

United Nations Development Programme

Country: Bosnia and Herzegovina (BiH)

Project Document

Project Title	GoAL WaSH Regulatory framework for water supply and waste water tariffing-revision phase III – continuation 2018
UNDAF/CPD Outcome:	By 2019, legal and strategic frameworks are enhanced and operationalized to ensure sustainable management of natural, cultural and energy resources
Expected Output:	CPD Subnational actors implement climate change adaptation (CCA) and mitigation measures, sustainable energy access solutions and manage natural resources sustainability
Project objective:	To prepare basic analysis of the possible scenarios of establishing a regulatory framework in the water and sanitation sector, to safeguard and protect the public interests on the one hand, and to establish a transparent legal and regulatory environment in order to protect consumer interests
Implementing Partner:	UNDP CO BiH
Partners:	BiH Ministry of Foreign Trade and Economic Relations; Ministry of Agriculture Water and Forestry of the Federation of Bosnia and Herzegovina (FBiH) and Ministry of Water Agriculture and Forestry of Republika Srpska (RS)both entity Associations of Municipalities and Cities; Association of Water Utilities of RS; Association of Communal Employers of the FBiH.

Brief Description

The project was mounted in conjunction with the Democratic Economic Governance programme.

The first phase of the project aimed to provide technical assistance to BiH government in order to establish legislative and institutional framework for the water and sanitation sector (WatSan). The project addressed answers to the delegated problems through a specific assessment giving current situation analyses of the legislation and institution framework in WatSan sector and giving possible scenarios for establishment of regulatory framework. In addition to the mentioned the project developed the methodology for tariffing in the sector of water supply and waste water.

As final results the project produced two documents “Study on the best ways of administrative positioning of the regulatory body for tariffing in water supply and sanitation sector” and “Methodology for tariffing in water supply and sanitation sector in BiH”, that gave basis for the continuation of advocating and lobbying activities in terms of possible establishment of regulatory body(ies) and testing the methodology in two local communities and their utility companies in the second phase and 2 more in the third phase of the project.

Programme Period: March 2013 – December 2018

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Key Result Area (Strategic Plan till 2018):
Sustainable development pathways

Linkage with the SP 2018-2021 development
setting and signature solution: “Accelerate
structural transformation for sustainable
development” and “Promote nature-based
solutions for a sustainable planet

Atlas Award ID: 00050813

Start date: March 2013

End Date: December 2018

Management Arrangements DIM

Total budget Phase I: USD 201,220

UNDP: USD 101,220

GW – SIDA: USD 100,000

Total budget Phase II: USD 203,816

UNDP: USD 84,800

GW – SIDA: USD 119,016,

Total budget Phase III: USD 79,100

UNDP: USD 39,100

GW – SIDA: USD 40,000

Unfunded budget: n/a

In-kind Contributions

Agreed by UNDP: _____ Sukhrob Khoshmukhamedov, Deputy Resident
Representative

I. SITUATION ANALYSIS**1.1. Wider country context**

The key long-term challenge in Bosnia and Herzegovina's water sector is the lack of financial sustainability of water utility companies. Capacities to appropriately manage finances are limited. Accounting and budgeting practices comply with neither national legislation requirements nor international professional standards. Financial analysis capabilities and the associated ability to undertake strategic financial planning are also inadequate. As a result, water utilities are incapable of investing in their equipment, infrastructure maintenance, or development. Furthermore, they are not capable to calculate economic price for water and wastewater services and they cannot prove their needs which are neglected from decision makers.

They also lack performance-based management systems and rarely assess public satisfaction with their services. If these institutional weaknesses are not addressed, not only will the current problems with water delivery and quality control persist, but efforts to improve them will not be sustained in the long run.

There are more than 130 WatSan utilities in Bosnia and Herzegovina. In medium and large-sized municipalities, their responsibilities are often limited to water supply and sewerage service provision. In smaller municipalities, these companies are often responsible for a wide range of municipal services, including: solid waste management, water and sewerage, and other public services not necessarily related to the Water and Sanitation Sector. Despite a few cases where utilities have undergone partial privatisation, most are organized as public companies owned by municipalities, Cantons (e.g. Sarajevo Water Utility – Federation of BiH) or Cities (e.g. Mostar and Banja Luka). The utilities manage the physical assets on an agency basis on behalf of the owners and report to a management board appointed by the owners.

In general, medium and large-sized water utilities such as Sarajevo and Zenica have adequate levels of skilled employees and at least basic training and operational equipment, but smaller-sized WatSan utilities are often faced with the problems like weak organizational structure, lack of professionals (employees), both technical and financial, low capacities of staff in usage of computers, lack of basic equipment (computers) for network mapping, accounting etc. ,or lack of basic equipment for WatSan systems (water meters at sources, water meters at end users, section valves, pumping stations, leak detection equipment).

In order to address the many development challenges in the BiH WatSan Sector, a comprehensive set of interventions is required. Assistance must be provided to higher-level government to improve its capacity for evidence-based policy and enable it to fulfil its support obligations to the municipalities and WatSan utilities.

National reforms that are aimed at alignment with European principles of water management are on-going, and have succeeded in introducing water resource management at the river basin level. However, national reforms have not addressed legal and institutional aspects of water utilities. The main pieces of legislation relevant to water utilities are the Laws on Public Enterprises / Utility Services. These laws do not distinguish between utilities, and do not consider the specific case of water provision, nor adequately define the role, position, structure and degree of autonomy of water utilities in relation to municipalities.

This has led to a "complex" relationship between water utility companies and municipalities, constraining the efficient work of water utilities. Water utilities are often in a situation of managing and operating water supply and sewerage systems without the full support of the municipality. Additionally, municipalities usually decide on water tariff rates, often based on unjustified and not separated total costs. This leads to a situation where water utilities find themselves continuously in a loss-making financial position, and also where staff is seriously de-motivated and the utility is overstaffed. From the other side, it is conveniently presumed that all water utilities need to increase water tariffs in order to be financially sustainable, but this approach may show that it does not need to be true for each of them, and that for some of the utilities existing tariff would be sufficiently high if the losses would be avoided or the organizational structure would be adjusted to actual needs.

As conclusion, final adoption procedure should be moved from the responsibility of the municipal assembly, in order to avoid political pressure aiming not to increase tariff, towards a professional regulatory body that is to be established. This conclusion is also one of the key priorities set in the document Water Policy in

Bosnia and Herzegovina, adopted in the 2012: "... prepare analyses and modality for the establishment of agencies for tariff regulation...".

Furthermore, citizens' participation in the economic governance of their own water service delivery needs to be institutionalized through a systematic, sustainable mechanism. The voice of the people must be heard on a regular basis as an input into decision-making processes for important issues such as, inter alia, infrastructure investment priorities or tariff setting.

BiH is presently facing an intricate set of development challenges, including economic decline, high unemployment, growing poverty and socio-economic inequalities. The complex administrative structure has led to political deadlocks, while slow legislative processes further hamper development. There is limited progress in finding political compromise on necessary reforms, including those required for EU integration. Many constraints persist on the economy, including poor infrastructure and a generally unattractive investment climate. As a result of governance failures, people have little faith in their political leaders and public institutions, which was demonstrated in the February 2014 protests and violent riots. Already difficult socio-economic conditions were further exacerbated by the floods and landslides that struck the country in May 2014, affecting a quarter of its territory and 27% of the population.

1.2. Sector-specific context and analysis

There is a consensus in BiH that the current regulatory framework for water supply and sewerage utility services still does not provide the necessary level of self-sustainability of these services. The key problems water utilities face are high network losses, inadequate tariff, ratio of collection of receivables and staff number and expertise. A very high average percentage of non-revenue water is usually justified by its low price, which consequently does not provide for recovery of all costs; thereby it is the investment maintenance that is often left without sources, i.e. regular renewal and reconstruction of the network (whereas, for instance, most water utilities manage to pay wages on a relatively regular basis). This is why the network is becoming obsolete and increasingly leaks, making real network losses grow year after year and hindering regular operations.

Recovery of costs is partly determined by the tariff rate, and in theory any level of costs may be recovered by sufficient rise in prices. Legislative framework for tariff setting is primarily governed by the Laws on Utility Services of RS; cantons in FBiH; and Brcko District, while tariff setting and method of utility service payment is determined by the decision of the local self-government unit (or canton) upon a proposal of the utility service provider.

It is well known that the EU water policy requires setting of real prices for water supply services, so as to ensure full recovery of costs incurred. Consequently, the Water Policy project concluded that a system should be set up in BiH where use of economically real rates of water fees and prices of water services would secure non-profit and self-sustainable financing of water sector. On the other hand, costs control and optimisation, as entirely clear areas of management performance improvements under the direct authority of the company's management, are not often raised in discussions, and utility managers usually have limited understanding of the possibilities for performance improvements in this area.

All of the above led to the conclusion that serious approach towards tariff setting is needed, where effective tariff setting methodology would be effective response to such challenge.

1.3. Target groups and their specific needs

Project beneficiaries and target groups include:

- utilities providing water supply and wastewater services, whose operations would become more sustainable if the effective tariff regulatory framework will be established;
- local governments, having direct responsibility for provision of water supply to their citizens, which is presently threatened with inappropriate tariffs but also with low operation efficiency of their service providers and the project would respond to such threat;

- associations of cities and municipalities of both BiH entities, having responsibility to represent local communities and their governments and thus being interested in resolving their problems by the project;
- associations of water utilities, having responsibility to represent water supply service providers and thus being interested in resolving their operational and financial problems, but also to improve their financial and operational performance, what is intended side-effect of the project;
- associations of employers in communal services provision, having responsibility to represent communal services employers and thus being interested in improving financial and operational performance of such utilities providing water supply service;
- local population using water supply and waste water services, requesting quality water supply service provision, also benefitting for more transparent operations of their local providers;
- public administration responsible for regulatory framework defining conditions for communal services provision which, since the existing framework shows weak results, needs support to achieve better enabling regulatory environment for water supply service provision.

1.4. Lessons learnt from previous experiences specifically related to the project second phase

During the two previous years, in cooperation with the state, entity, cantonal and local authorities, UNDP prepared an analysis of the possibility for establishing a regulatory framework for tariff setting for water supply and sewage services. The main objective was to develop draft tariff setting methodology for water supply and sewage services in Bosnia and Herzegovina. Total project allocated resources were USD 201,220, out of that UNDP CO BiH provided 101,220 USD, and GW-SIDA provided 100,000 USD during 2013 and 2014.

The project proposed methodology that defines such tariffs so as to enable recovery of all costs, including operating and investment maintenance costs, as well as capital investments costs, if so decided. This methodology also includes detailed guidelines for developing a business plan containing the selected key performance indicators as well as instructions for their calculation. Business plan includes detailed plans for improving financial and operating performance, while the methodology also provides guidelines for this purpose. Key performance indicators selected in one business period have to be projected for the entire planning period, as well as values achieved in the previous period compared with the earlier projected ones, and clearly justified why these values are not the same if there is a difference between them. At the same time, the proposed draft methodology does not require modifications of the respective legally regulated competencies.

Draft tariff setting methodology in this sector is based on implementation of the several key principles – as follows:

- Principle consumer pays, with suggestion to equalise water price for all consumer categories through a transitional period;
- Principle of equity and equality – UN Resolution UN 64/292 recognised the human right to water, the right of everyone to sufficient, safe, physically accessible and affordable water for personal or domestic uses, which leads to responsibility of the local community to assure water under equal conditions for its entire population;
- Principle of affordability, which determines the highest possible price that an average family can monthly pay from its income and the average consumption per person, followed by subsidies of the local community for those individuals who really cannot afford to pay their own water bill;
- Principle of conservation of natural resources or the Principle of environmental efficiency, which is to some extent already in use through application of the defined water fees, whereas the other options pertain to those local communities with scarce water sources, where the increasing block tariff models are proposed;
- Principle of full recovery of costs, which is an extremely important principle, while a baseline for its consistent application is full understanding of all costs pertaining to water supply and sewerage (and

waste water treatment) services. Several changes were suggested in the accounting and bookkeeping procedures in order to improve identification and verification of the justification of individual associated (financial) costs;

- Principle of economic efficiency, which is a principle of extreme importance for enhancing the BiH water supply and sewerage sector performance. Respecting this principle is actually critical for achieving the strategic objectives of the methodology, which is to achieve self-sustainability of these services.

The key performance indicators are also proposed for assessing gradual improvements in performance of these companies: Non-revenue water; Average collection period; Operating cost coverage ratio; Staff productivity; and Affordability of services. In their business plans, water utilities should foresee and regularly compare, analyse and provide justifications in case of differences between values of indicators achieved in the same period, and update their business plan every year.

The tariff structure proposal comprises a fixed charge, calculated separately for each contractual service user, and a charge depending on consumption pertaining to unit water price per m³. The fixed charge is aimed at covering the basic metering costs, i.e. all meters in the network, and the amount of the fixed charge for a consumer is determined by respective meter. Calculation of unit water price per m³ requires for all related costs in the previous period, based on which the required revenues for the subsequent period are estimated, are properly kept in accounting records. It is calculated as a relation between all estimated operating costs and foreseen delivery of water in m³, additionally adjusted by the target collection percentage. To avoid such calculation to lead to significant tariff increase, particularly if the water utility is inefficient, this calculation is compared with the assumed case of efficient operating (control tariff). This way, possible stimulation of the existing inefficiency is avoided, and making a decision on the transition period for gradual achieving real price with efficient operating is enabled. It is particularly emphasised that, especially if current situation is such that depreciation is, at least to some extent, partly included in the tariff along with parallel high losses and overstaffing, the final tariff rate of the future efficient company would possibly be lower than the existing one – therefore, it is not implied that the price will rise in any case.

The water supply community strongly supported the proposed methodology and agreed with its main principles, but the very complex administrative structure of Bosnia and Herzegovina actually requests high lobbying efforts and raising awareness of the need for such structured methodology and eventually also regulatory body (or bodies) which would enforce its implementation, since even 12 different administrative units would need to modify their legislation for this purpose. On another side, such lobbying would be supported by successful (voluntary) implementation of the methodology in selected pilot utilities. Both of these were reasons to request appropriate project extension, in order to reach primary objective of the project, to develop and implement effective tariff setting methodology for water supply and sewage services in Bosnia and Herzegovina which will enable their long-term financial and operational sustainability.

Findings Phase II:

The Methodology has been tested in 2 WUCs (Teslic and Tesanj). The results show that there is need for slight increase of the tariff, but the municipalities are still not ready to adopt newly assessed tariff for several reasons. One may be of political nature, e.g. if they increase tariff that may influence the public opinion and with that influence the voting results. The second reason is related to the verification input data submitted by WUC during the Methodology testing, which, if not confirmed by verification, can lead to different outcome. In addition, municipalities and WUCs recognized the benefits of the Methodology application for their planning e.g. when they plan Waste Water Treatment Plants (WWTP) or expansion of their networks.

Hence before going public and change tariffs municipalities and WUCs want to work on verification of results, exploring additional benefits of the Methodology application and gradual education of decision makers and users. In this sense additional time is needed to be invested into these processes.

Tariff setting methodology developed within the GoAL WaSH Project in Bosnia and Herzegovina “Regulatory framework for water supply and waste water tariffing” in endorsed by all stakeholders, especially boundary partners. The Ministry of Agriculture Water and Forestry of the Federation of Bosnia and Herzegovina (FBiH) requested UNDP to format it into Legal Act to be enacted by FBiH Government. This goes along with the process of adoption of the Water Law draft for the Federation of Bosnia and Herzegovina.

Such Legal act is expected to establish grounds for meeting the key tariff methodology principles, namely cost recovery, but balanced with operational efficiency, so as affordability principle, consumer pays and principle of equity and equality. At long run this should provide enabling environment for self-sustainability of the water supply and waste water services provision, so as extension of these services to all the local population. Apart from public administration and water supply and waste water service providers all the population will be affected, sustainability of these services is essential for their life quality.

1.5. Relevance to international and national policies/strategies specifically updated for the second project phase

There is strong project's relevance to the both Federation of Bosnia and Herzegovina and Republika Srpska adopted Water Management Strategies, and it also supports implementation of the environmental and economic priorities defined in most of the local strategies. The Project is also in line with the 2014–2017 EU Strategy Paper for BiH, which prioritises local development and competitiveness, and financial sustainability and viability of water supply and waste water services is basic precondition for the local development. Appropriate and viable waste water management is also important in meeting European Union (EU) Acquis requirements.

The Project is also in line with two strategic programme priorities of the *United Nations Development Assistance Framework (UNDAF) 2015-2019* and the *UNDP Country Programme Document 2015-2019*, specifically its outcome related to sustainable management of environmental and energy resources, and green jobs creation.

II. STRATEGY

2.1. Strategic orientation

Project purpose

The overall Project purpose is to support sustainable management of water and sanitation utilities in Bosnia and Herzegovina, enabling them to provide adequate services to all citizens and to secure healthy living environment, in parallel with enhancement of the social protection and inclusion system making it sustainable and client-based while enabling citizens to have active participation in all issues of importance for them, based on social rights and needs of a community.

To achieve such goal it was necessary to prepare needed documentation (including guidelines for tariff setting rules and procedures) within a thorough process of consultations with all key stakeholders and what was already completed in the previous phase. But the complex administrative structure of the whole water sector and incompletely defined responsibilities of different administrative levels regarding legal regulations of the water supply services disabled quick adoption of the proposed tariff methodology and regulatory framework, thus the next phase requests raising awareness and capacity building needed for testing the proposed tariff setting methodology at the utility level.

Therefore, in order to achieve better sustainability and expand the results of the first phase, the Project second phase will aim at further creating enabling environment for needed regulatory changes in the water sector, based on effective and practically proved tariff methodology efficiency in provision of conditions for long-term sustainable operations of the water utilities, but also for financially and operationally efficient management in these utilities, based on increased awareness of relevant administrations on the need for such regulatory changes.

Overall Objective

The overall objective of the project is to create enabling environment for adoption and implementation of the prepared and pilot-tested water tariff methodology which is supposed to safeguard and protect the public interests on the one hand, and to establish a transparent legal and regulatory environment in order to protect consumer interests.

2.2. Project-specific outputs and activities

Phase I (March 2013 – June 2015):

OUTPUT 1: Prepared study for establishing a regulatory framework in the water and sanitation sector.

OUTPUT 2: Enabled establishment of regulatory framework in the water and sanitation sector in Bosnia and Herzegovina.

Phase II (December 2015 – December 2017)

OUTPUT 3: A water tariff setting methodology is tested at the local level, widely promoted and anchored within the relevant regulatory framework.

Output 3.1.

Improved financial and operational sustainability of the water utilities involved in the pilot.

- Identification of key experts to work with water utility companies
- Identification of 2 local communities and belonging water supply companies where the methodology will be tested and formalization of cooperation
- Support to preparatory steps for the methodology implementation and testing
- Fine tuning of the methodology
- Evaluation of results

Long description:

Testing the prepared tariff setting methodology, providing support for its implementation in two selected pilot local communities (one per each of the two BiH constitutional entities, namely Federation of Bosnia and Herzegovina and Republika Srpska), all in order to justify its applicability and effectiveness and enable replication in other local communities.

- Support to preparatory steps for the methodology implementation, including changes in accounting procedures (defining cost centres - at least separate for water supply, for sewerage, for waste water treatment and for common services, so as separate for all other services the utility may provide; recording all future costs and revenues by these costs centres in a period of at least half a year, preferably one full fiscal year), detailed and complete updating the fixed assets book, mapping the whole water supply network and defining DMAs (District Meter Areas), define needs for zone meters for these DMAs. These activities will be implemented in close cooperation with the MEG project, in order to avoid any duplication and to minimize related costs.
- Support to preparation of the business plan - evaluating „baseline“ values of the key performance indicators, support forecasting their values for the planning period, based on jointly developed action plan for improving the performance. Support preparing affordability study. These activities could be implemented in close cooperation with the MEG project, in order to avoid any duplication and to minimize related costs.
- Support tariff evaluation, using drafted methodology guidelines, test the evaluation with the virtual evaluation for the expected future efficient utility, and propose transition period and gradual tariff change if needed. Results of these activities will be shared with the MEG project and disseminated and discussed with the key stakeholders, including Association of Water Utilities of Republika Srpska, Association of Communal Employers of Federation of Bosnia and Herzegovina, Aquasan network of water utilities, association of Cities and Municipalities of both BiH entities and other.
- Follow tariff methodology recommendations implementation (e.g. on cost centres and eligible costs) during the defined period. These activities could be implemented in close cooperation with the MEG project, in order to avoid any duplication and to minimize related costs.
- Provide fine-tuning for the methodology if needed.

Output 3.2.**Awareness raised and capacities developed among the key stakeholders for the methodology adoption and implementation.**

- Organization of 4 regional workshops and debates for local communities' representatives
- Organization of 4 regional workshops and debates for water utility company's representatives
- Organization of 4 regional workshops and debates for local population and CSOs
- Preparation and delivery of articles, letters or public announcements related to water supply services based on cost recovery and on operational efficiency needs.
- Preparation of brief notice, leaflet or brochure on costs related to water supply service provision and on utility operational efficiency and support utilities to deliver it together with their invoices.
- Organization of open days in several BiH water utilities for school population, influencing also parents' awareness through their children

Long description:

Raising awareness on the costs incurred by provision of water supply and sewerage services, including their relation to the utilities operational effectiveness. During the previous phase it was found that there is huge lack of clear understanding of the costs incurred by the individual services provision and their separation by each of the services - since the costs of all services are conveniently recorded at the company level, that actually prevents knowing exact service provision costs and thus related tariff setting aiming to cover only

service related costs. There is also a lack of understanding of justification of these costs, as example high electricity supply costs partly caused by high non-revenue water, induced by insufficient water infrastructure maintenance. These gaps need to be bridged in order to enable full understanding of the regulatory framework changes needed:

- Organize four regional roundtables for municipalities' representatives, preferably mayors and secretaries responsible for the communal affairs, focusing to water supply cost recovery but also to costs justification by the operational efficiency. Main objective is to increase awareness of the municipality representatives on the structure and level of costs incurred for the water supply services provision, since they are finally adopting the tariff proposal;
- Organize four regional workshops and debates for the water utilities' representatives, focusing to costs accounting by cost centres and functions, so as to the operational efficiency, aiming to popularize tariff methodology but also to enable preconditions for its use (where establishing accounting by cost centres is key precondition);
- Organize four regional workshops and debates for the local population and relevant NGOs, focusing to household water savings and efficient water use, so as to the affordability and options to support those in real need to pay their water bills;
- Prepare and deliver articles/letters/public announcements to newspapers and broadcasting media on the sustainability of water supply services based on cost recovery and on operational efficiency needs. As often as possible, deliver such articles/letters/public announcements promptly after there have been news on water supply shortages, malfunctioning of water supply systems, over-employments in the sector and similar;
- Prepare brief notice, leaflet or brochure on costs related to water supply service provision and on utility operational efficiency and support utilities to deliver it together with their invoices (e.g. even on back side of the invoice);
- Organize open days in several BiH water utilities for school population, influencing also parents' awareness through their children.

Output 3.3.

Aspects and standards of new tariff methodology are partially embedded in the relevant regulatory framework.

- Advocating for inclusion of the drafted tariff setting methodology and regulatory body(ies) set-up into BiH legislation
- Advocating for inclusion of the drafted tariff setting methodology and regulatory body(ies) set-up into BiH legislation related to provision of communal services, aiming to finally achieve establishment of regulatory bodies at appropriate administrative level, so as to enforce application of the tariff methodology that will enable long-term sustainability of operations.
- Support water utilities' associations in preparing and implementing campaign on need for improving water tariff regulatory framework and on need for establishment of regulatory bodies (including their efforts on approaching relevant governments, preparing and signing the petition and similar).
- Organize meetings with relevant public administration/governments, aiming lobbying for the changes in legal regulations on water tariffs as proposed by prepared studies (including fine-tuning of the studies if needed to be finally adopted and enforced).

Long description:

Advocating for inclusion of the drafted tariff setting methodology and regulatory body(ies) set-up into BiH legislation

Advocating for inclusion of the drafted tariff setting methodology and regulatory body(ies) set-up into BiH legislation related to provision of communal services, aiming to finally achieve establishment of regulatory bodies at appropriate administrative level, so as to enforce application of the tariff methodology that will enable long-term sustainability of operations:

- Support water utilities' associations in preparing and implementing campaign on need for improving water tariff regulatory framework and on need for establishment of regulatory bodies (including their efforts on approaching relevant governments, preparing and signing the petition and similar), aiming increase of awareness of policy makers on need for changes in the regulatory framework for the water supply services;
- Organize meetings with relevant public administration/governments, aiming lobbying for the changes in legal regulations on water tariffs as proposed by prepared studies (including fine-tuning of the studies if needed to be finally adopted and enforced);

Phase III (January 2018 – December 2018)

OUTPUT 3: A water tariff setting methodology is tested at the local level, widely promoted and anchored within the relevant regulatory framework.

▪ Output 3.1.

Improved financial and operational sustainability of the water utilities involved in the pilot.

- Identification of key experts to work with water utility companies
- Identification of 2 local communities and belonging water supply companies where the methodology will be tested and formalization of cooperation; At least one of the selected WUC should have WWTP.
- Support to preparatory steps for the methodology implementation and testing
- Fine tuning of the methodology
- Evaluation of results
- Presentation of methodology to responsible persons in WUC and municipal council as well as training for mayors and members of supervisory boards regarding review of request for tariff change
- Promotional activities for familiarization of customers and decision makers with WUC's work and expenses
- Monitoring of tariff change in pilot local communities/ WUC where methodology was tested in previous period (Teslić and Tešanj)

Testing the prepared tariff setting methodology, providing support for its implementation in two selected pilot local communities (one per each of the two BiH constitutional entities, namely Federation of Bosnia and Herzegovina and Republika Srpska), all in order to justify its applicability and effectiveness and enable replication in other local communities.

- Support to preparatory steps for the methodology implementation, including changes in accounting procedures (defining cost centres - at least separate for water supply, for sewerage, for waste water treatment and for common services, so as separate for all other services the utility may provide; recording all future costs and revenues by these costs centres in a period of at least half a year, preferably one full fiscal year), detailed and complete updating the fixed assets book, mapping the whole water supply network and defining DMAs (District Meter Areas), define needs for zone meters for these DMAs.
- Support to preparation of the business plan - evaluating „baseline“ values of the key performance indicators, support forecasting their values for the planning period, based on jointly developed action plan for improving the performance. Support preparing affordability study.
- Support tariff evaluation, using drafted methodology guidelines, test the evaluation with the virtual evaluation for the expected future efficient utility, and propose transition period and gradual tariff change if needed. Results of these activities will be shared with the other projects in this sector and disseminated and discussed with the key stakeholders, including Association of Water Utilities of Republika Srpska, Association of Communal Employers of Federation of Bosnia and Herzegovina, Aquasan network of water utilities, association of Cities and Municipalities of both BiH entities and other.
- Follow tariff methodology recommendations implementation (e.g. on cost centres and eligible costs) during the defined period.
- Provide fine-tuning for the methodology if needed

- Presentation of methodology to responsible persons in WUC and municipal council as well as training for mayors and members of supervisory boards regarding review of request for tariff change
- Promotional activities for familiarization of customers and decision makers with WUC's work and expenses
- Monitoring of tariff change in pilot local communities/ WUC where methodology was tested in previous period (Teslić and Tešanj)

Output 3.3.

Aspects and standards of new tariff methodology are partially embedded in the relevant regulatory framework.

- Advocating for inclusion of the drafted tariff setting methodology and regulatory body(ies) set-up into BiH legislation
- Advocating for inclusion of the drafted tariff setting methodology and regulatory body(ies) set-up into BiH legislation related to provision of communal services, aiming to finally achieve establishment of regulatory bodies at appropriate administrative level, so as to enforce application of the tariff methodology that will enable long-term sustainability of operations.
 - Support water utilities' associations in preparing and implementing campaign on need for improving water tariff regulatory framework and on need for establishment of regulatory bodies (including their efforts on approaching relevant governments, preparing and signing the petition and similar), aiming increase of awareness of policy makers on need for changes in the regulatory framework for the water supply services;
 - Organize meetings with relevant public administration/governments, aiming lobbying for the changes in legal regulations on water tariffs as proposed by prepared studies (including fine-tuning of the studies if needed to be finally adopted and enforced);

2.3 Documenting lessons learned, building knowledge management on the achieved results during the second project phase

The following actions will be undertaken to ensure capturing of lessons learnt:

- Detailed documenting of all activities regarding the application of the tariff setting methodology that were providing the best results and changes in the management;
- Detailed documenting of all activities regarding the raising awareness, stressing approaches and documents/brochures characteristics resulting with change of the view to water supply services costs and efficiency;
- Detailed documenting of all activities regarding the lobbying for inclusion of tariff methodology and regulatory body(ies) into the administrative and legal set-up, underlining those leading to the success.
- Dissemination of documented results with institutional partners, networks, government on all levels and Associations of municipalities and cities of FBiH and RS, Association of Water Utilities of Republika Srpska; Association of Communal Employers of the Federation of Bosnia and Herzegovina.

2.4 Synergies with on-going and planned activities (UNDP and international community)

The Project extension will have strong synergy effect with the presently ongoing UNDP project MEG (Municipal Environmental and Economic Governance). MEG project is financially supported by the Swiss Government and implemented by UNDP. Entry phase of this project is initiated in August 2015, this phase lasts till the end of 2015 and its environmental component (project is much more complex and only partly relating to the water utilities, major focus is on enhancing democratic governance and service delivery at the local government level) will result with detailed assessment of gaps in operational and financial management of the 30 selected water utilities and with draft action plan to bridge all recognized gaps. Next project phase is expected to start in March or April 2016 and during 4 years will be devoted to implementation of agreed action plan for finally selected 18 water utilities, where one area of potential improvements expected to be recognized relates to the accounting needed for proper tariff setting and tariff setting procedure itself. Activities of the two projects are fully complementary and are providing synergies with more specific goals in the two selected municipalities, where the results of this project extension would provide better enabling environment not only for the MEG project, but also will be pilot case for replication around BiH.

III. MANAGEMENT ARRANGEMENTS

3.1. Project management

UNDP in BiH will assume full responsibility and accountability for the overall project management, including monitoring and evaluation of project interventions, achieving of project outputs and specified results, and the efficient and effective use of resources.

3.2. Project duration

The overall implementation period for this project is 2013 to 2018.

The extension phase II starts in November 2015 and lasts until December 2017.

The extension phase III starts in January 2018 and lasts until December 2018.

3.3. Project institutional and organisational structure

The **project institutional structure** comprises the Project Board, the Project Assurance and the Project Team, interacting in a broader project context with partners and all interested stakeholders.

The **Project Board** will be the group responsible for making, by consensus, management decisions for the project. The Project Board will adopt the annual work plans and the annual reports prepared and presented by the project and will supervise the overall project progress. It will provide strategic guidance, as well as give final approval to selected strategic and operational issues. The Project Board will meet every six-months, or as necessary when raised by the Project Manager. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies. Members of the Project Board will be representatives of:

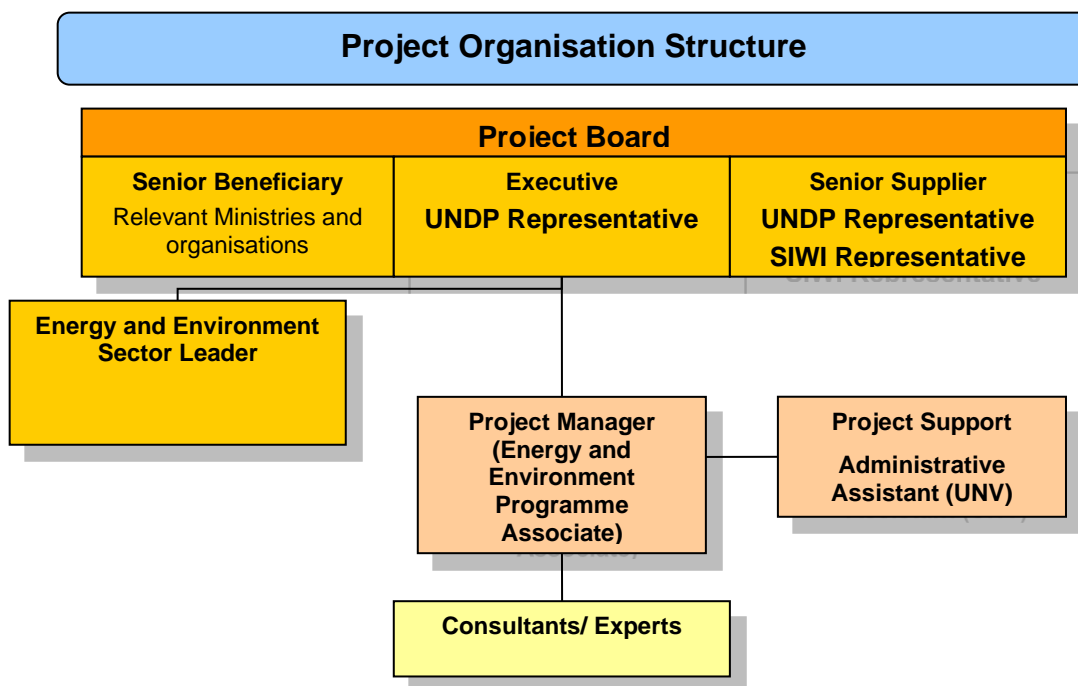
- SIWI representative (possible participation through skype)
- BiH Ministry of Foreign Trade and Economic Relations
- Associations of Cities and Municipalities of RS
- Associations of Cities and Municipalities of FBiH
- Association of Water Utilities of Republika Srpska
- Association of Communal Employers of FBiH
- UNDP

The **Project Assurance** role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager. The role of Project Assurance will be performed by the UNDP Energy and Environment Sector Leader.

The **Project Team** will comprise the Project Manager with the authority to run the project on a day-to-day basis on behalf of the UNDP. She will have the responsibility to ensure that the project produces the required results that are capable of achieving the benefits defined in this document. She will be responsible for day-to-day management and will ensure that the project produces the results specified, to the required corporate standards and within the constraints of time and cost.

Project support will be ensured via **project administrative assistance** provided by part time project assistant for overall logistical and technical assistance to the project team.

The project will deploy several key short-term national and eventually international specialists (if needed for specific areas such as tariffing) to support and oversee project implementation. The experts would be: public relations, technical, tariffing, accounting and finance.



3.4. Visibility:

Visibility, media-presence and public information sharing of Project activities and achievements will be ensured on a regular basis by the UNDP through: i) press events related to highlight project results; ii) website posts; iii) social media posts; iv) promotional and information materials; v) photos, videos, etc. Project visibility will be in line with the GoAL WaSH visibility guidelines as enclosed within Annex C.

IV. BUDGET AND FUNDING

The total budget of the phase I 2013 – mid 2015 in value of 201,220 USD has been fully utilized.

The total budget of the phase II amounts to USD 203,816,00. UNDP is contributing with USD 84,800, while the rest of USD 119,016 comes from GoAL WaSH SIDA fund.

The total budget of the phase III amounts to USD 79,100.00. UNDP is contributing with USD 39,100, while the rest of USD 40,000 comes from GoAL WaSH SIDA fund.

The project budget comprises the costs for project activities and the costs of the resources that are assigned to those, as well as fixed costs that are associated with the activities.

The project will deploy numerous measures in order to achieve cost effectiveness. In terms of procurement and in recognition of the benefits of effective competition, outsourcing of services within the project will be based on competitive process, upon which a contractual award is made to the lowest priced acceptable offer. Further on, all training and capacity development assistance will be organized and delivered following the principle of clustering, so as to ensure economy of scale. The project will seek to utilize in-kind contribution from partners in the form of hosting venue, hospitality and transport costs for events and training. Staff costs are rationale bearing in mind activities number and volume of effort that need to be invested.

V. MONITORING AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, quarterly brief updates.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- In order to ensure smooth coordination in the process of project implementation, UNDP Project Manager will regularly share draft technical inputs or products for review and feedback by SIWI;
- Field visits and in-country missions will be organised for SIWI at least once a year;
- Project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and shared to SIWI.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted each year, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

VI. RISK ANALYSIS

Main risks to the project extension are as follows:

- There are no clearly defined responsibilities for water supply and sanitation services either at state or entity level (especially in FBiH), no ministry at that level is clearly in charge of needed legal regulations, what disabled quick arrival to the defined goal of setting the new regulatory framework for the water supply and sanitation services (establishment of regulatory bodies, tariff methodology in place). Response to this risk is reflected in the activity on advocating for inclusion of the drafted tariff setting methodology and regulatory body(ies) set-up into BiH legislation with a wide range of public administration representatives, aiming to create dominant opinion that such responsibility need to be defined and taken.
- Lack of capacitated professional associations, which would be able to support needed administrative and legal regulations' changes. Response to this risk is reflected in the activity on provision of support to the water utilities' associations in preparing and implementing campaign on need for improving water tariff regulatory framework and on need for establishment of regulatory bodies, thus achieving both visibility of the whole project but also capacity building of these associations.
- Lack of visible political will to set economically justified water tariffs, water supply often seen as social service without any market valuation, leading to low tariffs undermining financial sustainability of the service provision. Response to this risk is reflected in the activity on organizing regional roundtables for municipalities' representatives, preferably mayors and secretaries responsible for the communal affairs, focusing to water supply cost recovery but also to costs justification by the operational efficiency, thus primarily aiming full understanding of all consequences of inappropriate tariffs.

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Bosnia-Herzegovina and the United Nations Development Programme, signed by the parties on 7 December 1995. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided s/he is assured that the other signatories of the project document have no objections to the proposed changes:

- (a) Revisions in, or addition of, any of the annexes of the project document;
- (b) Revisions which do not involve significant changes in the immediate objectives, outputs, or activities of a project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and
- (c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.



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SECTION II – RESULTS AND RESOURCES FRAMEWORK				
<p>Intended Outcome as stated in UNDAF and the Country Programme Document 2015-2019: <u>outcome 5</u>. By 2019, legal and strategic frameworks are enhanced and operationalized to ensure sustainable management of natural, cultural and energy resources.</p> <p>CPD Output: Subnational actors implement climate change adaptation (CCA) and mitigation measures, sustainable energy access solutions and manage natural resources sustainability.</p> <p>Indicator: Number of integrated water and natural resource management activities at local level.</p> <p>Baseline: 0 (2014).</p> <p>Target: 10 (2019).</p>				
<p>Applicable Key Result Area: Sustainable development pathways for the period before 2018; Linkage with the SP 2018-2021 development setting and signature solution: “Accelerate structural transformation for sustainable development” and “Promote nature-based solutions for a sustainable planet”</p>				
<p>Project title and ID (ATLAS Award ID): GoAL WaSH Regulatory Water Framework Atlas Project ID 00079821 (Atlas Award ID 00050813)</p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1 (Phase I March 2013 – June 2015): Prepared study for establishing a regulatory framework in the water and sanitation sector</p> <p><i>Indicator:</i> Number of studies conducted for establishing a regulatory framework in the water and sanitation sector. <i>Baseline:</i> 0 (no relevant studies have been conducted in BiH). <i>Target:</i> 1 (a comprehensive study is conducted to provide grounds for the single water tariff setting methodology in BiH).</p> <p><i>Indicator:</i> Number of water tariff methodologies designed. <i>Baseline:</i> 0 (no single water tariff setting methodology has been developed at state/entity/local government levels). <i>Target:</i> 1 (a new common water tariff setting methodology is designed for BiH).</p>	<p>Targets:</p> <p>1. Conducted study for establishing a regulatory framework.</p> <p>2. Prepared study for establishing a regulatory framework</p>	<p>1.Activity Result:</p> <p>1.1 Implementation of inception phase</p> <ul style="list-style-type: none"> Hire experts and map stakeholders Organize initial meetings with stakeholders Preparation of the desk review <p>1.2 Interviews with stakeholders and organization of meetings (round tables, workshops, etc.)</p> <ul style="list-style-type: none"> Preparation of analyses with potential scenarios for establishment of the regulatory framework (including among other things evaluation of needed structure and most appropriate administrative level for regulatory bodies) Organization of presentations to discuss proposed scenarios <p>1.3 Preparation of the final report</p> <ul style="list-style-type: none"> Presentation of final document to stakeholders. 	<p>UNDP</p>	<p>ACTIVITY 1: USD 67,472.50</p>

<p>Output 2 (Phase I March 2013 – June 2015): Prepared study for establishing a regulatory framework in the water and sanitation sector</p> <p><i>Baseline:</i> 0 <i>Indicator:</i> number of studies prepared including rules and procedures, as well as handbooks for processes <i>Target:</i> 1</p>	<p>Targets:</p> <p>1. Prepared and presented all necessary documentation including rules and procedures, as well as handbooks for processes needed for functioning of the regulatory framework in the water and sanitation sector</p>	<p>2. Activity Result: 2.1. Preparation of the necessary documentation and capacity development</p> <ul style="list-style-type: none"> • Preparation legislation to be adopted, based on adopted scenario • Preparation of the organizational framework based on adopted scenario • Capacity building activities of targeted counterparts • Preparation of the guidelines and handbooks for rules and procedures 	<p>UNDP</p>	<p>ACTIVITY 2: USD 133,747.50</p>
<p>Output 3 (Phase December 2015 – December 2017): A water tariff setting methodology is tested at the local level, widely promoted and anchored within the relevant regulatory framework</p> <p>Output 3.1. Improved financial and operational sustainability of the water utilities involved in the pilot.</p> <p><i>Indicator:</i> Number of water tariff methodologies widely promoted and tested <i>Baseline:</i> 0 (no single water tariff setting methodology has been developed at state/entity/local government levels). <i>Target:</i> 1 (a new common water tariff setting methodology is designed for BiH, to serve as model for all government levels). <i>Indicator:</i> Number of water utility companies that adapt and test the common water tariff setting methodology. <i>Baseline:</i> 0 (2013) <i>Target:</i> 2 (2017)</p> <p>Output 3.2.</p>	<p>2. Water tariff methodology widely promoted and tested 3. 2 water utility companies implemented and tested the proposed methodology and promoted results. 4. 70 local governments informed and introduced to the methodology through pro-active cooperation with the Associations of Municipalities and Cities and media campaigns. 5. At least 6 media & articles/letters/public announcements, on the sustainability of water supply services published. 6. Promotion campaigns (including workshops and meetings) organized countrywide to discuss the need for improving water tariff regulatory framework and present the methodology 7. Aspects and standards of new tariff methodology are</p>	<p>3. Activity results Output 3.1. Improved financial and operational sustainability of the water utilities involved in the selected pilot municipalities.</p> <ul style="list-style-type: none"> • Identification of key experts to work with water utility companies • Identification of 2 local communities and belonging water supply companies where the methodology will be tested and formalization of cooperation • Support to preparatory steps for the methodology implementation and testing • Fine tuning of the methodology • Evaluation of results <p>Output 3.2. Awareness raised and capacities developed among the key stakeholders for the methodology adoption and implementation.</p> <ul style="list-style-type: none"> • Organization of 4 regional workshops and debates for local communities' representatives • Organization of 4 regional workshops and debates for water utility companies representatives 		<p>Activity 3 Phase II: USD 203, 816</p>

<p>Awareness raised and capacities developed among the key stakeholders for the methodology adoption and implementation.</p> <p><i>Indicator:</i> Number of local governments informed and introduced to the new water tariff setting methodology. <i>Baseline:</i> 0 (2013) <i>Target:</i> 70 (2017)</p> <p><i>Indicator:</i> Number of media articles/announcements published promoting and explaining the sustainability of water supply services. <i>Baseline:</i> 0 (2013) <i>Target:</i> 10 (2017)</p> <p><i>Indicator:</i> Number of promotion campaigns (including workshops and meetings) organized countrywide to discuss the need for improving water tariff regulatory framework and present the methodology <i>Baseline:</i> 0 (2013) <i>Target:</i> 2 (2017)</p> <p>Output 3.3.</p> <p>Aspects and standards of new tariff methodology are partially embedded in the relevant regulatory framework.</p> <p><i>Indicator:</i> Extent to which the aspects and standards of new tariff methodology are embedded in the relevant regulatory framework.</p>	<p>partially embedded in the relevant regulatory framework.</p> <p>8. Legal frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems</p> <p>9. Capacities to implement national and local plans for Integrated Water Resources Management have improved</p> <p>10. Integrated water and natural resource management activities at local level implemented</p>	<ul style="list-style-type: none"> • Organization of 4 regional workshops and debates for local population and CSOs • Preparation and delivery of articles, letters or public announcements related to water supply services based on cost recovery and on operational efficiency needs. • Preparation of brief notice, leaflet or brochure on costs related to water supply service provision and on utility operational efficiency and support utilities to deliver it together with their invoices. • Organization of open days in several BiH water utilities for school population, influencing also parents' awareness through their children <p>Output 3.3.</p> <p>Aspects and standards of new tariff methodology are partially embedded in the relevant regulatory framework.</p> <ul style="list-style-type: none"> ○ Advocating for inclusion of the drafted tariff setting methodology and regulatory body(ies) set-up into BiH legislation ○ Advocating for inclusion of the drafted tariff setting methodology and regulatory body(ies) set-up into BiH legislation related to provision of communal services, aiming to finally achieve establishment of regulatory bodies at appropriate administrative level, so as to enforce application of the tariff methodology that will enable long-term sustainability of operations. ○ Support water utilities' associations in preparing and implementing campaign on need 		
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<p><u>Baseline:</u> in present water tariff setting is insufficiently defined in regulatory framework</p> <p><u>Target:</u> partial embedding of main standard principals or element of the new water tariff setting methodology within the relevant legal framework.</p> <p>Output 3 (Phase Year 2018): A water tariff setting methodology is tested at the local level, widely promoted and anchored within the relevant regulatory framework</p> <p>Output 3.1.</p> <p>Improved financial and operational sustainability of the water utilities involved in the pilot.</p> <p><u>Indicator:</u> Number of water tariff methodologies widely promoted and tested</p> <p><u>Baseline:</u> 0 (no single water tariff setting methodology has been developed at state/entity/local government levels).</p> <p><u>Target:</u> 1 (a new common water tariff setting methodology is designed for BiH, to serve as model for all government levels).</p>	<p>11. Water tariff methodology widely promoted and tested</p> <p>12. 2 water utility companies implemented and tested the proposed methodology and promoted results.</p>	<p>for improving water tariff regulatory framework and on need for establishment of regulatory bodies (including their efforts on approaching relevant governments, preparing and signing the petition and similar).</p> <ul style="list-style-type: none"> ○ Organize meetings with relevant public administration/governments, aiming lobbying for the changes in legal regulations on water tariffs as proposed by prepared studies (including fine-tuning of the studies if needed to be finally adopted and enforced). <p>Activity results</p> <p>Output 3.1. Improved financial and operational sustainability of the water utilities involved in the selected pilot municipalities.</p> <ul style="list-style-type: none"> • Identification of key experts to work with water utility companies • Identification of 2 local communities and belonging water supply companies where the methodology will be tested and formalization of cooperation • Support to preparatory steps for the methodology implementation and testing • Fine tuning of the methodology • Evaluation of results • presentation of methodology to responsible persons in WUC and municipal council as well as training for mayors and 	<p>Activity 3.: Phase III: USD 79,100</p>
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<p><i>Indicator:</i> Number of water utility companies that adapt and test the common water tariff setting methodology. <i>Baseline:</i> 0 (2013) <i>Target:</i> 4 (2018)</p> <p>Output 3.3. Aspects and standards of new tariff methodology are partially embedded in the relevant regulatory framework.</p> <p><i>Indicator:</i> Extent to which the aspects and standards of new tariff methodology are embedded in the relevant regulatory framework. <i>Baseline:</i> in present water tariff setting is insufficiently defined in regulatory framework <i>Target:</i> partial embedding of main standard principals or element of the new water tariff setting methodology within the relevant legal framework.</p>		<p>members of supervisory boards regarding review of request for tariff change</p> <ul style="list-style-type: none"> • Promotional activities for familiarization of customers and decision makers with WUC's work and expenses • Monitoring of tariff change in pilot local communities/ WUC where methodology was tested in previous period (Teslić and Tešanj) <p>Output 3.3. Aspects and standards of new tariff methodology are partially embedded in the relevant regulatory framework.</p> <ul style="list-style-type: none"> ○ Advocating for inclusion of the drafted tariff setting methodology and regulatory body(ies) set-up into BiH legislation ○ Advocating for inclusion of the drafted tariff setting methodology and regulatory body(ies) set-up into BiH legislation related to provision of communal services, aiming to finally achieve establishment of regulatory bodies at appropriate administrative level, so as to enforce application of the tariff methodology that will enable long-term sustainability of operations. ○ Support water utilities' associations in preparing and implementing campaign on need 	
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<p><i>IRRF Indicator:</i> Extent to which legal frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems.</p> <p><i>Baseline:</i> 1 (not adequately, no action has yet been taken in this regard, limited activities have been carried out but these have not led to impact results).</p> <p><i>Target:</i> 1 (thorough evidence gathering and piloting of new methodologies in the Wat governance sector).</p> <p><i>IRRF Indicator:</i> Extent to which capacities to implement national and local plans for Integrated Water Resources Management have improved.</p> <p><i>Baseline:</i> 1 (very limited capacities, local government do not yet have sufficient institutional capacities to effectively</p>		<p>for improving water tariff regulatory framework and on need for establishment of regulatory bodies (including their efforts on approaching relevant governments, preparing and signing the petition and similar).</p> <ul style="list-style-type: none"> ○ Organize meetings with relevant public administration/governments, aiming lobbying for the changes in legal regulations on water tariffs as proposed by prepared studies (including fine-tuning of the studies if needed to be finally adopted and enforced). 		
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<p>implement water management at the local level).</p> <p><i>Target:</i> 2 (very partially capacities are improved based on piloting of new water tariff methodology).</p> <p><i>CPD indicator:</i> Number of integrated water and natural resource management activities at local level</p> <p><i>Baseline:</i> 0 (2013)</p> <p><i>Target:</i> 4 (2018)</p>				
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SECTION III: ANNUAL WORK PLAN

Year: 2015

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount USD
<p>Output 3.1. Improved financial and operational sustainability of the water utilities involved in the pilot.</p> <p><i>Indicator:</i> Number of water tariff methodologies widely promoted and tested</p> <p><i>Baseline:</i> 0 (no single water tariff setting methodology has been developed at state/entity/local government levels).</p> <p><i>Target (2015):</i> 0 (a new common water tariff setting methodology is designed for BiH, to serve as model for all government levels).</p> <p><i>Indicator:</i> Number of water utility companies that adapt and test the common water tariff setting methodology.</p> <p><i>Baseline:</i> 0 (2013)</p> <p><i>Target:</i> 0 (2015)</p>	<p>Output 3.1. Improved financial and operational sustainability of the water utilities involved in the pilot.</p> <ul style="list-style-type: none"> Identification of key experts to work with water utility companies Identification of 2 local communities and belonging water supply companies where the methodology will be tested and formalization of cooperation. 					UNDP	UNDP SIDA- GW	<p>UNDP: 61000 71500 GW-SIDA 61100 71300 71500 71600 75100</p>	<p>UNDP: 2,900 650 GW- SIDA: 650 35,237.04 650 500 2,962.96</p>
TOTAL								43,550	

Year: 2016

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount USD
<p>Output 3.1. Improved financial and operational sustainability of the water utilities involved in the pilot.</p> <p><i>Indicator:</i> Number of water tariff methodologies widely promoted and tested <i>Baseline:</i> 0 (no single water tariff setting methodology has been developed at state/entity/local government levels). <i>Target:</i> 1 (a new common water tariff setting methodology is designed for BiH, to serve as model for all government levels).</p> <p><i>Indicator:</i> Number of water utility companies that adapt and test the common water tariff setting methodology. <i>Baseline:</i> 0 (2013) <i>Target:</i> 2 (2016)</p> <p>Output 3.2. Awareness raised and capacities developed among the key stakeholders for the methodology adoption and implementation.</p>	<p>Output 3.1. Improved financial and operational sustainability of the water utilities involved in the pilot.</p> <ul style="list-style-type: none"> Identification of 2 local communities and belonging water supply companies where the methodology will be tested and formalization of cooperation Support to preparatory steps for the methodology implementation and testing 					UNDP	UNDP	UNDP: 61000	UNDP: 32,000
	<p>Output 3.2. Awareness raised and capacities developed among the key stakeholders for the methodology adoption and implementation.</p> <ul style="list-style-type: none"> Organization of 4 regional workshops and debates for local communities' representatives Organization of 4 regional workshops and debates for water utility companies representatives Preparation and delivery of articles, letters or public announcements related to water supply services based on cost 							UNDP SIDA- GW	

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount USD
<p><i>Indicator:</i> Number of local governments informed and introduced to the new water tariff setting methodology. <i>Baseline:</i> 0 (2013) <i>Target:</i> 70 (2016)</p> <p><i>Indicator:</i> Number of media articles/announcements published promoting and explaining the sustainability of water supply services. <i>Baseline:</i> 0 (2013) <i>Target:</i> 5 (2016)</p> <p><i>Indicator:</i> Number of promotion campaigns (including workshops and meetings) organized countrywide to discuss the need for improving water tariff regulatory framework and present the methodology <i>Baseline:</i> 0 (2013) <i>Target:</i> 1 (2016)</p> <p>Output 3.3. Aspects and standards of new tariff methodology are partially embedded in the relevant regulatory framework.</p> <p><i>Indicator:</i> Extent to which the aspects and standards of new tariff methodology are embedded in the relevant regulatory framework. <i>Baseline:</i> in present water tariff setting is insufficiently defined in regulatory framework</p>	<p>recovery and on operational efficiency needs.</p> <ul style="list-style-type: none"> Preparation of brief notice, leaflet or brochure on costs related to water supply service provision and on utility operational efficiency and support utilities to deliver it together with their invoices. 								
	<p>Output 3.3. Aspects and standards of new tariff methodology are partially embedded in the relevant regulatory framework.</p> <ul style="list-style-type: none"> Advocating for inclusion of the drafted tariff setting methodology and regulatory body(ies) set-up into BiH legislation Advocating for inclusion of the drafted tariff setting methodology 								

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount USD
<i>Target:</i> partial embedding of main standard principals or element of the new water tariff setting methodology within the relevant legal framework.	<p>and regulatory body(ies) set-up into BiH legislation related to provision of communal services, aiming to finally achieve establishment of regulatory bodies at appropriate administrative level, so as to enforce application of the tariff methodology that will enable long-term sustainability of operations.</p> <ul style="list-style-type: none"> Organize meetings with relevant public administration/governments, aiming lobbying for the changes in legal regulations on water tariffs as proposed by prepared studies (including fine-tuning of the studies if needed to be finally adopted and enforced). 								
TOTAL									78,850

Year: 2017

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount USD
<p>Output 3.1. Improved financial and operational sustainability of the water utilities involved in the pilot.</p> <p><u>Indicator:</u> Number of water tariff methodologies widely promoted and tested</p> <p><u>Baseline:</u> 0 (no single water tariff setting methodology has been developed at state/entity/local government levels).</p> <p><u>Target:</u> 1 (a new common water tariff setting methodology is designed for BiH, to serve as model for all government levels).</p> <p><u>Indicator:</u> Number of water utility companies that adapt and test the common water tariff setting methodology.</p> <p><u>Baseline:</u> 0 (2013)</p> <p><u>Target:</u> 2 (2017)</p>	<p>Output 3.1. Improved financial and operational sustainability of the water utilities involved in the pilot.</p> <ul style="list-style-type: none"> Support to the methodology implementation and testing Fine tuning of the methodology Evaluation of results 					UNDP		<p>UNDP:</p> <p>61000</p> <p>71500</p> <p>GW- SIDA:</p> <p>61000</p> <p>71300</p> <p>71500</p> <p>71600</p> <p>72100</p> <p>72400</p> <p>72500</p> <p>74500</p> <p>75700</p> <p>75100</p>	<p>UNDP:</p> <p>34,900</p> <p>7,500</p> <p>GW- SIDA:</p> <p>6,950</p> <p>5,325.93</p> <p>6,850</p> <p>2,500</p> <p>8,000</p> <p>3,000</p> <p>1,000</p> <p>1,500</p> <p>1,000</p> <p>2,890.07</p>
								<p>Output 3.2. Awareness raised and capacities developed among the key stakeholders for the methodology adoption and implementation.</p> <p><u>Indicator:</u> Number of media articles/announcements published promoting and explaining the sustainability of water supply services.</p>	<p>Output 3.2. Awareness raised and capacities developed among the key stakeholders for the methodology adoption and implementation.</p> <ul style="list-style-type: none"> Organization of 4 regional workshops and debates for local population and CSOs Preparation and delivery of articles, letters or public

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount USD
<p><u>Baseline:</u> 0 (2013) <u>Target:</u> 5 (2017)</p> <p><u>Indicator:</u> Number of promotion campaigns (including workshops and meetings) organized countrywide to discuss the need for improving water tariff regulatory framework and present the methodology <u>Baseline:</u> 0 (2013) <u>Target:</u> 1 (2017)</p>	<p>announcements related to water supply services based on cost recovery and on operational efficiency needs.</p> <ul style="list-style-type: none"> Organization of open days in several BiH water utilities for school population, influencing also parents' awareness through their children 								
<p>Output 3.3. Aspects and standards of new tariff methodology are partially embedded in the relevant regulatory framework.</p> <p><u>Indicator:</u> Extent to which the aspects and standards of new tariff methodology are embedded in the relevant regulatory framework. <u>Baseline:</u> in present water tariff setting is insufficiently defined in regulatory framework <u>Target:</u> partial embedding of main standard principals or element of the</p>	<p>Output 3.3. Aspects and standards of new tariff methodology are partially embedded in the relevant regulatory framework.</p> <ul style="list-style-type: none"> Advocating for inclusion of the drafted tariff setting methodology and regulatory body(ies) set-up into BiH legislation Advocating for inclusion of the drafted tariff setting methodology and regulatory body(ies) set-up into BiH legislation related to provision of communal services, aiming to finally achieve establishment of regulatory bodies at appropriate administrative level, so as to enforce application of the tariff methodology that will enable long-term sustainability of operations. Support water utilities' associations in preparing and implementing 								

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount USD
new water tariff setting methodology within the relevant legal framework.	<p>campaign on need for improving water tariff regulatory framework and on need for establishment of regulatory bodies (including their efforts on approaching relevant governments, preparing and signing the petition and similar).</p> <ul style="list-style-type: none"> Organize meetings with relevant public administration/governments, aiming lobbying for the changes in legal regulations on water tariffs as proposed by prepared studies (including fine-tuning of the studies if needed to be finally adopted and enforced). 								
TOTAL									81,416

Year: 2018

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount USD
<p>Output 3.1. Improved financial and operational sustainability of the water utilities involved in the pilot.</p> <p><i>Indicator:</i> Number of water tariff methodologies widely promoted and tested</p> <p><i>Baseline:</i> 0 (no single water tariff setting methodology has been developed at state/entity/local government levels).</p> <p><i>Target (2015):</i> 0 (a new common water tariff setting methodology is designed for BiH, to serve as model for all government levels).</p> <p><i>Indicator:</i> Number of water utility companies that adapt and test the common water tariff setting methodology.</p> <p><i>Baseline:</i> 0 (2013)</p> <p><i>Target:</i> 4 (2018)</p>	<p>Output 3.1. Improved financial and operational sustainability of the water utilities involved in the pilot.</p> <ul style="list-style-type: none"> • Identification of key experts to work with water utility companies Identification of 2 local communities and belonging water supply companies where the methodology will be tested and formalization of cooperation. • Presentation of methodology to responsible persons in WUC and municipal council as well as training for mayors and members of supervisory boards regarding review of request for tariff change • Promotional activities for familiarization of customers and decision makers with WUC's work and expenses • Monitoring of tariff change in pilot local communities/ WUC where methodology was tested in previous period (Teslić and Tešanj) 					UNDP	UNDP SIDA- GW	<p>UNDP:</p> <p>61000 34,900</p> <p>71400 4,200</p> <p>GW-SIDA</p> <p>61100 GW- SIDA: 7,200</p> <p>64300 800</p> <p>71300 18,537</p> <p>71400 4,200</p> <p>71600 2,000</p> <p>72100 1,000</p> <p>72400 300</p> <p>74500 1,000</p> <p>75700 2,000</p> <p>75100 2,323</p>	

<p>Output 3.3. Aspects and standards of new tariff methodology are partially embedded in the relevant regulatory framework.</p> <p><i>Indicator:</i> Extent to which the aspects and standards of new tariff methodology are embedded in the relevant regulatory framework.</p> <p><i>Baseline:</i> in present water tariff setting is insufficiently defined in regulatory framework</p> <p><i>Target:</i> partial embedding of main standard principals or element of the new water tariff setting methodology within the relevant legal framework.</p>	<p>Output 3.3. Aspects and standards of new tariff methodology are partially embedded in the relevant regulatory framework.</p> <ul style="list-style-type: none"> ○ Advocating for inclusion of the drafted tariff setting methodology and regulatory body(ies) set-up into BiH legislation ○ Advocating for inclusion of the drafted tariff setting methodology and regulatory body(ies) set-up into BiH legislation related to provision of communal services, aiming to finally achieve establishment of regulatory bodies at appropriate administrative level, so as to enforce application of the tariff methodology that will enable long-term sustainability of operations. ○ Support water utilities' associations in preparing and implementing campaign on need for improving water tariff regulatory framework and on need for establishment of regulatory bodies (including their efforts on approaching relevant governments, preparing 							
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	<p>and signing the petition and similar).</p> <ul style="list-style-type: none"> ○ Organize meetings with relevant public administration/governments, aiming lobbying for the changes in legal regulations on water tariffs as proposed by prepared studies (including fine-tuning of the studies if needed to be finally adopted and enforced). 								
TOTAL									79,100

ANNEX A: LIST OF ACRONYMS

AA	- Administrative Agent
BiH	- Bosnia and Herzegovina
CESC	- Committee on Economic, Social and Cultural Rights
CO	- Country Office
CPAP	- Country Programme Action Plan
CSO	- Civil Society Organisations
CTA	- Chief Technical Advisor
EC	- European Commission
DEG	- Democratic Economic Governance
EU	- European Union
FBiH	- Federation of Bosnia and Herzegovina
GW	- GoAL WaSH -Governance Advocacy and Leadership for Water Sanitation and Health
HRBA	- Human Rights Based Approach
IDP	- Internally Displaced Person
JP	- Joint Programme
MDG	- Millennium Development Goals
MDTF	- Multi-donor Trust Fund
MTDS	- Medium-Term Development Strategy
NGO	- Non Governmental Organisation
NHDR	- National Human Development Report
NSC	- National Steering Committee
ODA	- Official Development Assistance
PMC	- Programme Management Committee
PRSP	- Poverty Reduction Strategy Programme
RMAP	- Rights-based Municipal Assessment and Planning
RS	- Republic of Srpska
SNV	- SNV Non-Governmental Organization
UN	- United Nations
UNCT	- United Nations Country Team
UNDAF	- United Nations Development Assistance Framework
UNDP	- United Nations Development Programme
UNICEF	- United Nations Children’s Fund
UNV	- United Nations Volunteers
WATSAN	- Water and Sanitation

ANNEX B BUDGET

Award ID:	00050813	Project ID:	00079821
Award Title:	Democratic Green Economic Development	Business Unit:	BIH10
Project Title:	GoAL WaSH Regulatory Water Framework	Implementing Partner (Executing Agency)	UNDP

SIDA - GW	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budget Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total
										(USD)
OUTPUT 3 (2nd +3rd phase)	UNDP	30000	SIDA - GW	71300	Local Consultants	35,237.04	4,437.04	5,325.93	18,537	63,537
				71400	Contractual services – individuals				4,200	4,200
				71600	Travel				2,000	2,000
				72100	Contractual services – comp.		6,000	6,000	1,000	13,000
				72400	Communication		2,500	2,500	300	5,300
				74500	Miscellaneous		500	500	1,000	2,000
				75700	Learning cost		1,000	1,000	2,000	4,000
				75100	GMS (8%)	2,818.96	1,154.96	1,226.07	2,323	7,523
				Sub-total SIDA - GW						38,056
Project Management	UNDP	30000	SIDA GW	61100	Salary Costs - NP Staff	650	7,600	6,950	7,200	22,400
				64300	Programme&Ops support				800	800
				71500	UN Volunteers	650	7,500	6,850	0	15,000
				71600	Travel	500	3,000	2,500		6,000
				72100	Contractual services-comp.		2,000	2,000		4,000
				72400	Communication		500	500		1,000
				72500	Office supplies		1,000	1,000		2,000
				74500	Miscellaneous		1,000	1,000		2,000
				75100	GMS (8%)	144	1,808	1,664	640	4,256
				Sub-total SIDA – GW PM costs						1,944
				61000	Salary Costs - NP Staff	2,900	32,000	34,900	34,900	104,700
				71400	Contractual services – individuals				4,200	4,200
				71500	UN Volunteers	650	6,850	7500		15,000
										0

SIDA - GW	Responsible Party/	Fund ID	Donor Name	Atlas Budget Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total
	Implementing Agent									(USD)
				Subtotal UNDP – PM costs		3,550	38,850	42,400	39,100	123,900
	Total Project Management					5,494	63,258	64,864	47,740	181,356
TOTAL SIDA - GW	UNDP	30000	SIDA -GW			40,000	40,000	39,016	40,000	159,016
TOTAL UNDP	UNDP		UNDP			3,550	38,850	42,400	39,100	123,900
GRAND TOTAL						43,550	78,850	81,416	79,100	282,916



Empowered lives.
Resilient nations.



GoAL WaSH Visibility Guidelines

1. INTRODUCTION

As a UNDP¹ programme within SIWI², GoAL WaSH³ has its own brand, its own logo and its own reputation. In order to maintain the status of GoAL WaSH, as the main UN programme aiming to fast-track achievement of improved water and sanitation by strengthen governance in the sector, it is important to respect and value the GoAL WaSH name. This document provides guidelines to ensure the correct use of the GoAL WaSH brand identity. The aim is to present GoAL WaSH consistently throughout the world, and to build an image around the GoAL WaSH community.

GoAL WaSH is part of the UNDP Water and Oceans Governance Programme and is coordinated by the UNDP Water Governance Facility at SIWI. It generally targets countries with low water and sanitation coverage. Many of the countries within the programme have been off-track to reach the UN Millennium Development Goals, MDGs, and they lack sufficient support from other donors. Sweden is the main donor of the GoAL WaSH programme.

These guidelines contain requirements for all GoAL WaSH partners under contracts and financing agreements. In all other cases, this manual is providing guidance.

2. WHEN SHOULD THE LOGOS BE USED?

Whenever GoAL WaSH is taking part in a production – as primary, secondary or the sole contributor – the GoAL WaSH logo should be visible in the output. This does not only concern publications, but also activities, events and other products.

External factors such as political sensitivity, insecurity or instability, may prohibit the use of the GoAL WaSH brand in a certain place at that given time. Some actions might also need a high level of political neutrality. In these cases, the appropriate level for visibility will be chosen in relation to the situation.

¹ United Nations Development Programme

² Stockholm International Water Institute

³ Governance, Advocacy and Leadership for Water, Sanitation and Hygiene

Communication/Visibility should be considered in:

1. Material/supplies produced and/or used with support of the program:

- Reports/Documents
- Leaflets, Brochures and Newsletters
- Websites
- Display Panels, Banners, etc.
- Audiovisual Productions
- Promotional Items
- Vehicles, Supplies and Equipment
- Photographs
- Press Releases

2. Events taking place with support of the program:

- Press Conferences
- Press Visits
- Public Events and Visits
- Information Campaigns

3. WHAT LOGOS SHOULD BE USED?

The GoAL WaSH Logo

GoAL WaSH is represented by its logo. The logo is the component which unifies and represents the programme globally. It has been designed to symbolize the importance of Governance for succeeding in the delivery of safe access to water and sanitation.

The correct version of the GoAL WaSH logo should always be used. The logo should be used as an indivisible unit and should not be split or separated. Placing the logo on any material or production means the GoAL WaSH programme's endorsement of the product.



The GoAL WaSH logo should be displayed only in its approved colors; green, blue, white and black. The picture on the left illustrates the correct display of the GoAL WaSH logo, with the approved colors – green background, white and blue icons and black text for the GoAL WaSH name. The icons show Governance, Water, Sanitation and Hygiene – in that order.

Outdated or unauthorized versions of the GoAL WaSH logo should not be used. When working with external consultants, or others, it is important to provide them with the correct logo and the guidelines on how to use the logo, to refrain from any customization or alteration of the logo, including color or typography.

Partners are only accredited to use the GoAL WaSH logo when agreed in writing for a specific programme activity and only for the duration of the agreement. Any other use of the visibility logo, not included in a formal agreement, must be authorized by the GoAL WaSH management in writing.

Logo should be placed in the cover page of the documents, or otherwise in easy visible parts.

VIII. OTHER LOGOS: DONORS

The main donor for GoAL WASH programme is the Swedish Development Agency. Taken this into consideration, the Swedish logo has been designed as part of the transparency guarantee in Swedish development cooperation. The Swedish logo should be visible in outputs where GoAL WaSH is the primary or sole contributor.

We recommend that the logo is put in the back page of any publication produced by GoAL WaSH with the following sentence:

GoAL WaSH is financed by Sweden



When specific countries have got financing for GoAL WASH from other donors, the corresponding name and logo should be added to the previous sentence.

IX. OTHER LOGOS: GOAL WASH AS PART OF UNDP

GoAL WaSH is part of the UNDP Water and Oceans Governance Programme and is coordinated by the UNDP Water Governance Facility at SIWI. Hence, back page of publications produced by GoAL WASH should include the following sentence and logo:

Goal WASH is part of the UNDP Water and Oceans Governance Programme, and is coordinated by the Water Governance Facility at the Stockholm International Water Institute (SIWI)



X. 5. ELIGIBILITY FOR GOAL WASH

GoAL WaSH seeks to engage with partners who believe in a Water Wise World. The programme does not monitor the partners or their behaviors, but has minimum criteria for cooperation.

GoAL WaSH may choose not to engage with an agency / organization / company whose public image is rigorously compromised by past activity in matters which goes against the goal towards Water Wise World, or in other areas which may be deemed to reflect negatively on the programme