



DANUBE
WATER
PROGRAM

Smart policies, strong utilities, sustainable services

OCTOBER 2019

PHASE III

WORK PLAN

October 2019

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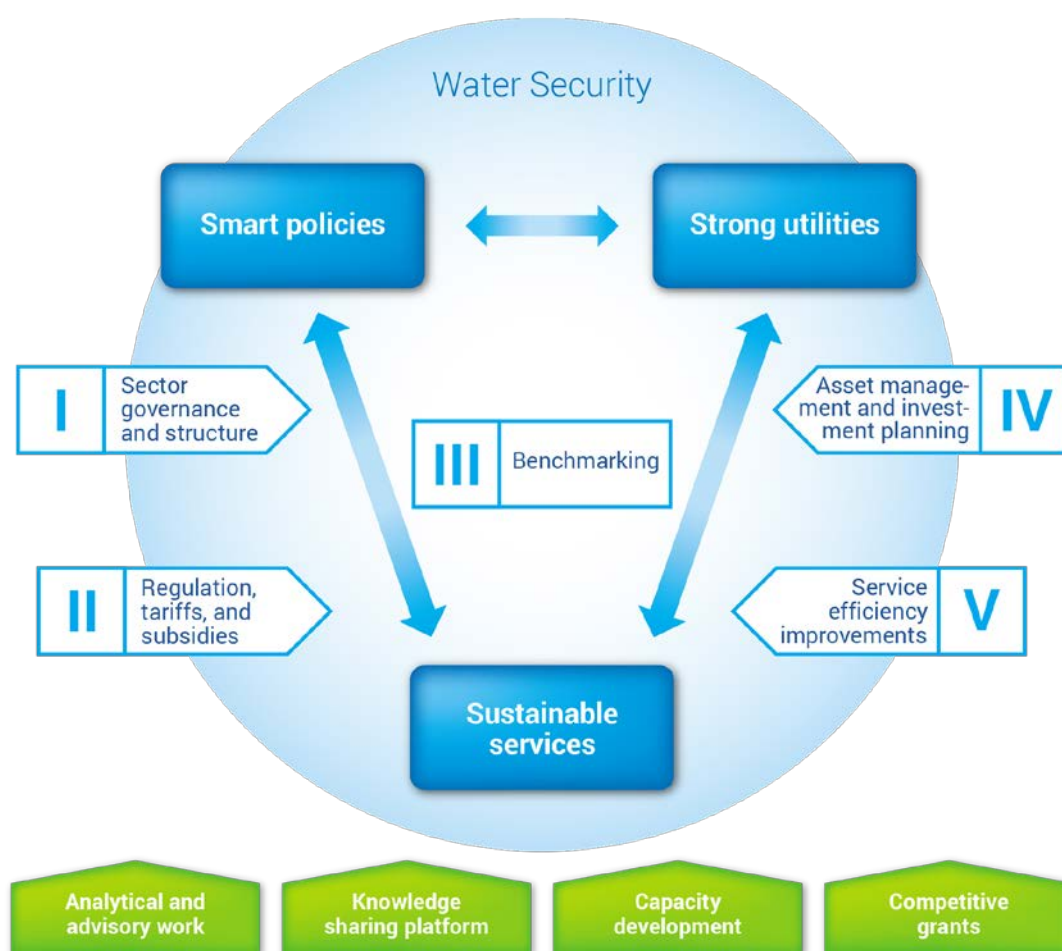
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INTRODUCTION

This document presents the updated Work Plan of the Danube Water Program (“DWP” or “the Program”), as of October 2019. This version replaces the previous Work Plan for the implementation of the Program, approved by the Steering Committee in November 2019, and covers all continued and proposed new activities under Phase III of the Program. The activities already completed under Phase I and Phase II have been removed from the Work Plan, which therefore provides forward-looking information on the ongoing and planned upcoming activities.

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. In addition, it includes activities corresponding to the expanded scope of the program under the Phase III to include *Water Security* activities under the World Bank implemented analytical and advisory work.



This updated Work Plan is consistent with the Program’s objective and revised results framework as agreed upon during the Phase III preparation. It also reflects progress made and feedback received since July 2019. 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* on page 8 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 areas of work they correspond to.
- ▶ *Results Framework Overview* on page 10 offers an overview of the Danube Water Program's revised targets, current progress and expected results.
- ▶ The *detailed regional activity sheets* starting on page 13 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* starting on page 49 provide the same information for country-level activities.

In this version of the Work Plan the financing gap for phase III has been reduced from the previous version. This was done through a combination of downsizing or re-thinking activities which did not materialize as expected during Phase II, complementing available DWP funding with additional resources that were identified for some of the ongoing analytical work under Component 1, and savings by IAWD on some projected costs under Component 2.

As it was the case under the first and second phase of the Danube Water Program, the Work Plan for Phase III of the DWP does not commit more resources than currently available for Component 2 of the program. One area in particular is underfunded: the D-LeaP activities. Efforts will be made to obtain additional resources to increase the funding available for this activity.

Compared to the previous version, the main changes are:

- ▶ All regional analytical activities were completed as planned during Phase II, including the latest publication, the State of the Sector Report – Update 2018. For Phase III, resources have been allocated to a regional Water Security Diagnostics to be elaborated in 2019 and 2020.
- ▶ At the country-level, about half of the analytical activities were completed as planned by December 2018, while ongoing ones will continue under Phase III carrying forward a revised (or maintained) budget from Phase II. Under Phase III, additional funds have been earmarked (put under a place holder) for future national analytical and advisory work in both water supply and sanitation and water security issues. The specific activities to be supported at national level will be defined as country priorities are further clarified.
- ▶ Support to national benchmarking activities have been further defined, as countries have rolled-out the Danubis DCM platform as a data collection and management system in the countries (BiH, Serbia, Kosovo, North Macedonia and Montenegro) and the need for continued support for local capacity building and data collection exercises have been evidenced. Support for benchmarking activities will be continued via funds from Component 1 under Phase III. Furthermore, resources have been allocated to national benchmarking activities in a number of countries, aiming to maximize the use of the DANUBIS DCM platform. This has been done to support the existence of a performance data collection and benchmarking system in each country to inform sector policies and WSS utility industry at the national level, as well as the public availability of utility performance information (much needed to conduct international benchmarking, tracking

official aid effectiveness, undertaking research and analytical work, and overall to add to global sector knowledge for evidence-based policies).

- ▶ In addition, under Component 2 a new platform building on the DANUBIS DCM platform is developed as a replacement of the EBC platform to be used under the Utility Benchmarking Program. The use of the Utility Benchmarking Platform is focused on data collection for utility improvement.
- ▶ All activities related to the utility benchmarking as well as the leading utility benchmarking program by IAWD under Component 2 have now been consolidated into one work plan activity, which is RC.III.2 D-LeaP Utility Benchmarking Program, and the budget has been allocated accordingly.
- ▶ Leadership of the Danube Water Program and of individual activities have been adjusted reflecting recent changes in the team composition.

OVERVIEW OF PROGRAM ACTIVITIES

Note: Activities that were discussed in the previous version of the Work Plan but were discontinued or completed have been removed in this version of the Work Plan. Numbers in [brackets] indicate the page number of the 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.7: Regional Water Security Diagnostic [13] 	<ul style="list-style-type: none"> NA.2: Targeted analytical and advisory support in Flagship countries [49] (refer to next page for full list)
C Capacity Development	<ul style="list-style-type: none"> RC.2: IAWD Strengthening Support [15] RC.3: D-LeaP Danube Learning Partnership for Sustainable WSS services [17] <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 [19] RC.I.3: Regional exchange on water security topics [21] <p>Pillar II: Regulation, tariffs and subsidies</p> <ul style="list-style-type: none"> RC.II.1: Regional support on WSS sector regulation [22] <p>Pillar III: Benchmarking</p> <ul style="list-style-type: none"> RC.III.1: Regional PI System initiative (DANUBIS) [24] RC.III.2: Benchmarking for utility improvement (EBC/Danube) [26] RC.III.3: IAWD Benchmarking for Leading Utilities [28] <p>Pillar IV: Asset management and investment</p> <ul style="list-style-type: none"> RC.IV.1: D-LeaP Asset Management program [30] RC.IV.2: D-LeaP Utility Access to Financing program [32] <p>Pillar V: Service efficiency improvement</p> <ul style="list-style-type: none"> RC.V.1: D-LeaP Energy Efficiency program [34] 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 [40] RC V.6: D-LeaP Management training program [42] 	<ul style="list-style-type: none"> NC.III.1: National Benchmarking Systems Support [50] (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 [45] RS.5: DANUBIS water platform development [47] 	

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. [52] NC.III.8: Support to regional EBC/Danube hub for Albania and Kosovo [53] 	<ul style="list-style-type: none"> NC.2.13: BiH, Me and Se Strengthening Capacity of Water Utilities with Benchmarking
Albania	<ul style="list-style-type: none"> NA.2.1: Water Supply and Sanitation Sector Support [54] 	<ul style="list-style-type: none"> NC.III.11: Albania support to benchmarking [56] 	<ul style="list-style-type: none"> NC.2.11: Western Balkans Training Center - Framework & Business Model NC.2.12: Training Course for Business Planning for Water Utility Associations
Bosnia and Herzegovina		<ul style="list-style-type: none"> NC.III.2: BiH Support to Benchmarking Activities [57] 	
Bulgaria		<ul style="list-style-type: none"> NC.III.9: Formalizing a Self-Financing Utility Benchmarking Program [59] 	
Croatia	<ul style="list-style-type: none"> NA.2.2: Support to Croatia' utility aggregation process [60] 		
Kosovo			
North Macedonia	<ul style="list-style-type: none"> NA.2.15: Water Utility Sector Support [63] 	<ul style="list-style-type: none"> NC.III.4: Support to Benchmarking Activities [62] 	
Moldova		<ul style="list-style-type: none"> NC.III.12 Moldova support to benchmarking [64] 	
Montenegro	<ul style="list-style-type: none"> NA.2.13: Montenegro policy support [67] 	<ul style="list-style-type: none"> NC.III.5: Support to Benchmarking Activities [65] 	
Romania			
Serbia	<ul style="list-style-type: none"> NA.2.5: Support for EU accession process in the WSS sector [69] 	<ul style="list-style-type: none"> NC.III.6: Serbia Support to Benchmarking Activities [71] 	
Ukraine	<ul style="list-style-type: none"> NA.2.7: Support regulatory capacity building [72] 	<ul style="list-style-type: none"> NC.III.10: Support to national EBC/Danube hub for Ukraine [73] 	

RESULTS FRAMEWORK OVERVIEW

PDO LEVEL RESULTS INDICATORS	Base-line	Cumulative Target Values											Status
		PHASE I					PHASE II			PHASE III			
			2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	
Indicator One (New): [NUMBER] of participating utilities that have improved their operational performance as a result of a capacity building program under the Danube Learning Partnership.	0	Planned								5	15	20	On track
		Actual								2			
Indicator Two (Revised): [NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance and are sharing data with IB-NET Danubis.org.	5	Planned	3	3	4	6			6	8	9	10	On track
		Actual	3	3	4	5	7	8	8	9			
Indicator Three (New): [NUMBER] of participating utility associations that have established a hub and are delivering capacity development programs under the Danube Learning Partnership.	4	Planned								5	6	7	On track
		Actual							4	7			
Indicator Four (New): [NUMBER] of target countries in which regulatory and policy recommendations for the water sector have been discussed, endorsed and are being implemented.	0	Planned								2	5	7	On track
		Actual								1			
Indicator Five (New): [NUMBER] Cumulative income generated by IAWD from the implementation of DWP activities (in EUR).	0	Planned								25000	65000	165000	On track
		Actual								0			

INTERMEDIATE LEVEL RESULTS INDICATORS	Base-line	Cumulative Target Values											Status
		PHASE I					PHASE II			PHASE III			
			2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	
INTERMEDIATE RESULTS													
Intermediate Result (Component One): Developed regulatory and policy instruments for improved country framework conditions in Water Supply and Sanitation and Water Resources Management (BETF)													
Intermediate Result indicator One (Revised): [NUMBER] of target countries in which regulatory and policy recommendations on water supply and sanitation have been discussed by decision makers.	0	Planned	0			8			8			10	On track
		Actual		0	2	5	7	7	9	10			
Intermediate Result indicator Two (Revised): [NUMBER] of water supply and sanitation sector regulation and policy reviews conducted.	0	Planned	0			11			22			40	On track
		Actual		0	0	16	17	19	28	32			
Intermediate Result indicator Three (New): [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities on water security topics	0	Planned										40	On track
		Actual								0			
Intermediate Result indicator Four (New): [NUMBER] of sector regulation and policy reviews conducted in water security topics	0	Planned										5	On track
		Actual								0			
Intermediate Result indicator Five (Revised): [NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	0	Planned							3500			5300	On track
		Actual				3896	4206	4313	4727	4837			

Intermediate Result (Component Two): Increased institutional capacity in participating utilities (RETF)													
Intermediate Result indicator Six (Revised): [NUMBER] of participating utilities that have completed an operational performance improvement program under the Danube Learning Partnership	0	Planned	0			15			70			120	On track
		Actual		0	22	49	49	50	79	97			
Intermediate Result indicator Seven (Revised): [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			730	On track
		Actual		85	200	367	515	607	701	795			
Intermediate Results indicator Eight (Revised): [NUMBER] of female representatives that benefited from capacity building activities.	0	Planned							100			280	On track
		Actual				134	197	229	252	280			
Intermediate Results indicator Nine (New): [NUMBER] of curricula developed and offered under the Danube Learning Partnership.	5	Planned										8	On track
		Actual							5	6			
Intermediate Results indicator Ten (Revised): [NUMBER] of water utilities that the project is supporting.	0	Planned							150	195	210	230	On track
		Actual				108	114	135	182	194			
Intermediate Results indicator Eleven (New): [NUMBER] of new members joining IAWD.	0	Planned										9	On track
		Actual							0	3			
Intermediate Results indicator Twelve (New): IAWD revises its membership categories and adopts a revised fee structure	0	Planned								Yes	Yes	Yes	On track
		Actual							No	No			
Intermediate Result indicator Thirteen (Revised): [NUMBER] of participating utility associations that are implementing their business plans.	1	Planned							6				Completed
		Actual				0	0	1	8				
Intermediate Result indicator Fourteen (No change): [NUMBER] of Competitive Grants completed as planned.	0	Planned							20				Completed
		Actual				12	12	17	21				

RA / REGIONAL ANALYTICAL WORK

RA.7: Regional Water Security Diagnostic [New]		
Led by	World Bank	
Objective		
The objective is to develop and overview and to identify key current and future challenges around water security for the Danube region to inform a focused policy dialogue with Danube countries towards building a water secure world for the people, economy and the environment.		
Target audience	Water and Environmental Ministries, International River Basin Organizations, sector professionals, water-related stakeholders	
Description and outcomes		
<p>In the context of the Sustainable Development Goal No. 6 on Water, the World Bank, the European Commission, the United Nations (UN), the ICPDR and other international agencies are promoting an integrated approach to water resources management. The World Bank Water GP vision for Europe is to achieve a water secure future for the people, the environment and the economy of a rapidly changing region, with the objectives of sustaining and leveraging the water resources, delivering water services (beyond drinking water and wastewater management, including also water for agriculture and industrial use), and mitigating water risks (which are increasing considering global warming and climate change). This holistic approach to water sector development is also embedded in the Water Framework Directive of the EU and other directives such as the Floods Directive, with most of the countries in the region striving to achieve compliance.</p> <p>The Danube region is undergoing many demographic, economic, climate and technological changes. Although important work on integrated water resource management is ongoing since many years, an analysis from the aspect of water security is still lacking, which would, however, gain the opportunity to inform a focused policy dialogue towards building a water secure future for the Danube region.</p> <p>Based on the outlined considerations, a Water Security Diagnostic for the Danube region will be conducted, exploring the linkages between water and important development topics. The Water Security Diagnostic will result in two complementary products:</p> <ul style="list-style-type: none">• Regional Water Security Diagnostic, presenting a comparative analysis of the situation in the Danube region;• Water Security Country Notes, presenting a short and structured account of the results for the analyzed countries. <p>The activity will build on and take into consideration the results of other important analytical activities conducted by the World Bank and financed through other sources, including the Regional Water Security Analysis for the Europe and Central Asia Region (ECA), and an analytical activity on the future of irrigation in the Balkans. Furthermore, the results stemming from activities of other institutions will be considered, including e.g. the River Basin and Flood Risk Management Plans elaborated by the ICPDR and ISRBC, studies conducted by the UNECE, etc.</p>		
Contribution to Program Indicators, targets and progress to date		
Indicator	Progress	Target
[NUMBER] of sector regulation and policy reviews conducted in water security topics	0	5
Team		
<ul style="list-style-type: none">• Raimund Mair (Lead)• Stjepan Gabric (Lead)• Kathia Havens• Patricia Lopez		

- Pieter Waalewijn (advice)

Partners and responsibilities

- Water and Environmental Ministries in the respective countries
- ICPDR and ISRBC
- IAWD
- Other relevant water security stakeholders

Timeline

- Autumn 2019: First data collection on water security indicators
- Winter 2020: Workshop for discussing relevant interim-results of ECA Regional Water Security Analysis with Danube countries
- Winter 2020: Concept Note for Danube Water Security Diagnostic
- Spring/summer 2020: Report preparation
- Autumn 2020: Report release

Status

Work on the Regional Water Security Analysis for the Europe and Central Asia Region (ECA), which provides an important basis for the Danube Water Security Diagnostic, is ongoing. Focus of current activities lies on the development of an indicator framework for the analysis and a first data collection.

RC REGIONAL CAPACITY-BUILDING WORK

RC.2: IAWD Strengthening Support [CONTINUED UNDER PHASE III]		
Led by	IAWD	
Objective Strengthen the long-term sustainability of the “International Association of Water Service Companies in 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 include: <ul style="list-style-type: none">• 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. Further partnerships established to strengthen the IAWD include the International Commission for the Protection of the Danube River (ICPDR), the Network of Associations of Local Authorities of South-East Europe (NALAS), the International Water Association (IWA) and the Global Water Partnership in Central and Eastern Europe (GWP CEE). In addition, a core activity funded under RC.2 further establishing the partnership with the national water utility associations, i.e. the meeting of the Roundtable of water utility associations, which has started under phase 1 already, were further continued under phase 2 and will also be organized under phase 3 on a yearly basis.		
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	10
[NUMBER] of female representatives that benefited from capacity building activities	2	5
[NUMBER] of utility associations that have prepared business plans.	1	1
[NUMBER] of participating utility associations that are implementing their business plans.	0	1
[NUMBER] of new members joining IAWD	3	9
IAWD revises its membership categories and adopts a revised fee structure		YES
[NUMBER] Cumulative income generated by IAWD from the implementation of DWP activities (in EUR)		165000
Team <ul style="list-style-type: none">• Philip Weller (lead)		

- IAWD Board and General Secretary: oversight and strategic guidance
- 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
- October 2016: meeting of the Roundtable of water utility associations
- 2017: beginning of membership campaign
- May 2017/2018/2019: First, second and third Danube Regional YWP workshop held in the frame of the Danube Water Conference
- September 2017: meeting of the Roundtable of water utility associations
- End 2017: Start of strategic process within IAWD
- March 2018: meeting of the Roundtable of water utility associations
- May 2018/2019: CEO dinner of the Danube Hub utilities and IAWD members
- May 2018: Presentation of draft IAWD strategy at IAWD General Assembly
- December 2018: meeting of the Roundtable of water utility associations
- 2019: IAWD will carry out an internal development process to support institutional development
- 26-27 November 2019: Meeting of the Roundtable of the Danube region water utility associations and D-LeaP Committee Council
- Fall 2020/2021: Meeting of the Roundtable of the Danube region water utility associations and D-LeaP Committee Council

Status

The Vision and Strategy document that was prepared has been completed and key items in the document have been realized in decisions of the IAWD Board in May 2019 (i.e. change of name of IAWD) and further actions identified in the document will be implemented.

A core action under this activity is the organization of the meetings of the Roundtable of water utility associations that will continue to be organized and managed by IAWD on a yearly basis.

In phase III some very limited financial resources are planned to be used to support IAWD in institutional development and in maximizing the efficiency of internal management arrangements.

RC.3: D-LeaP Danube Learning Partnership for sustainable WSS services [CONTINUED UNDER PHASE III]

Led by

IAWD

Objective

Create a cooperative capacity building program for water utilities in the Danube region. The program will be facilitated by the International Association of Water Service Companies in the Danube River Catchment Area (IAWD) in partnership with national water utility associations.

Target audience

IAWD/national water utility associations, water utilities

Description and outcomes

The State of the Sector report (World Bank, 2015) as well as the capacity building activities carried out under phase 1 identified the need to strengthen the capacity of professional staff working in the sector in several countries in the region. As a result the Danube Learning Partnership (D-LeaP) was designed at the end of phase 1 as a regional, integrated and sustainable capacity building initiative of national water utility associations and IAWD, the International Association of Water Service Companies in the Danube River Catchment Area, to provide a comprehensive curriculum to the staff of water and wastewater utilities located in the Danube region. D-LeaP has been established as a committee of IAWD, composed of representatives of national water utility associations in the region.

A refined concept and business plan for D-LeaP was completed in late fall 2015. The concept was introduced to the Roundtable of water utility associations for adoption and support. The following actions were undertaken in support of the activity:

- 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 builds 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 Planning are included.
- Development of written documentation and training kits on the respective topic in English language
- Development of approaches and methods of delivery of capacity building that use the common curriculum in a structured and focused way relying on, but not necessarily limited to learning by doing
- The establishment of a pool of international experts, who could offer and support the delivery of the training programs on the particular topic
- Convening Training of Trainer sessions to expand the cadre of persons in the region (persons connected to national water utility associations, the Hub trainers), who could provide the training in national languages and support participants in training programs in their national language.
- Establishment of a regular cycle of training programs on specific topics within the period of existence of the Danube Water Program – from December 2015 to the end of 2021
- Preparation of fact sheets and online tools to reinforce and support the curriculum and associated actions
- An evaluation of a model of accreditation based upon capacity building among various countries on specific topics
- Preparation of a business plan to secure the long-term sustainability of capacity building

A declaration to establish D-LeaP was signed by most national water utility associations in May 2016. Revisions to the D-LeaP Business plan and preparation of governance arrangements, management documents (bylaws, hub agreement etc.) were completed in December 2016. The contracting of the first Technical Partners for the development of curricula started in summer 2016. In addition, the D-LeaP website, the D-LeaP Academy and D-LeaP brochures and leaflets have been developed in the course of 2016 and were launched in May 2017.

The first meeting of the D-LeaP Committee Council took place in May 2017 in the frame of the Danube Water Conference, where a Chair and Vice Chair were elected by the national water utility associations. Further on, the D-LeaP Committee Council met in May at the Danube Water Conference and in fall at the meeting of the Roundtable of national water utility associations.

As of December 2018, the Training of Trainers sessions for the expected curricula were completed (EE, CE, AM, WSP, NRW, UBP) and 12 Hubs were launched. In total, 60 trainers have been trained. Over

175 utilities have participated in the courses and improvements at utilities have been achieved. Some income has been generated by IAWD to manage the program, but a lower amount than anticipated, as the timetable for roll-out of the program remained behind schedule, although significant progress could be seen in the course of 2018.

This progress was partially a result of contracting a D-LeaP consultant to work with the potential Hubs in launching their activities. Based on visits to each of the prospective Hubs the consultant concluded that overall commitment to the idea of D-LeaP remains strong, but additional support was needed to secure the launch of Hubs. Overall it became clear that establishment of Hubs is proceeding more slowly than planned (the major reason seems to be anxiety of financial obligations). It is hoped that with small adjustments the process of establishing delivery can be accelerated.

Contribution to Program Indicators, targets and progress to date

Indicator	Progress	Target
[NUMBER] of participating utility associations that have established a hub and are delivering capacity development programs under the Danube Learning Partnership.	7	8
[NUMBER] of curricula developed and offered under the Danube Learning Partnership.	6	8
Also refer to individual activity sheets for details	NA	NA

Team

- Philip Weller (lead)
- Katerina Schilling
- Anna Koch
- D-LeaP Committee Council

Partners and responsibilities

- The national water utility associations will provide leadership and guidance to this initiative through the D-LeaP Committee Council

Timeline

- November 2015: a detailed plan and approach for capacity building was prepared– the contract has been issued and a report was completed end of November 2015
- November/December 2015: meeting of the Roundtable of national water utility associations with approval of the work plan and steps for carrying out the capacity building.
- May 2016: Declaration of Intent was signed by national water utility associations
- Summer 2016: Technical Partners contracted for development of the curricula
- December 2016: Completion of D-LeaP governance arrangements
- May 2017: Launch of D-LeaP website and D-LeaP Academy; presentation of D-LeaP Brochure and program leaflets
- May 2018: Presentation of D-LeaP programs' extended leaflets
- Early 2019: Contracting of D-LeaP consultant to further support the D-LeaP implementation as well as contracting of the company Viadesk hosting the D-LeaP Academy

Status

During the third phase of the DWP this activity will be a central element of the work activities of IAWD. New Hubs will be launched, and potential new curricula will be developed.

Under the current work plan activity (RC.3) the funding for the contract for the D-LeaP consultant for supporting further D-LeaP implementation as well as the D-LeaP Academy are allocated.

In addition, funds have been allocated to the specific D-LeaP Programs (RC.IV.1 Asset Management, RC.V.I Energy Efficiency, and RC.V.4 Non-Revenue Water) on a success-driven/demand driven basis, i.e. for supporting already existing successful Hubs (AQUASAN for AM, NRW and EE as well as UTVIS for AM) or set-up new Hub Agreements for AM Hubs in Albania (SHUKALB) and Kosovo (SHUKOS).

The remaining budget will for now be allocated to RC.3, until IAWD together with potential Hubs have developed a clear strategy for distributing it.

Pillar I - Policies

RC.I.1: Regional Support for WSS sector policies and governance [CONTINUED UNDER PHASE III]			
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 <p>This activity covered several WSS sector governance and policy topics, which have been recognized as regionally relevant by the recently prepared of State of the Sector report and through evolving dialogue with country sector counterparts and stakeholders. Activities so far have been 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 (coaching) of individual country/or group of countries.</p> <p>During the second phase, a number of activities were supported. In November 2017, an “International Workshop on Wastewater Management in the Danube river Basin” was organized jointly with the ICPDR and the JRC of the European Commission in Bucharest in with over 120 participants (please see Workshop report here First International Wastewater Management Workshop); and a “Regional Workshop on Performance Based Contracting for Non-Revenue Water Reduction” was organized jointly with the Romanian National Utility Association (ARA), also in Bucharest, in February 2017 in which more than 60 utility and government representatives participated (please follow this link Performance Based Contracting for NRW to access the workshop minutes and presentations). In May 2019, the activity also supported discussions around water utility sector reform in the frame of a Program-for-Results workshop held in Vienna with government representatives from Albania, Bosnia and Herzegovina, and Romania.</p> <p>During the third phase, the idea is to provide a number of regional knowledge exchange activities on topic relevant to the regional community of knowledge in water policy and governance. A topic that has already been identified is wastewater management and implications for Urban Wastewater Management Directive compliance.</p> <p>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.</p> <p>The activities and the events will be prepared by the Bank team and delivered by selected regional experts and relevant national/utility representatives.</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.		61	75
[NUMBER] of female representatives that benefited from capacity building activities.		25	35
Team <ul style="list-style-type: none">Patricia Lopez; Stjepan Gabric (leads)Kathia Havens			
Partners and responsibilities <ul style="list-style-type: none">Line Ministries, regulators, utility associations and utilities in the respective countries			
Timeline <ul style="list-style-type: none">September 30, 2016: Preparing draft program and implementation plan for all 3 workshopsNovember 30, 2016: Defining detailed program/scope of the eventsUntil July 2020: Workshop implementation in coordination with linked Program activities			

Status

Based of knowledge gained during preparation of UWWTD study and relevance of UWWTD in the region, the team will promote wastewater management knowledge and experience exchange between individual countries (for example member and candidate countries) during 2019-2020. Further details will be defined following dialogue with individual countries participating in the DWP.

Other activities will be planned pending finalization of discussion with DWP program partners and Government representatives from the region.

RC.I.3: Regional exchange on water security topics [New]

Led by World Bank

Objective

The objective is to conduct further in-depth analysis and facilitate exchange on Water Security topics of specific relevance for Danube region countries.

Target audience Water and Environmental Ministries, International River Basin Organizations, sector professionals, water-related stakeholders

Description and outcomes

The analytical work and exchange held with relevant institutions and stakeholders for the elaboration of the Water Security Diagnostic for the Danube region will allow to identify specific key-topics where a further in-depth analysis and exchange is considered as particularly beneficial. The identification of such topics will be conducted based on the (draft) results of the analytical work and in exchange with relevant representatives and stakeholders. A specific proposal for the activities to be conducted will be provided to the Steering Committee for discussion and decision during the implementation of the 3rd Phase of the Danube Water Program.

Contribution to Program Indicators, targets and progress to date

Indicator	Progress	Target
[NUMBER] of sector regulation and policy reviews conducted in water security topics	1	3
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities on water security topics	0	40

Team

- Raimund Mair (Lead)
- Stjepan Gabric (Lead)
- Patricia Lopez
- Kathia Havens

Partners and responsibilities

- Water and Environmental Ministries in the respective countries
- ICPDR and ISRBC
- IAWD
- Other relevant water security stakeholders

Timeline

- Spring 2020: Preliminary identification of potential key Water Security topics
- Summer 2020 to Autumn 2021: Conduction of further in-depth analysis and facilitate exchange on Water Security topics of specific relevance for Danube region countries

Status

To be launched.

Pillar II - Regulation, tariff and subsidies

RC.II.1: Regional support on WSS sector regulation [CONTINUED UNDER PHASE III]		
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 first phase the program supported 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. During the second phase, a study tour to the Regulatory Agency of Portugal was organized in October 2018 to exchange knowledge and experience on a few regulatory issues, including tariff setting and subsidy methodologies, benchmarking and aggregation of services The study tour brought together representatives from governments and water utilities from Albania, Croatia, Macedonia, Montenegro and Portugal. All study tour presentations, agenda and final report are available here. The traditional annual regulatory side meetings to the Danube Water Conference were also held during the second phase.</p> <p>For the third phase, the intention is to focus on specific knowledge exchange activities requested by the supported regulatory agencies. Rather than regional workshops the idea is to provide targeted support to one or two agencies.</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.	35	40
[NUMBER] of female representatives that benefited from capacity building activities.	14	17
Team <ul style="list-style-type: none">Patricia Lopez (lead); Stjepan GabricOther 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 and 2016: 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
- October 2018: study tour to Regulatory Agency of Portugal
- May 2019: another roundtable of regulators took place on the side of the 2015 Danube Water Conference.
- Spring 2020: Targeted support to regulatory agencies

Status

A roundtable discussion was held in May 2019, as a side of the Danube Water Conference. The team communicated that there are some funds available for targeted support to regulatory agencies. The team will hold further discussions with interested regulatory agencies to define the specific activity to be supported.

Pillar III – Benchmarking

RC.III.1: Regional Data Collection Management System linked to DANUBIS.org [CONTINUED UNDER PHASE III]			
Led by		World Bank / IAWD	
Objective			
Improve the regional utility information, performance indicator and benchmarking database included in the DANUBIS.org platform and in particular develop a customized platform (DANUBIS DCM) for use by responsible authorities for collecting, uploading and maintaining utility performance information. In addition, a new tool based on the DANUBIS DCM, for data collection carried out under the supervision of national water utility associations will be developed.			
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.org, an online knowledge space of information on and for utility services. Among other things, DANUBIS.org (www.danubis.org) includes a database of utility performance indicators for more than 600 utilities from 15 different countries in the Danube region. The platform was launched in May 2014 and continuously improved with the 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).			
Building upon the existing platform, an additional data collection and management platform (DANUBIS DCM) has been launched in the beginning of phase 2 that allows managing institutions (mostly regulators) 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.			
Managing Institutions (MI) from five countries signed the MoU to use DANUBIS DCM to collect and manage their water utility performance data (Bosnia and Herzegovina, North Macedonia, Kosovo, Montenegro and Serbia). Representatives from the different Managing Institutions were trained and the platform was 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 as well as Bosnia and Herzegovina started using it in 2017.			
Under phase 3, an additional tool building upon the DANUBIS DCM will be developed to replace the EBC platform used within the Utility Benchmarking Program (UBP) operated under D-LeaP. This tool will allow for the collection and management of data directly by the utilities under the supervision of national water utility associations (operating the UBP Hubs) that can be further used for Benchmarking activities under the UBP Hubs.			
Contribution to Program Indicators, targets and progress to date			
Indicator		Progress	Target
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.		+200 ¹	+200
[NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance and are sharing data with IB-NET Danubis.org.		9	10

¹ This includes utility records in various other program elements.

Team

- Philip Weller (lead)
- Patricia Lopez, Katerina Schilling
- Macroconsulting consultants

Partners and responsibilities

- National institutions in charge of data collection and processing in their respective countries (regulatory agencies, line ministries, waterworks associations etc.).
- Managing Institutions of the DANUBIS DCM platform (Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, Serbia)
- Utility Benchmarking Hubs, i.e. Danube Hub operated by IAWD, Bulgaria Hub operated by BWA, Albania/Kosovo Hub operated by SHUKOS and Ukraine Hub
- IB-Net

Timeline

- May 2014: launch of DANUBIS.org water platform and utility database
- May 2015: launch of the extended DANUBIS.org utility database
- August 2015: presentation of a draft concept of the DANUBIS DCM 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.
- Spring 2019: presentation of a concept of the new platform to be used under the UBP
- Fall 2019: Launch of new platform to be used under the UBP

Status

In Montenegro talks on specific arrangements are ongoing. Considerations on use of DANUBIS DCM in Albania and Bulgaria are ongoing.

In phase 3, component 1 funds are allocated under the current work plan activity to the development of a new platform allowing utilities to collect data directly according to their needs and for further use in the frame of the Utility Benchmarking Program operated under D-LeaP (in addition, funds from component 2 are allocated under RC.III.2). The new system will replace the EBC platform that had been used under phase 1 and 2 and had involved substantial additional costs. The new platform will provide a long-term sustainable basis for the operation of IAWD's UBP.

RC.III.2: D-LeaP Utility Benchmarking Program (merging previous RC.III.2 Benchmarking for Utility Improvement and RC.III.3 IAWD Benchmarking for Leading Utilities)

Led by IAWD

Objective

Carry out three cycles (2019-2021) of the D-LeaP Utility Benchmarking Program delivered by the UBP Hubs (Danube Hub, Bulgarian Hub, Albania/Kosovo Hub and Ukraine Hub) in the Danube Region to help participating utilities improve their performance and to secure the long-term sustainability of the utility benchmarking activities in the region. Solidifying the financial and technical capabilities of the existing national utility associations to act as national/subregional hubs for utility benchmarking.

Target audience Interested utilities of the region; national water utility associations

Description and outcomes

The Utility Benchmarking Program (UBP) is designed as a foundation program under D-LeaP and builds upon the work completed in phase 1 and 2 of the DWP to create a group of utilities interested and active in utility improvement through benchmarking. Under phase 1 and 2, four Hubs (Bulgaria, Albania/Kosovo, Ex-Yugoslavia, and Ukraine) have been created.

The activity began in July 2014 and has used the expertise of the European Benchmarking Cooperation. The revised data platform has proceeded well and has been used for data upload in the 2015. Funding for this activity was 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 were linked to a World Bank funded project and are operating independently in 2016 from IAWD and the DWP. Kosovo and Albania initiated activities for 2016 and 2017.

A meeting was held with EBC to plan future actions and arrangements in July 2016 and resulted in the new *Benchmarking for Leading Utilities initiative* (RC.III.3), which was launched in 2017 as the Danube Hub. At the end of the 2017 cycle, the subregional Ex-Yu Hub was fully incorporated into the regional Danube Hub, which is operated by IAWD (see work plan activity RC.III.3, which has been merged with this activity under phase 3).

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

A meeting of Benchmarking coordinators took place in Vienna in December 2017.

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.	51	70
[NUMBER] of female representatives that benefited from capacity building activities.	18	40
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	+80	+80*
[NUMBER] of water utilities that the project is supporting.	89	100

Team

- Philip Weller (lead)
- Katerina Schilling

Partners and responsibilities

- The European Benchmarking Cooperation (EBC) used to be the Technical Partner for this activity until the end of phase 2
- Utility Benchmarking Hubs, i.e. Danube Hub operated by IAWD, Bulgaria Hub operated by BWA, Albania/Kosovo Hub operated by SHUKOS and Ukraine Hub

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: start of recruitment process of utilities for the 2016 cycle
- Early 2017: start of recruitment process of utilities for the 2017 cycle
- December 2017: Meeting of Hub Coordinators
- Early 2018: start of recruitment process of utilities for the 2018 cycle
- February 2019: Meeting of Hub Coordinators
- In 2019 the cooperation with EBC was ended and a new platform building upon DANUBIS DCM and managed by IAWD is under development.

Status

The Danube Hub and UBP Hubs in Albania/Kosovo, Ukraine and Bulgaria have successfully completed data collection and report delivery for the year 2018 (2017 data).

A decision has been made to end the relationship with the Technical Partner EBC in providing the platform for data collection. Under phase 3 a new platform building on DANUBIS DCM will be created and used to support the utilities in collecting data and carry out benchmarking under the supervision of the Hub Coordinators. Under the current work plan activity, component 2 funds will be allocated to the development of this new platform (in addition to component 1 funds under RC.III.1) allowing utilities to collect data directly according to their needs and for further use in the frame of the Utility Benchmarking Program operated under D-LeaP.

Under phase 3, the work plan activity RC.III.3 IAWD Benchmarking for Leading Utilities will be incorporated into the current activity to form a Utility Benchmarking Program that is operating at the national (Bulgaria, Ukraine), subregional (Albania/Kosovo) and Danube regional level (Danube Hub).

The UBP involves the maintenance and further development of the existing “national and subregional hubs” within the existing water utility organizations. The Hubs will receive support and further training from the Danube Water Program to carry on the UBP, but both the Hubs and the participating utilities will be expected to contribute significantly to the initiative as well to ensure long-term sustainability.

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.org utility database (RC.III.1) and IB-Net.

This UBP Hubs in Bulgaria and Ukraine supported under this activity are partially cross-funded by the national benchmarking activities in those countries (NC.III.7 for Bulgaria and NC.III.9 for Ukraine).

RC.III.3: IAWD Benchmarking for Leading Utilities [CONTINUED UNDER PHASE III] under the Name RC.III.2 D-LEAP Utility Benchmarking Program]

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 established under phase 2, has built 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 has continued to develop the mechanism for achieving utility benchmarking utilizing the expertise of the European Benchmarking Cooperation as a Technical Partner (for the years 2017-2018) and focusing on the offer of utility benchmarking to larger and well operating utilities.

The activity was developed and officially launched early 2017. The IAWD leading utility benchmarking initiative has incorporated (and expanded) the existing pool of leading utilities participating in the former Ex-Yu Hub into the regional "Danube Hub" operated by IAWD. The first cycle of operation attracted 17 utilities (most of those from the Ex-Yu Hub) but was also involving new utilities not yet participating in the DWP activities.

A very successful workshop for the participating utilities was held in Zajblak, Montenegro in March 2018 with support from the Regional Water Supply Company of Montenegro. In addition, a utility CEO dinner for participating utilities was held at the Danube Water Conference in May 2018.

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.	41	30*
[NUMBER] of female representatives that benefited from capacity building activities.	12	15
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	0	+ 30
[NUMBER] of water utilities that the project is supporting.	18	30

Team

- Philip Weller (lead)
- Walter Kling
- Katerina Schilling

Partners and responsibilities

- The European Benchmarking Cooperation (EBC) used to be a partner for this activity in the period 2017-2018, but the decision was made to develop an alternative platform in the course of 2019.
- The company, which developed IBNET and DANUBIS DCM, MacroConsulting, was chosen to assist IAWD in this work.
- Danube Hub

Timeline

- Early 2017: Launch of Danube Hub and recruitment of utilities for the 2016 data cycle
- March 2018: First Danube Hub workshop in Zajblak, Montenegro
- Early 2018: Recruitment of utilities for the 2017 data cycle
- February 2019: Second Danube Hub workshop in Subotica, Serbia

Status

Additional utilities joined the program in 2018 and the exercise concluded with the organization of the second Danube Hub workshop in Subotica, Serbia in February 2019.

In Phase 3 of the DWP a platform owned and operated by IAWD will be developed based on the existing DANUBIS DCM tool and converted to be used by water utility associations (the Hubs) in managing the Utility Benchmarking Program. UBP Hubs in Ukraine, Bulgaria, Kosovo/Albania and the Danube Hub will be supported by the tool.

The activities under this work package have been highly successful and are being incorporated into the previous work plan activity RC.III.2.

Pillar IV - Asset Management and Investment Planning

RC.IV.1: D-LeaP Asset Management program [CONTINUED UNDER PHASE 3]		
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 phase 1, the project had been carried out in 17 utilities from 4 countries (BiH, Serbia, Macedonia and Montenegro). The Asset Management Service Centre, which had been established in Belgrade, led the program capitalizing on the development efforts and knowledge built in the Belgrade Waterworks. The participating utilities paid a one-time fee for participation in the program of € 1,000 (or €500 for utilities under 20,000 PE). 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. In phase 2, the Asset Management (AM) program became one of the technical programs under D-LeaP. In addition to the funding allocated under the DWP, IAWD reached an agreement with GIZ in early 2017 to cooperate under the Strategic Alliance Integrated Asset Management (STA IAM) to gain further financial contribution for the Asset Management program implementation. Based on this cooperation the Asset management program continued 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). The AM program started in 2017 with the launch of the silver level, the gold level was launched in 2018 and finally the platinum level is implemented in 2019. Whereas under phase 1 all countries had been served by UTVSI as the central AM Hub, AQUASAN Network was established as AM Hub for Bosnia and Herzegovina under phase 2, while UTVSI still served Serbia, Montenegro and North Macedonia. Participating utilities had to pay a fee for using the AM software EDAMS as well as the cloud services provided by the Technical Partner Hydrocomp plus and additional smaller fee of €600 per year to the Hub. In Bosnia and Herzegovina, 18 utilities participated in the silver level (2017 and 2018 cycle) and seven in the gold level (2018 cycle). In Serbia, Montenegro and North Macedonia, 33 utilities participated in the silver level (2017 and 2018 cycle) and 13 in the gold level (2018 cycle). Under phase 3, two additional Hubs have been established in Albania (operated by SHUKALB) and in Kosovo (operated by SHUKOS). Both Hubs as well as the existing two (AQUASAN and UTVSI) are further supported by the GIZ STA IAM as well as the DWP and operated under the D-LeaP.		
Contribution to Program Indicators, targets and progress to date		
Indicator	Progress	Target
[NUMBER] of participating utilities that have completed an operational performance improvement program.	55	75
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	39	75

[NUMBER] of female representatives that benefited from capacity building activities.	15	25
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	17	25
Team <ul style="list-style-type: none"> Philip Weller (lead) Katerina Schilling 		
Partners and responsibilities <ul style="list-style-type: none"> GIZ under the Strategic Alliance Integrated Asset Management project AM Hub for Serbia, Montenegro and North Macedonia operated by the Association for Water Technology and Sanitary Engineering (UTVSI) in cooperation with the Public Utility Company 'Belgrade Waterworks and Sewerage' (BWS) AM Hub for Bosnia and Herzegovina operated by AQUASAN Network AM Hub for Albania operated by SHUKALB AM Hub for Kosovo operated by SHUKOS Hydro-Comp Enterprises (HC) as Technical Partner 		
Timeline <ul style="list-style-type: none"> In fall 2015 a proposal for future work of the existing Hub was prepared and incorporated into the planning for this activity. January 2016: contact with interested utilities February 2016: planning and 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 April 2017: Hub Agreements signed with AQUASAN Network and UTVSI April 2017: Kick-off workshops taking place in Serbia, Montenegro and north Macedonia 2019: Hub Agreements for supporting the continuation of existing Hubs in Serbia/Montenegro/North Macedonia and BiH and the newly established Hubs in Kosovo and Albania will be issued 		
Status <p>Under phase 3, IAWD will support the establishment of AM Hubs in Kosovo and Albania and the extension of activities related to AM (platinum level) will be further developed in the AM Hubs in BiH and Serbia (with participation of utilities in Macedonia and Montenegro).</p>		

RC.IV.2: World Bank's Utility Performance and Financing Creditworthiness Courses delivered under D-LeaP [TO CONTINUE UNDER PHASE III]

Led by

World Bank

Objective

To support the improvement of the overall financing frameworks in countries of the region by improving the knowledge, understanding and capacities of basic financial aspects related with the operation and management of WSS utilities on a financially viable path amongst different water and sanitation stakeholders, with a special focus on general and financial managers of WSS utilities or other relevant officials, by fostering policy dialogue about need to work on improving performance, financial viability and credit worthiness of WSS utilities and how through national policies and programs, and by providing a high-level World Bank-developed capacity building course using D-LeaP delivery scheme (with the World Bank as a Technical Partner of IAWD and interested hubs in charge of delivery at local and sub-regional level).

Target audience

Interested WSS utilities of the region; National WSS water associations; Regulatory Agencies; Local Government officials; Line Ministries' officials. Other Water and Sanitation sector stakeholders.

Description and outcomes

The cost of meeting the targets of SDG 6.1 and 6.2 – toward universal access to water supply and sanitation - is substantially higher than current annual WSS investment levels. Historical levels of funding for extending access to water, sanitation, and hygiene (WASH) services during the MDG era are around 15 percent of the estimated needs. The status quo financing model in many low- and middle-income countries relying on tariffs, public funds and concessional loans from donors is insufficient, poorly targeted and often crowds out, rather than crowds in, new sources of financing. Governments thus need to work toward “crowding in” commercial finance to build on the existing sources of finance. This approach can be supported by ensuring that service providers strive toward more efficient services, that institutional, governance and regulatory arrangements are clear and transparent, and that scarce public and concessional funds are used in a more targeted manner. The overall objective is in line with the SDG objective of sustainable water and sanitation services for all residents.

Increasing the level of commercial finance for the sector, coupled with more efficient delivery and use of public finance, would allow service providers to borrow and invest in expanding and improving the quality of WSS services, without having to wait for scarce public resources to be made available. While some World Bank client countries are prepared to make the gradual move to mobilizing commercial finance, this will require support to improve the financial performance of service providers through a mix of improved technical and commercial efficiencies and through governance and regulatory reforms. Others are interested in making the transition but need more information on how to do it, and to learn from others who have gone or are going through the process. Improving WSS Utility performance, financial viability and creditworthiness is at the core of the WB Water GP strategy within the pillar of delivering WSS services, as a goal in itself to achieve sustainable services and as a means to eventually crowd-in commercial finance to help achieve the SDGs on access to safe and adequate WSS services.

Under this DWP activity, a market scoping/feasibility was financed under Phase with co-financing provided by the GWSP managed by the World Bank to evaluate both the demand and supply side for financing efficiency improvement projects (NRW reduction, energy efficiency, resource efficiency) led by WSS utilities, and the overall potential market to catalyze private/commercial investment for this through the use of blended finance mechanisms (including guarantees schemes) in the region's countries (which have 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. During Phase III, the results of the study will be further analyzed and disseminated and contacts will be taken (or deepened) with potentially interested public and private financial institutions (IFC, other IFIs and domestic Banks) for the investment in such a financing facility at a single-country level trying to partner with the Bank's and other IFI's operational programs; In parallel, TA could be offered (from the DWP and other regional programs) 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. The potential for partnerships with the IFC and regional funds and/or financing institutions are being explored and are further envisioned.

At the same time, this activity will support the launching in the region of a World Bank global course on utility performance, financing and credit worthiness using the D-LeaP framework and in close coordination with the Bank's Financing Universal Access Facility supported by the PPIAF, the GWSP Crowding in other Financiers in ECA activity and the relevant activities from the RCDN (such as the Capital Infrastructure Investment Projects in the WSS service). The DWP activity will support the adaptation of the course to be tailored to the specific needs of water service providers of the Danube region (including translation and Trainer of Trainers workshops and/or initial launch by interested hubs), to strengthen existing capacities at utility and local and national governments level on basic financial matters, with the aim of building stronger, credit-worthy utilities. Two hubs have been preliminary identified (in BiH and potentially in Albania) to be keen on launching the course in the short term following a planned Trainer of Trainers event in the Spring of 2020.

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)
- Zhimin Mao, Tomas Wadstrom, Philip Weller, Ivaylo Kolev

Timeline

- October 2019: Finalization of market scoping study by consultants Ernst & Young
- Fall 2019: Partnership search and design of financing facility as appropriate
- Winter 2019: Preparation of Capacity Building activity under D-Leap
- Spring 2020: Training of Trainers event in the region (possibly one Sarajevo and one in Tirana)

Status

The market scoping/feasibility study was commissioned to consultant firm Ernst & Young and final report submitted in October 2019. The study includes a desk review of existing financing facilities, a regional survey of interested utilities from the region and detailed cases studies (16) from different countries in the region. The report is being analyzed by World Bank experts in coordination with IFC and decisions of any next steps and possible set-up of a financing mechanism following different outreach to other stakeholders (including potentially interested countries) to be assessed by early 2020.

With regards to the utility financing capacity building courses to be delivered under D-leap, the course was offered back-to-back with the DWC in May 2017 as a basis to explore interest and support a potential offering/mainstreaming of the course under D-leap. Several national utility associations expressed interest in becoming a hub to deliver capacity building on the topic of utility financing under the D-LeaP Framework using the curricula developed by the World Bank as a basis. This expression of interest has been recently reiterated by Aquasan in BiH and Shukalb has also expressed potential interest. Subject to the Work Plan approval, the next steps are: i) translation of the courses and adaptation to local/regional contexts by March 2020; ii) Trainer of Trainers (ToT) by May 2020; iii) Launch of first course in BiH under the D-Leap delivery model (subject to a D-Leap Hub agreement) by the Fall of 2020

Complementary funds from the GWSP have been secured to develop this activity and are included in the Phase III budget for an amount of EUR 65,000. Additional funds could be tapped into as the activity unfolds depending on future needs.

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 builds 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 is a technical program offered under D-LeaP. On the basis of this program utilities can develop an energy audit and investment plan. In addition, all utilities have to agree to have their performance information collected and disclosed in DANUBIS.org and IB-Net. The approach is aligned with the overall D-LeaP framework and structured as follows: <ul style="list-style-type: none">• The existing energy efficiency program is 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.• Interested utilities are identified through the national water utility associations. According to the interest in the country, the national water utility associations decide to establish a Hub.• The program is designed based on learning-by-doing principles. A series of technical training workshops are organized by the Hubs, with follow-up by local Hub trainers 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.• For those most promising transactions, additional hands-on support could be provided to ensure the transactions materialize, for example by connecting them with potential sources of funding (IFC or else) or helping to bid the transaction out. Use of existing Bank projects to finance some of the packages could also be considered, as well as the Clean Technology Fund (CTF or other climate change-linked grant resources). The contracting of the Technical Partner ECONOLER was initiated in summer 2016 as part of the D-LeaP initiative. The revised curriculum was completed and the initial training of trainers (12 people from 4 countries) took place in March 2017 as well as in December 2018 (7 people from 3 countries). The first EE Hub was launched in October 2018 in BiH by AQUASAN Network.		
Contribution to Program Indicators, targets and progress to date		
Indicator	Progress	Target
[NUMBER] of participating utilities that have completed an operational performance improvement program.	20	30
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	76	85
[NUMBER] of female representatives that benefited from capacity building activities.	24	30
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	18	+30
Team <ul style="list-style-type: none">• Philip Weller (lead)• Patricia Lopez, Katerina Schilling		

Partners and responsibilities

- Technical Partner (Econoler)
- EE Hub in BiH operated by AQUASAN Network
- Energy Sector Management Assistance Program (ESMAP) co-financing might be sought again

Timeline

- 2016: Contracting of Technical Partner and development of the curriculum
- March 2017: Training of Trainers (ToT) in Bulgaria
- October 2018: Hub Agreement signed with EE Hub operated by AQUASAN Network
- October 2018: Launch of Energy Efficiency program in BiH by AQUASAN Network
- December 2018: second ToT in Albania
- 2019-2021: Establishment of EE Hubs in Albania and Serbia, second cycle of EE program in BiH

Status

The establishment of an EE Hub in Albania operated by SHUKALB is under preparation and the launch of the program in Albania/Kosovo is expected to happen in the course of 2019.

Additional Hubs are expected to be launched in South Serbia as well as in Bulgaria.

RC.V.2: D-LeaP Commercial Practices program

Led by IAWD

Objective

Establish a capacity among national water utility associations for delivery of support to utilities in commercial efficiency practices.

Target audience Interested utilities of the region; national water associations

Description and outcomes

The activity builds upon and utilizes 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.

The approach is aligned with the overall D-LeaP framework and structured as follows:

- The existing commercial efficiency program is offered with the dual purpose of training experts to work in the national water utility associations addressing commercial efficiency issues and in assisting utilities in carrying out commercial efficiency improvements.
- Interested utilities are identified through the national water utility associations. According to the interest in the country, the national water utility associations decide to establish a Hub.
- The program is designed based on learning-by-doing principles. A series of technical training workshops are organized by the Hubs, with follow-up by local Hub trainers between workshops, with the aim of training and supporting the utilities in (a) realizing a business plan; (b) establishing commercial procedures; (c) designing performance improvement plans.

The contracting of the Technical Partner Valu Add was initiated in summer 2016 as part of the D-LeaP initiative. The revised curriculum was completed, and the initial Training of Trainers took place in April 2017. The first CE Hub was launched in April 2018 for Albania/Kosovo by SHUKALB, the second in May 2018 in North Macedonia by ADKOM.

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.	79	100*
[NUMBER] of female representatives that benefited from capacity building activities.	37	45
[NUMBER] of participating utilities that have completed an operational performance improvement program.	29	35
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	15	+ 30

Team

- Philip Weller (lead)
- Katerina Schilling

Partners and responsibilities

- Technical Partner Valu Add
- CE Hub in North Macedonia operated by ADKOM
- CE Hub for Albania/Kosovo operated by SHUKALB.

Timeline

- Nov/Dec 2015: a decision was 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
- April 2017: ToT Commercial Efficiency
- April 2018: Launch of Commercial Efficiency program in Albania/Kosovo by SHUKALB
- May 2018: Launch of Commercial Efficiency program in North Macedonia by ADKOM
- 2019: In North Macedonia, a tailored CE program will be delivered to three North-Macedonian utilities as part of an infrastructure investment project funded by SECO.

Status

The establishment of a CE Hub in Romania operated by APA Brasov is under preparation and the launch of the program in Romania is expected to happen in the course of 2019.

RC.V.3: D-LeaP Risk Management and Business Continuity program

Led by IAWD/WB

Objective

To develop and implement a water safety and business continuity planning capacity-building program for water utility companies in the Danube region in order to improve preparedness and build resilience of water and sanitation services to natural disasters (e.g., earthquakes, floods, drought).

Target audience Interested utilities of the region; national water associations

Description and outcomes

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. Funds from the GFDRR were secured for the implementation of this activity, which is being managed by the Bank in close coordination with the IAWD team.

In phase II, the grant supported the contracting of a technical partner for this activity in July 2017 (Consortium Infraprotect, Energie AG Wasser, Vienna Water and ÖVGW). The technical partner prepared a comprehensive curriculum for the delivery of the program focused on risk and crisis management in water utility operations (http://www.d-leap.org/files/File/Programs/D-LeaP_WSP_0318.pdf). The course has been developed under the overall framework of the D-LeaP.

The water utility associations in Macedonia, Serbia, Kosovo and Bosnia and Herzegovina expressed interest in becoming training centers for this course. In this respect, the grant supported in March 2018, the training of 12 trainers from four water utility associations from these countries (<http://www.d-leap.org/d-leap/news/56/1/details/water-safety-and-crisis-management-training-of-trainers-in-vienna-successfully-completed/>). The curriculum has now been adapted and translated to the local language by the utility associations of Macedonia (ADKOM) and Serbia (UTSVI), and interest exists in Kosovo (SHUKOS). The program is under full implementation in Macedonia, and a workshop for small water utilities was organized in Serbia.

In addition to the above-mentioned activities, the grant supported a one-time workshop for the training of young water professionals in the IWA Eastern European Young Water Professionals Conference, which took place on 7-12 May 2018 in Zagreb, Croatia (<http://www.d-leap.org/d-leap/news/66/1/details/water-safety-and-crisis-management-training-for-young...>). At least 30 young water professionals participated, with positive feedback received.

Under the third phase, the intent is to continue supporting the roll-out of the program with the interested hubs as well as expanding the scope of the curriculum. At the moment, the curriculum is centered around crisis management or disaster response once a disaster already happened and the crisis requires response. Under the third phase, it is planned to expand the scope towards risk management, helping utilities to assess the risk stemming e.g. from exposure to droughts or floods, and taking appropriate risk management measures. This extended scope is directly related to the extended scope of the 3rd Phase of the Danube Water Program on Water Security.

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.	50	75
[NUMBER] of female representatives that benefited from capacity building activities.	20	25
[NUMBER] of water utilities that the project is supporting.	25	30

Team

- Philip Weller (lead)
- Raimund Mair (lead)
- Kathia Havens
- Katerina Schilling

Partners and responsibilities

- National Water Utility Associations
- WHO
- River Basin Commissions (ICPDR, ISRBC)

Timeline

- 2016: Secured resources from GFDRR
- July 2017: Technical Partner Contracted
- December 2017: Curriculum developed
- March 2018: Trainer of Trainers event
- May 2018: One-time workshop at Young Water Professionals Conference
- November 2018: UTSVI small water utilities workshop
- January - August 2019: ADKOM preparatory workshop and Full roll-out of the program
- June 2019: SHUKOS preparatory workshop
- Fall 2019: Identification of additional funding from potential sources
- Winter 2019/2020: Expansion of curriculum for risk management
- Spring/Summer 2020: Further implementation of program.

Status

The implementation of the activity has been satisfactory under phase II, with the development of the curriculum, implementation of a trainer of trainers workshop, and roll-out of the program in Serbia (UTSVI) and Macedonia (ADKOM). A preparatory workshop for program implementation in Kosovo was planned for the end of June 2019. Additional funding under the third phase has been allocated to this activity to support the expansion of the curriculum to utility risk management aspects and to complement the water security angle of the program. The plan for the next few months is to identify and secure additional sources of financing to support the expansion of the scope of this activity.

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 is aligned with the overall D-LeaP framework and structured as follows:

- The Non-Revenue Water program is offered with the dual purpose of training experts to work in the national water utility associations addressing NRW issues and in assisting utilities in carrying out NRW improvements.
- Interested utilities are identified through the national water utility associations. According to the interest in the country, the national water utility associations decide to establish a Hub.
- The program is designed based on learning-by-doing principles. A series of technical training workshops are organized by the Hubs, with follow-up by local Hub trainers between workshops, with the aim of training and supporting the utilities in (a) developing a water balance; (b) establishing DMAs; (c) implementing active leak detection and (d) developing a simple NRW management plan.

The contracting of the Technical Partner Una Consulting was initiated in early 2017 as part of the D-LeaP initiative. The curriculum was completed, and the initial Training of Trainers took place in October 2017, with a second ToT in June 2018. The first NRW Hub was launched in October 2017 in BiH operated by AQUASAN Network and delivered the first cycle of the program as well as the second cycle starting in July 2018.

Contribution to Program Indicators, targets and progress to date

Indicator	Progress	Target
[NUMBER] of participating utilities that have completed an operational performance improvement program.	19	25
[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.	45	55
[NUMBER] of female representatives that benefited from capacity building activities.	8	12

Team

- Philip Weller (lead)
- Katerina Schilling

Partners and responsibilities

- Technical Partner Una Consulting
- NRW Hub in BiH operated by AQUASAN Network

Timeline

- Spring 2017: Contracting of Technical Partner Una Consulting
- October 2017: Training of Trainers in BiH
- October 2017: Launch of Non-Revenue Water program in BiH (first cycle) by AQUASAN Network
- June 2018: second Training of Trainers for Montenegro and Kosovo
- July 2018: Launch of NRW program in BiH (second cycle) by AQUASAN Network
- May 2019: Hub Agreement signed with AQUASAN Network for continuing the program under the third phase
- Late 2019: potential launch of NRW program in Albania/Kosovo by SHUKOS
- Early 2020: potential launch of NRW program in Montenegro by UVCG

Status

The establishment of NRW Hubs for Kosovo/Albania operated by SHUKOS and Montenegro operated by UVCG is in the planning phase and the launch of the program in the countries could be expected in late 2019 to early 2020.

RC V.6: D-LeaP Management training program

Led by IAWD and World Bank

Objective

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.

Target audience Senior managers of utilities

Description and outcomes

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.

A draft outline of a possible program has been developed with assistance of a consultant and work is underway to evaluate the practicality of the program and to secure the additional funding needed.

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

- Philip Weller (lead)
- Walter Kling
- Katerina Schilling
- Patricia Lopez, Susanna Smets (tbc)

Partners and responsibilities

- 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

- Fall 2016: Contracting of the Technical Partner
- 2018: Further development of the concept and search for partners
- 2019: Full scale proposal by fall of 2019.
- 2020: Launch of program

Status

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.

Under the third phase of the program it is anticipated that this particular curriculum and capacity building program will be a priority for development.

A consultant has been hired to assist in the development of the concept and a search for additional funding to support this activity has been started. A draft concept has already been presented at the 2019 Danube Water Conference and feedback gained from participants as well as results from an online survey will be used to further refine the concept.

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 Conferences starting in 2015 have been consistently been rated a success, with an average of around 180 participants each time. The focus involves dialogue between countries and professionals from different sectors involved in the delivery of water services. Specific themes have ad will be highlighted in each yearly event and additional partners will be identified to cooperate in the convening of the Conference. Funding from the DWP for the conference has been gradually reduced year to year. For 2020, the plan is to convene a Danube Water Forum outside of Vienna in cooperation with a water utility association of the region (interested ones include AQUASAN and UTSVI). A final Danube Water Conference will be held in 2021.			
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.		450	550*
[NUMBER] of female representatives that benefited from capacity building activities.		150	200
Team			
<ul style="list-style-type: none">Philip Weller and Raimund Mair (lead)Patricia LopezStjepan GabricKaterina Schilling, Katherine Wagner, Kathia HavensAll DWP team members involved in the content and delivery of the events			
Partners and responsibilities			
<ul style="list-style-type: none">National Water Utility AssociationsIAWD will identify interest from other partners (ORF/GIZ, NALAS, SECO, etc) and others for implementation support			
Timeline			
<ul style="list-style-type: none">Fall of 2015: begin the planning for the fourth Annual Forum and involving 150 participants from the region and beyondMay 2016, 2017, 2018 and 2019 – Annual Danube Water Conference in ViennaApril 2020 – First Danube Water Forum in Banja Luka, BiHSpring or Fall 2021 – Danube Water Conference in Vienna			

Status

The Danube Water Conference 2019 took place on May 20-22 in Vienna. The 2019 conference with the topic “Achieving resilience in water and wastewater utilities in the Danube region” brought together 200+ people coming from 25+ countries representing all stakeholders of the water sector, that discuss the way forward towards smart policies, strong utilities and sustainable services. The participating country and sector delegates were reflecting throughout the Conference on the water challenges for this region in the context of the resilience - and how sector institutions can work better together, including policy makers, local government and utility sector, and national associations to achieve it. The DWP team have received excellent feedback from participants. The Conference’s presentations are posted on the www.danube-water-program.org website, and a closing report (including the inputs from the YWP team) will be prepared by end-June and made available on the website and to all participants.

The 2020 Danube Water forum will be hosted by Banja Luka utility back to back with the Danube Hub workshop in Bosnia and Herzegovina.

RS.3: Outreach and Communication

Led by	IAWD / World Bank
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Objective

Promote the program as well as other activities initiated by IAWD and World Bank (DANUBIS.org, D-LeaP) and provide mechanisms for dissemination of program activities and publications.

Target audience	Regional stakeholders in the WSS Sector and beyond
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Description and outcomes

The focus of this activity is on the websites related to the DWP and on periodic newsletters. It includes the maintenance as well as small updates of the websites in use (DWP, DANUBIS.org, D-LeaP). This activity has also funded the establishment and meeting of an advisory committee for the planning of Phase II.

As of May 2016, IAWD has hired a Knowledge Management and Capacity Building Coordinator (Katerina Schilling) to manage these activities and strategies devised to upgrade the newsletter and website and to secure the social media developments.

Currently, the DWP website is maintained and kept up-to-date. The set-up of professional IAWD social media profiles on LinkedIn and Facebook is under consideration, although posts made to DANUBIS.org are already shared in the DANUBIS.org LinkedIn Group as well as on water-related Facebook Groups on a regular basis. In addition, a Facebook page is operated by Danube Hub.

The periodic newsletter sent to stakeholders and the interested public has been continued. In 2016, several changes have been made to the DWP newsletter. Previously being sent out as pdf, the newsletter is now maintained on the commercial newsletter platform Mailchimp with an increased frequency of 4 issues per year and an audience of about 1000 people. A section on IAWD activities has been included into the DWP newsletter to strengthen the association (see RC.2). Discussion are ongoing to merge DWP, D-LeaP and DANUBIS.org newsletters to one IAWD newsletter.

At the beginning and at the end of phase 2, revised program brochures along with flyers have been published and distributed. DWP events have been documented thoroughly and timely.

A draft concept for internal and external concept of IAWD has been prepared by Knowledge Management and Capacity Building Coordinator.

Articles on DWP related activities are frequently published in national and regional media outlets, the latest being an article entitled "The Danube invests in human capacity for cleaner water" in The Source in January 2018.

Contribution to Program Indicators, targets and progress to date

Indicator	Progress	Target
NA	NA	NA

Team

- Katerina Schilling
- all Team Members providing input

Partners and responsibilities

- Cooperation with NALAS and national water utility associations

Timeline

- Continuously: updating of DWP, IAWD and Danubis.org and D-LeaP websites plus social media platform, documentation of activities
- Every three months: distribution of DWP newsletter
- November 2015: post job offering and ToRs for Knowledge Management and Capacity Building Coordinator
- Fall 2015 and fall 2018: publish 1st and 2nd revised brochure and flyer
- Summer 2016: Draft communication concept for internal and external communication of IAWD
- Summer 2019: Hire a consultant to develop a communication and social media strategy for DWP and IAWD activities
- Fall 2019: Finalization of communication and social media strategy for DWP and IAWD activities
- Winter 2019: Implementation of activities identified by communication and social media strategy for DWP and IAWD activities

Status

In 2019, this activity will fund the development as well as the implementation of a professional communication and social media strategy. In addition, a consultant will be continued to be contracted to maintain the DWP/IAWD related websites and support with the development of promotional material.

RS.5: DANUBIS.org water platform development

Led by	IAWD / World Bank
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Objective

Develop and maintain the DANUBIS.org 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
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Description and outcomes

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 Albania, Bosnia and Herzegovina, Bulgaria, Kosovo, Macedonia, Montenegro and Serbia in the respective languages. Recent developments include the possibility to subscribe to daily and weekly updates and the launch of Business Opportunities. The platform is now averaging around 180 single users per week. An intensive social media campaign carried out in summer 2017 achieved a temporary increase up to 500 users/week.

Efforts to increase the use of the platform were intensified in spring of 2017 including a special session, the DANUBIS.org breakfast, on using the system held as part of the 2017 Danube Water Conference. The feedback gathered from the DANUBIS.org Steering Committee and other stakeholders were also used to continue the promotion of its broad use in the region.

Based on the experiences of common DANUBIS.org users as well as results of a survey among Country Portal administrators, comprehensive changes and updates in the structure of the website as well as the technical backend were implemented and launched in the frame of a DANUBIS.org breakfast held at the 2018 Danube Water Conference.

In addition, a couple of videos have been produced on the use of the DANUBIS.org platform as well as the public utility database and presented at the DANUBIS.org breakfast.

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

- May 2014: Launch of the DANUBIS.org platform
- May 2017: launch of updates (improved menu structure, additional country portals) and dissemination (updated DANUBIS.org brochure) at the DANUBIS.org breakfast in the frame of the Danube Water Conference
- May 2018: launch of updates (new CMS, improved uploading of images, documents, videos, event calendar, sharing options to Linked In and Face Book etc.) and dissemination at the DANUBIS.org breakfast in the frame of the Danube Water Conference
- Winter 2019: start of implementation of actions identified by the communication and social media strategy (see RS.3) in regard to the promotion of the DANUBIS.org water platform
- Summer 2020: Modification to consolidate available water security data

Status

Under the third phase the promotion of the DANUBIS.org platform will be further elaborated according to the suggestions of a consultancy aiming at developing a consolidated communications and social media strategy (see RS.3). The aim is 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. Thus, this activity will also support the maintenance of the DANUBIS.org water platform. The team is also discussing slight modifications to the website to consolidate available data relevant to water security.

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 1).		
Contribution to Program Indicators, targets and progress to date (refer to Annex 2 for details)		
	Indicator	ProgressTarget
Team Refer to individual country activity descriptions (annex 1)		
Partners and responsibilities Refer to individual country activity descriptions (annex 1)		
Timeline Refer to individual country activity descriptions (annex 1)		
Status This activity’s scope has been extended to cover also possible national analytical work on water security. About EUR 40,000 have been allocated to specific country activities, please refer to individual country activity descriptions for further details (annex 1). The remaining amount has been placed under a placeholder to be allocated in the future as country dialogue advances and priorities are identified.		

NC COUNTRY-LEVEL CAPACITY BUILDING WORK

NC.III.1: 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.		9	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 1: 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 49).
- ▶ 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 50).
- ▶ **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.III.7: Support to regional EBC/Danube hub for BiH, HR, Ma, Me and Se. [COMPLETED AND INCORPORATED INTO RC.III.2]		
Led by	IAWD	
Objective Promote the creation of a subregional 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 subregional Utility Benchmarking Hubs catering to utilities in Bosnia and Herzegovina, Croatia, Macedonia, Montenegro and Serbia. The Hub itself (Ex-YU Hub) 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, year 2 additional 10 utilities, year 3 additional 8 utilities). In 2018 it has been agreed to convert the Ex-Yugoslavia Hub as foundational basis into the newly created regional the Danube Hub. Smaller utilities participating in the program will be encouraged to join the national programs for PI data collection and the majority of participating companies will continue their involvement in the Danube Hub in 2018 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.	13	20
[NUMBER] of water utilities that the program is supporting.	24	20
Team <ul style="list-style-type: none">Philip Weller (lead)Patricia Lopez		
Partners and responsibilities <ul style="list-style-type: none">EBCUtility associations in the related countries.Funding for this activity has been provided by ORF/GIZ under the Grant Agreement with IAWD.		
Timeline <ul style="list-style-type: none">2014-2017: four cycles of utility benchmarking have been carried out under the Ex-Yu Hub2018: the Ex-Yu Hub has been converted into the newly created regional Danube Hub (RC.III.3 under phase 2 and RC.III.2 under phase 3)2019: all Utility Benchmarking Hubs operated under the UBP will be incorporated into the work plan activity RC.III.2 D-LeaP Utility Benchmarking Program		
Status This activity will be incorporated into the work plan activity RC.III.2 D-LeaP Utility Benchmarking Program.		

**NC.III.8: Support to subregional EBC/Danube Hub for Albania and Kosovo
[COMPLETED AND INCORPORATED INTO RC.III.2]**

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 supported the creation of one of the regional utility benchmarking Hubs catering to utilities in Albania and Kosovo. A contract with SHUKOS to manage the Hub was developed in July 2014 and four cycles of Benchmarking took place between 2015-2018.

The program was continued with an expanded number of utilities and has been positively accepted by utilities in the countries and a number of key (larger utilities) from this program have also joined the Danube Hub in 2018. The two national water utilities associations have seen the Utility Benchmarking program as a core basis of achieving utility improvement and have managed to organize the activities in a way that it is getting close to self-financing.

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.	15	12

Team

- Philip Weller (lead)

Partners and responsibilities

- EBC
- National water 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

- 2014: Contract with SHUKOS to launch the UBP Hub catering utilities located in Albania and Kosovo
- 2015-2018: four cycles of utility benchmarking have been carried out under the subregional Albania/Kosovo Hub
- 2019: all Utility Benchmarking Hubs operated under the UBP will be incorporated into the work plan activity RC.III.2 D-LeaP Utility Benchmarking Program

Status

This activity will be incorporated into the work plan activity RC.III.2 D-LeaP Utility Benchmarking Program.

ALBANIA

NA.2.1: Water Supply and Sanitation Sector Support [CONTINUED UNDER PHASE III]

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 utility strengthening plan is expected to provide inputs for the Governments reform on utility consolidation and complement activities supported by other donors.

The activity has been largely funded by a European Commission grant and Water Partnership Program (WPP) but has been and will continue to be complemented strategically by Danube Water Program (and potentially from GWSP) resources to continue the policy dialogue, updating and capacity building/training for the use of the financial model tool by the government agencies.

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), Trandelina Baraku, Artan Guxho, Zhimin Mao (members)
- COWI (lead consulting company for financing strategy)
- Valu Add (local consulting firm for updating of financing strategy and capacity building to local institutions)

Partners and responsibilities

- National institutions (Ministry of Infrastructure and Energy, Water Agency (AKUM), 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
- December 2018: Updated financial model and capacity building to government agencies (done)
- May 2020: input for design of Government Reform program finalized (to be financed by World Bank lending operation)

Status

The financial strategy and its 2018 update, plus capacity building activities have been completed according to the above timeline. Under Phase III, a small budget has been reserved to continue policy dialogue around sector financing strategy, supporting the preparation of a World Bank financed Program for Results to finance the Government water and sanitation sector modernization program, scheduled for World Bank Board approval in March 2020.

NC.III.11: Albania Support to Benchmarking Activities [New]

Led by	World Bank
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Objective

Sustain the dialogue on advancing Benchmarking Activities in Albania

Target audience

Description and outcomes

The Government of Albania is designing a National Information System which will amongst others enable systematic monitoring of WSS utilities performance, building on existing national initiatives from AKUM's benchmarking unit and regular performance monitoring by the Regulatory Agency in the context of tariff reviews. It is expected that government could make use of Danubis DCM platform developed under the DWP. This activity would support the roll-out of the platform in Albania, together with capacity building at leading managing institution and local utility levels on its use (uploading of information, quality control, etc.).

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

Team

- Patricia Lopez (lead)
- Philip Weller

Partners and responsibilities

- GIZ, ADA, other development partners active in Albania (with EU Delegation leading)

Timeline

- June 2020 for signature of DCM MOU and data collection for first performance cycle
- June 2021 for second performance cycle

Status

A World Bank financed Program for Results to support the Government of Albania (GoA) Water and Sanitation Sector Modernization Program is under preparation and is scheduled for World Bank Board approval in March 2020. Dialogue on the national information system is ongoing and a presentation of the DCM platform will be part of the discussion with GoA in upcoming preparation missions (July and October 2019). A final decision on DCM roll-out will be taken with a basis on the discussions during preparation.

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			
<p>Benchmarking activities and the establishment of an eventual link/feed to DANUBIS.org is one of the key outcomes that is aimed for under this technical assistance component. 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.</p> <p>The MoU to use the DANUBIS DCM platform has been signed in May 2017 by Bosnia and Herzegovina representatives. Since BiH does not have any benchmarking scheme in place, this activity finances 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. The activity will include a requirement from the national partners to feed back the collected data to the participating utilities through a workshop when possible and using the standard DANUBIS.org utility report.</p> <p>In 2018 a first cycle of data collection was undertaken, and important cooperation arrangements established to secure participation of the utilities (entity Utility Associations).</p> <p>A further cycle of PI data collection will happen in 2019 and efforts will be taken to ensure the ongoing capacity of the partners to continue the program in future.</p>			
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, Patricia Lopez (lead)Igor Palandzic			
Partners and responsibilities			
<ul style="list-style-type: none">national and entity-level institutions and AQUASAN			
Timeline			
<ul style="list-style-type: none">July 2014: contract signature with AQUASAN to carry out the facilitation of dialogue on establishing a system of performance indicatorsJanuary 2015, June 2015: continued workshops to discuss institutions setupsSummer 2015: begin of data collection among 40 utilitiesFall 2015: first round of utility performance indicator and benchmarking completed2016: discussions on the institutional and financial setup for the second round of benchmarking2017-June 2018: Signing of DCM MOU and first data collection performance cycleJune 2018 - September 2019: Second performance cycleSeptember 2019- Sept 2020: Third performance cycleSept 2020-Sept 2021: Fourth performance cycle			

Status

The activity will be continued in 2019 with funding from the World Bank. A World Bank financed Program for Results to support the Governments of BiH (GoBiH) Water and Sanitation Sector Modernization Program is under preparation and is scheduled for World Bank Board approval in July 2021. Dialogue on the system for the monitoring of WSS utilities performance is ongoing and it is expected that the governments could build on ongoing efforts by Waterworks Association in Republica Srpska and by Association of Cities and Towns association in Federation to further strengthen, mainstream and institutionalize the use of the DCM platform in BiH.

BULGARIA

NC.III.9: Formalizing a Self-Financing Utility Benchmarking Program [CONTINUED UNDER PHASE 3]		
Led by	BWA	
Objective Support the national benchmarking collection efforts in Bulgaria		
Target audience	Pending negotiations	
Description and outcomes <p>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.</p> <p>The operation of the UBP Hub in Bulgaria has been financed by other sources, but in 2019 will be incorporated into and offered as part of the D-LeaP Utility Benchmarking Program (RC.III.2) Under this activity the program will further support the national benchmarking collection efforts.</p>		
Contribution to Program Indicators, targets and progress to date		
Indicator	Progress	Target
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.		20
[NUMBER] of water utilities that the program is supporting.	20	20
Team <ul style="list-style-type: none">Philip Weller, IAWD		
Partners and responsibilities Pending negotiations		
Timeline <ul style="list-style-type: none">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. No funding was provided for 2018 and the activity is planned to be incorporated in the Utility Benchmarking program in 2019.		
Status The operation of the UBP Hub will be incorporated into the work plan activity RC.III.2 D-LeaP Utility Benchmarking Program. Under this activity the program will further support the national benchmarking collection efforts.		

CROATIA

NA.2.2: Support to Croatia utility aggregation process implementation

Led by World Bank

Objective

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

Target audience Ministry of Environmental Protection and Energy, 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 Environmental Protection and Energy, Croatian Water and the Water Services Council, has started with implementation of a fundamental water utility restructuring reform focusing on merging the currently 158 municipal utilities into around 40 regional, more efficient utilities. This work builds on an in-depth study commissioned by Croatian Waters with World Bank financing, and completed in 2013, that provides a clear rationale for regionalization of utilities. The work was informed by the regional review of aggregation experiences (RA.2).

Currently, the Croatian Parliament has approved the legal framework for the utility aggregation and reform process, and the implementation is expected to start in early 2020, with the objective of implementing a new regional water utility governance model by 2022, that would result in a more efficient, stronger water utility sector able to efficiently operate newly constructed infrastructure. This activity aims to provide specific, targeted technical advice on issues related to the implementation of the utility aggregation process to the Government of Croatia, or specific utility/service area at Government request. The advice will be based on WB global experience in implementation of water utility aggregation and findings of the World Bank toolkit on aggregation of WSS utilities from 2017. The DWP team will in the coming period discuss concrete proposals with the Ministry.

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

- Stjepan Gabric (lead)

Partners and responsibilities

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

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,
- Legislative framework for the reform prepared and sent for Parliament approval in 2019
- Aggregation reform implementation is expected to start in early 2020 and last between 2020-2022, with Bank advice being provided during this phase as per Government request/agreement (to be specified by Feb 2020)

Status

The first phase of this activity was completed in 2014. Following Parliament approval of the legal framework for utility aggregation in 2019, the implementation of the reform process is scheduled to start in early 2020. Discussions on concrete actions in support of sector reform implementation in Croatia are expected to start in December 2019, with the objective to agree on a set of actions focused on support in reform implementation by February 2020.

NORTH MACEDONIA

NC.III.4: Support to Benchmarking Activities

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 North 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	+60

Team

- Philip Weller, IAWD

Partners and responsibilities

Supported with funding and active involvement from GIZ.

Timeline

The first phase of the activity began in July 2015 and completed in fall of 2015. The second phase is on-going and performance information for 2016-2018 has been collected. It is expected that under Phase III, information for performance cycles for 2019 and 2020 (and continuing from there) will be available using the DCM system.

Status

The first phase of the activity was completed in fall of 2015 and data delivered to IBNET. The second phase is now on-going and 2016 data has been delivered to IBNET. Policy dialogue around the monitoring of WSS utilities performance is ongoing at the level of the Regulatory Agency and it is expected that the regulator could build on ongoing efforts by ADKOM to further strengthen, mainstream and institutionalize the use of the DCM platform in North Macedonia. In parallel, dialogue is ongoing with ADKOM towards the use of the tool by the Association to perform benchmarking activities targeting utility improvement with the objective of ADKOM being able to provide this service to its members in the near future.

NA.2.15: Water utility sector policy support [DISCONTINUED]

Led by	World Bank
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Objective

Improve 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
[NUMBER] of water supply and sanitation sector regulation and policy reviews conducted.	0	1

Team

- Stjepan Gabric

Partners and responsibilities

Ministry of Environment, Physical Planning and Energy, ADKOM Association of Public Utility Service Providers of the Republic of Macedonia.

Timeline

- October 2019 – discussion with stakeholders, and definition of activities (activity currently discontinued)

Potential upcoming activities depending on discussions:

- June 2020 – hiring of consultants and start of activity
- End 2020 - completion of activity

Status

Following period of instability, new Government has been elected in mid-2017, further activities to be determined following engagement with the new Government, and definition of water sector policies, were planned for 2018, but delayed due to continuous political instability. Upon their request, in October 2018, Macedonian Gov delegation participated on Portugal study tour, as a deepen knowledge on regulation of water services and organization of water service provision. This activity is combined with 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.

Following furthered political instability in N. Macedonia and lack of visible Government interest for significant reform in the water sector in the near future, it was decided to discontinue this activity. The decision will be revisited if there is a strong signal/request for support from the Government of N. Macedonia. The water utility sector will continue to benefit from DWP regional activities and benchmarking support.

MOLDOVA

NC.III.12 Moldova support to benchmarking [NEW]		
Led by	World Bank	
Objective To establish a sustainable system in Moldova to track WSS utilities performance and a systematized mechanism for performance data collection and management within the National Utility Association.		
Target audience		
Description and outcomes The Ibnet of the World Bank has been financially supporting data collection efforts in Moldova for several years. It is now expected that the national utility association might be supported from the DWP to undertake a roll out the DCM platform to make the data collection in Moldova more sustainable and enable the proper management of information and quality control by the national association.		
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	40
Team Susana Smets and Patricia Lopez (Leads)		
Partners and responsibilities To be defined		
Timeline <ul style="list-style-type: none">June 2020 for roll-out of DCMJune 2021 for 2nd performance cycle data collection		
Status Dialogue with the association towards the above goal will start in next mission by World Bank team (expected around September 2019).		

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 have any effective benchmarking scheme in place, and this activity has focused on collection of a first set of utility performance data, promoting the clarification of institutional responsibilities for benchmarking activities in the country and assisting the Government in developing effective utility benchmarking program. Establishment of an eventual link/feed to DCM is one of the key outcomes expected under this activity. The Government of Montenegro has expressed support for the development of a customized platform for data collection, together with Utility Association and Regulatory Agency.			
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 <ul style="list-style-type: none">Stjepan Gabric (lead)Phil Weller			
Partners and responsibilities <ul style="list-style-type: none">WAMNE Waterworks Association of Montenegro –coordination of activities and serving as a hubMontenegro Regulatory AgencyParticipating water utilities in Montenegro – data collection and inputMinistry of Sustainable Development and Tourism - coordination of activities and serving as a hub in the second phaseNBC National Benchmarking Coordinator – assistance to utilities in data collection and inputRBC Regional Benchmarking Coordinator – data analysis and report preparation			
Timeline <ul style="list-style-type: none">Apr 2015: Technical Workshop – preliminary findings presentation, discussion about definitions (approx. 75% data collected)Jun 2015: Drat Report preparation, and delivery to utilities for final commentsJul 2015: Sectorial Workshop – presentation of Draft report and discussion on follow-up activities in National BenchmarkingJun 2015: Decision of WAMNE on further methodology of National benchmarking initiation in MontenegroJuly 2018: Start of the next cycle (second phase) of collection and verification of data for 2015, 2016 and 2017 adopted to MNE conditions and Government plans. A decision on the next steps has been taken in coordination between the Ministry, Regulatory Agency and Utility Association, using a customized data collection portal (DCM)November 2019: Benchmarking Report completed and Workshop – presentation of final benchmarking results 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. 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 has 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 Regulatory Agency, and in close cooperation with Association of Water Utilities.

In March 2018 a major event bringing together Montenegro Utilities with Danube region companies involved in Benchmarking took place in Zjablak, Montenegro. The event helped strengthen the overall interest in Montenegro in developing a national system of PI data collection and discussions at the end of 2018 are expected to finalize the arrangements.

Next round of benchmarking activities has started with number of local benchmarking workshops for local water utilities in July 2018 and implementation continues with data collection throughout 2018.

Representative of line Ministry, Regulatory Agency and Utility Association have participated in Portugal study tour in October 2018, learning from Portugal experience in regulation of water services, benchmarking and sector organization.

Based on work carried under the assignment, a Montenegro water utility benchmarking report that includes data for all utilities for the period 2015-2018 has been completed by a consultant and Regulatory Agency, which is expected to be published in early November. The Agency is also considering the possibility of a final workshop to present the key report findings. During the meeting with the Regulatory Agency in July 2019 it was agreed that the DWP will continue with limited support to the Montenegro benchmarking process in the next stage trough assistance in the upgrade of existing data collection and benchmarking system (implementation of data collection for 2019 and DCM customization).

NA.2.13: Montenegro policy support

Led by	World Bank
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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, Regulatory Agency
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Description and outcomes

Government of Montenegro has initiated preparation and implementation of an ambitious program of strengthening and reorganization of water utility sector, with the aim to improve service provision scope and efficiency. This includes establishment of water regulatory agency, developing legal framework for water sector and benchmarking and preparation of utility aggregation process.

Activity will support strengthening of legal and organizational framework for water service provision in Montenegro, and assist in capacity building of water service regulation, and reform preparation through targeted assistance to critical Gov efforts. Activity is being prepared in close cooperation with Ministry of SDT and Regulatory Agency. The activity is also closely linked with the Competitive Grant received by the Ministry (refer to activity NC.2.25), and other activities aimed at water utility sector strengthening like ongoing benchmarking support and October 2018 regulatory strengthening (Portugal study tour - activity NC.III.5. Support to Benchmarking Activity).

The Ministry is currently engaged in the preparation of the legal basis and plans for the water utility aggregation process, where the number of water utilities should be reduced from current 22 to 4-6 larger utilities, with corresponding capacity strengthening and efficiency improvement. The concept is expected to be first implemented in the coastal area, where the existing 7 utilities and the regional water utility are expected to be merged into a single utility for the coastal zone. This new utility should initially cover only WS and WW services, while WWT will remain outside its operational scope. The transitional period for the reform implementation is expected to last 2-3 years and should be completed by 2022.

Contribution to Program Indicators, targets and progress to date

Indicator	Progress	Target
To be defined		

Team

- Stjepan Gabric (lead), Raimund Mair

Partners and responsibilities

- Ministry of Sustainable Development and Tourism
- Montenegro Regulatory Agency

Timeline

- Summer 2018 – discussion with stakeholders on needs and priorities
- September 2018 – hiring of consultants for assistance in utility benchmarking (financed by IbNet)
- May 2019 – completion of utility benchmarking assignment and handing over data to Regulatory Agency
- July 2019 - review of needs with the Ministry and Regulatory Agency
- End 2019 – definition of activities in support of the Ministry and Regulatory Agency

Status

With activity NC.2.25 which was completed and a first set of benchmarking results published in October 2019, it can be expected that this activity will be defined by the end of 2019 and implemented in 2020.

The first benchmarking report prepared by the Regulatory Agency with DWP/IBNet support is covering the period 2015-18, and will be published in early November 2019. Beginning of DCM operational use is planned for the end 2019/early 2020. During a meeting with the Regulatory Agency in July 2019 it was agreed that the activity in the future period will also provide support for capacity development through knowledge transfer from more developed regulatory agencies in the region (e.g. Croatia, Slovenia). The activity is under development.

The most critical support needed for the Ministry, as flagged at the July 2019 meeting, is technical support in the finalization of the utility aggregation process, in a form of targeted expert advice and guidance to the Government. While most of the reform package has been prepared, the whole proposal still has to pass public consultation (by end October), after which the package should be revised to reflect comments and sent to the Government and the Parliament for approval.

A meeting with Montenegro sector authorities that will define actions supporting the Ministry efforts will be scheduled immediately after the completion of the public consultation process and prepared by the end of 2019.

SERBIA

NA.2.5: Support for Serbia's EU accession process in the WSS sector [COMPLETED, continuation to be considered and expanded in overall policy support]

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.	20	20
[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers.	1	1

Team

- Raimund Mair (lead), Stjepan Gabric, Patricia Lopez
- James Hunt: Environmental economist / bulk water pricing specialist

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
- November/December 2019: reassessment of status, needs and possible ground for continuation of support under this activity

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. This activity is considered completed. Should commitment from Government towards a reform process be confirmed in the future during Phase III of DWP, a separate activity would be proposed under Phase III of the program.

Following the start of Phase III, the team will reassess the situation and WSS sector changes in Serbia by end 2019 and based on findings and recommendations consider continuation of a policy support activity aimed at improving service efficiency and preparation for EU accession.

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

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
- 2016-2019: further benchmarking cycles up to performance years 2018.
- June 2019-June 2021: Roll-out of DCM to include 2 more annual performance 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 for years 2017 and 2018. 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 2019.

The project has successfully involved collecting PI data from Serbian utilities and efforts continue to secure sustainability of the project.

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 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">Ivaylo Kolev (lead)Patricia Lopez, Stjepan Gabric, Philip Weller		
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 workshopWinter 2019/2020: definition of future support under this activity during Phase III and specification of budget allocation		
Status		
The activity is significantly delayed because of a complete change of management in the regulatory agenda in the country in the fall of 2014, but a second attempt to implement it took place early 2015 under the initiative of the UIP2 team with a first training workshop finally taking place in late August 2015 and a second one in July 2017 focusing on sharing best practices for improvement of utility performance with participation of the line ministry, the regulatory agency and several of the WSS utilities. Mutual interest to continue regulatory support in Ukraine under the third phase of the Program continues to exist and a definition of specific support will be done following discussions with the Government by the World Bank team in July 2019 and follow-up exchange.		

NC.III.10: Support to national benchmarking hub for Ukraine

Led by	IAWD and World Bank
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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
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Description and outcomes

This activity supported the creation of one of the regional utility benchmarking hubs catering to utilities in Ukraine. 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.

End of 2015 planning for a second cycle of Benchmarking began. The Hub had 8 utilities in the program for 2015 and reports were 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 WSS was also supported by the Bavarian Government.

In 2017 and 2018, 14 utilities participated in the program and also efforts to expand the group further in 2018 were successful with 18 utilities recruited. Funds for support for the development of the Association were used to support this activity (which is one of the most successful of the Association) The Bavarian Ministry of Environment has also cooperated in adding activities to support the utilities participating in the program in Ukraine (field visit to Germany).

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.	23	8
[NUMBER] of water utilities that the project is supporting.	23	8

Team

- Philip Weller (lead)
- Patricia Lopez, Ivaylo Kolev

Partners and responsibilities

- Ukraine IAWD Benchmarking Hub
- Danube Water Centre Ukraine

Timeline

- 2015: first cycle of utility Benchmarking has been organized with 8 utilities participating
- 2016: second cycle utility Benchmarking has been organized
- 2017: third cycle was completed with active participation of 14 utilities
- 2018: fourth cycle was managed with 18 utilities
- 2019: A new partner has been found to manage the activity in the Danube Water Centre Ukraine

Status

The Benchmarking Hub operating in Ukraine supported by this activity will continue as part of the D-LeaP Utility Benchmarking Program (RC III.2). This activity will further support the national benchmarking collection efforts, which will be closely coordinated with a newly formed NGO (Danube Water Centre Ukraine, founded in 2019) that will take over the responsibility for managing the UBP activities in Ukraine and building national and international support for this work.



Smart policies, strong utilities, sustainable services

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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.



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