



Smart policies, strong utilities, sustainable services

FEBRUARY 2015 UPDATE 2013-2015 WORK PLAN

February 2015

TABLE OF CONTENT

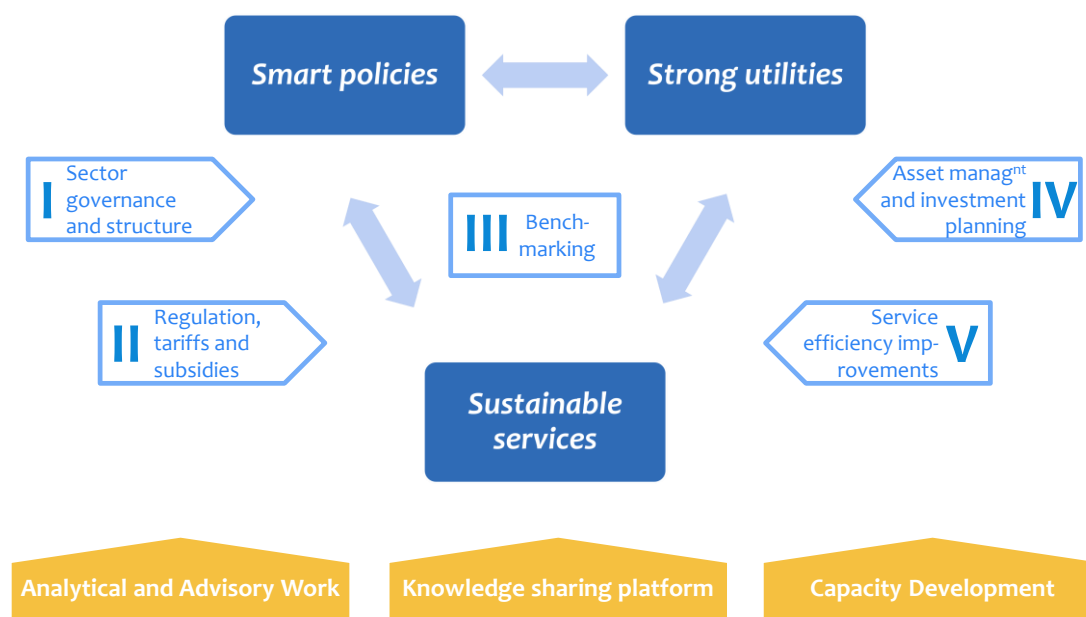
Table of Content	2
Introduction	5
Overview of Program activities	7
Country Activities Overview	8
Sources of external funds	9
Overview Results framework	10
RA / Regional analytical work	11
RA.1: State of the Sector Review	11
RA.2: Review of Aggregation Experience of Water and Wastewater Utilities	12
RA.3: Access and Performance of Water and Wastewater Sector	13
RA.4: Social Impact Analysis of Tariff Reform in the WSS Sector	14
RC Regional Capacity-Building work	16
RC.1: WSS Association Strengthening Support	16
Pillar I - Policies	17
RC.I.1: Regional Support for WSS sector policies and governance	17
RC.I.2: Regional EU accession cross support in water sector	18
Pillar II - Regulation, tariff and subsidies	19
RC.II.1: Regional support on WSS sector regulation	19
Pillar III - Benchmarking	20
RC.III.1: Regional PI System Initiative (DANUBIS)	20
RC.III.2: Benchmarking for Utility Improvement (EBC/Danube)	22
Pillar IV - Asset Management and Investment Planning	24
RC.IV.1: Regional results-based asset management program for interested utilities	24
Pillar V - Service Efficiency Improvement	25
RC.V.1: Regional results-based energy efficiency capacity-building program	25
RC.V.2: Regional results-based commercial efficiency capacity-building program	27
RS Regional knowledge sharing platform	28
RS.1: Annual Regional Event	28
RS.2: Participation in key regional events	29
RS.3: Development of Communication Platform	30
RS.4: Outreach to strategic partners	31
NA Country-level Analytical and Advisory Work	32
NA.2: Targeted Analytical and Advisory work for flagship countries	32

NC Country-level Capacity Building work	33
NC.2: Competitive Grant Window activities	33
NC.III: Country-level Benchmarking Support.....	34
NS National knowledge-sharing platform	36
NS.1: Participation in targeted national events.....	36
Annex 2: Country-level activities details	37
Sub-regional activities	38
NC.2.13: BiH, Me and Se Strengthening Capacity of Water Utilities with Benchmarking.....	38
NC.III.7: Support to regional EBC/Danube hub for BiH, HR, Ma, Me and Se.....	39
NC.III.8: Support to regional EBC/Danube hub for Albania and Kosovo.....	40
NC.III.9: Support to regional EBC/Danube hub for Moldova and Romania [CANCELLED]	41
Albania	43
NA.2.1: Water Supply and Sanitation Sector Support	43
NC.III.1: Albania Support to Benchmarking Activities	44
NC.2.11: Western Balkans Training Centre - Framework & Business Model.....	45
NC.2.12: Training Course for Business Planning for Water Utility Associations.....	47
Bosnia and Herzegovina	49
NC.III.2: BiH Support to Benchmarking Activities	49
NC.2.6: Editing DVGW Technical rules / guidelines in Bosnian language.....	50
NC.2.7: WSS network GIS for efficiency improvement in East Sarajevo	51
Bulgaria	53
NC.2.4: Utility Benchmarking in Bulgarian water sector	53
Croatia	55
NA.2.2: Support to Croatia' utility aggregation process	55
NA.2.3: Croatia WSS sector regulation support [CANCELLED]	56
NC.III.3: Croatia Support to Benchmarking Activities [CANCELLED] ...	56
Kosovo	58
NA.2.4: Review of current PPP policy framework in Kosovo	58
NC.2.10: Development of Young Professionals Network.....	59
NC.III.11: Kosovo Support to Benchmarking Activities	60
FYR Macedonia	61
NC.III.4: Coordination of Benchmarking Activities	61
NC.2.8: Capacity Development for Utilities: Regulation, Efficiency and Quality	62

NC.2.9: Reduction of NRW in PUC Vodovod	64
Moldova	66
NC.2.2: AMAC members retraining on operation of WSS systems	66
Montenegro	67
NC.III.5: Support to Benchmarking Activities	67
Romania	69
NC.2.3: Strengthening capacity of the Water Training Center and water utilities	69
Serbia	70
NA.2.5: Support for Serbia's EU accession process in the WSS sector	70
NC.III.6: Serbia Support to Benchmarking Activities	71
NC.2.14: Performance improvement of the water utilities in South Serbia	72
NC.2.5: DVGW technical rules Training of Trainers	73
Ukraine	74
NA.2.6: Review of national water strategy's alignment with EU directives [CANCELLED]	74
NA.2.7: Support regulatory capacity building in Ukraine	74
NC.2.1: Improvement of the national benchmarking system in WSS sector [CANCELLED]	76
NC.III.10: Support to national EBC/Danube hub for Ukraine	77

INTRODUCTION

This document presents an updated version of the Work Plan for the 2013-2015 implementation of the Danube Water Program, first released in August 2013. The Work Plan follows the Program's vision of *Smart policies, Strong utilities and Sustainable services*; it lays out a series of individual activities itself, which will be conducted at (sub-) regional and at national levels, through three main instruments: analytical and advisory work, a knowledge sharing platform and capacity development activities along the Program's five pillars, as shown below.



This updated Work Plan is consistent with the Program's objective and results framework and the August 2013 initial Work Plan and reflects progress made and feedback received since. It is the result of extensive consultations with the Program's actors and its partners and has been commented by the Program's Advisory Committee and external partners and approved by the Program Steering Committee on February 20, 2015. An electronic version of this report is available on the Program's website www.danube-water-program.org.

The document is structured as follows:

- ▶ The 2013-2015 work plan (page 7) itself is presented through the following sections:
 - *Overview of Program activities* on page 7 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 geographical level (regional or national). The Country Activities Overview on page 8 presents all country-level activities, according to the main regional activities they correspond to.
 - *Results Framework Overview* on page 10 offers an overview of the Danube Water Program's original targets, current progress and expected results.
- ▶ The *detailed regional activity sheets* starting on page 10 provide further details on each regional activity, including an objective, short description, timeline, team composition, contribution to Danube Water Program's overall indicators, and current status.
- ▶ The *detailed country sheets* starting on page 38 provide the same information for country-level activities.

Compared with the previous, February 2014 Work Plan version, changes in this version are mostly focused on updating the progress and results achieved of the various activities. With the agreement of the Steering Committee, the previous version of the Work Plan had committed more resources than available under the expectation that some activities would not happen. And in fact, this update of the Work Plan shows that a few activities have now been dropped or postponed in case a Phase II occurs, mostly to changed client demands;

This update is the last update covering only the 2013-2015 phase of the Program. With the ongoing discussions on a follow-up financing for the Program until 2018, the next Work Plan update would be expected to be issued in the summer of 2015, and cover already, at least in part, the 2015-2018 activities, many of which in direct continuation of on-going activities.

OVERVIEW OF PROGRAM ACTIVITIES

Note: activities that had been contemplated in the February 2014 version of the Work Plan, but were discontinued in this version have been removed from this version of the Work Plan but are included in the Table of Content for consistency. Number in [brackets] indicates page number of full activity description. Color indicates main implementing responsibility: Joint / case-by-case; IAWD-led; World Bank-led.

	R Regional / Sub-regional activities	N National activities
A Analytical and Advisory policy work	<ul style="list-style-type: none"> RA.1: State of the Sector study [11] RA.2: Review of aggregation experience of water and wastewater utilities [12] RA.3: Access and performance of WSS sector [13] RA.4: Social Impact Analysis of Tariff Reform in the WSS sector [14] 	<ul style="list-style-type: none"> NA.2: Targeted analytical and advisory support in Flagship countries [32] (refer to next page for full list)
C Capacity Development	<ul style="list-style-type: none"> RC.1: WSS association strengthening & support [16] Pillar I Sector governance and structure <ul style="list-style-type: none"> RC.I.1: Regional support for WSS sector policies and governance [17] RC.I.2: Regional EU accession cross-support in water sector [18] Pillar II: Regulation, tariffs and subsidies <ul style="list-style-type: none"> RC.II.1: Regional support on WSS sector regulation [19] Pillar III: Benchmarking <ul style="list-style-type: none"> RC.III.1: Regional PI System initiative (DANUBIS) [20] RC.III.2: Benchmarking for utility improvement (EBC/Danube) [22] Pillar IV: Asset mgmt and investment <ul style="list-style-type: none"> RC.IV.1: Regional results-based asset management program for interested utilities [24] Pillar V: service efficiency improvement <ul style="list-style-type: none"> RC.V.1: Regional results-based energy efficiency capacity-building program [25] RC.V.2: Regional results-based commercial efficiency capacity-building program [27] 	<ul style="list-style-type: none"> NC.2: Competitive Grant Window activities [33] (refer to next page for full list) NC.III.1: National Benchmarking Systems Support [34] (refer to next page for full list)
S Knowledge sharing platform	<ul style="list-style-type: none"> RS.1: Annual regional event [28] RS.2: Participation in key regional events [29] RS.3: Development of communication platform [30] RS.4: Outreach to strategic partners [31] 	<ul style="list-style-type: none"> NS.1: Participation in targeted national events [36]

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. [39] NC.III.8: Support to regional EBC/Danube hub for Albania and Kosovo [40] NC.III.9: Support to regional EBC/Danube hub for Moldova and Romania [41] 	<ul style="list-style-type: none"> NC.2.13: BiH, Me and Se Strengthening Capacity of Water Utilities with Benchmarking [38]
Albania	<ul style="list-style-type: none"> NA.2.1: Water Supply and Sanitation Sector Support [43] 	<ul style="list-style-type: none"> NC.III.1: Albania Support to Benchmarking Activities [44] 	<ul style="list-style-type: none"> NC.2.11: Western Balkans Training Centre - Framework & Business Model [45] NC.2.12: Training Course for Business Planning for Water Utility Associations [47]
Bosnia and Herzegovina		<ul style="list-style-type: none"> NC.III.2: BiH Support to Benchmarking Activities [49] 	<ul style="list-style-type: none"> NC.2.6: Editing DVGW Technical rules / guidelines in Bosnia language [50] NC.2.7: WSS network GIS for efficiency improvement in East Sarajevo [51]
Bulgaria			<ul style="list-style-type: none"> NC.2.4: Utility Benchmarking [53]
Croatia	<ul style="list-style-type: none"> NA.2.2: Support to Croatia' utility aggregation process [55] NA.2.3: Croatia sector regulation support [56] 	<ul style="list-style-type: none"> NC.III.3: Croatia Support to Benchmarking Activities [56] 	
Kosovo	<ul style="list-style-type: none"> NA.2.4: Review of PPP policy framework [58] 	<ul style="list-style-type: none"> NC.III.11: Support Benchmarking Activities [60] 	<ul style="list-style-type: none"> NC.2.10: Development of Young Professionals Network [59]
FYR Macedonia		<ul style="list-style-type: none"> NC.III.4: Coordination of Benchmarking and Policy Support Activities [61] 	<ul style="list-style-type: none"> NC.2.8: Capacity Development for Utilities: Regulation, Efficiency and Quality [62] NC.2.9: Reduction of NRW in PUC [64]
Moldova			<ul style="list-style-type: none"> NC.2.2: AMAC members retraining on operation of WSS systems [66]
Montenegro		<ul style="list-style-type: none"> NC.III.5: Support to Benchmarking Activities [67] 	
Romania			<ul style="list-style-type: none"> NC.2.3: Strengthening capacity of the Water Training Center and water utilities [69]
Serbia	<ul style="list-style-type: none"> NA.2.5: Support for EU accession process in the WSS sector [70] 	<ul style="list-style-type: none"> NC.III.6: Serbia Support to Benchmarking Activities [71] 	<ul style="list-style-type: none"> NC.2.14: Performance improvement of the water utilities in South Serbia [72] NC.2.5: DVGW technical rules Training of Trainers [73]
Ukraine	<ul style="list-style-type: none"> NA.2.6: Review of national water strategy's alignment with EU directives [74] NA.2.7: Support regulatory capacity building [74] 	<ul style="list-style-type: none"> NC.III.10: Support to national EBC/Danube hub for Ukraine [77] 	<ul style="list-style-type: none"> NC.2.1: Improvement of the national benchmarking system in WSS sector [76]

Sources of external funds

- ▶ ESMAP: Energy Sector Management Assistance Program
- ▶ EU: European Union
- ▶ Fees: Income from fees paid by DWP training participants
- ▶ IB-Net: International Benchmarking Network
- ▶ Local: counterpart funding for competitive grant window activities
- ▶ ORF: Open Regional Funds (GIZ)
 - LL: Local Leaders for South East Europe
 - ORF1: Window 1 (regional knowledge platform)
 - ORF 3.2: Window 3.2 (Benchmarking / DANUBIS)
 - ORF 3.2: Window 3.3 (Benchmarking / EBC/Danube)
- ▶ PPIAF: Public-Private Infrastructure Advisory Facility
- ▶ WB: World Bank (other sources of funding)
- ▶ WPP: Water Partnership Program

OVERVIEW RESULTS FRAMEWORK

Note: The table below presents the set of indicators and targets agreed upon between the Program partners during its preparation, and the current status based on this Work Plan. A revision has been proposed as part of the Restructuring and Additional Financing for Phase II to adjust a number of indicators that turned out to be hard to measure; the revised Framework will be used as soon as the AF is approved.

PDO LEVEL RESULTS INDICATORS	Base-line	Cumulative Target Values					Status
			2012	2013	2014	2015	
Indicator One: [NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers.	0	Planned	0			8	<i>Challenging to achieve</i>
		Actual		0	2		
Indicator Two: [NUMBER] of Operational Performance Improvement Action Plans or equivalent drafted by participating utilities.	0	Planned	0			15	<i>Exceeded</i>
		Actual		0	22		
Indicator Three: [NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance.	0	Planned	0			6	<i>Challenging to achieve</i>
		Actual		1	1		
Indicator Four: [NUMBER] of participating utilities that have defined and undergone at least one cycle of efficiency improvements monitored in the sector information system.	0	Planned	0			10	<i>Exceeded</i>
		Actual		0	13		
INTERMEDIATE RESULTS							
Intermediate Result (Component One): Developed regulatory and policy instruments for improved country framework conditions.							
Intermediate Result indicator One: [NUMBER] of sector regulation reviews conducted.	0	Planned	0			11	<i>Expected to exceed</i>
		Actual		0	0		
Intermediate Result indicator Two: [NUMBER] of sector policy reviews (including identification of opportunities for Private Sector Participation) carried out.	0	Planned	0			11	<i>Expected to exceed</i>
		Actual		0	0		
Intermediate Result indicator Three: [NUMBER] of energy audits conducted for participating utilities.	0	Planned	0			15	<i>Exceeded</i>
		Actual		0	17		
Intermediate Result indicator Four: [NUMBER] of participating utilities reporting performance data to the sector information system.	0	Planned	0			20	<i>Exceeded</i>
		Actual		1	27		
Intermediate Result (Component Two): Increased institutional capacity in participating utilities.							
Intermediate Result indicator One: [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	0	Planned	0			45	<i>Exceeded</i>
		Actual		85	200		
Intermediate Result indicator Two: [NUMBER] of utilities that have prepared business plans.	0	Planned	0			15	<i>Expected to achieve</i>
		Actual		0	0		

RA / REGIONAL ANALYTICAL WORK

RA.1: State of the Sector Review

Led by World Bank

Objective

The overall objective of the *State of the Sector* review is to create a comparative national and regional information and knowledge basis to focus subsequent policy actions¹ in the water and sanitation (WSS) sector of the participating countries. The specific objectives are:

- To develop, for each participating country and selected non-participating countries from the region (Austria, Czech Republic, Slovakia, Slovenia and Hungary), a succinct sector diagnostic note identifying the main characteristics and challenges of the WSS sector, using a unified structure; and
- To prepare a comparative analysis of the State of the Sector in the region, under a series of overarching perspectives (regulatory, financing, institutional, etc.)

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

Description and outcomes

The study will result in two complementary products:

- **Country Sector Notes**, presenting a short and structured diagnostic of the WSS sector in each country and selected non-participating countries from the region; and
- **Regional State of the Sector report**, presenting a comparative analysis of the situation in the region for key transversal topics

The State of the Sector study is seen as a flagship product of the Program and one that, if successful, will serve as a basis and complement to focus the on-going and expanded policy-level engagement in the various countries, led by the respective Task Team Leaders. Depending on its outcome and success, it could be repeated (in a lighter format) in subsequent years to track progress by participating countries on their sector modernization agenda, and might also eventually be replicated beyond the Danube region. See more details in concept note.

At the request of participating countries, the activity will also include selected non-participating countries from the Danube region (Austria, Czech Republic, Slovakia, Slovenia and Hungary) to allow for a wider comparison and opportunities to learn from good practices.

Finally, in those countries where significant policy-relevant results come to light, the SoS review will be followed by a light policy note prepared by the same team and highlighting challenges and presenting key recommendations to Decision Makers.

Contribution to Program Indicators, targets and progress to date

Indicator	Progress	Target
[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers.	0	4
[NUMBER] of sector regulation reviews conducted.	0	16
[NUMBER] of sector policy reviews (including identification of opportunities for Private Sector Participation) carried out.	0	16

¹ Those actions will include additional, more detailed data collection and analysis as needed to allow for an evidence-based policy advice.

Team

- David Michaud (TTL): overall responsibility for the study
- Stjepan Gabric and Kirsten Hommann: support on country-level activities (Stjepan) and analytical processing and interpretation (Kirsten), contribution to regional report
- Anastasia Shegay: coordination with local consultants, contribution to regional report
- Nikolaus Clemen: overall data and reference management
- Maria Salvetti: consolidation and edition of country notes and final report
- Michael Klien: complementary econometric analysis of IB-NET data.
- Petra Saurer: complementary analysis of Household Surveys
- Local consultants (one in each country, based on local knowledge and language skills)
- Bank water teams in countries: support to open doors for data gathering, quality control
- Program Assistant: Guy Tchabo
- Peer-Reviewers: The peer reviewers are Dominick de Waal (WSP); Diego Rodriguez (GWADR); Manuel Marino (GWADR); Caroline van den Berg (GWADR) and Philip Weller (IAWD).

Partners and responsibilities

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

Timeline

- February 2015: Quality Enhancement Review
- March-April 2015: Editing, layout, translation and printing of the output
- May 2015: Presentation of findings at the 2015 Danube Water Conference
- Spring 2015: Dissemination in countries

Status

The activity is close to completion. With the help of local consultants, sector data was collected from 16 countries. The writer contracted by the team has prepared 12 out of 16 country notes; remaining 4 are in progress. The program team is nearing completion of their respective chapters in the regional report.

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

Led by	World Bank
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Objective

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

Target audience	Countries contemplating sector reforms and aggregation of utilities
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Description and outcomes

The proposed case studies seek to identify the cost and benefits of aggregation in the utility sector. Although an econometric analysis was contemplated at the beginning, the empirical approach was revised reflecting uncertainties in the availability of detailed utility data and the constraints to modeling a suitable counterfactual scenario. The case studies will be informed by available data and will reflect the experience of Kosovo and Romania and possibly another country that has carried out such reforms. The case studies will be complemented by a literature review and a guidance note to countries that would like to embark on a comprehensive forecasting of agglomeration benefits.

Contribution to Program Indicators, targets and progress to date

Indicator	Progress	Target
[NUMBER] of sector policy reviews (including identification of opportunities for Private Sector Participation) carried out	0	2*

Team <ul style="list-style-type: none"> Kirsten Hommann (lead) Michael Klien (local consultant)
Partners and responsibilities <ul style="list-style-type: none"> NA
Timeline <ul style="list-style-type: none"> Hiring short term consultant (done) Preparation of Concept Note (by February 2015) Analyses and Draft Report (by July 2015) Dissemination and workshops (October 2015)
Status <p>The activity is under preparation. A literature review has been completed, and a first draft of the Concept Note is also ready, but challenges with the identification of proper utility data (including panel data) are being discussed before proceeding further.</p>

RA.3: Access and Performance of Water and Wastewater Sector		
Led by	World Bank	
Objective		
Generate reliable statistics on the state of access and performance of the water and sanitation sector in participating and neighboring countries of the Danube Water Program		
Target audience	Regulators and Policy Makers in Countries	
Description and outcomes		
Using micro data from available national household surveys, proposed review will compute household access to services by consumption/expenditure quintiles, by asset/wealth quintiles, by region, by ethnicity, and other (tbd). It will also identify variables in these household surveys that inform on the performance of the sector (e.g. water quality, 24 hour water) and validate this information with utility data, where available.		
Apart from supporting the sector review (RA.1) with statistical evidence, the computed statistics will serve as input to the social impact analysis of tariff reform (RA.4) and enable more evidence-based policy decisions. A module will be prepared to enable easy updating with more recent survey data.		
Contribution to Program Indicators, targets and progress to date		
Indicator	Progress	Target
NA	NA	NA

Team <ul style="list-style-type: none"> Kirsten Hommann (lead) Petra Sauer (local consultant) Other TBD
Partners and responsibilities <ul style="list-style-type: none"> No other partners identified
Timeline <i>Timeline and TA program to be developed once other activities are fully on-going and funding is clarified.</i> <ul style="list-style-type: none"> Hiring of short term consultant (by February 2014) Analysis of household data for 16 countries: (by December 2014) Preparation of model for easy update of household data for second phase Dissemination Strategy (tbd)
Status <p>The analysis has been finalized and is being used for the State of the Sector report. A suitable dissemination of the data will be identified after initial validation.</p>

RA.4: Social Impact Analysis of Tariff Reform in the WSS Sector		
Led by	World Bank	
Objective		
Analyze social impact of tariff increases and design of mechanisms to address adverse welfare effects		
Target audience	Regulators and Policy Makers in Countries	
Description and outcomes		
<p>Proposed analysis will analyze the share of water utility spending in total household income under existing tariff regime and will apply common rules to understand affordability constraints. This will be carried out for all ECA countries with available household expenditure data.</p> <p>For two countries, notably Albania and Belarus, a more comprehensive technical assistance in the design of efficient and affordable tariffs will be carried out.</p>		
Contribution to Program Indicators, targets and progress to date		
Indicator	Progress	Target
[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers.	0	1
[NUMBER] of sector policy reviews (including identification of opportunities for Private Sector Participation) carried out	0	1*

Team

- Kirsten Hommann (overall lead)
- David Michaud and Paula Restrepo (Albania)
- Consultants tbd

Partners and responsibilities

- In-country partners in Albania and Belarus

Timeline

- Preparation of Concept Note (by August 2014)
- Recruitment of consultants for Albania and Belarus, respectively (by April 2015)
- Analyses and Draft Report (by December 2015)
- Dissemination and workshops (April 2016)

Status

The concept note has been prepared and been approved by two managers (water and urban). The overall regional analysis will be postponed to learn first from the application of the method to Danube Water Program countries, which is finalized and being reported in the State of the Sector Report. The more detailed tariff analysis at the country level has started: in Belarus, a household survey with water expenditure details, has been fielded by the statistical department (BELSTAT) and in Albania, the existing household data already contains much of the necessary information.

RC REGIONAL CAPACITY-BUILDING WORK

RC.1: WSS Association Strengthening Support		
Led by	IAWD	
Objective		
To strengthen the water utility associations and improve their capacity to become leading actors in policy discussions as well as in improving utility efficiency.		
Target audience	National water associations	
Description and outcomes		
Regular meetings of the national associations will be held throughout the life of the project to ensure information flow about program activities in each country, provide input to program actions, and to develop common actions for supporting the utility associations in strengthening their capacity to service their members. IAWD is providing a coordinating function to these meetings which will also explore potential for cooperation mechanisms to facilitate cooperation beyond the life of the project. Joint actions proposed have included a proposal for training the trainers and developing training curricula in cooperation with other donors' programs and in strengthening the business planning of the Associations.		
Actions are under development to strengthen all national associations with small scale support from the DWP, which will be mainly used for development of the business plan or implementation of some activities envisaged in the existing business plan. In parallel, IAWD is discussing internally what facilitating role it wants to play vis-à-vis national associations.		
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.	19	15*
Team		
<ul style="list-style-type: none">Philip Weller (lead)Violeta Wolff (consultancies with water associations), Walter Kling, Katherine Wagner (IAWD)Stjepan Gabric, David Michaud (World Bank)		
Partners and responsibilities		
<ul style="list-style-type: none">Each national water utility association (s) participates and provides input		

Timeline

- Regular meeting of national water associations – every 6 months
- Development of train the trainer program for national associations.

Status

First meeting held in September 2013, Second meeting held in February 2014, Third meeting held in October 2014, Fourth meeting planned for February 2015 and a fifth planned for September 2015.

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

World Bank

Objective

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

Target audience

Line ministry staff; regulators, utility associations

Description and outcomes

This activity will start by offering a broad, three-day utility sector reform kick-off workshop focused on issues raised by the participants and local / European experiences; with the idea of bringing most participants to the same level of understanding, facilitating the exchange of experiences among participants, and also creating a sense of team spirit .

The main topics under the workshop will be:

- Sector reform planning and implementation
- EU policies
- Utility governance and aggregation of utilities
- Sector financing

During this first event each country delegation (2-3 people) will have the opportunity to define concrete priority areas, a course of action and necessary support; those country-level activities would then be supported by the Program under national analytical and advisory activities (NA.2).

A six month to six month “check-in” at regional level will also be organized to allow countries that are actively engaging on policy actions to compare progress and benchmark themselves against each other in terms of the discussions progress. The regional check-in will be done in parallel with other Program or regional events. Participating governments might be requested to contribute to the effort to confirm commitment (for example, co-financing of national-level policy work, national working plans etc.).

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.	32	30*

Team <ul style="list-style-type: none"> David Michaud (lead) Anastasia Shegay, Stjepan Gabric, Kirsten Hommann
Partners and responsibilities <ul style="list-style-type: none">
Timeline <ul style="list-style-type: none"> September 23-25, 2013 – Regional policy workshop and drafting of national work plans Support to national work plans (through NA.2) based on actual commitment. April and October 2014 – Regular regional stocktaking meetings
Status <p>Due to stronger demand for in-country, focused support regional policy events have not been organized beyond the annual conferences after the initial 2013 policy workshop. It is however envisioned that there might be further workshops once the State of the Sector report (RA.1) has been launched.</p>

RC.I.2: Regional EU accession cross support in water sector		
Led by	World Bank	
Objective Develop more knowledge on requirements and challenges of EU accession process in water sector among responsible Ministries and Water Agencies in the region		
Target audience	Ministries responsible for water sector, and State Water Agencies in EU and non-EU member countries in the region	
Description and outcomes <p>The process of EU integration and consequent requirement for harmonization with EU water directives represents a driving factor of change in water sector throughout the Danube region. Due to the political and economic diversity among countries in the region, there is a wide difference in current EU membership status between individual countries. Since almost all DWP participating countries still not EU members have declared their objective toward EU membership, there is a need to build knowledge on requirements and consequences of EU integration for a water sector, using the knowledge that already exist among EU member countries.</p> <p>The activities will be customized to fit the needs of the countries at the same level of EU integration, and would include: (i) development of knowledge on EU membership requirements in water sector, with the particular emphasis on EU water directives, (ii) transfer and exchange of experience and knowledge on EU accession between the counties that have completed accession process and those that are still in early stage. The events will be focused on high level representatives from line Ministry/agency staff from member, and candidate countries, and should be prepared in coordination and participation of EU representative up to the level that is found relevant for involved state representatives.</p> <p>The activities will be followed up by advisory cross support between the countries, based on specific issues that are relevant for an individual country.</p>		
Contribution to Program Indicators, targets and progress to date		
Indicator	Progress	Target
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	0	20*
Team <ul style="list-style-type: none">Stjepan Gabric (lead)David Michaud		

Partners and responsibilities

- Government of Montenegro
- Government of Serbia
- Government of Macedonia
- Government of Croatia
- Government of Albania

Timeline

Timeline and TA program to be developed once the activity preparation is completed and agreed. Below dates are tentative.

- May-June 2015 – Regional EU candidate workshop focused on EU accession process
- June to October 2015 – Bilateral cross support meetings

Status

The activity is under preparation; preliminary contacts have been taken with all participating countries, which have confirmed their interest, and principle agreement has been secured from Croatia former negotiations team and former staff of EC commission.

Pillar II - Regulation, tariff and subsidies**RC.II.1:Regional support on WSS sector regulation**

Led by	World Bank
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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
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Description and outcomes

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 is playing an important role in bringing the agencies together through a series of dedicated workshops and side meetings. In addition, the Program is also reaching 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.

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.	13	15*

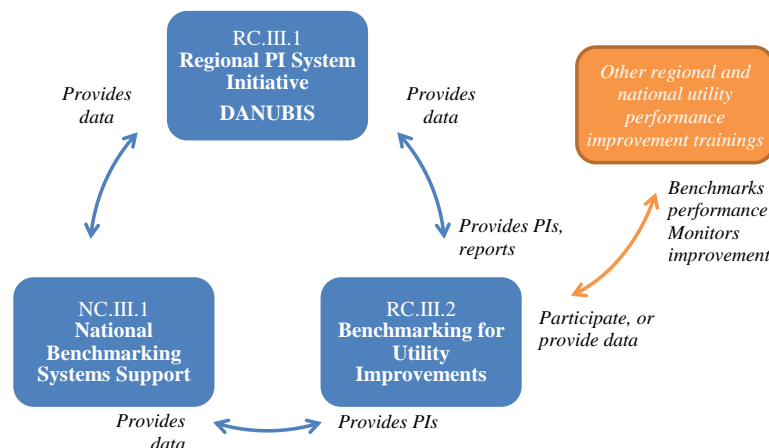
Team <ul style="list-style-type: none"> Anastasia Shegay (lead) David Michaud, Kirsten Hommann, Stjepan Gabric (support, content)
Partners and responsibilities <ul style="list-style-type: none"> Potentially the Portuguese Water and Waste Services Regulation Authority (ERSAR) Public Utility Regulation Center Energy Regulator Regional Association
Timeline <ul style="list-style-type: none"> 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 will be organized in Pristina, Kosovo May 2015: another roundtable of regulators will take place on the side of the 2015 Danube Water Conference.
Status <p>The activity is well on-going and a number of activities have taken place and will continue to happen; in addition partnerships have been established with ERRRA, the Energy Regulatory Regional Association, which is moving into the Water sector as well.</p>

Pillar III - Benchmarking

RC.III.1: Regional PI System Initiative (DANUBIS)	
Led by	World Bank
Objective Support the creation of a regional utility information, performance indicator and benchmarking platform	
Target audience	National water associations; line ministries; regulators.

Description and outcomes

Under the name DANUBIS (for DANube Utility Benchmarking and Indicators System), development of a regional WSS utility performance indicator and benchmarking platform based on the IB-Net platform and set of indicators, customized for the region. The focus will be on collecting and validating existing information and making it comparable (using internationally accepted standards) based on the understanding that differences in data collection protocols are minor and require only simple agreements at the regional level what minimum data is to be collected and by way of which format. Possible specific outputs: an annual report allowing for a stock taking of utility performance; an on-line platform (Customization of IB-Net based on the general database, and named DANUBIS). The platform will also allow for generation of reports for self-assessment of utilities as well. This activity will be closely coordinated with activities RC.III.2 and NC.III.1, as shown in the figure below. Refer to separate concept note for further information.



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	6*

Team

- David Michaud (lead)
- Sacha Danilenko, Phil Weller

Partners and responsibilities

- National institutions in charge of data collection and processing in their respective countries (regulatory agencies, line ministries, waterworks associations etc.).
- IB-Net

Timeline

- July 2013 – discussions among key actors to agree on scope of feasible regional activities (together with activity RC.III.2: Benchmarking for utility improvement).
- September 26-27, 2013: Organization of a regional seminar on benchmarking on the side of the policy seminar
- February 2014: first steering group meeting
- May 2014: second steering group meeting, launch of the DANUBIS.org platform
- Fall 2014: contracting of further developments for the platform
- February 2015: third steering group meeting
- May 2015: fourth steering group meeting

Status

The DANUBIS.org platform has been launched based on the feedback of the various countries. A team of consultants is currently working on further improvements and connection with the State of the Sector results. Development is expected to continue once inputs are received from the next Steering Group meeting.

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

Led by IAWD

Objective

Support the implementation of two cycles of a benchmarking process in the Danube Region to help participating utilities (approx. 40) improve their performance, with the support of 5 regional / national utility associations acting as regional hubs.

Target audience Interested utilities of the region; national water associations

Description and outcomes

The utility benchmarking initiative will be strongly based upon and utilize the expertise of the European Benchmarking Cooperation to create a Danube based utility benchmarking program.

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



Source: EBC

The Danube Water Program's utility benchmarking initiative will involve creating "regional hubs" within existing water utility organizations with the capacity and interest to develop a benchmarking program for utilities in their country and neighboring countries. Those organizations will receive support and training from the Danube Water Program (EBC) to implement the exercise but both the organization and the participating utilities will be expected to contribute significantly to the initiative as well to ensure long-term sustainability. IAWD will in the course of the project coordinate the development of a business plan and financing plan together with EBC to ensure the long term sustainability of the activities together with all the partners.

Participating utilities will be expected to pay a one-time fee for participation in the program of €1,000 (or 500 Euro for utilities under 20,000 PE); part of the fee will be used to establish a financial basis for the regional hubs. All utilities will also have to agree for their information to be provided and published in DANUBIS (RC.III.1) and IB-Net.

Contribution to Program Indicators, targets and progress to date

Indicator	Progress	Target
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	60	60*
[NUMBER] of participating utilities reporting performance data to the sector information system.	25	40*
[NUMBER] of participating utilities that have defined and undergone at least one cycle of efficiency improvements monitored in the sector information system.	12	40*

Team

- Philip Weller (lead)
- David Michaud

Partners and responsibilities

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

Timeline

Begin in early 2014 and end in fall 2015.

Status

The activity began in July 2104 and has involved the commitment to establish HUBs in Bulgaria, Kosovo (for Albania and Kosovo), Serbia (for ex-Yugoslavia) and Ukraine. A first cycle of Utility Benchmarking has been completed for the Bulgarian, Kosovo/Albania and Ex-Yugoslavia Hub. Development of the revised data platform has proceeded well and it will be used for data upload in the 2015 cycle. Funding for this activity is also being provided by the ORF/GIZ Regional Benchmarking Initiative Grant.

Pillar IV - Asset Management and Investment Planning

RC.IV.1: Regional results-based asset management program for interested utilities		
Led by	IAWD	
Objective Create greater awareness about and improve asset management practices in leading utilities of the region.		
Target audience	Interested utilities of the region; local government representatives; national water associations	
Description and outcomes <p>The program is aimed at helping utilities plan and implement improved asset management practices with a capacity-building training program inspired from the work done by Belgrade Waterworks but also the program developed by LNEC in Portugal.</p> <p>The objective of the Asset Management project of the Danube Water Program is to create awareness of Asset Management (AM) procedures, principles and methodologies. Project is carried out in 17 Utilities from 4 countries (BiH, Serbia, Macedonia and Montenegro). Asset Management Service Centre has been established in Belgrade and leads the program capitalizing on the development efforts and knowledge built in the Belgrade Waterworks. They and their partners provide in-kind support for the project through provision of part-time staff, office running costs and the AM software currently used in Serbia.</p> <p>The program works with 17 utilities committed to working on their asset registry and planning and receiving training together every few months. The Utility agrees to pay a one-time fee for participation in the program of €1,000 (or 500 Euro for utilities under 20,000 PE).</p> <p>Based on questionnaires, Utility Assessment Reports are created and presented to the Utilities during visits of the AM Hub Team to each Utility. Furthermore, Network Data Validation Reports for the 1st group of Utilities are completed (Utilities are divided into 3 groups according to the following criteria: 1) availability of data 2) existing computerized systems 3) engineering operations in terms of zoning / bulk metering / leakage control).</p> <p>Operation of the AM Cloud Service: From 1st December 2014 the AM Hub is hosting the Utility data for the 1st group of Utilities. A number of activities are included, like creation of cloud infrastructure, setting up of software and utility data and access rights for users. The Utilities will remain the owner of the raw and created data sets from the different AM modules.</p> <p>Products (e.g. training materials) developed in the scope of this project will be made available in the public domain. It is expected that the broadening of the activities to ensure awareness of local government actors (and the legal implications on ownership and development financing) will be brought in through the cooperation with the NALAS network under the ORF Program.</p>		
Contribution to Program Indicators, targets and progress to date		
Indicator	Progress	Target
[NUMBER] of Operational Performance Improvement Action Plans or equivalent drafted by participating utilities.	0	3
[NUMBER] of participating utilities reporting performance data to the sector information system.	3	17

Team <ul style="list-style-type: none"> Violeta Wolff (lead) Philip Weller, Stjepan Gabric
Partners and responsibilities <ul style="list-style-type: none"> Association for Water Technology and Sanitary Engineering (AWTSE) based in Belgrade, is the contracting partner and lead organization, which will team up with their existing partners and will carry out the work in cooperation with: Public Utility 'Belgrade Waterworks and Sewerage' (BWS), Belgrade Hydro-Comp Enterprises (HC), Nicosia
Timeline <ul style="list-style-type: none"> September/November 2013 Conceptual design of the activity (together with Belgrade Waterworks and LNEC) November 2013 Contact with interested utilities and regional asset management workshop December 2013 Preparing Tor for Individual Consultants and ITQ for IT equipment January 2014 Preparing Tor for AM Center and Contracting of AM Service Center, Procurement of IT equipment February 2014 Setting up of IAWD-AM Hub June 2014 Planning & Utility Assessment May 2015 Launch of Commercial Data Evaluation program for the 1st group of Utilities June 2015 Launch of Financial Assets Evaluation program and Regular Financial Assets Evaluation program (planned for one or two Utilities from the 1st group of Utilities) Regular Workshops - Progress assessment of each Utility Training / Awareness sessions on formulation of Strategic Asset Management Plan using the achieved results
Status The activity is currently at the stage of completion of Network Data Validation Reports.

Pillar V - Service Efficiency Improvement

RC.V.1: Regional results-based energy efficiency capacity-building program	
Led by	World Bank
Objective Decrease overall energy consumption in at least five utilities in three different countries.	
Target audience	Interested utilities of the region; national water associations
Description and outcomes This activity will organize wholesale technical assistance on energy efficiency to water and sanitation utilities in four countries of the Danube Region, with a focus on helping those utilities developing and taking their efficiency improvement packages to the market for financing and implementation. The selected countries are Bulgaria, Croatia, Serbia and Ukraine. On the basis of this program utilities will develop an energy audit and investment plan and, for those plans with strongest potential, follow-up support will be provided to seek access to financing. A limited cash, and significant in-kind contribution, and strong commitment to implementation, will be expected from participating utilities. In addition, all utilities will have to agree to have their performance information collected and disclosed in DANUBIS and IB-Net. The approach will be as follows:	

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

Contribution to Program Indicators, targets and progress to date

Indicator	Progress	Target
[NUMBER] of Operational Performance Improvement Action Plans or equivalent drafted by participating utilities.	17	10
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	73	60*
[NUMBER] of energy audits conducted for participating utilities.	17	15

Team

- David Michaud (lead)
- Phil Weller
- Anastasia Shegay
- Jas Singh, Feng Liu (strategic advice)

Partners and responsibilities

- Energy Sector Management Assistance Program (ESMAP)

Timeline

The activity will use the following approach:

- Fall 2013: contracting of consulting company.
- Winter 2014: call for interested utilities to apply for participation
- April 8-11, 2014: kick-off
- Late 2014: completion of audits and investment plans
- 2015: financing search for most promising transactions.

Status

The contract has been awarded to company ECONOLER; implementation is on-going, with all regional and in-country workshops completed already, phases I (preparation) and II (capacity building) as well and a subset of 16 utilities currently seeking financing for their activities (Phase III).

RC.V.2: Regional results-based commercial efficiency capacity-building program		
Led by	IAWD	
Objective Create 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.		
Target audience	Interested utilities of the region; national water associations	
Description and outcomes Development and carrying out of targeted business plans and complementary efficiency improvement plans to help a few (up to 30) selected utilities in 3-5 countries improving their commercial practices. The utilities participating in the program will receive support (a practitioner consultant) to be able to make improvement in commercial activity and document those improvements in the Business (or Operational Improvement) Plan. Participating utilities will also have commitment to building capacity in the region related to good commercial management practices and be willing to share their good practices with others. A coordinating team who will organize input of practitioners from good practice utilities is planned to be hired in early 2014 to develop and carry out this activity in cooperation with additional experts. Some level of in-kind and cash contribution will be expected from participating utilities; they will also be required to disclose their performance information into DANUBIS and IB-Net.		
Contribution to Program Indicators, targets and progress to date		
Indicator	Progress	Target
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	0	30*
[NUMBER] of Operational Performance Improvement Action Plans or equivalent drafted by participating utilities.	0	20
[NUMBER] of utilities that have prepared business plans.	0	15
[NUMBER] of participating utilities reporting performance data to the sector information system.	0	30
Team <ul style="list-style-type: none">Philip Weller (lead)Violeta Wolff, David Michaud		
Partners and responsibilities <ul style="list-style-type: none">The Water Utility Associations will be asked to support identification of utilities		
Timeline <ul style="list-style-type: none">The methodology for carrying out the work will be approved in early 2015Call for interested utilities (through national water associations) in early 2015Provision of support to utilities will take place following workshops planned in early 2015Utility commercial improvements carried out (begin of 2015 to – September 2015)		
Status The activity is under implementation. The Consultant (consortium) for carrying out this program Valu Add (lead) was hired in October 2014 and the program is expected to be completed by the end of September 2015.		

RS REGIONAL KNOWLEDGE SHARING PLATFORM

RS.1: Annual Regional Event			
Led by		IAWD	
Objective Offer a platform for regional and cross-disciplinary dialogue on WSS sector challenges and solution in the Danube region.			
Target audience		All sector stakeholders (continuation of launch event)	
Description and outcomes Based on feedback to the Launch event it was a useful exercise to bring together diverse stakeholders in the water sector (regulators, utilities, national and local government officials, professional associations etc.) to discuss jointly key issues affecting the water sector in the region. Based upon these results it has been agreed to hold an annual event involving representatives from all countries and sectors building upon and utilizing the results of the project. An annual event is planned for May 2014 and a final (for the current phase) event in May 2015.			
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.		150	100*
Team <ul style="list-style-type: none">Philip Weller and David Michaud (lead)Violeta Wolff, Katherine Wagner, and IAWD GIZ Project ManagerAll DWP team members involved in the content and delivery of the events			
Partners and responsibilities <ul style="list-style-type: none">ORF/GIZ has expressed interest in participating in these events and in addition to overall support, assisting the DWP in ensuring the active involvement of local government representatives. The 2014 DWC was organized jointly with GIZ as will the 2015 conference.			
Timeline <ul style="list-style-type: none">The second Annual Forum took place in May 2014 involving 150 participants from the region and beyondClosing (for current phase) Annual Forum planned for May 2015. Planning and organizational efforts are beginning in early 2015.			
Status The third annual forum is in planning and expected to take place May 6 and 8, 2015 The IAWD Grant Agreement with GIZ/ORF has made substantial funding available for this event.			

RS.2: Participation in key regional events			
Led by	Jointly		
Objective Continue to promote the Program and establish it as a significant platform of dialogue in the sector at regional level.			
Target audience	Audience of the respective regional events		
Description and outcomes There are a number of key regional events, the Program should be represented in one way or the other (and by the way as much as possible meetings around the other activities will be scheduled around these events). A joint calendar of all such events should be prepared.			
Contribution to Program Indicators, targets and progress to date			
NA	Indicator	Progress	Target
		NA	NA
Team <ul style="list-style-type: none">Whole Program team			
Partners and responsibilities <ul style="list-style-type: none">Organizers of respective national or regional events.			
Timeline <ul style="list-style-type: none">June 2013 – Prepare Program calendarOn a rolling basis: participation in events			
Status On-going; team representatives have participated in regional sector events in Albania, Kosovo, Ukraine, Serbia, Romania and Bulgaria and used those opportunities to introduce the Program to a wider audience, as well as coordinate program activities with partners participating in those events. In addition the team has also participated in regional events outside the Program's countries (Hungary, Brussels) with the same purpose.			

RS.3: Development of Communication Platform		
Led by	IAWD	
Objective Promote the program and provide mechanism for dissemination of program activities and publications.		
Target audience	Regional stakeholders in the WSS Sector and beyond	
Description and outcomes A website reflecting the program's activities and outputs was created as self-standing DWP website and was launched in October 2013 under the www.danube-water-program.org domain. The website contains information about the program and its events and activities as well as associated events. The website is planned to be further updated in early 2014 and a long term plan for the maintenance and sustainability beyond the life of the project is in development. The website with a regular update of program activities will be complemented by a regular (every six months) electronic newsletter linking to website stories and news describing progress and various activities implemented under the program as well as relevant stories from participant countries in the region. The newsletter should be distributed to all participants; either in replacement of IAWD's current one or a self-standing one. The website and newsletter will cover not only the IAWD/TS activities but also the World-Bank supported activities, regional events by participating institutions (national water associations etc.) as well as noteworthy World Bank activities and investments in the region. A revised program brochure is under development in early 2014 describing the progress achieved to date and presenting in more detail the program activities. Outcomes of the program have also been presented in magazines and journals (Aquapress, Serbian Water Magazine) and further efforts to achieve this will be undertaken.		
Contribution to Program Indicators, targets and progress to date		
	Indicator	Progress
NA		NA
Team <ul style="list-style-type: none">Philip Weller (lead); all Team Members providing input		
Partners and responsibilities <ul style="list-style-type: none">Cooperation with NALAS and National Water Utility Associations		
Timeline <ul style="list-style-type: none">October 2013: creation of websiteSummer 2014: adoption of new image for Danube Water ProgramSeptember 2014: launch of new DWP brochure and newsletterJanuary 2015: newsletterSpring 2015: newsletter, website update		
Status The activity is continuous and activities proceeding well. The website was released in September 2013 and has been kept updated, informal newsletters have been shared with Program participants. It has been proposed that an information manager be hired (part-time) to support the maintenance of the website and additional communication and knowledge management activities. GIZ/ORF has provided resources for IAWD which can support some of the tools developed as part of the activities. A draft TOR for such a position has been created and a decision on this support will be made in early 2015.		

RS.4: Outreach to strategic partners			
Led by	Jointly		
Objective Present the program to key organizations in the IFI/donor community in order to raise the profile of the program, coordinate activities and potentially attract additional funding			
Target audience	Audience of the respective regional events		
Description and outcomes In line with the interest in extending the scope and time of the Program if results are positive, and coordinating its implementation with on-going activities, close coordination with other IFIs / bilateral donors / actors should be ensured.			
Contribution to Program Indicators, targets and progress to date			
NA	Indicator	Progress NA	Target NA
Team <ul style="list-style-type: none">Whole team			
Partners and responsibilities <ul style="list-style-type: none">Ministry of Finance of Austria, as original donor, has offered to support fundraising efforts.			
Timeline <ul style="list-style-type: none">Mid-January – February 2014 – schedule meetings to present some of the initial activities implemented in Fall 2013			
Status The activity is-going; a number of ad-hoc partnerships have been established and additional funding has been leveraged .Contacts and cooperation have among others been developed with GIZ/ORF, NALAS, EBC, the European Commission (DG Environment and DG Regio), the Swiss cooperation, KfW, GIZ, EUREAU, EWA, ERRA and others.			

NA COUNTRY-LEVEL ANALYTICAL AND ADVISORY WORK

NA.2: Targeted Analytical and Advisory work for flagship countries		
Led by	World Bank	
Objective Provide targeted analytical and advisory support to countries actively engaging on the regional policy-level Capacity Development activities		
Target audience	WSS opinion leaders, policy makers and sector professionals in the respective countries	
Description and outcomes Refer to individual country activity descriptions (annex 2).		
Contribution to Program Indicators, targets and progress to date (refer to Annex 2 for details)		
Indicator	Progress	Target
[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers.	2	4
[NUMBER] of sector regulation reviews conducted.	0	1
[NUMBER] of sector policy reviews (including identification of opportunities for Private Sector Participation) carried out	0	2
Team Refer to individual country activity descriptions (annex 2)		
Partners and responsibilities Refer to individual country activity descriptions (annex 2)		
Timeline Refer to individual country activity descriptions (annex 2)		
Status This activity’s scope has been extended to cover also possible analytical work at country level (former activity NA.3) as analytical and advisory activities are conducted in a seamless, integrated manner. Initial allocation and scope of work has been agreed with governments. Refer to individual country activity descriptions for further details (annex 2).		

NC COUNTRY-LEVEL CAPACITY BUILDING WORK

NC.2: Competitive Grant Window activities		
Led by	IAWD alongside recipients (see individual activity sheets in Annex 2)	
Objective The Program will support national and sub-regional activities which strengthen the technical and managerial capacity of the water sectors utilities and institutions through provision of grants for specified activities by organizations active in the water field.		
Target audience	All regional, national and local stakeholders	
Description and outcomes All countries submitted possible ideas for this window. The Call for Proposals (CfP) was launched and 71 project applications with a rough concept and outline of the proposed activities. The Criteria for acceptance of the grants (Evaluation) were based upon the following key elements: <ul style="list-style-type: none">• The grant application is coming from an institution active and involved in water supply and waste water treatment (utility, association of utilities or municipalities) in the country or region.• Demonstrated need in the country for the proposed action• Connection of the proposed activity to other activities associated with improving water supply and waste water treatment.• Co-financing or in-kind support for the activity from local organizations or institutions The grants are targeted at national level activities but a selected number of grants are provided for regional actions (actions involving more than one country). The program will support country specific capacity building and institutional strengthening through a competitive grant procedure which involves submission to the program of a project proposal in the first step of the application process. Refer to individual activity sheets in the Country activities annex (annex 2) for further details on their respective objective, outcome, indicators and status.		
Contribution to Program Indicators, targets and progress to date (refer to Annex 2 for details)		
Indicator	Progress	Target
[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers	0	1*
[NUMBER] of Operational Performance Improvement Action Plans or equivalent drafted by participating utilities	5	25
[NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance	0	1*
[NUMBER] of participating utilities that have defined and undergone at least one cycle of efficiency improvements monitored in the sector information system	1	4
[NUMBER] of sector regulation reviews conducted	0	1*
[NUMBER] of sector policy reviews (including identification of opportunities for Private Sector Participation) carried out	0	1*
[NUMBER] of participating utilities reporting performance data to the sector information system	2	25*
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities	110	150*

Team <ul style="list-style-type: none"> Philip Weller, Violeta Wolff, IAWD
Timeline <ul style="list-style-type: none"> July 2013: finalization and confirmation of CfP format, scope, launch of CfP September 2013: receipt of proposals October 2013: first stage proposals evaluated, more in depth proposals developed November 2013: award of proposals December 2013 / February 2014 request of more in depth development of certain proposals and start of implementation. September 2015 finalization of implementation, closure of sub-projects and ex-post evaluation..
Status <p>The call for proposals is completed and implementation of the 14 actions is ongoing for all but one competitive grant. Refer to individual activity sheets in the Country activities annex (annex 2) for further details.</p>

NC.III: Country-level Benchmarking Support		
Led by	World Bank	
Objective		
Support the creation or improvement of national benchmarking systems, and their linkages to the DANUBIS and EBC activities.		
Target audience	National water associations; line ministries; regulators.	
Description and outcomes		
This activity will focus on supporting the development or improvement of a national benchmarking system, whether mandatory/regulatory or more focused on utility improvement, including the adoption of established standards, etc. It will be closely linked with the regional DANUBIS performance indicators system (RC.III.1) and utility-level benchmarking activities (RC.III.2).		
Contribution to Program Indicators, targets and progress to date		
Indicator	Progress	Target
[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers	0	1
[NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance.	0	5
[NUMBER] of sector regulation reviews conducted	0	1
[NUMBER] of participating utilities reporting performance data to the sector information system	27	51

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)

NS NATIONAL KNOWLEDGE-SHARING PLATFORM

NS.1: Participation in targeted national events			
Led by	Jointly		
Objective Continue to promote the Program and establish it as a significant platform of dialogue in the sector at national level.			
Target audience	Audience of the respective national events		
Description and outcomes Most countries have national WSS events / days (often organized by the national water association), the Program will be present when possible. A joint calendar of all such events should be prepared.			
Contribution to Program Indicators, targets and progress to date			
Indicator		Progress	Target
NA		NA	NA
Team <ul style="list-style-type: none">Whole program team			
Partners and responsibilities <ul style="list-style-type: none">Institutions organizing the various national events (generally the national water associations)			
Timeline <ul style="list-style-type: none">Rolling – Prepare and update program calendar			
Status Program team representatives have participated in national events in Albania, Kosovo, Serbia, Montenegro, Bosnia and Herzegovina, Bulgaria and Romania and will continue to monitor such opportunities.			

ANNEX 2: COUNTRY-LEVEL ACTIVITIES DETAILS

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

- ▶ Targeted **analytical and advisory work** for flagship countries (activities starting in NA.2); the overall cost and indicators of those activities are summarized under the “NA.2 Targeted Analytical and Advisory Work for flagship countries” activity in the main text (see page 32).
- ▶ 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 34).
- ▶ **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 33).

An overview of all activities in each country is included under “Country Activities Overview” on page 8.

SUB-REGIONAL ACTIVITIES

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

Led by	Water supply utility "Bistrica" from Bijelo Polje
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Objective

The objective is improving the management of public utilities, all with the aim of improving the quality of services provided by the utility company to citizens in its service area. The program will build needed capacities and improve operational practices of the 3 utility companies from the neighboring countries.

Target audience

3 utility companies from the neighboring countries – Gorazde in Bosnia and Herzegovina, Bijelo Polje in Montenegro and Prijepolje in Serbia

Description and outcomes

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

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

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

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

Contribution to Program Indicators, targets and progress to date

Indicator	Progress	Target
[NUMBER] of participating utilities that have defined and undergone at least one cycle of efficiency improvements monitored in the sector information system.	0	3
[NUMBER] of participating utilities reporting performance data to the sector information system.	0	3
[NUMBER] of Operational Performance Improvement Action Plans or equivalent drafted by participating utilities.	3	3

Team
<ul style="list-style-type: none"> Philip Weller, Violeta Wolff, IAWD
Partners and responsibilities
<ul style="list-style-type: none"> Utility company "6. Mart" Goražde, Bosnia and Herzegovina. Utility company "Lim", Prijepolje, Republic of Serbia Hydro-Engineering Institute Sarajevo (HEIS)
Timeline
<ul style="list-style-type: none"> November 2103 award of proposal December 2013 Development of a more in depth proposals (pending) February 2014 contract signature and start of implementation. February 2015 end of the contract implementation February 2015 contract completion
Status
The activity is in its final phase. Presentation of final results is still to be agreed and carried out.

NC.III.7: Support to regional EBC/Danube hub for BiH, HR, Ma, Me and Se.		
Led by	IAWD	
Objective		
Promote the creation of a regional utility benchmarking hub supporting Bosnia and Herzegovina, Croatia, Macedonia, Montenegro and Serbia utilities		
Target audience	Utilities in the targeted countries	
Description and outcomes		
This activity will support the creation of one of the regional utility benchmarking hubs catering to utilities in Bosnia and Herzegovina, Croatia, Macedonia, Montenegro and Serbia. The hub itself will be part of a regional network of hubs promoted by the Program in close coordination with the European Benchmarking Cooperation, as outlined under activity RC.III.2.		
Contribution to Program Indicators, targets and progress to date		
Indicator	Progress	Target
[NUMBER] of participating utilities that have defined and undergone at least one cycle of efficiency improvements monitored in the sector information system.	0	13
[NUMBER] of participating utilities reporting performance data to the sector information system.	3	13

Team <ul style="list-style-type: none"> Philip Weller (lead) Violeta Wolff David Michaud
Partners and responsibilities <ul style="list-style-type: none"> EBC Utility associations in the related countries. Funding for this activity has been provided by ORF/GIZ under the Grant Agreement with IAWD.
Timeline The program began in July 2014 and is expected to involve two cycles of Utility Benchmarking.
Status The activity is under implementation. Aleksandar Krstic as the consultant hired to develop the activity and 12 utilities participating the first cycle. Additional utilities are expected to join in 2015 and a regional workshop will be held in early 2015 analyzing the work in 2014 and preparing the actions for 2015. The Utility Associations from the region will be invited to this workshop to discuss the ownership and future development of the program.

NC.III.8: Support to regional EBC/Danube hub for Albania and Kosovo		
Led by	IAWD	
Objective Promote the creation of a regional utility benchmarking hub supporting Albania and Kosovo utilities		
Target audience	Utilities in the targeted countries	
Description and outcomes This activity will support the creation of one of the regional utility benchmarking hubs catering to utilities in Albania and Kosovo. The hub itself will be part of a regional network of hubs promoted by the Program in close coordination with the European Benchmarking Cooperation, as outlined under activity RC.III.2.		
Contribution to Program Indicators, targets and progress to date		
Indicator	Progress	Target
[NUMBER] of participating utilities that have defined and undergone at least one cycle of efficiency improvements monitored in the sector information system.	0	11
[NUMBER] of participating utilities reporting performance data to the sector information system.	11	11

Team <ul style="list-style-type: none"> Philip Weller (lead) Violeta Wolff David Michaud
Partners and responsibilities <ul style="list-style-type: none"> EBC Utility associations in the related countries. Funding support for this activity has been provided by ORF/GIZ under the Grant Agreement with IAWD
Timeline A workshop in early 2015 will assess activities in 2014 and plan the work for 2015.
Status The activity is under implementation with involvement of 10 utilities. A contract with SHUKOS to manage the program has been developed in July 2014 and a first cycle of Benchmarking has taken place. A second cycle will take place in 2015.

NC.III.9: Support to regional EBC/Danube hub for Moldova and Romania [CANCELLED]		
Led by	IAWD	
Objective Promote the creation of a regional utility benchmarking hub supporting Moldova and Romania utilities		
Target audience	Utilities in the targeted countries	
Description and outcomes This activity will support the creation of one of the regional utility benchmarking hubs catering to utilities in Romania and Moldova. The hub itself will be part of a regional network of hubs promoted by the Program in close coordination with the European Benchmarking Cooperation, as outlined under activity RC.III.2.		
Contribution to Program Indicators, targets and progress to date		
Indicator	Progress	Target
[NUMBER] of participating utilities that have defined and undergone at least one cycle of efficiency improvements monitored in the sector information system.	0	7
[NUMBER] of participating utilities reporting performance data to the sector information system.	0	7

Team <ul style="list-style-type: none"> • NA
Partners and responsibilities <ul style="list-style-type: none"> • NA
Timeline NA
Status The activity is canceled / on hold until clarification exists on the Benchmarking program in Romania, and in particular the EBRD-supported activities, which are very similar to those originally contemplated under this activity.

ALBANIA

NA.2.1: Water Supply and Sanitation Sector Support

Led by	World Bank
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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. The project would be implemented in close collaboration with the Government, the EC and other donors.

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

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

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

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

Contribution to Program Indicators, targets and progress to date		
Indicator	Progress	Target
[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers.	0	1
[NUMBER] of sector policy reviews (including identification of opportunities for Private Sector Participation) carried out.	0	1
Team <ul style="list-style-type: none"> Paula Restrepo (lead) David Michaud, Artan Guxho (members) 		
Partners and responsibilities <ul style="list-style-type: none"> National institutions (Ministry of Transport and Infrastructure, Water Regulatory Agency) Other donors, led by European Union Delegation 		
Timeline <ul style="list-style-type: none"> August 2014: Development of Concept Note Fall 2014: Negotiation of EU funding Winter 2015: EU trust fund setup, preparation of ToRs, selection of consultants Spring 2015: begin of activity 		
Status <p>A concept note has been prepared, the EU funds have been approved and are in the process of being transferred, and Terms of Reference for the consultants have been prepared.</p>		

NC.III.1: Albania Support to Benchmarking Activities		
Led by	World Bank	
Objective Sustain the dialogue on advancing Benchmarking Activities in Albania		
Target audience	Albania Institutions involved in Benchmarking, utilities	
Description and outcomes Benchmarking activities and the establishment of an eventual link/feed to DANUBIS is one of the key outcomes that is aimed for under this technical assistance component. Among other things, national institutions will be supported to validate and improve the quality of utility performance data collected in the national system, as well as expand its scope to non-utility supply. The activity will be conducted in close coordination with the World Bank funded Water Sector Investment Project and other donor-funded efforts to promote benchmarking in Albania, in particular the local GIZ office.		
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 ²	1

² Progress to date is not attributable to Danube Water Program support as Albania has an existing sector information system for which the Program will provide additional support.

Team <ul style="list-style-type: none"> David Michaud (lead) Kirsten Hommann, Artan Guxho, Paula Restrepo
Partners and responsibilities <ul style="list-style-type: none"> Water Regulatory Agency Benchmarking Unit of the Ministry of Transport and Infrastructure
Timeline <ul style="list-style-type: none"> Fall 2014: preparatory discussions with key stakeholders February 2015: workshop to define concrete activities Subsequent steps TBD.
Status <p>The activity is under preparation; a workshop will take place in February 2015 with all key stakeholders to discuss how each source of financing can contribute to support an integrated vision for utility information management and benchmarking. Early proposals have been defined already.</p>

NC.2.11: Western Balkans Training Centre - Framework & Business Model	
Led by	Water Supply and Sewerage Association (SHUKALB)
Objective <p>The overall objective of the proposed Project is to develop, in sufficient detail, the Framework and Business Model for a Regional Training Center based in Albania and initially serving the Western Balkans.</p> <p>SHUKALB will use a portion of the Grant Funds to support the Partner Associations of the Western Balkans to play an active role in a Project Work Group that will help to support the inventory and documentation efforts on existing regional resources that could later support the Regional Training Center concept. The Work Group will also serve as a Project platform for reviewing and commenting on the Framework and Business Plan throughout its development.</p>	
Target audience/group	Water Associations under the Western Balkans Partnership and beyond
Description and outcomes <p>The philosophy of the Training Center will focus on training delivery and not to create fixed assets for training. Therefore the Training Center will be looking to locate and enter into arrangements with existing facilities, such as universities, vocational training institutes and other public facilities that have the capacity to accommodate traditional classroom instruction.</p> <p>Working through the Western Balkans Partnership, the Training Center will also screen and select member utilities that could provide facilities and support for practical, hands-on training for specific technologies or management practices.</p> <p>Exploring the development of contemporary, distance-learning technologies within the Framework and Business Model will be a key element of the Project in an effort to make training accessible and a part of the routine activities of a utility, without having to travel to distant locations. The Center will adapt its courses to suit the local languages of its audience and produce supporting materials in the local language of its audience.</p> <p>The output of the proposed Project will be in the form of a report on the Framework and Business Model:</p> <ul style="list-style-type: none"> The Framework of the Regional Training Network defines the form of commitment that the four water associations choose to take under this Regional Training Network, based on the findings of the survey on regional training environment, as well as based on models of similar initiatives elsewhere in the world. The Framework defines the vision, mission objectives of the Regional 	

<p>Training Network, as well as the functions required to be fulfilled by each water association in the Network.</p> <ul style="list-style-type: none"> The Business Model builds upon the approach of the Framework and includes an “actionable” Business Plan with timetables and milestones, based on the specific functions of the network as defined in the Framework. 		
Contribution to Program Indicators, targets and progress to date		
Indicator	Progress	Target
NA	NA	NA
Team		
<ul style="list-style-type: none"> Philip Weller, Violeta Wolff, IAWD 		
Partners and responsibilities		
<ul style="list-style-type: none"> Association of Public Services Providers of the Republic of Macedonia (ADKOM) Water Supply Advancement and Treatment of Waste Drainage Association of Montenegro (WSWAM) Water and Wastewater works Association of Kosovo (SHUKOS) 		
Timeline		
<p><i>Note: Project has been extended till end of February 2015.</i></p> <ul style="list-style-type: none"> November/December 2013: award of concept proposal, start of development of a more in depth proposals. January 2014 contract signature and start of implementation. January / February 2014 Preparing ToR, Hiring of core consultants. March 2014 Establishment of the Regional Project Work Group. June 2014 Develop inventory of existing National and Regional sustained training initiatives, and document training environment, nature, structure. August 2014 Conduct workshop of Project Work Group to consider regional training models and discuss the findings of the survey on regional training environment. August 2014 Develop First Draft of the Regional Training Center Framework Report. September 2014 Conduct workshop of Project Work Group to reach consensus on the approach for the Regional Training Network based on models of similar networks elsewhere in the world, and start development of the business plan. September 2014 Develop First Draft of the Regional Training Center Business Model Report. November 2014 Conduct workshop of Project Work Group to review and finalize the Business Plan of the Regional Training Center Business Model Report. December 2014 Receive feedback on the Business Plan Model from the Project Working Group. January 2015 Compile Final Draft of the Regional Training Network Framework and Business Model. 		
Status		
<p>The activities under this project have been completed. A final report, summarizing the work and findings of the International Expert and the Local National Expert on the Framework and Business Model is expected as a final step, for completion of the project.</p>		

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

Led by	Water Supply and Sewerage Association (SHUKALB)
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Objective

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

Target audience	National Water Associations
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Description and outcomes

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

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

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

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

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

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

Contribution to Program Indicators, targets and progress to date

Indicator	Progress	Target
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	0	8

Team

- Philip Weller, Violeta Wolff, IAWD

Partners and responsibilities

- Water Utility Associations in other Western Balkans countries.

Timeline

Project has been extended till end February 2015.

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

Status

Draft Business plan model/guidelines has been developed and distributed to all water associations for their comments and potential practical input. Two days training of 14 water associations – partners of the programme – is planned to be held mid February 2015 in Tirana, Albania and will be followed by a Water Associations meeting.

BOSNIA AND HERZEGOVINA

NC.III.2: BiH Support to Benchmarking Activities		
Led by	World Bank	
Objective Sustain the dialogue on advancing Benchmarking Activities in Bosnia and Herzegovina		
Target audience	BiH Institutions involved in Benchmarking, utilities	
Description and outcomes Benchmarking activities and the establishment of an eventual link/feed to DANUBIS is one of the key outcomes that is aimed for under this technical assistance component. Bosnia and Herzegovina does not currently have any benchmarking scheme in place, and this activity will tentatively finance the collection of a first set of utility performance data, as well as promote the clarification of institutional responsibilities for benchmarking activities in BiH.		
Contribution to Program Indicators, targets and progress to date		
Indicator	Progress	Target
[NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance.	0	1
[NUMBER] of participating utilities reporting performance data to the sector information system.	0	8
Team <ul style="list-style-type: none">Philip Weller, David Michaud (lead)Igor PalandzicSana Al-Nimer		
Partners and responsibilities <ul style="list-style-type: none">National and Entity-level institutions and AQUASAN		
Timeline A contract has been signed with the organization AQUASAN to carry out the facilitation of dialogue on establishing a system of performance indicators at the suggestion of institutions within the country. The contract was signed in July 2014 and will continue to end of August 2015. A workshop will be held in early 2015 to define the method of moving forward and a second workshop in spring 2015 will finalize the arrangements for both short and long-term development of a national system. A consultant to begin collecting data will be hired in early 2015.		
Status The activity is under implementation and the actions planned progressing well. Funding for this activity has also been secured from the ORF/GIZ grant to IAWD..		

NC.2.6: Editing DVGW Technical rules / guidelines in Bosnian language		
Led by	Vodovod i kanalizacija” d.o.o. ViK Sarajevo	
Objective Objective of the project is editing and publishing of technical regulations in order to enable their safe and effective implementation in BiH’s water supply companies and compliance with the current EU technical regulation, knowledge and experience. This will stimulate other activities in the water supply companies such as capacity building, trainings and asset management. At the same time, conditions for the establishing of technical safety management (TSM) in the near future will be made.		
Target audience/group	National Water operators (BiH)	
Description and outcomes Technical rules for drinking water supply will be translated, edited and adapted to the BiH’s technical practice and terminology. For this purpose, working groups will be established with members from all partners of this project and under guidance and consulting of IGT (this company has already got the license from DVGW for transfer of their documents in the field of gas into the legislation of the region). Once the editing and publishing of technical rules into Bosnian language based on technical rules of DVGW started, also networking between different partners will be established. Partners of this project will orderly inform target groups (ministries and agencies at different levels of authorities responsible for water in BiH) through the common meetings and presentations of their works. To some extent, technical rules are connected to private sector and partners of water supply companies and due to this reason partners of this project will orderly inform these stakeholders about their works and their future rights and obligation in the field of water supply. Within the 1st phase of the project framework, there are 22 technical rules to be translated documents from the below list according to the following methodologies: <ul style="list-style-type: none">• translation of original documents from German language,• consideration of all mentioned standards in the original document (technical rule)• consideration of all accompanying regulations in the original documents (laws, directives, etc.)• consideration of all regulations of professional associations in the original documents• consideration of all other regulations (secondary and tertiary) in the original documents• consideration of possibly required discrepancies from technical contents of the original text• consideration of institutions, commissions and other bodies mentioned in original document, finding of similar home institutions and bodies, and their comparison,		
Contribution to Program Indicators, targets and progress to date		
Indicator	Progress	Target
NA	NA	NA

Team
<ul style="list-style-type: none"> Philip Weller, Violeta Wolff, IAWD
Partners and responsibilities
<ul style="list-style-type: none"> IGT- R&D Centre of Gas Technology Deutscher Verein des Gas- und Wasserfaches e.V. - Technisch-wissenschaftlicher Verein Employers Association utility company in FBiH Association of water in BiH Aquasan network BiH
Timeline
<ul style="list-style-type: none"> November/December 2013: award of concept proposal September/October 2014 start of development of a more in depth proposal, contract signature and start of implementation. Preparing ToR, Hiring of core consultants, development of concrete course 15 September 2015 - grant completion
Status
Signature of this Grant has been delayed due to the changes in management in the Vodovod i Kanalizacija d.o.o. Sarajevo. Contracting of translators and text editors is underway.

NC.2.7: WSS network GIS for efficiency improvement in East Sarajevo		
Led by	UC Waterworks and sewerage j.s.c. East Sarajevo	
Objective Development of a GIS water and sewage network system (including the positioning of water and sewerage installations and forming an users database) to contribute to improved code of conduct among water and sewage network users, particularly in the area of occurrence of illegal connections and proper notification of the point of connection to the water supply and sewerage systems. Improving the water and sewerage network management shall lead to a more rational use of water resources will improve the efficiency of water supply and wastewater disposal in the target area.		
Target audience / group	Water Users in East New Sarajevo, East Sarajevo and Trnovo	
Description and outcomes For the efficient management of water supply and sewerage system and reduction of illegal consumers a detailed examination of the pipelines and locations and number of connections will be done, which also will form a good basis for further hydraulic analysis of pipelines. Forming a GIS database (registry of underground installations), data on water and sewerage systems will be consolidated in one place, which will significantly improve the management of water supply and sewerage system both in terms of leakage reduction and in terms of planning expansion of water supply and sewerage networks. In the first phase of the project, procurement of devices and working tools were carried out. The geodetic equipment was purchased (16,200 euro), which allows geodetic survey of the water and sewage networks. At the same time, the purchase of servers for data was conducted (5,700 euro), and licensed GIS software MapInfo Professional 12.0 was purchased. In the period until September, the available analog and digital documentation of the existing water supply and sewage system of the city of East Sarajevo was collected. A huge part of digital documents previously was made in dwg format (ACAD), as well as in shape format (ESRI). In the previous period, the collected data is converted from DWG and shape format in tab format GIS software MapInfo Professional.		
Contribution to Program Indicators, targets and progress to date		
Indicator	Progress	Target

[NUMBER] of participating utilities reporting performance data to the sector information system.	0	1
[NUMBER] of Operational Performance Improvement Action Plans or equivalent drafted by participating utilities.	1	1
Team <ul style="list-style-type: none"> Philip Weller, Violeta Wolff, IAWD 		
Partners and responsibilities <ul style="list-style-type: none"> 		
Timeline <ul style="list-style-type: none"> November 2013: award of concept proposal, December 2013 start of development of a more in depth proposals February 2014 contract signature and start of implementation. February 2014 Preparing ToR, Hiring of core consultants March 2014 Server, Licensed software and Geodesic equipment procurement March 2014 Engaging professional consultants in the field of GIS June 2014 Renting car April 2014 Collection and processing of analog and digital documentation, installation of computer network with SQL server June 2014 Organization of spatial layers with the formation of attribute structures, mapping consumers and drafting of specific tools for field data collection December 2014 Collecting field data and entering spatial data for water supply and sewage network of consumers in the GIS database December 2014 – March 2015 Training of management for the use of GIS analysis tools and project presentation. 		
Status <p>Most of the project activities are completed. Ongoing activity is to establish rights and the role of staff and services to access SQL Server and GIS database.</p>		

BULGARIA

NC.2.4: Utility Benchmarking in Bulgarian water sector

Led by

Bulgarian Water Association-BWA

Objective

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

Target audience

National Water operators, State Energy and Water Regulatory Commission, Ministry of Regional Development and Bulgarian Water Association

Description and outcomes

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

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

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

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

Contribution to Program Indicators, targets and progress to date

Indicator	Progress	Target
[NUMBER] of participating utilities that have defined and undergone at least one cycle of efficiency improvements monitored in the sector information system.	12	12
[NUMBER] of participating utilities reporting performance data to the sector information system.	12	12

Team

- Philip Weller, Violeta Wolff, IAWD

Partners and responsibilities

- European Benchmarking Cooperation

Timeline

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

Status

There are certain savings in financial resources from the part financed by IAWD and the World Bank. Furthermore, the beneficiary institution – Bulgarian Water Association has resources gained through the collected fees. This resources, with additional ones of app. € 9,000.00, will be used to extend the Grant up to the end of September 2015. Existing 12 Water Operators will be continuing to participate in the project with updated data from the year 2014. BWA set up the goal to include another 8 Water Operators in the project.

CROATIA

NA.2.2: Support to Croatia' utility aggregation process

Led by World Bank

Objective

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

Target audience Ministry of Agriculture, Croatian Waters

Description and outcomes

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

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

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

Contribution to Program Indicators, targets and progress to date

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

Team

- David Michaud and Stjepan Gabric (lead)

Partners and responsibilities

- Water Services Council, Croatian Waters, Ministry of Agriculture

Timeline

- On-going: Policy discussions with the Government
- October 2014: policy workshop on water sector reform in the context of international experience

Status

The activity is on-going, with a series of high level meetings on policy issues taking place regularly, and complemented in October 2014 with a larger workshop 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.

NA.2.3: Croatia WSS sector regulation support [CANCELLED]		
Led by	World Bank	
Objective		
Regulatory Framework Development for Croatia water utility sector		
Target audience	GoC Ministry of Agriculture, Council for Water Services	
Description and outcomes		
The activity has been canceled as no specific demand was expressed, and support to Croatian regulator has happened on a more ad-hoc basis by involving their staff in key regulatory activities in the region.		
Contribution to Program Indicators, targets and progress to date		
Indicator	Progress	Target
[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers.	0	1
[NUMBER] of sector regulation reviews conducted	0	1*
Team		
• NA		
Partners and responsibilities		
• NA		
Timeline		
• NA		
Status		
The activity is canceled		

NC.III.3: Croatia Support to Benchmarking Activities [CANCELLED]		
Led by	World Bank	
Objective		
Sustain the dialogue on advancing Benchmarking Activities in Croatia		
Target audience	Croatian Institutions involved in Benchmarking, utilities	
Description and outcomes		
This activity is cancelled as sufficient support has been offered through the existing Coastal Cities II project as well as ad-hoc discussions and involvement into regional activities.		
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 participating utilities reporting performance data to the sector information system.	0	20

Team <ul style="list-style-type: none"> • NA
Partners and responsibilities <ul style="list-style-type: none"> • Water Services Council • Croatian Waters
Timeline NA
Status The activity is canceled.

KOSOVO

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

Led by	World Bank		
Objective			
Assess the legal framework and opportunities for PPP in the Kosovo water sector to support development of a pilot PPP deal focused on efficiency improvements			
Target audience	Government of Kosovo; Kosovo regional water companies		
Description and outcomes			
<p>The need for private sector participation in the Kosovo water sector was identified as one of the main challenges to long-term improvement of the sector development and sustainability of investments. In light of this, the Inter-ministerial Water Council established by the government of Kosovo has requested the team to provide support in assessing the legal framework and environment for private sector participation in the Kosovo water sector.</p> <p>Depending on the availability of funding from such sources as the World Bank’s Public-Private Infrastructure Advisory Facility (PPIAF), or select municipalities and regional water companies, the activity plans to support development of a pilot PPP deal focused on Non-Revenue Water (NRW) reduction.</p>			
Contribution to Program Indicators, targets and progress to date			
Indicator		Progress	Target
[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers.		1	1
Team			
<ul style="list-style-type: none">Anastasia Shegay (lead)David Michaud, Philippe Marin, Ivaylo Kolev			
Partners and responsibilities			
<ul style="list-style-type: none">Public-Private Infrastructure Advisory Facility (PPIAF)Interministerial Water Council, leading utilities			
Timeline			
<ul style="list-style-type: none">October 2014: Workshop <i>Reducing NRW in Kosovo RWCs: How the Private Sector Can Help</i>; visits to RWC Pristina and PejaNovember 2014: Follow-up mission to RWC Pristina and Peja			
Status			
The first phase of the activity (preparation of the IWA Water Balance for both companies) has been concluded. Depending on the client demand and availability of funding, the activity will proceed to the next phase, which will include preparation of PBC design and bidding documents, and possibly structuring.			

NC.2.10: Development of Young Professionals Network

Led by	Water and Wastewater Association of Kosovo (SHUKOS)
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Objective

Increase the number and capacity of young water professionals (here in after referred as the YWP), who both enter the water sector and continue to develop, professionally, thereby adding the capacity and competence of the water sector of Kosovo

Target audience/group

Water and Wastewater Association of Kosovo, 7 Regional Water Companies, University of Pristina-Civil Engineering Faculty, Governmental body that monitors RWCs and Education

Description and outcomes

Activities in this Assignment:

- Kosovo's YWP Group continued its activities with the availability and willingness to professional development in order to provide input to the water sector in Kosovo. During the period September-December 2014, the group has held four meetings on the preparation of project proposals for the operation and activities of the group, participation in Balkan joint conference "Water & Energy" organized jointly by water associations of Kosovo - SHUKOS and Albania - SHUKALB.
- SHUKOS has created databases of registration of all members, based on the completed registration forms to join the YWP. SHUKOS also received new requests for membership, the group is now very strong and in continuous development.
- Lectures on water related themes with invited speakers from the Universities (Vienna, Tirana etc.)
- Study tour to an Austrian Water Utilities (possibly Vienna Water Utility or YWP of Austria and BOKU – University of Applied Sciences / Water Engineering department.)

Contribution to Program Indicators, targets and progress to date

Indicator	Progress	Target
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	10	20

Team

- Philip Weller, Violeta Wolff, IAWD

Partners and responsibilities

- Boku University, YMP of Austria

Timeline

- November/December 2013: award of concept proposal
- January 2014 start of development of a more in depth proposal
- February 2014 contract signature and start of implementation.
- Preparing ToR, Hiring of core consultants, development of concrete course

Status

The Grant is extended till end of May 2015. One of the immediate next activities is preparation of the YWP of Kosovo study tour to Austria (YWP of Austria and BOKU, optionally visit to Vienna Waterworks).

NC.III.11: Kosovo Support to Benchmarking Activities			
Led by		World Bank	
Objective			
Sustain the dialogue on advancing Benchmarking Activities in Kosovo			
Target audience		Kosovo Institutions involved in Benchmarking, utilities	
Description and outcomes			
Benchmarking activities and the establishment of an eventual link/feed to DANUBIS is one of the key outcomes that is aimed for under this technical assistance component. Among other things, national institutions will be supported to validate and improve the quality of utility performance data collected in the national system.			
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 ³	1
Team			
<ul style="list-style-type: none">David Michaud, Phil Weller (leads)Others as needed			
Partners and responsibilities			
<ul style="list-style-type: none">Water and Waste Regulatory Office			
Timeline			
<ul style="list-style-type: none">October 2014: dialogue with WRRO on possible activitiesDecember 2014: formal request for support to build an online data gathering platformFebruary 2015: presentation of the proposed concept to other countries (through DANUBIS Steering Group)Spring / Summer 2015: depending on buy-in, development and roll-out of the proposed platform.			
Status			
The activity has been agreed upon with the Kosovo regulatory agency and implementation details are being discussed. Most of the funding is expected to come from GIZ.			

³ Progress to date is not attributable to Danube Water Program support as Kosovo has an existing sector information system for which the Program will provide additional support.

FYR MACEDONIA

NC.III.4: Coordination of Benchmarking Activities		
Led by	World Bank	
Objective		
Sustain the dialogue on advancing Benchmarking and Policy Activities in Macedonia.		
Target audience	Macedonia: Institutions involved in Benchmarking and Regulation	
Description and outcomes		
Benchmarking activities and the establishment of an eventual link to DANUBIS is one of the key outcomes for this technical assistance component. Other activities are yet to be defined and may include: (a) technical assistance in the review of the regulatory framework (financial support of 75k has been secured through the competitive grant window implemented by IAWD); (b) assisting in the process of using utility data to solve regulatory tasks.		
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 sector regulation reviews conducted	0	1*
Team		
<ul style="list-style-type: none">Phil Weller (lead)David Michaud, Stjepan Gabric		
Partners and responsibilities		
<ul style="list-style-type: none">ADKOM: Implement Benchmarking Activities, contracted by IBNET		
Timeline		
<ul style="list-style-type: none">In-country dialogue and participation in mission of WB financed project (by February 2014)Identification of specific activities and their timeline (by March/April 2014)		
Status		
The activity has been delayed due to limited interest on the counterparts' side and is being scaled down. A potential participation of ADKOM in the proposed DANUBIS.org platform is under discussion and could provide an avenue to use the funds, which are mostly coming from GIZ/ORG.		

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

Led by ADKOM

Objective

Increase capacities of high level managers from local public water supply / sanitation companies in Macedonia on the aspects of regulation, quality and efficiency. Eventually, the action will provide ADKOM's members with the required knowledge, tools and mechanisms to support, but also to challenge in case of need, central and local governments when developing or amending sector policy and contribute in taking informed policy decisions.

Target audience

National Public Communal Enterprises (PCE) from Macedonia responsible for water supply / sanitation services represented by high level managers; ADKOM – association of communal public enterprises represented by its Board members; Local governments represented by local administration and elected officials (Mayor and Council members);

Description and outcomes

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

Contribution to Program Indicators, targets and progress to date

Indicator	Progress	Target
[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers.	0	1
[NUMBER] of sector regulation reviews conducted.	0	1*
[NUMBER] of sector policy reviews (including identification of opportunities for Private Sector Participation) carried out.	0	1*
[NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance.	0	1*
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	25	10*

Team

- Philip Weller, Violeta Wolff, IAWD

Partners and responsibilities

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

Timeline

Notes: Project is extended till end of January 2015. However, due to the late contracting of policy and regulatory performance experts, it is assumed that it will be necessary to extend the Grant for another one or two months.

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

Status

Review of water policy and regulatory aspects are still to be carried out.

NC.2.9: Reduction of NRW in PUC Vodovod

Led by	PUC Vodovod – Kumanovo
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Objective

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

Target audience	PUC Vodovod - Kumanovo
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Description and outcomes

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

Additionally the following activities will be considered:

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

Contribution to Program Indicators, targets and progress to date

Indicator	Progress	Target
[NUMBER] of Operational Performance Improvement Action Plans or equivalent drafted by participating utilities.	1	1
[NUMBER] of participating utilities that have defined and undergone at least one cycle of efficiency improvements monitored in the sector information system.	1	1
[NUMBER] of participating utilities reporting performance data to the sector information system.	1	1

Team

- Philip Weller, Violeta Wolff, IAWD

Partners and responsibilities

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Timeline

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

Status

The main activities of the project are completed. Public awareness campaign on water loss reduction is still to be carried out, as well as the presentation of the project results to number of the Utilities in Macedonia (event to be organized together with the Water Association – ADKOM).

MOLDOVA

NC.2.2: AMAC members retraining on operation of WSS systems			
Led by		Moldavian Water Association	
Objective			
Improve the education level and skills of managers, engineers and specialist of Utility companies			
Target audience		All national and local stakeholders	
Description and outcomes			
Training of the target group consisting of 12 managers, 18 chief engineers and 51 specialists in "Efficient Operation of water supply and sewerage systems" to enable some of specialists with the second degree to take positions of chief engineers and chief engineers to replace managers in the future. The target group includes only those who are already working in the Water Utilities. The training will be in accordance with the program of the Technical University of Moldova.			
Curriculum for vocational retraining in "Operation of water supply and sewerage systems" were developed in two ways:			
<ul style="list-style-type: none">On the basis of higher technical education other than "operation of water supply and sewerage systems" with total duration of 12months (including lectures, seminars and laboratory works)On the basis of higher non-technical education with total duration of 18 months			
Strengthening the institutional capacity of the Water Training Center and the water utilities in order to boost operational practice of the water utilities by the Water Training Center – WTC. It is expected that the participating utilities will agree to make KPI public and report to DANUBIS.			
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.		81	80
Team			
<ul style="list-style-type: none">Philip Weller, Violeta Wolff, IAWD			
Partners and responsibilities			
<ul style="list-style-type: none">			
Timeline			
<ul style="list-style-type: none">November/December 2013: award of concept proposalJanuary/February 2014 start of development of a more in depth proposal, cooperation Agreement signature and start of implementation.January/February 2014 Preparing ToR, Hiring of core consultantsFebruary, March 2014 The beginning of retraining of people with higher technical educationApril 2015 Cycle completion of retraining, including state exams and diploma project of 23 people with higher technical education.February, March 2014 The beginning of retraining of the group of people with higher non-technical educationSeptember 2015 Cycle completion of retraining, including state exams and diploma project for the group of people with higher non- technical education.October 2015 Preparation and providing a Activity Completion Report			
Status			
The project is going on according to the agreed retraining plan.			

MONTENEGRO

NC.III.5: Support to Benchmarking Activities			
Led by	World Bank		
Objective			
Sustain the dialogue on advancing Benchmarking Activities in Montenegro			
Target audience	Montenegro Institutions involved in Benchmarking, utilities		
Description and outcomes			
Montenegro does not currently have any benchmarking scheme in place, and this activity will tentatively finance the collection of a first set of utility performance data, as well as promote the clarification of institutional responsibilities for benchmarking activities in the country. Establishment of an eventual link/feed to DANUBIS is one of the key outcomes expected under this activity.			
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 participating utilities reporting performance data to the sector information system.		2	5
Team			
<ul style="list-style-type: none">Stjepan Gabric (lead)Phil Weller, Aleksandar Krstic			
Partners and responsibilities			
<ul style="list-style-type: none">WAMNE Waterworks Association of Montenegro –coordination of activities and serving as a hubParticipating water utilities in Montenegro – data collection and inputNBC 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">17. Dec 2014.: Delivery of working materials to utilities25. Dec 2014.: Official registration of utilities and nomination of Utility Benchmarking Coordinators (UBC) and teams in utilities25. Dec 2014.: Collection and input of utility data for 2011, 2012 and 201315. Mar 2015.: Verification of 2013 data reliabilityApr 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 MontenegroSept. 2015: Next cycle of collection and verification of data for 2014, adopted to MNE conditionsJan. 2016: National benchmarking of utilities in Montenegro (for 2015 data)			

Status

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

ROMANIA

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

Led by	ARA / Water Training Center
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Objective

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

Target audience	25 regional water utilities
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Description and outcomes

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

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

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

It is expected that ARA will include an utility improvement Action plan for the training participants to be filled at the end of the course.

Contribution to Program Indicators, targets and progress to date

Indicator	Progress	Target
[NUMBER] of participating utilities reporting performance data to the sector information system.	0	20
[NUMBER] of Operational Performance Improvement Action Plans or equivalent drafted by participating utilities.	0	20

Team

- Philip Weller, Violeta Wolff, IAWD

Partners and responsibilities

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Timeline

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

Status

The project progress experiences slight delay due to the late contracting of the project management staff.

SERBIA

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

Led by World Bank

Objective

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

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

Description and outcomes

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

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

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

Contribution to Program Indicators, targets and progress to date

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

Team

- David Michaud (lead)
- James Hunt: Environmental economist / bulk water pricing specialist

Partners and responsibilities

- Ministry of Agriculture / Water Directorate; other partners to be defined.

Timeline

- Immediate TA on bulk water pricing
- Strategic note on implications of negotiating / joining EU for the water sector
- Workshop on EU accession on consequences on sector, challenges and opportunities

Status

Terms of Reference and the scope of the TA have been negotiated and discussed with the Ministry of Agriculture and a Consultant has been selected and contracted. The activity is temporarily on hold given changes on the Government Counterpart's side.

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

Serbia does not currently have any institutional benchmarking scheme in place, although there are many initiatives, and this activity will tentatively promote the clarification of institutional responsibilities for benchmarking activities in the country. Establishment of an eventual link/feed to DANUBIS is one of the key outcomes expected under this activity.

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

- David Michaud (lead)
- Phil Weller, Ninoslav Petrovic

Partners and responsibilities

- TBD

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
- Further steps depending on discussions in February.

Status

The activity is on-going and first decisions with regards to the outline of the national benchmarking system have been taken, focusing on using largely IB-net as a starting point. The Ministry overseeing utilities has also committed to make mandatory the provision of the necessary information.

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

Led by	PUC Naissus
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Objective

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

Target audience	Water Users in South Serbia
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Description and outcomes

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

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

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

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

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

Team

- Philip Weller, Violeta Wolff, IAWD

Contribution to Program Indicators, targets and progress to date

Indicator	Progress	Target
NA	NA	NA

Partners and responsibilities

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

Timeline

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

Status

Supply of goods (construction material) for refurbishment of future Association premises, as well most of the works have been already completed. All 26 units of local self-government in South of Serbia have been visited with generally positive feedback on the future membership in the Association of the South of Serbia.

NC.2.5: DVGW technical rules Training of Trainers

Led by	Association for water technology and sanitary engineering (UTVSI)
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Objective

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

Target audience

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

Description and outcomes

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

Contribution to Program Indicators, targets and progress to date

Indicator	Progress	Target
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	0	8*

Team

- Philip Weller, Violeta Wolff, IAWD

Partners and responsibilities

- DVGW

Timeline

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

Status

In a second phase of the project (not funded by this grant) it is intended to use the documentation part of this project to establish a competence education center for water management with educational programs for knowledge transfer to water professionals and managers in Serbia and in the region, as well as responsible public authorities. Proposal for establishment of UTVSI Competence Center is based on development of a tailored educational program for training – of – trainers which will be made in cooperation with DVGW, Bonn, Germany, where education and certified examination would also take place. Final goal is to have 5 certified trainers within UTVSI.

Costs of this continuing action are estimated on € 10,000. It is also important to mention that the action would have potential regional character, as (informal) cooperation on technical standards is already ongoing between Serbia and Bosnia and Herzegovina.

UKRAINE

NA.2.6: Review of national water strategy's alignment with EU directives [CANCELLED]

Led by	World Bank		
Objective Support review of the national water strategy			
Target audience	Ukrainian government		
Description and outcomes The activity has been canceled in view of the change of government in Ukraine and different priorities.			
Contribution to Program Indicators, targets and progress to date			
Indicator [NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.		Progress 0	Target 15*
Team <ul style="list-style-type: none">NA			
Partners and responsibilities <ul style="list-style-type: none">NA			
Timeline <ul style="list-style-type: none">NA			
Status The activity is cancelled or at least postponed to the Program’s second phase.			

NA.2.7: Support regulatory capacity building in Ukraine

Led by	World Bank		
Objective			
Support the organization of a training event on utility regulation under the existing legal framework			
Target audience	Ukrainian water sector regulator, utility managers		
Description and outcomes			
The program plans to support an activity aimed at development of the regulatory capacity of the Ukrainian water sector regulator that was recently established. The activity may facilitate an exchange between the Portuguese and Ukrainian water regulators or offer training by an international regulatory expert (e.g. Sanford Berg from the Public Utility Research Center) to utility managers. The program will work closely with Ukraine Infrastructure Project 2 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.		0	20*

Team <ul style="list-style-type: none"> • Sana Al-Nimer (lead) • David Michaud • Anastasia Shegay
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 activity
Status <p>The activity is significantly delayed because of a complete change of management in the regulatory agenda in the fall of 2014, but a last attempt to implement it will take place early 2015.</p>

NC.2.1: Improvement of the national benchmarking system in WSS sector [CANCELLED]

Led by	National Commission of the State Public Utilities Regulation
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Objective

The Program will support national Regulator to conduct performance assessment and then to move closer identifying the performance gaps and reporting, and after that – to performance improvement. The benchmarking results will be used by the Regulator a.o. for ratemaking, target setting, compliance, audit, monitoring, reducing information risk.

The proposed Action is directly linked with the following:

- RC. III. 1 Regional Benchmarking initiative – in terms of sharing experience on conducting regional benchmarking using a common set of indicators;
- RC. III. 2 Benchmarking for utility improvement – in terms of the implementation of benchmarking in the companies' business to be used (implementation of the companies self-estimation, data verification) and in the national regulator activity;
- NC. III. 1 National benchmarking Systems Support – in terms of promotion and coordination the comprehensive development and capacity building of benchmarking system at the national level

Target audience/group	All national and local stakeholders and IFIs
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Description and outcomes

The activity is canceled at the request of the grant recipient given the significant delays in signing the grant agreement and the complete change of management and priorities at the regulatory agencies in fall of 2014. Some support might still take place under the Phase II of the Program.

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 participating utilities reporting performance data to the sector information system.	0	10

Team

- NA

Partners and responsibilities

- NA

Timeline

NA

Status

After initial delay, the first project activities were starting end of August 2014. However, due to the arisen political situation all activities have been ceased. As the whole project is already in a very considerable time delay, and as the Beneficiary Institution obviously still did not restore its primary role and staff, it is not realistic to expect continuation / completion of this Grant in a timely manner. Therefore it has been suggested to cancel this grant activity and reallocate available financial resources to the activities where additional financial support would bring considerable added value.

NC.III.10: Support to national EBC/Danube hub for Ukraine		
Led by	IAWD	
Objective Promote the creation of a national utility benchmarking hub supporting Ukrainian utilities		
Target audience	Utilities in the targeted countries	
Description and outcomes This activity will support the creation of one of the regional utility benchmarking hubs catering to utilities in Ukraine. The hub itself will be part of a regional network of hubs promoted by the Program in close coordination with the European Benchmarking Cooperation, as outlined under activity RC.III.2.		
Contribution to Program Indicators, targets and progress to date		
Indicator	Progress	Target
[NUMBER] of participating utilities that have defined and undergone at least one cycle of efficiency improvements monitored in the sector information system.	0	7
[NUMBER] of participating utilities reporting performance data to the sector information system.	0	7
Team <ul style="list-style-type: none">Philip Weller (lead)Violeta WolffAnastasia Shegay, David Michaud		
Partners and responsibilities <ul style="list-style-type: none">EBCUkrainian utility association		
Timeline It is planned that preparatory work take place from November to the end of February and that the National Water Utility Association make a commitment at that point to organize a Benchmarking program. The Conference of the Water utility association in February 2015 will be used as a place to recruit interested utilities. A first cycle of utility Benchmarking will then be undertaken in 2015.		
Status The preparatory work is being undertaken on the basis of an individual contract developed to support the water utility association. The details of further development will be established following the introductory workshop in mid-February.		



Smart policies, strong utilities, sustainable services

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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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