



Republika e Kosovës - Republika Kosova - Republic of Kosovo

ZYRA RREGULLATORE PËR UJËSJELLËS DHE MBETURINA
REGULATORNI URED ZA VODOVOD I OTPAD
WATER AND WASTE REGULATORY OFFICE



Action Plan 2011

January 2011

Vision

“Provide quality, safe and efficient services for water and waste services to all customers throughout Kosovo

Mission

“Implement regulation of water, sewage and waste Public Companies for quality,efficient and safe services, in particular focusing on promotion of efficiency, transparency and scope of services to all customers, protection of customer with more affordable prices for provided services ,taking into consideration protection of environment and protection of public health “

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Acronyms

- **ECLO** **European Commission Liaison Office**
- **WWRA** **Water Regulatory Authority of Albania**
- **NIPHK** **National Institute for Public Health in Kosovo**
- **IRAR** **Water and Waste Economic Regulatory of Portugal**
- **CCC** **Customer Consulting Committees**
- **KLMC** **Kosovo Landfill Management Company**
- **RWC** **Regional Waste Companies**
- **RA** **Regulatory Accounting**
- **RWC** **Regional Waste Companies**
- **MESP** **Ministry of Environment and Spatial Planning**
- **AMP** **Assets Management Plan**
- **SDC** **Swiss Office for Cooperation in Kosovo**
- **SHUKOS** **Association of Water and Waste in Kosovo**
- **WICS** **Water Industry Commission in Scotland**
- **ERO** **Energy Regulatory Office**
- **WWRO** **Water and Waste Regulatory Office.**

1. Introduction

The Action Plan describes priorities of Water and Waste Regulatory Office (WWRO) for 2011, and summarizes its planned activities for realization of its operational goals and

objectives for 2011. Also, it sets measurable indicators and timeframes in performing of each activity and set objectives.

By regulation 2004/49, under which was established WWRO and amendments of this Regulation with Law No. 03/L-086, do not specifically set forth the obligations of WWRO, in order to prepare Working Plan and Business Plan. However, in order to define and follow up the achievement of its objectives and work priorities, WWRO has compiled and adopted this Action Plan, and the same one will serve as a base for WWRO activity organization for 2011.

The Action Plan summarizes Project Activities” Further support for Institutional Strengthening of Water and Waste Regulatory Office”, Project funded by EU, and managed by the European Commission Liaison Office, and implemented by Consortium of IPA as, starting on May 31, 2010 and ends on May 30, 2012.

Being aware that there may be new developments concerning the mandate and legal responsibilities of WWRO and potential changes in the legal framework, this action plan will be subjected and developed continuously. However, the same one reflects the planned priorities and activities of WWRO and other institutions with special emphasis to the Assembly of Kosovo and the Government of Republic of Kosovo (MFE NJPM-PE).

2. WWRO Establishment and Responsibilities

Water and Waste Regulatory Office (WWRO) is the economic regulator of water and waste sectors in Kosovo, which was established on 26th of November 2004 under UNMIK Regulation 2004/49, in accordance with Kosovo’s Constitutional Framework. This Regulation was amended with Law No. 03/L-086 and approved by Kosovo Assembly on 13th of June 2008, and entered into force on 15th of June 2008.

WWRO is responsible for regulation of water and waste services, waste collection and waste disposal service offered by Public Enterprises.

WWRO main responsibilities include:

Issuing of licenses for water and waste service providers.

- a) **Setting service tariffs** which balance the needs of customers with affordable prices, maintain financial integrity of service providers;
- b) **Issuing of regulations (Rules)**, based on Law and Regulatory Process;
- c) **Stimulating of competition** in water and waste sectors through comparison of performance (“benchmarking”);
- d) **Protection of customers interests** by ensuring that service providers will not misuse their monopolistic position, and by ensuring that services are provided properly in accordance with determined appropriate service standards
- e) **Monitoring** and reporting of the service provider ;
- f) **Establishing** and supporting Customer Consultative Committees; .
- g) **Eventual change** of issued regulations and approved by the Regulator;
- h) Overall **implementation of the Law Nr. 03/L-086**, and Rules issued by WWRO;

Thus, WWRO is responsible to ensure that public enterprises that provide water and waste services to all customers of Kosovo are capable to provide efficient and qualitative services, and with affordable and fair prices.

In respect of achievements of its responsibilities, WWRO is directed by the legal framework determined with Regulation 2004/49 and the Law No. 03/L-086 as well as with other applicable legislation related to the water and waste sectors. In more details, the legal framework is set forth in the secondary legislation (in the form of 14 Rules) adopted by WWRO in January 2005 and amended from time to time..

WWRO is an independent regulator of water and waste sectors in Kosovo, and for its works reports to the Assembly of Kosova. Until the approval of Law No. 03/L-086 on 13th of June 2008, WWRO was accountable to the Special Representative of the Secretary General (SRSG) of United Nations.

3. WWRO Leading Work Principles

The WWRO leading principles in accomplishing of its mission and strategic objectives are:

- o **Balancing:** Balanced service tariff determination that:
 - Enable licensed water and waste companies to provide services in compliance with relevant service standards and requirements;
 - Take into consideration customers’ affordability to pay.

- **Objectivity:** Effective monitoring and objective assessment as well as work transparency of licensed companies by making proper performance comparisons on yearly basis.
- **Protection of customer interests:** Handling effectively and fairly the customers' disputes and complaints by involving licensed companies in the process;
- **Consulting:**
 - Consulting with stakeholders in collecting of information about their point of view and priorities through information exchange, MoU's, organizing open workshops, publication of relevant reports in their website, and through seven Customer Consultative Committees;
 - Providing advices in drafting and policy review (e.g. regarding de-regulation of services for waste collection);
 - Providing of advices in drafting and policy review (e.g. regarding de-regulation of services for waste collection)
- **Transparency:** Publishing of information in opened manner and transparently, which enables to all stakeholders to understand and participate in regulatory decision-making by WWRO;

- **Cooperation:**
 - Cooperation with other regulators in the water and waste sectors in Kosovo (such as MESP and NIPHK), in order to ensure that the responsibilities of various parties are clearly defined;
 - Close cooperation with other economic regulators for water and waste services in the region and Europe, with aim of exchanging experiences and implementing best practices.
- **Non-discrimination:**
 - Ensuring that service tariffs charged to customers are fair and do not impose any discrimination or demonstrate preferences for any category of customers.
 - Ensuring that services provided for water and solid waste are being carried out transparently and non-discriminatory, as well as that gender and minority issues are addressed in full accordance with Kosovo laws;

4. WWRO Organizational Chart and Departments

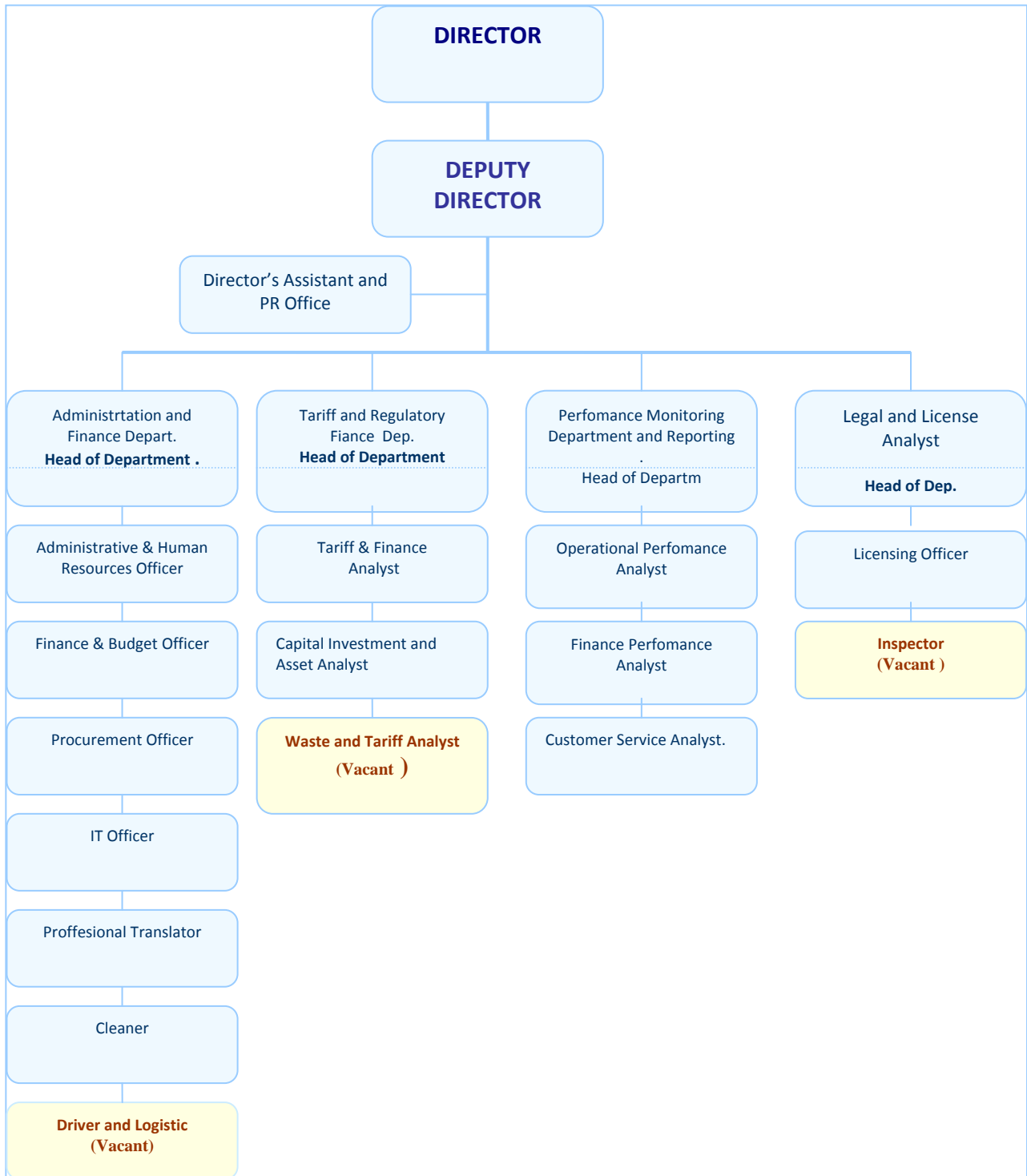
In accordance with Regulation 2004/49 and Law No. 03/L-086, WWRO is managed by Director and Deputy Director as responsible authorities for functioning of the Office as well as for regulatory decision making.

(i) **Organizational Chart**

Aiming to operate effectively, efficiently, and timely, the WWRO has approved its Organizational Structure with the decision made on May 5, 2010, which sets direct reporting relationships of the WWRO departments to the Director of WWRO.

WWRO comprises four (4) departments, three out of them are responsible for regulatory activities and one department provides support for Office operation. The responsible departments for regulatory activities are: Tariff and Finance Department, Monitoring and Performance Department, and Legal and Licensing Department, whereas responsible department for business support of WWRO is Administration and Finance Department.

WWRO Organizational Structure is given in the chart below:



Three shaded positions are not filled and remain that through the Assembly of Kosovo, MEF to adopt a budget for the salaries of these officials.

(ii) **WWRO Departments**

Administration and Finance Department is responsible for ensuring functionality of WWRO's administration and finances. This Department provides support in administrative and language issues, data management, and supervision of internal finances for Director and WWRO Personnel.

Also this Department manages procurement activities, budget process, human resources and other activities that are related to administrative issues and WWRO vehicles.

Department of Finance and Regulatory Tariffs

Department of Finance and Regulatory Tariffs provide necessary support to Director of WWRO in service tariffs determination for licensed service providers.

Specific duties and responsibilities of this Department include:

- a) Development of methodologies and models for calculation of service tariffs, ,
- b) Development of procedures and practices for application and review of applications for service tariffs,
- c) Managing of tariff determination process in accordance with applicable legal provisions,
- d) Review and evaluation of financial data reported by licensed companies,
- e) Auditing of financial data of licensed companies, and
- f) Supporting and drafting of secondary legislation of WWRO.

Performance Monitoring Department

The role of Performance Monitoring Department is to organize reporting system of licensed companies of WWRO and to oversee the functionality of this system. In particular this Department has responsibility to analyze and evaluate reported data by preparing periodic and annual reports concerning operational and financial performance of licensed service providers.

Also, duties and responsibilities of Monitoring and Performance Department include aspects related to the level of services provided to customers (cooperation and support to the Customer Consulting Committees work, review of application regarding collective disconnection, evaluation of compliance with service standards etc).

Legal and Licensing Department

Legal and Licensing Department provides necessary legal support to Director and WWRO personnel, regarding the WWRO activities, and it represents the Office in all

administrative and judicial cases with relevant administrative authorities, arbitration authorities and Kosovo Courts.

In addition this Department is responsible for preparation of licensing policies and procedures as well as for management of all activities related to licensing process of companies that are under regulatory mandate of WWRO.

5. WWRO Operational Goals

WWRO Operational Goals for the year 2011 derive from strategic objectives determined in the Strategic Plan 2009-2011, and at the same time are based on developments and achievements of recent years.

Also, these goals are interrelated with the support of the project, described in the introductory section of this report.

Operational goals stipulated in this plan are associated with specific actions that are planned to be undertaken for the achievement of respective goals, as well as with measurable indicators for each action. Achievement or non-achievement of respective goals will be assessed on the basis of measurable indicators, and depending on developments this action plan will be reviewed

Specific planned actions associated with measurable indicators are shown *in chapter 6*, based on the goals for the year 2011, as following:

Goal 1:

Advancement in the administrative and financial functioning of WWRO

- a) Approval of the budget for 2011.
- b) Cooperation and coordination among institutional relations in Kosovo, in accordance with the current applicable laws in Kosovo.
- c) Planning and effective monitoring of expenditure, and Procurement of Budget.
- d) Additional training of officials for creation of files and file's archiving etc.
- e) Bulilding of professional Capacity of WWRO through staff training and study visits.

Goal 2:

Eventual Amendment of primary and secondary legislation.

For achievement of this goal, the following activities will be undertaken:

- (a) Cooperation with relevant institutions (Parliament and Government of Kosovo) for processing of the necessary legal amendments in order to harmonize the legal framework and establishment of institutional structure, where are clearly defined roles and responsibilities of relevant stakeholders in the water and waste sector; Being aware that the amendment of Waste Law as a draft of MESP, is processed in the Government of Kosovo, WWRO, will be awaiting of the approval of this law by the Republic of Kosovo. Review of the legal framework in the field of regulation of water and waste services Development of a lawdraft law on economic regulation, which would replace Law no. 03/L-086, in order to determine the clearest and most comprehensive regulatory framework for water and waste services. (After the entry into force of the law of waste) Amendment of regulations (WWRO Rules), Standard Minimum Rules for Service Providers of Water Services in Kosovo (R-03/U7 & K, and Rule of CCC (R-08 / U & M) Licensing of Service Providers for waste collection.

Goal 3:

Advance of monitoring system and performance assessment of companies regulated by WWRO, aiming to increase transparency and to stimulate competition for water and waste services.

For achievement of this goal, the following activities will be undertaken:

- (a) Review of performance assessment system and key performance indicators for the licensed companies;
- (b) Adaptation of monthly, yearly formats, controlling of the data reported by RWC and RWC, and their compliance with the requirements.
- (c) Organize and implement auditing of the data reported by water and waste companies, in order to verify their accuracy aiming to increase their reliability, with an audit report for each audited company. Compiltation Of the Performance Report for the first quarter of 2011 and publishment of the Annual Performance Report of Water and Waste Companies for 2010.
- (d) Awarding licensed companies that have demonstrated best performance during the year 2010;
- (e) Organize meetings with water and waste companies for discussing the results of Annual Performance Reports, and avoid the identified weaknesses .

Goal 4:

Achievement of minimum standards of water and waste service providers

For achievement of this goal, the following activities will be undertaken:

- a) Review of service standards by Regulator.
- b) Inspection of service standard achievement.
- c) Continuously monitor of compliancy level of licensed companies with the regulatory framework, and regularly communication with the Boards and menagement of licensed companies regarding the standard achievement.

- d) Undertake enforcement measures (fines) within the scope of the WWRO legal authorities in case of continuously breaching of legal obligations by licensed companies.

Goal 5:

Development of Operational and Financial Reporting System for Customer Services

- (a) Preparation of the database (DB) and entry of financial and operating operating and customer services.
- (b) Continuously development of a software program and the entire of OFCR system.
- (c) Drafting of Action Plan for improving of Management Information Systems in the RWC.

Goal 6:

Further advance tariff methodology with the aim to increase the service level, general efficiency and goal achievement determined by regulatory process of services.

For achievement of this goal, the following activities will be undertaken:

- (a) Regular and continuously monitoring of effects arised from the regulatory process of tariffs determined for 2010, which should be completed by mid-of May 2011, and regular monitoring of 2011, which will assess the target achievements (objectives) determined for the last 3 year regulatory process (2009 - 2011) and partly monitoring of waste services;
- (b) Compilation of reports and analysis on the targets achievements determined by regulatory process of determined tariffs in two possibly three periods of time during 2011.
- (c) Commitment on the implementation of regulatory accounting in all RWC.
- (d) Tariff's Determination of RWC's for the years 2012-2014;
- (e) Tariff's Determination of RWC's for the years 2012-2014;
- (f) Commitment on close collaboration with the consultants team of EC;
- (g) Coordination of all activities with representatives of RWC's and Regional Waste Copmanies as well as other influentials in carrying out of that should be performed by DFRT;
- (h) Monitor and analyze operational and capital expenses of licensed companies;
- (i) Monitoring of Capital Investment Plans implementation determined in the Business Plans of licensed companies and approved by WWRO;
- (j) Service Tariff's Determination of RWC's for the years 2012-2014;
- (k) Service Tariff's Determination of Regional Waste Companies for the years 2011-2012;
- (l) Perfomance operational deteremination and financial targets of licensed companies, in cooperation with their boards and management, and ensuring that these targets are accepted by all as a critter for perfomace evaluation of companies.

- (m) Review and possible revision of tariffs inflation rate tariffs for regional water companies.
- (n) Shall be established policies and methodologies for future of RWC's tariff process;
- (o) Shall be defined software models in determination of RWC's tariffs for 2012/14, together with IPA's consultants ;
- (p) Issuance of eight tariff's orders for years 2011/12, RWC and KLMC
- (q) Issuance of eight tariff's orders for years 2011/2014 for RWC's and "Ibër-Lepenc";
- (r) Commencement of GIS system implementation as a first phase for WWRO needs.

Goal 7:

Mechanism Consolidation for protection of customers' interests.

For achievement of this goal, the following activities will be undertaken:

- (a) Public campaign development in increasing of customers' awareness about their rights and obligation regarding the water and waste services;
- (b) Strengthening of CCC role for effective treatment and solving of customers complaints with assistance of IPA project ;
- (c) Monitorance of licensed companie's policies and procedures,in compliance with service standards set under the regulatory framework;
- (d) Undertaking of enforcement measures within the scope of WWRO authorities in case of any violation of customers' rights.

Goal 8:

Increase of cooperation level with other economic regulators in Kosovo and Europe as well as with other stakeholders in Kosovo.

For achievement of this goal, the following activities will be undertaken:

- a) Deep collaboration with the economic regulators of water services in the countries of region and European Union countries (WICS, IRAR, WRE, etc.);

- b) Continued cooperation and staff exchange with Water Regulatory Entity of Albania.
- c) Initiation of a formal cooperation with other economic regulators in Kosovo (ERO , TRA etc.) in order to create a consistent approach on implementation of economic regulation of public services in Kosovo;
- d) Deep collaboration with the regulators of water sectors in Kosovo- NIPH and MESP, in order to coordinate activities for the effective regulation of the water sectors in Kosovo as ; Government, the Assembly of Kosovo, Municipalities, Water and Waste Companies, Donators, KEPA, SHUKOS, media, academic community, civil society etc..

Goal 9:

Cooperation -Full implementation of the project reference terms "Further support for Institutional Strengthening of the Water and Waste Regulatory Office", funded by ECLO and implemented by IPA.

Review of existing document of Tariff's policies including and sewage. Review of policies RAG (Regulatory Accounting Guidelines), Asset Management Guidelines, Business Plan Guidelines etc.

- a) Development of Annual Monitoring Plan and specification of Auditing Role.
- b) Staff Commitment with special emphasis to heads of departments with project staff, in order to implement the reference terms of the above mentioned project.

Goal 10:

Recommendation's Implementation of the Kosovo Assembly, in order to improve the situation in the Water and Waste sector approved on 8 July 2010.

- a) Improvement of performance indicators,
- b) Reduction of water losses (commercial and technical),
- c) Placement of water meters, if there is a technical possibility in collective settlements, respectively presumptive billing ban(billing to be performed by water meter reading),

- a) Proportional division of water(equal reductions) ,
- b) Signing of service contracts -Company-Customer,
- c) Service tariffs Correction (due to unachievement of planned capital investment),
- d) Continued monitoring and continued comparative assessment,
- e) Condition of licenses in providing of services for service standards.
- f) Payment of annual licensing tariff's in time by service providers licensed by WWRO.

6. Planned activities and measurable indicators

Operational goals	Planned activities	Measurable Indicators	Responsible Departments	Timeframe
Goal 1: Advancement in the administrative and financial functioning of WWRO	Approval of the budget for 2011.	<ul style="list-style-type: none"> › Necessary consultation with MEF (if needed) and the Assembly of Kosovo. 	<ul style="list-style-type: none"> › Administration and Finance Dep. › Director of WWRO 	January - March 2011
	Cooperation and coordination of interrelations in Kosovo in accordance with the current law applicable in Kosovo.	<ul style="list-style-type: none"> › Participation in all meetings, workshops organized by the Kosovo institutions 	<ul style="list-style-type: none"> › Dep. of WWRO › Director of WWRO 	January-Dhецember 2011
	Planning and effective monitoring of expenditure, and Budget Procurement.	<ul style="list-style-type: none"> › All costs are monitored according to the legal procedures and procurement 	<ul style="list-style-type: none"> › Head of Administration and Finance Department. › Director of WWRO 	Each month, (if necessary and more frequently) during the year 2011.
	Professional Capacity building of WWRO through staff trainings and study visits.	<ul style="list-style-type: none"> › The WWRO staff trainings are conducted according to the foreesen schedule, and are organized study tours as well to other regulators 	<ul style="list-style-type: none"> › Administration Department › Director of WWRO 	January – December 2011
Goal 2: Eventual Amendment of primary and secondary legislation.	Amendment of regulations (Rules of WWRO), regulation of minimal standards for Water Providers in Kosovo (R-03/U7 & K, and Rule of CCC (R-08 / U & M).	<ul style="list-style-type: none"> › Working groups are established for regulation amandments. 	<ul style="list-style-type: none"> › Deputy Director. › Head of Legal and License Department. › Head of Performance Department. › Head of DFRT. › Customer relations Analyst. 	January -31 March 2011
	Review of the legal	<ul style="list-style-type: none"> › Grant proposal by WWRO for 	<ul style="list-style-type: none"> › Director of WWRO 	January - December.

	framework in the field of water services.	<ul style="list-style-type: none"> amanmndent with the mentioned reasons. ‣ Awaiting of comments by stakeholders. ‣ Appointment of work meetings. ‣ Taking of a final approach by WWRO. <p>Notice and proceedings of a stakeholder official formal format.</p>	<ul style="list-style-type: none"> ‣ DL&L, ‣ Other WWRO Departments , ‣ Providers licensed by WWRO , ‣ Other stakeholders. ‣ CCC 	2011
	Amendment of Law no. 03/L-086 (After approval of the New Waste Law by the Assembly of Kosovo).	<ul style="list-style-type: none"> ‣ Draftin of the new Law Draft , ‣ Awaiting of comments by stakeholders , ‣ Following of the parliamentary and govermental required procedures legislation amandment. <p>Active participation in achieving of this goal.</p>	<ul style="list-style-type: none"> ‣ DL&L, ‣ WWRO Departments, ‣ Providers licensed by WWRO, ‣ CCC, ‣ Prime Minister Legal Office. , ‣ Respective Commission of the Parlament of Assembly 	June-December 2011
	Licensing of Service Providers for Waste Collection.	<ul style="list-style-type: none"> ‣ Licensing Application , ‣ Detailed and general review of applications by all WWRO departments ‣ Distribution of recomandations, ‣ Conducting of a meeting for taking of a final aproaach for application. ‣ Compliance of service licence. 	<ul style="list-style-type: none"> ‣ Legal and License Department ‣ Director of WWRO ‣ RWC's. 	September-November 2011
Goal 3: Developme nt of companies performanc e monitoring and measuring	Review of the performance evalulation system and performance key indicators	<ul style="list-style-type: none"> ‣ The key performance indicators ‣ are revised based on estimated performance of licensed companies, and is agreed about the adequate changes. 	<ul style="list-style-type: none"> ‣ Perfomance Department ‣ IPA Consultant ‣ Director of WWRO 	January-June 2011

	Organizing and realization of audit financial and operational data and customer services for all licensed companies	<ul style="list-style-type: none"> Reports of performed audits of all licensed companies are compiled and distributed. 	<ul style="list-style-type: none"> Performance Department IPA Consultant 	March-May 2011
	Annual Performance Report Publication of water and waste companies in 2010, and six-monthly report of 2011	<ul style="list-style-type: none"> Annual Performance Report of RWC's and Regional Waste Companies is completed, published and distributed to all stakeholders. 	<ul style="list-style-type: none"> Performance Department IPA Consultant Administration Department 	July-September 2011
	Ranking of water and waste companies under the demonstrated performance in 2010, and awarding ceremony of performance.	<ul style="list-style-type: none"> The awarding ceremony is organized and the informations were to all stakeholders and media's 	<ul style="list-style-type: none"> Performance Department IPA Consultant Administration Department 	August 2011
	Development of individual meetings with water and waste companies, in order performance results of 2010, and to agree about the of addressing of identified weaknesses.	<ul style="list-style-type: none"> The individual meetings with boards and managements are conducted, and is agreed to undertake measures on performance improvement. 	<ul style="list-style-type: none"> Performance Department IPA Consultant. Director of WWRO 	September 2011
	Review of service standards by Regulator.	<ul style="list-style-type: none"> Service standards are reviewed with Regional Water and Waste Companies through joint meetings with the staff of companies 	<ul style="list-style-type: none"> Performance Department Director of WWRO 	August-September 2011
Goal 4: Completion of water and waste service providers minimum standards.	Inspection of service standards completion.	<ul style="list-style-type: none"> Service standards regarding the inspection visits are inspected continuously. 	<ul style="list-style-type: none"> Performance Department Legal and License Department. 	January - December 2011
	Continuous monitoring of licensed companies	Service standards performance applications are reviewed.	<ul style="list-style-type: none"> Legal and License Department 	January - December 2011

	<p>compliance level with the regulatory framework, and regular communication with boards and management of licensed companies about the standards achievement.</p>		<p>Performance Department</p>	
	<p>Undertaking of sanctioning measures within the legal authorization of WWRO, on continues violations of legal obligations by licensed companies.</p>	<p>It is discussed with the Boards and managements of companies about the omissions in achieving of obligations which arise from the regulatory process, and in certain cases are also taken sanctioning measures.</p>	<ul style="list-style-type: none"> ▸ Legal and License Department ▸ Director of WWRO 	<p>January - December 2011</p>
<p>Goal 5: Development of Operational and Financial Reporting System and Customer Services.</p>	<p>Preparation of the database (DB) and operating and finacial data entry for customer services.</p>	<ul style="list-style-type: none"> ▸ The database is prepared and updated. 	<ul style="list-style-type: none"> ▸ Performance Departament . 	<p>January-December 2011</p>
	<p>Continues development of a software program and the entire of OFCR system.</p>	<ul style="list-style-type: none"> ▸ The OFCR program is developed and the staff is trained. 	<ul style="list-style-type: none"> ▸ Performance Departament 	<p>January-December 2011</p>
	<p>Drafting of Action Plan for improving of Management Information Systems in RWC.</p>	<ul style="list-style-type: none"> ▸ The mettings and individual inspections are organized with RWC's . 	<ul style="list-style-type: none"> ▸ Performance Departament ▸ Dep. for DFRT ▸ IPA 	<p>January-March 2011</p>

<p>Goal 6: Advancement of further tariff methodology in order to stimulate efficiency and capital investment in water and waste sector.</p>	<p>Further advancement of policies and methodologies for the three (3) years period (2012/14) regulatory process of RWC's in increasing of the service and efficiency level, achievement of objectives in implementation of capital investment projects by internal financing and donators. This implies the adoption of software model for conducting of the regulatory process, concession of Service Tariff Order of RWC's</p>	<p>Regarding the realization of goals, DFRT together with consultants for institutional support funded by the EC will be organized in policy and methodology definition , coordination among themselves and with RWC's realization and conclusion within six (6) monthly period of 2011.</p>	<ul style="list-style-type: none"> › DFRT staff › IPA › RWC's 	<p>January –June 2011.</p>
	<p>Adaptation of software model, leading and closure of regulatory process of RWC's for 2011/12 and concession of of Service Tariff Order of for all RWC's.</p>	<ul style="list-style-type: none"> › DFRT staff will make all preparations for the realization and conclusion of the analysis and evaluation of regulatory process 2011/12 . 	<p>DFRT staff with the expected support from other organizational units of WWRO.</p>	<p>January-December 2011</p>
	<p>Monitoring of objectives achievement determined with regulatory process of all RWC's in certain periods , respectively year after year.</p>	<p>Collection and processing of data and compilation of periodic reports by the Work Plan Dynamics for 2011.</p>	<ul style="list-style-type: none"> › DFRT staff › WWRO staff. › IPA 	<p>January-December 2011</p>
	<p>Operational monitoring of licensed landfills maintenance and waste collection services, and financial effects which</p>	<p>It is planned to make landfills visits, and summarize customer complaints about waste collection services of PF for closing year 2010, and eventually for the first six monthly period of 2011.</p>	<ul style="list-style-type: none"> › DFRT staff with the expected support from other organizational units of WWRO. 	<p>January-December 2011</p>

	results from tariffs determined for the end of next year 2011.			
	Issuance of eight tariff's orders for the years 2011/12 of RWC's and KLMC.	› Necessary preparatin for tariff's orders.	› DFRT › IPA	June 2011
	Issuance of eight tariff's orders for the years 2011/14 of RWC's and "Ibër-Lepenci'.	› Necessary preparatin for tariff's orders.	› DFRT › IPA	December 2011
	Start of GIS system implementation in WWRO, (logistic preparation) as the first stage of its application.	Data entry for the service areas, network services, number of customers and other assets, etc..	Finance and Administration Department. DFRT	May - December 2011
Goal 7: Mechanism Consolidation for protection of customers' interests.	Public Campaign Development in raising of customer awarenes about their rights and obligations of waste and water services.	Leaflets are published, whereas workshops are organized. It is communicated effectively with customers and companies together with IPA support.	› Director of WWRO › Perfomance Department. (CCC) › Official of MP	February-November 2011
	Strengthening of CCC role in effective treating and resolving of customer complaints' with assistance of the IPA project.	› Conducting of trainings for CCC members. Informations regarding the CCC regulation amandment, and selection of CCC new members. ›	› Perfomance Department.	January-June 2011
	Monitoring of licensed company's policies and	› Procedures are reviewed and evaluated together with companies.	› Director of WWRO › Perfomance	January - December 2011

	procedures in accordance with service standards determined by the regulatory framework;		Department.	
	Undertaking of measures within the WWRO authorization in case of violation of customer rights.	Inspections of the company's activities for review of customer complaints, and imposition of fines according to Law.	<ul style="list-style-type: none"> ▸ Legal and License Department ▸ Performance Department ▸ (CCC) 	January - December 2011
<p>Goal 8: Raising of the cooperation level with other economic regulators in Kosovo and Europe as well as other stakeholders in Kosovo.</p>	Deep cooperation with economic regulators of water services in region and European countries. (WICS, IRAR, WRE, etc.);	<ul style="list-style-type: none"> ▸ Annual reports are exchanged ▸ It is initiated cooperation with other economic regulators of water services in Europe. 	▸ Director of WWRO	January-December 2011
	Continues cooperation and exchange of staff with the Water Regulatory Office of Albania;	▸ Annual meeting was taken place with WRE, based on cooperation Agreement between WWRO and WRE	▸ Director of WWRO	January-December 2011
	Initiation of a formal cooperation with other economic regulators in Kosovo (ERO, ART etc.), in order to establish a common approach and consistence in the implementation of economic regulation of public services in Kosovo.	<ul style="list-style-type: none"> ▸ WWRO has initiated a formal document (letter) and cooperation idea with other regulators of other public services in Kosovo. ▸ In case of supporting the idea of cooperation has started the implementation of cooperation. 	<ul style="list-style-type: none"> ▸ Head of Administration Department. ▸ Director of WWRO 	February-December 2011
	Deep cooperation with other regulators of the water sector in Kosovo - NIPH and MESP, in order to coordinate	<ul style="list-style-type: none"> ▸ The regular consultative meetings were taken place and exchanged relevant informations. ▸ 	▸ Director of WWRO	January-December 2011

	<p>activities for effective regulation of the water sectors in Kosovo.</p>			
<p>Goal 9: Cooperation -Full implementation of reference terms of the project "Further support for Institutional Strengthening of the Water and Waste Regulatory Office," funded by ECLO and implemented by IPA.</p>	<p>Good relations with stakeholders of the water and waste sectors in Kosovo as:Government, Assembly of Kosovo , Municipalities, Water and Waste Companies, Donors, KEPA, SHUKOS, media, academic community, civil society etc.</p>	<ul style="list-style-type: none"> ▸ The annual work report for 2010 has been submitted to the Assembly of Kosovo. ▸ WWRO participates in all conferences, meetings and workshops. 	<ul style="list-style-type: none"> ▸ Director of WWRO ▸ WWRO Departments 	<p>January-December 2011</p>
	<p>Review of tariff policy existing document including sewage. Review policies of RAG (Regulatory Accounting Guidelines), Asset Management Manual, Business Plan Guidelines etc.</p>	<ul style="list-style-type: none"> ▸ Meetings' consultations as needed "based on reference terms of the Project. 	<ul style="list-style-type: none"> ▸ Tariff Department 	<p>January-December 2011</p>
	<p>Development of Annual Monitoring Plan and specification of Audit Role.</p>	<ul style="list-style-type: none"> ▸ Meetings and consultations were held with the consultants of IPA project. 	<ul style="list-style-type: none"> ▸ Perfomance Departmnet. 	<p>January-June 2011</p>
	<p>Staff commitment with special emphasis for heads of departments, project staff, with staff project, in order to implement the reference terms of the above-mentioned Project.</p>	<ul style="list-style-type: none"> ▸ Meetings were held as needed based on time, and reference terms of the Project. 	<ul style="list-style-type: none"> ▸ Dep. And WWRO staff. 	<p>January-December 2011</p>

<p>Goal 10: Implementation of the recommendations of the Kosovo Assembly, in order to improve the situation in the water and waste sector, dated on 8 July 2010.</p>	<p>Improvement of performance indicators.</p>	<ul style="list-style-type: none"> › Meetings and workshops were held. 	<ul style="list-style-type: none"> › Performance Department › IPA 	<p>January-December 2011</p>
	<p>Reduction of water losses (commercial and technical)</p>	<ul style="list-style-type: none"> › Undertaking of technical activities of performance staff with project support. 	<ul style="list-style-type: none"> › Performance Department › IPA 	<p>January-December 2011</p>
	<p>Placement of water meters, if there is a technical possibility to collective settlements, respectively presumptive of ban billing (billing to be performed according to the water meter reading).</p>	<ul style="list-style-type: none"> › Collective settlements were identified where there was no possibility of water meters placement. › It is amended Service Standards Rule, where is specified the prohibition of ban billing.. 	<ul style="list-style-type: none"> › Performance Department › Legal and License Department. 	<p>January-April 2011</p>
	<p>Proportional division of water (equal reductions).</p>	<ul style="list-style-type: none"> › It is required by the companies the reduction plan. 	<ul style="list-style-type: none"> › Performance Department 	<p>January 2011</p>
	<p>Signing of service contracts company-customer</p>	<ul style="list-style-type: none"> › It is required by the Companies the actual number of signed contracts 	<ul style="list-style-type: none"> › Legal and License Department 	<p>January 2011</p>
	<p>Correction service tariffs (due to failure of planned capital investment).</p>	<ul style="list-style-type: none"> › The effects of regulatory tariffs for 2011 will be analyzed in terms of determined targets achievements, local economic and global movements trends and professional opinion. 	<ul style="list-style-type: none"> › DFRT, consultancy and RWC's and other stakeholders. 	<p>January 2011</p>
	<p>Continued monitoring and comparative evaluation.</p>	<ul style="list-style-type: none"> › Comparative Evaluation and Monitoring Program continues, and is advanced in accordance with the best international practices 	<ul style="list-style-type: none"> › Departamenti i Performancës, › IPA 	<p>January December 2011</p>
	<p>Conditioning of licenses for</p>	<ul style="list-style-type: none"> › Review of license additional 	<ul style="list-style-type: none"> › Performance 	<p>April 2011</p>

	providing of services in achieving of service standards.	conditions for service standards achievement.	Department Legal and License Department	
	Payment of annual licensing tariff in time for WWRO by service providers licensed by WWRO.	Document (etter) was sent to the companies for their legal obligations based on current law in force (to specify the legal obligations	Administration and Finance Department. Director of WWRO	January 2011

Add 1. Commitment Plan of WWRO staff during 2011 in the project base activities for Institutional Support of WWRO. Project is funded by EU and managed by ECLO.

Activity	Responsible institution for finalization	Persons involved by WWRO during consultation	Persons involved by WWRO during finalization	Period
Review / updating of existing document of Tariff Policy including and tariff policies for sewage.	IPA	Sami Hasani Hysni Feka Vehbi Duraku		January 2011
Development / Updating of Tariff Procedures.	IPA	Sami Hasani Hysni Feka Vehbi Duraku		March 2011
Updating of existing Rules.	IPA	Sami Hasani Hysni Feka Vehbi Duraku Mejrem Cernobregu		March 2011

Updating of RWC's policies. (Regulatory Accounting Guidelines) and detailed procedures.	IPA	Sami Hasani Hysni Feka Vehbi Duraku		April 2011
Defining and specifying of the audit role.	IPA	Qamil Musa		September 2011
Development of Asset Management Guidelines.	IPA	Sami Hasani Hysni Feka Vehbi Duraku		December 2011
Development of the Business Plan Guidelines.	IPA	Sami Hasani Hysni Feka Vehbi Duraku		January 2011
Development of Monitoring Annual Plan.	IPA	Qamil Musa		January 2011
WWRO support during the preparation of APR (Annual Performance Report) for 2010.	IPA	Qamil Musa Albana Abazi Jasmina Osmani	Qamil Musa Albana Abazi Jasmina Osmani	May-July 2011
Development of Regulatory Calendar.	IPA	Sami Hasani Hysni Feka Vehbi Duraku		Mars 2011
Development of existing tariff model.	IPA	Sami Hasani Hysni Feka Vehbi Duraku		March-April 2011
NRW Review.	IPA	Qamil Musa Vehbi Duraku		March-June 2011 September 2011

RWC's support on improving of the collection efficiency	IPA	Sami Hasani Hysni Feka Vehbi Duraku		January-March 2011 September-December 2011
Review of the Customer Service Management functions	IPA	Qamil Musa Sylë Syla		March-May 2011
Submission of Capital Investment Cost	IPA	Vehbi Duraku		September-December 2011
Water company aspect.	IPA	Qamil Musa		September-December 2011
Information flow and management data review of WWRO.	IPA	Ramiz Krasniqi Visar Berisha Lule Gjonbalaj		March-May 2011
Updating of Management Information Systems (OFCR)	IPA	Qamil Musa Albana Abazi Jasmina Osmani		September 2011
WWRO support about the customer relations and consultative process with customers	IPA	Sylë Syla Lule Gjonbalaj		September-December 2011
WWRO Support in reviewing of WWRO Law	ZRRUM	Mejreme Cernobregu		January-March 2011
WWRO support in updating of Practice Code.	IPA	Raif Preteni		May 2011

Workshop regarding the RWC.	IPA	Sami Hasani Hysni Feka Vehbi Duraku		March 2011
Workshop regarding the Regulator Audit.	IPA			September 2011
Workshop regarding the Asset Management Plan.	IPA	Vehbi Duraku		April 2011
Workshop regarding the Bussiness Plan and Investments Plan.	IPA	Sami Hasani Hysni Feka Vehbi Duraku		January – February 2011
Workshop regarding the Tariffs/ tariff's trainings. .	IPA	Sami Hasani Hysni Feka Vehbi Duraku		April-June 2011 July –September 2011
Workshop regarding UPF.	IPA	Qamil Musa Vehbi Duraku		November 2011
Workshop regarding the collection effectiveness	IPA	Sami Hasani Hysni Feka Vehbi Duraku		March 2011
Workshop regarding the Water Companies operational issues.	IPA	Qamil Musa		December 2011
Workshop regarding the Public Relation as well as Customer Consultation.	IPA	Sylë Syla Lule Gjonbalaj		November 2011
Workshop organized by K-WISER regarding the CCC	IPA + WWRO	Sylë Syla	Sylë Syla	February 2011
Participants in study visits. No.1	IPA	Raif Preteni + 4 others (unidentified yet)		September

