Combined Project Information Documents / Integrated Safeguards Datasheet (PID/ISDS)

Appraisal Stage | Date Prepared/Updated: 21-Dec-2018 | Report No: PIDISDSA25612
## BASIC INFORMATION

### A. Basic Project Data

<table>
<thead>
<tr>
<th>Country</th>
<th>Project ID</th>
<th>Project Name</th>
<th>Parent Project ID (if any)</th>
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<tbody>
<tr>
<td>Europe and Central Asia</td>
<td>P167702</td>
<td>Danube Water Program Third Phase: Building a Danube Water Security Platform</td>
<td>P128416</td>
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<table>
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<tr>
<th>Parent Project Name</th>
<th>Region</th>
<th>Estimated Appraisal Date</th>
<th>Estimated Board Date</th>
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<td>DANUBE REGION WATER AND WASTE WATER SECTOR CAPACITY BUILDING PROGRAM</td>
<td>EUROPE AND CENTRAL ASIA</td>
<td>20-Dec-2018</td>
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<table>
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<th>Practice Area (Lead)</th>
<th>Financing Instrument</th>
<th>Borrower(s)</th>
<th>Implementing Agency</th>
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<td>Water</td>
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<td>International Association of Water Utilities in the Danube River Catchment Area</td>
<td>International Association of Water Supply Companies in the Danube River Catchment Area (IAWD)</td>
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### Proposed Development Objective(s) Parent

The Development Objective of the proposed Danube Region Water Supply and Wastewater Sector Capacity Building Program would be to support institutional capacity building and the development of regulatory and policy instruments in the water supply and wastewater sector in participating countries in the Danube Region. The program would support (i) development of regulatory and policy instruments, and (ii) training and capacity building. The higher level objective of the program is to contribute to improving the efficiency and quality of water supply and wastewater service delivery in the Danube region.

### Proposed Development Objective(s) Additional Financing

To support the improvement of: (i) water sector related institutions, policies and regulations in participating countries from the Danube region and (ii) the sustainability of DWP developed activities.

### Components

- **Component 1 (Bank executed): Provision of Policy and Regulatory Support to National Level Authorities and Support to Program Implementation**
- **Component 2 (Recipient executed): Capacity Building for Water Supply and Wastewater Utilities**

### PROJECT FINANCING DATA (US$, Millions)

### SUMMARY
### TOTAL COST AND FINANCING

<table>
<thead>
<tr>
<th>Description</th>
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<tr>
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<td>Total Financing</td>
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<td>of which IBRD/IDA</td>
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<td>Financing Gap</td>
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### DETAILS

#### Non-World Bank Group Financing

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<th>Description</th>
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#### Environmental Assessment Category

C-Not Required

### B. Introduction and Context

**Introduction**

1. The **Danube Region Water Supply and Wastewater Sector Capacity Building Program**, herein the **Danube Water Program (DWP)**, is a **EUR 9.5 million policy and technical assistance program for water and sanitation sector institutions and other sector stakeholders** in targeted countries of the Danube / South-East Europe region covered by ECCEU, ECCWB and ECCEE. The DWP is funded through a **Multi Donor Trust Fund** (the “Trust Fund”) contributed to by the **Government of Austria** which finances a **Recipient-executed (RETF) Component 2 and a Bank Executed TF (BETF) Component 1**. This document provides background information on the overall Program throughout this document, though formally the Project Paper only covers the Component 2 (RETF) portion of the DWP.

2. **This Project Paper describes a proposed Additional Financing operation (AF) in an amount of EUR 1.47 million (USD 1.63 million) to the RETF for component 2 of the program**, which is being implemented by the **International Association of Water Supply Companies from the Danube River Catchment Area (IAWD)**. This AF is sought to scale up a well-performing project, to reflect the new broader program activities in the PDO through a project restructuring, and to support the achievement of
sustainable impact of on-going DWP activities. The AF will be complemented with a EUR 2.03 million (USD 2.4 million) increase for the BETF for Component 1 of the DWP. The proposal also includes an extension of the current closing date by three years, from December 31, 2018 to December 31, 2021.

3. The AF will be financed by the Government of Austria through a new EUR 3.5 million grant (USD 4.2 million) to be contributed to the existing Trust Fund (for both the RETF and the BETF). Additional funds of around EUR 0.48 million (USD 0.56 million) will be contributed by IAWD to financing its activities, some of which will also be supported by the RETF.

Background and Rationale

4. The Danube Water Program (DWP) original Development Objective is to support institutional capacity building and the development of regulatory and policy instruments in the water supply and wastewater (WSS) sector in participating countries in the Danube region. The DWP is implemented by the World Bank Water GP (ECA region) in partnership with the IAWD. The first phase of the DWP (EUR 4.5 million) was formally launched in May 2013 in partnership with WSS line ministries, regulators, national water utility associations, and local government representatives of a dozen countries from Southeast Europe. Given the strong demand for the Program’s activities during the program’s initial phase, in 2015 a second phase was approved with a focus on scaling up the activities and supporting the sustainability of DWP’s partner agencies (i.e IAWD), funded by an additional grant of EUR 5 million from the Government of Austria. The second phase is scheduled to end in December 2018.

5. The DWP has promoted an informed policy dialogue around the water and wastewater sector challenges in the region and provided solutions, through delivering comprehensive research and analytical work to fill the knowledge gaps, and through strengthening the technical and managerial capacity of sector national institutions and utilities, under the motto of supporting smart policies, strong utilities, and sustainable water and sanitation services. To realize its goal, the DWP focuses on five areas of work (pillars): (a) sector governance and structure; (b) regulation, tariffs, and subsidies; (c) benchmarking; (d) asset management and investment planning; and (e) service efficiency improvement. The program activities fall under three broad categories: analytical and advisory services; capacity development (including a competitive grants window to finance local initiatives), and knowledge sharing, in which the focus is on exchanging and sharing experiences and lessons among countries, institutions, and utility companies.

6. The Program has also fostered the cooperation with a variety of organizations such as the Open Regional Fund, the European Benchmarking Cooperation, and national water utility associations, and during the first 2 phases it has leveraged over € 3.6 million of funding from beneficiaries and other donors, including Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and Swiss Cooperation (SECO/SDC), and around € 0.7 million from other trust funded programs, such as the Water Partnership program (WPP), the Global Fund for Disaster Risk Reduction (GFDRR), and more recently from the Global Water Security and Sanitation Partnership (GWSP).

7. Some of the results achieved by the DWP since its launch are:

i) Preparation and publication of several analytical pieces of regional significance, such as the State of the Sector Report (a comprehensive review of the status of the WSS services in 16 countries of the region), a multi-country review of the status of the WSS services in rural areas, or a review of challenges and opportunities of EU accession to improve wastewater management, covering several countries of the region;
ii) Development of the Danube Learning Partnership (D-LeaP): Elaboration of curricula, trainer of trainers and launch of capacity building programs in different technical areas which have resulted in improvements the operational performance of WSS utilities at the regional level. This includes capacity building in key areas such as Non-Revenue Water, Commercial Efficiency, Energy Efficiency, Asset Management, Water Safety Planning, which during the DWP second phase have been consolidated under the Danube Learning Partnership (a sustainable learning partnership including national water utility associations). Overall, capacity development programs have benefited more than 170 utilities from the region. The programs have often led utilities to introduce changes in their operations or processes, with could then lead to improved performance. In addition, the programs have helped change utilities' attitudes toward capacity development, which seem to start to appreciate it as shown in the fact that they are ready to pay for the services. According to the external review of the DWP undertaken in 2017, the program has achieved impressive results in helping utilities to improve their work practices related to asset management, and commercial and energy efficiency (based on the review, 35 utilities have established asset registries, 18 utilities have submitted an energy audit report which identify opportunities €2.5 million per year cost savings, 19 utilities have developed performance improvement action plans and establishment of adequate commercial procedures, amongst other results).

iii) Establishment of the Danube Water Conference as the prime networking event of sector professionals in the region, with six annual editions of the conference supported by the DWP, facilitating knowledge exchanges among more than 680 sector professionals and policy makers in the region and beyond;

iv) Creation of the DANUBIS.org website as a lively platform of information exchange and benchmarking for the whole region, including a database with performance indicators for over 600 WSS utilities. The DWP has contributed to more availability of information on utility performance for policy makers;

v) Development of a Utility Benchmarking Program which enjoys strong demand and participation from over 50 of the region’s utilities. The benchmarking program has, among other things, helped utilities to better interpret their performance indicators and to act to improve in certain areas;

vi) Funding of local initiatives for different operational and organizational improvements under the competitive grant window in an amount of € 1,000,000;

8. The program’s rating for implementation progress has consistently been Satisfactory and the rating for Progress toward Achievement of the PDO was recently updated from Moderately Satisfactory to Satisfactory given that the program has exceeded all its PDO indicators six months before its current closing date. As of September 30, 2018, the commitment levels stand at 83% for the BETF (Component 1) and 99% for the RETF (Component 2). It is expected that most of the currently available funds under both components will be disbursed by the end of 2018. Any remaining funds which are not disbursed by this date will be rolled over to the proposed Program’s third phase, to continue supporting DWP Work-Plan activities which implementation timeline will slip into 2019. Any balance of funds from activities which will be discontinued (given lack of demand), will be reallocated to support other activities under the third phase.

9. Project Management and fiduciary arrangements under the RETF have been generally satisfactory throughout the program’s implementation. Procurement performance has been
consistently rated in the satisfactory range, and all major contracts envisaged under the Program are already signed and under implementation. Procurement post reviews conducted by the Bank have confirmed compliance with the provisions of the Trust Fund Agreement and the Bank’s Procurement and Consultant Guidelines. IAWD has skilled procurement staff to manage the Program and the Procurement Plan is regularly updated by IAWD. With regards to financial management (FM), the company which was hired in the DWP’s second phase to outsource these services continues to perform satisfactorily, submitting in a timely manner and with quality the semi-annual financial reports and annual audit reports, which have been unqualified.

**DWP’s Third Phase Rationale**

10. **The Austrian Government, as the DWP’s main donor, has confirmed its interest in a continued financing of the DWP beyond the current closing date of December 2018.** The main objectives are to ensure the achievement of a sustainable impact of the Program’s supported activities under the first two phases and to expand the program scope to align it with the emerging regional strategic priorities and World Bank’s Water GP vision of achieving water security.

11. **The DWP first and second phase responded to a strong demand from countries in the Danube region to achieve sustainable water and sanitation services against the backdrop of the European Union’s **acquis communautaire**. The DWP began in 2013 to tackle an unmet need: supporting governments and water professionals in the Danube region to address citizens’ demand for sustainable (universal, good quality, efficient, and financially sound) water and wastewater services. In addition, most of the countries in the region, as recent EU member states or candidate states, need to meet the environmental water-related requirements of the **acquis communautaire** of the European Union (EU). In this context, the analytical work and capacity development activities carried out through the DWP encountered strong demand from country ministries, regulators, utilities and other key stakeholders such as the European Commission (DG Environment), as well as other regional and multilateral organizations such as the International Convention for the Protection of the Danube River (ICPDR).

12. **DWP implementation experience of the past five years has evidenced the need to expand the scope of the program to include water security aspects to remain relevant for the region’s countries’ challenges.** In the context of the Sustainable Development Goal No. 6 on Water, the World Bank, the European Commission, the United Nations (UN), the ICPDR and other international agencies are promoting an integrated approach to water resources management. The World Bank Water GP vision for Europe is to achieve a water secure future for the people, the environment and the economy of a rapidly changing region, with the objectives of sustaining and leveraging the water resources, delivering water services (beyond drinking water and wastewater management, including also water for agriculture and industrial use), and mitigating water risks (which are increasing considering global warming and climate change). This wholistic approach to water sector development is also embedded in the Water Framework Directive of the EU and other directives such as the floods directive, with most of the countries in the region striving to achieve compliance. With the SDGs being an important item in Danube countries’ agendas, the expansion of the DWP scope to include water security aspects is a welcomed development by clients and stakeholders.

13. **The DWP enabled IAWD to become a well-known organization in the region through its active collaboration with national waterworks associations and utilities, but it required IAWD to significantly**
expand the original scope of its operations and it will require further support to solidify its position and eventually transform from a volunteer to a professional association. The 2017 external review of the DWP indicated that IAWD was perhaps expected by stakeholders to transform too quickly from the type of the association it was (a networking association of leading utilities in Central Europe, primarily concerned with water quality monitoring), to what it is now (an organization facilitating improved performance of water utilities in the Danube region to achieve better services to the region’s citizens).

14. Addressing some of the points raised in the external evaluation report, since early 2018, the management of IAWD has been working on a Strategic Plan and Governance Framework (IAWD’s Strategic Plan) which has been recently approved by the Board of IAWD. The Plan describes the Association’s strategic goals, including the fostering of its vision for water enhancing lives and livability in the region, and IAWD’s mission to enable effective, efficient and sustainable water and wastewater utilities through collaboration, capacity development, guiding research and offering policy leadership. The Strategic Plan includes actions on six other strategic goals including IAWD’s Membership Structure, Value Proposition to Members, Operational Model/Resourcing, Business Development, Governance Arrangements, and Funding. IAWD has also developed financial projections for the period 2019-2021 which project the expected gradually increasing income from its core activities, as well as the projected expenditures of running the organization and managing the mentioned activities, showing the transition of some activities developed as “DWP products” to become IAWD’s core activities. These projections show that at least for the next three years there is a need to continue to support IAWD’s current staff costs to bring the ongoing activities supported by DWP to a maturity level in which they require less technical assistance and can become self-sustainable or require a minimum level of support from donors. Other regional partner agencies (such as national associations) are expected to be supported by other donor-funded regional programs such as the Regional Capacity Development Network (RCDN) funded by SECO and implemented by GIZ, IAWD, NALAS and AQUASAN.

15. The third phase of the DWP will go beyond the effort of the “proof of concept” under the first phase (and for some activities also during the second phase) to deliver a well proven, readily available set of solutions that can be applied by the countries, the Bank and other developments partners when designing sector programs and exchanging knowledge at the regional level, following the idea of shifting “from retail to wholesale” when it comes to designing tools and creating platforms. Under DWP’s Component 2 specifically, there are four key “legacy” initiatives that require continued support and different enhancements and improvements to ensure their future sustainability, and which have been considered by IAWD in their financial projections: 1) D-LeaP; 2) the Danube Water Conference; 3) the DANUBIS.org, and 4) the Utility Benchmarking Program as key flagship initiatives of the program that IAWD has developed with the support of the World Bank and other partners.

16. The above flagship initiatives were initially expected to be self-sustaining (i.e. the income they generate cover the associated costs, including staff costs of IAWD’s Technical Secretariat) by the end of phase 2 of the program. However, there was also a recognition in the DWP’s external review conducted at the end of 2017, that some of the key initiatives naturally will require more time to achieve financial and institutional sustainability. The D-LeaP for example, responds to a vision of gradually transforming

1 A strategic and governance review process has been undertaken by IAWD since early 2018 including consultation with IAWD members, IAWD Board and other stakeholders. The Board of IAWD has recently approved the IAWD’s Strategic Plan and Governance Framework 2018 document which outlines its strategic goals and timebound actions to achieve them.
sector capacity building initiatives in the region, from one-off training events to a self-sustaining model of hands-on practical capacity development. This was sought to be fully achieved during Phase 2, but it requires such a radical change in the behavior and established dynamics (i.e. getting utilities to pay for the capacity development, and policy makers and sector institutions to enable this), that it could not be achieved fully in such short timeframe. At present and based on current staff expenses financed by the RETF, the IAWD is covering only around 15% of its running costs (including costs related to the activities). It is expected that the income generated by the activities will increase by twofold within the next 3 years, and at that point cost coverage will be around 36% (given planned reductions in costs by IAWD).

17. The external review recommended to focus any potential third phase of the program in supporting the achievement of the sustainability of key activities, introducing the necessary improvements to enable this. Increased ownership of the activities is reflected in IAWD’s Strategic Plan and Governance Framework endorsed by IAWD’s Board. Under the DWP’s Third phase, the allocation of grant resources for the RETF will be done to focus the available resources in supporting the improvement and consolidation of the four key activities mentioned above, as well as to the strengthening of IAWD by supporting a cadre of qualified staff to work as Technical Secretariat for the organization. This team will work directly under the direction of IAWD’s Board on the further development of the DWP supported activities and in IAWD’s business development, thus helping IAWD transition to a professionally run organization by the end of the third phase.

C. Proposed Development Objective(s)

Original PDO
The Development Objective of the proposed Danube Region Water Supply and Wastewater Sector Capacity Building Program would be to support institutional capacity building and the development of regulatory and policy instruments in the water supply and wastewater sector in participating countries in the Danube Region. The program would support (i) development of regulatory and policy instruments, and (ii) training and capacity building. The higher level objective of the program is to contribute to improving the efficiency and quality of water supply and wastewater service delivery in the Danube region.

Current PDO
The Development Objective of the Danube Water Program is to support institutional capacity building and the development of regulatory and policy instruments in the water supply and wastewater sector in participating countries in the Danube Region.

Proposed new PDO
To support the improvement of: (i) water sector related institutions, policies and regulations in participating countries from the Danube region and (ii) the sustainability of DWP developed activities.

D. Project Description and Implementation
18. The proposed DWP Third Phase would maintain the parent project’s structure for Components 1 and 2 and will include a new subcomponent for the added activities around water security. Overall, the program will keep the same implementation arrangements, and the Trust Fund will maintain a hybrid structure with an additional EUR 2.03 million contributed to the Bank-executed TF focused on policy and regulatory support to national and local level authorities, and an additional EUR 1.47 million will be added to the Recipient-executed TF financing capacity building for water supply and wastewater utilities and institutions.

19. Danube Water Program funds for the RETF will be complemented by counterpart funds amounting to around EUR 0.48 million generated by IAWD from the implementation of component 2 activities and income generated from member fees. In addition, it is expected that funds from other donor institutions, such as the German Cooperation for International Development, the French Development Agency, Swiss Agency for Development and Cooperation, the Swedish International Development Cooperation Agency and others, will be mobilized to support specific activities.

20. A few adjustments to the activities supported under each component have been discussed during the preparation of the Additional Financing, to reflect lessons learned from implementation and the recommendations from the external review. Please see Technical Appraisal section and Annex 2 of the PAD for a more detailed description of the activities to be supported under the Third Phase.

Proposed Changes

21. The proposed formal changes in the program’s Component 2 supported by the RETF include:

i) A modification of the Project Development Objective (PDO) of the parent DWP (funded by the “Danube Region Water Supply and Wastewater Sector Capacity Building Trust Fund”, here-in after the “Trust Fund”) to include the new water security activities included under its extended scope. The proposed new PDO is the following: “To support the improvement of (i) water sector related institutions, policies and regulations in participating countries from the Danube region and (ii) sustainability of DWP developed activities”.

ii) A change in the Results Framework to include the additional results to be achieved by the new and scaled-up ongoing activities. At the same time, this opportunity will be used to present the theory of change supporting the program’s results framework as recommended by the external review.

iii) Change of the current closing date of December 2018 and change of implementation schedule to enable implementation of a third phase in three years, which will begin in January 2019 and finalize in December 2021. The overall program including the additional activities is expected to be completed within an implementation period of nine years (2012-2021).

iv) The modified or new activities do not raise the environmental category of the project or trigger any new safeguard policies.

v) The project is climate relevant and has been screened using the Climate and Disaster Risk Screening tool.

vi) Arrangements for financial management, procurement and other general institutional arrangements, as well as legal covenants, have been assessed and are described accordingly in the Appraisal section.
22. **Other changes at DWP program level**: A change will be required at the overall DWP program level (and reflected in an amendment to the Administration Agreement for the original Trust Fund) to include the new activities in water security to be executed by the World Bank, as per Table 1 above. The legal documents will also include the necessary changes to reflect Bank’s *Directive on framework for cost-recovery of Trust Funds* effective since February 2016 (which requires the setting of a parallel account through a parallel TF agreement, in order to receive the additional contribution from the Austrian Government).

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**F. Project location and Salient physical characteristics relevant to the safeguard analysis (if known)**

Regional Project (Austria, Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Hungary, Kosovo, FYR Macedonia, Montenegro, Moldova, Romania, Serbia, Slovakia, Slovenia, Ukraine)

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**G. Environmental and Social Safeguards Specialists on the Team**

Satoshi Ishihara, Social Specialist  
Nikola Ille, Environmental Specialist

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**SAFEGUARD POLICIES THAT MIGHT APPLY**

<table>
<thead>
<tr>
<th>Safeguard Policies</th>
<th>Triggered?</th>
<th>Explanation (Optional)</th>
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<td>Environmental Assessment OP/BP 4.01</td>
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<td>Performance Standards for Private Sector Activities OP/BP 4.03</td>
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<td>Safety of Dams OP/BP 4.37</td>
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Projects on International Waterways
OP/BP 7.50
No

Projects in Disputed Areas OP/BP 7.60
No

**KEY SAFEGUARD POLICY ISSUES AND THEIR MANAGEMENT**

**A. Summary of Key Safeguard Issues**

1. Describe any safeguard issues and impacts associated with the proposed project. Identify and describe any potential large scale, significant and/or irreversible impacts:

   No physical investments or support to develop designs or plans for future investment will be supported under the AF as under the existing program. Since this would be the third phase of the Project, the Clients are already well acquainted with the World Bank environmental and social safeguards policies through ongoing activities. The Program related activities are related to water supply and sanitation in several large cities (in fully urbanized areas), in countries that have well developed municipal services standards and procedures. The nature of Program-related activities includes mostly advisory services and optimization, that are not directly related to civil works. However, where the Program funded activities result in recommendations which may have a direct impact or require execution of civil works, the relevant reports will include clear guidance on compliance with the Occupational Health and Safety issues and application of good engineering practices for execution of such works, as well as good international practice on land acquisition and resettlement”.

2. Describe any potential indirect and/or long term impacts due to anticipated future activities in the project area:
   N/A

3. Describe any project alternatives (if relevant) considered to help avoid or minimize adverse impacts.
   N/A

4. Describe measures taken by the borrower to address safeguard policy issues. Provide an assessment of borrower capacity to plan and implement the measures described.
   N/A

5. Identify the key stakeholders and describe the mechanisms for consultation and disclosure on safeguard policies, with an emphasis on potentially affected people.

   Key stakeholders of this technical assistance program are the Danube region’s water and sanitation utilities and their staff, national utility associations, regulatory agencies, water sector ministries, water sector professionals and the public in general with whom advisory and analytical products generated by the Danube Water Program will be shared. DWP products are typically widely disseminated publicly through online platform danubis.org and through the Danube Water program website. Since there are no specific Bank safeguard policies directly applicable to the Program, a need for consultation with stakeholders is not warranted however a link to World Bank safeguard policies could be disseminated will be made available through these online platforms for information.
### B. Disclosure Requirements (N.B. The sections below appear only if corresponding safeguard policy is triggered)

#### C. Compliance Monitoring Indicators at the Corporate Level (to be filled in when the ISDS is finalized by the project decision meeting) (N.B. The sections below appear only if corresponding safeguard policy is triggered)

The World Bank Policy on Disclosure of Information

<table>
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<tr>
<th>Question</th>
<th>Response</th>
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</thead>
<tbody>
<tr>
<td>Have relevant safeguard policies documents been sent to the World Bank's Infoshop?</td>
<td>NA</td>
</tr>
<tr>
<td>Have relevant documents been disclosed in-country in a public place in a form and language that are understandable and accessible to project-affected groups and local NGOs?</td>
<td>NA</td>
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**All Safeguard Policies**

<table>
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<tr>
<td>Have satisfactory calendar, budget and clear institutional responsibilities been prepared for the implementation of measures related to safeguard policies?</td>
<td>NA</td>
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<tr>
<td>Have costs related to safeguard policy measures been included in the project cost?</td>
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<td>Does the Monitoring and Evaluation system of the project include the monitoring of safeguard impacts and measures related to safeguard policies?</td>
<td>NA</td>
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<tr>
<td>Have satisfactory implementation arrangements been agreed with the borrower and the same been adequately reflected in the project legal documents?</td>
<td>NA</td>
</tr>
</tbody>
</table>

### CONTACT POINT

**World Bank**

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Senior Infrastructure Finance Specialist

Stjepan Gabric  
Senior Water Supply and Sanitation Specialist

Borrower/Client/Recipient
International Association of Water Utilities in the Danube River Catchment Area

Implementing Agencies

International Association of Water Supply Companies in the Danube River Catchment Area (IAWD)
Walter Kling
Mr
Kling@iawd.org

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APPROVAL

<table>
<thead>
<tr>
<th>Task Team Leader(s):</th>
<th>Patricia Lopez Martinez</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Stjepan Gabric</td>
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Approved By

<table>
<thead>
<tr>
<th>Safeguards Advisor:</th>
<th>Nina Chee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Practice Manager/Manager:</td>
<td>David Michaud</td>
</tr>
<tr>
<td>Country Director:</td>
<td>Mariam J. Sherman</td>
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Note to Task Teams: End of system generated content, document is editable from here. Please delete this note when finalizing the document.