess in a greater detail and in a more objective manner the condition of assets under management. Furthermore, the evaluation methodology and the outputs should be closely related to the planning of the Company's annual investment repair and rehabilitation programs.</p> <p>It should be noted that as part of the ongoing reform in the water sector in Bulgaria, the World Bank participates in in the drafting of the new tariff setting model which should reflect all needed costs for maintaining the existing and future assets. As part of its job, the Bank developed a Methodology for revaluation (in terms of value but not physical condition) of the public assets under management of water companies.</p> <p>The new Assets Valuation Methodology of Sofiyska Voda JSC is targeting to improve the assessment pf the physical condition of assets under operation and respectively to facilitate the decision-making process regarding which assets should be renovated first.</p> <p>In addition, the Methodology will have a direct impact on the Bulgarian water sector. Currently, performance based contracts for management of public water infrastructure are signed between the water operators and the regional water associations, which are in charge of the municipal / state infrastructure.</p> <p>The outputs of the project will be disseminated among the rest water operators and can be a basis for the development of their own methodologies for evaluation of the condition of assets managed by them (currently a requirement in their performance based contracts). In this way, the project will significantly contribute to the implementation of the water reform in the country, which successful completion is one of the EU's preconditions for allocation of funds in the Environment sector.</p> <p>Development of the new Methodology will be based on theoretical and practical approach for the evaluation of both surface and underground facilities based on site visits, pipe sample analysis and CCTD survey of the pipes.</p> | | |
| Contribution to Program Indicators, targets and progress to date | | |
| Indicator | Progress | Target |
| [NUMBER] of Competitive Grants completed as planned. | 0 | 1 |
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 41 | 30 |
| [NUMBER] of female representatives that benefited from capacity building activities. | 22 | 15 |
| Team | | |
| <ul style="list-style-type: none">Violeta Wolff, IAWD | | |
| Partners and responsibilities | | |
| <p>Bulgarian Water Association (BWA), partner of the project is a non-profit organization. Its members are WSS Utilities, design, construction, production, and trade companies, as well as individuals who have interests in water and sanitation sector. BWA represents Bulgaria in many international organizations, like IWA, EWA, EUREAU and IAWD.</p> | | |

Timeline

- October 2016: Organization and conducting of the Initial Seminar
- October 2016 – January 2017: Selection of the Consultant
- January 2017 – July 2017: Elaboration of the following methodologies:
 - o Methodology for valuation of over-ground facilities
 - o Methodology for valuation of buildings
 - o Methodology for valuation of the water supply network
 - o Methodology for valuation of the sewerage network

Status

Cooperation Agreement has been signed on 1st September 2016. Implementation ongoing.

CROATIA

NA.2.2: Support to Croatia' utility aggregation process

Led by World Bank

Objective

Support Croatian Government in the process of upcoming restructuring of water utility sector.

Target audience Ministry of Environmental Protection, Croatian Waters

Description and outcomes

Having joined the European Union on July 1st, 2013, Croatia has committed to unprecedented level of investments in the water and wastewater sector to meet the *acquis communautaire*. The implementation of those investments, and the continued operation and maintenance of the resulting infrastructure after that, will require much stronger technical and financial utility companies than today. For that reason, the Government of Croatia, through the Ministry of Agriculture, Croatian Water and the Water Services Council, is currently preparing a fundamental water utility restructuring reform focusing on merging the currently 158 municipal utilities into around 20 regional, more efficient utilities. This work builds on an in-depth study commissioned by Croatian Waters with World Bank financing, and completed in late 2012, that provides a clear rationale for regionalization of utilities, but does not provide a single answer on the best model in the Croatian context. The work will also be informed by the regional review of aggregation experiences (RA.2).

At this juncture, the Croatian government is interested in defining and implementing a new regional water utility governance model that would result in more efficient, stronger water utility sector that would operate newly developed infrastructure. Implementation of the reform is expected to start in early 2014.

This specific activity will provide technical advice on regional utility governance issues and regionalization models.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers. | 1 | 1 |

Team

- Patricia and Stjepan Gabric (lead)

Partners and responsibilities

- Water Services Council, Croatian Waters, Ministry of Environmental Protection

Timeline

- October 2014: policy workshop on water sector reform in the context of international experience on utility sector reform involving around 40 participants from utilities, various ministries and local governments discussing international good practices presented by Italian, Hungarian and Romanian counterparts, whose countries have gone through similar processes in recent years.
- Following period of instability, new Minister and Croatian Water management has been nominated in June 2017, further activities to be determined following reengagement with the new Government water sector management planned for September 2017

Status

The first phase of this activity is completed. Discussions on a follow-up support to sector reform in Croatia are still on-going but would be undertaken only once the new Government has been appointed and a clear policy vision emerges.

NC.2.21: Leak Detection Competition**Led by**

Croatian Water and Wastewater Association

Objective

Main aim of the project is to present relevance and importance of continuous education in specific environment of friendly competition. Final goal is to extend competition events regularly, at least once a year in Croatia, and then to expand the concept in other neighboring countries in the region.

Target audience

Water Utilities in Croatia, students of high schools and universities, and public in general through promotion of the importance of public water sector

Description and outcomes

Leak Detection Competition – organization of annual event where water utility employees responsible for leak detection activities gather and participate in competition: find leaks with best possible accuracy as fast as possible. At the location of the competition event, a section of the water distribution network with one of few known but invisible leaks will be prepared / selected. Exact location of the leak(s) will be known only to competition organizers (who are excluded from competition itself). Each team participating in the competition will use its own equipment for leak detection.

Concept of the competition is the following:

- each team will have limited period for leak survey and will receive the same documentation related to survey area (maps, valves location, pipe material, etc.)
- when the team finds leak location – result and time will be notified in team's file
- when all teams are finished with leak surveys, leak site excavations will be performed as well as evaluation of each team results

Leak Detection Competition event will be preferably organized as part of the overall program of annual gathering of all Croatian water and sanitation utilities – within one planned for May 2017.

After completion of the practical competition, technical presentations about new knowledge and/or new technologies related to leak detection and water loss management will be organized.

This project has also a promotional character – promotion of the concept among educational institutions in Croatia, presentation to professional associations of water utilities in other countries of the region and to the public in general via public statements, web portal and media announcements.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|----------------------|----------|--------|
| Pending negotiations | | |

Team

- Violeta Wolff, IAWD

Partners and responsibilities

The project will be implemented jointly by Croatian Water and Wastewater Association, who will be host and organizer of the annual event, and an independent consultant for water loss management – Mr. Jurica Kovac and his company Aqua Libera Ltd. (preparation of the competition, rules and regulations, supervision, presentations, and promotional activities).

Timeline

- December 2016 – January 2017: Preparation of the survey area for leak detection; preparation of rules and norms for competition to be disseminated to participants before the event
- February 2017 – March 2017: Preparation of presentations / education material that will be presented at the event. Preparation of the detailed logistics, schedule of the event, establishment of teams – communication and coordination of participants
- May 2017: Event implementation, preparation of necessary documents, evaluation of the event
- June 2017 – July 2017: Preparation of the material for promotion among water utilities in the Western Balkan region, educational institutions in Croatia and the Western Balkan countries. Promotional material will be available in printed version and online (websites of HGVIK, DWP, various Utilities and WSS Associations in the region).

Status

Cooperation Agreement has been signed on 1st October 2016. Implementation ongoing.

KOSOVO

NA.2.4: Review of current PPP policy framework in Kosovo [COMPLETED]

| | | | |
|--|---|----------|--------|
| Led by | World Bank | | |
| Objective | | | |
| Assess the legal framework and opportunities for PPP in the Kosovo water sector to support development of a pilot PPP deal focused on efficiency improvements | | | |
| Target audience | Government of Kosovo; Kosovo regional water companies | | |
| Description and outcomes | | | |
| <p>The need for private sector participation in the Kosovo water sector was identified as one of the main challenges to long-term improvement of the sector development and sustainability of investments. In light of this, the Inter-ministerial Water Council established by the government of Kosovo has requested the team to provide support in assessing the legal framework and environment for private sector participation in the Kosovo water sector.</p> <p>Depending on the availability of funding from such sources as the World Bank’s Public-Private Infrastructure Advisory Facility (PPIAF), or select municipalities and regional water companies, the activity plans to support development of a pilot PPP deal focused on Non-Revenue Water (NRW) reduction.</p> | | | |
| Contribution to Program Indicators, targets and progress to date | | | |
| Indicator | | Progress | Target |
| [NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers. | | 1* | 1 |
| Team | | | |
| <ul style="list-style-type: none">David Michaud (lead)Philippe Marin, Fabio Garzon (Consultant) | | | |
| Partners and responsibilities | | | |
| <ul style="list-style-type: none">Inter-ministerial Water Council, leading utilities | | | |
| Timeline | | | |
| <ul style="list-style-type: none">October 2014: Workshop <i>Reducing NRW in Kosovo RWCs: How the Private Sector Can Help</i>; visits to RWC Pristina and PejaNovember 2014: Follow-up mission to RWC Pristina and Peja | | | |
| Status | | | |
| The first phase of the activity (preparation of the IWA Water Balance for both companies) has been concluded. A customized report has been provided to both water companies (Peja and Pristina) on the potential for a PBC contract in those companies. At the moment, no follow-up activity has been requested nor discussed. | | | |

NC.2.10: Development of Young Professionals Network [COMPLETED]

| | |
|--|---|
| Led by | Water and Wastewater Association of Kosovo (SHUKOS) |
| Objective Increase the number and capacity of young water professionals (here in after referred as the YWP), who both enter the water sector and continue to develop, professionally, thereby adding the capacity and competence of the water sector of Kosovo | |

| | | | |
|--|--|----------|--------|
| Target audience/group | Water and Wastewater Association of Kosovo, 7 Regional Water Companies, University of Pristina-Civil Engineering Faculty, Governmental body that monitors RWCs and Education | | |
| Description and outcomes | | | |
| Activities in this Assignment: | | | |
| <ul style="list-style-type: none">Kosovo’s YWP Group continued its activities with the availability and willingness to professional development in order to provide input to the water sector in Kosovo. During the period September-December 2014, the group has held four meetings on the preparation of project proposals for the operation and activities of the group, participation in Balkan joint conference “Water & Energy” organized jointly by water associations of Kosovo - SHUKOS and Albania - SHUKALB.SHUKOS has created databases of registration of all members, based on the completed registration forms to join the YWP. SHUKOS also received new requests for membership, the group is now very strong and in continuous development.Lectures on water related themes with invited speakers from the Universities (Vienna, Tirana etc.)Study tour to an Austrian Water Utilities (possibly Vienna Water Utility or YWP of Austria and BOKU – University of Applied Sciences / Water Engineering department.) | | | |
| Contribution to Program Indicators, targets and progress to date | | | |
| Indicator | | Progress | Target |
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | | 16 | 20 |
| [NUMBER] of female representatives that benefited from capacity building activities. | | 6 | 6 |
| [NUMBER] of Competitive Grants completed as planned. | | 1 | 1 |
| Team | | | |
| <ul style="list-style-type: none">Philip Weller, Violeta Wolff, IAWD | | | |
| Partners and responsibilities | | | |
| <ul style="list-style-type: none">Boku University, YWP of Austria | | | |
| Timeline | | | |
| <ul style="list-style-type: none">November/December 2013: award of concept proposalJanuary 2014 start of development of a more in depth proposalFebruary 2014 contract signature and start of implementation.Preparing ToR, Hiring of core consultants, development of concrete course | | | |
| Status | | | |
| The activities have been completed. | | | |

NC.2.22: Commercial efficiency improvements in Hidrodrini Peja

| | |
|--|--|
| Led by | Hidrodrini JSC Peja |
| Objective In the period 2014 – 2015, Hidrodrini Peja actively participated in the Business Planning and Commercial Efficiency Program supported by the Danube Water Program. During this project, a set of tools were implemented at analytical and management levels such as billing analyses, age-debt reporting in the area of collection, prioritization of large customer meters for improving meter accuracy and similar. As the outcome, a set of specific actions were outlined for future implementation that aim to bring integrity within commercial cycle of the company. Exactly these actions grouped within a project are subject of the current project. | |
| Target audience | Consumers covered by the Hidrodrini JSC Peja |

Description and outcomes

During the Business Planning and Commercial Efficiency Project, supported by the Danube Water Program, it became clear that Hidrodrini has already implemented some good practices that would facilitate future implementation of commercial – efficiency measures within small pilot projects. The billing system was considered quite flexible and functionalities could be derived from the already established link between the billing and the GIS system.

The following actions are subject of the current project:

- Installation of combination meters: It was identified that a selection of particularly high-consumption users (including public customers) have potential for improved metering accuracy through implementation of higher-accuracy combination meters. The project aims to develop detailed consumption profiles for the ten largest consumers and then to install new meters
- Pilot trial with automated meter reading and PDA-based readings: On one side a water company has a small number of highly important (in a sense of revenue generation) consumers. These are considered being worth covered in a system for automated meter reading. At the same time, water company typically has a vast number of small domestic clients with low average consumption where it is economically inefficient to install a telemetry based system. This project aims to pilot-test in real conditions both systems. It is to be noted that after completion of the project these two systems will remain in the company
- Deriving a dynamic NRW balance: Hidrodrini is one of the very few companies in the region that has a dynamic link between its GIS and billing systems. It is planned to integrate commercial metering with zonal bulk metering to derive NRW balances
- Pilot trial with outsourced collection: Outsourcing of services is not a common practice in Kosovo water sector. However, it is considered of importance to outsource a portion of the old debt. In that way, Hidrodrini can utilize the experience of partners with specific focus on debt analysis and collection.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|----------------------|----------|--------|
| Pending negotiations | | |

Team

- Violeta Wolff, IAWD

Partners and responsibilities

Popov and partners: Bulgarian company that focuses on implementing sound organizational practices and corporate development in the water sector.

Tom Consult: Bulgarian company with proprietary solutions for telemetry based meter reading, data analysis, etc.

Timeline

- October 2016: Procurement of equipment for measuring the flow and pressure and software for data transfer
- December 2016: Procurement of bulk water meters
- January – March 2017: Installation of water meters; remote reading and monitoring on a daily or weekly basis
- April 2017: Identification of DMA zones and construction of measuring points
- April 2017: Upgrade to GIS software; creating interface for connecting existing billing software and new AMR bulk and household meters
- May 2017: Pilot trials with AMR and PDA based online solutions; pilot trials with outsources collection (debt analysis and collection)
- June 2017: Organization of demonstration training / seminar for all staff of the Hidrodrini Utility Company

Status

Cooperation Agreement has been signed on 20th September 2016. Implementation ongoing.

FYR MACEDONIA

NC.III.4: Support to Benchmarking Activities [COMPLETED]

| | | | |
|---|------------------------------------|----------|--------|
| Led by | ADKOM | | |
| Objective Support a comprehensive data collection for the year 2014, according to the IBNET methodology, developing of training materials and facilitation of trainings for the PCU on how to operate with the data management system “makbis.org.mk”, and promotion of the IT platform “makbis.org.mk” | | | |
| Target audience | Utility companies in FYR Macedonia | | |
| Description and outcomes Data was collected by PCUs ADKOM’s members in water sector (45 PCU) in accordance with the questionnaire and guidelines provided by ADKOM. The collected data shall be prepared to be uploaded into the DANUBIS platform. | | | |
| Contribution to Program Indicators, targets and progress to date | | | |
| Indicator | | Progress | Target |
| [NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance. | | 1 | 1 |
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | | +40 | +40 |
| Team <ul style="list-style-type: none">Philip Weller, IAWD | | | |
| Partners and responsibilities Supported with funding and active involvement from GIZ. | | | |
| Timeline Begun in July 2015 and completed in fall of 2015. | | | |
| Status Project Completed in fall of 2015 and data delivered to IBNET. | | | |

NC.2.8: Capacity Development for Utilities: Regulation, Efficiency and Quality [COMPLETED]

| | |
|--|--|
| Led by | ADKOM (association of communal public enterprises) |
| Objective Increase capacities of high level managers from local public water supply / sanitation companies in Macedonia on the aspects of regulation, quality and efficiency. Eventually, the action will provide ADKOM's members with the required knowledge, tools and mechanisms to support, but also to challenge in case of need, central and local governments when developing or amending sector policy and contribute in taking informed policy decisions. | |
| Target audience | Utility companies from Macedonia responsible for water supply / sanitation services represented by high level managers; ADKOM represented by its Board members; Local governments represented by local administration and elected officials (Mayor and Council members); |

Description and outcomes

The project will be increasing ADKOM's capacities and knowledge on water services' efficiency, quality and regulation. To address these topics, the project will use both domestic and international expertise through a series of trainings / workshops organized in the country and abroad. Also, knowledge products, i.e. two policy reviews- one on quality and efficiency, the other on regulation - will be prepared. Two national workshops / trainings for ADKOM members and a study tour to Turin (Italy) for theoretical and practical insights on regulation in water sector were organized. Representatives from 21 Water Utilities from Macedonia were participating on both national workshops. In order to support and monitor companies' performance (even when the project is over) a purchase of minor goods (hardware and software) to establish sector information system is carried out. To achieve project objectives in the best possible manner, the Turin School of Local Regulation (Italy) has provided theoretical and practical expertise on regulation aspect.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|-----------------|--------|
| [NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers. | 1 | 1 |
| [NUMBER] of sector regulation and policy reviews conducted | 1 | 1* |
| [NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance. | 1 | 1* |
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 19 | 10* |
| [NUMBER] of female representatives that benefited from capacity building activities. | 7 | 5 |
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | 40 ³ | 40 |
| [NUMBER] of Competitive Grants completed as planned. | 1 | 1 |

Team

- Philip Weller, Violeta Wolff, IAWD

Partners and responsibilities

- Foundation for the Environment (Italy) / Turin School of Local Regulation

Timeline

- November/December 2013: award of concept proposal
- January/February 2014 start of development of a more in depth proposal, contract signature and start of implementation.
- July 2014 Preparing ToRs A) for developing efficiency and quality indicators; B) for two trainings / workshops in Macedonia and policy review development on efficiency / quality in water supply sector; c) for organizing Study tour to Italy (Turin) and policy review development on regulatory in water supply and d) for establishing sector information system to track utility performance
- April 2014 Defining the set of efficiency and quality indicators in the business processes of water supply / sanitation services and Establishing performance baseline
- July 2014 Study tour in Turin (Italy)
- November and December 2014 Two trainings/workshops organized in Skopje
- November 2014 establishing sector IT system to track utility performance and Operational Manual developed.
- January 2015 Policy and regulatory review related activities

Status

The activities under the project have been completed and a final report received.

³ This number is also reflected in the results framework of NC.III.4

NC.2.9: Reduction of NRW in PUC Vodovod [COMPLETED]

| | |
|---------------|------------------------|
| Led by | PUC Vodovod – Kumanovo |
|---------------|------------------------|

Objective

Reduce (by precise identification of the reasons and establishment of the efficient monitoring and control system) of the Non-Revenue Water (NRW) in PUC Vodovod Kumanovo for 10% in order to improve service efficiency.

| | |
|------------------------|------------------------|
| Target audience | PUC Vodovod – Kumanovo |
|------------------------|------------------------|

Description and outcomes

The proposed actions to reach the objective are the following:

- Apply sustained efforts and employ ACTIVE leakage detection using modern methods and equipment.
- Test certain area of the network, analyze findings and replicate that to other areas of the network
- Set annual targets for water loss rates
- Specifically target illegal connections, meter inaccuracies and water losses on the private side as this may equate to 25% of the total amount of water losses.
- Provide a sound reliable IT based information and data capture system to support leakage control activities.
- Relay distribution mains and service pipes in non-corrodible materials for example polyethylene.
- Reduce leakage to an economic minimum target.
- Direct efforts to areas of greatest need and prioritize.
- Adopt a policy to install meters on the network and to sub-divide the network into District Metered Area's.

Additionally the following activities will be considered:

- Developing/implementing of survey in order to identify as possible as precisely all (even hidden) reasons, including administrative (subjective) reasons for NRW in PUC;
- Renewing of the water balance in accordance to the standards set by International Water Association (IWA);
- Establishment of efficient system for control and monitoring of the NRW within PUC management activity which will guarantee significant reduce of such costs, up to 10% in the implementation period;
- Meeting the significant training requirements/needs for example:
- Awareness seminars for Senior staff and stakeholders (possibility to raise public awareness should be considered)
- Training workshops for engineering and technical staff
- Continuous practical training for field technicians
- Identifying advanced mechanisms to reduce NRW and their incorporation into PUC regular operations as well as drafting internal development documents/long term strategies and business plans involving adequate (tailor made) policy for NRW;
- Developing guidance for accountable and transparent project implementation process, including rising of public awareness for effects of NRW trough access to project information on PUC website.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of participating utilities that have completed an operational performance improvement program. | 1 | 1 |
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | 1 | 1 |
| [NUMBER] of water utilities that the project is supporting. | 1 | 1 |
| [NUMBER] of Competitive Grants completed as planned. | 1 | 1 |

Team

- Philip Weller, Violeta Wolff, IAWD

Partners and responsibilities

Timeline

- November/December 2013: award of concept proposal
- January/February 2014 start of development of a more in depth proposal, contract signature and start of implementation.
- February 2014 Preparing ToR, Hiring of core consultants,
- February 2014 Division of the network in DMA's
- March 2014 Flow and pressure campaign (all network)
- March 2014 IWA Water Balance (all network) IBNET Questionnaire
- June – December 2014 Applying Water Loss Methodologies on selected DMA
- December 2014 Preparing Strategy for water loss reduction (short and long term activities)
- June – December 2014 Training of the Utility staff
- January 2015 Increasing awareness of illegal water use
- February 2015 Presentation in Kumanovo Utility and National workshop presentation

Status

The activities of the project are completed and a final report has been received.

NC.2.23: Capacity development for business planning

Led by

ADKOM

Objective

Government of the Republic of Macedonia proposed a new “Law on the setting of prices for water services”, which has been adopted by the Macedonian Parliament in January 2016. The new Law requires, *inter alia*, that Public Communal Enterprises (PCEs) prepare Business Plans on a multi-annual basis and that these plans form the basis of a tariff adjustment system overseen by an independent regulator (The Regulator will be integrated into the current Energy Regulatory Commission. This brings the preparation of Business plan as a top priority for the PCEs providers of water services in the country.

Target audience

The PCEs providers of water services, which are not involved in the other country programs or projects related to assistance in preparation of Business Plans.

Description and outcomes

The Managing Board of ADKOM identifies as a high priority to organize capacity building workshops on business planning for the utilities which are not included in this project. Taking into consideration that different approaches for developing Business Plan exist, ADKOM will coordinate application of the same approach in each PCEs, based on templates and approach as approved by the Regulator.

The following three major activities have been foreseen:

- ADKOM will organize several technical capacity building workshops on business planning (with an emphasis on requirements of the “Law on the Setting Prices for Water Services”). Those workshops will be organized on country regional level based on agreed approach and templates as approved by the Regulator. It is expected that this activity will involve approximately 30 Utilities
- ADKOM will support six selected Utilities (from participating utilities in the capacity building workshops) in preparing draft business plans. Selection of those utilities will be by ADKOM selection committee (which will be established for the needs of the project), based on previously established selection criteria
- ADKOM will organize final conference for presentation of the project results and overview of the developed utility's Business plans at country level.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|--|----------|--------|
| [NUMBER] of Competitive Grants completed as planned. | 1 | 1 |
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities | +30 | 30 |

Team

- Violeta Wolff, IAWD

Partners and responsibilities

There are no partners envisaged in implementation of activities.

Timeline

- October 2016: Developing the ToR and procurement of consulting services
- December 2016: Coordination of the consent for Business Planning approach on national level
- December 2016: Training material developed
- January – April 2017: Implement a capacity building program – delivering 5 regional workshops for more than 30 Public Communal Enterprises
- April 2017: Six PCEs to be assisted in developing of the Business Plan selected
- April – July 2017: Direct assistance to six (6) selected PCEs into preparation of Draft Business Plans
- August 2017: Organization of the closing Conference

Status

Cooperation Agreement has been signed on 1st September 2016. Implementation ongoing and has led to successful training of utilities and strengthening of the role of ADKOM

| | | | |
|--|--|---|--------|
| NA.2.15: Water utility sector policy support | | | |
| Led by | | World Bank | |
| Objective Improve legal framework for organization, and regulation of water services. | | | |
| Target audience | | Ministry of Environment and Physical Planning, Energy (and Water) Regulatory Agency | |
| Description and outcomes Activity will support strengthening of legal and organizational framework for water service provision, and assist in capacity building and establishment of water service regulation. Activity will be prepared in close cooperation with ADKOM as a national water utility association. | | | |
| Contribution to Program Indicators, targets and progress to date | | | |
| Indicator | | Progress | Target |
| To be defined | | | |
| Team <ul style="list-style-type: none">Stjepan Gabric | | | |
| Partners and responsibilities ADKOM Association of Public Utility Service Providers of the Republic of Macedonia. | | | |
| Timeline <ul style="list-style-type: none">October 2017 – discussion with stakeholders, and definition of activitiesDecember 2017 – hiring of consultants and start of activityMay 2018 - completion of activity | | | |
| Status Following period of instability, new Government has been elected in May 2017, further activities to be determined following engagement with the new Government, and definition of water sector policies, are planned for October 2017. This activity has included support to ADKOM in the roll-out of the DCM including its promotion and the training of utilities in its use and data uploading and validation processes. | | | |

MOLDOVA

| | | |
|---|-------------------------------------|--------|
| NC.2.2: AMAC members retraining on operation of WSS systems [COMPLETED] | | |
| Led by | Moldavian Water Association | |
| Objective Improve the education level and skills of managers, engineers and specialist of Utility companies | | |
| Target audience | All national and local stakeholders | |
| Description and outcomes Training of the target group consisting of 12 managers, 18 chief engineers and 51 specialists in "Efficient Operation of water supply and sewerage systems" to enable some of specialists with the second degree to take positions of chief engineers and chief engineers to replace managers in the future. The target group includes only those who are already working in the Water Utilities. The training will be in accordance with the program of the Technical University of Moldova. Curriculum for vocational retraining in "Operation of water supply and sewerage systems" were developed in two ways: <ul style="list-style-type: none">On the basis of higher technical education other than "operation of water supply and sewerage systems" with total duration of 12months (including lectures, seminars and laboratory works)On the basis of higher non-technical education with total duration of 18 months Strengthening the institutional capacity of the Water Training Center and the water utilities in order to boost operational practice of the water utilities by the Water Training Center – WTC. | | |
| Contribution to Program Indicators, targets and progress to date | | |
| Indicator | Progress | Target |
| [NUMBER] of Competitive Grants completed as planned. | 1 | 1 |
| Team <ul style="list-style-type: none">Philip Weller, Violeta Wolff, IAWD | | |
| Partners and responsibilities <ul style="list-style-type: none">Institute of Advanced Training in the Field of Water Supply and Sewerage | | |
| Timeline <ul style="list-style-type: none">November/December 2013: award of concept proposalJanuary/February 2014 start of development of a more in depth proposal, cooperation Agreement signature and start of implementation.January/February 2014 Preparing ToR, Hiring of core consultantsFebruary, March 2014 The beginning of retraining of people with higher technical educationApril 2015 Cycle completion of retraining, including state exams and diploma project of 23 people with higher technical education.February, March 2014 The beginning of retraining of the group of people with higher non-technical educationSeptember 2015 Cycle completion of retraining, including state exams and diploma project for the group of people with higher non- technical education.October 2015 Preparation and providing a Activity Completion Report | | |
| Status The activity has been completed. | | |

| | | | |
|--|--|----------------------|--------|
| NC.2.24: AMAC members training for customer relation services [On hold-negotiating] | | | |
| Led by | | AMAC | |
| Objective Pending negotiations | | | |
| Target audience | | Pending negotiations | |
| Description and outcomes Pending negotiations | | | |
| Contribution to Program Indicators, targets and progress to date | | | |
| Indicator | | Progress | Target |
| Pending negotiations | | | |
| Team <ul style="list-style-type: none">Violeta Wolff, IAWD | | | |
| Partners and responsibilities Pending negotiations | | | |
| Timeline Pending negotiations | | | |
| Status Pending negotiations. | | | |

| | | |
|--|-------------------------|--------|
| NA.2.12: Moldova policy support | | |
| Led by | World Bank | |
| Objective Consolidate dialogue on rural water and sanitation services and on sector wide strategic financial planning with a view of preparing a water supply and sanitation masterplan (including rural areas), and support the government in the mobilization of other resources such as EU grants. | | |
| Target audience | Ministry of Environment | |
| Description and outcomes This activity will help – together with APASAN and the Steering Committee on Rural WSS Services – to disseminate the findings of the RWSS study to a wider audience. Assuming government interest, this activity will facilitate the development of water supply and sanitation masterplan including rural areas. | | |
| Contribution to Program Indicators, targets and progress to date | | |
| Indicator | Progress | Target |
| [NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers. | 0 | 1 |
| Team <ul style="list-style-type: none">Susanna Smets (lead)Patricia LopezElvira Broeks | | |

Partners and responsibilities

- Ministry of Environment
- APASAN project (financed by ADA and SDC)

Timeline

- March 2017 onwards, depending on government interest

Status

The World Bank has begun discussions with the Ministry of Environment on how best to channel its support. It has been agreed that the World Bank team will provide the support of an international consultant to develop the Terms of Reference (detailed content) of a water and sanitation masterplan including rural areas, which will go to the level of pre-feasibility studies. Along this process, the World Bank will also facilitate the mobilization of other resources such as an EU grant for the actual development of the master plan.

MONTENEGRO

NC.III.5: Support to Benchmarking Activities

Led by World Bank

Objective

Sustain the dialogue on advancing Benchmarking Activities in Montenegro.

Target audience Montenegro Institutions involved in Benchmarking, utilities

Description and outcomes

Montenegro does not currently have any benchmarking scheme in place, and this activity has focused on collection of a first set of utility performance data, as well as promoting the clarification of institutional responsibilities for benchmarking activities in the country. Establishment of an eventual link/feed to DANUBIS is one of the key outcomes expected under this activity. A data collection effort has taken place (with funding from GIZ) involving 12 utilities and the data will be loaded up to DANUBIS and a workshop is planned to review how to proceed further on this action.

The Government of Montenegro has expressed support for the development of a customized platform for data collection and is participating in the DANUBIS working group on this.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance. | 1 | 1 |
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | +30 | +5 |

Team

- Stjepan Gabric (lead)
- Phil Weller

Partners and responsibilities

- WAMNE Waterworks Association of Montenegro –coordination of activities and serving as a hub
- Participating water utilities in Montenegro – data collection and input
- Ministry of Sustainable Development and Tourism - coordination of activities and serving as a hub in the second phase
- Participating water utilities in Montenegro – data collection and input
- NBC National Benchmarking Coordinator – assistance to utilities in data collection and input
- RBC Regional Benchmarking Coordinator – data analysis and report preparation

Timeline

- Apr 2015: Technical Workshop – preliminary findings presentation, discussion about definitions (approx. 75% data collected)
- Jun 2015: Draft Report preparation, and delivery to utilities for final comments
- Jul 2015: Sectorial Workshop – presentation of Draft report and discussion on follow-up activities in National Benchmarking
- Jun 2015: Decision of WAMNE on further methodology of National benchmarking initiation in Montenegro
- Fall 2017: Next cycle (second phase) of collection and verification of data for 2015 and 2016 adopted to MNE conditions and Government plans. A decision on the next steps has been taken in coordination between the Ministry and Association, using a customized data collection portal as part of DANUBIS
- May 2017: Sectorial Workshop – presentation of Draft final benchmarking report and discussion on follow-up activities in National Benchmarking

Status

Implementation of activity has started with introductory **Orientation and Training Workshop** that was held in Podgorica on December 17th, 2014, and had the objective to familiarize utility representatives with proposed benchmarking approach and methodology. The workshop was attended by representatives from: Budva, Cetinje, Kolašin, Kotor, Nikšić, Plav, Podgorica, Rožaje and Ulcinj, including representatives from the Regional Waterworks Montenegrin Coastal Area, Vodacom and Utility Association. During the workshop participant were familiarized with benchmarking concept based on IB-Net, working materials, plan of activity, and role and responsibilities of activity team in each of participating institutions. Next steps have been collection and input of benchmarking data that needs to be completed by mid-May, and was followed by data verification and analysis. The results of this exercise have been presented on 11 September 2015.

Continuation of benchmarking activity in Montenegro will be done in a form of customized data collection that will collect both, operational and regulatory indicators, and by using DCM platform, developed as part of DANUBIS, under responsibility of Ministry of Sustainable Development and Tourism, and in close cooperation with Association of Water Utilities.

Next round of benchmarking activities is planned to start in September 2017.

NC.2.25: Preparation for implementation of reforms in the area of utility services**Led by**

Ministry of Sustainable Development and Tourism

Objective

Through drafting the Law on Utility Services and by-laws, and the transfer of knowledge and experiences of other countries in the Danube Basin, to enable implementation of reform of utility services in Montenegro and establish a system of organizing activities in this area in such a way as to ensure effective, sustainable and quality provision of utility services.

Target audience

Staff of the Ministry of Sustainable Development and Tourism, future regulatory body (current Energy Regulatory Agency) and Association of Water Supply and Sewerage Companies

Description and outcomes

In 2013, the Government of Montenegro adopted a document entitled “Priorities in Utility Services – Reform Agenda”. The main objective of the reform of utility services is to establish a system of organizing activities in this area in such a way as to ensure effective, sustainable and quality utility services, since the current system has shown a lot of shortcomings, and because most local governments cannot adequately respond to all challenges in this area. Measures proposed in the Action Plan are largely based on the solutions that must be defined by the new Law on Utility Services and by-laws, the drafting of which is planned in the second half of 2016 and in 2017. The by-laws that should be prepared need to create a legal basis for implementation of the reform around utility services. Therefore, the Ministry of Sustainable Development and Tourism, which is responsible for the area of utility services, requires assistance and transfer of the experience of other countries in the Danube region, particularly regarding the establishment of a regulatory body, establishment of benchmarking and a pricing (tariff) methodology at the national level.

Drafting the by-laws in the area related to the establishment of the regulation of water supply and sewerage services in Montenegro: The Ministry will establish a working group which will be supported by the external experts. Workshops where experience of the Regulators from the several countries of the Danube region will be presented, are planned as well.

Drafting the by-laws on establishing the national benchmarking: The Ministry will also establish working group which will work under the guidance of the external expert to ensure transfer of the experience of the other countries in the region. The expert will also prepare guidelines for application of the national benchmarking.

Drafting the by-laws related to the establishment of a tariff policy and methodology: In the same way as for the above described activities, the Ministry will establish working groups to be supported by the external experts who will ensure transfer of the experience of the other countries of the Danube region. Result of this activity will be the tariff policy and methodology per the Law on Utility Services.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|----------------------|----------|--------|
| Pending negotiations | | |

Team

- Violeta Wolff, IAWD (lead)
- Stjepan Gabric, World Bank

Partners and responsibilities

Ministry of Sustainable Development and Tourism is the line institution in Montenegro responsible for policy in the field of public utilities, and has a Directorate which deals only with the issues of utility services. In addition to these target Institutions, future Regulator (current Energy Regulatory Agency) and Association of Water Supply and Sewerage Companies, experts from similar institutions of the Danube basin countries, with their rich experience on the project topics, are expected to be involved.

Timeline

- October – December 2016: Hiring experts to establish regulation in the water supply and wastewater sector. Establish Working Group within the Ministry
- October – December 2016: Hiring experts to assist in establishment of benchmarking in the water supply and wastewater sector. Establish Working Group within the Ministry
- October – December 2016: Hiring experts to assist in establishment of pricing policy and methodology. Establish Working Group within the Ministry
- December 2016 – March 2017: Experts on all three topics are carrying out their tasks
- March 2017 – July 2017: Organizing workshops to transfer knowledge on regulatory issues, benchmarking and pricing policy and methodology from the other countries of the Danube region
- August 2017: Experts on all three topics are delivering their final reports
- September 2017: Preparation of brochures and promotion material

Status

Cooperation Agreement has been signed on 1st October 2016. Implementation ongoing.

NA.2.13: Montenegro policy support**Led by**

World Bank

Objective

Improve legal framework for organization and regulation of water services.

Target audience

Ministry of Sustainable Development and Tourism, and secondary water utility service providers in Montenegro

Description and outcomes

Activity will support strengthening of legal and organizational framework for water service provision in Montenegro, and assist in capacity building and establishment of water service regulation. Activity will be prepared in close cooperation with WAMNE as a national water utility association. The activity will also be closely linked with the Competitive Grant received by the Ministry (refer to activity NC.2.25).

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---------------|----------|--------|
| To be defined | | |

Team

- Stjepan Gabric (lead)

Partners and responsibilities

- Ministry of Sustainable Development and Tourism
- WAMNE Waterworks Association of Montenegro

Timeline

- Summer 2017 – discussion with stakeholders, and definition of activities
- December 2017 – hiring of consultants and start of activity
- May 2018 - completion of activity

Status

DWP and Ministry are in close contact, looking at the next stage in sector reform process and Ministry needs. With activity NC.2.25. under implementation, it can be expected that this activity will be defined and implemented before summer 2018. A meeting with new sector authorities that will define actions supported under this activity is scheduled for early July 2017.

ROMANIA

NC.2.3: Strengthening capacity of the Water Training Center and water utilities [COMPLETED]

Led by ARA / Water Training Center

Objective

Boost the operational practice of the water utilities by strengthening the institutional capacity of the Water Training Center and the transfer of international good practice and knowledge and to attract new members from young water professionals pool

Target audience 25 regional water utilities

Description and outcomes

The project will support the WTC in their efforts to disseminate the international good practices and prepare 4 updated curricula for trainings in the following areas: communication, wastewater treatment, human resources and non-revenue water. The aimed target group is 25 people from operational and middle management of water utilities who once selected and trained shall become future trainers of the WTC in each specific area.

Additionally 20 young water professionals shall participate in a summer school where they shall improve their personal communication skills which shall bring them closer to the water sector as well as increase the visibility of the WTC in common activities with Young Water Professional.

The training curricula developed initially for DEX summer school assembles and integrates postgraduate course material of different specialists from leading research groups around the world. This was subsequently translated and adapted by the trainers – two selected YWPs in order to offer a broad and thorough overview on biological waste water treatment processes and practices to 23 Romanian Young Water Professionals.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | 0 | 20 |
| [NUMBER] of participating utilities that have completed an operational performance improvement program. | 0 | 20 |
| [NUMBER] of Competitive Grants completed as planned. | 0 | 1 |

Team

- Philip Weller, Violeta Wolff, IAWD

Partners and responsibilities

- ARA
- Water Training Center

Timeline

- November/December 2013: award of proposal
- January/February 2014 start of development of a more in depth proposal, contract signature and start of implementation.
- June 2014 attendance of the DEX summer school
- December 2014 training delivery by selected YWPs to 23 Romanian Young Water Professionals
- Preparing ToR, Hiring of core consultants, development of concrete course
- February – April 2014 delivery of four thematic courses
- Beginning of May 2015 – completion of the project

Status

The project progress experienced slight delay due to the late contracting of the project management staff. Out of four planned trainings, only one has been carried out. Other activities have been canceled.

| | | | |
|---|--|-------------------------|--------|
| NA.2.14: Romania policy support | | | |
| Led by | | World Bank | |
| Objective | | | |
| Consolidate dialogue on rural water and sanitation services, ideally with the objective of developing a stronger subsequent engagement (RAS or lending) | | | |
| Target audience | | Ministry of Environment | |
| Description and outcomes | | | |
| This activity will support a comprehensive diagnostic underway by the World Bank Water GP of the Romanian water sector, covering all sub-sector i.e. WSS services, irrigation and water resources management. In particular, with regards to the analysis of access to the services in rural areas, it will build on the findings of the RWSS study (<i>RA.5: Services beyond the public utility service areas</i>) and seek to develop a deeper engagement on how the Government of Romania can address the significant disparities in service access and quality between urban and rural settlements. | | | |
| Contribution to Program Indicators, targets and progress to date | | | |
| TBD | | | |
| Indicator | | Progress | Target |
| To be determined | | NA | NA |
| Team | | | |
| <ul style="list-style-type: none">Susanna Smets (lead)Patricia Lopez, Elvira Broeks | | | |
| Partners and responsibilities | | | |
| <ul style="list-style-type: none">Ministry of EnvironmentOthers TBD | | | |
| Timeline | | | |
| <ul style="list-style-type: none">September 2017 for finalization of the Diagnostic | | | |
| Status | | | |
| This diagnostic is well underway and will be finalized in September 2017. Preliminary results will be presented and discussed with other stakeholders, including the EC (DG Regio, DG Env, Jaspers) and IFIs (EBRD, EIB) to ensure synergies with other ongoing initiatives in the country. | | | |

SERBIA

NA.2.5: Support for Serbia's EU accession process in the WSS sector

Led by World Bank

Objective

Support the Serbian Government in developing an EU accession negotiation position for the Water Supply and Sanitation (WSS) sector by providing just-in-time expertise, access to international experience and targeted analytical support.

Target audience Key policy-makers and shapers in the WSS sector in Serbia

Description and outcomes

This activity will consist in an initial engagement centered around the upcoming start of accession negotiations between Serbian and the EU and in particular the expected consequences for the WSS sector. The GoS, through the Ministry of Agriculture, has expressed interest in Bank support on two specific and complementary points:

- A rapid review of current bulk water pricing practices and potential for adjustment, with a perspective of generating additional funding for the convergence process with the EU Water Framework Directive and daughter directives;
- Awareness raising activities around the challenges and opportunities of the EU accession process for the water and sanitation sector, based on the experience of neighboring countries and a rapid review of specificities of the Serbian water sector.

It would be expected that based on those initial actions, further activities could be developed to involve limited analytical work helping the Serbian delegation to prepare its negotiation position for chapter 27 and more specifically the WSS sector, as well as complementary sector reforms. Such follow-up activities would however have to be discussed separately and additional funding would have to be mobilized accordingly.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 0 | 20 |
| [NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers. | 0 | 1 |

Team

- Patricia Lopez (lead)
- James Hunt: Environmental economist / bulk water pricing specialist
- Elvira Broeks, Nikola Ille

Partners and responsibilities

- Ministry of Agriculture / Water Directorate.

Timeline

- Winter 2015: contracting of consultant, initial kick-off mission
- Spring 2015: TA on bulk water pricing, main reports provided to Water Directorate
- Fall 2015: Validation of first phase of reports (delayed).
- Summer / fall 2016: next steps pending agreement.

Status

The first phase of the activity was completed with the submission of draft reports on the proposed decrees for water services pricing, and the impact of the new methodology on tariffs and affordability. Subsequent activities will be based on feedback from the counterparts, which has been very delayed. In June 2016, the Water Directorate reiterated its interest for the support on this area as well as others, and discussions are on-going on next steps.

NC.III.6: Serbia Support to Benchmarking Activities**Led by**

World Bank

Objective

Sustain the dialogue on advancing Benchmarking Activities in Serbia

Target audience

Serbia Institutions involved in Benchmarking, utilities

Description and outcomes

For a number of years, Serbia's Ministry of Urban Planning and Public Works and more specifically its Inspection Directorate have collected utility data manually, in a limited manner and without apparent direct use. Under this activity, the Ministry will partner with the Chamber of Commerce and the Water association to transform this ad-hoc process into a more institutional one.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|--|----------|--------|
| [[NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance. | 0 | 1 |
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | +220 | +220 |

Team

- Patricia Lopez (lead)
- Philip Weller, Ninoslav Petrovic, Elvira Broeks

Partners and responsibilities

- Ministry of Construction, Transport and Infrastructure
- UTVSI
- Serbian Chamber of Commerce

Timeline

- September 2014: discussions with key sector counterparts to agree on course of action
- October 2014: selection of national consultant, start of work, workshop at the Chamber of Commerce
- February 2015: utility association / chamber of commerce / national government discussions on launching benchmarking process
- Spring / Summer 2015: data collection
- Fall 2015: final report preparation and final workshop
- Winter 2016: launch of 2nd benchmarking cycle
- May 2016: signature of the DANUBIS DCM MoU
- 2016-2017: further benchmarking cycles.

Status

The first phase of this activity has completed and Performance data has been collected from a record 111 utilities with the close support of the Ministry. The data has been analyzed, checked for inconsistencies and made available to IB-Net. The final reports to the Ministry and the participating utilities have been delivered through a final workshop in November 2015. Subsequently, a 2nd benchmarking was launched in February 2016 and data collection is currently on-going. Support in the launching of the DCM, including capacity building for the utilities and supervisory entity on its use and data validation processes has been agreed upon with UTVSI and will be implemented in 2017.

NC.2.14: Performance improvement of the water utilities in South Serbia
[COMPLETED]

| | |
|---------------|-------------|
| Led by | PUC Naissus |
|---------------|-------------|

Objective

Form the Association for water preservation and protection in the South of Serbia in order to improve the performance of Water Utility companies.

| | |
|------------------------|-----------------------------|
| Target audience | Water Users in South Serbia |
|------------------------|-----------------------------|

Description and outcomes

Public Utility Company "Naissus" as a leading partner will be in charge of attracting interested public from all 26 local self-governments, where informative meetings will be held about establishment of the Association. PUC "Naissus" will provide premises for the Association work.

The main activities of the Association will be to promote work performance of the local waterworks, as well as protection of the natural resources in the South of Serbia. The Association will also work on promotion of the integrated water management, to enforce measures regarding the promotion of the energy efficiency of the water regime and protecting water from the pollution.

In order to perform efficient communication and information exchange, interactive website will be created, containing all relevant information regarding drinking water quality status in the territory of South Serbia, among other information.

Within educational campaign for the occasion of promoting the World Water Day, exhibition of elementary schools pupils' on a subject "Water – the spring of life" will be carried out.

Founding Assembly of the Association is planned for March 2015, preceded with the activities like drafting the founding Association acts and the Statute.

Team

- Philip Weller, Violeta Wolff, IAWD

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|--|----------|--------|
| [NUMBER] of Competitive Grants completed as planned. | 1 | 1 |

Partners and responsibilities

- Aarhus center of the South and East Serbia
- Faculty of sciences, Nis, Serbia

Timeline

- November/December 2013: award of concept proposal
- January/February 2014: start of development of a more in depth proposal, contract signature and start of implementation.
- Preparing ToR, Hiring of core consultants, development of concrete course
- Refurbishment of the future Association premises
- March 2015: Founding of the Association
- May 2015: completion of the contract

Status

The activity is completed.

NC.2.5: DVGW technical rules Training of Trainers [COMPLETED]**Led by**

Association for water technology and sanitary engineering (UTVSI)

Objective

Translate into Serbian language German Standards and norms for water supply and initiating a discussion on these documents within Serbia and with neighboring countries. Share knowledge and exchange with water supply experts speaking similar languages. Publish technical regulations in order to enable their safe and effective implementation in compliance with the current European technical regulations and experiences.

Target audience

Serbian water utilities, water sector professionals in four former republics of Yugoslavia with similar languages.

Description and outcomes

- Technical rules for drinking water will be translated, edited and adapted to the Serbian technical practice and terminology. Within the project framework, there are 11 technical rules to be translated.
- Informing of the responsible authorities on the new technical regulations harmonized with EU directives, regulations and standards on drinking water.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|--|----------|--------|
| [NUMBER] of Competitive Grants completed as planned. | 1 | 1 |

Team

- Philip Weller, Violeta Wolff, IAWD

Partners and responsibilities

- DVGW

Timeline

- January/February 2014: start of development of a more in depth proposal, contract signature and start of implementation.
- Preparing ToR, Hiring of consultants, development of concrete course
- Up to the end of March 2015: Contract has been extended for three months –
- February / March 2015: printing of ca. 200 copies of each technical standard

Status

The activity has been completed.

NC.2.26: Introduction of technical safety management in Serbian water utility companies

| | |
|---------------|---|
| Led by | UTVSI Association for Water Technology and Sanitary Engineering |
|---------------|---|

Objective

The aim of the action is to develop the capacity of UTVSI for implementation of Technical Safety Management – TSM – and awareness of the need for TSM among water utilities to provide safe water supply.

| | |
|------------------------|--|
| Target audience | Target audience can be divided in the following groups: 1) interested water supply utility companies in Serbia, 2) UTVSI experts and 3) interested water supply utility companies in the Danube region |
|------------------------|--|

Description and outcomes

DVGW Technical Safety Management – TSM for water supply companies is a specific technical safety management tool which refers to all related legislation / regulation, all related technical rules and standards which should be respected by a water supply company. As a reliable technical safety tool, it is also being implemented in wastewater, gas and electricity sectors. TSM represents a management measure to guarantee correct implementation of the Technical Standards. The main aim of the TSM is to support supply companies in legal certainty of their organizational structure and operational processes and to guarantee a safe and hygienic water supply. The TSM inspection certificate documents the success of this process and fulfillment of requirements of technical safety.

Action is planned in the following 6 steps:

- Preparation phase for introduction of TSM will be executed with the intention to improve risk based process oriented management in all phases of water supply chain through the implementation of the DVGW extended WHO Water Safety Plans
- Translation of TSM relevant DVGW Technical Rules for drinking water in Serbian language. With the remark that out of 70 for TSM relevant documents, majority had been already translated and published in Serbia and Bosnia and Herzegovina, with the support of the Danube Water Program
- Training and certification of TSM experts of UTVSI who would be capable to provide training, consultancy, and advisory services for TSM both at national and regional level. Mentoring and training of selected UTVSI experts would be provided by DVGW experienced staff with the final examination of UTVSI experts.
- Establishing and development of the new consultancy and training modules for TSM within the UTVSI Competence Education Centre for Serbia and the region
- Execution of pre-assessment survey among water supply utilities in the Danube region based on a tailored questionnaire regarding expectations and interests for TSM implementation

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|----------------------|----------|--------|
| Pending negotiations | | |

Team

- Violeta Wolff, IAWD

Partners and responsibilities

Main partner in the project is DVGW (Deutscher Verein des Gas- und Wasserfaches) which is one of the most respected intuitions in the water sector worldwide. DVGW has edited more than 400 technical rules for drinking water which set the standard in both Germany and within Europe for the high safety combined with the best possible efficiency. Among its numerous activities, DVGW develops and implements TSM in both gas and water sectors. Currently, TSM is implemented in 436 water supply companies, 420 gas companies, 13 wastewater utilities and 306 electricity companies in Germany.

Timeline

- September – November 2016: Selection of the Technical Safety Management (TSM) relevant documents
- March – August 2017: Translation, editing, proof-reading and preparation of print-ready TSM documents
- June 2017: TSM training – selection of UTVSI trainees and carrying out the training
- March – August 2017: Development of the TSM guide in Serbian language (translation of DVGW TSM guide, adaptation of documents with Serbian legislation and regulations)
- August 2017: Awareness raising of TSM in Serbian water utilities

Status

Cooperation Agreement has been signed on 31st August 2016. Implementation ongoing.

UKRAINE

| | | |
|---|--|--------|
| NA.2.7: Support regulatory capacity building in Ukraine | | |
| Led by | World Bank | |
| Objective | | |
| Support the organization of a training event on utility regulation under the existing legal framework | | |
| Target audience | Ukrainian water sector regulator, utility managers | |
| Description and outcomes | | |
| The program plans to support an activity aimed at development of the regulatory capacity of the Ukrainian water sector regulator that was recently established. The activity may facilitate an exchange between the Portuguese and Ukrainian water regulators or offer training by an international regulatory expert (e.g. Sanford Berg from the Public Utility Research Center) to utility managers. The program will work closely with Ukraine Infrastructure Project 2 (UIP2) to deliver this activity. | | |
| Contribution to Program Indicators, targets and progress to date | | |
| Indicator | Progress | Target |
| [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities. | 40 | 20* |
| [NUMBER] of female representatives that benefited from capacity building activities. | Tbc | tbc |
| Team | | |
| <ul style="list-style-type: none">Sana Al-Nimer (lead)Ivaylo Kolev, Caroline van den Berg | | |
| Partners and responsibilities | | |
| <ul style="list-style-type: none">Ukraine Urban Infrastructure Project 2 | | |
| Timeline | | |
| <ul style="list-style-type: none">February 2014: in-country discussion on the details and timeline of the activitySpring 2015: renewed discussion by UIP2 Bank team with regulatorAugust 2015: workshop in Kiev for regulatory staffJuly 2017: utility performance workshop | | |
| Status | | |
| The activity is significantly delayed because of a complete change of management in the regulatory agenda in the fall of 2014, but a second attempt to implement it took place early 2015 under the initiative of the UIP2 team and the training workshop finally took place late August 2015. Mutual interest to continue benchmarking support in Ukraine under the second phase of the Program, continues to exist and a workshop focusing on sharing best practices for improvement of utility performance improvement has been planned for July 2017. | | |

| | |
|--|-------------------------------------|
| NC.III.10: Support to national EBC/Danube hub for Ukraine | |
| Led by | IAWD |
| Objective Promote the creation of a self-sustaining national utility benchmarking hub supporting Ukrainian utilities in performance improvement. | |
| Target audience | Utilities in the targeted countries |

Description and outcomes

This activity will support the creation of one of the regional utility benchmarking hubs catering to utilities in Ukraine. The hub itself will be part of a regional network of hubs promoted by the Program in close coordination with the European Benchmarking Cooperation, as outlined under activity RC.III.2.

Contribution to Program Indicators, targets and progress to date

| Indicator | Progress | Target |
|---|----------|--------|
| [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries. | 0 | 7 |
| [NUMBER] of participating utilities that have completed an operational performance improvement program. | 0 | 8 |
| [NUMBER] of water utilities that the project is supporting. | 8 | 8 |

Team

- Philip Weller (lead)
- Violeta Wolff

Partners and responsibilities

- EBC
- Ukrainian utility association

Timeline

FA first cycle of utility Benchmarking has been organized in 2015 with 8 utilities participating and will be completed in fall 2015. Recruitment of additional utilities for 2016 is underway and plans are being developed to expand the HUB work in 2016.

Status

End of 2015 planning for a second cycle of Benchmarking will begin. The Hub has 8 utilities in the program for 2015 and reports are being generated.

The program was supported again in 2016 and led to a larger number of utilities participating (14). A trip of these utilities to Germany to view German practices in WS S was also supported by the Bavarian Government. It is planned that this program will be continued in 2017 as part of the Regional Benchmarking program of IAWD. Additional utilities are planned to be recruited and further steps to achieve sustainability taken.

NC.2.27: Improvement of customer service level in Ivano-Frankivsk Utility**Led by**

Ivano-Frankivskvodoekotekhprom

Objective

The "Ivano- Frankivskvodoekotekhprom" Utility strategic task is to become the organization with high level of trust to the quality of water supply and wastewater treatment services that meet European standards. Implementation of the Quality Management System ISO 9001 should become one of the steps towards this goal. This will significantly increase the level of customer service that in turn will help to reduce operating costs and the number of personnel.

| | | | |
|---|---|----------|--------|
| Target audience | Customers of the “Ivano- Frankivskvodoekotekphrom” Utility and the other Ukrainian utilities. Ukrainian utilities remain outdated enterprises both from technical and management point of view. Technical modernization will not bring essential improvements without modernization of management of the enterprise – corporate development. That is why the efficient implementation of Quality Management System by “Ivano- Frankivskvodoekotekphrom” Utility will allow developing an action plan for other utilities interested in experience exchange and implementation of similar customer oriented changes. | | |
| Description and outcomes | | | |
| A number of measures shall be taken for the implementation of Quality Management System: | | | |
| <ul style="list-style-type: none">- Training of the personnel to modern methods of quality management in accordance with the requirements of ISO 9001-2000 shall be conducted: cycle training – consultations with representatives of non-government organizations, independent consultants, etc.- Identification of all level of customers’ expectations regarding provided services, the initiation of measuring of the level of satisfaction with these services by means of survey and consideration of consumer’s suggestions- Standards of service quality shall be set as well as introduction of corporate culture- Internal audits of quality management system and conduction of training for internal auditors of the officials who will be responsible for inspections- Implementation of a system of electronic management and workflow will allow automatic record of incoming-outcoming correspondence, appeals from citizens, keeping of records and thus minimize the “human factor”- Implementation of a “single point of contact” and an “electronic queue” systems for the convenience of consumers that will include training, equipping of facilities and software development- Access to information about company operation shall be provided, competent advice on the procedures shall be given. An online customer service system needs to be expanded and improved | | | |
| Contribution to Program Indicators, targets and progress to date | | | |
| | Indicator | Progress | Target |
| | Pending negotiations | | |
| Team | | | |
| <ul style="list-style-type: none">• Violeta Wolff, IAWD | | | |
| Partners and responsibilities | | | |
| “Ivano- Frankivskvodoekotekphrom” Utility belongs to the local community. The Utility has 36 structural units and 633 employees. Around 30 projects have been implemented within last 5 years, like Water Disinfection plan and Waste Water Treatment Plant reconstruction. | | | |
| Ivano – Frankivsk City Council is partner in the project. | | | |
| Timeline | | | |
| <ul style="list-style-type: none">- February 2017: Development of Quality Management System- June 2017: Implementation of Quality Management System, Running the system in test mode- July 2017: Registration of ISO Certificate 9001: 2015- September 2017: Reporting, training and competence development | | | |
| Status | | | |
| Cooperation Agreement has been signed on 1 st September 2016. Implementation ongoing. | | | |



Smart policies, strong utilities, sustainable services

www.danube-water-program.org
office@danube-water-program.org

The World Bank / IAWD Danube Water Program supports smart policies, strong utilities, and sustainable water and wastewater services in the Danube Region by partnering with regional, national and local stakeholders, promoting an informed policy dialogue around the sector's challenges and strengthening the technical and managerial capacity of the sector's utilities and institutions.



Patricia Lopez
World Bank program leader

c/o World Bank
A – 1020 Vienna, Praterstrasse 31/20
++ 43 1 217 07 38
plopez@worldbank.org



Philip Weller
IAWD Head of Technical Secretariat

c/o World Bank Office
A – 1020 Vienna, Praterstrasse 31/20
++ 43 1 217 07 48
weller@iawd.at