

Regional Training Facility

Opportunity for Human Capacity Development (HCD) through Regional Cooperation

Pristina, 5. 11. 2015

Core Problem

Local Governmental Units (LGAs) and Public Utility Companies (PUCs) in South Eastern Europe (the Region) - namely Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Kosovo, Macedonia, Montenegro, Serbia – face

difficulties to supply water and deliver sanitation services in accordance with the demand

for modern standards and compliance with European requirements.

Main Challenges

- ✓ To access a needs-oriented, systemic and well-structured Human Capacity Development (HCD) measures.
- ✓ National associations do not have sufficient resources to devise HCD policies and design HCD measures for a relatively small group of national professionals.
- ✓ Very different roles and mix of capacities of the associations of PUCs and LGAs for designing HCD policies, developing and delivering HCD measures in each country.
- ✓ To strengthen the managerial and technical competences of the PUCs top and middle management as well as organisation capacities.

Main Challenges (cont.)

- ✓ To build/strengthen the capabilities of the associations to coordinate and implement demand oriented HCD systematically and efficiently.
- ✓ To strengthen the coordination of Capacity Development (CD) initiatives from donors and international finance institutions (IFIs) which are often linked to infrastructure investments, not taking into consideration the larger institutional environment. This might hinder a comprehensive and sustainable enhancement of competences.
- ✓ Insufficient offer of HCD measures in many countries.

Potentials

- ✓ Although HCD measures implemented on regional and national levels are insufficient there are numerous single measures developed in some countries on the national level (e.g. Albania)
- ✓ Through NALAS and the initiatives taken by IAWD to foster cooperation among the associations of PUCs in the Region, a dialogue upon the possibility to overcome the challenges related to the provision of needs-oriented, systemic and well-structured HCD measures to LGUs and PUCs through better coordination, cooperation and exchange at the regional level has been launched.
- ✓ Improving the impact of the various HCD measures through harmonizing and seizing synergies, to effectively and sustainably strengthen service delivery, competences and capacities.

Regional Training Facility (Centre / Coordinating Structure / Body)

Enhancing Human Capacity Development (HCD)

through collaborative approach using Regional Cooperation,

to improve the managerial and technical competences of the top and middle management

of Public Utility Companies and Local Governmental Units

with regard to efficient provision of water supply and sanitation (WSS) services in SEE

Regional Training Facility (Centre / Coordinating Structure / Body)

RTF The Way to go

RTFA: Opportunity Assessment for establishment of a Regional Training Facility for improvement of Water Supply and Wastewater service provision in SEE

RTF The Way to go

Assess the need and possibility for establishing a RTF, concretely:

- ✓ General assessment of training needs;
- ✓ Develop Inventory of existing and up-coming training products in the region;
- ✓ Gap analysis (matching needs and existing products);
- ✓ Capacity analysis of potential training providers;
- ✓ Consider potential RTDSs and business models that meet stakeholder needs.

Training Needs and Priorities

Project and Investment Management	LGAs	APUCs
Basic elements and instruments for planning and implementation of investment projects	67%	88%
Project Cycle Management	63%	67%
Tender procedures in accordance with rules of international financial institutions	88%	67%
Feasibility Study Development	75%	67%
Cost-Benefit Analysis	86%	67%
FIDIC Contracting Procedures	71%	67%
Results Based Contracts	75%	78%
Financial and Operational Performance Improvement Programs	75%	88%

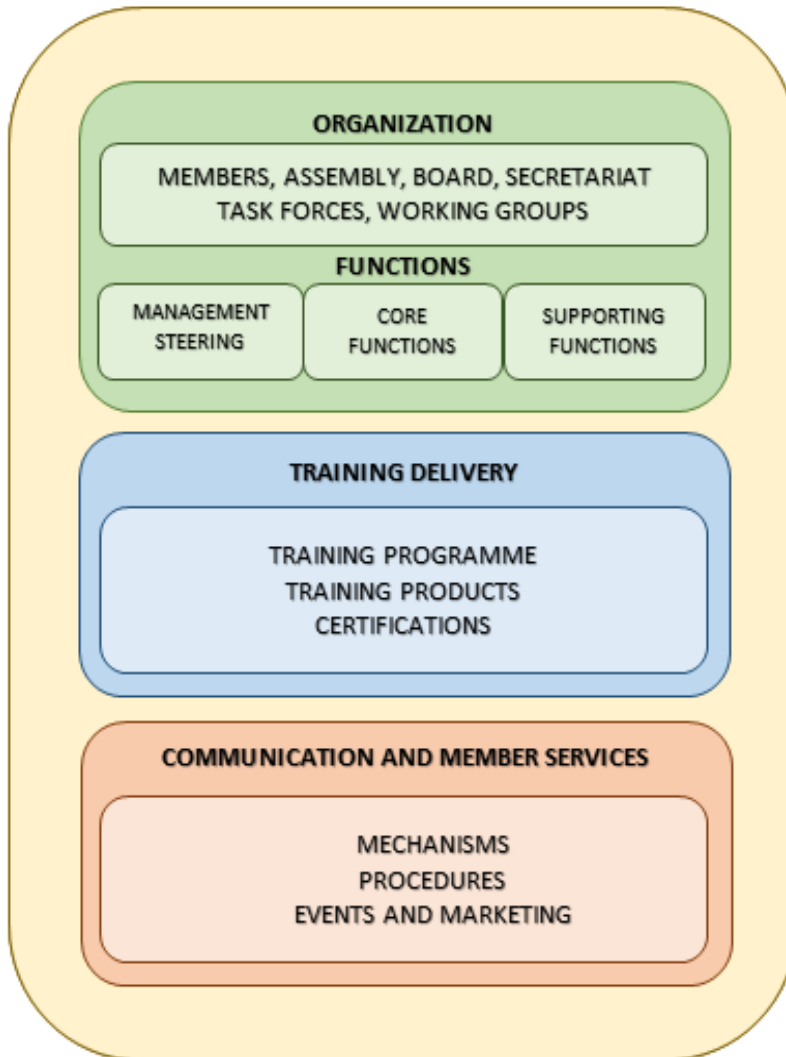
Training Needs and Priorities

	LGAs	APUCs
Functional		
Human Resources Development	67%	67%
Financial Management	80%	100%
Metering, Billing and Collection	78%	100%
Managerial		
Organization development	78%	67%
Technical		
Wastewater Treatment	71%	88%
Centralised and Decentralised Wastewater Systems	71%	78%
Specialty topics		
Regulation	71%	88%
Asset Management	71%	78%
Non-Revenue Water Reduction: Physical and commercial	67%	100%
Energy Efficiency	67%	78%
Risk Management	71%	77%
Water Safety Plans	75%	77%
Association Management		
LGAs and APUCs have not defined any priority topics in this area (LGAs responses were below 60%)		

Training Providers

Specific topics planned by different projects/programmes	Existing	GIZ LL SEE	ORF	DWP	AL
	7	5	3	6	
Efficient and sustainable organisation of the communal affairs at the local level		X			
Basic elements and instruments for planning and implementation of investment project	X	X			
Preparation of the business plan for PUC		X			X
Asset management	X	X	x	X	X
Benchmarking	X		x	X	
Energy Efficiency				X	
Commercial Efficiency				X	
Non-Revenue Water (NRW) / Water Loss Management	X		x	X	X
Risk Assessment and Minimization				X	
Waste water collection and treatment (WWTPs)	X				
Operation and maintenance of water supply systems and sewerage system	X				
Generic					
Project Cycle Management (PCM)	X	X			
Human resources development	X				
Organisation development	X				
Regulations	X				

Future Regional Training Facility /



Management / Steering
Overall coordination
Strategic planning
Financial management
Marketing
Monitoring and evaluation
Lobbying and advocacy
Bring people together
Core Functions
Design of training modules
Developing curriculum
Adapting existing curriculum
Coordinating delivery of HCD measures
Conduction of training measures
Evaluation of training measures
Adaptation of training modules
Supporting Functions
Training needs assessment
Knowledge management
Training pool
Quality assurance
Certification programme
Defining standards
Dissemination

RTF the Way to go

Expert Team:

- ✓ UNA Consulting (Sandi Zulic, Emilija Mazar, Aida Moranjkic);
- ✓ IE (Nancy Barnes);
- ✓ ORF MMS (Christophe di Marco, Pavle Donev);
- ✓ GIZ HQ (Heiko Heidemann, Brigitta Meier);
- ✓ LL SEE Expert (Alexandra Pres);
- ✓ SECO (Frank Wiederkehr, Stefan Butscher)

Key Stakeholders:

- ✓ Associations of water utilities (APUCs) from the 8 countries;
- ✓ Associations of local authorities (LGAs) and their network NALAS;
- ✓ International Association of Water Supply Companies in the Danube River Catchment Area (IAWD);

Others:

- ✓ International Financial Institutions (IFIs) and Donors: KfW, World Bank, SECO, EBRD, USAID, SDC, SIDA, EU, etc.

RTF The Way to go

Step 0: Preparation (*June – September 2015*):

- ✓ Desk review;
- ✓ Data collection (questionnaires and interviews);
- ✓ Data processing

Step 1: Interactive Stakeholder Workshops (*September – December 2015*):

- ✓ WS1 (08, 09.10.2015) => Opportunities in the Training Environment
- ✓ **WS2 (10, 11.11.2015) => Regional Cooperation Concepts and Framework**
- ✓ WS3 (15.12.2015) => Regional Cooperation Business Models and Plans

Step 2: Regional Cooperation Concept and Business Plan (*January 2016*);

Step 3: Project proposal development (*January – March 2016*);

Step 4: Submission to SECO (*March 2016*)!

Regional Training Facility

**Roles and
Responsibilities
of RTF**

**Roles and
Responsibilities of
LGAs and APUCs**

- Albania Association of Communes
- Water Supply and Sewerage Association of Albania "SHUKALB"

- ACM of FB&H and ALA of RS
- Association of EUC FBiH and Association "Waterworks of RS"

- National Association of Municipalities in the Republic of Bulgaria
- Bulgarian Water Association

- Association of Cities
- Association of Municipalities
- Croatian Association of Waterworks

- Association of Kosovo Municipalities
- SHUKOS

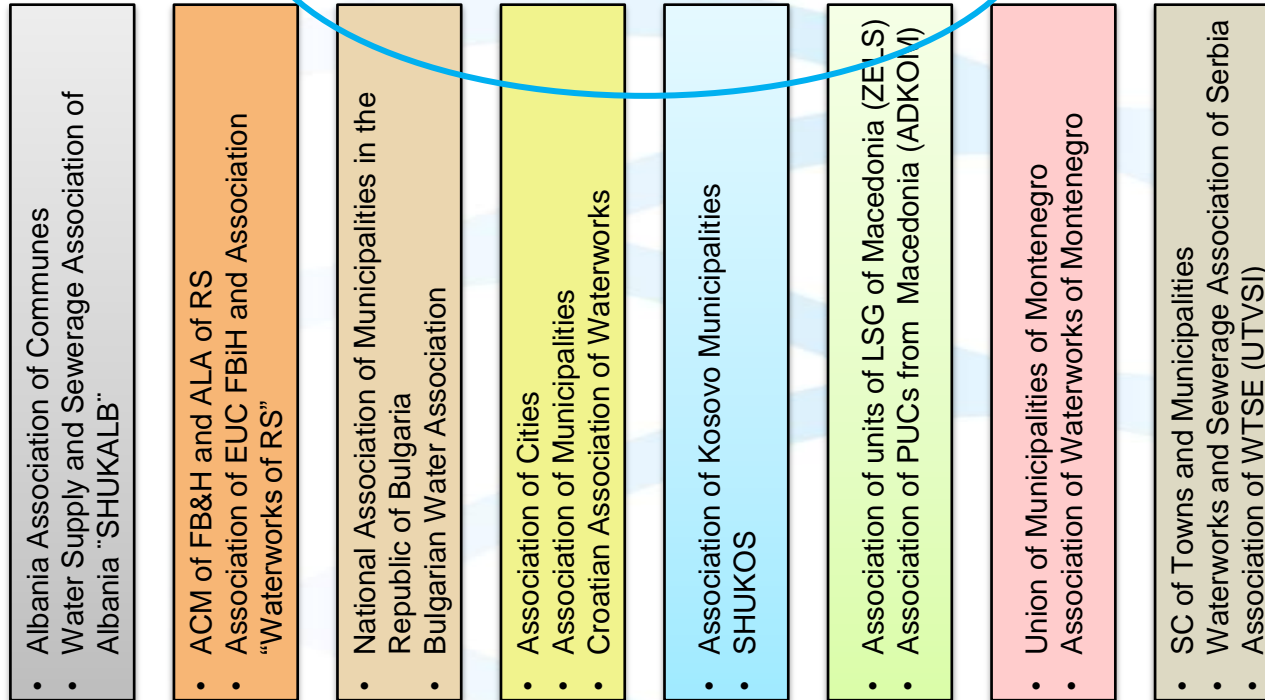
- Association of units of LSG of Macedonia (ZELS)
- Association of PUCs from Macedonia (ADKOM)

- Union of Municipalities of Montenegro
- Association of Waterworks of Montenegro

- SC of Towns and Municipalities
- Waterworks and Sewerage Association of Serbia
- Association of WTSE (UTVSI)

Regional Training Facility

Level of cooperation
(H+V)



Level of
organisation

Level of
participants

Level of contribution

Conclusion

All this calls for a collaborative approach enhancing existing HCD expertise and respective offers, assuring quality and coordinating HCD delivery in SEE.

to:

Improve the managerial and technical competences of the top and middle management of Public Utility Companies and Local Government Units with regard to efficient WSS service delivery in SEE.

Thank you for your attention!

Pristina, 5. 11. 2015