



DANUBE  
WATER  
PROGRAM

Smart policies, strong utilities, sustainable services

**NOVEMBER 2015**

**PHASE II**

**WORK PLAN**

November 2015

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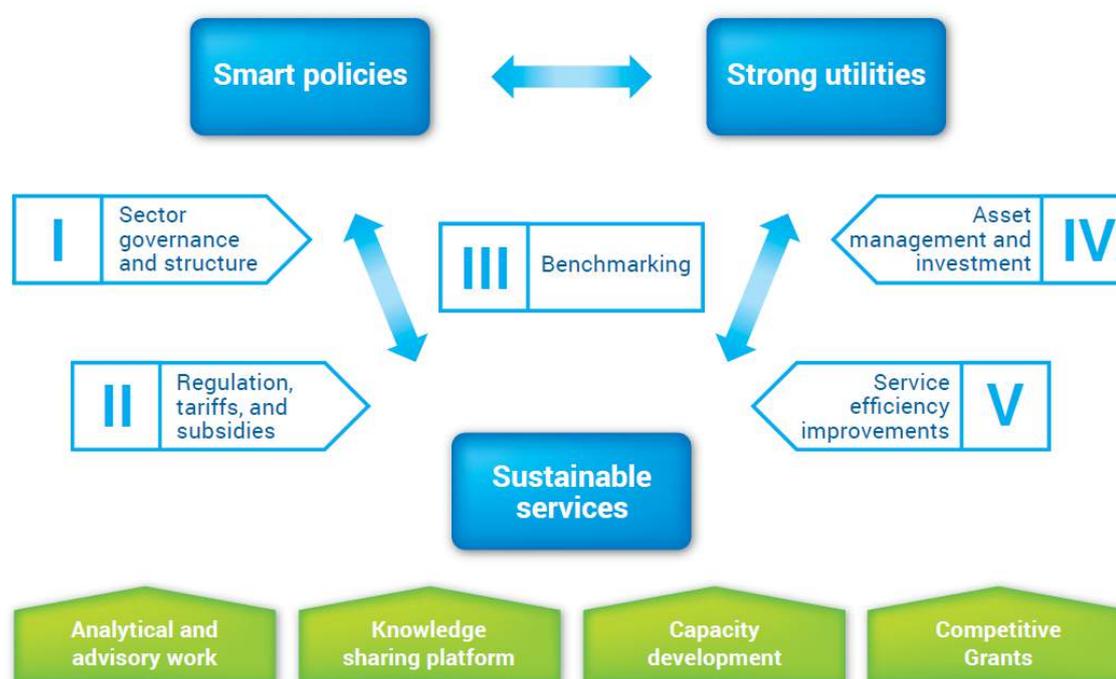
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# INTRODUCTION

This document presents the proposed Work Plan for the 2<sup>nd</sup> phase of the Danube Water Program, extending the Program from 2015 to 2018. This version builds on the latest Work Plan for the 2013-2015 implementation of the Danube Water Program approved by the Steering Committee in February 2015, and covers all on-going and proposed activities under both the current and the next phase of the Program. Future activities at national level have not been defined, pending the confirmation of overall framework and regional activities.

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



This updated Work Plan is consistent with the Program's objective and revised results framework as agreed upon during the Phase II preparation. It also reflects progress made and feedback received since. 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 in November 2015. An electronic version of this report is available on the Program's website [www.danube-water-program.org](http://www.danube-water-program.org).

The document is structured as follows:

- ▶ The 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.

- *Result 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 47 provide the same information for country-level activities.

As was the case under the first phase of the Danube Water Program, this Work Plan commits more resources than currently available in the expectation that some of the activities will not take place as expected, and other sources of financing will become available as the implementation progresses. Two areas are in particular underfunded: the capacity-building activities, and the competitive grant window. The team will make special efforts to obtain additional resources to increase the financing available to those two activities.

This version of the Work Plan is a general proposal for the second phase of the Program. For future activities in particular at country level, discussions with partners and various calls for proposal will move forward only upon approval of this Work Plan and a revised, more defined version will be issued in 2016 once those processes are completed.

# OVERVIEW OF PROGRAM ACTIVITIES

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

	<b>R</b> Regional / Sub-regional activities	<b>N</b> National activities
<b>A</b> Analytical and Advisory policy work	<ul style="list-style-type: none"> <li>RA.1: State of the Sector study [11]</li> <li>RA.2: Review of aggregation experience of water and wastewater utilities [12]</li> <li>RA.3: Access and performance of WSS sector [13]</li> <li>RA.4: Social Impact Analysis of Tariff Reform in the WSS sector [14]</li> <li>RA.5: Services beyond the public utility service areas [15]</li> <li>RA.6: Wastewater management in Danube region [16]</li> </ul>	<ul style="list-style-type: none"> <li>NA.2: Targeted analytical and advisory support in Flagship countries [42] (refer to next page for full list)</li> </ul>
<b>C</b> Capacity Development	<ul style="list-style-type: none"> <li>RC.1: WSS association strengthening &amp; support [18]</li> <li>RC.2: IAWD Strengthening Support [19]</li> <li>RC.3: Regional Training Partnership [20]</li> </ul> <p><b>Pillar I Sector governance and structure</b></p> <ul style="list-style-type: none"> <li>RC.I.1: Regional support for WSS sector policies and governance [21]</li> <li>RC.I.2: Regional EU accession cross-support in water sector [22]</li> </ul> <p><b>Pillar II: Regulation, tariffs and subsidies</b></p> <ul style="list-style-type: none"> <li>RC.II.1: Regional support on WSS sector regulation [23]</li> </ul> <p><b>Pillar III: Benchmarking</b></p> <ul style="list-style-type: none"> <li>RC.III.1: Regional PI System initiative (DANUBIS) [24]</li> <li>RC.III.2: Benchmarking for utility improvement (EBC/Danube) [26]</li> </ul> <p><b>Pillar IV: Asset mgmt and investment</b></p> <ul style="list-style-type: none"> <li>RC.IV.1: Regional asset management program for interested utilities [27]</li> <li>RC.IV.2: Regional TA program to improve utility accessing financing [29]</li> </ul> <p><b>Pillar V: Service efficiency improvement</b></p> <ul style="list-style-type: none"> <li>RC.V.1: Regional energy efficiency capacity-building program [30]</li> <li>RC.V.2: Regional commercial efficiency capacity-building program [32]</li> <li>RC.V.3: Risk Management and Water Safety Planning [33]</li> <li>RC.V.4: Non – Revenue – Water Reduction [35]</li> <li>RC.V.5: Performance-Based Contracting [36]</li> </ul>	<ul style="list-style-type: none"> <li>NC.2: Competitive Grant Window activities [43] (refer to next page for full list)</li> <li>NC.III.1: National Benchmarking Systems Support [44] (refer to next page for full list)</li> </ul>
<b>S</b> Knowledge sharing platform	<ul style="list-style-type: none"> <li>RS.1: Annual regional event [38]</li> <li>RS.2: Participation in key regional events [39]</li> <li>RS.3: DWP Outreach and Communication [39]</li> <li>RS.4: Outreach to strategic partners [40]</li> <li>RS.5: DANUBIS water platform development [41]</li> </ul>	<ul style="list-style-type: none"> <li>NS.1: Participation in targeted national events [45]</li> </ul>

# COUNTRY ACTIVITIES OVERVIEW

	<b>NA.2 Analytical and Advisory activities</b>	<b>NC.III Benchmarking activities</b>	<b>NC.2 Competitive Grant activities</b>
<b>Sub-regional activities</b>		<ul style="list-style-type: none"> <li>• NC.III.7: Support to regional EBC/Danube hub for BiH, HR, Ma, Me and Se. [48]</li> <li>• NC.III.8: Support to regional EBC/Danube hub for Albania and Kosovo [49]</li> <li>• NC.III.9: Support to regional EBC/Danube hub for Moldova and Romania [50]</li> </ul>	<ul style="list-style-type: none"> <li>• NC.2.13: BiH, Me and Se Strengthening Capacity of Water Utilities with Benchmarking [47]</li> </ul>
<b>Albania</b>	<ul style="list-style-type: none"> <li>• NA.2.1: Water Supply and Sanitation Sector Support [51]</li> </ul>	<ul style="list-style-type: none"> <li>• NC.III.1: Albania Support to Benchmarking Activities [52]</li> </ul>	<ul style="list-style-type: none"> <li>• NC.2.11: Western Balkans Training Center - Framework &amp; Business Model [53]</li> <li>• NC.2.12: Training Course for Business Planning for Water Utility Associations [55]</li> </ul>
<b>Bosnia and Herzegovina</b>		<ul style="list-style-type: none"> <li>• NC.III.2: BiH Support to Benchmarking Activities [57]</li> </ul>	<ul style="list-style-type: none"> <li>• NC.2.6: Editing DVGW Technical rules / guidelines in Bosnia language [58]</li> <li>• NC.2.7: WSS network GIS for efficiency improvement in East Sarajevo [59]</li> </ul>
<b>Bulgaria</b>			<ul style="list-style-type: none"> <li>• NC.2.4: Utility Benchmarking [61]</li> </ul>
<b>Croatia</b>	<ul style="list-style-type: none"> <li>• NA.2.2: Support to Croatia' utility aggregation process [63]</li> <li>• NA.2.3: Croatia sector regulation support [64]</li> </ul>	<ul style="list-style-type: none"> <li>• NC.III.3: Croatia Support to Benchmarking Activities [64]</li> </ul>	
<b>Kosovo</b>	<ul style="list-style-type: none"> <li>• NA.2.4: Review of PPP policy framework [66]</li> </ul>	<ul style="list-style-type: none"> <li>• NC.III.11: Support Benchmarking Activities [68]</li> </ul>	<ul style="list-style-type: none"> <li>• NC.2.10: Development of Young Professionals Network [67]</li> </ul>
<b>FYR Macedonia</b>		<ul style="list-style-type: none"> <li>• NC.III.4: Coordination of Benchmarking and Policy Support Activities [69]</li> </ul>	<ul style="list-style-type: none"> <li>• NC.2.8: Capacity Development for Utilities: Regulation, Efficiency and Quality [70]</li> <li>• NC.2.9: Reduction of NRW in PUC [71]</li> </ul>
<b>Moldova</b>			<ul style="list-style-type: none"> <li>• NC.2.2: AMAC members retraining on operation of WSS systems [73]</li> </ul>
<b>Montenegro</b>		<ul style="list-style-type: none"> <li>• NC.III.5: Support to Benchmarking Activities [74]</li> </ul>	
<b>Romania</b>			<ul style="list-style-type: none"> <li>• NC.2.3: Strengthening capacity of the Water Training Center and water utilities [76]</li> </ul>
<b>Serbia</b>	<ul style="list-style-type: none"> <li>• NA.2.5: Support for EU accession process in the WSS sector [77]</li> </ul>	<ul style="list-style-type: none"> <li>• NC.III.6: Serbia Support to Benchmarking Activities [78]</li> </ul>	<ul style="list-style-type: none"> <li>• NC.2.14: Performance improvement of the water utilities in South Serbia [79]</li> <li>• NC.2.5: DVGW technical rules Training of Trainers [80]</li> </ul>
<b>Ukraine</b>	<ul style="list-style-type: none"> <li>• NA.2.6: Review of national water strategy's alignment with EU directives [81]</li> <li>• NA.2.7: Support regulatory capacity building [81]</li> </ul>	<ul style="list-style-type: none"> <li>• NC.III.10: Support to national EBC/Danube hub for Ukraine [84]</li> </ul>	<ul style="list-style-type: none"> <li>• NC.2.1: Improvement of the national benchmarking system in WSS sector [83]</li> </ul>

## 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)
- ▶ WHO: World Health Organization
- ▶ WPP: Water Partnership Program

## RESULT FRAMEWORK OVERVIEW

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

# RA / REGIONAL ANALYTICAL WORK

<b>RA.1: State of the Sector Review</b>		
<b>Led by</b>	World Bank	
<b>Objective</b>		
<p>The objective of the initial 2015 <i>State of the Sector</i> review was to create a comparative national and regional information and knowledge basis to focus subsequent policy actions in the water and sanitation (WSS) sector of the participating countries. Under the second phase of the Danube Water Program, a second State of the Sector will be issued in 2018 with the additional objective of reviewing progress made and sector developments in the region since the 2015 edition.</p>		
<b>Target audience</b>	WSS opinion leaders, policy makers and sector professionals in the Danube region	
<b>Description and outcomes</b>		
<p>The 2018 SoS review will result again in two complementary products:</p> <ul style="list-style-type: none"> <li>• <b>Country Sector Notes</b>, presenting a short and structured diagnostic of the WSS sector in each country and selected non-participating countries from the region; and</li> <li>• <b>Regional State of the Sector report</b>, presenting a comparative analysis of the situation in the region for key transversal topics, as well as the progress made since 2015</li> </ul> <p>The State of the Sector study will continue to be a flagship product of the Program which will serve as a basis and complement the on-going and expanded policy-level engagement in the various countries, led by the respective Task Team Leaders.</p> <p>At the request of participating countries, the activity will also include selected non-participating countries from the Danube region (Austria, Czech Republic, Slovakia, Slovenia and Hungary) to allow for a wider comparison and opportunities to learn from good practices. The overall methodology will be consistent with the one adopted during the first edition, and will be detailed further in a concept note to be prepared in due time. The second edition will also include the results of the regional analytical work conducted during Phase II (for example on RA.5 Services beyond the public utility service areas) and will include a dedicated section covering the linkage between the water sector and the overall green and sustainable growth agenda, including climate change mitigation and adaptation.</p> <p>Finally, particular attention will be put in ensuring proper dissemination of the work in the specific countries.</p>		
<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers.	5	4
[NUMBER] of sector regulation and policy reviews conducted.	16	32

<p><b>Team</b></p> <p>The team for the 2<sup>nd</sup> State of the Sector review will be confirmed at Concept Stage but will tentatively include:</p> <ul style="list-style-type: none"> <li>• David Michaud (TTL): overall responsibility for the study</li> <li>• Stjepan Gabric and Kirsten Hommann: support on country-level activities (Stjepan) and analytical processing and interpretation (Kirsten), contribution to regional report</li> <li>• Team of international (on specific topics) and local consultants (one in each country, based on local knowledge and language skills)</li> <li>• Bank water teams in countries: support to open doors for data gathering, quality control</li> <li>• Program Assistant: Guy Tchabo</li> <li>• Peer-Reviewers: will be defined once the Concept Note is drafted</li> </ul>
<p><b>Partners and responsibilities</b></p> <ul style="list-style-type: none"> <li>• IB-Net (data provision)</li> <li>• Line Ministries, regulators and utility associations in the respective countries (for validation)</li> </ul>
<p><b>Timeline</b></p> <ul style="list-style-type: none"> <li>• Winter / Spring 2017: Concept Note</li> <li>• Summer / Fall 2017: data collection</li> <li>• Fall / Winter 2018: report preparation</li> <li>• Spring 2018 (2018 Danube Water Conference): report release</li> <li>• Summer / Fall 2018: Spring 2015: Dissemination in countries</li> </ul>
<p><b>Status</b></p> <p>The first State of the Sector report was released in May 2015 at the Danube Water Conference; and is available at <a href="http://sos.danubis.org">sos.danubis.org</a>. In addition, translation of the regional report and most of the country notes is well underway, and dissemination events at national level are being organized in a number of countries. Finally, a note reflecting lessons learned from the first edition is being prepared to inform the preparation of the second edition. The planning for the second edition itself will start only in late 2016.</p>

<b>RA.2: Review of Aggregation Experience of Water and Wastewater Utilities</b>			
<b>Led by</b>	World Bank		
<b>Objective</b>			
Improve understanding of potential efficiency gains and other benefits associated with utility aggregation.			
<b>Target audience</b>	Countries contemplating sector reforms and aggregation of utilities		
<b>Description and outcomes</b>			
This activity will build on the preparatory and supporting work developed as part of the first phase of the DWP and in particular the State of the Sector report. It will make use of the growing IB-Net dataset available for Eastern Europe and seek to explore in particular the differential performance of aggregating utilities compared to non-aggregated utilities, using econometric tools. The outcome will be a policy paper that should inform the on-going sector reform efforts in a number of countries. The final results of this work might also find their way into the 2018 edition of the State of the Sector report.			
<b>Contribution to Program Indicators, targets and progress to date</b>			
	Indicator	Progress	Target
NA		NA	NA

<p><b>Team</b></p> <ul style="list-style-type: none"> <li>• David Michaud (lead)</li> <li>• Michael Klien (economic consultant)</li> </ul>
<p><b>Partners and responsibilities</b></p> <ul style="list-style-type: none"> <li>• IB-Net (data provision)</li> </ul>
<p><b>Timeline</b></p> <ul style="list-style-type: none"> <li>• Winter 2015: Short term consultant hiring</li> <li>• Fall 2015: Analyses and Draft Report</li> <li>• 2016: Publication and dissemination</li> </ul>
<p><b>Status</b></p> <p>Under the first phase of the Program the proposed review of aggregation work based on 2-3 countries could not be completed as expected, largely because of data availability constraints. However, a comprehensive literature review was conducted and on that basis a significant analytical effort took place to determine the impact of aggregation processes on the performance of utilities in the existing IB-Net dataset. The main results were published in the 2015 State of the Sector report and a supporting paper was also made available on the <a href="http://sos.danubis.org">sos.danubis.org</a> website. At present the conceptual work to design the second phase, an updated and more in-depth review of the available data, is taking place.</p>

<p><b>RA.3: Access and Performance of Water and Wastewater Sector [COMPLETED]</b></p>								
<p><b>Led by</b></p>	<p>World Bank</p>							
<p><b>Objective</b></p> <p>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</p>								
<p><b>Target audience</b></p>	<p>Regulators and Policy Makers in Countries</p>							
<p><b>Description and outcomes</b></p> <p>Using micro data from available national household surveys, the proposed review will compute household access to services by consumption/expenditure quintiles, by asset/wealth quintiles, by region, by ethnicity, and urban/rural split. It will also identify variables in these household surveys that inform on the performance of the sector (e.g. water quality, 24 hour water) and validate this information with utility data, where available.</p> <p>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.</p>								
<p><b>Contribution to Program Indicators, targets and progress to date</b></p> <table border="1"> <thead> <tr> <th>Indicator</th> <th>Progress</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>NA</td> <td>NA</td> <td>NA</td> </tr> </tbody> </table>			Indicator	Progress	Target	NA	NA	NA
Indicator	Progress	Target						
NA	NA	NA						

<p><b>Team</b></p> <ul style="list-style-type: none"> <li>• Kirsten Hommann (lead)</li> <li>• Petra Sauer (local consultant)</li> </ul>
<p><b>Partners and responsibilities</b></p> <ul style="list-style-type: none"> <li>• No other partners identified</li> </ul>
<p><b>Timeline</b></p> <ul style="list-style-type: none"> <li>• February 2014: Hiring of short term consultant</li> <li>• December 2014: Analysis of household data for 16 countries</li> <li>• Fall 2015: Preparation of model for easy update of household data for second phase</li> </ul>
<p><b>Status</b></p> <p>The analysis has been finalized and used for the State of the Sector report. A consultant is working on the proper documentation and organization of the results in order to facilitate their replication in other countries. This will also be used as a basis for the next State of the Sector review in 2018.</p>

<p><b>RA.4: Social Impact Analysis of Tariff Reform in the WSS Sector [MERGED]</b></p>											
<p><b>Led by</b></p>	<p>World Bank</p>										
<p><b>Objective</b></p> <p>Analyze social impact of tariff increases and design of mechanisms to address adverse welfare effects</p>											
<p><b>Target audience</b></p>	<p>Regulators and Policy Makers in Countries</p>										
<p><b>Description and outcomes</b></p> <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>											
<p><b>Contribution to Program Indicators, targets and progress to date</b></p> <table border="1"> <thead> <tr> <th>Indicator</th> <th>Progress</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers.</td> <td>0</td> <td>1</td> </tr> <tr> <td>[NUMBER] of sector regulation and policy reviews conducted.</td> <td>0</td> <td>1*</td> </tr> </tbody> </table>			Indicator	Progress	Target	[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers.	0	1	[NUMBER] of sector regulation and policy reviews conducted.	0	1*
Indicator	Progress	Target									
[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers.	0	1									
[NUMBER] of sector regulation and policy reviews conducted.	0	1*									

<b>Team</b> <ul style="list-style-type: none"> <li>• Kirsten Hommann (overall lead)</li> <li>• David Michaud and Paula Restrepo (Albania)</li> </ul>
<b>Partners and responsibilities</b> <ul style="list-style-type: none"> <li>• In-country partners in Albania and Belarus</li> </ul>
<b>Timeline</b> <ul style="list-style-type: none"> <li>• August 2014: Preparation of Concept Note</li> <li>• Summer 2015: Recruitment of consultants for Albania</li> <li>• December 2015: Analyses and Draft Report</li> <li>• April 2016: Dissemination and workshops</li> </ul>
<b>Status</b> <p>Affordability shares have been computed for all countries under the DWP, as displayed within the State of the Sector report. More comprehensive analysis on the impact of tariff reform on affordability by lower income groups is being carried out in Albania (see activity NA.2.1) and Belarus (outside of DWP). These two analyses are financed from different sources, but lessons may be learned for countries within the Danube watershed.</p>

<b>RA.5: Services beyond the public utility service areas</b>											
<b>Led by</b>	World Bank										
<b>Objective</b> <p>Document the current mechanism for service provision among those not covered by public suppliers; and establish good practices and policy recommendations to extend universal access to sustainable services for all.</p>											
<b>Target audience</b>	WSS opinion leaders, policy makers and sector professionals in the Danube region										
<b>Description and outcomes</b> <p>The 2015 State of the Sector report brought to light important service gaps in particular beyond the service areas of the utilities, for example in rural areas. It also identified the lack of solid information about the types of service providers and the exact levels of service in those areas.</p> <p>This follow-up analytical piece will therefore focus on those countries in which the challenge is most significant (Romania, Moldova, Ukraine, FYR Macedonia and a few other countries) and document the current mechanism for service provision among those not covered by public suppliers; and establish good practices and policy recommendations to extend universal access to sustainable services for all.</p> <p>The scope of the study will cover not only water but also sanitation services, for which existing practices and technologies will be reviewed. The study will also draw on the worldwide Bank and Water and Sanitation Program experience to put practices in the region in that context.</p> <p>A concept note will be prepared with more details.</p>											
<b>Contribution to Program Indicators, targets and progress to date</b>											
<table border="1"> <thead> <tr> <th>Indicator</th> <th>Progress</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers.</td> <td>0</td> <td>2</td> </tr> <tr> <td>[NUMBER] of sector regulation and policy reviews conducted.</td> <td>0</td> <td>4</td> </tr> </tbody> </table>	Indicator	Progress	Target	[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers.	0	2	[NUMBER] of sector regulation and policy reviews conducted.	0	4		
Indicator	Progress	Target									
[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers.	0	2									
[NUMBER] of sector regulation and policy reviews conducted.	0	4									

<p><b>Team</b></p> <p>The team will be confirmed at Concept Stage but will tentatively include:</p> <ul style="list-style-type: none"> <li>• David Michaud (TTL): overall responsibility for the study</li> <li>• Stjepan Gabric and Kirsten Hommann: support on country-level activities (Stjepan) and analytical processing and interpretation (Kirsten), contribution to regional report</li> <li>• Susanna Smets, international expertise on rural sanitation and role of informal providers</li> <li>• Team of international (on specific topics) and local consultants (one in each country, based on local knowledge and language skills)</li> <li>• Bank water teams in countries: support to open doors for data gathering, quality control</li> <li>• Program Assistant: Guy Tchabo</li> <li>• Peer-Reviewers: will be defined once the Concept Note is drafted</li> </ul>
<p><b>Partners and responsibilities</b></p> <ul style="list-style-type: none"> <li>• Line Ministries, regulators and utility associations in the respective countries (for validation)</li> </ul>
<p><b>Timeline</b></p> <ul style="list-style-type: none"> <li>• Winter / Spring 2016: Concept Note</li> <li>• Summer / Fall 2016: data collection</li> <li>• Fall / Winter 2017: report preparation</li> <li>• Spring 2017 (2017 Danube Water Conference): report release</li> <li>• Summer / Fall 2017: Dissemination in countries</li> </ul>
<p><b>Status</b></p> <p>This activity has not started yet.</p>

<b>RA.6: Wastewater management in the Danube region</b>			
<b>Led by</b>	World Bank		
<b>Objective</b>			
Identify the overall wastewater management situation in the Danube region, with a closer focus on compliance with EU legislation and financial and institutional challenges			
<b>Target audience</b>	Policy Makers in Countries		
<b>Description and outcomes</b>			
<p>This piece will be prepared once the European Commission releases the next progress report for Urban Wastewater Treatment Directive and will more specifically look into the operational, financial and institutional situation with regards to wastewater management (collection and treatment) in the Danube region. It will seek to document possible good practices and propose a framework to address the main challenges in the different countries.</p> <p>The piece will only be launched once the team confirms that there are sufficient financial and staff resources to properly implement it. As an alternative it might be rolled into the next State of the Sector review in a lighter version.</p>			
<b>Contribution to Program Indicators, targets and progress to date</b>			
	Indicator	Progress	Target
NA		NA	NA

<b>Team</b> <ul style="list-style-type: none"><li>To be determined upon confirmation of the activity.</li></ul>
<b>Partners and responsibilities</b> <ul style="list-style-type: none"><li>No other partners identified</li></ul>
<b>Timeline</b> <ul style="list-style-type: none"><li>To be determined upon confirmation of the activity.</li></ul>
<b>Status</b> <p>The activity has not been confirmed yet.</p>

# RC REGIONAL CAPACITY-BUILDING WORK

<b>RC.1: WSS Association Strengthening Support</b>			
<b>Led by</b>	IAWD		
<b>Objective</b>			
Strengthen the water utility associations and improve their capacity to become self-sustainable and active members of the Regional Training Partnership.			
<b>Target audience</b>	13 National Water Associations in 11 countries (2 in BiH and 2 in Serbia)		
<b>Description and outcomes</b>			
<p>Water Utility Associations will be offered the possibility to prepare (if they do not already have one) a Business plan. Preparation of the Business Plan (BP) is considered as an absolutely necessary step in strengthening the WSS Associations. During preparation of the BP, WSS Associations will be forced to take an objective and critical look at their business activities; to document the actions to be taken as commitments for improvement of the Association's overall performance and effectiveness; to communicate their ideas to others. The business plan should provide the basis for the financial stability; and finally to make rational and coordinated decisions about levels and types of programs and activities. It is envisaged that a tendering process in each country will be used to select consultant to develop BP. The outcome is expected to be completed business plans for the Water Utility Associations and a least one key action taken to strengthen and improve the association.</p> <p>Based upon the Business plan a second stage of funding will be allotted to each association to carry out actions identified as needed in the business plan. This funding will provide an incentive for the Business Plan implementation and Associations' active development. It is anticipated that capacity building and knowledge sharing activity will be one of the core activities of many WSS Associations and these activities would be linked to the Activity RC.3: Regional Training Partnership.</p>			
<b>Contribution to Program Indicators, targets and progress to date</b>			
	Indicator	Progress	Target
	[NUMBER] of utility associations that have prepared business plans.	0	8
	[NUMBER] of participating utility associations that are implementing their business plans.	0	8
<b>Team</b>			
<ul style="list-style-type: none"> <li>Philip Weller (lead)</li> <li>Violeta Wolff</li> </ul>			
<b>Partners and responsibilities</b>			
<ul style="list-style-type: none"> <li>Each national water utility association (s) participates and provides input</li> </ul>			
<b>Timeline</b>			
<ul style="list-style-type: none"> <li>Winter 2016: Business plans developed, revised and internally accepted</li> <li>On-going: Participation in the ongoing capacity building projects within the Regional Training Partnership program – from the beginning of the respective capacity building programs</li> <li>2017: Specific activities defined in the BP to be financed</li> </ul>			
<b>Status</b>			
To be initiated by end of 2015.			

<b>RC.2: IAWD Strengthening Support</b>			
<b>Led by</b>	IAWD		
<b>Objective</b>			
Strengthen the long-term sustainability of the International Association of Water Supply Companies of the Danube River Catchment Area” (IAWD) to achieve financial and institutional sustainability as an organization facilitating improvement of water utilities in the Danube region.			
<b>Target audience</b>	IAWD		
<b>Description and outcomes</b>			
The actions undertaken as part of the this project will include:			
<ul style="list-style-type: none"> <li>Supporting key actions identified in a Revised Business Plan including support of the strategic priorities such as securing the financial basis for Membership Services, Conference/Event Organization, and Capacity Building.</li> <li>Institutionalization of Knowledge Management activities</li> <li>Creating a Utility CEO Forum in the Danube region on a biannual basis</li> <li>Maintaining the Roundtable of Danube Water Utility Associations</li> <li>Undertaking membership Recruitment and Management of Services</li> <li>Support for cooperation with Strategic Partners</li> <li>Establishing capacity for management of Donor funded project management.</li> </ul>			
<b>Contribution to Program Indicators, targets and progress to date</b>			
	Indicator	Progress	Target
	[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	0	10
	[NUMBER] of female representatives that benefited from capacity building activities	0	5
	[NUMBER] of utility associations that have prepared business plans.	0	1
	[NUMBER] of participating utility associations that are implementing their business plans.	0	1
<b>Team</b>			
<ul style="list-style-type: none"> <li>Philip Weller (lead)</li> <li>IAWD Board and General Secretary (Walter Kling): oversight and strategic guidance</li> <li>Violeta Wolff, Katherine Wagner (IAWD)</li> </ul>			
<b>Partners and responsibilities</b>			
<ul style="list-style-type: none"> <li>The Board of IAWD will be informed and updated on progress of the activities on a regular basis and will approve and adopt strategic decisions to support the activities. Members will be engaged and involved in the strengthening of IAWD.</li> </ul>			
<b>Timeline</b>			
<ul style="list-style-type: none"> <li>Late fall 2015: The activities and actions will begin after the adoption of the IAWD Business plan</li> <li>Late Winter 2016: first Annual event for IAWD, to be held each year for three years (CEO Forum or Utility Conference.</li> <li>Spring 2015: Annual meeting of IAWD reporting and updating and reviewing business plan implementation</li> <li>Late fall of 2015: first yearly meeting of National Water Association Roundtable</li> </ul>			
<b>Status</b>			
To be started in late fall 2015.			

<b>RC.3: Regional Training Partnership</b>		
<b>Led by</b>	IAWD	
<b>Objective</b>		
Create a cooperative capacity building program for water utilities in the Danube region. The program would be facilitated by the International Association of Danube Water Companies (IAWD) in cooperation with National Water utility associations.		
<b>Target audience</b>	IAWD/National Water Utility Associations, Water utilities	
<b>Description and outcomes</b>		
<p>A refined concept and business plan for a regional training partnership is under development and will be completed by late fall 2015. The concept will be presented to the Roundtable of Water Utility Associations for adoption and support. Following this actions in support of the activity will be undertaken. These will involve :</p> <ul style="list-style-type: none"> <li>• Offering a common curriculum (training materials and program) on specific topics to national water utility associations to use in their national language. The common curriculum would build upon the materials and approaches developed and tested under the Danube Water program on such topics as Energy Efficiency, Asset Management, Utility Benchmarking and Commercial Efficiency but also additional topics such as Non-Revenue Water and Water Safety Plans can be included.</li> <li>• Written documentation and training kits developed on the respective topic in English language.</li> <li>• Approaches and methods of delivery of capacity building developed that use the common curriculum in a structured and focused way relying on but not necessarily limited to learning by doing.</li> <li>• A pool of international experts established who could offer and support the delivery of the training programs on the particular topic,</li> <li>• Train the trainer sessions convened to expand the cadre of persons in the region (persons connected to national water utility associations) who could provide the training in national languages and support participants in training programs in their national language.</li> <li>• A regular program of training programs on specific topics within the period of existence of the Danube Water Program – from December 2015 to the end of 2018.</li> <li>• Preparation of fact sheets and online tools to reinforce and support the curriculum and associated actions will be prepared.</li> <li>• An evaluation of a model of accreditation based upon capacity building among various countries on specific topics will be carried out.</li> <li>• Preparation of a business plan to secure the long-term sustainability of capacity building.</li> </ul>		
<b>Contribution to Program Indicators, targets and progress to date</b>		
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	60
[NUMBER] of female representatives that benefited from capacity building activities.	0	20
<b>Team</b>		
<ul style="list-style-type: none"> <li>• Philip Weller and Violeta Wolff</li> <li>• Katherine Wagner (IAWD)</li> <li>• IAWD Knowledge Management Specialist</li> <li>• The Roundtable of Water Utility Associations</li> </ul>		
<b>Partners and responsibilities</b>		
<ul style="list-style-type: none"> <li>• The national water utility associations will provide leadership and guidance to this initiative through the Roundtable of Utility Associations.</li> </ul>		

<p><b>Timeline</b></p> <ul style="list-style-type: none"> <li>November 2015: a detailed plan and approach for capacity building will be prepared– the contract has been issued and a report will be completed end of November 2015.</li> <li>November/December 2015 meeting of Water Utility Associations: Approval of the work plan and steps for carrying out the capacity building.</li> </ul>
<p><b>Status</b></p> <p>Contracting underway for consultant (team) to prepare the detailed concept and business plan. Coordination established with GIZ needs assessment.</p>

## Pillar I - Policies

<b>RC.I.1: Regional Support for WSS sector policies and governance</b>	
<b>Led by</b>	World Bank
<b>Objective</b>	
Provide interested and committed government counterparts with the appropriate knowledge, exposure and expertise to support their sector modernization efforts.	
<b>Target audience</b>	Line ministry staff; regulators, utility associations
<b>Description and outcomes</b>	
<p>This activity will cover number of WSS sector governance and policy topics, which have been recognized as regionally important issue by recently prepared of State of the Sector report.</p> <p>The main activities will be focused on following topics:</p> <ul style="list-style-type: none"> <li>Water utility sector reform (utility governance, corporatization and aggregation)</li> <li>EU accession policy (targeted regional and multi/bilateral cross-support)</li> <li>Water utility sector financing (sources of funding, sector financing policy and strategies, subsidies and tariffs)</li> </ul> <p>Activities will be implemented primarily through specific workshops focused on above issues, through transfer of knowledge by regional experts, and between the participants themselves, bringing local and European experiences to the individual countries, and (ii) focused cross support (couching) of individual country/or group of countries.</p> <p>The idea is to provide 3 set of regional knowledge exchange activities on the above subjects, primarily through the exchange of experiences and knowledge transfer among participants and experts from the region, using outside experts only for very specific assignments, and to aim toward creating a regional community of knowledge in water policy and governance.</p> <p>During the above events, country delegation will have the opportunity to define concrete priority areas, course of action and necessary support that would lead to country-level activities, which could then be supported by the Program Targeted Analytical and Advisory work.</p> <p>Implementation of proposed activities will draw from, and prepared in coordination with linking Programs activities that are focused on specific topics, like utility aggregation, performance based contracting, etc.</p> <p>The activities and the events will be prepared by the Bank team, and delivered by selected regional experts and relevant national/utility representatives.</p>	

<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	31	50
[NUMBER] of female representatives that benefited from capacity building activities.	8	15
<b>Team</b>		
<ul style="list-style-type: none"> <li>• Stjepan Gabric (lead)</li> <li>• David Michaud, Kirsten Hommann</li> </ul>		
<b>Partners and responsibilities</b>		
<ul style="list-style-type: none"> <li>•</li> </ul>		
<b>Timeline</b>		
<ul style="list-style-type: none"> <li>• October 30, 2015: Preparing draft program and implementation plan for all 3 workshops</li> <li>• December 30, 2015: Defining detailed program/scope of the events</li> <li>• Until June 2018: Workshop implementation in coordination with linked Program activities</li> </ul>		
<b>Status</b>		
The activity is under preparation.		

<b>RC.I.2: Regional EU accession cross support in water sector [COMPLETED]</b>	
<b>Led by</b>	World Bank
<b>Objective</b>	
Develop more knowledge on requirements and challenges of EU accession process in water sector among responsible Ministries and Water Agencies in the region	
<b>Target audience</b>	Ministries responsible for water sector, and State Water Agencies in EU and non-EU member countries in the region
<b>Description and outcomes</b>	
<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>	

<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	11	20*
[NUMBER] of female representatives that benefited from capacity building activities.	8	7
<b>Team</b>		
<ul style="list-style-type: none"> <li>• Stjepan Gabric (lead)</li> <li>• Helmut Bloech (Consultant, EU water policies)</li> <li>• Angelika Heider (support)</li> </ul>		
<b>Partners and responsibilities</b>		
<ul style="list-style-type: none"> <li>• Governments of Montenegro, Serbia, FYR Macedonia, Croatia, Albania, Bosnia and Herzegovina and Kosovo.</li> </ul>		
<b>Timeline</b>		
<ul style="list-style-type: none"> <li>• September 2015: regional workshop in Zagreb</li> </ul>		
<b>Status</b>		
The activity is completed. The workshop took place at the end of September in Zagreb. The Croatia former negotiations team and former staff of EC commission have been secured as presenters.		

## Pillar II - Regulation, tariff and subsidies

<b>RC.II.1: Regional support on WSS sector regulation</b>	
<b>Led by</b>	World Bank
<b>Objective</b>	
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	
<b>Target audience</b>	WSS sector regulators at both managerial and technical level
<b>Description and outcomes</b>	
<p>While the Danube region has many regulatory agencies, most Regulators in the region are relatively new – having been created in the last 10 years. All of them recognize the value of learning from their respective experiences as well as from more experienced regulators. The Program has played an important role in bringing the agencies together through a series of dedicated workshops and side meetings. In addition, the Program has also reached out to established regulatory networks, such as the Public Utility Regulation Center (PURC), the Energy Regulator Regional Association (ERRA) and the Water Regulators Group (WAREG) to promote the involvement of Danube Region regulators in those good practice networks.</p> <p>Under the second phase of the Program, the intention is to continue with a similar arrangement of having regional workshops (most likely two over the three years of the Program) focused on regulatory issues of common interest, coupled with side meetings along other regional events such as the Danube Water Conference. Partnerships with ERRA, WAREG and other regional organizations will continue to be a priority to ensure the activities are contributing to creating a strong network of regulators in the region.</p>	

<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	25	30*
[NUMBER] of female representatives that benefited from capacity building activities.	11	15
<b>Team</b>		
<ul style="list-style-type: none"> <li>• David Michaud (lead)</li> <li>• Kirsten Hommann, Stjepan Gabric (support, content)</li> </ul>		
<b>Partners and responsibilities</b>		
<ul style="list-style-type: none"> <li>• Public Utility Regulation Center (PURC)</li> <li>• Energy Regulator Regional Association (ERRA)</li> <li>• EU Water Regulator Group (WAREG)</li> </ul>		
<b>Timeline</b>		
<ul style="list-style-type: none"> <li>• November 25-27, 2013: a first regulator' workshop took place in Florence to discuss the basic principles of regulation of public utilities.</li> <li>• 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.</li> <li>• February 2015: Based on regulators' input, a workshop focused on regulatory benchmarking was organized in Pristina, Kosovo.</li> <li>• May 2015: another roundtable of regulators took place on the side of the 2015 Danube Water Conference.</li> <li>• 2016: determination of further activities in consultation with regulators in the region.</li> </ul>		
<b>Status</b>		
<p>The first phase of the activity is completed, with two regional events in Florence and Pristina and two side events on the side of the annual conferences in Vienna in May 2014 and 2015. Planning for the next phase activities has not started yet, but is likely to involve again a mix of commissioner-level and technical-level activities.</p>		

## Pillar III - Benchmarking

<b>RC.III.1: Regional PI System Initiative (DANUBIS)</b>	
<b>Led by</b>	World Bank / IAWD
<b>Objective</b>	
<p>Improve the regional utility information, performance indicator and benchmarking platform (DANUBIS) and in particular customize the platform for use by responsible authorities for uploading and maintaining utility performance information.</p>	
<b>Target audience</b>	Line ministries, regulators, national water utility associations

### Description and outcomes

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

The current activity is to build upon the existing platform by developing a data collection interface that would allow managing institutions in participating countries to have utility companies upload performance data, to review and display such data, and to manage it for their own purposes.

### Contribution to Program Indicators, targets and progress to date

Indicator	Progress	Target
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	120 <sup>1</sup>	+200
[NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance.	1	6*

### Team

- Philip Weller (Lead)
- David Michaud
- Sacha Danilenko

### Partners and responsibilities

- National institutions in charge of data collection and processing in their respective countries (regulatory agencies, line ministries, waterworks associations etc.).
- Countries agreeing to use the platform are Montenegro, Serbia and Kosovo with BiH and Moldova potentially joining the effort.
- IB-Net

### Timeline

- August 2015: presentation of a draft concept of the data collection tool
- December 2015: workshop to validate early version of the platform
- January 2016: finalization of the data collection platform based upon the feedback and customization required by participating countries.
- 2016-2017: further updates and dissemination of both the regional DANUBIS platform and the data collection platform.

### Status

Stage 2 of a contract for developing the DANUBIS.org data collection platform has been launched based on the feedback of the various countries. A consultant team is currently working on the development of platform with inputs from the involved countries and plans to present the tool to interested countries in January 2016.

<sup>1</sup> This includes utility records in various other program elements.

<b>RC.III.2: Benchmarking for Utility Improvement (EBC/Danube)</b>		
<b>Led by</b>	IAWD	
<b>Objective</b>		
Carry out three further cycles of a benchmarking process in the Danube Region to help participating utilities (approx 40-60) improve their performance and to secure the long-term sustainability of the utility benchmarking activities in the region. Solidifying the financial and technical capabilities of the 4 regional / national utility associations to act as regional hubs.		
<b>Target audience</b>	Interested utilities of the region; national water associations	
<b>Description and outcomes</b>		
<p>The utility benchmarking initiative will build upon the work completed in phase 1 of the DWP to create a group of utilities interested and active in utility improvement through benchmarking. The work will continue to develop the mechanism for achieving utility benchmarking utilizing the expertise of the European Benchmarking Cooperation and the four hubs that have been created in the Danube region (Bulgaria, Kosovo, Serbia, and Ukraine).</p> <p>The utility benchmarking approach relies on a series of steps, described in the chart below, by which utilities data is collected, processed, reported back to utilities and then through discussions among utilities on their respective practices a full scale benchmarking exercise is initiated with support from a facilitator (EBC, in that case).</p>		
		
<i>Source: EBC</i>		
<p>The Danube Water Program's utility benchmarking initiative will involve maintaining and further developing the existing "regional hubs" within existing water utility organizations. Those organizations will receive support and further training from the Danube Water Program (EBC) to carry on the exercise but both the organization and the participating utilities will be expected to contribute significantly to the initiative as well to ensure long-term sustainability. Specific focus will be on securing an organizational based for the Ex Yu hub. IAWD will in the course of the project implement a business plan and financing plan together with EBC to ensure the long term sustainability of the activities together with all the partners. A key focus on the second stage of work will be on designing appropriate forum and mechanisms for achieving utility improvement.</p> <p>Participating utilities will continue to be expected to pay a fee for participation in the program which will be used to establish a financial basis for the regional hubs. All utilities will also have to agree for their information to be provided and published in DANUBIS (RC.III.1) and IB-Net.</p>		
<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	30	60*
[NUMBER] of female representatives that benefited from capacity building activities.	11	20
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	+32	+80*
[NUMBER] of water utilities that the project is supporting.	38	+40
<b>Team</b>		
<ul style="list-style-type: none"> <li>Philip Weller (lead)</li> </ul>		

<p><b>Partners and responsibilities</b></p> <ul style="list-style-type: none"> <li>• The European Benchmarking Cooperation (EBC) will be a partner for this activity</li> <li>• Water Utility Associations in the four countries of the region who have taken on the responsibility of acting as a local hub for the exercise.</li> </ul>
<p><b>Timeline</b></p> <ul style="list-style-type: none"> <li>• October 2015: finalize the third benchmarking cycle and undertake further training and assessment of actions needed for the development of the Hub sustainability.</li> <li>• End of October 2015: Participation of Hub Coordinators and selected utilities in the 2015 EBC yearly forum</li> <li>• Early 2016: a workshop of participating utilities (or representatives of these) to establish a program of interaction among participating utilities and support for utility improvement.</li> <li>• Early 2016: Recruitment of utilities for the 2016 cycle will take place</li> </ul>
<p><b>Status</b></p> <p>The activity began in July 2014 and has involved the establishment of HUBs in Bulgaria, Kosovo (for Albania and Kosovo), Serbia (for ex-Yugoslavia) and Ukraine. The revised data platform has proceeded well and has been used for data upload in the 2015. Funding for this activity is also being provided by the ORF/GIZ Regional Benchmarking Initiative Grant.</p> <p>A meeting took place in September 2015 with EBC to discuss future steps and will be followed by a meeting of Hub Coordinators and IAWD to plan the 2016 program.</p>

## Pillar IV - Asset Management and Investment Planning

<b>RC.IV.1: Regional asset management program for interested utilities</b>	
<b>Led by</b>	IAWD
<b>Objective</b>	
Create greater awareness about and improve asset management practices in leading utilities of the region including establishing a mechanism to secure long-term capacity to support and assist utilities in carrying out asset management related activities.	
<b>Target audience</b>	Interested utilities of the region; local government representatives; national water associations
<b>Description and outcomes</b>	
Public Utilities in SEE countries are experiencing greater than ever pressure to improve their overall efficiency and cost-effectiveness.	
The objective of the Asset Management project of the Danube Water Program is to create awareness on Asset Management (AM) procedures, principles and methodologies, in order to improve efficiency and transparency in managing water and sanitation infrastructure.	
In the 1 <sup>st</sup> phase, the project has been carried out in 17 utilities from 4 countries (BiH, Serbia, Macedonia and Montenegro). The Asset Management Service Centre, which has been established in Belgrade, leads the program capitalizing on the development efforts and knowledge built in the Belgrade Waterworks.	
The utility pays a one-time fee for participation in the program of €1,000 (or 500 Euro for utilities under 20,000 PE). It is proposed that in the next phase this fee is paid to the hub (Water Association UTVSI) and used for additional activities of the program. The issue of fees for capacity building will be resolved in a unified manner as part of the IAWD capacity building initiative.	
The project has also supported an initiative of NALAS (with support from GIZ/ORF) to increase the understanding of local governance units of the importance of an integrated approach to monitoring, operating, maintaining, upgrading, and disposing of assets cost-effectively, while maintaining a desired level of service.	

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

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

In addition, it will be evaluated whether other DWP countries (Kosovo and Bulgaria), that have actively expressed their expressed interest in initiating the same program, can be supported. Establishment of the AM HUB in those countries will be considered.

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

#### Contribution to Program Indicators, targets and progress to date

Indicator	Progress	Target
[NUMBER] of participating utilities that have completed an operational performance improvement program.	15	22
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	40	60
[NUMBER] of female representatives that benefited from capacity building activities.	15	20
[NUMBER] of water utilities that the project is supporting.	18	18
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	17	25

#### Team

- Violeta Wolff (lead)
- Philip Weller

#### Partners and responsibilities

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

#### Timeline

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

**Status**

End of 2015 a decision on the future program will be made in connection with the Capacity building concept and business plan. Interim steps to continue supporting the utilities involved in the program will be made.

**RC.IV.2: Regional TA program to improve utility accessing financing**

**Led by** World Bank

**Objective**

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

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

**Description and outcomes**

This is a new activity that comes from the realization that many of the on-going capacity-building activities result in the identification of medium-size investments (metering, energy efficiency, asset renewal), many of which are financially viable but are too large to be financed from the utilities own funds, and too small for typical large-scale sources such as EU funds or IFIs.

Under the activity first a market scoping survey would be conducted to evaluate both the demand and supply side of efficiency improvement financing, and the overall potential market. The survey will look in particular at the potential to leverage green growth / climate finance funds or grants for efficiency-focused projects. Depending on the outcome of this study, contacts would be taken with potentially interested financial institutions (regional Banks) for the development of a financing facility based on due diligences offered by IAWD or the Danube Water Program; or, alternatively a specific TA could be offered to interested utilities to develop their investment needs into bankable or grantable projects.

The overall outcome would be to help bridge the current market failure for medium side efficiency-related investments. Partnerships with regional funds (green growth fund) or financing institutions (Banks, funds) could be envisioned.

**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	15
[NUMBER] of female representatives that benefited from capacity building activities.	0	5
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	0	+10
[NUMBER] of water utilities that the project is supporting.	0	5

<p><b>Team</b></p> <ul style="list-style-type: none"> <li>• David Michaud (lead)</li> <li>• Philip Weller, Stjepan Gabric</li> </ul>
<p><b>Timeline</b></p> <ul style="list-style-type: none"> <li>• Late 2015: Market scoping study</li> <li>• Early 2016: Partnership search and design of financing facility</li> <li>• 2016: Call for applications</li> </ul>
<p><b>Status</b></p> <p>This is a new activity that is still at concept development stage.</p>

## Pillar V - Service Efficiency Improvement

<p><b>RC.V.1: Regional energy efficiency capacity-building program</b></p>	
<p><b>Led by</b></p>	<p>IAWD</p>
<p><b>Objective</b></p> <p>Create a long-term capacity in the region (through National Water Utility Associations) to assist water utilities in achieving energy efficiency improvements</p>	
<p><b>Target audience</b></p>	<p>Interested utilities of the region; national water associations</p>
<p><b>Description and outcomes</b></p> <p>This initiative will build upon the phase 1 efforts to secure energy efficiency improvements in utilities in the Danube region through capacity building programs targeted at strengthening skills in energy auditing. This program will be part of the overall offer of capacity building organized by IAWD and decisions related to its delivery will be made as part of the Capacity building activities.</p> <p>It is expected, however, that there will be organization of capacity building and wholesale technical assistance on energy efficiency to water and sanitation utilities, with a focus on helping those utilities developing and taking their efficiency improvement packages to the market for financing and implementation. On the basis of this program utilities will develop an energy audit and investment plan and, for those plans with strongest potential, follow-up support will be provided to seek access to financing. In addition, all utilities will have to agree to have their performance information collected and disclosed in DANUBIS and IB-Net.</p> <p>The expected approach will be as follows:</p> <ul style="list-style-type: none"> <li>• The existing energy efficiency program will be offered with the dual purpose of training experts to work in the national water utility associations addressing energy efficiency issues and in assisting utilities in carrying out energy efficiency improvements.</li> <li>• Through the Danube Water Program's local partners (national water utility associations), interested utilities will be identified. Preference will be given to those utilities with strongest commitment to address their energy efficiency challenges, and appropriate conditions for an energy efficiency program.</li> <li>• 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.</li> <li>• 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.</li> </ul>	

<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of participating utilities that have completed an operational performance improvement program.	16	20
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	66	60*
[NUMBER] of female representatives that benefited from capacity building activities.	23	30
[NUMBER] of energy audits conducted for participating utilities.	18	20
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	18	+30
[NUMBER] of water utilities that the project is supporting.	15	20
<b>Team</b>		
<ul style="list-style-type: none"> <li>• Philip Weller (lead)</li> <li>• David Michaud, Violeta Wolff</li> </ul>		
<b>Partners and responsibilities</b>		
<ul style="list-style-type: none"> <li>• National Water Utility Associations</li> <li>• Energy Sector Management Assistance Program (ESMAP) co-financing might be sought again</li> <li>• Discussions with GIZ/ORF on possible support and co-financing</li> </ul>		
<b>Timeline</b>		
<ul style="list-style-type: none"> <li>• Up to end of 2015: development of the Capacity Building program concept including this offering</li> <li>• 2016: launch of the activity</li> </ul>		
<b>Status</b>		
The program would be initiated in early 2016.		

<b>RC.V.2: Regional commercial efficiency capacity-building program</b>		
<b>Led by</b>	IAWD	
<b>Objective</b>		
Establish a capacity among national water utility associations for delivery of support to utilities in commercial efficiency practices.		
<b>Target audience</b>	Interested utilities of the region; national water associations	
<b>Description and outcomes</b>		
<p>The activity will build upon and utilize the results of the Phase 1 activity targeted at creating improvements in commercial efficiency in utilities in the region through preparation of business plans addressing selected commercial issues (collection management, transparency, utility operation and customer relations) to improve utility efficiency and sustainability.</p> <p>A decision about the delivery of this program will be made in the context of the decisions about the regional capacity building activities. It is expected, however, that in parallel to the training of individual utilities facilitators at the national level persons from each country will be trained to support the utilities in that country in implementing commercial efficiency improvements. These persons (persons from a utility) will be seconded by the Water Utility Association to provide utilities participating in the program support to be able to make improvement in a commercial activity and document those improvements in the Business (or Operational Improvement) Plan. Participating utilities will also have commitment to building capacity in the region related to good commercial management practices and be willing to share their good practices with others.</p> <p>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.</p>		
<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	63	30*
[NUMBER] of female representatives that benefited from capacity building activities.	19	5
[NUMBER] of participating utilities that have completed an operational performance improvement program.	18	20
[NUMBER] of utilities that have prepared business plans.	19	15
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	0	+ 30
[NUMBER] of water utilities that the project is supporting.	18	30

<p><b>Team</b></p> <ul style="list-style-type: none"> <li>Philip Weller (lead)</li> <li>Violeta Wolff</li> </ul>
<p><b>Partners and responsibilities</b></p> <ul style="list-style-type: none"> <li>The Water Utility Associations will be asked to support identification of utilities and secure the nomination of national expert to be trained and support other utilities in that country.</li> </ul>
<p><b>Timeline</b></p> <ul style="list-style-type: none"> <li>Nov/Dec 2015: a decision will be made on the steps to be taken in the regional training program delivery including this topic.</li> <li>Early 2016: it is expected that the methodology for carrying out the work will be approved based upon the lessons learned from the Phase 1 program.</li> <li>In 2016: Call for interested utilities (through national water associations)</li> </ul>
<p><b>Status</b></p> <p>The activity will need to build upon the work completed under phase 1 of the program and a planning meeting securing the lessons from phase 1 will take place at the end of 2016 after the overall decision on delivery of the capacity building actions..</p>

<p><b>RC.V.3: Risk Management and Water Safety Planning</b></p>	
<p><b>Led by</b></p>	<p>IAWD</p>
<p><b>Objective</b></p> <p>Create capacity and awareness among water utilities of the need and the tools for risk management and water safety planning.</p>	
<p><b>Target audience</b></p>	<p>Interested utilities of the region; national water associations</p>
<p><b>Description and outcomes</b></p> <p>Following the floods in the Danube region in Spring of 2014 it became apparent that many utilities were not prepared for hazards and risks that could affect water services. This activity will organize capacity building and wholesale technical assistance on water safety planning and risk management to water and sanitation utilities in selected countries of the Danube Region, with a focus on helping those utilities developing and implementing water safety plans. On the basis of this program utilities will prepare and use water safety plans. Preparation and dissemination of training materials and methods to enhance the capacity of water utilities to respond to and prevent problems from unforeseen events and actions that may affect water services (floods, earthquakes, chemical spills etc.) will be undertaken.</p> <p>The decision on this activity will be taken in the context of the decision on the overall training delivery schemes adopted under the program.</p> <p>The expected approach will be as follows:</p> <ul style="list-style-type: none"> <li>The existing risk management and water safety programs will be evaluated and in agreement with potential partners (i.e. WHO, City of Vienna) will be offered with the dual purpose of training experts to work in the national water utility associations addressing water safety issues and in assisting utilities in carrying out water safety planning and risk reduction improvements.</li> <li>Through the Danube Water Program and national water utility associations interested utilities will be identified.</li> <li>A series of technical training workshops will be organized, with follow-up by local consultants between workshops, with the aim of training and supporting the utilities in (a) preparing risk assessments and water safety plans. Those workshops will be organized in close collaboration with national utility associations, which will build their capacity of replicating the approach in the country in the process.</li> <li>Cooperation and synergy with existing programs of other organizations and in particular river commissions (ICPDR and ISRBC) will be sought.</li> </ul>	

<ul style="list-style-type: none"> <li>• Coordination with local governments will also be an important focus, partnerships with NALAS (through UPP or ORF) might be sought.</li> </ul>																	
<p><b>Contribution to Program Indicators, targets and progress to date</b></p> <table border="1"> <thead> <tr> <th>Indicator</th> <th>Progress</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.</td> <td>0</td> <td>75</td> </tr> <tr> <td>[NUMBER] of female representatives that benefited from capacity building activities.</td> <td>0</td> <td>20</td> </tr> <tr> <td>[NUMBER] of water utilities that the project is supporting.</td> <td>0</td> <td>25</td> </tr> <tr> <td>[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.</td> <td>0</td> <td>20</td> </tr> </tbody> </table>			Indicator	Progress	Target	[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	0	75	[NUMBER] of female representatives that benefited from capacity building activities.	0	20	[NUMBER] of water utilities that the project is supporting.	0	25	[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	0	20
Indicator	Progress	Target															
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	0	75															
[NUMBER] of female representatives that benefited from capacity building activities.	0	20															
[NUMBER] of water utilities that the project is supporting.	0	25															
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	0	20															
<p><b>Team</b></p> <ul style="list-style-type: none"> <li>• Philip Weller (lead)</li> <li>• Violeta Wolff</li> <li>• David Michaud</li> </ul>																	
<p><b>Partners and responsibilities</b></p> <ul style="list-style-type: none"> <li>• National Water Utility Associations</li> <li>• WHO</li> <li>• River Basin Commissions (ICPDR, ISRBC)</li> <li>• A link to the UPPI and the work of NALAS will be sought and explored</li> </ul>																	
<p><b>Timeline</b></p> <ul style="list-style-type: none"> <li>• November/December 2015: a decision about the delivery of this program will be made in the context of the overall decision on capacity building in the Danube region.</li> <li>• Fall to end of 2015: it is expected that discussions will take place with potential partners.</li> </ul>																	
<p><b>Status</b></p> <p>Communication with potential partners has begun i.e. WHO.</p>																	

<b>RC.V.4: Non – Revenue – Water Reduction</b>		
<b>Led by</b>	IAWD	
<b>Objective</b>		
Facilitate learning among utilities about non-revenue water actions through the exchange of positive experiences, knowledge, information and best practices and to create long-term capability of support to utilities to be given by water utility associations.		
<b>Target audience</b>	Public Utilities in the region, involvement of WSS Associations	
<b>Description and outcomes</b>		
<p>This activity will be part of the capacity building offer. Final decisions about the delivery and actions will be made in the context of that discussion.</p> <p>The main activities of the program should be designed in a way to reach out to as many public utilities as possible, and make them aware of the importance of understanding the water losses (physical, commercial water losses, etc.) and of activities they have to undertake to decrease the water losses and consequently improve their operational and financial performance.</p> <p>Tools that should be developed have to include, inter alia, the following topics:</p> <ul style="list-style-type: none"> <li>• Knowing your water losses: the water balance</li> <li>• Key steps for conducting a water balance and water balance components</li> <li>• Understanding of physical and commercial losses</li> <li>• Approach and methodology for creating a water balance</li> <li>• Best methods, approaches and prerequisites for water losses reduction (pressure management, active leakage control, leak repairs).</li> </ul> <p>The above activities should result in designing and implementing a water loss control program.</p>		
<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of participating utilities that have completed an operational performance improvement program.	0	10
[NUMBER] of water utilities that the project is supporting.	0	20
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	0	15
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	0	30
[NUMBER] of female representatives that benefited from capacity building activities.	0	10
<b>Team</b>		
<ul style="list-style-type: none"> <li>• Violeta Wolff</li> <li>• Philip Weller</li> </ul>		
<b>Partners and responsibilities</b>		
<ul style="list-style-type: none"> <li>• Each national water utility association and local government association(s) participates and provides input.</li> <li>• Additional partners including GIZ/ORF will be sought.</li> </ul>		

**Timeline**

- Nov/Dec 2015: a decision about the program would be made in the context of the decisions on the regional capacity building program.
- In the first quarter of 2016: it is expected that RfP /ToR would be prepared.
- May 2016: Tendering and contracting done
- Until late 2017: Implementation

Depending on additional financial resources, some short-term measures are implemented as a follow up of the project

**Status**

The project would be initiated based upon the decision on the regional training activities at the end of 2015.

**RC.V.5: Performance-Based Contracting**
**Led by**

World Bank

**Objective**

Promote performance improvement of WSS utilities through the use of PBC

**Target audience**

Utilities committed to improve their WSS operational performance

**Description and outcomes**

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

**Contribution to Program Indicators, targets and progress to date**

Indicator	Progress	Target
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	0	12
[NUMBER] of female representatives that benefited from capacity building activities.	0	6
[NUMBER] of participating utilities that have completed an operational performance improvement program.	0	3
[NUMBER] of water utilities that the project is supporting.	0	5
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	0	9

### Team

- Stjepan Gabric (lead)
- Philippe Marin, David Michaud, Philip Weller

### Partners and responsibilities

This activity will directly benefit from an upcoming knowledge development activity carried out by the water PPP Community of Practice (CoP) of the World Bank Water Global Practice, to be initiated before end of 2015. This activity will include (i) a strategic analysis of the potential benefits and pitfalls of PBC, including potential scope of such contracts, (ii) the development of a series of case studies from PBC contracts with WSS utilities around the world (e.g. Karnataka, India; Ho Chi Minh, Vietnam, Tegucigalpa, Honduras) as well as DBO-BOTs for WWTPs (EU, Mexico, Brazil, China, India, Korea, MENA), (iii) a template for PBC and DBO-BOT contracts with key contractual clauses. The material developed will directly feed into phase 2 of this DWP activity.

### Timeline

- November 2015: Preparation of Concept Note
- February 2016: Kick-off workshop and selection of countries
- April to November 2016: Training delivery and workshops
- April to November 2016: Preparation of PBC term sheets by targeted utilities

### Status

The Concept Note is under preparation.

# RS REGIONAL KNOWLEDGE SHARING PLATFORM

<b>RS.1: Annual Regional Event</b>			
<b>Led by</b>	IAWD		
<b>Objective</b>			
Offer a platform for regional and cross-disciplinary dialogue on WSS sector challenges and solution in the Danube region on a yearly basis.			
<b>Target audience</b>	All sector stakeholders (continuation of launch event)		
<b>Description and outcomes</b>			
An annual Danube Water Conference is planned for the years 2016, 2017 and 2018. The event will build upon the success of the 2013, 2014 and 2015 events and will involve dialogue between countries and persons from different sectors involved in the delivery of water services. Specific themes will be highlighted in each yearly event (i.e. State of the Sector, Public / Private partnerships & smart outsourcing, wastewater management, water sector and green growth) and additional partners (GIZ) it is hoped will cooperate in the convening of the Conference. Funding from the DWP for the conference is expected to be reduced year to year and a business plan for convening in following years will be developed.			
<b>Contribution to Program Indicators, targets and progress to date</b>			
	Indicator	Progress	Target
	[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	179	200*
	[NUMBER] of female representatives that benefited from capacity building activities.	49	90
<b>Team</b>			
<ul style="list-style-type: none"> <li>• Philip Weller and David Michaud (lead)</li> <li>• Violeta Wolff, Katherine Wagner, and GIZ Project Manager</li> <li>• All DWP team members involved in the content and delivery of the events</li> </ul>			
<b>Partners and responsibilities</b>			
<ul style="list-style-type: none"> <li>• ORF/GIZ has expressed interest in participating in these events and in addition to overall support, assisting IAWD and the World Bank and in ensuring the active involvement of local government representatives (NALAS).</li> </ul>			
<b>Timeline</b>			
<ul style="list-style-type: none"> <li>• Fall of 2015: begin the planning for the fourth Annual Forum and involving 150 participants from the region and beyond</li> <li>• In 2017 and 2018 (likely May) the following conference will be held.</li> </ul>			
<b>Status</b>			
Discussions have taken place with GIZ on their involvement in the Conference in 2016-2018.			

<b>RS.2: Participation in key regional events [COMPLETED]</b>			
<b>Led by</b>	Jointly		
<b>Objective</b> Continue to promote the Program and establish it as a significant platform of dialogue in the sector at regional level.			
<b>Target audience</b>	Audience of the respective regional events		
<b>Description and outcomes</b> 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.			
<b>Contribution to Program Indicators, targets and progress to date</b>			
	Indicator	Progress	Target
NA		NA	NA
<b>Team</b> <ul style="list-style-type: none"> <li>Whole Program team</li> </ul>			
<b>Partners and responsibilities</b> <ul style="list-style-type: none"> <li>Organizers of respective national or regional events.</li> </ul>			
<b>Timeline</b> <ul style="list-style-type: none"> <li>June 2013: Prepare Program calendar</li> <li>On a rolling basis: participation in events</li> </ul>			
<b>Status</b> The activity is completed, respectively will be merged into the Program overhead and promotion of the program will continue in the scope of other activities.			

<b>RS.3: DWP Outreach and Communication</b>	
<b>Led by</b>	IAWD / World Bank
<b>Objective</b> Promote the program and provide mechanisms for dissemination of program activities and publications.	
<b>Target audience</b>	Regional stakeholders in the WSS Sector and beyond
<b>Description and outcomes</b> <p>The focus of this activity will be on the websites related to the DWP and on periodic newsletters. The DWP website, which was created at an early stage of the Program's first phase and is available at <a href="http://www.danube-water-program.org">www.danube-water-program.org</a>, will be revamped and will use the DWP corporate design. For easy maintenance, the new website will likely be based on the technology of the <a href="http://www.iawd.at">www.iawd.at</a> or <a href="http://www.danubis.org">www.danubis.org</a> websites.</p> <p>The website will use a clear structure to present the Program's activities and results in the form of short reports, feature stories and blog posts by staff members or other stakeholders. Events organized by partner organizations and notable World Bank investments will be promoted, as well. The website will use internal and external links to present concisely the work of the Program and its ties with (regional) partners. Continuous updates by the communications associate will engage visitors and incentivize them to return regularly. To allow for results-based improvement of the website, traffic and used behavior will be monitored.</p>	

The periodic newsletter sent to stakeholders and the interested public will be continued with increased frequency (4 per year). The DWP and IAWD newsletters could be merged to strengthen the association (see RC.2). At the beginning and at the end of phase 2, revised program brochures along with flyers will be published and distributed. Thematic outreach material will accompany the brochures. To transform occasional contact between stakeholders into strong partnerships, the DWP will facilitate a social media network (either through Danubis or through an existing platform). The DWP will work with national and regional media outlets to increase the visibility of activities and events. DWP events will be documented thoroughly and timely.

IAWD will hire a communications associate to take responsibility for this activity, as well as for the operation and improvement of the IAWD website (in part RC.2), and of the DANUBIS water platform (RS.5), among other tasks as specified in the job's ToRs. The interim information manager has prepared a paper on which the DWP outreach and communication strategy will be based.

**Contribution to Program Indicators, targets and progress to date**

Indicator	Progress	Target
NA	NA	NA

**Team**

- Communications associate (lead);
- all Team Members providing input

**Partners and responsibilities**

- Cooperation with NALAS and National Water Utility Associations

**Timeline**

- Continuously: updating of DWP, IAWD and Danubis websites plus social media platform, documentation of activities
- Every three months: distribution of newsletters
- November 2015: post job offering and ToRs for communications associate
- Late 2015: launch of social media platform
- Fall 2015 and fall 2018: publish 1<sup>st</sup> and 2<sup>nd</sup> revised brochure and flyer

**Status**

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

**RS.4: Outreach to strategic partners [COMPLETED]**

<b>Led by</b>	Jointly
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**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

<b>Target audience</b>	Audience of the respective regional events
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**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**

Indicator	Progress	Target
NA	NA	NA

<p><b>Team</b></p> <ul style="list-style-type: none"> <li>• Whole team</li> </ul>
<p><b>Partners and responsibilities</b></p> <ul style="list-style-type: none"> <li>• Ministry of Finance of Austria, as original donor, has offered to support fundraising efforts.</li> </ul>
<p><b>Timeline</b></p> <ul style="list-style-type: none"> <li>• Mid-January – February 2014: schedule meetings to present some of the initial activities implemented in Fall 2013</li> </ul>
<p><b>Status</b></p> <p>The activity is completed but outreach to partners will continue in the scope of other activities.</p>

<p><b>RS.5: DANUBIS water platform development</b></p>								
<p><b>Led by</b></p>	<p>IAWD / World Bank</p>							
<p><b>Objective</b></p> <p>Develop and maintain the DANUBIS water platform as an online repository of resources for and about water and sanitation utilities in the Danube region.</p>								
<p><b>Target audience</b></p>	<p>Regional stakeholders in the WSS Sector and beyond</p>							
<p><b>Description and outcomes</b></p> <p>Under the second phase the DANUBIS.org platform will be further developed to continue establishing it as the place to go for resources on the sector. Partnerships and linkages with the national partners will be strengthened and the quality and scope of the content will also be discussed and improved.</p>								
<p><b>Contribution to Program Indicators, targets and progress to date</b></p> <table border="1"> <thead> <tr> <th>Indicator</th> <th>Progress</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>NA</td> <td>NA</td> <td>NA</td> </tr> </tbody> </table>			Indicator	Progress	Target	NA	NA	NA
Indicator	Progress	Target						
NA	NA	NA						
<p><b>Team</b></p> <ul style="list-style-type: none"> <li>• David Michaud / Philip Weller (lead);</li> <li>• all Team Members providing input</li> </ul>								
<p><b>Partners and responsibilities</b></p> <ul style="list-style-type: none"> <li>• Cooperation with NALAS and National Water Utility Associations</li> </ul>								
<p><b>Timeline</b></p> <ul style="list-style-type: none"> <li>• Ongoing effort</li> </ul>								
<p><b>Status</b></p> <p>The DANUBIS.org water platform was launched in May 2014 to serve as an online repository of resources for and about water and sanitation utilities in the Danube region. The platform currently includes a local version of the IB-Net dataset (refer to activity RC.III.1); news and events from the water sector, and resources about the sector in the region and beyond. Specific country portals have also been developed for Bosnia and Herzegovina, Kosovo and Bulgaria in the respective languages. The platform is now averaging around 300 single users per week.</p>								

# NA COUNTRY-LEVEL ANALYTICAL AND ADVISORY WORK

<b>NA.2: Targeted Analytical and Advisory work for flagship countries</b>			
<b>Led by</b>	World Bank		
<b>Objective</b> Provide targeted analytical and advisory support to countries actively engaging on the regional policy-level Capacity Development activities			
<b>Target audience</b>	WSS opinion leaders, policy makers and sector professionals in the respective countries		
<b>Description and outcomes</b> Refer to individual country activity descriptions (annex 2).			
<b>Contribution to Program Indicators, targets and progress to date (refer to Annex 2 for details)</b>			
	Indicator	Progress	Target
	[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers.	4	4
	[NUMBER] of sector regulation and policy reviews conducted	16	3
<b>Team</b> Refer to individual country activity descriptions (annex 2)			
<b>Partners and responsibilities</b> Refer to individual country activity descriptions (annex 2)			
<b>Timeline</b> Refer to individual country activity descriptions (annex 2)			
<b>Status</b> 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

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

<sup>2</sup> For more indicators refer to the respective activities in Annex 2.

<p><b>Timeline</b></p> <ul style="list-style-type: none"> <li>• Fall 2015: preparation of the Call for Application concept</li> <li>• January 2016: Call for Applications</li> <li>• March 2016: Evaluation of received applications and potential clarifications</li> <li>• April 2016: Grant Agreements signed</li> <li>• Maximum implementation time envisaged: 1 year</li> <li>• May 2017: end of first round of Grants</li> <li>• May 2017: extension of some grants and launch of second Call for Applications, if additional financial resources secured</li> </ul>
<p><b>Status</b></p> <p>Thirteen grants have been completed and it is expected that the remaining ones will be completed as planned.</p> <p>The concept for the 2016 call for applications is under preparation.</p>

<p><b>NC.III: Country-level Benchmarking Support</b></p>											
<p><b>Led by</b></p>	<p>World Bank</p>										
<p><b>Objective</b></p> <p>Support the creation or improvement of national benchmarking systems, and their linkages to the DANUBIS and EBC activities.</p>											
<p><b>Target audience</b></p>	<p>National water associations; line ministries; regulators.</p>										
<p><b>Description and outcomes</b></p> <p>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).</p>											
<p><b>Contribution to Program Indicators, targets and progress to date</b></p> <table border="1"> <thead> <tr> <th>Indicator</th> <th>Progress</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>[NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance.</td> <td>0</td> <td>5</td> </tr> <tr> <td>[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.</td> <td>160</td> <td>+150</td> </tr> </tbody> </table>			Indicator	Progress	Target	[NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance.	0	5	[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	160	+150
Indicator	Progress	Target									
[NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance.	0	5									
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	160	+150									
<p><b>Team</b></p> <p>Refer to individual country activity descriptions (annex 2)</p>											
<p><b>Partners and responsibilities</b></p> <p>National institutions in charge of benchmarking activities</p>											
<p><b>Timeline</b></p> <p>Refer to individual country activity descriptions (annex 2)</p>											
<p><b>Status</b></p> <p>Refer to individual country activity descriptions (annex 2)</p>											

# NS NATIONAL KNOWLEDGE-SHARING PLATFORM

<b>NS.1: Participation in targeted national events [COMPLETED]</b>			
<b>Led by</b>	Jointly		
<b>Objective</b> Continue to promote the Program and establish it as a significant platform of dialogue in the sector at national level.			
<b>Target audience</b>	Audience of the respective national events		
<b>Description and outcomes</b> 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 is maintained on the DANUBIS.org water platform.			
<b>Contribution to Program Indicators, targets and progress to date</b>			
	Indicator	Progress	Target
NA		NA	NA
<b>Team</b> <ul style="list-style-type: none"> <li>• Whole program team</li> </ul>			
<b>Partners and responsibilities</b> <ul style="list-style-type: none"> <li>• Institutions organizing the various national events (generally the national water associations)</li> </ul>			
<b>Timeline</b> <ul style="list-style-type: none"> <li>• Rolling – Prepare and update program calendar</li> </ul>			
<b>Status</b> <p>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.</p> <p>This activity is being marked as completed and merged into Program overhead activities, but the active participation in targeted national events will continue under Phase II.</p>			

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## 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 42).
- ▶ 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 44).
- ▶ **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 43).

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

## SUB-REGIONAL ACTIVITIES

<b>NC.2.13: BiH, Me and Se Strengthening Capacity of Water Utilities with Benchmarking [COMPLETED]</b>		
<b>Led by</b>	Water supply utility "Bistrica" from Bijelo Polje	
<b>Objective</b>		
Improve the management of public utilities, all with the aim of improving the quality of services provided by the utility company to citizens in its service area.		
<b>Target audience</b>	3 utility companies from the neighboring countries – Gorazde in Bosnia and Herzegovina, Bijelo Polje in Montenegro and Prijepolje in Serbia	
<b>Description and outcomes</b>		
<p>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.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul> <p>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).</p>		
<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	3	3
[NUMBER] of participating utilities that have completed an operational performance improvement program.	3	3
[NUMBER] of Competitive Grants completed as planned.	1	1

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

<p><b>NC.III.7: Support to regional EBC/Danube hub for BiH, HR, Ma, Me and Se.</b></p>								
<p><b>Led by</b></p>	IAWD							
<p><b>Objective</b></p> <p>Promote the creation of a regional utility benchmarking hub supporting Bosnia and Herzegovina, Croatia, Macedonia, Montenegro and Serbia utilities and ensure its long term sustainability.</p>								
<p><b>Target audience</b></p>	Utilities in the targeted countries							
<p><b>Description and outcomes</b></p> <p>This activity has supported the creation of one of the regional utility benchmarking hubs catering to utilities in Bosnia and Herzegovina, Croatia, Macedonia, Montenegro and Serbia. The hub itself is part of a regional network of hubs promoted by the Program in close coordination with the European Benchmarking Cooperation, as outlined under activity RC.III.2. The Hub has functioned effectively in attracting utilities to participate (Year 1 12 Utilities and Year 2 an additional 10 Utilities). At the end of phase 1, a business plan for sustainability will be prepared and the activities in phase 2 will focus on realizing this (self-sustaining financing from participating utilities). Critical for this HUB will be the need to clarify the role of the National Water Associations in managing and supporting the work.</p>								
<p><b>Contribution to Program Indicators, targets and progress to date</b></p> <table border="1"> <thead> <tr> <th>Indicator</th> <th>Progress</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.</td> <td>13</td> <td>13</td> </tr> </tbody> </table>			Indicator	Progress	Target	[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	13	13
Indicator	Progress	Target						
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	13	13						

<p><b>Team</b></p> <ul style="list-style-type: none"> <li>Philip Weller (lead)</li> <li>Violeta Wolff</li> <li>David Michaud</li> </ul>
<p><b>Partners and responsibilities</b></p> <ul style="list-style-type: none"> <li>EBC</li> <li>Utility associations in the related countries.</li> <li>Funding for this activity has been provided by ORF/GIZ under the Grant Agreement with IAWD.</li> </ul>
<p><b>Timeline</b></p> <p>Fall of 2015 planning will begin for the third cycle of benchmarking and ensuring the steps for sustainability.</p>
<p><b>Status</b></p> <p>The activity is under implementation. Aleksandar Krstic as the consultant hired to develop the activity and 12 utilities participating the first cycle. Additional utilities (10) have joined in 2015. A sustainability plan is under preparation and this will need to be implemented in 2016 and beyond.</p>

<p><b>NC.III.8: Support to regional EBC/Danube hub for Albania and Kosovo</b></p>														
<p><b>Led by</b></p>	IAWD													
<p><b>Objective</b></p> <p>Promote the creation of a regional utility benchmarking hub supporting Albania and Kosovo utilities.</p>														
<p><b>Target audience</b></p>	Utilities in the targeted countries													
<p><b>Description and outcomes</b></p> <p>This activity has supported the creation of one of the regional utility benchmarking hubs catering to utilities in Albania and Kosovo. The hub itself is part of a regional network of hubs promoted by the Program in close coordination with the European Benchmarking Cooperation, as outlined under activity RC.III.2. The Hub is working on development of a concept of sustainability and hopes to takes steps to achieve this in 2016 and beyond.</p>														
<p><b>Contribution to Program Indicators, targets and progress to date</b></p> <table border="1"> <thead> <tr> <th>Indicator</th> <th>Progress</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.</td> <td>11<sup>3</sup></td> <td>11</td> </tr> <tr> <td>[NUMBER] of water utilities that the program is supporting.</td> <td>12</td> <td>12</td> </tr> <tr> <td>[NUMBER] of participating utilities that have completed an operational performance improvement program.</td> <td>0</td> <td>12</td> </tr> </tbody> </table>			Indicator	Progress	Target	[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	11 <sup>3</sup>	11	[NUMBER] of water utilities that the program is supporting.	12	12	[NUMBER] of participating utilities that have completed an operational performance improvement program.	0	12
Indicator	Progress	Target												
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	11 <sup>3</sup>	11												
[NUMBER] of water utilities that the program is supporting.	12	12												
[NUMBER] of participating utilities that have completed an operational performance improvement program.	0	12												
<p><b>Team</b></p> <ul style="list-style-type: none"> <li>Philip Weller (lead)</li> <li>Violeta Wolff</li> </ul>														

<sup>3</sup> This number is also reflected in NC.III.7.

<p><b>Partners and responsibilities</b></p> <ul style="list-style-type: none"> <li>• EBC</li> <li>• Utility associations in the related countries (Schukos and SHUKALB)</li> <li>• Funding support for this activity has been provided by ORF/GIZ under the Grant Agreement with IAWD</li> </ul>
<p><b>Timeline</b></p> <p>A sustainability plan is under preparation and utilities are completing the second round of data collection. In 2016 additional support will be needed to solidify the basis for operation of the HUB in subsequent years.</p>
<p><b>Status</b></p> <p>The activity is under implementation with involvement of 12 utilities. A contract with SHUKOS to manage the program has been developed in July 2014 and a first cycle of Benchmarking has taken place and a second cycle will take place in 2015. The HUB staff has been established but additional efforts will be needed to secure the sustainability of activities.</p>

<p><b>NC.III.9: Support to regional EBC/Danube hub for Moldova and Romania [CANCELED]</b></p>											
<p><b>Led by</b></p>	IAWD										
<p><b>Objective</b></p> <p>Promote the creation of a regional utility benchmarking hub supporting Moldova and Romania utilities</p>											
<p><b>Target audience</b></p>	Utilities in the targeted countries										
<p><b>Description and outcomes</b></p> <p>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.</p>											
<p><b>Contribution to Program Indicators, targets and progress to date</b></p> <table border="1"> <thead> <tr> <th>Indicator</th> <th>Progress</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>[NUMBER] of participating utilities that have defined and undergone at least one cycle of efficiency improvements monitored in the sector information system.</td> <td>0</td> <td>7</td> </tr> <tr> <td>[NUMBER] of participating utilities reporting performance data to the sector information system.</td> <td>0</td> <td>7</td> </tr> </tbody> </table>			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
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									
<p><b>Team</b></p> <ul style="list-style-type: none"> <li>• NA</li> </ul>											
<p><b>Partners and responsibilities</b></p> <ul style="list-style-type: none"> <li>• NA</li> </ul>											
<p><b>Timeline</b></p> <p>NA</p>											
<p><b>Status</b></p> <p>The activity is canceled in light of the EBRD-supported Benchmarking program in Romania, which is very similar to those originally contemplated under this activity.</p>											

# ALBANIA

## NA.2.1: Water Supply and Sanitation Sector Support

<b>Led by</b>	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.

<b>Target audience</b>	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.

<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers.	1	1
<b>Team</b>		
<ul style="list-style-type: none"> <li>Paula Restrepo (lead)</li> <li>David Michaud, Artan Guxho (members)</li> </ul>		
<b>Partners and responsibilities</b>		
<ul style="list-style-type: none"> <li>National institutions (Ministry of Transport and Infrastructure, Water Secretariat, Water Regulatory Agency)</li> <li>Other donors, led by European Union Delegation</li> </ul>		
<b>Timeline</b>		
<ul style="list-style-type: none"> <li>August 2014: Development of Concept Note</li> <li>Fall 2014: Negotiation of EU funding</li> <li>Winter 2015: EU trust fund setup, preparation of ToRs, validation with Government</li> <li>Summer 2015: Recruitment of Consultant</li> <li>Fall 2015: begin of work</li> </ul>		
<b>Status</b>		
<p>A consulting company in charge of collecting the data, creating the model and providing the inputs into the financial strategy, has now been recruited and has started work. It is expected that first outputs will be available early 2016 to meet the Government's own timeline of sector reform. Other proposed activities on wastewater management and utility strengthening will be mobilized once the traction from the Government is confirmed.</p>		

<b>NC.III.1: Albania Support to Benchmarking Activities [CANCELED]</b>		
<b>Led by</b>	World Bank	
<b>Objective</b>		
Sustain the dialogue on advancing Benchmarking Activities in Albania		
<b>Target audience</b>	Albania Institutions involved in Benchmarking, utilities	
<b>Description and outcomes</b>		
<p>This activity has been cancelled under Phase I as sufficient funding exists to promote benchmarking from other sources of funding, including the national GIZ Program, the ADA/EU-supported TA program for sector reform, and the World Bank's own Water Sector Investment Project. Active dialogue on benchmarking is nonetheless continuing with both the Ministry of Transport and Infrastructure and the national regulatory agency.</p>		
<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance.	1	1

<p><b>Team</b></p> <ul style="list-style-type: none"> <li>• David Michaud (lead)</li> <li>• Artan Guxho, Paula Restrepo</li> </ul>
<p><b>Partners and responsibilities</b></p> <ul style="list-style-type: none"> <li>• Water Regulatory Agency</li> <li>• Benchmarking Unit of the Ministry of Transport and Infrastructure</li> </ul>
<p><b>Timeline</b></p> <ul style="list-style-type: none"> <li>• Fall 2014: preparatory discussions with key stakeholders</li> <li>• February 2015: workshop to define concrete activities</li> </ul>
<p><b>Status</b></p> <p>The activity is cancelled given widespread availability of other sources of funding for benchmarking in Albania, and the lack of clear directions in the respective role of the Ministry and the Regulatory agency.</p>

<p><b>NC.2.11: Western Balkans Training Center - Framework &amp; Business Model</b> <b>[COMPLETED]</b></p>	
<p><b>Led by</b></p>	<p>Water Supply and Sewerage Association (SHUKALB)</p>
<p><b>Objective</b></p> <p>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><b>Target audience/group</b></p>	<p>Water Associations under the Western Balkans Partnership and beyond</p>
<p><b>Description and outcomes</b></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. 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"> <li>• The Framework of the Regional Training Network defines the form of commitment that the four water associations choose to take under this Regional Training Network, based on the findings of the survey on regional training environment, as well as based on models of similar initiatives elsewhere in the world. The Framework defines the vision, mission objectives of the Regional Training Network, as well as the functions required to be fulfilled by each water association in the Network.</li> </ul>	

<ul style="list-style-type: none"> <li>The Business Model builds upon the approach of the Framework and includes an “actionable” Business Plan with timetables, milestones and budgets, based on the specific functions of the network as defined in the Framework.</li> </ul>		
<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of Competitive Grants completed as planned.	1	1
<b>Team</b>		
<ul style="list-style-type: none"> <li>Philip Weller, Violeta Wolff, IAWD</li> </ul>		
<b>Partners and responsibilities</b>		
<ul style="list-style-type: none"> <li>Association of Public Services Providers of the Republic of Macedonia (ADKOM)</li> <li>Water Supply Advancement and Treatment of Waste Drainage Association of Montenegro (WSWAM)</li> <li>Water and Wastewater works Association of Kosovo (SHUKOS)</li> </ul>		
<b>Timeline</b>		
<i>Note: Project has been extended till end of February 2015.</i>		
<ul style="list-style-type: none"> <li>November/December 2013: award of concept proposal, start of development of a more in depth proposals.</li> <li>January 2014 contract signature and start of implementation.</li> <li>January / February 2014 Preparing ToR, Hiring of core consultants.</li> <li>March 2014 Establishment of the Regional Project Work Group.</li> <li>June 2014 Develop inventory of existing National and Regional sustained training initiatives, and document training environment, nature, structure.</li> <li>August 2014 Conduct workshop of Project Work Group to consider regional training models and discuss the findings of the survey on regional training environment.</li> <li>August 2014 Develop First Draft of the Regional Training Center Framework Report.</li> <li>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.</li> <li>September 2014 Develop First Draft of the Regional Training Center Business Model Report.</li> <li>November 2014 Conduct workshop of Project Work Group to review and finalize the Business Plan of the Regional Training Center Business Model Report.</li> <li>December 2014 Receive feedback on the Business Plan Model from the Project Working Group.</li> <li>January 2015 Compile Final Draft of the Regional Training Network Framework and Business Model.</li> </ul>		
<b>Status</b>		
The activities under this project have been completed. A final report, summarizing the work and findings of the International Expert and the Local National Expert on the Framework and Business Model has been received.		

<b>NC.2.12: Training Course for Business Planning for Water Utility Associations [COMPLETED]</b>			
<b>Led by</b>	Water Supply and Sewerage Association (SHUKALB)		
<b>Objective</b>			
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			
<b>Target audience</b>	National Water Associations		
<b>Description and outcomes</b>			
<p>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.</p> <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• Vision and Mission Statements</li> <li>• Strategic Objectives</li> <li>• Senior Management Overview</li> <li>• Strategic Goals</li> <li>• Governance and Organizational Structure</li> <li>• Communications Plan</li> <li>• Knowledge Sharing Plan</li> <li>• Budget Forecast and Revenue/Funding Sources</li> <li>• Fully Integrated Spreadsheet Workbook</li> <li>• Action Plans</li> </ul> <p>The Project will also include an element to develop an initial cadre of trainers who can deliver the course throughout the Danube Region.</p> <p>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.</p>			
<b>Contribution to Program Indicators, targets and progress to date</b>			
	Indicator	Progress	Target
	[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	11	8
	[NUMBER] of female representatives that benefited from capacity building activities.	4	4
	[NUMBER] of Competitive Grants completed as planned.	1	1

<p><b>Team</b></p> <ul style="list-style-type: none"> <li>Philip Weller, Violeta Wolff, IAWD</li> </ul>
<p><b>Partners and responsibilities</b></p> <ul style="list-style-type: none"> <li>Water Utility Associations in other Western Balkans countries.</li> </ul>
<p><b>Timeline</b></p> <p><i>Project has been extended till end February 2015.</i></p> <ul style="list-style-type: none"> <li>November/December 2013: award of concept proposal, start of development of a more in depth proposals</li> <li>January 2012 contract signature and start of implementation.</li> <li>January/February 2012 Preparing ToR, Hiring of core consultants, development of concrete course</li> <li>March 2014 Collect existing relevant Business Plans for Water Associations and draft Outline of Trainee's Manual</li> <li>October 2014 Develop First Draft of Trainee's Manual</li> <li>December 2014 Incorporate Comments and develop Final Trainee's Manual</li> <li>December 2014/January 2015 Develop Final Draft of Trainer's Guide</li> <li>December 2014/January 2015 Develop Final Power Point Presentations</li> <li>February 2015 Training of trainers</li> </ul>
<p><b>Status</b></p> <p>The activities under the project have been completed and a final report, summarizing the training and material has been received.</p>

# BOSNIA AND HERZEGOVINA

<b>NC.III.2: BiH Support to Benchmarking Activities</b>			
<b>Led by</b>	World Bank		
<b>Objective</b> Sustain the dialogue on advancing Benchmarking Activities in Bosnia and Herzegovina			
<b>Target audience</b>	BiH Institutions involved in Benchmarking, utilities		
<b>Description and outcomes</b> 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.			
<b>Contribution to Program Indicators, targets and progress to date</b>			
	Indicator	Progress	Target
	[NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance.	0	1
	[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	40	+40
<b>Team</b>			
<ul style="list-style-type: none"> <li>Philip Weller, David Michaud (lead)</li> <li>Igor Palandzic</li> </ul>			
<b>Partners and responsibilities</b>			
<ul style="list-style-type: none"> <li>National and Entity-level institutions and AQUASAN</li> </ul>			
<b>Timeline</b>			
<ul style="list-style-type: none"> <li>July 2014: contract signature with AQUASAN to carry out the facilitation of dialogue on establishing a system of performance indicators</li> <li>January 2015, June 2015: continued workshops to discuss institutions setups</li> <li>Summer 2015: begin of data collection among 40 utilities</li> <li>Fall 2015: first round of utility performance indicator and benchmarking completed</li> </ul>			
<b>Status</b>			
The activity is under implementation and the actions planned are progressing well. Initial data collection has been contracted, and is on-going with 40 utilities. Furthermore, discussions on long-term benchmarking possibilities in Bosnia and Herzegovina are also progressing, with several models discussed in the latest workshop (June 2015), although no consensus on the most viable institutional and legal model has emerged yet.			

<b>NC.2.6: Editing DVGW Technical rules / guidelines in Bosnian language [COMPLETED]</b>		
<b>Led by</b>	Vodovod i kanalizacija" d.o.o. ViK Sarajevo	
<b>Objective</b> Edit and publish technical regulations in order to enable their safe and effective implementation in BiH's water supply companies and compliance with the current EU technical regulation, knowledge and experience. This will stimulate other activities in the water supply companies such as capacity building, trainings and asset management. At the same time, conditions for the establishing of technical safety management (TSM) in the near future will be made.		
<b>Target audience/group</b>	National Water operators (BiH)	
<b>Description and outcomes</b> 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"> <li>• translation of original documents from German language,</li> <li>• consideration of all mentioned standards in the original document (technical rule)</li> <li>• consideration of all accompanying regulations in the original documents (laws, directives, etc.)</li> <li>• consideration of all regulations of professional associations in the original documents</li> <li>• consideration of all other regulations (secondary and tertiary) in the original documents</li> <li>• consideration of possibly required discrepancies from technical contents of the original text</li> <li>• consideration of institutions, commissions and other bodies mentioned in original document, finding of similar home institutions and bodies, and their comparison,</li> </ul>		
<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of Competitive Grants completed as planned.	1	1

<b>Team</b> <ul style="list-style-type: none"> <li>Philip Weller, Violeta Wolff, IAWD</li> </ul>
<b>Partners and responsibilities</b> <ul style="list-style-type: none"> <li>IGT- R&amp;D Centre of Gas Technology</li> <li>Deutscher Verein des Gas- und Wasserfaches e.V. - Technisch-wissenschaftlicher Verein</li> <li>Employers Association utility company in FBiH</li> <li>Association of water in BiH</li> <li>Aquasan network BiH</li> </ul>
<b>Timeline</b> <ul style="list-style-type: none"> <li>November/December 2013: award of concept proposal</li> <li>September/October 2014 start of development of a more in depth proposal, contract signature and start of implementation.</li> <li>Preparing ToR, Hiring of core consultants, development of concrete course</li> <li>15 September 2015 - grant completion</li> </ul>
<b>Status</b> This activity has been completed.

<b>NC.2.7: WSS network GIS for efficiency improvement in East Sarajevo [COMPLETED]</b>	
<b>Led by</b>	UC Waterworks and sewerage j.s.c. East Sarajevo
<b>Objective</b> Develop a GIS water and sewage network system (including the positioning of water and sewerage installations and forming an users database) to contribute to improved code of conduct among water and sewage network users, particularly in the area of occurrence of illegal connections and proper notification of the point of connection to the water supply and sewerage systems.	
<b>Target audience / group</b>	Water Users in East New Sarajevo, East Sarajevo and Trnovo
<b>Description and outcomes</b> <p>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.</p> <p>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.</p> <p>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 sewerage 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 sewerage 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.</p>	

<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	1	1
[NUMBER] of participating utilities that have completed an operational performance improvement program.	1	1
[NUMBER] of Competitive Grants completed as planned.	1	1
[NUMBER] of water utilities that the project is supporting.	1	1
<b>Team</b>		
<ul style="list-style-type: none"> <li>Philip Weller, Violeta Wolff, IAWD</li> </ul>		
<b>Partners and responsibilities</b>		
<ul style="list-style-type: none"> <li></li> </ul>		
<b>Timeline</b>		
<ul style="list-style-type: none"> <li>November 2013: award of concept proposal,</li> <li>December 2013 start of development of a more in depth proposals</li> <li>February 2014 contract signature and start of implementation.</li> <li>February 2014 Preparing ToR, Hiring of core consultants</li> <li>March 2014 Server, Licensed software and Geodesic equipment procurement</li> <li>March 2014 Engaging professional consultants in the field of GIS</li> <li>June 2014 Renting car</li> <li>April 2014 Collection and processing of analog and digital documentation, installation of computer network with SQL server</li> <li>June 2014 Organization of spatial layers with the formation of attribute structures, mapping consumers and drafting of specific tools for field data collection</li> <li>December 2014 Collecting field data and entering spatial data for water supply and sewage network of consumers in the GIS database</li> <li>December 2014 – March 2015 Training of management for the use of GIS analysis tools and project presentation.</li> </ul>		
<b>Status</b>		
All of the project activities are completed and a final report has been received.		

# BULGARIA

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

**Led by**

Bulgarian Water Association-BWA

**Objective**

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

**Target audience**

National Water operators, and Bulgarian Water Association

**Description and outcomes**

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

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

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

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

**Contribution to Program Indicators, targets and progress to date**

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

<p><b>Team</b></p> <ul style="list-style-type: none"> <li>Philip Weller, Violeta Wolff, IAWD</li> </ul>
<p><b>Partners and responsibilities</b></p> <ul style="list-style-type: none"> <li>European Benchmarking Cooperation</li> <li>Bulgarian Waterworks Association</li> </ul>
<p><b>Timeline</b></p> <ul style="list-style-type: none"> <li>November/December 2013: award of concept proposal, start of development of a more in depth proposals</li> <li>January 2014 contract signature and start of implementation.</li> <li>February 2014 Preparing ToR, Hiring of core consultants</li> <li>March 2014 Creation of benchmarking of processes matrix following the best practices of IWA with the active participation of the WSSCs</li> <li>June 2014 Collection and verification of processes and procedure data.</li> <li>December 2014 Processing of data; establishment of data base, presentation of the results and knowledge sharing</li> <li>December 2014 Creation of excellence task force and share best practices</li> <li>December 2014 Assistance in establishing of system of internal and external control mechanisms in WSSCs.</li> </ul>
<p><b>Status</b></p> <p>This activity has been completed.</p>

# CROATIA

<b>NA.2.2: Support to Croatia' utility aggregation process [COMPLETED]</b>			
<b>Led by</b>	World Bank		
<b>Objective</b> Support Croatian Government in the process of upcoming restructuring of water utility sector.			
<b>Target audience</b>	Ministry of Agriculture, Croatian Waters		
<b>Description and outcomes</b> Having joined the European Union on July 1 <sup>st</sup> , 2013, Croatia has committed to unprecedented level of investments in the water and wastewater sector to meet the <i>acquis communautaire</i> . 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.			
<b>Contribution to Program Indicators, targets and progress to date</b>			
	Indicator	Progress	Target
	[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers.	1	1
<b>Team</b> <ul style="list-style-type: none"> <li>David Michaud and Stjepan Gabric (lead)</li> </ul>			
<b>Partners and responsibilities</b> <ul style="list-style-type: none"> <li>Water Services Council, Croatian Waters, Ministry of Agriculture</li> </ul>			
<b>Timeline</b> <ul style="list-style-type: none"> <li>October 2014: policy workshop on water sector reform in the context of international experience on utility sector reform involving around 40 participants from utilities, various ministries and local governments discussing international good practices presented by Italian, Hungarian and Romanian counterparts, whose countries have gone through similar processes in recent years.</li> </ul>			
<b>Status</b> The activity is completed. Discussions on a follow-up support to sector reform in Croatia are still on-going but would be undertaken under another phase or instrument.			

<b>NA.2.3: Croatia WSS sector regulation support [CANCELED]</b>			
<b>Led by</b>	World Bank		
<b>Objective</b> Regulatory Framework Development for Croatia water utility sector			
<b>Target audience</b>	GoC Ministry of Agriculture, Council for Water Services		
<b>Description and outcomes</b> 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.			
<b>Contribution to Program Indicators, targets and progress to date</b>			
	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*
<b>Team</b> • NA			
<b>Partners and responsibilities</b> • NA			
<b>Timeline</b> • NA			
<b>Status</b> The activity is canceled			

<b>NC.III.3: Croatia Support to Benchmarking Activities [CANCELED]</b>			
<b>Led by</b>	World Bank		
<b>Objective</b> Sustain the dialogue on advancing Benchmarking Activities in Croatia			
<b>Target audience</b>	Croatian Institutions involved in Benchmarking, utilities		
<b>Description and outcomes</b> 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.			
<b>Contribution to Program Indicators, targets and progress to date</b>			
	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

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

# KOSOVO

<b>NA.2.4: Review of current PPP policy framework in Kosovo [COMPLETED]</b>			
<b>Led by</b>	World Bank		
<b>Objective</b>			
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			
<b>Target audience</b>	Government of Kosovo; Kosovo regional water companies		
<b>Description and outcomes</b>			
<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>			
<b>Contribution to Program Indicators, targets and progress to date</b>			
	Indicator	Progress	Target
	[NUMBER] of target countries in which regulatory and policy recommendations have been discussed by decision makers.	1*	1
<b>Team</b>			
<ul style="list-style-type: none"> <li>• David Michaud (lead)</li> <li>• Philippe Marin, Fabio Garzon (Consultant)</li> </ul>			
<b>Partners and responsibilities</b>			
<ul style="list-style-type: none"> <li>• Inter-ministerial Water Council, leading utilities</li> </ul>			
<b>Timeline</b>			
<ul style="list-style-type: none"> <li>• October 2014: Workshop <i>Reducing NRW in Kosovo RWCs: How the Private Sector Can Help</i>; visits to RWC Pristina and Peja</li> <li>• November 2014: Follow-up mission to RWC Pristina and Peja</li> </ul>			
<b>Status</b>			
The first phase of the activity (preparation of the IWA Water Balance for both companies) has been concluded. A customized report has been provided to both water companies (Peja and Pristina) on the potential for a PBC contract in those companies. At the moment, no follow-up activity has been discussed.			

<b>NC.2.10: Development of Young Professionals Network [COMPLETED]</b>		
<b>Led by</b>	Water and Wastewater Association of Kosovo (SHUKOS)	
<b>Objective</b> 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		
<b>Target audience/group</b>	Water and Wastewater Association of Kosovo, 7 Regional Water Companies, University of Pristina-Civil Engineering Faculty, Governmental body that monitors RWCs and Education	
<b>Description and outcomes</b> Activities in this Assignment: <ul style="list-style-type: none"> <li>• 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 &amp; Energy" organized jointly by water associations of Kosovo - SHUKOS and Albania - SHUKALB.</li> <li>• 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.</li> <li>• Lectures on water related themes with invited speakers from the Universities (Vienna, Tirana etc.)</li> <li>• Study tour to an Austrian Water Utilities (possibly Vienna Water Utility or YWP of Austria and BOKU – University of Applied Sciences / Water Engineering department.)</li> </ul>		
<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	16	20
[NUMBER] of female representatives that benefited from capacity building activities.	6	6
[NUMBER] of Competitive Grants completed as planned.	1	1
<b>Team</b> <ul style="list-style-type: none"> <li>• Philip Weller, Violeta Wolff, IAWD</li> </ul>		
<b>Partners and responsibilities</b> <ul style="list-style-type: none"> <li>• Boku University, YMP of Austria</li> </ul>		
<b>Timeline</b> <ul style="list-style-type: none"> <li>• November/December 2013: award of concept proposal</li> <li>• January 2014 start of development of a more in depth proposal</li> <li>• February 2014 contract signature and start of implementation.</li> <li>• Preparing ToR, Hiring of core consultants, development of concrete course</li> </ul>		
<b>Status</b> The activities have been completed and a final report is expected in fall 2015.		

<b>NC.III.11: Kosovo Support to Benchmarking Activities [MERGED]</b>		
<b>Led by</b>	World Bank	
<b>Objective</b> Sustain the dialogue on advancing Benchmarking Activities in Kosovo		
<b>Target audience</b>	Kosovo Institutions involved in Benchmarking, utilities	
<b>Description and outcomes</b> 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.		
<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance.	1 <sup>4</sup>	1
<b>Team</b> <ul style="list-style-type: none"> <li>• David Michaud, Phil Weller (leads)</li> <li>• Others as needed</li> </ul>		
<b>Partners and responsibilities</b> <ul style="list-style-type: none"> <li>• Water and Waste Regulatory Office</li> </ul>		
<b>Timeline</b> <ul style="list-style-type: none"> <li>• October 2014: dialogue with WRRO on possible activities</li> <li>• December 2014: formal request for support to build an online data gathering platform</li> <li>• February 2015: presentation of the proposed concept to other countries (through DANUBIS Steering Group) and support by three countries</li> <li>• Next steps: please refer to regional activity RC.III.1 “Development of regional Utility Performance Indicators Platform”.</li> </ul>		
<b>Status</b> The activity has been agreed upon with the Kosovo regulatory agency and implementation details are being discussed. Implementation will take place under regional activity RC.III.1 “Development of regional Utility Performance Indicators Platform”.		

<sup>4</sup> 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

<b>NC.III.4: Coordination of Benchmarking Activities</b>		
<b>Led by</b>	IAWD	
<b>Objective</b> Sustain the dialogue on advancing Benchmarking and Policy Activities in Macedonia.		
<b>Target audience</b>	Macedonia: Institutions involved in Benchmarking and Regulation	
<b>Description and outcomes</b> Benchmarking activities and the establishment of an eventual link to DANUBIS is one of the key outcomes for this technical assistance component. Other activities have taken place including: (a) technical assistance in the review of the regulatory framework; (b) assisting in the process of utility data collection. A web-based platform at the Utility Association ADKOM was established and workshops and training with utilities is being undertaken to support utilities in providing data to the database (which will be linked to DANUBIS). A total of 40 utilities are intended to provide data to the platform and the DANUBIS system.		
<b>Contribution to Program Indicators, targets and progress to date</b>		
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 and policy reviews conducted.	0	1*
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	40	40
<b>Team</b>		
<ul style="list-style-type: none"> <li>• Phil Weller (lead)</li> <li>• Violeta Wolff</li> <li>• David Michaud, Stjepan Gabric</li> </ul>		
<b>Partners and responsibilities</b>		
<ul style="list-style-type: none"> <li>• ADKOM: Implement Benchmarking Activities, contracted by IBNET and through a funding from GIZ</li> </ul>		
<b>Timeline</b>		
<ul style="list-style-type: none"> <li>• Completion of training on data collection and use of the ADKOM software by end of September 2015.</li> </ul>		
<b>Status</b>		
Participation of ADKOM in the proposed DANUBIS.org platform is under discussion and linking the newly developed ADKOM system with DANUBIS is under discussion.		

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

### 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.	1	1
[NUMBER] of sector regulation and policy reviews conducted	1	1*
[NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance.	1	1*
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	19	10*
[NUMBER] of female representatives that benefited from capacity building activities.	7	5
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	40 <sup>5</sup>	40
[NUMBER] of Competitive Grants completed as planned.	1	1

<sup>5</sup> This number is also reflected in the results framework of NC.III.4

<p><b>Team</b></p> <ul style="list-style-type: none"> <li>Philip Weller, Violeta Wolff, IAWD</li> </ul>
<p><b>Partners and responsibilities</b></p> <ul style="list-style-type: none"> <li>Foundation for the Environment (Italy) / Turin School of Local Regulation</li> </ul>
<p><b>Timeline</b></p> <p><i>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.</i></p> <ul style="list-style-type: none"> <li>November/December 2013: award of concept proposal</li> <li>January/February 2014 start of development of a more in depth proposal, contract signature and start of implementation.</li> <li>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</li> <li>April 2014 Defining the set of efficiency and quality indicators in the business processes of water supply / sanitation services and Establishing performance baseline</li> <li>July 2014 Study tour in Turin (Italy)</li> <li>November and December 2014 Two trainings/workshops organized in Skopje</li> <li>November 2014 establishing sector IT system to track utility performance and Operational Manual developed.</li> <li>January 2015 Policy and regulatory review related activities</li> </ul>
<p><b>Status</b></p> <p>The activities under the project have been completed and a final report received.</p>

<p><b>NC.2.9: Reduction of NRW in PUC Vodovod [COMPLETED]</b></p>	
<p><b>Led by</b></p>	<p>PUC Vodovod – Kumanovo</p>
<p><b>Objective</b></p> <p>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.</p>	
<p><b>Target audience</b></p>	<p>PUC Vodovod - Kumanovo</p>
<p><b>Description and outcomes</b></p> <p>The proposed actions to reach the objective are the following:</p> <ul style="list-style-type: none"> <li>Apply sustained efforts and employ ACTIVE leakage detection using modern methods and equipment.</li> <li>Test certain area of the network, analyze findings and replicate that to other areas of the network</li> <li>Set annual targets for water loss rates</li> <li>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.</li> <li>Provide a sound reliable IT based information and data capture system to support leakage control activities.</li> <li>Relay distribution mains and service pipes in non-corrodible materials for example polyethylene.</li> <li>Reduce leakage to an economic minimum target.</li> <li>Direct efforts to areas of greatest need and prioritize.</li> <li>Adopt a policy to install meters on the network and to sub-divide the network into District Metered Area's.</li> </ul>	

Additionally the following activities will be considered:

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

**Contribution to Program Indicators, targets and progress to date**

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

**Team**

- Philip Weller, Violeta Wolff, IAWD

**Partners and responsibilities**

- 

**Timeline**

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

**Status**

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

# MOLDOVA

<b>NC.2.2: AMAC members retraining on operation of WSS systems [COMPLETED]</b>		
<b>Led by</b>	Moldavian Water Association	
<b>Objective</b> Improve the education level and skills of managers, engineers and specialist of Utility companies		
<b>Target audience</b>	All national and local stakeholders	
<b>Description and outcomes</b> <p>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.</p> <p>Curriculum for vocational retraining in "Operation of water supply and sewerage systems" were developed in two ways:</p> <ul style="list-style-type: none"> <li>• 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)</li> <li>• On the basis of higher non-technical education with total duration of 18 months</li> </ul> <p>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.</p>		
<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of Competitive Grants completed as planned.	1	1
<b>Team</b> <ul style="list-style-type: none"> <li>• Philip Weller, Violeta Wolff, IAWD</li> </ul>		
<b>Partners and responsibilities</b> <ul style="list-style-type: none"> <li>• Institute of Advanced Training in the Field of Water Supply and Sewerage</li> </ul>		
<b>Timeline</b> <ul style="list-style-type: none"> <li>• November/December 2013: award of concept proposal</li> <li>• January/February 2014 start of development of a more in depth proposal, cooperation Agreement signature and start of implementation.</li> <li>• January/February 2014 Preparing ToR, Hiring of core consultants</li> <li>• February, March 2014 The beginning of retraining of people with higher technical education</li> <li>• April 2015 Cycle completion of retraining, including state exams and diploma project of 23 people with higher technical education.</li> <li>• February, March 2014 The beginning of retraining of the group of people with higher non-technical education</li> <li>• September 2015 Cycle completion of retraining, including state exams and diploma project for the group of people with higher non- technical education.</li> <li>• October 2015 Preparation and providing a Activity Completion Report</li> </ul>		
<b>Status</b> The activity has been completed.		

# MONTENEGRO

<b>NC.III.5: Support to Benchmarking Activities</b>			
<b>Led by</b>	World Bank		
<b>Objective</b> Sustain the dialogue on advancing Benchmarking Activities in Montenegro.			
<b>Target audience</b>	Montenegro Institutions involved in Benchmarking, utilities		
<b>Description and outcomes</b> <p>Montenegro does not currently have any benchmarking scheme in place, and this activity has focused on collection of a first set of utility performance data, as well as promoting the clarification of institutional responsibilities for benchmarking activities in the country. Establishment of an eventual link/feed to DANUBIS is one of the key outcomes expected under this activity. A data collection effort has taken place (with funding from GIZ) involving 12 utilities and the data will be loaded up to DANUBIS and a workshop is planned to review how to proceed further on this action.</p> <p>The Government of Montenegro has expressed support for the development of a customized platform for data collection and is participating in the DANUBIS working group on this.</p>			
<b>Contribution to Program Indicators, targets and progress to date</b>			
	Indicator	Progress	Target
	[NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance.	1	1
	[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	12	+5
<b>Team</b>			
<ul style="list-style-type: none"> <li>• Stjepan Gabric (lead)</li> <li>• David Michaud</li> <li>• Phil Weller</li> </ul>			
<b>Partners and responsibilities</b>			
<ul style="list-style-type: none"> <li>• WAMNE Waterworks Association of Montenegro –coordination of activities and serving as a hub</li> <li>• Participating water utilities in Montenegro – data collection and input</li> <li>• NBC National Benchmarking Coordinator – assistance to utilities in data collection and input</li> <li>• RBC Regional Benchmarking Coordinator – data analysis and report preparation</li> </ul>			
<b>Timeline</b>			
<ul style="list-style-type: none"> <li>• Apr 2015: Technical Workshop – preliminary findings presentation, discussion about definitions (approx. 75% data collected)</li> <li>• Jun 2015: Draft Report preparation, and delivery to utilities for final comments</li> <li>• Jul 2015: Sectorial Workshop – presentation of Draft report and discussion on follow-up activities in National Benchmarking</li> <li>• Jun 2015: Decision of WAMNE on further methodology of National benchmarking initiation in Montenegro</li> <li>• Sept. 2015: Next cycle of collection and verification of data for 2014, adopted to MNE conditions. A decision on the next steps will be taken by the Association.</li> <li>• Jan. 2016: National benchmarking of utilities in Montenegro (for 2015 data)</li> <li>• Montenegro is providing input to development of a customized data collection portal as part of DANUBIS</li> </ul>			

**Status**

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

# ROMANIA

<b>NC.2.3: Strengthening capacity of the Water Training Center and water utilities</b>		
<b>Led by</b>	ARA / Water Training Center	
<b>Objective</b>		
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		
<b>Target audience</b>	25 regional water utilities	
<b>Description and outcomes</b>		
<p>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.</p> <p>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.</p> <p>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.</p>		
<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	0	20
[NUMBER] of participating utilities that have completed an operational performance improvement program.	0	20
[NUMBER] of Competitive Grants completed as planned.	0	1
<b>Team</b>		
<ul style="list-style-type: none"> <li>Philip Weller, Violeta Wolff, IAWD</li> </ul>		
<b>Partners and responsibilities</b>		
<ul style="list-style-type: none"> <li>ARA</li> <li>Water Training Center</li> </ul>		
<b>Timeline</b>		
<ul style="list-style-type: none"> <li>November/December 2013: award of proposal</li> <li>January/February 2014 start of development of a more in depth proposal, contract signature and start of implementation.</li> <li>June 2014 attendance of the DEX summer school</li> <li>December 2014 training delivery by selected YWPs to 23 Romanian Young Water Professionals</li> <li>Preparing ToR, Hiring of core consultants, development of concrete course</li> <li>February – April 2014 delivery of four thematic courses</li> <li>Beginning of May 2015 – completion of the project</li> </ul>		
<b>Status</b>		
The project progress experiences slight delay due to the late contracting of the project management staff. Out of four planned trainings, only one has been carried out.		

# SERBIA

<b>NA.2.5: Support for Serbia's EU accession process in the WSS sector</b>		
<b>Led by</b>	World Bank	
<b>Objective</b>		
Support the Serbian Government in developing an EU accession negotiation position for the Water Supply and Sanitation (WSS) sector by providing just-in-time expertise, access to international experience and targeted analytical support.		
<b>Target audience</b>	Key policy-makers and shapers in the WSS sector in Serbia	
<b>Description and outcomes</b>		
<p>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:</p> <ul style="list-style-type: none"> <li>• 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;</li> <li>• 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.</li> </ul> <p>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.</p>		
<b>Contribution to Program Indicators, targets and progress to date</b>		
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
<b>Team</b>		
<ul style="list-style-type: none"> <li>• David Michaud (lead)</li> <li>• James Hunt: Environmental economist / bulk water pricing specialist</li> </ul>		
<b>Partners and responsibilities</b>		
<ul style="list-style-type: none"> <li>• Ministry of Agriculture / Water Directorate.</li> </ul>		
<b>Timeline</b>		
<ul style="list-style-type: none"> <li>• Winter 2015: contracting of consultant, initial kick-off mission</li> <li>• Spring 2015: TA on bulk water pricing, main reports provided to Water Directorate</li> <li>• Fall 2015: possible workshop on EU accession and consequences on sector financing, challenges and opportunities</li> </ul>		
<b>Status</b>		
The first phase of the activity was completed with the submission of draft reports on the proposed decrees for water services pricing, and the impact of the new methodology on tariffs and affordability. Subsequent activities will be based on feedback from the counterparts.		

<b>NC.III.6: Serbia Support to Benchmarking Activities</b>		
<b>Led by</b>	World Bank	
<b>Objective</b> Sustain the dialogue on advancing Benchmarking Activities in Serbia		
<b>Target audience</b>	Serbia Institutions involved in Benchmarking, utilities	
<b>Description and outcomes</b> 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.		
<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[[NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance.	0	1
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	+114	+120
<b>Team</b>		
<ul style="list-style-type: none"> <li>• David Michaud (lead)</li> <li>• Philip Weller, Ninoslav Petrovic</li> </ul>		
<b>Partners and responsibilities</b>		
<ul style="list-style-type: none"> <li>• Ministry of Construction, Transport and Infrastructure</li> <li>• UTSVI</li> <li>• Serbian Chamber of Commerce</li> </ul>		
<b>Timeline</b>		
<ul style="list-style-type: none"> <li>• September 2014: discussions with key sector counterparts to agree on course of action</li> <li>• October 2014: selection of national consultant, start of work, workshop at the Chamber of Commerce</li> <li>• February 2015: utility association / chamber of commerce / national government discussions on launching benchmarking process</li> <li>• Spring / Summer 2015: data collection</li> <li>• Fall 2015: final report preparation and final workshop</li> <li>• 2016-2017: further benchmarking cycles.</li> </ul>		
<b>Status</b>		
The activity is nearing completion. Performance data has been collected from a record 111 utilities with the close support of the Ministry. The data has been analyzed, checked for inconsistencies and made available to IB-Net. The final reports to the Ministry and the participating utilities are under participation and a final workshop will be organized, possibly on the side of the annual Serbian Water Professionals Association Conference in November in Belgrade.		

<b>NC.2.14: Performance improvement of the water utilities in South Serbia [COMPLETED]</b>		
<b>Led by</b>	PUC Naissus	
<b>Objective</b> Form the Association for water preservation and protection in the South of Serbia in order to improve the performance of Water Utility companies.		
<b>Target audience</b>	Water Users in South Serbia	
<b>Description and outcomes</b> 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.		
<b>Team</b> <ul style="list-style-type: none"> <li>Philip Weller, Violeta Wolff, IAWD</li> </ul>		
<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of Competitive Grants completed as planned.	1	1
<b>Partners and responsibilities</b> <ul style="list-style-type: none"> <li>Aarhus center of the South and East Serbia</li> <li>Faculty of sciences, Nis, Serbia</li> </ul>		
<b>Timeline</b> <ul style="list-style-type: none"> <li>November/December 2013: award of concept proposal</li> <li>January/February 2014: start of development of a more in depth proposal, contract signature and start of implementation.</li> <li>Preparing ToR, Hiring of core consultants, development of concrete course</li> <li>Refurbishment of the future Association premises</li> <li>March 2015: Founding of the Association</li> <li>May 2015: completion of the contract</li> </ul>		
<b>Status</b> The activity is completed.		

<b>NC.2.5: DVGW technical rules Training of Trainers [COMPLETED]</b>		
<b>Led by</b>	Association for water technology and sanitary engineering (UTVSI)	
<b>Objective</b>		
<p>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.</p>		
<b>Target audience</b>	Serbian water utilities, water sector professionals in four former republics of Yugoslavia with similar languages.	
<b>Description and outcomes</b>		
<ul style="list-style-type: none"> <li>• 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.</li> <li>• Informing of the responsible authorities on the new technical regulations harmonized with EU directives, regulations and standards on drinking water.</li> </ul>		
<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of Competitive Grants completed as planned.	1	1
<b>Team</b>		
<ul style="list-style-type: none"> <li>• Philip Weller, Violeta Wolff, IAWD</li> </ul>		
<b>Partners and responsibilities</b>		
<ul style="list-style-type: none"> <li>• DVGW</li> </ul>		
<b>Timeline</b>		
<ul style="list-style-type: none"> <li>• January/February 2014: start of development of a more in depth proposal, contract signature and start of implementation.</li> <li>• Preparing ToR, Hiring of consultants, development of concrete course</li> <li>• Up to the end of March 2015: Contract has been extended for three months –</li> <li>• February / March 2015: printing of ca. 200 copies of each technical standard</li> </ul>		
<b>Status</b>		
The activity has been completed.		

# UKRAINE

<b>NA.2.6: Review of national water strategy's alignment with EU directives [CANCELED]</b>		
<b>Led by</b>	World Bank	
<b>Objective</b> Support review of the national water strategy		
<b>Target audience</b>	Ukrainian government	
<b>Description and outcomes</b> The activity has been canceled in view of the change of government in Ukraine and different priorities.		
<b>Contribution to Program Indicators, targets and progress to date</b>		
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	15*
<b>Team</b> • NA		
<b>Partners and responsibilities</b> • NA		
<b>Timeline</b> • NA		
<b>Status</b> The activity is cancelled or at least postponed to the Program's second phase.		

<b>NA.2.7: Support regulatory capacity building in Ukraine</b>		
<b>Led by</b>	World Bank	
<b>Objective</b> Support the organization of a training event on utility regulation under the existing legal framework		
<b>Target audience</b>	Ukrainian water sector regulator, utility managers	
<b>Description and outcomes</b> The program plans to support an activity aimed at development of the regulatory capacity of the Ukrainian water sector regulator that was recently established. The activity may facilitate an exchange between the Portuguese and Ukrainian water regulators or offer training by an international regulatory expert (e.g. Sanford Berg from the Public Utility Research Center) to utility managers. The program will work closely with Ukraine Infrastructure Project 2 (UIP2) to deliver this activity.		
<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of policy makers, higher-level technical and managerial staff from participating countries that benefited from cross-country capacity building activities.	40	20*
[NUMBER] of female representatives that benefited from capacity building activities.	tbc	tbc

**Team**

- Sana Al-Nimer (lead)
- Ivaylo Kolev

**Partners and responsibilities**

- Ukraine Urban Infrastructure Project 2

**Timeline**

- February 2014: in-country discussion on the details and timeline of the activity
- Spring 2015: renewed discussion by UIP2 Bank team with regulator
- August 2015: workshop in Kiev for regulatory staff

**Status**

The activity is significantly delayed because of a complete change of management in the regulatory agenda in the fall of 2014, but a second attempt to implement it took place early 2015 under the initiative of the UIP2 team and the training workshop finally took place late August 2015. Mutual interest to continue benchmarking support in Ukraine under the second phase of the Program, continues to exist.

<b>NC.2.1: Improvement of the national benchmarking system in WSS sector [REOPENED]</b>		
<b>Led by</b>	National Commission of the State Public Utilities Regulation	
<p><b>Objective</b></p> <p>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.</p> <p>The proposed Action is directly linked with the following:</p> <ul style="list-style-type: none"> <li>• RC. III. 1 Regional Benchmarking initiative – in terms of sharing experience on conducting regional benchmarking using a common set of indicators;</li> <li>• 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;</li> <li>• 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</li> </ul>		
<b>Target audience/group</b>	All national and local stakeholders and IFIs	
<p><b>Description and outcomes</b></p> <p>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.</p>		
<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of participating countries that have implemented and are using a sector information system to track utility performance.	0	1*
[NUMBER] of utility records report to IBNET/DANUBIS from participating countries.	0	10
<p><b>Team</b></p> <ul style="list-style-type: none"> <li>• NA</li> </ul>		
<p><b>Partners and responsibilities</b></p> <ul style="list-style-type: none"> <li>• National Commission of the State Public Utilities Regulation</li> </ul>		
<p><b>Timeline</b></p> <ul style="list-style-type: none"> <li>• Begin 2016</li> </ul>		
<p><b>Status</b></p> <p>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 was already in a very considerable time delay, and as the Beneficiary Institution obviously still did not restore its primary role and staff, it was not realistic to expect continuation / completion of this Grant in a timely manner. Therefore this grant activity was canceled and the available financial resources reallocated to the activities where additional financial support would bring considerable added value. Due to the improved political situation the activity will be reopened under phase II of the program.</p>		

<b>NC.III.10: Support to national EBC/Danube hub for Ukraine</b>		
<b>Led by</b>	IAWD	
<b>Objective</b> Promote the creation of a self-sustaining national utility benchmarking hub supporting Ukrainian utilities in performance improvement.		
<b>Target audience</b>	Utilities in the targeted countries	
<b>Description and outcomes</b> 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.		
<b>Contribution to Program Indicators, targets and progress to date</b>		
Indicator	Progress	Target
[NUMBER] of utility records reported to IBNET/DANUBIS from participating countries.	0	7
[NUMBER] of participating utilities that have completed an operational performance improvement program.	0	8
[NUMBER] of water utilities that the project is supporting.	8	8
<b>Team</b>		
<ul style="list-style-type: none"> <li>Philip Weller (lead)</li> <li>Violeta Wolff</li> </ul>		
<b>Partners and responsibilities</b>		
<ul style="list-style-type: none"> <li>EBC</li> <li>Ukrainian utility association</li> </ul>		
<b>Timeline</b>		
FA first cycle of utility Benchmarking has been organized in 2015 with 8 utilities participating and will be completed in fall 2015. Recruitment of additional utilities for 2016 is underway and plans are being developed to expand the HUB work in 2016.		
<b>Status</b>		
End of 2015 planning for a second cycle of Benchmarking will begin. The Hub has 8 utilities in the program for 2015 and reports are being generated.		



Smart policies, strong utilities, sustainable services

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



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