



**DANUBE
WATER
PROGRAM**

Smart policies, strong utilities, sustainable services

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

WATER SERVICES: FROM CHALLENGES TO OPPORTUNITIES

2014 DANUBE WATER CONFERENCE

8-9 MAY 2014

Conference Report



**NH DANUBE CITY HOTEL
VIENNA, AUSTRIA**



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development
and Cooperation SDC



OVERVIEW

Purpose/focus: Key water and sanitation sector and municipal government representatives from the Danube region convened to discuss challenges in the sector and opportunities to jointly achieve smart policies, strong utilities and sustainable water services.

Participants: Representatives of national institutions (Ministries, regulators), national water associations, local governments and utilities from Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Kosovo, FYR Macedonia, Moldova, Montenegro, Romania, Serbia, and Ukraine; representatives of regional utility (IAWD) and municipality (NALAS) associations; representatives of the EC, ADA, GIZ, SDC, and the World Bank.



Wednesday May 7 th	From 7:30	<i>Registration (conference venue, first floor foyer)</i>			
	9:00	Regulators Meeting <i>Sigmund Freud 1</i>	Training Working Group <i>Sigmund Freud 2 - 3</i>		
	12:00	<i>Lunch (hotel restaurant)</i>			
	14:00	DANUBIS <i>Sigmund Freud 1</i>	Asset Management <i>Sigmund Freud 2 - 3</i>	Field Trip to WWTP <i>14:50 in Lobby</i>	
	17:00	Donors Meeting <i>Sigmund Freud 1</i>			
Thursday May 8 th	From 7:30	<i>Registration (conference venue, first floor foyer)</i>			
	9:00	Opening Session: Together for Sustainable Services <i>Gustav Mahler 1-3</i>			
	9:45	Plenary Session: Transition, Challenges and Opportunities <i>Gustav Mahler 1-3</i>			
	11:00	<i>Coffee break (conference venue, first floor foyer)</i>			
	11:30	Utility Parallel Sessions: Open Issues, Management Challenge	Asset Management <i>Gustav Mahler 1-3</i>	Energy Efficiency <i>Sigmund Freud 1 - 3</i>	Commercial Pract. <i>Kraus-Markus</i>
	12:30	<i>Networking and Country Group Lunch (hotel restaurant)</i>			
	14:00	Plenary Session: Performance Indicators and Benchmarking <i>Gustav Mahler 1-3</i>			
	14:00	Benchmarking for Utilities <i>Sigmund Freud 1 - 3</i>	For Regulation and Policy Making <i>Gustav Mahler 1-3</i>		
	16:00	<i>Coffee break (conference venue, first floor foyer)</i>			
	16:30	Country Group meetings (<i>location agreed per country</i>)			
	18:00	Cocktail & Posters (<i>Conference Venue Foyer</i>)			
19:30	Official Dinner (<i>the View restaurant, bus from hotel</i>)				
Friday May 9 th	9:00	Plenary Session: Hungary, a Reform Case Study? <i>Gustav Mahler 1-3</i>			
	10:45	<i>Coffee Break (conference venue, first floor foyer)</i>			
	11:15	Policy Parallel Sessions: Open Policy Challenges: what matters?	Institutions and Governance? <i>Gustav Mahler 1-3</i>	Financing? <i>Sigmund Freud 1 - 3</i>	
	12:30	<i>Networking and Country Group Lunch (hotel restaurant)</i>			
	14:00	Plenary Closing Session: Where are the opportunities? <i>Gustav Mahler 1-3</i>			
	16:00	<i>End of Conference</i>			



THE ORGANIZERS

Danube Water Program

The Danube Water Program supports policy dialogue and capacity development to achieve **Smart Policies, Strong Utilities, Sustainable Services** in the water supply and wastewater sector in the Danube Region. The Program is jointly run by the World Bank and IAWD, the International Association of Water Supply Companies in the Danube River Catchment Area.



Smart policies, strong utilities, sustainable services

The Program works with regional, national and local stakeholders to:

- Promote an informed policy dialogue around the core challenges facing the sector;
- Strengthen technical and managerial capacity of the sector's utilities and institutions

The Program is financed through a Multi-Donor Trust Fund managed by the World Bank, with an initial contribution in the amount of EUR4.5 million provided by the Government of Austria for three years. Contributions from other donors are also being sought with the purpose of expanding the Program's scope, geographical reach and duration.

Why this program?

In the wake of the EU accession and harmonization process, the countries in the Danube Region are undergoing a process of rapid modernization that has a major impact on the status and organization of the water utility sector. Large water and wastewater capital investments and infrastructure upgrading are taking place, often with significant external financial support. However, these investments have not been matched consistently with regulatory, organizational, managerial and technical modernization in the sector's institutions. As a result, many utilities in the region suffer from chronic problems of overstaffing, poor financial performance, insufficient service quality, and tariff structures that fail to recover costs.

To address these challenges, new skills and knowledge are required to ensure high-quality, cost-efficient delivery of water supply and wastewater services. Countries need to define and implement policies on topics such as reforming utility management, better targeting subsidies to low income groups, restructuring tariffs, improving regulation, professionalizing staff, and improving cost recovery. The Program seeks to facilitate this process.

Who participates?

The Program currently covers the water supply and sanitation sector in eleven countries: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Kosovo, FYR Macedonia, Moldova, Montenegro, Romania, Serbia, and Ukraine. Further countries in the Region can participate but cannot directly benefit from Program funding.

In each country, the Program is targeted in particular at (i) water supply and wastewater sector policy makers and regulators; (ii) senior technical and managerial staff of water supply and wastewater utilities; and (iii) senior level staff from water supply and wastewater associations.

www.danube-water-program.org



GIZ Open Regional Fund for South East Europe Modernization of Municipal Services

Challenges

South East European countries are currently implementing reforms aimed at easing their accession into the European Union. At the communal level, municipalities often lack capacity and instruments necessary for implementing the EU's demanding standards, which require they improve the quality of their municipal services. In order to meet these challenges, the Open Regional Fund – Modernization of Municipal Services (ORF-MMS) works closely with regional networks such as the Network of Associations of Local Authorities in South East Europe (NALAS) and the Regional Water Associations Partnership, as well as with individual citizens, municipalities and other partners in the joint implementation of regional projects.



Our Approach

Together with representatives of municipalities, municipal associations, political decision-makers, and other relevant partners, ORF-MMS begins by analyzing the most urgent problems that communal services in the countries of South East Europe face. Next, partners develop specific project ideas with ORF-MMS's support. These project proposals undergo detailed examination before the decision on financing is taken. Our focus areas are water supply and disposal, waste management, improvement of the range of services offered by municipalities, and capacity-building for municipal management structures.

Impact

With support from ORF-MMS, municipal associations have developed instruments, methods, recommendations and comparative regional analyses regarding the most pertinent issues faced by municipalities. These results are used by municipalities to improve the services offered to citizens, and can act as the basis for legal framework improvements. For example, ORF-MMS has advised the Regional Water Associations Partnership in their selection and implementation of EU-compliant technologies for water disposal. Another success story is the establishment of a regional certification model for business-friendly municipalities. National legislators and authorities in Montenegro and Bosnia and Herzegovina have used recommendations to improve legal framework conditions for municipal finances and urban planning. ORF-MMS has established itself as a relevant cooperation and networking platform for all regional stakeholders interested in improving municipal services in South East Europe.

<http://www.giz.de/expertise/html/4702.html>

WEDNESDAY, MAY 7TH (PRE-MEETINGS, BY INVITATION ONLY)

Side Meeting: Regulators Meeting

Date: Wednesday, May 7th

Time: 9:00 to 12:00

Location: Sigmund Freud 1

Chair: David Michaud, Senior Water and Sanitation Specialist, the World Bank

Simultaneous Translation: No

Opening and introduction	Chair
<p>Brief updates</p> <p>From participating regulatory agencies (5 minutes each) on on-going activities of overarching relevance or interest.</p>	<p>Updates from:</p> <ul style="list-style-type: none"> • Albanian Regulatory Authority of the Water Supply and Wastewater Disposal and Treatment Sector • Bulgarian State Energy Regulatory Commission • Croatian Water Services Council • Hungarian Energy and Public Utility Regulatory Authority • Kosovo Water and Wastewater Regulatory Office • Moldovan National Energy Regulatory Agency • Romanian National Regulatory Authority for Municipal Services • Ukrainian National Commission of the State Public Utilities Regulation
<p>Presentation</p> <p>ERRA's water training, followed by questions and discussion</p>	<p>Krisztina Kasza, Program Director, Energy Regulators Regional Association</p>
<p>Brief Presentation</p> <p>WAREG, the Water REGulators Network, followed by questions and discussion</p>	<p>Gabor Kisvardai, Legal Advisor, Hungarian Energy and Public Utility Regulatory Authority</p>
<p>Dialogue</p> <p>Benchmarking as a regulatory tool</p>	<p>Audience, and Rui Cunha Marques, Professor, Technical University of Lisbon, Portugal</p>
Closing and next steps	Chair



Side Meeting: Working Group on Training and Capacity Building

Date: Wednesday, May 7th

Time: 9:00 to 12:00

Location: Sigmund Freud 2 – 3

Chair: Andriy Garbuza, GIZ and Philip Weller, IAWD

Simultaneous Translation: No

<p>Introduction</p>	<p>Christophe di Marco, GIZ</p>
<p>Presentation on Working Group on Training, discussion of target groups, functions and roles</p>	<p>Andriy Garbuza, Local Leaders in South East Europe, GIZ</p>
<p>Review of existing initiatives and materials for training in water and wastewater sector</p> <ul style="list-style-type: none"> • Survey of Utility Associations Materials and Needs • Development of a Framework and Business Model for Regional Water Supply and Wastewater Training Center in the Western Balkans • Discussion and conclusions on next steps 	<p>Philip Weller, Danube Water Program Coordinator, IAWD</p> <p>Elisabeta Poci, SHUKALB</p> <p>Chairs</p>
<p>Training needs assessment on corporate governance for public utilities and local governments in SEE</p>	<p>Andriy Garbuza, Local Leaders in South East Europe, GIZ</p>
<p>Inventory of available trainings on corporate governance for public utilities and local governments in SEE</p>	<p>Andriy Garbuza, Local Leaders in South East Europe, GIZ</p>
<p>Discussion, identification of cooperation possibilities within LL SEE studies and agreement on the next steps</p>	<p>Chairs</p>



Side Meeting: DANUBIS Steering Group

Date: Wednesday, May 7th

Time: 14:00 to 17:00

Location: Sigmund Freud 1

Chair: David Michaud, World Bank

Simultaneous Translation: No

Opening and brief introduction of participants	Chair
Summary Efforts by country on improving scope and quality of publicly available utility performance data (2-3 minute each)	Updates from each participant / country in attendance
Demonstration First version of the DANUBIS platform, and feedback from participants	Felix Karpov , DANUBIS platform designer
Discussion Data definitions and suggestions for improvement	Alexander Danilenko , IB-Net responsible, the World Bank (remotely)
Conclusions and next steps	Chair



Side Meeting: Working Group on Asset Management

Date: Wednesday, May 7th

Time: 14:00 to 17:00

Location: Sigmund Freud 2-3

Chair: Christophe di Marco, GIZ ORF MMS

Simultaneous Translation: No

Introduction	Chair, and Vladimir Taušanović, IAWD
Presentation Why Asset management for PU and Municipalities?	Peter Hoppe, Hamburgwasser
Presentation What are we doing jointly to promote AM concepts and methods?	Oliver Nachevski, GIZ ORF MMS / Ruy Frank, DWP
Presentation Working Group on Asset Management, discussion on target groups, functions and roles; Discussion and conclusions on next steps	Miodrag Gluscevic, Standing Conference of Towns and Municipalities, Serbia
Discussion Operational plan for the activities and elaboration of a Roadmap for the working group	Philip Weller / Ruy Frank, Danube Water Program
Q&A and discussion	Chair and Audience



THURSDAY, MAY 8TH

Plenary Opening session: Together for Sustainable Services

Date: Thursday, May 8th

Time: 9:00 to 9:45

Location: Gustav Mahler 1-3

Chair: David Michaud, World Bank and Philip Weller, IAWD

Simultaneous Translation: Yes

Introduction	Chairs
Welcome words from the Austrian Ministry of Finance	Günther Schönleitner , Head, IFI Department, Austrian Ministry of Finance
Welcome words from the World Bank	Ellen Goldstein , Country Director for Western Balkans, World Bank
Welcome words from IAWD	Vladimir Taušanović , President, IAWD
Welcome words from GIZ	Ulrike Pokorski da Cunha , Sector Manager, Water, Energy and Transport, GIZ
Overview of the event and practical aspects	Chairs
Ice Breaker / presentation with electronic voting	Chairs

Günther Schönleitner is Director for International Financial Institutions at the Austrian Federal Ministry of Finance. In his position he is responsible for Austria's cooperation with the World Bank Group and other multilateral development banks. Prior to his current position he worked for the Investment Climate Department (FIAS/CIC) of the World Bank Group in Washington, and earlier as the head of division for Private Sector and Development of the Austrian Development Agency. Mr. Schönleitner holds both a master degree and a PhD in development studies from the London School of Economics and Political Science, as well as a doctoral degree in law from the University of Salzburg.

Ellen Goldstein is the World Bank's Country Director for the Western Balkans – which includes Albania, Bosnia and Herzegovina, Kosovo, FYR Macedonia, Montenegro, and Serbia. She is based in the World Bank Office in Vienna, Austria. Prior to this position, she was World Bank Country Director for Bangladesh and Nepal, in which she led the policy dialogue with government and stakeholders, and collaborated with development partners to promote greater aid effectiveness. In these two countries she managed a portfolio of more than 50 operations totaling nearly US\$ 6 billion in soft IDA Credits. Ms. Goldstein joined the World Bank in 1985




as a macroeconomist. Through her career she has worked in West and Southern Africa, South Asia, and Central Europe as a macroeconomist, human development specialist, and as Country Manager in both Burkina Faso and FYR Macedonia. She also was the founding manager of the World Bank's Results Secretariat. Prior to becoming the Country Director for Bangladesh and Nepal, Ms. Goldstein spent three years on special assignment at the African Development Bank in Tunisia, where she established and led the Quality Assurance and Results Department. Ms. Goldstein earned Master's degrees in public health from the John Hopkins University and in public affairs from Princeton University.

Vladimir Taušanović, M.Sc. Civ.Eng. graduated from the Faculty of Civil Engineering, Department of Water Engineering, Belgrade University. Mr. Taušanović spent more than 30 years with the Belgrade Waterworks and Sewerage working both in wastewater and drinking water on various positions (Project Manager, Department Director). From 2000 to 2009 he was a Managing Director of BWS. In the same period he was the President of the Serbian Waterworks Association. His current positions include President of the International Association of Waterworks in the Danube Catchment Area-IAWD (has been Board member of this organization since 1995) and National Committee member of IWA.

Dr. Ulrike Pokorski da Cunha is leading the sector program Water Policy and Infrastructure of the Deutsche *Gesellschaft für Internationale Zusammenarbeit* (GIZ) GmbH since 2012. She has served in senior advisory roles in a variety of water sector reform, private sector development, energy access, and infrastructure projects worldwide. Most recently, she has been working on the energy-water nexus as well as developing cross-sectorial knowledge networks among policy makers and practitioners. She joined GIZ in 2003, after working as a management consultant in Germany and Latin America. She holds a PhD in chemistry.

One word to describe your expectations

 You may respond at [PollEv.com/2014dwc](https://www.poll-ev.com/2014dwc) when the presenter pushes this poll





Plenary Session: Transition, Challenges and Opportunities

Date: Thursday, May 8th

Time: 9:45 to 11:00

Location: Gustav Mahler 1-3

Chair: Michael Jacobsen, Lead Water and Sanitation Specialist, World Bank

Simultaneous Translation: Yes

Introduction	Chair
Presentation The State of the Water and Sanitation Sector in the Region	David Michaud , Senior Water and Sanitation Specialist, the World Bank
Opening Statement DG Environment's perspective on the water sector challenges and opportunities under Water Legislation and Acquis	Jeroen Casaer , Team Leader Water Industry, Directorate General for the Environment, European Commission
Dialogue and Open Discussion	Chair, Speaker and Audience
Introduction to following session	Chair

David Michaud is a senior water and sanitation specialist with the World Bank's Europe and Central Asia region and the Danube Water Program Leader on the Bank's side. While at the Bank, David has worked mostly in Europe and Latin America, gradually moving the focus of his activities from infrastructure and projects development to utility efficiency and sector reform programs, and has also led analytical work and policy advice to national governments on issues such as sector financing, utility governance and sector performance monitoring. Prior to joining the Bank David worked as an engineer and project manager in the private and non-profit sectors on water, sanitation and water resources management projects in the Middle East and West Africa. David has a M. Sc. in Environmental and Sanitary Engineering from the *Ecole Polytechnique Fédérale de Lausanne* in Switzerland and a M. Sc. in Engineering and Management from the Massachusetts Institute of Technology.

Jeroen Casaer is working in DG Environment in the unit 'Marine Environment and Water Industry' where he coordinates the water industry team, responsible for the urban waste water, drinking water and bathing water policies under the umbrella of the Water Framework Directive. He graduated as an agricultural engineer and worked 6 years for the Flemish administration on the implementation of the Nitrates Directive in the Flemish region and 2 years in Vietnam as a project coordinator on an agricultural programme for a Belgian NGO before joining the European Commission in 2004. He started in the unit 'Agriculture, forests and soil' in DG Environment as policy officer and later team coordinator of the team in charge for the nitrates policy. In 2012 he took up his current position.



Utility Parallel Session: Asset Management

Date: Thursday, May 8th

Time: 11:30 to 12:30

Location: Gustav Mahler 1-3

Chair: Vladimir Taušanović, President, IAWD

Simultaneous Translation: Yes

Introduction and Overview	Chair
Presentation: Asset Management in practice, the case of Northern Holland	Peter Horst , Asset Engineer, PWN
Presentation: Asset Management in practice, the case of Hamburg	Peter Hoppe , Civil Engineer, Water and Sewerage, Hamburgwasser
Panel Discussion Challenge in communication between Owner and Operator/different stakeholders Perspectives	Chair and Panelists: <ul style="list-style-type: none"> • Ivaylo Kastchiev, Head of Department for Price Regulation and Business Plans, Bulgarian Regulatory Authority • Baton Begolli, Advisor for Water Policies, Office of the Prime Minister, Government of Kosovo • Predrag Bjelobrkovic, Advisor, Public Enterprise “Regionalni vodovod Crnogorsko primorje”, Montenegro • Miodrag Gluscevic, Head of Department, Standing Conference of Town and Municipalities, Serbia
Q&A and discussion	Chair, Panelists and Audience
Concluding remarks	Chair

Peter Horst has a Bachelor of Science degree in Civil Engineering. He works since 1987 for PWN, the drinking water supply company of the province of North Holland in The Netherlands. The last 10 years his job is Asset Engineer Reliability involved in all kind of strategic topics around distribution networks. He shares his experience with water supply companies in European, African, Asian and South-American countries.

Peter Hoppe has graduated at University of Technology in Hannover, Germany with specialization on water supply and sewerage. Since 1985 he works for Hamburg Water Works as well as consultant on various assignments for CONSULAQUA Hamburg on national and international projects. Currently he is the Head of the central water supply district of Hamburg City, responsible for maintenance and operation of water distribution systems (1700 km), with design, tendering, supervision of execution, pumping tests, leak detection, cost estimates, planning of water demand, electronic network calculation and training. Responsible for 130 employees.



Utility Parallel Session: Energy Efficiency

Date: Thursday, May 8th

Time: 11:30 to 12:30

Location: Sigmund Freud 1-3

Chair: Ulrike Pokorski da Cunha, Sector Manager, GIZ

Simultaneous Translation: No

Introduction	Chair
Presentation EE practices in EU and SEE countries	Philipp Feiereisen , Advisor, GIZ
Presentation Energy efficiency measures in Moldovan utilities	Sergiu Gutu , Ministry of Environment, Moldova
Panel discussion How to ensure the right incentive structure to achieve energy efficiency in WSS utilities?	Chair, Speakers and Panelists: <ul style="list-style-type: none"> • Dragan Bozic, General Manager, PUC “Vodovod i kanalizacija” Novi Sad, Serbia • Silviu Lacatusu, Director, Romanian Water Association (ARA) • Argita Totozani, General Director of Integration, Ministry of Transport and Infrastructure, Albania
Q&A and discussion	Chair, Panelists and Audience

Philipp Feiereisen works as an advisor in the sector programme International Water Policy and Infrastructure of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). He supports the German Federal Ministry for Economic Cooperation and Development (BMZ) as a policy advisor. Philipp is working on the Water, Energy and Food Security Nexus focusing on urban water supply, sanitation and adaption to climate change. He is also a planning officer for several water programmes in South-East Europe, Middle East and Sub-Saharan Africa at the GIZ Competence Centre Water. Philipp is a geographer and economist and joined GIZ in 2009.

Gutu Sergiu works as a manager of the Water Supply and Sanitation Project Implementation Unit under the Ministry of Environment of the Republic of Moldova. In December, 2013, he completed implementation of National Water Supply and Sanitation Project financed by the World Bank. Sergiu supports the ministry of environment in setting out, and implementation of infrastructure, and institutional projects in water sector. He is also responsible for the implementation of the pilot project, funded by UNECE, on Strategic Environmental Assessment (SEA) in Moldova, under ESPO Convention. Sergiu is a geographer and economist, and joined the Ministry of Environment in 2008.



Summary

- Water and energy are strongly interconnected.
- In Southeast Europe energy efficiency is not yet high priority.
- Implementation of energy efficient measures in Moldova is a best practice example.
- Policy coherence across sectors and levels is important.
- Need for trainings to raise awareness and to develop capacities.
- Need for access to appropriate technologies and investment capital.
- We need water smart and less energy intensive solutions to ensure sustainable water and sanitation services.





Utility Parallel Session: Commercial Practices

Date: Thursday, May 8th

Time: 11:30 to 12:30

Location: Kraus-Markus

Chair: Stjepan Gabric, Senior Operations Officer, the World Bank

Simultaneous Translation: No

Introduction	Chair
Presentation Experience on sound commercial practices in Sofia and Bulgaria	Radoslav Russev , Senior Advisor, Water and Environment, New Europe Corporate Advisory, Bulgaria
Brief Q&A , clarifications only	Speaker, Audience
Panel discussion How can good commercial practices (targeted business planning and complementary activities in collection, billing, and customer relationship) improve performance of water utilities in the region?	Chair, Speaker and Panelists: <ul style="list-style-type: none"> • Stefan Vasile, Commercial Director, Apa Nova – Bucharesti, Romania • Raimund Paschinger, EVN Wasser, Austria • Iulian Bandoiu, National Regulator for Public Utilities, Romania • Elisabeta Poci, Deputy Executive Director, Water Supply and Sewerage Association of Albania
Q&A and discussion	Chair, Panelists and Audience

Mr. Radoslav Russev is a Bulgarian-nationality water-sector professional with more than 10 years of experience in expert roles, functional management, general management and advisory for the sector. His experience is gained in both the largest privately-owned water operator in Bulgaria (Sofia water, part of United Utilities & Veolia) and a regional state-owned utility company – Dobrich Water. Radoslav holds an ACCA diploma in financial management, and has managed different functions in the sector including network operations, repairs and maintenance, customer service, metering, regulation and tariff setting, business and investment planning. For a period of one year he was responsible for designing and implementing a change-management programme in one of the worst-performing regional water operators in Bulgaria. Currently Radoslav is a senior advisor on water & environment within a regional boutique financial and strategy consulting company, New Europe Corporate Advisory, covering Bulgaria, Romania, Kosovo, Macedonia and Albania.



Summary

The session explored how good commercial practices can help to improve performance of water utilities in the region, and attracted participation from large number of utility managers, and sector professionals. It was the common opinion that, regardless of ownership structure, origin or size of utility, commercial efficiency of water utility is becoming dominant factor in efficient water utility operation. Different utilities have chosen different path to achieve this result, but the objective remains the same, affordable quality of service through improved efficiency and customer satisfaction. The key recommendations reached during a session are: (i) professional management and good management practices of the utilities is the key for efficient utility operation, while size and ownership structure of the utility are not that important, (ii) management of the utility should be left to managers, while influence of the municipal (or other) owners should be limited to approval of business and development plans, (iii) strengthening of utility commercial practices, including but not limited to: billing, collection, flow measurement, short and long term business planning in line with corporatization practices are necessary if one wish to improve utility operations, (iv) client orientation should have a much more prominent place in utility operations, as with increased prices of services customers will not only expect better quality of service, but also more client friendly and orientated approach. Conclusion was that bringing improvements in in commercial efficiency of utilities through preparation of solid business plans, addressing selected commercial issues as collection management, establishing transparent billing system, and responsive customer relationship is essential for improvement of utility efficiency, and improved efficiency is precondition for sustainability of utility operation.



Plenary Session: Benchmarking

Date: Thursday, May 8th

Time: 14:00 to 14:15

Location: Gustav Mahler 1-3

Chair: David Michaud and Philip Weller, Danube Water Program

Simultaneous Translation: Yes

Introduction to parallel sessions Benchmarking, a brief conceptual and Regional Overview	David Michaud , Senior Water and Sanitation Specialist, the World Bank
Split into separate benchmarking sessions	Audience





Benchmarking Parallel Session: Utility Benchmarking

Date: Thursday, May 8th

Time: 14:15 to 16:00

Location: Sigmund Freud 1-3

Chair: Philip Weller, Danube Water Program Coordinator, IAWD

Simultaneous Translation: No

Introduction	Chair
Presentation Utility benchmarking, the European Benchmarking Cooperation case	Peter Dane , Manager, European Benchmarking Cooperation, Vewin
Presentation Utility benchmarking, the experience of Satu Mare	Dănuțiu Stegorean , General Manager and Darius Bor , Benchmarking Expert, APASERV SATU MARE, Romania
Brief Q&A (clarifications only)	Speaker and Audience
Panel discussion How can benchmarking lead to utility efficiency improvement in concrete terms?	Chair, Speakers and Panelists: <ul style="list-style-type: none"> • Coica Dorel Costel, Mayor of Satu Mare, Romania • Aleksandar Krstic, President, IPM, Serbia • Sami Hasani, Head of Department, WWRO, Kosovo
Q&A and discussion	Chair, Panelists and Audience

Peter Dane is manager, international benchmarking at Vewin, the Association of Dutch Water companies, the Netherlands. In this position, he manages the European Benchmarking Cooperation, a joint benchmarking initiative of Dutch and Scandinavian partners. Peter holds a MSc in civil engineering from Delft University of Technology and a BSc in Business Administration from the Dordrecht School for Business Administration. Peter is member of the management team of the IWA Specialist Group on Benchmarking & Performance assessment and co-author of the IWA-manual of best practice “Benchmarking water services - Guiding water utilities to excellence.” He frequently gives presentations at international workshops and conferences and is co-author of the book “Private business, public owners,” describing the Dutch water supply governance model.

Dănuțiu Stegorean, is the General Manager of Apaserv Satu Mare (Romania), one of the few Eastern European water and sanitation utilities to have participated in the EBC initiative. Mr. Stegorean has a degree in water supply and sanitation from the Polytechnic Institute "Traian Vuia", Timisoara. He is also a founding member of the Romanian Water Association. He has worked for more than 10 years at the local water operator as engineer and as General Manager for more than 5 years. Mr. Stegorean is also a co-author of 2 scientific papers and 1 patent for the use of drinkable water in swimming pools.



Summary

- In the 1990s Utilities began to look around for mechanisms to compare themselves and to know if they were performing effectively.
- As a consequence an international System of Utility Benchmarking (focused on utility improvement) exists and is being used by a large number of western European utilities.
- The European Benchmarking Cooperation (which runs the system) is interested in extending the application of this methodology and approach throughout the Danube region (and other areas of Europe) through a Hub model that has been discussed with the DWP and ORF.
- A utility in our region (Apaserv Satu Mare) has been actively participating in Utility Benchmarking activities (at the national level but also in the EBC actions).
- This utility benchmarking has been understood and actively supported by the owners of the utility the Municipality of Satu Mare.
- The Cooperation and Joint support between the management and owners of the Utility has been essential in creating public support and support and understanding of Benchmarking in the community and among the employees of the utility.
- In Serbia utility benchmarking has begun and has proceeded well through project activities.
- The Regulatory in Kosovo have been using Benchmarking to evaluate the best performers among the utilities and reward them with prizes
- Utility Benchmarking focuses on improving the utility/the service by learning from each other. This requires a safe learning environment.
- Utility Benchmarking has proven to be effective for utilities, but requires commitment of senior management and utility owners. Involvement requires commitment of resources (personnel and time).
- The information from a Utility Benchmarking can be used for other purposes but data confidentiality versus transparency is an emerging issue. The challenge is to find a way to disclose information to the public, to authorities and regulators without putting operational info on the street (with risk of misinterpretation and discouraging benchmarking efforts).



Benchmarking Parallel Session: Regulation and Policy Making

Date: Thursday, May 8th

Time: 14:15 to 16:00

Location: Gustav Mahler 1-3

Chair: Reinhard Perfler, Deputy Head of Institute, University of Natural Resources and Applied Life Sciences, Vienna

Simultaneous Translation: Yes

Introduction and Overview	Chair
Presentation Overview and Emerging Evidence of Benchmarking as a Regulatory and Policy Tool	Rui Cunha Marques , Professor, Technical University of Lisbon, Portugal
Brief Q&A (clarifications only)	Speaker and Audience
Panel Discussion Regulatory and Policy Benchmarking in Practice: Perspectives from different Stakeholders	Chair, Speaker and Panelists <ul style="list-style-type: none"> • Olga Romanyuk, Commissioner, National Regulatory Commission for Communal Services, Ukraine • Anca Cador, Director for Monitoring and Data, National Regulatory Authority on Communal Utilities, Romania • Igor Spasovski, President of Supervisory Board, Water Utility Association/Utility, FYR Macedonia
Q&A and discussion	Chair, Panelists and Audience
Concluding Comments	Chair

Rui Cunha Marques, B.Sc., M.Sc. (2 degrees), Ph.D. and Postdoc with a background in different fields (engineering, law and economics), is Professor of Systems and Management of Infrastructure at *Instituto Superior Técnico* of University of Lisbon in Portugal. He is a research fellow at the Center for Urban and Regional Systems (CESUR) of the University of Lisbon, at the Public Utility Research Center (PURC) of the University of Florida in the US and at Center for Local Government (CLG) of the University of Armidale in Australia where he is an invited professor of the Business School. His areas of specialization comprise public utilities regulation, performance evaluation, project management, contracts and public procurement, particularly public-private partnerships (PPPs) and institutional issues, mainly in public utilities and transportation, and especially in the urban water sector. He has experience and texts/studies presented and published involving more than 50 countries in the world. He is the author of more than 400 technical / scientific publications, including 8 books on regulation and contracts (5 related to the water sector), two thesis and more than 100 articles in refereed journals. He has been a consultant for several entities, both public and private, in Portugal and abroad, in countries such as Angola, Belgium, Brazil, Cape Verde, Colombia, France, Guinea, Morocco,



Mozambique, Spain, the UK and the US, in the areas of institutional issues, project management and PPPs, regulation and performance evaluation of water and wastewater utilities. He has been involved in several international projects, being recently the principal investigator of the EIMPack project financed by the European Investment Bank and is one of the leaders of the TRUST project on the sustainability of urban water cycle systems financed by the EU. Currently he is Consultant of the World Bank in Brazil.

Summary

- Clarification and better guidance on the type of regulation and benchmarking to be applied in what circumstance, i.e. what institutional environment and what capacity requirements
- The first step of benchmarking is to collect the right and accurate data and its controls
- Making public a few and relevant performance data for each utility is in the interest of the public and can support the regulatory task
- Regulatory benchmarking apparently reduced to the performance assessment and data collection, therefore undergoing only about the half of the "classical" benchmarking cycle
- For compulsory regulatory benchmarking there are 2 models for e.g. price setting and quality of service: (1) yardstick (2) sunshine regulation
- Significant reduction of the number of performance indicators requested (e.g. 20 in Ukraine)
- Useful interpretation of data (and setting of future objectives) needs additional efforts such as (1) ensuring data quality (garbage in, garbage out); and (2) providing context information, explanatory factors (to compare apples with apples)
- "Technical request": simple models with robust analysis
- Availability of data for open public:
 - assumption that end-consumer can get sufficient information without access to "utility-sensitive" data
 - regulatory benchmarking can be managed without publishing "utility-sensitive" data
- Water price setting has to integrate specific cost-structure at each utility in order to ensure sufficient revenue for reinvestment/rehabilitation - for sustainable technical and economic operation of the system
- Uniform prices are eventually an issue for politics and regional development, not an issue at utility level
- There is no contradiction between regulatory benchmarking and utility benchmarking, as there are significant differences of the intended and expected outcomes
- Sustainable improvement of the capability at utility level is preferably based on utility benchmarking (also including process benchmarking) involving staff members - as in other quality improvement processes



FRIDAY, MAY 9TH

Plenary Session: Hungary, a Reform Case Study?

Date: Friday, May 9th

Time: 9:00 to 10:45

Location: Gustav Mahler 1-3

Chair: Laszlo Lovei, Director for Sustainable Development, the World Bank

Simultaneous Translation: Yes

Introduction	Chair
Presentation The Hungarian water sector reform, an overall perspective	Peter Kaderjak , Director, Regional Centre for Energy Policy Research, Budapest, Hungary
Brief Q&A , clarifications only	Speaker and Audience
Opening Statements The Hungarian Water Sector Reform, from the perspective of various stakeholders	Panelists: <ul style="list-style-type: none">• Ferenc Hizo, Deputy State Secretary for Green Economy, Climate Policy and Key Public Services, Ministry of National Development• Gabor Kisvardai, Legal Advisor, Hungarian Energy and Public Utility Regulatory Authority• Csaba Haranghy, CEO, Budapest Waterworks and Secretary General, Hungarian Water Cluster
Panel discussion What can be learned from the Hungarian reform?	Chair, Speaker and Panelists
Q&A and discussion with the audience	Chair, Speaker and Panelists
Introduction to following session	Chair

Péter Kaderják is the *Director of the Regional Centre for Energy Policy Research* at the Corvinus University of Budapest (www.rekk.eu). He received his MSc in economics from the Budapest University of Economic Sciences in 1987. In 1998 he was appointed as *Chief of Cabinet of the Minister of Economic Affairs* and started to work on the liberalization of the electricity and gas sectors in Hungary. In January 2000 he became the *President of the Hungarian Energy Office*, the national energy regulator. Between 2000 and 2004 he also served as the *Chairman of the Energy Regulators Regional Association (ERRA)*, an association of energy regulatory institutions of countries from Central and Eastern Europe, the CIS and South



East Europe. Since 2004 he has been serving as *Training Director* for ERRA's in-house energy regulatory trainings. He is also directing a postgraduate program in *Energy Economics at Corvinus University* since 2010. He is research partner in the "*European Energy Institute*" at University of Leuven and a regular lecturer at the *Florence School of Regulation*. He has directed several recent research efforts with regional relevance. In 2011 he was appointed as *alternate member of ACER's* (Agency for the Cooperation of Energy Regulators) *Board of Appeal*.





Policy Parallel Session: Governance

Date: Friday, May 9th

Time: 11:15 to 12:30

Location: Gustav Mahler 1-3

Chair: Frank Wiederkehr, Regional Advisor for Water and Environment, Swiss Cooperation

Simultaneous Translation: Yes

Introduction	Chair
Opening Statements Good governance, from the standpoint of the various panelists	Panelists: <ul style="list-style-type: none">• Ileana Vasilescu, Senior Advisor, Ministry of Environment and Climate Change, Romania• Vladimir Simic, Council Member, Water Services Council, Croatia• Vangjush Dako, Mayor, Durres City, Albania• Robert Burtscher, Senior Advisor, Water and Sanitation, Austrian Development Agency
Panel discussion Why and how does governance and institution matter for the performance of the water sector?	Chair and Panelists
Q&A and discussion with the audience	Chair, Panelists and Audience



Policy Parallel Session: Financing

Date: Friday, May 9th

Time: 11:15 to 12:30

Location: Sigmund Freud 1-3

Chair: Michael Jacobsen, Lead Water and Sanitation Specialist, the World Bank

Simultaneous Translation: No

Introduction	Chair
<p>Panel discussion</p> <p>How to finance water services with the right mix of Tariffs, Taxes and Transfers, in order to create incentives for utilities to perform at their best, for users to use just the amount of water they need, and for external funding (taxes and transfers) to be used to mitigate affordability issue.</p>	<p>Chair and Panelists:</p> <ul style="list-style-type: none"> • Alexander Linke, Kommunalkredit Public Consulting, Austria • Svetozar Veselinovic, General Manager, Belgrade Waterworks, Serbia • Karmen Cerar, Ministry of Agriculture, Croatia • Valentin Valkanov, Varna Water Company, Bulgaria
Q&A and discussion	Chair, Panelists and Audience

Summary

Securing a proper financing to cover needs, including investments and operational expenses was always a challenge for water utilities that has become even more relevant by changed socio-political environment that the region has experienced during the past 20 years. This has brought to the surface relevance of financial aspect of utility capital investments and operation, the issue of public subsidies for capital investments and the issue of opportunities for commercial lending linked to the creditworthiness of water utilities. The speakers and participating utility representatives agreed that the main constraints that are presently pressing sector include: public budget constraints, concerns over state aid, availability of long term finance for utilities and the situation where tariff increases have already hiked water tariffs to the limit of affordability. Solution for those issues can only be found in adopting sound business practices that more market orientated service providers have for a long time, while still keeping in mind importance of socially acceptable and just aspects of water service provision. Concepts like existing OECD introduced 3T sustainable water services financing approach remains very relevant, as Transfers are limited, Taxes go in the face of fiscal deficits and Tariffs hit affordability level. Due to specifics of each individual utility, solution can only be customized, but in every case policy makers or utility managers have to find the right mix of those T's to create incentives for utilities to perform at their best, for users to use just the amount of water they need, and for external funding (taxes and transfers) to be used to mitigate critical affordability issue. This aspect of utility management is likely to become even more relevant, and will be asking for more attention, not only for managers and owners, but also form government entities responsible for sector regulation and setup, that are in this moment still insufficiently involved.



Plenary Closing Session: Where are the Opportunities?

Date: Friday, May 9th

Time: 14:00 to 16:00

Location: Gustav Mahler 1-3

Chairs: David Michaud, World Bank and Philip Weller, IAWD

Simultaneous Translation: Yes

Introduction	Chairs
Summary of sessions Brief summary of take-aways by chairs of the various individual sessions	Chairs of the various sessions
Summary of country group discussions Brief summary of take-aways from each country discussion	Oliver Nachevski, ORF
Conference key take-aways Voting on key take-aways and opportunities, based on consolidation from previous presentations	Chairs and Audience
Panel discussion What have we learned and what can we do better to materialize the sector's opportunities?	Panelists from regional organizations <ul style="list-style-type: none"> • Laszlo Lovei, Sustainable Development Director, World Bank • Walter Kling, Secretary General, IAWD • Đuro Bukvić, President, NALAS • Avni Dervishi, Chairman, Albanian Regulatory Authority of the Water Supply and Wastewater Disposal and Treatment Sector • Balázs Medgyesy, Government Commissioner for the EU Strategy for the Danube Region, Ministry of Foreign Affairs, Hungary
Q&A and discussion with the audience	Chairs, Panelists and Audience
Concluding remarks from each panelist	Panelists
Closing , evaluation	Chairs



Walter Kling is Deputy Managing Director of Vienna Waterworks, a position which he has held since 2001. Since the launch of IWA in 2000, Walter Kling supported the development of the new association in his region of East Europe by organizing a number of events. For the period 2006 to 2008 he joined the IWA Board of Directors as the incoming Congress President. 2010 he was elected as IWA Vice President and reelected in 2012 for the Period till the WWC 2014 in Lisbon. In this time he managed to invite IWA to hold their Governing Assembly 2011 at the Vienna City Hall by invitation of the Mayor of Vienna and also successfully organized the IWA European Utility Conference 2012 in Vienna. An important background for this supporting work was his role as the General Secretary of IAWD (International Association of Waterworks in the Danube Catchment Area) which he started in 1993. Founded by an initiative of the Mayor of Vienna, IAWD is a long-term partner of IWA in various activities and one of the two organizations behind the Danube Water Program.

Balázs Medgyesy is Government Commissioner of the EU Strategy for the Danube Region, Hungary. Balázs Medgyesy (born in 1972 in Budapest) is a Hungarian agrarian economist. He graduated from the Faculty of Economic and Social Sciences of the Gödöllő University of Agricultural Sciences, Hungary. Following graduation his research in the University focused on resource economics and integration of environmental, sectorial and economic policies. He served as the Head of the Department of International Affairs and European Integration in the Ministry for Environment of Hungary as from 1998. He was appointed as permanent state secretary of the Ministry for Environment in 1999. After managing the establishment of the state agency for energy efficiency and renewable energy („The Energy Centre” Energy Efficiency, Environment and Energy Information Agency) he was the managing director of the agency. He also pursued a career as a consultant on energy and environment. He served as a state supervisor on authorization issues at Staff of Government Commissioner controlling the MAL Company following the red mud disaster. Effective as of 1st of January 2012 he was appointed as the Government Commissioner responsible for the coordination of the public administration on the EU Strategy of the Danube Macroregion. From 1997 to 2012 he was a lecturer at Corvinus University, Budapest on subjects: regional policy, regional planning and modelling and regional environmental policy. As part of his academic career he was guest lecturer on the strategic, European and international dimensions of environmental and sectorial policies in a number of universities, including Pázmány Péter Catholic University, Szent István University and Századvég School of Politics, Budapest.

Laszlo Lovei, Director, Sustainable Development Department, Europe and Central Asia Region, The World Bank. Laszlo Lovei, a Hungarian national, joined the Bank in 1986. He worked on water, transport and urban development projects in Malaysia, Pakistan and Indonesia in 1986-1990. Starting in 1991, Mr. Lovei worked on energy and environment issues in Central and Eastern Europe. He managed the preparation and implementation of several investment projects, technical assistance activities and adjustment operations and the preparation and dissemination of major sector reports. In 2001, Mr. Lovei moved to the Operations Policy and Country Services group, first as an Economic Adviser and subsequently as the Manager responsible for Operational Delivery Management. In 2005, he was appointed as the Director of the Infrastructure Economics and Finance Department. In 2008, he was transferred to the position of Director, Sustainable Development Department, Middle East and North Africa Region. He was appointed to his current position in 2011, overseeing the Bank's work in the energy, transport, water, environment, agriculture, rural, urban and social development sectors in the ECA Region.



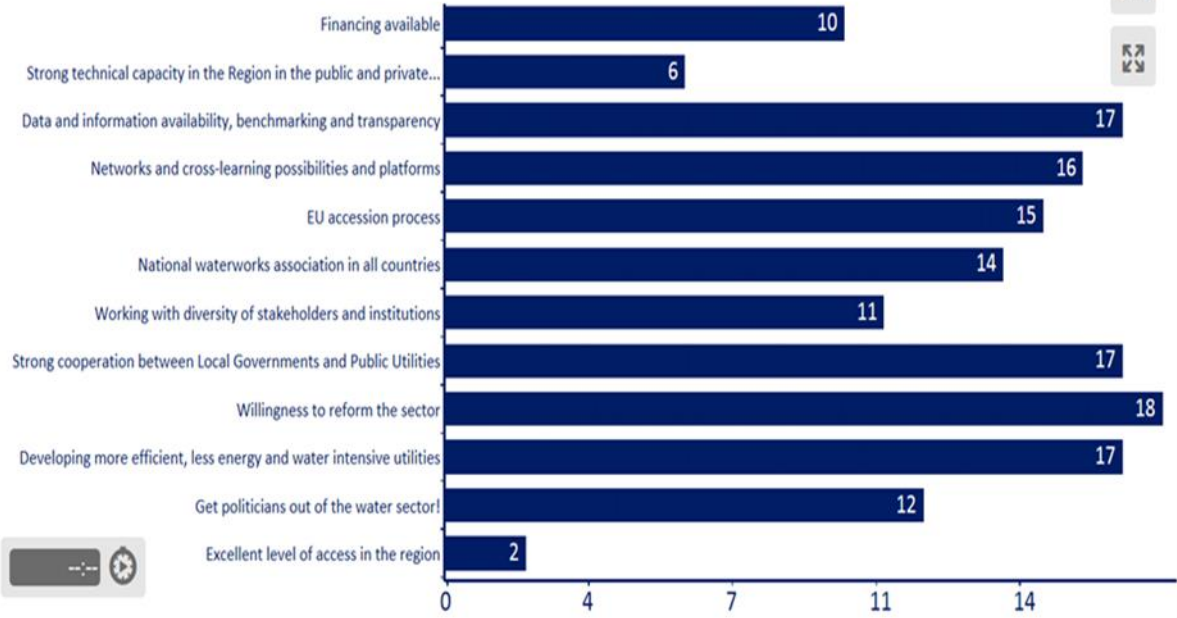
Avni Dervishi, Chair of National Regulatory Commission, Albania. Mr. Avni Dervishi was elected Chair of the National Regulatory Commission of the Water Regulatory Authority in Albania in May 2008. He graduated in 1998 from the University of Tirana, Faculty of Civil Engineering, Hydrotechnic Major. In 2012 he is awarded the title "Master of Public Administration". He has 25 years of experience in research, designing, supervision, and managing water supply and wastewater systems. Mr. Dervishi has acquired various qualifications inside the country and abroad regarding the regulatory aspects of the water sector, and has taken part in many national and international conferences representing the WRA, sharing the achievements and current challenges of the institution and the Albanian water sector. He is a member of the International Water Association (IWA). Actually, he is exercising his second mandate as Chairman of the National Regulatory Commission of the Water Regulatory Authority.

Duro Bukvić, is the newly elected President of NALAS, the Network of Associations of Local Administrations in South East Europe. Mr. Bukvić, is also the Mayor of the Municipality of Lukač in Virovitica-Podravina County in Croatia and the President of the Association of Municipalities in the Republic of Croatia – UORH. Mr. Bukvić spent the biggest part of his working life in the business environment as a sales agent, and since 1999 as an entrepreneur and general manager of a private company developing thriving projects. He became the Mayor of Municipality of Lukač in 2005 and has been obtaining this duty during two mandates until 2013. His entrepreneurial spirit contributed to the economic development of the area which is proven by the number of private companies that increased from 4 to 50. In addition, during his mandate 20 million EUR have been invested in municipal infrastructure. He is currently engaged in joint cross-border Croatian-Hungarian project of reconstruction of the Janković Family baroque castle in Kapela Dvor, more than EUR 2 million worth, which will be finished in 2014 and bring valuable tourist and educational centre to the local agricultural oriented community. In 2009 Mr. Bukvić has been elected as a President of UORH, and in 2012 as the Chair of KOLOS – Coordination of Local Self-Governance in Croatia established together with the Association of Cities in the Republic of Croatia.



Vote on the main opportunity for the region

You may respond at PollEv.com/2014dwc when the presenter pushes this poll





COUNTRY GROUP DISCUSSIONS

Context and objective

While many of the country stakeholders try to achieve the best of outcomes for the sector in their realm of responsibility, their effectiveness is often constraint by factors beyond their own reach. This requires stakeholders within a country to work more closely together to achieve what they plan to do. While it is often bureaucracy and red tape that prevents reaching out to other partners or responsible institutions, it is often also that one simply does not know who to contact for what.

These country breakout sessions identified some of the bottlenecks in working together to achieve a common goal.

Session Structure

Country teams worked together to identify:

- (a) institutional linkages that are existing, solid or in need of improvement;
- (b) three most important actions that would improve the water and wastewater sector substantially in that country; and
- (c) the institutions that are fundamental to achieving these actions.

Results

1. Albania

- Improve the legislation framework in the water sector
- Aggregation of water utilities
- Development of an inventory of assets and asset management plans

2. Bosnia and Herzegovina

- Continuation of activities on benchmarking, asset management and energy efficiency
- Institutional strengthening and cooperation among utility associations and associations of cities and municipalities
- Improvement of legislation aiming at regulatory framework and overall strengthening of the water and wastewater sector

3. Bulgaria

- EU Funding; Regional approach, Involvement of water and waste water operators
- Licensing of the water operators
- Mandatory connection to existing water and sewer network

4. Croatia

- Improvement of inter-sectorial networking and reform coordination
- More stakeholder's networking to strengthen the regulator
- Improvement of legislation



5. Kosovo

- Develop and implement an asset management plan (tool) for 7 regional companies
- Policy in support of reduction of water losses and differentiation between technical and administrative losses
- Development of human resources in the sector (organization and development)

6. Macedonia

- Securing sustainability of public utilities (through performance management, asset management, tailor-made trainings, knowledge sharing)
- Establishing regulatory agency to determine tariffs of different types of water service providers
- Investments, primarily in new technologies

7. Montenegro

- Establishment of a regulatory agency and benchmarking at national level
- Asset management in water utilities
- Better coordination and cooperation

8. Moldova

- Regionalization of water sector
- Adjustment of regulatory framework in water services / benchmarking incentives
- Optimization OPEX / energy efficiency / non-revenue water reduction

9. Romania

- Increasing of water supply coverage levels / infrastructure investments
- Improving institutional capacity (both within local as well as central authorities)
- Market consolidation

10. Serbia

- Clarifying/strengthening the institutional position of water and sanitation sector at national level
- Sustainable financing of water sector
- Improvement of wastewater collection and treatment systems

11. Ukraine

- Raising tariffs up to economic cost level without cross-subsidizing between consumers categories
- Development of effective and practically applicable benchmarking system that will be used as the regulatory tool
- Implementation of incentive tariff regulation model



3 Commonalities among the Actions

1. Most confirmed the focus of joint activities related to Regulation, Benchmarking, Energy Efficiency
2. Most emphasized need to focus on legislative matters in water and waste water sector
3. Others (ALB, KOS) also reiterated the need to improve asset management

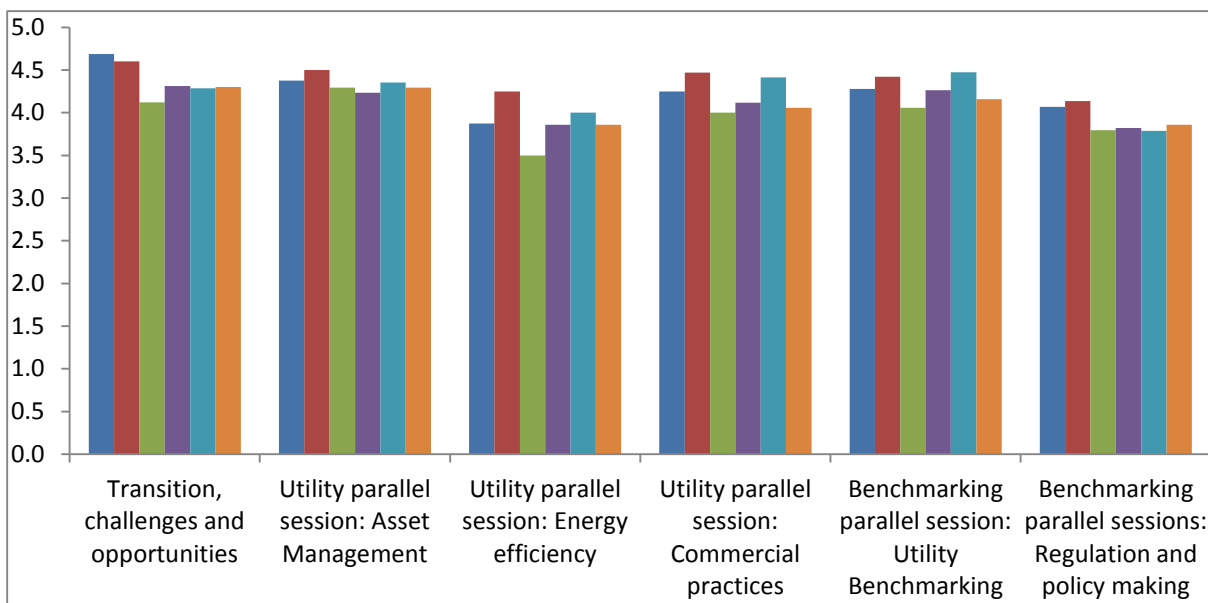




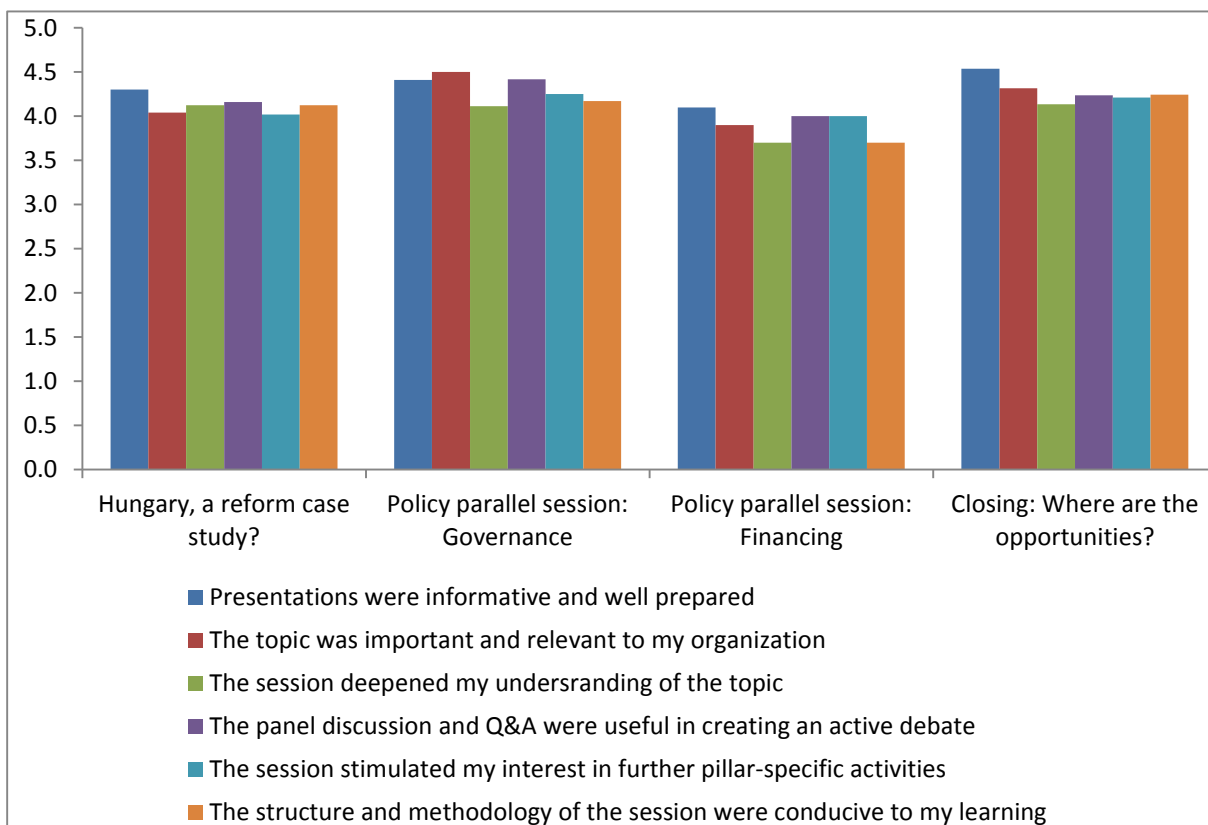
EVALUATION RESULTS

Day 1

1 – Strongly disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly agree



Day 2



PARTICIPANTS LIST

Last Name	First Name	Position	Organization	Country
Adam	Marin	Director	State Agency in Charge of Water under the Ministry of Environment	Moldova
Cador	Anca	Director, Monitoring Data	National Regulatory Authority for Municipal Services	Romania
Andrejevic	Dejan	Director	Naissus, Waterworks Nis	Serbia
Bajic	Srecko	Programme Officer	Schweizerische Eidgenossenschaft	Bosnia and Herzegovina
Bajraktari	Naser	Dept Head	Ministry of Environment and Spatial planning	Kosovo
Bandoiu	Iulian	Director	National Regulator for Public Utilities	Romania
Begolli	Baton	Water Policy Advisor	Office of the Prime Minister, Government of Kosovo	Kosovo
Begovic	Fahrudin	Manager	Municipality of Bijelo-Polje	Montenegro
Bibolli	Vilma	Director	General Directorate of Water Supply & Sewerage	Albania
Bjelobrkovic	Predrag	Head of Project Implementation Unit	Public Enterprise Regionalni vodovod Crnogorsko primorje Budva,	Montenegro
Bogdanovic	Predrag	President of the Assembly	Belgrade Waterworks & Sewerage	Serbia
Bor	Darius	Benchmarking Expert	Apaserv SATU MARE S.A.	Romania
Božić	Dragan	General Manager	PUC Waterworks and Sewerage Novi Sad	Serbia
Bozovic	Olivera	Chairman	National Utility Association	Montenegro
Bukvic	Djuro	President	Network of Associations of Local Authorities of South-East Europe	Croatia
Bulatovic	Milan	Director	PUC Bistrica	Montenegro
Burtscher	Robert	Senior Advisor for Water and Sanitation	Austrian Development Agency	Austria
Casaer	Jeroen	Policy Officer - Team Leader Water Industry	European Commission / DG Environment	Belgium
Cerar	Karmen	Head of Sector	Ministry of Agriculture	Croatia



Chorobenski	Dragan	Technical Director	J.P. VODOVOD Kumanovo	FYR Macedonia
Costel	Coica Dorel	Mayor	Satu Mare	Romania
Cunha Marques	Rui	Professor	Technical University of Lisbon	Portugal
Dako	Vangjush	Mayor	Durres Municipality	Albania
Dane	Peter	Manager	European Benchmarking Cooperation	Netherlands
Daraban	Vasile	Executive Director	Somes-Tisa Association of Municipalities/Asociatia de Dezvoltare Intercomunitara Somes-Tisa	Romania
Dervishi	Avni	Chairman	Albanian Regulatory Authority of the Water Supply and Wastewater Disposal and Treatment Sector	Albania
Di Marco	Christophe	Sector fund Manager / Project Director	ORF MMS / LL SEE	Bosnia and Herzegovina
Didanovic	Snezana	Advisor	Ministry of Sustainable Development and Tourism	Montenegro
Djordjevic	Milos	Associate Director	PUC Naissus	Serbia
Djukic	Zana	Advisor for Municipal Financing	Union of Municipalities of Montenegro	Montenegro
Đukić	Nenad	Senior expert associate of Water Department	Ministry of Agriculture, Water Resources and Forestry Republika Srpska	Bosnia and Herzegovina
Đuranović	Zorica	Senior Advisor	Ministry of Agriculture and Rural development	Montenegro
Eisenhut	Manfred	Head of water department	Austrian Association for Gas and Water (OVGW)	Austria
Feiereisen	Philipp	Advisor	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH	Germany
Gabric	Stjepan	Senior Water and Sanitation Specialist	World Bank	Croatia
Garbuza	Andriy	Deputy Sector Fund Manager	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH	Bosnia and Herzegovina
Gluscevic	Miodrag	Head of Department	Standing Conference of Towns and Municipalities	Serbia
Goldstein	Ellen	Country Director for the Western Balkans	World Bank	Austria
Gruber	Elisabeth	Senior Advisor	Ministry of Finance	Austria
Gutu	Sergiu	Head	Ministry of Environment	Moldova



Haranghy	Csaba	Chief Executive Officer	Budapest Waterworks	Hungary
Hasani	Sami	Head of Tariff and Finance	Water and Wastewater Regulatory Office	Kosovo
Hizo	Ferenc	Deputy State Secretary for Green Economy, Climate Policy and Key Public Services	Ministry of National Development	Hungary
Hodaj	Fatos	Executive Director	Albanian Association of Municipalities	Albania
Holjevic	Danko	Deputy General Manager	Croatian Waters	Croatia
Hommann	Kirsten	Senior Economist	World Bank	Austria
Hoppe	Peter	Department Manager	Hamburgwasser	Germany
Horst	Peter	Asset Engineer	PWN	Netherlands
Hristov	Georgi	Project Manager	Open Regional Funds / GIZ	FYR Macedonia
Ibrahimi	Sazan	Executive Director	Association of Kosovo Municipalities	Kosovo
Iliev	Iliyan Borisov	Member	State Energy and Water Regulatory Commission	Bulgaria
Ivanoski	Boran	Project Officer	Network of Associations of Local Authorities of South-East Europe	FYR Macedonia
Ivanović	Mladen	Liaison Officer	Network of Associations of Local Authorities of South-East Europe	Croatia
Jacobsen	Michael	Lead Water and Sanitation Specialist	World Bank	Bulgaria
Janevska	Jelena	Knowledge and communication Manager	Network of Associations of Local Authorities of South-East Europe	FYR Macedonia
Jesson	Julia	Nachhaltigkeitsmarkt Deutschland	GIZ	Germany
Jordanoski	Petar	Administrative Manager	GIZ / Open Regional Funds	FYR Macedonia
Kaderjak	Peter	Director, REKK	Corvinus University of Budapest	Hungary
Kahriman	Ekrem	President	Association of Water Supply and Waste Water Utilites of Federation B&H	Bosnia and Herzegovina
Kapetina	Vesna	Head of Design and Development Water Utility East Sarajevo	Utility Association Republika Srpska	Bosnia and Herzegovina



Karpov	Felix	Consultant		Russia
Kastchiev	Ivaylo	Head of Department	State Energy and Water Regulatory Commission	Bulgaria
Kasza	Krisztina	Head of Secretariat	Energy Regulators Regional Association	Hungary
Kis	Andras	Research associate	Corvinus University of Budapest	Hungary
Kisvardai	Gabor	Legal Advisor	Hungarian Energy and Public Utility Regulatory Authority	Hungary
Kling	Walter	Secretary General	International Association of Water Supply Companies in the Danube River Catchment Area	Austria
Kolev	Ivaylo	Senior Water and Sanitation Specialist	World Bank	Bulgaria
Kos	Elizabeta	President of the Council for Water Services	Ministry of Agriculture	Croatia
Kovaci	Spartak	CEO	Durres Water Utility	Albania
Kovalenko	Oleksandr	First Deputy Director General	Water Utility Kharkiv	Ukraine
Kozlovska	Tetiana	Chief Specialist	National Commission of the State Public Utilities Regulation	Ukraine
Krstic	Aleksandar	President (HUB BM coordinator)	Inter-institutional Professional Network in Water Sector of Serbia (IPM)	Serbia
Lacatusu	Silviu	Executive Director	Romanian Water Association	Romania
Linke	Alexander	Head of Energy, Environment and Climate Change Department	Kommunalkredit Public Consulting GmbH	Austria
Lovei	Laszlo	Sector Director, Sustainable Development	World Bank	United States
Lungu	Octavian	Director	National Energy Regulatory Agency	Moldova
Maslak	Victor	President	National Water Association	Ukraine
Mazar	Emilija	Project Assistant	UNA Consulting	Bosnia and Herzegovina
Medgyesy	Balázs	Government Commissioner	EU Strategy for the Danube Region	Hungary
Michaud	David	Program Leader	World Bank	Austria
Micic	Mico	President	Association of towns and municipalities of Republic of Serpska	Bosnia and Herzegovina



Milovanovic	Miodrag	Assistant Director	Jaroslav Cerni Institute	Serbia
Mirta	Ilber	Head of Department for Waters	Ministry of Environment and Physical Planning	FYR Macedonia
Mitevaska	Ivana	Head of ZELS Training Center	Association of the Units of Local Self-governments of the Republic of Macedonia-ZELS	FYR Macedonia
Muhahxeri	Gazmend	Mayor	Municipality of Peja	Kosovo
Nachevski	Oliver	President	Engineers Without Borders International	FYR Macedonia
Nikolic	Tamara	Consultant	World Bank	Austria
Nistor	Iuori	Manager	Water Utility Association	Moldova
Osadci	Alexandru	Programs Coordinator	Congress of Local Authorities of Moldova	Moldova
Paschinger	Raimund	General Manager	EVN Wasser GmbH	Austria
Pajank	Daniel	Advisor	Ministry of Finance	Austria
Pejovic	Miodrag	President Managing Board	PE "Regionalni vodovod Crnogorsko primorje"	Montenegro
Perfler	Reinhard	Deputy Head of Institute	Universität für Bodenkultur Wien	Austria
Poci	Elizabeta	Deputy Executive Director	Water Supply and Sewerage Association of Albania	Albania
Pokorski da Cunha	Ulrike	Sector Manager - Sector Department Water, Energy and Transport	GIZ	Germany
Prandtstetten	Christoph	Senior Consultant	Kommunalkredit Public Consulting GmbH	Austria
Prestoyski	Angel	Chairman	Union of Water Operators	Bulgaria
Rajic	Biljana	Senior advisor for water resources	Ministry of Foreign Trade and Economic Relations	Bosnia and Herzegovina
Ramovic	Muhamed	Mayor	Gorazde Municipality	Bosnia and Herzegovina
Romanyuk	Olga	Commissioner	National Commission of the State Public Utilities Regulation	Ukraine
Rusev	Radoslav	Senior Advisor	New Europe Corporate Advisory	Bulgaria
Rusu	Sergiu	Director	Floresti water utility	Moldova
Sadikaj	Alush	Political Advisor	Ministry of Environment and Spatial Planning	Kosovo
Savchenko	Vadym	Deputy Chief Executive	Ukrainian Association of Village Councils	Ukraine
Schmitt	Katja	Advisor	GIZ	Germany



Schönleitner	Günther	Head, IFI Department	Ministry of Finance	Austria
Scutaru	Petru	Director	Ungheni Apa-Canal	Moldova
Shegay	Anastasia	Research Analyst	World Bank	Austria
Shehu	Fatmir	Director	Berat, Kucova utility	Albania
Šimić	Vladimir	Member of the Council for Water Services	Croatian Waters	Croatia
Spasovski	Igor	President of Supervisory Board	Association of Providers of Communal Services in Republic of Macedonia	FYR Macedonia
Stegerean	Dănuțiu	General Manager	Apaserv Satu Mare S.A.	Romania
Taušanović	Vladimir	President	International Association of Water Supply Companies in the Danube River Catchment Area	Serbia
Terzikj	Milan	Board Member	Association of Providers of Communal Services in Republic of Macedonia, Vodovod Probistip	FYR Macedonia
Tigani	Agron	General Director	Hidrodrini Water Supply and Sewerage Company	Kosovo
Timar	Reka	Program Manager	Energy Regulators Regional Association	Hungary
Totozani	Argita	Director of Integration and Foreign Financed Projects	Ministry of Transport and Infrastructure	Albania
Trninic	Branka	Director	Vodovod a.d. Banja Luka	Bosnia and Herzegovina
Tzankova	Maria	Executive Director	Assoc. of Danube Municipalities	Bulgaria
Vasile Emil	Stefan	Financial Director	Apa Nova Bucarest	Romania
Vasilescu	Ileana	Senior Advisor	Department for Water, Forests and Fishery	Romania
Veličković	Ivica	Assistant Director	Naissus, Waterworks Nis	Serbia
Videnova	Ivanka	Director	Ministry of Regional Development and Public Works	Bulgaria
Vitija	Nadire	Acting Director	Water Supply and Sewerage Association of Kosovo	Kosovo
Vojinović	Miloje	Head of Republic Inspection for communal services	Ministry on Construction and Urban Planning	Serbia
Wagner	Katherine	Secretariat	IAWD/DWP	Austria



Weller	Philip	Program Coordinator	International Association of Water Supply Companies in the Danube River Catchment Area	Austria
Wiederkehr	Frank	Regional Advisor for Water and Environment	SDC / SECO	FYR Macedonia
Zajazi	Kelmend	Executive Director	Network of Associations of Local Authorities of South-East Europe	FYR Macedonia
Zulic	Sandi	Director	UNA Consulting	Bosnia and Herzegovina

Photo credits: Astrid Knie

Conference presentations are available at www.danube-water-program.org