



International Association  
of Water Supply Companies  
in the Danube River  
Catchment Area



DANUBE  
WATER  
PROGRAM

Smart policies, strong utilities, sustainable services



german  
cooperation  
DEUTSCHE ZUSAMMENARBEIT

Implemented by

**giz** Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH

# ADDRESSING THE CHALLENGES OF FINANCING WATER SERVICES FOR DEVELOPMENT

## 2017 DANUBE WATER CONFERENCE

## CONFERENCE REPORT

Vienna, May 2017



FEDERAL MINISTRY  
OF FINANCE



This year's Danube Water Conference participants. More than 200 participants and speakers from 24 countries representing ministries, regulatory agencies, water utilities, water utility associations, municipal governments, municipal government associations, international finance institutions, academia, NGOs and others.

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This year's Danube Water Conference (DWC), convened more than 200 water professionals from 24 countries in the region and beyond. The conference built on the topics of previous conferences, by focusing on an overview of how to finance and address the challenges and service gaps that were identified in previous conferences (review of the current status of the sector of the region in the DWC 2015 and on addressing the double challenge of delivering sustainable services while meeting the EU *acquis communautaire* in the DWC 2016).

This year's conference sessions have been generally rated high as shown on the bar graphs in the next page (results from 62 conference evaluation forms). The most cited benefit of the conference was networking, followed by the opportunity to learn from strategic financial planning and sharing experiences from the region. Some of the comments received from participants included:

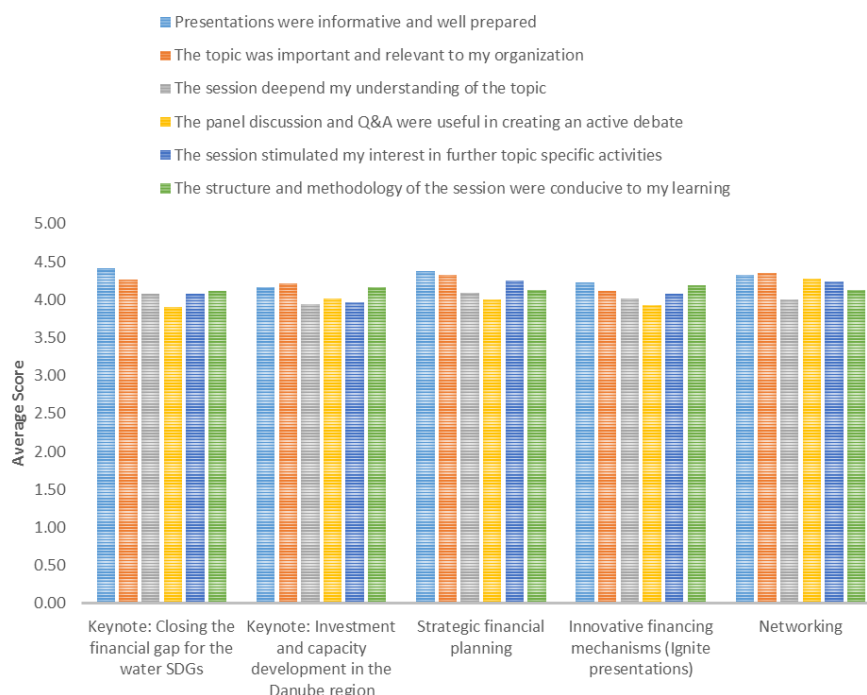
"I [participated in the conference] for the first time but I can see that this is the most important event for the water specialist in the region. The organization was perfect and I enjoyed the work during the conference but also staying in Vienna."

"Many thanks to all of you for organization such amazing Conference. Everything was perfect - well developed Program with context and objectives, with speaker bios (was very interesting to read); Conference moderator was excellent ... Level of DWC is very high!"

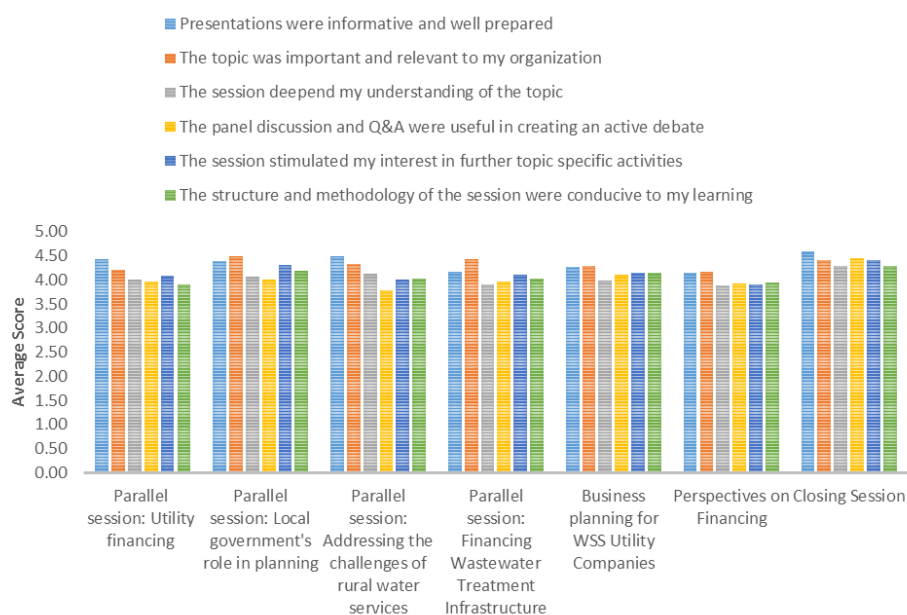




## DAY 1 SESSIONS - AVERAGE SCORES



## DAY 2 SESSIONS -



**All conference presentations and pictures can be found at: <http://www.danube-water-program.org/pages/events/2017/danube-water-conference-2017.php>**

***Photo credits: Astrid Knie***

## II. DWC 2017 AGENDA

Wednesday May 17	8:00-17:00	Registration (conference venue, ground floor, reception lounge)	
	9:00-9:05	<b>IWA Performance Indicator Conference: Danube Session</b> Introduction and Welcome Prater 1-4	
	9:05-9:20	<b>Overview of Performance Indicator Systems in the Danube Region</b> Prater 1-4	
	9:20-10:30	<b>Case Studies of Successful PI Systems</b> Prater 1-4	
	10:30-11:00	Coffee break (conference venue, ground floor, reception lounge)	
	11:00-11:50	Panel and Audience Discussion on how best to organize PI information for Multiple Uses	
	11:50-12:00	Closing Session	
	12:00-13:00	Joint IWA/DWC Lunch (Courtyard Marriot Hotel Restaurant)	
	13:00-13:45	<b>Danube Water Conference: Opening Session</b>	
	13:45-14:45	<b>Key Note: Closing the Financial Gap for the Water SDGs</b> <b>Key Note: Investment and Capacity Development in Danube Region</b> Prater 1-4	
	14:45-15:15	DWC 2017 Group Photo Coffee break (conference venue, ground floor, reception lounge)	
	15:15-16:15	<b>Strategic Financial Planning for WSS Sector: Making a more efficient and effective use of existing financial resources</b> Prater 1-4	
	16:15-17:30	<b>Innovative Financing Mechanisms</b> Prater 1-4	
	17:30-18:30	<b>Networking and Meet the Teams</b> Ground Floor Reception Lounge	
	19:30	<b>Official Conference Dinner</b> (Venue: Dining room of the Courtyard Marriott)	
Thursday May 18	8:00-12:00	Registration (conference venue, ground floor, reception lounge)	
	9:00-11:00	<b>Local governments' role in planning investments and improving performance of WSS services</b> Prater 1+2	<b>Key Concepts in Water Utility Financing</b> <b>Practical Case Study: Structuring finance to achieve service targets</b> Prater 3+4
	11:00-11:30	Coffee break (conference venue, ground floor, reception lounge)	
	11:30-13:00	<b>Addressing the Challenge of Water and Sanitation Services Provision in Rural Areas</b> Prater 1+2	<b>Financing Wastewater Treatment Infrastructure and its Operation</b> Prater 3+4
	13:00-14:00	Lunch Courtyard Marriot Hotel Restaurant	
	14:00-15:30	<b>Business Planning for WSS Utility Companies</b> Prater 1-4	
	15:30-16:00	Coffee break (conference venue, ground floor, reception lounge)	
	16:00-17:30	<b>Perspectives on Financing</b> Prater 1-4	
	17:30-18:30	<b>DWC 2017 Closing Session</b> Prater 1-4	

Friday May 19	8:00-9:00	IAWD Board Meeting Messe 5+6			Danubis.org Breakfast Meeting Prater 1+2	
	9:00-11:00	IAWD members, utility and utility associations meeting Prater 3+4	RCDN Donor Meeting Messe 5+6	Regulators Meeting Krieau 1	NALAS General Assembly Prater 1+2	YWP Workshop Krieau 2
	11:00-11:30	Coffee break (conference venue, 1 <sup>st</sup> floor Coffee Lounge)				
	11:30	Water Utility Association Meeting (D-Leap) Prater 3+4			NALAS General Assembly	YWP Workshop Krieau 2
	12:30	RCDN Kick-Off Meeting Prater 1+2				
	12:30-14:00	Lunch and End of Business Meetings				



## III. THE ORGANIZERS



### 1. World Bank / IAWD Danube Water Program

*The World Bank / IAWD Danube Water Program supports **smart policies, strong utilities and sustainable water and wastewater services** in the Danube region by partnering with regional, national and local stakeholder, promoting an informed policy dialogue around the sector's challenges and strengthening the technical and managerial capacity of the sector's utilities and institutions.*

#### Why this Program?

Governments and water professionals in the Danube region face a double challenge of meeting their citizens' demand for universal, good quality, efficient, and financially sound or - in one word - sustainable water and wastewater services, while catching up to the environmental requirements of the European Union *acquis communautaire*. To address this double challenge, the World Bank and the International Association of Water Supply Companies in the Danube River Catchment Area (IAWD) have partnered to launch the Danube Water Program, with a 9.5M Euro, 2-phase financing from the Government of Austria.

#### What has the Program achieved?

The Danube Water Program was formally launched in May 2013 in partnership with line ministries, regulators, waterworks associations, and local government representatives of a dozen countries in Southeast Europe. Since the launch of the Program, knowledge exchanges among more than 600 sector professionals and policy makers in the region and beyond has taken place. In 2015 a State of the Sector report was produced and made available as a comprehensive assessment of the situation in the water sector of all countries of the Danube. Capacity building programs benefiting over 100 utilities have been undertaken and are now being converted into a region wide Learning Partnership (D-LeaP) involving cooperation with all the national water utility associations. Numerous local initiatives worth more than €1,100,000 through competitive grants have been supported. DANUBIS.org, a platform for sharing information on water and wastewater services has been launched. The program and cooperation with a variety of organizations such as the Open Regional Fund, the European Benchmarking Cooperation, and national utility associations, has also leveraged over €2.5 million of funding from beneficiaries and other donors, including Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and Swiss Cooperation.

#### What is coming now?

The program has initiated the successful completion and progress on more than 40 individual knowledge sharing, capacity building and analytical work activities, demonstrating a strong demand for the Program supported activities. To ensure that these activities have long lasting impact the second phase, has been focused on securing sustainability of arrangements and programs beyond the project. Focus has been on key "legacy" initiatives including securing the basis for continuation of the annual Danube Water Conference as the prime gathering of sector professionals in the region; the further development of the DANUBIS.org website into a lively platform of information exchange and benchmarking for the whole region; and the consolidation of capacity building activities under the Danube Learning Partnership (D-LeaP), a sustainable learning partnership of national and regional waterworks associations. Strengthening and further development of national water utility associations and IAWD through support for business planning are laying the groundwork for greater strength and stability of these institutions. An updated State of the Sector report and other key analytical activities focused on key challenges of the region are also in preparation.

[www.iawd.at](http://www.iawd.at)

<http://www.worldbank.org/en/topic/water>

[www.danube-water-program.org](http://www.danube-water-program.org)

## 2. GIZ Open Regional Fund for South East Europe - Modernization of Municipal Services


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### Challenges

South-East European countries are currently implementing reforms aimed at easing their accession into the European Union. These countries are facing great challenges due to decentralization, especially in the field of municipal services. Municipalities and public utilities often lack capacities and products necessary for implementing the EU's demanding standards, which require to improve the quality of municipal services. Some countries and municipalities of the region have already a track record of important experiences and success stories in the management of their municipal services. Although experiences are of great interest for actors from other countries of the region, the exchange of experiences is still insufficient. This can be attributed to the fact that the regional cooperation for the improvement of municipal services in compliance with EU accession requirements is not yet sufficiently developed. In order to meet these challenges, the Open Regional Fund for South-East Europe – Modernization of Municipal Services (ORF MMS) strengthens the capacities of regional networks to achieve cooperation between the members within the network as well as with other networks in order to effectively provide the users of municipal services with high quality and efficient services.

### Our Approach

Together with regional networks, municipal associations, public utilities and their associations as well as consumer organizations, ORF MMS creates a basis for an appropriate dissemination of developed instruments through the networks. In the field of water supply, waste water and waste management, tools, procedures and processes for improved municipal services will be prepared in such a manner that they can be offered by networks or their members and demanded as products in municipalities (including a developed business model, business plan and marketing strategy). In addition, ORF MMS strengthens the ability of networks to achieve financial independence through capacity development for fund raising (for example from EU funding programs) and the organizational capacities of regional networks and their members to facilitate exchange of experience through regional cooperation.

### Impact

With support from ORF MMS, the partners have developed instruments, methods, recommendations and comparative regional analyses which are used by municipalities and public utilities for the improvement of municipal services. They can also serve as the basis to improve the legal framework and to initiate relevant processes of change within the partner system. One example is the introduction of an electronic building permit system in Serbia and Albania, which had originally been developed in Macedonia. National authorities in Bosnia and Herzegovina and Montenegro have used recommendations to improve legal framework conditions for the introduction of a municipal solid waste data collection method. Another success story is the establishment of a regional certification model for business-friendly municipalities. Moreover, procedures and processes for the improvement of water-related municipal services have been developed and introduced in public utilities and disseminated in individual countries of South-East Europe through networks, such as the management of water supply systems or approaches for the reduction of non-revenue water. Furthermore, there are already first experiences and good practices regarding regional cooperation which are aimed at an improvement in the delivery of municipal services, such as the cooperation between NALAS, the International Association of Water Supply Companies in the Danube River Catchment Area (IAWD), the Standing Working Group for Regional Rural Development (SWG RRD) and consumer organizations (Consumer Organizations Network of the Western Balkans - ConWeB). ORF MMS supported a cooperation culture between these networks and created a common understanding of goals, strategies, concepts and roles in the field of municipal services among these networks.

[www.giz.de/regional-funds-southeasteurope](http://www.giz.de/regional-funds-southeasteurope)

## IV.WEDNESDAY, MAY 17<sup>TH</sup>

### 1. Opening Plenary Session

**Date:** Wednesday, May 17<sup>th</sup>

**Time:** 13:00 to 13:45

**Location:** Prater 1-4

**Moderation:** Mr. Greg Clark

**Simultaneous Translation:** Yes

#### Session structure

Time		Content	Speaker
13:00	5'	<b>Introduction</b>	Mr. Greg Clark
13:05	5'	<b>Welcome words</b> from the Austrian Ministry of Finance	<b>Ms. Elisabeth Gruber</b> , Director for International Financial Institutions, Austrian Federal Ministry of Finance
13:10	5'	<b>Welcome words</b> on behalf of the organizers: IAWD, World Bank and GIZ	<b>Mr. Walter Kling</b> , General Secretary, the International Association of Water Supply Companies in the Danube River Catchment Area (IAWD)
13:15	5'	<b>Welcome words</b> from IWA	<b>Ms. Diane D' Arras</b> , President of the International Water Association
13:20	5'	<b>Welcome words</b> from NALAS	<b>Mr. Naim Ismajli</b> , President of NALAS
13:25	5'	<b>Overview</b> of the event and practical aspects	Mr. Greg Clark
13:30	15'	<b>Framing the debate</b>	Facilitated by Mr. Greg Clark
13:45		<b>End of session</b>	



## Speakers Bios

- ▶ **Ms. Elisabeth Gruber** is Director of the Department of International Financial Institutions at the Austrian Ministry of Finance in Vienna since 2017. Previously, she was Senior Advisor at the same department responsible for the World Bank Group portfolio and working on issues related to multilateral development finance. From 2008 to 2010 she served as Alternate Executive Director at the Inter-American Development Bank in Washington, DC. Prior to this, she was dealing with policy issues of the Asian and the Inter-American Development Bank and was responsible for multilateral debt relief at the Ministry of Finance in Vienna. Before joining the Ministry of Finance, she worked for nine years as University Assistant at the Department of Economic Development at the University of Economics in Vienna. She graduated in Business Administration and holds a Doctoral Degree in Development Economics from the University of Economics in Vienna. She also earned a Diploma of International Relations from the Johns Hopkins University in Bologna, Italy.
- ▶ **Mr. Walter Kling** is Deputy Managing Director of Vienna Waterworks, a position he has held since 2001. Since the launch of IWA in 2000, Walter Kling supported the development of the new association in East Europe by organizing a number of events. For the period of 2006 to 2008 he joined the IWA Board of Directors as the incoming Congress President. 2010 he was elected IWA Vice President and reelected in 2012 for the period until 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. He also successfully organized the IWA European Utility Conference 2012 and the IWA Water Loss Conference 2014 in Vienna. An important background for this supporting work was his role as the General Secretary of IAWD (International Association of Water Supply Companies in the Danube River 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.
- ▶ **Ms. Diane D'Arras**, a civil engineer, started her career in 1977 in a French Water Agency. She joined SUEZ in 1981, taking in charge from 1984 to April 1993 the water operations in the Western Paris Area. In 1993, she became Operations Manager in Aguas Argentinas (Buenos Aires, 7 million inhabitants). In 1998, she was appointed Research and Development Senior Vice President of Degrémont, then from 2003 to 2010, at group level, for SUEZ. After a five year experience in Business Development in water as Western Europe Senior Executive V.P. she is now in charge of Global Professional Relations. She is since October 2016 the President of the International Water Association. She is or has been in many industrial and scientific boards or councils (President of the European Water Supply and Sanitation Technology Platform, and of the Environmental Strategic Committee of the French Standards National Agency, member of the Advisory Council of the European Research Directorate, and of the Environmental Advisory Committee of Singapore Research Agency, board member of ACEA spa). She is member of the National Academy of Technologies of France.
- ▶ **Mr. Naim Ismajli** is Dr.Sc. of Economic Sciences in the field of Management and Informatics. Since 2001 until the end of 2007, he worked as Chief Executive at the Municipal Assembly in Shtime/Štimlje. In 2007, he is elected as the Mayor of Shtime/Štimlje and re-elected for another mandate in 2009. He is the President of AKM (Association of Kosovo Municipalities) and as well as the President of NALAS (the Network of Associations of Local Authorities in South-East Europe). During this time he has assisted in many seminars and conferences both at the local level as well as at the international level. During 2012-2013, he has worked as a professor at the Public University of Prizren and for 5 years he is giving lectures at AAB College in Kosovo. Mr. Ismajli has attended various trainings and has a great experience in managing local and international projects in various sectors. He also has a few years experience in project management in the field of construction and at the water sector. Currently he is the Mayor of Shtime/Štimlje and under his leadership the Municipality of Shtime/Štimlje has achieved great achievements in all fields.
- ▶ **Mr. Philip Weller** has since July 2013 served as the Danube Water Program Coordinator for the International Association of Water Supply Companies in the Danube River Catchment Area (IAWD) administering and managing a joint project together with the World Bank aimed at improving and supporting the efficiency of Danube region water supply and waste water companies. Mr. Weller previously served for 10 years as the Executive Secretary of the (ICPDR) International Commission for the Protection of the Danube River. Mr Weller also worked for the World Wide Fund for Nature (WWF) as Danube Carpathian Program Director and has also managed successful consulting businesses in both Canada and Austria and has done numerous assignments for governments and

international organizations. Mr Weller is author of three books on environmental topics including 'Freshwater Seas' an environmental history of the Great Lakes of North America. Philip Weller is an environmental planner by training.

- ▶ **Ms. Patricia Lopez** is a senior infrastructure finance specialist with the World Bank's Water Global Practice and the Danube Water Program Leader on the Bank's side. At the Bank, she has worked in providing policy advice around financial and institutional issues to national, regional and local governments, utilities and WSS sector institutions and in preparing, negotiating and managing World Bank lending operations in the water and sanitation and flood management sector. At the World Bank, she has held several assignments and responsibilities. Before joining the Bank, Ms. Lopez worked for different investment banks and consultancy firms advising governments, utilities and private companies in project and corporate finance operations. She has hands-on experience in the design of solutions for the provision of water and sanitation services and the financing of infrastructure, particularly with participation of the private sector and has worked in Latin America and the Caribbean, Europe and Eastern Europe. Patricia holds a M.Sc. in Economics and Business Sciences with a two-year specialization in Financing from *Colegio Universitario de Estudios Financieros* (C.U.N.E.F), Madrid, Spain.
- ▶ **Mr. Georgi Hristov** has more than 20 years of professional experience and currently works for the GIZ Open Regional Fund Modernization of Municipal Services as Project Manager. He graduated from Electrotechnical Faculty in Skopje, earned his MBA in Finance Management at the University of Sheffield (UK) and currently is finalizing his PhD thesis on quality management through metrics in water supply systems at the University St. Cyril and Methodius in Skopje. He is a registered Project Management Professional at the Project Management Institute (PMI) and holds the EU Trainer Certificate. During the last 10+ years, Mr. Hristov works on bi-lateral and regional projects in South-East Europe funded by the EU, USAID, UNDP and World Bank in supporting decentralization and improvement of municipal services. He is the author/co-author of several publications in the area of decentralization, local government and utility service provision with a focus on water supply and wastewater.

## Conference Moderator

- ▶ **Mr. Greg Clark** regularly chairs summits and congresses on development and investment themes worldwide. He also acts as a moderator for leadership forums and boards. He has led more than 400 summits and events for the OECD, World Bank, UN, The FT, The EIB, JP Morgan, Grosvenor, ICSC, INREV, ANREV, IEDC, ULI, MIPIM, LSE, Brookings Institution, and The EU Council. His other current roles include: Senior Fellow, Urban Land Institute (ULI), Europe; Global Fellow, The Brookings Institution, Washington DC; Global Fellow, London School of Economics.

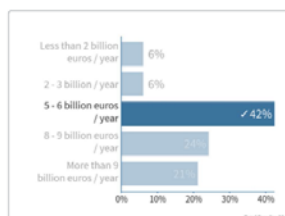
## Session Summary

The opening session featured welcoming words from senior representatives of the various institutions organizing and supporting the 2017 Danube Water Program, presenting their visions on working together towards solving the challenge of financing sustainable services for all citizens and for economic development of the countries.

The formal opening was followed by an overview of the event's structure and practical aspects and feedback from the audience on some of the most pressing issues relating the conference focus in order to frame the debate.

## Framing the debate PollEv results

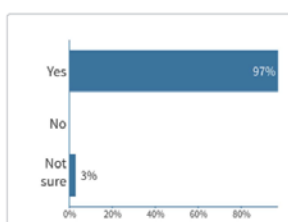
### What are the current investment needs in the Danube region to achieve EU or national water and sanitation targets (including wastewater treatment) per year?



Response options	Correct	Count	Percentage
Less than 2 billion euros / year	✗	2	6%
2 - 3 billion / year	✗	2	6%
5 - 6 billion euros / year	✓	14	42%
8 - 9 billion euros / year	✗	8	24%
More than 9 billion euros / year	✗	7	21%



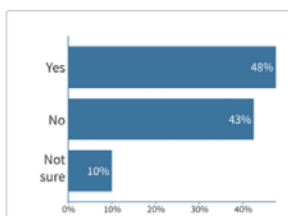
### Do you think that an increased role for tariffs / user charges is inevitable to finance water into the future in this region?



Response options	Count	Percentage
Yes	33	97%
No	0	0%
Not sure	1	3%



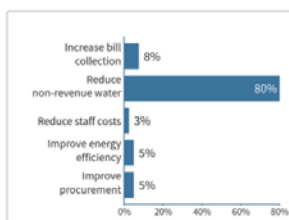
### Do you think tax revenues should fill the funding gap when tariffs are kept below cost-recovery levels?



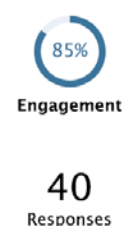
Response options	Count	Percentage
Yes	19	48%
No	17	43%
Not sure	4	10%



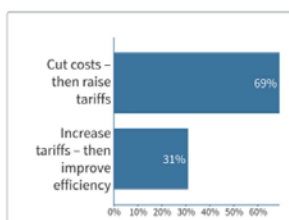
### Which type of efficiency gains could generate the highest cost savings in the region?



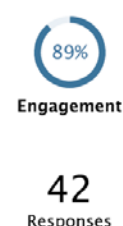
Response options	Count	Percentage
Increase bill collection	3	8%
Reduce non-revenue water	32	80%
Reduce staff costs	1	3%
Improve energy efficiency	2	5%
Improve procurement	2	5%



### In order to achieve financial sustainability of utilities, which one do you think should come first?



Response options	Count	Percentage
Cut costs - then raise tariffs	29	69%
Increase tariffs - then improve efficiency	13	31%





## 2. Keynote presentations: “Closing the Financial Gap for the Water SDGs” and “Investment and Capacity Development in the Danube Region” Plenary Session

**Date:** Wednesday, May 17<sup>th</sup>  
**Time:** 13:45 to 14:45  
**Location:** Prater 1-4  
**Moderation:** Mr. Greg Clark  
**Simultaneous Translation:** Yes

### Session structure

Time		Content	Speaker
13:45	5'	<b>Introduction</b>	Mr. Greg Clark
13:50	20'	<b>Closing the Financial Gap for the Water SDGs</b> Click <a href="#">here</a> for presentation	<b>Mr. Guang Zhe Chen</b> , Senior Director, Water Global Practice, World Bank
14:10	20'	<b>Investment and Capacity Development Financing in Danube Region</b>	<b>Mr. Peter Gammeltoft</b> , President of ICPDR appointed by the European Commission
14:30	15'	<b>Audience Discussion and Questions</b>	Discussion and Questions from the Audience Facilitated by Mr. Greg Clark
14:45		<b>End of session</b>	

### Speakers bios

- ▶ **Mr. Guang Zhe Chen** is Senior Director for the Water Global Practice (GP) within the Sustainable Development Vice-Presidency at the World Bank Group. In this position, he oversees the formulation and implementation of strategy and programs working internally with agriculture, energy, environment, urban and other GPs and regions, as well as with external clients and partners. He supports the development and delivery of knowledge and financing programs to country clients, overseeing a total portfolio of roughly \$35 billion in 170 projects globally. He leads a team of over 300 specialists from 78 nationalities based in nearly 60 countries around the world. An economist by training, Mr. Chen has over 20 years of international experience in the field of sustainable development, infrastructure finance and management with the World Bank Group and the Asian Development Bank. From 2001-2011, he held various managerial positions in the Latin America and Caribbean and South Asia regions of the World Bank, including transport, water supply and sanitation, urban development and disaster risk management. Prior to this, Mr. Chen led on the preparation, implementation, and economic policy work and technical assistance activities for infrastructure projects as a task team leader, having joined the World Bank initially as a transport economist in 1997. A Chinese national, Mr. Chen holds a graduate degree in Economics from Harvard University, USA, and B.A. in Economics from Zhongshan (Sun Yat-Sen) University, Guangzhou, China.
- ▶ **Mr. Peter Gammeltoft** is an independent expert on environmental issues and sustainable development. He holds a Master's Degree in Chemical Engineering from the Technical University of Denmark, Copenhagen. He is currently, among other positions, President of the International Commission for the Protection of the Danube River (ICPDR) and a member of the OECD's Water Governance Initiative. From 2006-2014 he was Head of Unit in for water policy and legislation in the European Commission's Directorate General for the Environment. Until 2010 he was responsible also for marine environment policy management and for the preparation of the European Commission's

2009 White Paper on adaptation to climate change. In 2000-2006 he was Head of Unit for policies on clean air, noise, transport and fuel quality in the Directorate General for the Environment.

## Session summary

The session started with **Mr. Guang Zhe Chen's Keynote presentation on "Closing the Financial Gap for the Water SDG's"**. Mr. Chen emphasized that proper water management is key to build water security. During his speech, he argued the need of moving from the Millennium Development Goals (MDGs) towards the Sustainable Development Goals (SDGs) by 2030. This basically implies moving from the provision of basic water supply services to safely managed drinking water (SDG6.1). The SDGs are especially relevant in the Danube region given that millions still lack modern services at home; with 22.5 million without piped water and 28 million without flushed toilets (State of the Sector Report, 2015). His presentation highlighted that €2.6 billion per year are needed to finance investments required to achieve EU or national water sector targets. To close this financial gap various financial approaches will need to be taken, including the leveraging of commercial and financial funds. Mr. Chen provided a short overview of the different instruments including a "cascade" approach, commercial financing, upstream reforms and market failures, public and concessional resources, risk instruments and credit enhancements and sub-sovereign transfers. Mr. Chen's final message and conclusion was that *"Status quo is not an option"*.

The second keynote speech was given by Mr. Peter Gammeltoft on **Investment and Capacity Development Financing in Danube Region**. He introduced the ICPRD and their role in ensuring integrated water resources management in the Danube basin, within the framework of the EU legislation. The main problem faced in the Danube basin is the direct disposal of untreated wastewater into surrounding water bodies. As a response, several River Basin Management Plans have been prepared for a cleaner, healthier and safer environment. The water sector is one of the major investment areas of the European Union, mainly through the Instrument for Pre-Accession Assistance (IPA). Investments in the sector have been translated into improved water quality of the Danube River. Nevertheless, there still is a need for capacity building and strengthening in the region, as well as infrastructural investments in downstream countries. Mr. Gammeltoft mentioned a few factors that would contribute to a more sustainable service provision: improvement of operational efficiency of utilities, full cost recovery, identification of financial resources for capital investments, absence of political risks at national level and institutional stability. Mr. Gammeltoft concluded his presentation emphasizing that building an institution's long-term policy is crucial and that short term financing is not enough.

*With contributions from Arlinda Ibrahimllari and Emil Tsanov*

### 3. Strategic Financial Planning for the WSS Sector: Making a more efficient and effective use of existing financial resources– Plenary Session

**Date:** Wednesday, May 17<sup>th</sup>

**Time:** 15:15 to 16:15

**Location:** Prater 1-4

**Session organizers:** Ms. Patricia Lopez, World Bank

**Moderation:** Mr. Greg Clark

**Simultaneous Translation:** Yes

#### Session structure

Time		Content	Speaker
15:15	5'	<b>Introduction</b>	Mr. Greg Clark
15:20	15'	<b>Funding Sources and Financing to the sector</b> Click <a href="#">here</a> for presentation	<b>Ms. Sophie Trémolet</b> , World Bank
15:35	20'	<b>Strategic Financial Planning in practice: The case of Albania</b> Click <a href="#">here</a> for presentation	<b>Ms. Lindita Sotiri, Coordinator</b> , representing Ministry of Transport and Infrastructure, Albania <b>Mr. Michael Jacobsen</b> , Cowi consultants <b>Mr. Anri Dajko</b> , Valu-Add
15:55	20'	<b>Q&amp;A and Audience Discussion with Panel</b>	Panelists: - Presenters listed above - <b>Mr. Baton Begolli</b> , Water Policy Advisor, Office of the Prime Minister, Government of Kosovo - <b>Mr. Ljubisa Cosic</b> , Mayor of Istочно Novo Sarajevo, BiH
16:15		<b>End of session</b>	

#### Speakers bios

- ▶ **Ms. Sophie Trémolet** is a Senior Economist in the Water Global Practice of the World Bank, which groups all water lending and non-lending activities of the World Bank Group. An economist by training, she has worked in the water sector for the past 20 years, on issues ranging from the design of institutional and regulatory reforms to that of innovative financing approaches to leverage commercial finance, including from microfinance and commercial bank loans. At the World Bank, she focuses on examining how public finance can best be used to leverage other sources of funding for the sector, including from domestic governments, households (via tariffs and self-investments) or private investors. She is widely published in the area, having worked as a consultant for a variety of clients such as international development banks (WB, EIB, AfDB, AsDB, IADB, KfW, AFD), private Foundations (Gates Foundation, Rockefeller Foundation), NGOs, research organizations and think-tanks (OECD, WaterAid). For more info, see: [www.worldbank.org/water](http://www.worldbank.org/water)
- ▶ **Ms. Lindita Sotiri** is the Coordinator on Strategic Investment in the Prime Minister Office. She has worked as Director of Integration in the Ministry of Transport and Infrastructure in Albania. In her position she is also the head of the “Water for People” thematic group in charge of preparing the government’s national water program on water services as part of the Integrated Water Management sector reform being developed. Prior to her appointment as a Director, she was the head of legal and procurement sector in the General Directorate for Water Supply and Sewerage of the Ministry, and an Advisor to the Minister on issues ranging from the preparation and negotiation of concession



contracts, to the development of legal acts and the successful implementation of water reform. Ms. Sotiri is a lawyer by training.

- ▶ **Mr. Michael Jacobsen** (Project Director, Water – COWI) is an economist by training. He has worked with water supply and sanitation planning and financing in EU and candidate countries since 1991. He is currently deputy team leader of the Western Balkans Investment Framework Investment Preparation Facility 5 based in Belgrade. Prior to this he has been with the World Bank including as Lead Water Supply and Sanitation Specialist based in Sofia and has worked for COWI in most of the countries in the region.
- ▶ **Mr. Anri Dajko** is a finance and accounting specialist with over 8 years of specific experience in budgeting, policy measures and programming. He joined Valu Add Management Services where he is engaged in a variety of project assignments in Western Balkans and Middle East covering the aspects of financial analysis, water utility business planning, and performance monitoring and benchmarking of water supply utilities. Mr. Dajko is specialized to prepare and monitor the implementation of the economic policies, interpret data for the purpose of determining past financial performance, analyze financial data, prepare financial forecasts, perform cost estimates, and resolve funding shortfalls in water supply and sewerage utilities. Prior to joining Valu Add, he worked at the Ministry of Finance in Albania, where he held the position of “Senior Finance Expert” in the Budget Policy, Analysis & Programming Department. This work allowed him to have experience in applying budget policies, analyse and determine the financial costs and give recommendations for their implementation.
- ▶ **Mr. Baton Begolli** is the Water Policy Advisor to the Inter-Ministerial Water Council at the Office of the Prime Minister of Kosovo. As part of his function, he advises the Deputy Prime Minister (chairman of the Council) and other Council members (Minister of Environment & Spatial Planning, Minister of Economic Development, Minister of Local Governance, and Minister of Foreign Affairs) on water policy development and implementation, supports the drafting of sector policies and strategies and oversees their implementation, and organizes and coordinates donor involvement in the sector. Prior to his current position, Mr. Begolli worked in director and advisor positions in the Ministry of Environment and Spatial Planning and accompanied many of the water sector reform steps. Mr. Begolli has a M.Sc. in Environmental Management of the University of East Anglia and a B. Sc. in Environmental Engineering from the Middle East Technical University.
- ▶ **Mr. Ljubisa Cosic** is the Mayor of Istocno Novo Sarajevo municipality and President of the Association of Municipalities and Towns of Republic of Srpska. He was born in Sarajevo in 1979. He received a Master of Economic Sciences, currently is doctoral candidate at the Faculty of Economics in Banja Luka. He is author and co-author of a large number of scientific papers published in national and international journals and conference. He was hired as a permanent consultant of the OSCE Mission in BiH for the development of small and medium-sized enterprises and the development of youth entrepreneurship in 2005, while in the period from 2004 till 2008 he worked in Sarajevo Regional Development Agency (SERDA) and State Investigation and Protection Agency (SIPA). In the period 2008-2011 he was an Adviser to the Minister of Foreign Trade and Economic Relations, engaged as a member in number of standing and ad hoc committees and working groups in the Council of Ministers. Until he was elected for a position Mayor of Istocno Novo Sarajevo in 2012 he worked in the Presidency as an Adviser for economic affairs of BiH as Presidency member from the Republic of Srpska.

## Session summary

The session started with **Ms. Tremolet’s presentation on Funding Sources and Financing to the Sector**. In her presentation Mrs. Tremolet explained what Strategic Financial Planning (SFP) entails and why it is needed. An overview of the steps toward financial sustainability was also introduced. Most countries in the region need to invest beyond current levels to meet the SDGs. Five potential steps to finance the SDGs were mentioned starting with (i) defining the strategy for a Strategic Financial Planning to look ahead and plan sector resource needs, continuing with (ii) improve operating and capital efficiency by introducing measures such as improving bill collection, reducing non-revenue water, boosting energy efficiency, improving staff productivity, and then making sure that capital investments are efficient, (iii) mobilizing domestic funding sources including tariffs, transfers and taxes, (iv) leveraging commercial finance and how concessional finance can help with this evolution, and (v) create a virtuous cycle to meet the SDGs.

Technical and financial efficiency plus governance are foundational issues: They must be done regardless of the size institutional structure and the local of the service provider; Improving these two issues automatically leads to creditworthiness – it's not another thing that needs to be achieved over and above the foundational issues. Commercial finance provides an additional check and balance over the tech and financial efficiency and the governance arrangements ending to work and achieve the SDGs with services financed and sustainability going forward.

The second presentation was given by **Ms. Lindita Sotiri and Mr. Michael Jacobsen on how Albania used Strategic Financial Planning to improve their service provision**. Ms. Sotiri explained that it was clear from the onset what their WSS national targets were and that they identified a serious financial gap to achieve those. There was also lack of the harmonization between needs and wants that prevented them from moving forward and made worse by not having a clear methodology or strategy to address the gap. The government of Albania therefore decided to develop a model whose main purpose was to advance a WSS financing vision, show options for redesigning the investment flows and instruments, propose improvements to the process of tariff setting, assess tariff levels and their affordability and lastly to assess the subsidy scheme and coping cost.

The Analytical Model that was developed provides for informed decision making, allows realistic consideration of scenarios and supports the development of a Concrete Road Map that accommodates integrated and harmonized interventions. Applying this model into the decision-making process ensures internal consistency between policy targets, expenditure needs and available financing, which help identify potential financial gaps. This discussion was then followed by a presentation of how the model works under three different scenarios including different considerations and assumptions. Based on these, a set of actions were proposed to achieve the water and sanitation targets agreed by the Government of Albania.

*With contributions from by Emil Tsanov*

### 3. Innovative Financing Mechanisms – Plenary Session

**Date:** Wednesday, May 17<sup>th</sup>

**Time:** 16:15 to 17:15

**Location:** Prater 1-4

**Session organizers:** Ms. Patricia Lopez, World Bank and Georgi Hristov, GIZ

**Moderator:** Mr. Greg Clark

**Simultaneous Translation:** Yes

#### Session structure

Time		Content	Speaker
16:15	5'	<b>Introduction</b>	Mr. Greg Clark
16:20	5'	<b>Innovative BOT for Durban Waste Water Treatment Plant</b> Click <a href="#">here</a> for presentation	<b>Mr. Neil Macleod</b> , Consultant, Ex-CEO of Durban Water Works
16:25	5'	<b>Leveraging commercial financing</b> Click <a href="#">here</a> for presentation	<b>Mr. Patrick Alexander Avato</b> , Senior Operations Officer, Municipal Infrastructure, IFC
16:30	5'	<b>Blended finance approaches – the Water Revolving Fund in the Philippines</b> Click <a href="#">here</a> for presentation	<b>Ms. Sophie Trémolet</b> , Senior Economist, World Bank
16:35	5'	<b>Rijeka Municipality Bond Issue</b> Click <a href="#">here</a> for presentation	<b>Mr. Miroslav Matesic</b> , Rijeka Municipality
16:40	5'	<b>The Challenge of Istanbul: Save Water, Save Money, Save the Future</b> Click <a href="#">here</a> for presentation	<b>Mr. M. Cemil Arslan</b> , Secretary General of the Marmara Municipalities Union, Turkey
16:45	30'	<b>Audience and Panel Discussion</b>	<b>Moderator, panelists:</b> <ul style="list-style-type: none"> <li>- <b>Presenters listed above</b></li> <li>- <b>Mr. Cliff Hammer</b>, Advisor for Infrastructure and Environment, Swiss State Secretariat of Economic Affairs (SECO).</li> <li>- <b>Mr. Petrit Tare</b>, Korce Municipality</li> </ul>
17:15		<b>End of session</b>	

#### Speakers' bios

- ▶ **Mr. Neil Macleod** is presently a water and sanitation specialist consultant to the World Bank and others and Ex CEO of Durban Waterworks. An Honorary Research Fellow at University of KwaZulu-Natal. Macleod has 44 years' experience in the water and sanitation sector, with 22 years as the

Head of eThekweni Water and Sanitation (EWS) in the eThekweni municipality, retiring in 2014. EWS was the winner of the 2014 Stockholm Industry Water Prize. Macleod holds a BSc in civil engineering and an MBA.

- ▶ **Mr. Patrick Avato** is IFC's Lead, Climate Business in Europe & Central Asia. He oversees strategy and business development for IFC's regional climate business portfolio of approximately \$700m annually, covering the clean energy, energy efficiency and urban infrastructure sectors in Eastern and Southern Europe, the Balkans and Central Asia. Mr. Avato also leads the Cities Initiative in Europe and Central Asia, through which IFC partners with major cities in the region, such as Istanbul, Izmir and Belgrade, to support them with the development of their urban infrastructure transformations and mobilization of commercial investment. Focused on addressing key urban infrastructure challenges, e.g. public transport, waste, waste water and green buildings, Cities are provided with comprehensive financing solutions and technical assistance. Mr. Avato has more than 14 years of experience in the infrastructure sector across Europe, USA, Central Asia, Africa and South Asia. Before joining IFC, he held various positions in energy policy and corporate finance. Mr. Avato has an MBA from the University of Tuebingen and an MA in International Economics from Johns Hopkins University's School of Advanced International Studies (SAIS).
- ▶ **Mr. Miroslav Matesic** is a transport engineer and Deputy Mayor of Rijeka from 2012, where he came after a long career in Croatian Post. He is experienced project manager and is engaged in improvement of business/investment climate in municipality of Rijeka.
- ▶ **Mr. M. Cemil Arslan** is the Secretary General of Marmara Municipalities Union. He was born in Turkey in 1972. Mr. Arslan completed his undergraduate education at Gazi University, Department of Public Administration. Then he took his master's degrees in Local Administrations and Decentralization Program at Marmara University and in International Economic and Political Business Administration Program at Beykent University. Mr. Arslan received his Ph.D. degree in Local Authorities and Decentralization Program from Marmara University. He continued his postdoctoral finance and language studies in England. Mr. Arslan's career began in 1995 in Istanbul Metropolitan Municipality; and he worked as Auditor, Director of Expenditures, Head of Financial Services Department as well as the Chairman of the Board of Belbim Co., Bimtaş Co., and Istanbul Transportation Co. Since 2014, he has been working as the Secretary General of Marmara Municipalities Union which is the largest and the oldest regional Local Government Association in Turkey with 187 members.
- ▶ **Mr. Petrit Tare** has a Hydrotechnical Engineering Degree from the Civil Engineering Faculty of the University of Tirana. He has completed his post university studies and holds a Master's Degree in "Water Supply, Sewerage and Treatment Plants" from the same university. He has been specialized in Managing Public Enterprises in Infrastructure from the Technical University of Berlin, Germany. Mr. Tare is Director of the Water Supply and Sewerage Company of Korca, one of the best performing utilities in Albania. He is cofounder of the Water Supply and Sewerage Association of Albania and currently serves as President of SHUKALB for several terms. He is a current member of the European Water Association Management Committee. In addition, Mr. Tare is an active senior Water Professional in Albania and the Balkan Region.
- ▶ **Mr. Cliff Hammer** is currently managing the infrastructure portfolio of the Swiss State Secretariat for Economic Affairs (SECO) in Peru as well as contributions of SECO towards water and urban development programs of the Inter-American Development Bank (IDB) and IFC in Latin America. He will move in Summer 2017 back to the Western Balkans acting as Regional Advisor to the Swiss Cooperation offices on projects related to infrastructure and environment. After graduating in earth sciences (ETH Zurich, Switzerland) and hydrogeology (University of Neuchâtel, Switzerland), Cliff worked as a water and environment consultant in Switzerland and abroad, including Albania, Bosnia and Herzegovina, Kosovo and Macedonia.

## Session summary

The objective of the session was to provide the audience with specific examples on innovative approaches to financing of the services. Five cases from around the globe in which national and local governments and utilities have been successful in applying an innovative financing strategy or mechanism, in order to show case these examples and to generate a discussion around possibilities and frontier solutions.

This session was designed as an “Ignite event”. Promoted under the slogan, “Enlighten us, but make it quick,” Ignite is a presentation format where a presenter speaks while slides advance automatically to support them. An Ignite presentation is exactly 5 minutes.

The session started with **Mr. Macleod’s presentation on “Innovative BOT for Durban Waste Water Treatment Plant (WWTP)”**. The presentation showed how to successfully use Public-Private-Partnerships (PPPs) in practice. In the case of Durban, using a PPP Built-Operate-transfer (BOT) contract to construct the WWTP translated into important cost savings. This built operate concessional model encouraged large international companies with the capacity to tackle Durban wastewater challenges to participate in the international competitive tender that was carried out. The result was an innovative approach to water resources and environmental management, wastewater treatment technology and institutional arrangements the yielded exceptional results, while ensuring cost recovery.

The second ignite presentation was delivered by **Mr. Patrick Avato, who talked about Leveraging Commercial Financing** through cooperation with the International Finance Corporation (IFC). Mr. Avato talked about three cases where commercial financing was used to support major cities in the development of their infrastructure. The first case was the construction of a WWTP in Izmir, Turkey in 2013, which was financed from both a loan and public capital, and allowed Izmir to transition from borrowing solely from public sector institutions to market-based solutions. In 2015 in the same city, IFC provided a loan for the construction of a sewerage system that helped diversify Izmir’s funding sources. In Johannesburg, South Africa, IFC supported the mobilization of commercial financing by providing a USD 31.2 million guarantee for a municipal bond issuance. In the case of Sound Environmental Holdings in China, IFC provided a USD 10 million pre-IPO (Initial Public Offering) equity investment in the company’s common shares, this raised the level of confidence of international investors and enabled the company to raise funds more efficiently.

The third presentation focused on **Blended Finance Approaches, given by Ms. Sophie Trémolet**. Ms. Trémolet presented two case studies, one on Mesofinance in Cambodia and the second on using commercial bank loans in the Philippines. In Cambodia, the focus was placed on strengthening small-scale private operators by facilitating their access to financing. Three financial instruments were used, concessional line of credit in cooperation with the Foreign Trade Bank, a guarantee package and grant funding. An important lesson learned of this approach was that technical assistance is key to set up such a model, commercial banks might need some convincing in the beginning, but the water sector can be an attractive market. In the Philippines, the approach was similar but a Philippines Water Revolving Fund was set-up with much higher lending amounts to truly kick-start a market response.

The fourth ignite was delivered by **Mr. Miroslav Matesic on the case study of Rijeka Municipality Bond issue**. In Rijeka, Croatia, city budget was not sufficient for new projects so new finance models had to be found. This resulted in the City of Rijeka issuing municipal bonds, the largest in Croatia. City bonds were good choice because they are attractive for investors and also citizens. Investors included banks, pension funds, insurance companies, foreign investors, investment funds and individual citizens. An active marketing campaign was developed. In total, about EUR 24.5 million were issued in three tranches to finance the construction of infrastructure in the city.

The final ignite presentation was delivered by **Mr. M. Cemil Arslan, on The Challenge of Istanbul: Save Water, Save Money and Save the Future**. Mr. Arslan presentation focused on the integrated water management approach that Istanbul followed to address its water challenges. On one side, the city aimed to save water losses to below 10%, which was achieved by investing 46% of its budget on this. On the other hand, investments on wastewater treatment resulted in bringing 99% of all wastewater under control in Istanbul which were then translated into environmental improvements in the Golden Horn (which is a major urban waterway and the primary inlet of the Bosphorus in Istanbul). These environmental improvements had, in addition of ecological positive impacts, also increased revenues in the area by increased tourism.

*With contributions from Iva Johanidesová and Fran Jovic*



## Networking and Meet the Teams

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**Date:** Wednesday, May 17<sup>th</sup>

**Time:** 17:30 to 18:30

**Location:** Ground Floor Reception Lounge

**Session organizer:** Ms. Katerina Schilling, IAWD

**Simultaneous Translation:** No

### Session summary

During this time, the DWP and ORF teams were available to meet informally with delegations and provide information and material on the different programs and projects that are being developed and implemented with financial support provided by the **Danube Water Program** (implemented jointly by the World Bank and the International Association of Water Supply Companies in the Danube River Catchment Area (IAWD), and by the **Open Regional Fund for Modernisation of Municipal Services** implemented by GIZ and commissioned by the German Federal Ministry of Economic Cooperation and Development (BMZ) and Swiss State Secretariat for Economic Affairs (SECO).

## Conference Dinner

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**Date:** Wednesday, May 17<sup>th</sup>

**Time:** 19:30

**Location:** Dining room of Courtyard Marriott Hotel

A conference dinner took place on Wednesday, May 17<sup>th</sup> at 19:30, after the *Networking* session in the dining room of the Courtyard Marriott Hotel.

The Conference Dinner was a joint evening for delegates of the Performance Indicators Conference and the Danube Water Conference. The organizers offered a home-style dinner for the delegates to enjoy an interesting evening with colleagues from different fields of water management. Participants took advantage of the relaxed ambiance to deepen on conference topics as well as strengthening their networking and contacts.

## V. THURSDAY, MAY 18<sup>TH</sup>

### 1. Key Concepts in Water Utility Financing Practical Case Study: Structuring finance to achieve service targets – Parallel Session A

**Date:** Thursday, May 18<sup>th</sup>

**Time:** 9:00 to 11:00

**Location:** Prater 3+4

**Session organizers:** Patricia Lopez, World Bank and Elvira Broeks, World Bank

**Moderation:** Sophie Trémolet, World Bank and Ms. Jemima T. Sy, Public Private Infrastructure Facility (PPIAF)

**Simultaneous Translation:** No

#### Session structure

Time		Content	Speaker
09:00	5'	<b>Introduction</b>	<b>Ms. Sophie Trémolet</b> , Senior Economist World Bank
		<b>PART 1</b>	
09:05	15'	<b>Financial Sustainability: What it is, why it matters</b>	Trainers: <b>Mr. Nils Janson</b> , Castalia <b>Ms. Ana Maria Camacho</b> , Castalia  Resource Person: <b>Ms. Jemima T. Sy</b> , Public Private Infrastructure Facility (PPIAF) <b>Ms. Sophie Trémolet</b> , World Bank <b>Mr. Georgi Hristov</b> , GIZ
09:20	15'	<b>Sources, Uses and Providers of Funds in the WSS sector</b> <b>Complementing Funding with Financing</b>	As above
09:35	15'	<b>Exercises to estimate the cost of service and revenue requirement</b>	As above
09:50	5'	<b>Challenges in reaching financial sustainability</b>	As above
09:55	10'	<b>Questions and answers</b>	
		<b>PART 2</b>	

10:05	5'	<b>Presentation of case study and guiding questions</b>	<b>Mr. Nils Janson</b> , Castalia
10:10	25'	<b>Group Work</b>	
10:35	15'	<b>Selected Groups report back</b>	Session Participants
10:50	10'	<b>Conclusions and Key Messages</b>	<b>Mr. Nils Janson</b> , Castalia <b>Ms. Jemima T. Sy</b> , PPIAF
11:00		<b>End of Session</b>	

## Speakers bios

- ▶ **Ms. Jemima T. Sy**, is a senior infrastructure specialist at the World Bank Public-Private Infrastructure Advisory Facility (PPIAF), a multi-donor fund that provides technical assistance (TA) grants to governments in support of better enabling environments conducive to private investment in key infrastructure sectors such as energy, transport and water. Jemima, a Philippine national, leads PPIAF's water portfolio and supports its sub-national financing practice. A lawyer by training, Jemima has over 12 years' experience managing water and sanitation market development initiatives. She advised Governments on regulatory reforms and privately driven performance improvement programs and is involved in developing long-term commercial financing for water and sanitation in Asia and Africa. Most recently, Jemima was the global business leader for the Water and Sanitation Program, overseeing initiatives on local private sector development in 16 countries. She recently published a book on the market opportunities for local private sector in water and sanitation, "Tapping the Markets: Opportunities for Domestic Investments in Water and Sanitation for the Poor".
- ▶ **Mr. Nils Janson**, an Executive Vice President at Castalia, is an economist and financial specialist with over 20 years of experience advising governments, financial institutions, water utilities and private investors on strategies for developing, financing, and managing infrastructure in the water sector. He has conducted financial analysis, valuation, and modeling of infrastructure companies and projects in more than 35 countries. Most recently, Mr. Janson has been working closely with the governments and water utilities for promoting private financing of capital investments. In the last 4 years, he has structured 4 PPP projects to expand service in cities with over 1 million inhabitants and to improve operating efficiency of public sector operators. Mr. Janson has extensive experience in preparing and evaluating investment and business plans for water utilities. In Montenegro, he developed a strategy and capital investment plan for improving the water utility in the capital of the country, and he has completed similar assignments for more than 10 water utilities around the world. Mr. Janson has a Bachelor's Degree in International Economic Theory and Policy, and a Master's Degree in International Trade and Finance, both from Georgetown University's School of Foreign Service.
- ▶ **Ms. Ana Maria Camacho** is a Manager at Castalia. Her work focuses on determining the viability of investments, as well as analyzing and evaluating operational and financial results of companies and projects in the water sector. Ms. Camacho has experience in developing strategies for improving financial performance of water utilities and enabling access to private finance of projects in the water sector. Recently she participated in the financial evaluation of a US\$1.5 billion PPP project for the construction and operation of an urban water and sanitation system in Latin America. Currently she is completing the economic feasibility analysis of a wastewater treatment plant for the capital city of Colombia. For the World Bank, Ms. Camacho prepared a publication on Public Finance Management arrangements in the water sector that support financial sustainability of water utilities. Ms. Camacho earned a Master's degree in Public Policy from Georgetown University in Washington, DC, and Bachelor's degree in Economics from the Universidad de los Andes in Colombia.
- ▶ **Mr. Georgi Hristov** has more than 20 years of professional experience and currently works for the GIZ Open Regional Fund Modernization of Municipal Services as Project Manager. He graduated from Electrotechnical Faculty in Skopje, earned his MBA in Finance Management at the University of Sheffield (UK) and currently is finalizing his PhD thesis on quality management through metrics in water supply systems at the University St. Cyril and Methodius in Skopje. He is a registered Project

Management Professional at the Project Management Institute (PMI) and holds the EU Trainer Certificate. During the last 10+ years, Mr. Hristov works on bi-lateral and regional projects in South-East Europe funded by the EU, USAID, UNDP and World Bank in supporting decentralization and improvement of municipal services. He is the author/co-author of several publications in the area of decentralization, local government and utility service provision with a focus on water supply and wastewater.

## Session Summary

This two-hour session focused on fundamental concepts in water utility financing, promoting participation and interaction with the attendants to deliver and work through key messages. The two-hour session was delivered in two parts:

**Part 1—Key Concepts in Water Utility Financing.** The objective of the first session was to introduce attendants to the concept of financial sustainability in the water sector. For this, we will introduce key concepts of water utility finance, such as the uses, sources and providers of funds for utilities. Also, we will present the relation between the reasonable cost of service and the revenue requirement, and how this impacts financial sustainability.

**Part 2—How to structure finance to sustain and achieve service targets?** The objective is for participants to apply the key concepts presented in part 1. For this, we will ask participants to propose a financing strategy for a water utility using a case study. The case study will describe the financial situation and targets for a water utility, as well as its available sources of funding and financing.



## 2. Local governments' role in planning investments and improving performance of WSS services – Parallel Session B

**Date:** Thursday, May 18<sup>th</sup>

**Time:** 9:00 to 11:00

**Location:** Prater 1+2

**Session organizer and Moderation:** Ms. Jelena Janevska, NALAS

**Simultaneous Translation:** Yes

### Session structure

Time		Content	Speaker
09:00	5'	<b>Introduction</b>	<b>Ms. Jelena Janevska, NALAS</b>
09:05	10'	<b>Project “Local Leaders in South East Europe: Lead for Change – LL SEE” - results and accomplishments</b>  Click <a href="#">here</a> for presentation	<b>Mr. Miodrag Kolić, NALAS</b>
09:15	55'	<b>The importance of informed decision-making in the investment planning process for capital investments in WSS sector</b>  Key areas of effective utility management  Financial and Operational Performance Improvement Programme (FOPIP)  Click <a href="#">here</a> for presentation  <i>Interactive training exercise</i>  Tools for informed decisions on investments in WSS services – the experience of Montenegro	Trainers:  <b>Mr. Jane Vrteski, ADKOM, Macedonia</b>  <b>Ms. Aida Jusufhodzic, AQUASAN, B&amp;H</b>  Resource person:  <b>Ms. Starovlah Vanja, Secretary for European Integration and International Cooperation, Union of Municipalities of Montenegro, Montenegro</b>
10:10	40'	<b>Performance based contracting between the municipalities and water public utilities for better local services</b>  The need of clear allocation of roles and responsibilities between LGUs and PUCs and setting the performance targets and indicators  Click <a href="#">here</a> for presentation  Public Service Agreement (PSA)  Click <a href="#">here</a> for presentation  Interactive training exercise: PSA - Setting performance targets and performance indicators  Click <a href="#">here</a> for presentation	Trainers:  <b>Mr. Jane Vrteski, ADKOM, Macedonia</b>  <b>Ms. Aida Jusufhodzic, AQUASAN, B&amp;H</b>  Resource persons:  <b>Mr. Djordje Staničić, Secretary General, SKGO, Serbia</b>  <b>Mr. Djacic Mirko, President of Pljevlja Municipality, Montenegro</b>  <b>Mr. Sandi Zulic, Honorary President of the Association “Aquasan Network in B&amp;H”</b>

		Case studies from Serbia, Montenegro and Bosnia and Herzegovina	
10:50	10'	<b>Wrap-up and closing</b>	<b>Ms. Jelena Janevska, NALAS</b>
11:00		<b>End of session</b>	

## Speakers bios

- ▶ **Ms. Jelena Janevska** works as a Knowledge and Communications Manager of the Network of Associations of Local Authorities of South-East Europe (NALAS). In this role, Ms. Janevska is responsible for managing the comprehensive NALAS Knowledge System, from knowledge generation to knowledge dissemination to relevant target groups in the whole South-East Europe. Ms. Janevska has over sixteen years of professional experience in the development area, focusing primarily on democracy building, rule of law, civil society development, decentralization and local development, working for: the United Nations, DPK International/USAID, Center for Institutional Development, PEP International/SIDA, Institute for Sustainable Communities/USAID and the Regional Environmental Center for Central and Eastern Europe. Ms. Janevska is a university lecturer (Modules: Crisis Communication, Business Communication) and has extensive international consultant and training experience. She holds an MSc degree in Local Development from the University of Trento, Italy, and a BA degree in Journalism and Communications from the University in Skopje.
- ▶ **Mr. Miodrag Kolić** works as a Project Manager in the Network of Associations of Local Authorities of South-East Europe (NALAS). He was responsible for implementation of the projects “Local Leaders in SEE: Lead for change – LL SEE” and “Asset Management for water and sanitation sector in SEE”. Prior to NALAS, he was Program Coordinator at the Forum Coordination Unit of the SDC “Community Forums” Programme and Project Officer/Trainer at the Macedonian Center for International Cooperation (MCIC). His professional experience is mainly focused on good governance, local community development, capacity building and training delivery for local authorities. He holds MBA and his education includes BS in Mechanical Engineering and Post-BA in Regional and Economic Development.
- ▶ **Mr. Jane Vrteski** has more than 25 years of professional experience and more than 15 years of consulting experience in Macedonia and internationally. He has been engaged on the high-level positions in both public and private sector as well as in the donor community projects in the country and abroad. Mr. Vrteski possesses an extraordinary knowledge and experience in local government and development and water sector management, gained during his work being a Mayor, General Manager of Regional Water Utility, Team Leader, Project Manager, Management Consultant, Researcher, Evaluator and Trainer. His consulting work mainly focuses on local and regional development, utility management, stakeholder engagement, data content management and benchmarking, strategic management, developing business plans and strategies. It is worth mentioning his team leadership skills proven in the setup and development of the various institutions and associations. His extended experience in working with and managing of multidisciplinary and multicultural environments is extremely valuable. Mr. Vrteski is actively involved in the regional initiatives in the water sector lead by IAWD, ORF MMS, NALAS and other stakeholders.
- ▶ **Ms. Aida Jusufhodzic** has been Resident Engineer at the Waste Water Collection and Treatment Project Bihać implemented from 2011 until now. She was also engaged in implementation of main waste water collection and treatment projects in B&H: rehabilitation of WWTP Butile in Sarajevo and WWTP Mostar where she worked very closely with the utility companies of these towns and gained excellent understanding of LGA and PUC issues related to water sector. She joined the Una Consulting team in 2008 where she combined her previous working experience with different international organizations with the experience of this company in water and environment sector. She has been working in the position of consulting engineer and project manager in charge of the service package covering planning, design and implementation of wastewater collection and treatment projects and capacity building activities in Bosnia and Herzegovina, Croatia, Serbia, Macedonia and Ukraine. She is also certified trainer and member of regional trainer’s network of Local Leader SEE where she covers different topics related to the IFIs requirements (Planning, preparation and implementation of capital infrastructure investments: tender and contract management, FIDIC procedures etc.). Her special field of interest is decentralized wastewater collection and constructed

wetlands for wastewater treatment as an answer to the challenges in adoption of B&H legislation to the EU UWWTD requirements. Aida Jusufhodzic holds BSc degree in Civil Engineering from Zagreb University

- ▶ **Ms. Starovlah Vanja** was born in 1973 in Montenegro. She graduated in economics. From 2005 to 2006, she was a member of the Council of Europe's Committee of experts on democratic participation at local and regional level. From 2001 she is working in the Union of Municipalities of Montenegro and currently she is covering the position Secretary for European Integration and International Cooperation and she is responsible for establishing and maintaining contacts with the international institutions and organizations, the management of projects on capacity building of local governments, and she acts as Secretary of the Board for European Integration of the UoM.
- ▶ **Mr. Djordje Staničić** graduated at the Faculty of Law in Belgrade in 1978. His professional career began in 1979 at the Standing Conference of Towns and Municipalities of Yugoslavia, as a Head of the General Service. From 1991 to 1994, Mr Staničić held managerial positions in SIND Bank and PKB Bank. In 1996, he became a representative in the Palilula Municipal Assembly, and subsequently became a member of the Executive Board and the Director of the municipal Public Utility. In the course of 1996-97 he was one of the founders of the Union of Independent Towns of Serbia as a member of the Presidency. After the local elections in 2000 Mr Staničić was a Counsellor of the City of Belgrade. At the 31st SCTM General Assembly in 2001 he was elected Secretary General. He was a leader of the National delegation of Serbia and Montenegro at the Congress of Local and Regional Authorities of the Council of Europe, and the titular member of the ad-hoc working group of local and regional elected representatives of South-Eastern Europe (the CLRAE). He is member of numerous national monitoring committees for the decentralization of public services Serbia.
- ▶ **Mr. Djacic Mirko** was born in 1965 in Pljevlja, Montenegro. He graduated at the Faculty of Architecture in Belgrade. He has an intensive career in architecture and building sector. He was a technical director in the Building Company "Gradjevinar", he was the owner and director of the company "Atos project", director of the Public Company "Montenegro Forests", Head of Technical Preparations in the Building Company "Kroling". From 2014 he is the Mayor of Municipality of Pljevlja.
- ▶ **Mr. Sandi Zulic** has over 20 years of professional experience as a project manager and as a consultant in long-term development and in reconstruction programmes and projects. He has been director of Una Consulting Ltd. Bihac, B&H since 2010. Sandi Zulic holds Master degree in Civil Engineering from Sarajevo University, but his expertise includes shelter water supply, sanitation, storm water management and solid waste management, as well as general project planning and management in multi-disciplinary programmes. He has broad and practical experience in the development, design and implementation of engineering and management solutions that integrate technical, economic, institutional, socio-cultural and environmental aspects and has worked in a variety of institutional settings in Bosnia and Herzegovina and South-East Europe in accordance with financial institutions/donor's requirements, budgeting and fund raising for development projects. He conducts assessment, monitoring, and evaluation studies and is currently engaged in, capacity building, knowledge sharing, networking and institutional development projects in water sector. Sandi is also Honorary President of the Association "Aquasan Network in B&H".

## Session Summary

The purpose of this session was to understand the role of local governments in analysing and bringing strategic decisions for sustainable management of water services in the context where scarce financial resources, in both local governments and PUCs, should be spent on prioritized investments that improve the systems' efficiency in meeting the required level of service, and business effectiveness of PUC.

Designed as an interactive training workshop, the session's learning objective was for participants to get acquainted with practical approaches and tools for local decision-makers for planning investments and improving performance of water supply and sanitation services. The session began with a presentation of the importance of informed decision-making in the investment planning process for capital investments in WSS sector and the selection of priority areas for improvements of the performance of the Utility. It discussed and analyzed the experiences and the benefits of Financial and Operational Performance Improvement Program (FOPIP) for improved decision-making and transparency in managing the WSS services.

The discussion went over several examples of the municipalities/cities and their PUCs in the region with presentation of the assessment of the current situation of the Utility's operations and service delivery, analyses of priority management interventions and decisions for Utility Improvement Plan. The need of performance based contracting between the LGUs and its PUCs was discussed with a focus on allocation of clear roles and responsibilities of LGUs and PUCs and setting the performance targets and indicators. The benefits of using the Public Service Agreement for improved water WSS services was presented through several examples.

Some of the conclusions of the session included:

- FOPIP provides a systematic approach for achieving effective utility management and is very beneficial for any public utility company that cares for its services. Often, it is requested by financing institutions.
- FOPIP identifies the key management areas for improvement in the company;
- It is essential that local governments and public utility companies work together in all phases, from the assessment, determining the indicators, setting objectives, planning and implementing actions to improve water and sanitation services;
- In doing so, Public Service Agreement is an instrumental tool for setting objectives, determining actions, rights and obligations and monitoring the progress.
- In these processes, customers must not be forgotten and their opinions have to be taken into consideration.
- Some of the key indicators that the participants thought are the most important to be included in the Public Service Agreement are: quality of service of water, non-revenue water and financial efficiency.
- Still, the Public Service Agreement needs to be adjusted to the context. For example, setting these indicators might be challenging in rural areas, where data is lacking.

For a complete report please go to: [http://www.nalas.eu/News/DWC\\_17](http://www.nalas.eu/News/DWC_17)

### 3. Addressing the Challenge of Water and Sanitation Services Provision in Rural Areas – Parallel Session A

**Date:** Thursday, May 18<sup>th</sup>

**Time:** 11:30 to 13:00

**Location:** Prater 1+2

**Session Organizers:** Ms. Susanna Smets, World Bank and Ms. Elvira Broeks, World Bank

**Moderation:** Ms. Susanna Smets, World Bank

**Simultaneous Translation:** Yes

#### Session structure

Time		Content	Speaker
11:30	15'	<b>Introduction on provision of water services in rural areas in the region.</b>  <b>Emerging findings of the World Bank's regional rural water study, overall context and service models</b>  Click <a href="#">here</a> for presentation.	<b>Ms. Susanna Smets</b> , Sr. Water and Sanitation Specialist, World Bank
11:45	15'	<b>Ukraine: Expanding water services in rural areas in the context of decentralization</b>  Click <a href="#">here</a> for presentation.	<b>Mr. Viacheslav Sorokovskyi</b> , Sr. Expert on Decentralization and Public Services - DESPRO project Ukraine
12:00	10'	<b>Albania: Steps towards integration of rural areas under municipal utility management</b>  Click <a href="#">here</a> for presentation.	<b>Ms. Alda Mile</b> , Head of the Water Supply and Waste Water Department, Tirana Municipality
12:10	10'	<b>Moldova: Challenges in regionalization of utilities and local service provision in rural areas</b>  Click <a href="#">here</a> for presentation.	<b>Mr. Lica Ion</b> , Principal Consultant, Ministry of the Environment of Moldova  <b>Ms. Julie Bergamin</b> , Coordinator of the National Working group for rural water and sanitation services study in Moldova
12:20	10'	<b>The case of Durban: Universal access to sanitation services</b>  Click <a href="#">here</a> for presentation	<b>Mr. Neil Macleod</b> , Consultant, Ex-CEO of Durban Water Works
12:30	30'	<b>Interactive Discussion (use of PollEv) and Q&amp;A with audience and speakers</b>	Panelists  - Presenters listed above - <b>Ms. Tatiana Badan</b> , Mayor of the rural municipality of Selemet from Moldova
13:00		<b>End of session</b>	



## Speakers' bios

- ▶ **Ms. Susanna Smets** is a Sr. Water Supply and Sanitation Specialist with the Global Water Practice of the World Bank. Susanna joined the World Bank in 2011, working on rural water sanitation in East Asia and Pacific. Currently, she is working in Eastern Europe and Asia, including Moldova, India and Kyrgyzstan. As part of the Danube Water Program, she is leading a regional study in seven countries in the Danube Region on rural water and sanitation services, as well as a multi-country study on sustainability of rural water services. She has over 15 years of professional experience in water supply, sanitation and water resources management. Prior to joining the World Bank, she worked in the Middle East, Asia and Europe for GiZ, DFID, the private sector and a Dutch water utility. She has a Masters in Water Resources Management from Wageningen University (NL) and a Masters of Business Administration from the Open University (UK).
- ▶ **Mr. Viacheslav Sorokovskyi** has completed a Master's degree in Public Administration in 2003 and for the last 18 years has been working in the public and development sectors. He has worked with USAID, EU development projects on Regulatory Policy, Social Services, Public Services, NGO Development etc. In his current role as Decentralization / Public Services expert with DESPRO – Swiss-Ukrainian Decentralization Support project (SDC/Skat), Viacheslav is supervising the project portfolio of public services mainly working on rural/urban water, rural sanitation, solid waste management. Viacheslav is also contributing to the policy development at regional and national level. E-mail: v.sorokovskyi@despro.org.ua
- ▶ **Ms. Alda Mile** holds a MSc. in Environmental Engineering with Water Treatment profile combined with further post-graduate courses in water and wastewater treatment, sewage works engineering and stormwater drainage technology, operation and maintenance of waste water treatment plant, decision support systems for the development and environmental management of rural areas, local sustainability and action, the regulation of local public services. She currently works at the Municipality of Tirana as Head of water supply and sewerage department, where she amongst other issues regarding water supply and wastewater sector for more than a year lead the process of transferring water supply and wastewater assets of rural administrative units into municipal territory.
- ▶ **Mr. Lica Ion** is Principal Consultant at the in the Water Management Department of the Ministry of the Environment of Moldova. He is mainly involved in implementing the PPP project of Water North Moldova. Before that, he worked at the Regional water operator in Hincesti on extension of networks of drinking water including in villages. He holds an Engineering and Water Protection degree from the Technical University of Moldova as well as a Master's degree in "Management of Engineering Systems and Environmental Protection". His academic background is being complemented by a study in Law at the State University of Moldova
- ▶ **Ms. Julie Bergamin** is a committed water and sanitation expert working since 2013 for Skat Consulting Ltd. With a Master in International Relations from the IHEID (Geneva) she has 9 years of experience in water and sanitation project management with key competences on project planning and monitoring, sustainability of rural water supply systems, public-public partnership, and business models for household water treatment and storage. She worked previously for the Swiss Development Agency and the water utility of the city of Lausanne in Switzerland. Working since 4 years in Moldova for the Water and Sanitation Project (ApaSan), she is currently leading the national working group for a study on rural water and sanitation services in Moldova. The study is part of World Bank regional study in 6 other countries in the Danube Region.
- ▶ **Mr. Neil Macleod** is presently a water and sanitation specialist consultant to the World Bank and others, Ex CEO of Durban Waterworks and an Honorary Research Fellow at University of KwaZulu-Natal. Macleod has 44 years' experience in the water and sanitation sector, with 22 years as the Head of eThekweni Water and Sanitation (EWS) in the eThekweni municipality, retiring in 2014. EWS was the winner of the 2014 Stockholm Industry Water Prize. Macleod holds a BSc in civil engineering and an MBA.
- ▶ **Ms. Tatiana Badan** is the President and founder of the Congress of Local Authorities from Moldova (CALM) and Mayor of Selemet municipality from Cimislia district of Republic of Moldova. Mrs. Badan is a mayor for 14 years, elected each time by more than 80 percent of the votes. This is her 4th mandate as mayor. Her total experience in local public administration cumulates to 25 years. Because she is not politically affiliated, Tatiana Badan recognizes that it is very difficult to attract funding from the state budget. This "weakness" made her work harder to attract foreign investments. In 2014 she was awarded the title "Mayor of the year". During her long-lasting mayors career Mrs.

Badan implemented various projects related to social care, culture, communal infrastructure related to water supply, solid waste management and local roads. Mrs. Tatiana Badan is the member of Moldovan Delegation to Congress of Local and Regional Authorities of the Council of Europe. She is a member of Administrative Board of Union of Turkish World Municipalities and member of Moldovan delegation in CORLEAP (Conference of Regional and Local Authorities from Eastern Partnership Countries).

## Session summary

The session examined key issues the region is facing in the provision of water and sanitation services in rural areas. The State of the Sector Report (World Bank, 2015) showed that over 22 million people do not enjoy piped water and 28 million have no access to flush toilets, the majority residing in smaller rural settlements.

The session began with a presentation from **Ms. Susanna Smets, who presented the preliminary results of a rural water and sanitation study in seven countries of the Danube region.** The study focused on the seven countries (Albania, Bosnia and Herzegovina, Croatia, Kosovo, Moldova, Romania and Ukraine) in order to better understand various service delivery models, ranging from utility provision in rural areas, small municipal enterprises, community-based service providers and direct provision by units within the local governments. The studied countries of the Danube region are facing more or less the same challenges in the provision of WSS services in rural areas. In general, the preliminary results indicate that consumptions levels and tariffs indicate that there is an ability and willingness to pay for services in rural areas under local service provider models. However, billing and metering practices by local service providers have shortcomings. Although water supply continuity is relatively high, the length of service outage indicates operational and maintenance weaknesses. External technical and financial support to rural service providers is limited, which partly explains some performance shortcomings. In addition, accountability relationship between rural providers and local governments shows room for improvement and water quality monitoring is weak and needs improvement, especially for those without pipe services. When considering sanitation, in most villages there is no sewerage network. Population mostly uses pits or septic tanks, however these are usually not properly maintained, although households do invest in informal emptying services. There is no regulated process for emptying and treating the sludge. The final study and country briefs with recommendations will be available in October 2017.

The second presentation touched upon the experience of **Ukraine in expanding water services in rural areas in the context of decentralization, delivered by Mr. Viacherslav Sorokovskiy.** The Decentralization Support Project (DESPRO) is an example of good governance in introducing decentralized water supply systems in rural areas. The approach was based on social mobilization where all interested parties were involved in solving the issues. Operation and maintenance of the systems were organized through community based organizations (service cooperatives). For several reasons, there has been a shift from community based implementation to government-led service delivery. The implementation of projects by village councils opens the window to opportunities to receive public funds at different levels and this approach also provides more flexibility on the choice of operator models, e.g. to municipal operators or private operators. Social mobilization is still an integral part of design and implementation.

**Ms. Alda Mile presented on the steps towards integration of rural areas under municipal utility management.** Following the territorial reform, by-law and administrative orders were passed and supported by Tirana Municipality. The next step was to carry out effective communication with representatives of administrative units (previously called communes) to get an overview of the WSS situation. Through extensive field work, the assets, condition of all infrastructure including structures, facilities, tanks, pump stations, and other were identified. Assembling legal, financial records, survey plans and technical documentation was challenging, especially as illegal connections were commonly found. The valuation of the asset is still underway and formal arfer of the asset to the balance sheet of Tirana Water utility will happen soon, while they have already taken over management of the services through a newly erected Rural Water Division. Customer complaints and outreach mechanisms are implemented to facilitate the transition.

**Mr. Lica Ion and Ms. Julie Bergamin made an overview of the water supply and sanitation situation in Moldova.** A main challenge in the country is the high vulnerability of water resources to climate change, and pollution, especially shallow groundwater. There is a high discrepancy on service levels between urban and rural area in Moldova. The government aims to provide access for all communities in Moldova its strategy through regionalization of water companies. A pilot project financed by ERDB, EIB and EU in 6

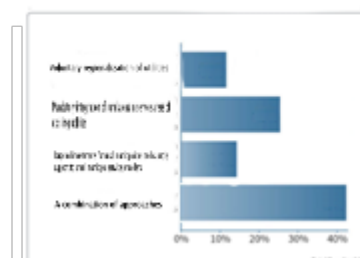
districts in the North through one regional operator with multiple local authorities as shareholders. In total, in Moldova there are now 9 water utilities with joint stock company status. The expected results were reduced costs, contribution to ensure universal access, developing cooperation between local authorities, although progress has been slow and there are still lot of challenges. The proposed regionalization has not yet resulted in significant changes for people in rural areas. Hundreds of local municipal enterprises remain de-facto service providers. Key findings on organization of the services in rural areas are: a lack monitoring of local service providers water quality risks for connected households as those relying on wells, and lack of financial resources and support for local governments and operators in rural areas. Also, there is a gap between actual sanitation situation, expressed needs and satisfaction with current facilities. Recommendations are: accelerating regionalization and developing incentives for collaboration of local authorities, providing a transitory framework for regulation of local municipal operators, adopting to law recognize them in the legal framework, and the preparation of a national plan that covers both urban and rural areas.

**The final presentation was delivered by Mr. Neil Macleod on achieving universal access to sanitation services in Durban.** The provision of services in rural areas is everywhere a challenge, also in Durban City, especially regarding access to sanitation services. The construction of sewerage network systems in rural areas is not affordable or not feasible (due to scattered households), and therefore requires alternative solutions, such as fecal sludge management approaches. Construction of small WWTPs, on-site sanitation solutions and implementation of the circular economy of sanitation concept in Durban not only solved sanitation problems, but also made the operation of the system more financially and environmentally sustainable. Key for the utility is to ensure that every customer – rural or urban – is receiving adequate and tailored services, and putting customer satisfaction at its core. Planning and phases implementation of sanitation solutions was shown to be critical to manage rural-urban migration flows.

*With contributions from Sokol Xhafa and Zeljka Rudic*

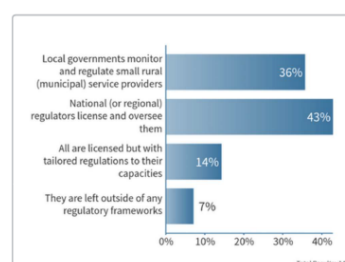
## PollEv session Results

### Universal access to water supply in rural areas can BEST be achieved by:



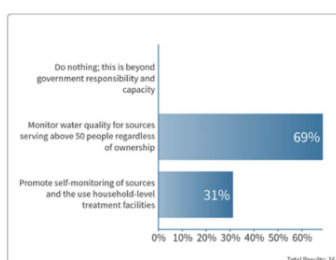
Response options	Count	Percentage
Voluntary regionalization of utilities	1	8%
Mandatory integration of rural areas in service areas of existing utilities	4	31%
Targeted investments for rural municipalities and capacity support to small municipal service providers	1	8%
A combination of approaches	7	54%

### To improve performance of small rural service providers, it is BEST if:



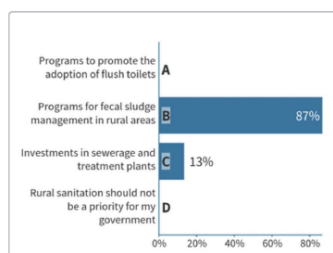
Response options	Count	Percentage
Local governments monitor and regulate small rural (municipal) service providers	5	36%
National (or regional) regulators license and oversee them	6	43%
All are licensed but with tailored regulations to their capacities	2	14%
They are left outside of any regulatory frameworks	1	7%

## For individual or groups of households using self-supply governments SHOULD:



Response options	Count	Percentage
Do nothing; this is beyond government responsibility and capacity	0	0%
<b>Monitor water quality for sources serving above 50 people regardless of ownership</b>	<b>11</b>	<b>69%</b>
Promote self-monitoring of sources and the use household-level treatment facilities	5	31%

## To accelerate universal sanitation in rural areas my government SHOULD prioritize:



Response options	Count	Percentage
Programs to promote the adoption of flush toilets	0	0%
<b>Programs for fecal sludge management in rural areas</b>	<b>13</b>	<b>87%</b>
Investments in sewerage and treatment plants	2	13%
Rural sanitation should not be a priority for my government	0	0%

## 4. Financing Wastewater Treatment Infrastructure and its Operation – Parallel Session B

**Date:** Thursday, May 18

**Time:** 11:30 to 13:00

**Location:** Prater 3+4

**Session organizer and Moderation:** Mr. Stjepan Gabric, Senior Water and Sanitation Specialist, World Bank

**Simultaneous Translation:** No

### Session structure

Time		Content	Speaker
11:30	05'	<b>Introduction and presentation of the session by the Chairman</b>	<b>Mr. Stjepan Gabric</b> , Senior Water and Sanitation Specialist (World Bank)
11:35	15'	<b>Financing WWT infrastructure construction in Croatia – issues and challenges of UWWTD harmonization</b> Click <a href="#">here</a> for presentation	<b>Ms. Vesna Grizelj Simic</b> , Sector for supporting the preparation and implementation of EU project, Croatian Waters
11:50	15'	<b>Romanian experience in UWWTD implementation - financial aspect, issues and challenges</b> Click <a href="#">here</a> for presentation	<b>Ms. Ioana Nedelea</b> , Headquarter of National Administration Romanian Waters, Management Plans Department
12:05	15'	<b>Financing operation of WWT facilities in EU countries of the region – sustainability and full cost recovery</b> Click <a href="#">here</a> for presentation	<b>Mr. Michael Jacobsen</b> , Senior Economist, COWI
12:20	15'	<b>Sustainable infrastructure in Water Sector: Key benefits of DBO / BOT models</b> Click <a href="#">here</a> for presentation	<b>Mr. Philippe Thiel</b> , Project Director, SUEZ
12:35	20'	<b>Panel</b> <b>How to efficiently finance construction and operation of wastewater treatment infrastructure in new EU countries?</b>	<b>Moderator: Mr. Stjepan Gabric</b> Panelists: <ul style="list-style-type: none"> <li>- <b>Ms. Vesna Grizelj Simic</b> (Croatia)</li> <li>- <b>Ms. Ioana Nedelea</b> (Romania)</li> <li>- <b>Mr. Michael Jacobsen</b> (COWI)</li> <li>- <b>Mr. Philippe Marin</b> (World Bank)</li> <li>- <b>Ms. Klara Toth</b> (Senior Economist, Umweltbundesamt GmbH, Vienna)</li> <li>- <b>Mr. Goran Cvetanovic</b> (Mayor, Leskovac, Serbia)</li> </ul>
12:55	5'	<b>Wrap-up</b>	<b>Mr. Stjepan Gabric</b>
13:00		<b>End of the session</b>	



## Speakers' bios

- ▶ **Mr. Vesna Grizelj Šimić** (Croatian Waters, Government agency for water management, Sector for supporting the preparation and implementation of EU project ) is experienced project manager with broad experience in: preparation and adaption of the planning and programming documents for water management (which provides requirements for the use of financial support for the implementation of projects through EU) funds including supporting documents for the reform of the water utility sector, preparation and implementation of international projects and programs financed by IFIs, coordination of the affordability assessments at national and project level related to the implementation of water-utility Directive, coordination and supervision of activities in the preparation of water-utility EU projects.
- ▶ **Ms. Ioana Nedelea** is working for 15 years in the Headquarter of National Administration Romanian Waters (NARW). She is a technical expert in the Management Plans Department from NARW and is in charge with implementation of Water Framework Directive provisions, especially the requirements of Urban Wastewater Treatment Directive 91/271/EEC, Nitrates Directive 91/676/EEC and related national legislation. She is a part of the Agriculture Working Group for Common Water Framework Directive Implementation Strategy (CIS WFD at European Commission level), and is contributing to WISE reporting (Water Information System of Europe) of the River Basin Management Plans and the requirements of Nitrates Directive to the European Environment Agency.
- ▶ **Mr. Michael Jacobsen** (Project Director, Water – COWI) is an economist by training. He has worked with water supply and sanitation planning and financing in EU and candidate countries since 1991. He is currently deputy team leader of the Western Balkans Investment Framework Investment Preparation Facility 5 based in Belgrade. Prior to this he has been with the World Bank including as Lead Water Supply and Sanitation Specialist based in Sofia and has worked for COWI in most of the countries in the region.
- ▶ **Mr. Philippe Thiel** (BOT Project Director) is working for 26 years in Suez. He has developed over the last 10 years, experience in development of opportunities, structuration of PPP/ BOT projects, elaboration and management of proposals and management of BOT contracts in water, wastewater and solid waste sectors in Europe, Africa and Middle East. Prior to this he worked in the internal audit department and in the financial direction where he occupied different positions of which treasurer and financial controller.
- ▶ **Mr. Philippe Marin** is a senior water and sanitation specialist in the water global practice of the World Bank. An expert on water utilities reforms and financing, he has 25 years of experience working on water infrastructure projects, technical assistance and policy advice to governments in more than 50 countries. He is currently based in the Bank's office in Sofia, Bulgaria, where he focuses on developing the Bank's water portfolio in EU countries.
- ▶ **Ms. Klara Toth** is Senior Economist with a long experience in water sector from the Danube region, based in Budapest. She is working on assessment of economic impact of UWWTD in Danube region as a part of Umweltbundesamt team.
- ▶ **Mr. Goran Cvetanovic**, Mayor of Leskovac, Serbia, has twice served as President of the Leskovac City Assembly and was the first Mayor of Leskovac the function he still holds. As Mayor of Leskovac he is dedicated to building beautiful, modern and economically strong city.

## Session summary

The objective of the session was to provide an insight in to financing of wastewater treatment infrastructure construction and its operation in South Eastern European countries under EU sphere of influence, with a closer focus on financial challenges and sustainability of operating new wastewater treatment facilities.

Wastewater treatment coverage in the region shows significant improvement over the last 15 years, but still remains the least developed aspect of water service provision. The EU Urban Wastewater Treatment Directive (UWWTD) is known as the single most expensive piece of EU legislation, requiring wastewater treatment for all agglomerations of more than 2000 PE. At the beginning of the EU expansion process in the region, wastewater treatment was significantly less developed than other aspects of water services provision, with about 35 percent of the total population in the region connected to any level of treatment in

2000. The situation has been gradually improved following EU expansion in the region and large investments that have followed in EU member countries, but the region is still significantly behind other parts of Europe in the area of wastewater treatment.

Because of the above fact, the largest amount of investments in WSS sector will go toward wastewater treatment. The structure of financing of wastewater services in the region varies widely from country to country, but investments are generally supported by public funds and external transfers, while operational expenditures are mostly covered from utilities' own tariff revenue. Increasing costs of wastewater collection and treatment have driven increases in tariffs throughout the region, to the point where services might become unaffordable for lower-income customers in some countries, yet the region is still far from putting the Water Framework Directive's (WFD's) principle of cost recovery into reality. Countries in the region have adopted varied approaches to the financing of water and wastewater services, however, common to most countries are above-inflation increases in both costs and tariffs, as well as significant levels of subsidies for investments and to a lesser extent operational costs.

The session began with presentations on the experience in the **implementation of the Urban Wastewater Treatment Directive in Croatia and Romania** by **Ms. Vesna Grizelj Simic** and **Ms. Ioana Nedelea**. Some of the lessons learned from these experiences include call for preparing planning documents, determining necessities of framework and finding financial support should be part of the implementation activities during the process of joining the EU. In addition, 95% investment programs are planned to be nominated for EU funds and the rest should be supported by national funds and IFIs. What is important to prepare projects for EU funds? It is important to have clear project structure, with an agreed approach and methodology, follow a combined approach, taking into account the impact on water bodies, take into consideration capacities of water services providers, depending on how fragmented the water sector is, consider mergers (at least on project level) and do prioritization and systematization of projects.

Some of the key messages provided by **Mr. Michael Jacobsen** and **Philippe Thiel** on the financing of wastewater infrastructure include the incorporate implementation into existing management mechanisms; reconstruction of water sector, reorganization of economic scale, administrative process and issue permits are needed; planning and program framework should be defined for project control, establishment of authority body on all levels is needed; prepare public utility companies for reorganization of water sector, aggregate where needed or possible; cost tariffs should cover proper maintenance; asset management is key for establishment of maintenance and replacement plan; qualified staff is needed to properly run projects – invest in capacity building; most challenges are related to funding, implementing the required reforms and having the technical and financial capacity to maintain the “sustainable solution”; from this, the question “is sustainability affordable?” arises, may need to redefine sustainability on a local level (so that operators can achieve the imposed quality standards and the populace can afford the water services); benchmarking constantly against own operations and other targets in the sector – vital to achieve an operational optimum (ISO 55000).

*With contributions from Laura Stanescu*

## 5. Business Planning for WSS Utility Companies – Plenary Session

**Date:** Thursday, May 18<sup>th</sup>

**Time:** 14:00 to 15:30

**Location:** Prater 1-4

**Session organizer:** Ms. Violeta Wolff, IAWD

**Moderation:** Mr. Greg Clark

**Simultaneous Translation:** Yes

### Session structure

Time		Content	Speaker
14:00	5'	<b>Introduction</b>	Mr. Greg Clark
14:05	15'	<b>Water utility business planning process in Macedonia</b> Click <a href="#">here</a> for presentation	<b>Mr. Jane Vrteski</b> , ADKOM, Macedonia
14:20	10'	<b>Conditions for effective and productive water utility business planning</b> Click <a href="#">here</a> for presentation	<b>Mr. Ad Sannen</b> , EPTISA
1:30	10'	<b>Support to develop and update business plans</b> Click <a href="#">here</a> for presentation	<b>Ms. Sanja Bujisa</b> , Vodacom, Montenegro
1:40	10'	<b>Challenge of incorporating capacity building measures into business plan</b> Click <a href="#">here</a> for presentation	<b>Ms. Elisabeta Poci</b> , SHUKALB, Albania
14:50	10'	<b>Putting customers at the heart of business plan</b> Click <a href="#">here</a> for presentation	<b>Mr. Neil Macleod</b> , Consultant, Ex-CEO of Durban Water Works
15:00	25'	<b>Discussion and Q &amp; A</b>	Facilitated by Mr. Greg Clark Panelists - Presenters listed above - <b>Mr. Veselin Grbovic</b> , Mayor of Niksic
15:25	5'	<b>Wrap-up</b>	Mr. Greg Clark
15:30		<b>End of session</b>	

### Speakers' bios

- **Mr. Jane Vrteski** has more than 25 years of professional experience and more than 15 years of consulting experience in Macedonia and internationally. He has been engaged on the high-level positions in both public and private sector as well as in the donor community projects in the country and abroad. Mr. Vrteski possesses an extraordinary knowledge and experience in local government

and development and water sector management, gained during his work being a Mayor, General Manager of Regional Water Utility, Team Leader, Project Manager, Management Consultant, Researcher, Evaluator and Trainer. His consulting work mainly focuses on local and regional development, utility management, stakeholder engagement, data content management and benchmarking, strategic management, developing business plans and strategies. It is worth mentioning his team leadership skills proven in the setup and development of the various institutions and associations. His extended experience in working with and managing of multidisciplinary and multicultural environments is extremely valuable. Mr. Vrteski is actively involved in the Regional initiatives in the water sector lead by IAWD, ORF MMS, NALAS and other stakeholders.

- ▶ **Mr. Ad Sannen** is a senior water governance expert and project manager with over 35 years of experience in water and wastewater utility management, river basin and coastal management, regional and municipal infrastructure and land use planning. During his career, he worked for Royal Haskoning DHV, one of the top 5 Dutch Consulting Firms, in several positions and being directly responsible for some of the company's key clients and major projects, both in The Netherlands as well as international. Since 2015 he is working as a freelance consultant. In his home country he advised national, regional and municipal governments, water companies, water boards and industries on complex water management issues. Internationally, he worked nearly 20 years, predominantly in South East Asia, East-Africa, the Middle East, Russia and Central Europe. Sannen holds a Master's Degree in Industrial Engineering and Management Science from Eindhoven University.
- ▶ **Ms. Sanja Bujisa** graduated from the Faculty of Economics in Podgorica, Montenegro. She began working in Vodacom as a trainee in 2012, and after a year was granted a position of Financial Analyst in this successful team. Over the five years she spent working in the water sector, her responsibilities mostly included work on a Capacity Development Program for five water utilities on the Montenegrin coast which was related to activities in the field of business planning, tariff adjustment plan, commercial activities, financing and accounting, MIS reporting, PR/customer relations campaigns, etc. Furthermore, given that Vodacom was the agency that introduced benchmarking as a modern management tool in Montenegro, she was also engaged in benchmarking activities. By working on data collection, calculation of benchmarking indicators, monitoring of reporting system, producing benchmarking reports and conducting workshops she became benchmarking coordinator. In 2015, Sanja was nominated as a Local expert for a Business Planning and Commercial Efficiency Improvement Program on behalf of the Montenegro Water Utility Association, as well as a Business Planning Expert working on the Business Plan for the Montenegro Water Utility Association in 2017. Sanja is an Authorized Accountant, and a member of the Institute of Certified Accountants of Montenegro (ICAM/IFAT).
- ▶ **Ms. Elisabeta Poci** has been working with the Water Supply and Sewerage Association of Albania (SHUKALB), for more than ten years. During her work for the Association, she has held different positions, and more recently, she assumed the position of Deputy Executive Director, which she has held for the past four years. Her major responsibility, among others includes the development of SHUKALB's Grants-based Projects Program. Ms. Poci is currently managing the Project "Sustainable Water Sector Capacity Development in Albania", a grant received by SHUKALB from USAID. The main objective of the Project is to develop an institutionalized, financially self-sustaining curriculum of training, which is designed to qualify candidates for test-based operator certification. Ms. Poci holds a Bachelor Degree in Environmental Engineering from the Polytechnic University of Tirana and a Master's Degree in Environmental and Water Resources Engineering from the University of Texas at Austin, USA, under a Fulbright Scholarship.
- ▶ **Mr. Neil Macleod** is presently a water and sanitation specialist consultant to the World Bank and others, Ex CEO of Durban Waterworks and an Honorary Research Fellow at University of KwaZulu-Natal. Macleod has 44 years experience in the water and sanitation sector, with 22 years as the Head of eThekweni Water and Sanitation (EWS) in the eThekweni municipality, retiring in 2014. EWS was the winner of the 2014 Stockholm Industry Water Prize. Macleod holds a BSc in civil engineering and an MBA.
- ▶ **Mr. Veselin Grbovic**, was born in 1953 in Savnik, Montenegro. He graduated in mechanical engineering. He was very successful manager in a number of private and public companies. He was a manager in the Steel Factory in Niksic, the Director of Concern „Braca Karic“ in Moscow, the Director of Bauxite Mine in Niksic. From 2005-2013 he was Director of the Directorate for Transport of the Government of Montenegro. From 2013 he is the Mayor of Niksic Municipality. He is also an active sportsman. He has the title of FIDE chess master.

## Session summary

The session started with **Mr. Jane Vrteski's presentation on Water Utility business planning process in the FYR Macedonia**. Mr. Vrteski started his presentation explaining the legal environment in Macedonia and the process of starting the Business Planning. EU/ International Financing, National Policy Makers, Regulatory Commission, Public Utility Companies (PUCs) and Customers, Municipality are all the players of the Macedonian Water Sector, and water tariff setting is currently gaining momentum in the country. The Regulatory Commission is drafting the Tariff Adjustment Plan which includes provisions for the water utilities to put in place their own business plans. This process will be a joint effort of PUCs and the Municipalities. Business Planning Working Group was established in each PCU with representatives from the PCU and Local government. The 10 Strategic Priorities and Development Needs in Macedonia were listed as follows:

The second presentation on **Conditions for effective and productive water business planning by Mr. Ad Sannen**, emphasized that business planning and monitoring is essential. It is key to Anchor the Business Plan in the Annual Planning Cycle of a Utility. Business planning is not a standalone activity; it need a basis of proper data, a dedicated team and inputs from stakeholders and it requires awareness on the importance of internal process for utility performance improvement. Business planning as an external legal/regulatory requirement can be an important accelerator for improvement of internal processes.

**Ms.Sanja Bujisa presented on Support to develop and update business plans in Montenegro**. Vodacom is a joint venture between Montenegro utilities and the German cooperation. Ms. Bujisa mentioned that systematic data collection by water utilities is missing in Montenegro and there are currently no action plans to address this issue. There seems to be resistance of management and sector to make long term plans in the country with a lack of controlling system and no monitoring system by shareholders. Nevertheless, Montenegro recently started to produce a 3-5 year Business Plan serving as a company management tool for Water Utilities, with Vodacom as coordinator. Vodacom is training water utilities staff to produce their Business Plans and some activities for the planned period were defined. A regular annual update of the BP by the management of the water utilities in coordination with Vodacom is currently in place. Some examples of data monitoring from different utilities were shown during the presentation pointing out that there is still some data missing and that there is still room for improvement.

**Ms. Elisabeta Poci presented on Challenges of incorporating capacity building measure into business plan**. Why should we budget for Capacity Building when preparing the utility's Business Plan? That was the question mark from Ms. Poci that opened the floor to her reflections on investing in capacity building in Albania. She mentioned that Business Planning is driven by performance improvements like: Increased collection efficiency, reduction of non-revenue water, energy efficiency, etc., but that the human component is at the heart of all these improvements. Why is Capacity Building ignored? Some of the main issues mentioned by Ms. Poci are: lack of appreciation of the importance of training at the management level, not always easy to be noticed investment, lack of vision in developing and retiring prepared workforce, political interference in hiring practices at the water utilities, lack of recognition for the importance of this work- protection of public health and the environment. The role of the Water Association is to advocate a culture of capacity building (Central, Local Government and Utilities) among all the partners that have to be involved.

**Finally, Mr. Neil Macleod, reflected on the importance of putting customers at the heart of the Business Plan**. Human resources management was highly mentioned during Mr. Macleod during his presentation and especially customer management is very important. The importance of customer management is reflecting in getting revenue on time and to make a sustainable company.

*With contributions by Zeljka Rudic and Arlinda Ibrahimllari*



## 6. Perspectives on Financing – Plenary Session

**Date:** Thursday, May 18<sup>th</sup>

**Time:** 16:00 to 17:30

**Location:** Prater 1-4

**Session organizer:** Mr. Philip Weller, IAWD

**Moderation:** Mr. Greg Clark

**Simultaneous Translation:** Yes

### Session structure

Time		Content	Speaker
16:00	5'	<b>Introduction</b>	Mr. Greg Clark
16:05	10'	<b>Financing Utilities – the Role of Different Actors</b>  Click <a href="#">here</a> for presentation	<b>Mr. Frank Wiederkehr</b> , Swiss Agency for Development and Cooperation, Switzerland
16:15	40'	<b>Perspectives of National Government, Regulators, Municipal Government and Utilities</b>  Click <a href="#">here</a> for presentation	<b>Mr. Radoslav Russev</b> , Former Deputy Minister for Regional Development of Bulgaria.  <b>Mr. Srini Parthasarathy</b> , Oexera, U.K.  <b>Ms. Voltana Ademi</b> , Mayor of Shkodra Municipality, Albania.  <b>Ms. Aida Jusufhodzic</b> , on behalf of Bihac Utility, BiH
16:55	10'	<b>Financing of Capacity Building – The Needs and Constraints</b>  Click <a href="#">here</a> for presentation	<b>Mr. Predrag Perkovic</b> , Bijeljina Utility, BiH
17:05	25'	<b>Panel and Audience discussions</b>  <b>Lessons Learned in Financing Utilities</b>  Click <a href="#">here</a> for presentation	Facilitated by Mr. Greg Clark
17:30		<b>End of session</b>	

## Speakers' bios

- ▶ **Mr. Frank Wiederkehr** has been working for the Swiss Agency for Development and Cooperation (SDC) over the past 10 years in Mongolia, Peru and Switzerland, where he, among others, was the responsible Program Manager for Afghanistan. Since 2013 he is based in Skopje, Macedonia, working as a Regional Advisor for Water & Environment. In this position Mr. Wiederkehr is supporting the Swiss Cooperation offices in the Western Balkans (Albania, Bosnia and Herzegovina, Kosovo, Macedonia) in the implementation of their respective projects and activities in the water, infrastructure and environment sector. Topics such as capacity building in the water sector, multi-level water governance, water and wastewater infrastructure, river basin management planning, nature conservation and environmental protection are his current fields of work. Frank Wiederkehr holds Master's degrees in Natural Science as well as in Development Studies, both from ETH Zurich.
- ▶ **Mr. Radoslav Russev** is former deputy minister of regional development with responsibility for water sector reform in Bulgaria. More than 10 years of experience in expert and management positions in water utilities. Currently involved in institutional advisory projects for World Bank, Danube Water Programme and others as well as entrepreneurial activities in the WSS sector (through Hydrolia).
- ▶ **Ms. Srini Parthasarathy** is an expert on performance management and efficiency measurement, and a senior member of Oxera's Performance Assessment team. While at Oxera, he has prepared and led expert reports, provided efficiency advice and analysis during several price control reviews and price appeal inquiries. He has provided advice on matters of regulation and efficiency since 2005 to a wide variety of organisations, companies and regulators in almost all regulated sectors in the UK and Europe. Srini has previously taught at undergraduate and postgraduate level in the Economics and Business faculties at the University of Warwick, London School of Economics and London Business School. He acts as an ad hoc reviewer for two peer-reviewed academic journals in performance assessment: *OR Spectrum* and the *Journal of the Operational Research Society*. Srini is also the course coordinator and a lead presenter on Oxera's Performance Assessment training courses, and invited speaker at pan-European efficiency benchmarking events organised by WAREG and ERRA.
- ▶ **Ms. Voltana Ademi** is the Mayor of Shkodra Municipality in Albania. She was born in Shkodra in 1974. Mrs. Ademi is graduated on Computer Sciences and has a Master Degree on Government and Territory Management. She has been a lecturer of Computer Sciences at the University of Shkodra. She is also co – author of studies and publications in decentralization issues. Mrs. Ademi was engaged as an expert on strategic planning, financial management, e- government within the project for Local Development and Decentralization, supported by the Swiss Government for local government units of the Shkodra and Lezha regions. The engagement in local government extended in many years of her career, as Mrs. Ademi has also served as Deputy Mayor of Shkodra for over three years, starting in 2004. In the local elections of June 2015, Mrs. Ademi was elected Mayor of Shkodra.
- ▶ **Ms. Aida Jusufhodzic** has been Resident Engineer at the Waste Water Collection and Treatment Project Bihać implemented from 2011 until now. She was also engaged in implementation of main waste water collection and treatment projects in B&H: rehabilitation of WWTP Butile in Sarajevo and WWTP Mostar where she worked very closely with the utility companies of these towns and gained excellent understanding of LGA and PUC issues related to water sector. She joined the Una Consulting team in 2008 where she combined her previous working experience with different international organizations with the experience of this company in water and environment sector. She has been working in the position of consulting engineer and project manager in charge of the service package covering planning, design and implementation of wastewater collection and treatment projects and capacity building activities in Bosnia and Herzegovina, Croatia, Serbia, Macedonia and Ukraine. She is also certified trainer and member of regional trainer's network of Local Leader SEE where she covers different topics related to the IFIs requirements (Planning, preparation and implementation of capital infrastructure investments: tender and contract management, FIDIC procedures etc.). Her special field of interest is decentralized wastewater collection and constructed wetlands for wastewater treatment as an answer to the challenges in adoption of B&H legislation to the EU UWWTD requirements. Aida Jusufhodzic holds BSc degree in Civil Engineering from Zagreb University.
- ▶ **Mr. Predrag Perkovic** holds a B.Sc degree of Laws from the Faculty of Law, University of Belgrade in 1990. He has been holding a position of General Manager in A.D. "Vodovod i kanalizacija" Bijeljina since January 2013. Prior to this current position, he was also employed with the same company only at different position (Acting General Manager from November 2012 to January 2013; Acting Executive

Director of Economic and Legal Department from September 2011 to November 2012). His work experience includes numerous executive and leadership roles, Bijeljina Municipality, Executive Director of Legal and General Affairs Department in bank “Semberska Banka.”

## Session summary

The session examined the issues of financing from the perspective of different actors (i.e. donors, banks, PUCs) involved in the water sector. Key relationship is between owners and PUCs as they need to work together in a way to secure needed financing for both operation and long term investments in utilities.

**Mr Frank Wiederkehr** provided an introductory presentation to frame the issue of financing for water services. He pointed out that services needing to be provided include water supply and wastewater collection and treatment. In order to finance those one can look at a combination of tariffs (paid by users), taxes (domestic tax payers) and transfers (grants, bank loans, public private partnerships). Using a number of cartoons he highlighted the potential for win win scenarios where consumers understand the need for higher tariffs if the utility is properly managed with a customer orientation and if policies and actions of the owners demonstrate transparency and accountability.

**Mr. Radoslav Russev** presentation on the case of Bulgaria, emphasized the importance of regulation and benchmarking to balance capital investments and quality of services. He provided a word of caution on making WWTPs investment decisions based solely on CAPEX rather than on OPEX. Speaking about Albania, **Ms. Voltana Ademi**, mentioned that there is a challenge in expanding water services to more users while still maintaining or improving the same quality of service. As a mayor she explained it was not her role to be an expert but to understand and work with the utility operators. **Mr. Srini Parthasarathy** speaking as someone who works with Regulators pointed out the importance of collecting data on Performance and using that to create improvement in the utility. The job of the regulator is to have tariffs that support the effective operation of the utility. **Ms Aida Jusufhodzic** speaking as a representative of someone who had worked for a public utility to implement investment projects emphasized the need for clear mandate and responsibilities for the utility owners. She stressed that the Golden triangle of the Service Providers, Owners and Consumers could function with Good Governance and Quality of Service. She also emphasized the need for PUCs to invest in their staff. This message was also repeated by **Ivana Stanicic on behalf of Mr. Predrag Perkovic**. She talked about adaptation of existing national legislation with EU requirements. PUCs should be involved from the beginning of the project, and if possible, should be supported by a local consultant. PUCs should be aware their own problems and what are areas for improving. Budget for project should be planned properly and duration of project is usually longer than planned. PUCs staff should be prepared and trained for implementing complexes projects.

Overall lessons learned included a focus on dealing with non-revenue water (leaks, unmetered consumption etc.) and other operational improvements as a basis for creating consumer confidence. Increasing tariffs for bad service was not desirable. It was stressed by panel members that each of the actors involved needed to communicate with one another and that there was the possibility that win-win scenarios could be developed where adequate income was present to support the utility operation and investment and good quality service could be provided.

*With contributions from Laura Stanescu*

## 7. Closing Plenary Session

**Date:** Thursday, May 18th

**Time:** 17:30 to 18:30

**Location:** Prater 1-4

**Session organizers:** Mr. Philip Weller, IAWD, Ms. Patricia Lopez, World Bank, Mr. Georgi Hristov, GIZ

**Moderation:** Mr. Greg Clark

**Simultaneous Translation:** Yes

### Session Structure

Time		Content	Speaker
17:30	5'	<b>Introduction</b> and Conference Evaluation Form	Mr. Greg Clark
17:35	25'	<b>Summary of key Conference “Take-aways”</b> <b>Closing Panel</b>	<b>Mr. David Michaud</b> , Practice Manager Europe and Central Asia Region Water Global Practice, World Bank  <b>Mr. Ivaylo Kastchiev</b> , Head of prices and business plans Department at the Energy and Water Regulatory Commission of Bulgaria  <b>Mr. Mico Micic</b> , Mayor of Bijeljina  <b>Ms. Arlinda Ibrahimllari</b> , Technical Director of the Sanitation Department at Water Supply and Sewerage Enterprise of Korca (UKKO Sh.A) and Chair of the IWA Emerging Water Leaders Steering Committee
18:00	5'	<b>Audience Engagement</b> activity	Mr. Greg Clark
18:05	20'	<b>Panel discussion with audience:</b> What have we learned?	Facilitated by Mr. Greg Clark
18:25	5'	<b>Closing Remarks</b>	Mr. Greg Clark
18:30		<b>End of session / Conference</b>	

### Speakers bios

- ▶ **Mr. David Michaud** is the Practice Manager for Water in Europe, Central America and Haiti at the World Bank's Water Global Practice. At the Bank, Mr. Michaud has worked mostly in Europe and Latin America, gradually moving the focus of his activities from infrastructure and project development to utility efficiency and sector reform programs. He 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, Mr. Michaud worked as a water engineer and project manager in the private and non-profit sectors. He 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.
- ▶ **Mr. Ivaylo Kastchiev** is General Director of “Water and sanitation services” Division in Energy and Water Regulatory Commission of Bulgaria. He is responsible for regulation of quality and tariffs of

WSS in Bulgaria, including business plans and tariff applications approval, control and customers complaints resolution. He has worked for 10 years in the biggest utility in Bulgaria, providing services in the capital of the country, based on a concession contract. He was responsible for asset management, investment and business planning, water losses reduction and other. Currently, Kastchiev is chairing the “Institutional Governance and Regulation” specialist group in IWA, and is also member of Program Committee of the International Water Regulators Forum, organized by IWA. He is also involved in number of activities of WAREG, the European Network of Water Regulators. Kastchiev is Doctor of Economics from Sofia University, and holds an MBA from City University of Seattle, USA.

- ▶ **Mr. Mico Micic** is the mayor of City of Bijeljina and a former President of the Association of Municipalities and Towns of Republic of Srpska. His first job in the local administration of Municipality of Bijeljina was on the position of Head of Department of veterans and disabled persons in the period 1996-2000. From 2000-2005 he was a Minister for refugees and displaced persons and Minister of labor, veterans and disabled people's protection in the Government of Republic of Srpska. He was elected as a mayor of municipality of Bijeljina in 2005 and 2008. In 2012, he was elected as the first Mayor of the City of Bijeljina and reelected in 2016. In 2013-2017 he was President of the Association of Municipalities and Towns of the Republic of Srpska. Since 2014 he is a member of the Presidency of the Network of Associations of Local Authorities of South East Europe (NALAS).
- ▶ **Ms. Arlinda Ibrahimllari**, is Technical Director of the Sanitation Department in UKKO Joint Stock Company in Albania and has over 8 years' experience in the water industry. Her roles have included Water and Sanitation project management, technical support management and capacity development. Arlinda holds a M.Sc. Degree in Environmental Engineering from the Polytechnic University of Tirana, Bachelor Degree in Law and currently studying an MBA Program at the Canadian Institute of Technology. Arlinda is the Chair of the Emerging Water Leaders from the IWA. Her focus, beside her professional development as an Engineer and what she feels passionately about is to help the young water professionals to develop their skills, to develop a professional network in the water industry, to gain experience working with Senior professionals, develop organizational and leadership skills, to gain recognition and profile. She is trustful that the 'Future Water Leaders' will make changes and inspire other generations.

## Session Summary

This session aimed at highlighting some of the main messages and ideas coming from the discussions throughout the conference, and reflecting on the main takeaways from the various sessions to identify the future paths for the sector to address its challenges as well as the way forward.

The panelists provided some take-away messages which expressed the importance of such regional events like the Danube Water Conference to promote regional cooperation. Panelists also highlighted the importance of involving young professionals in the conference, not only as panelists or rapporteurs but also as speakers in some sessions. The panelists also mentioned that for the next Danube Water Conference it will be important to have an update of the State of the Sector report and how the results show progress towards meeting the sustainable development goals, and that the State of the Sector report should go beyond the diagnostic exercise to include some policy recommendations around key issues.



## VI. FRIDAY, MAY 19<sup>TH</sup> (BUSINESS MEETINGS, BY INVITATION ONLY)

### IAWD Board Meeting

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*Note: This meeting was by invitation only*

**Date:** Friday, May 19<sup>th</sup>

**Time:** 8:00 to 9:00

**Location:** Messe 5+6

**Chair:** Walter Kling and Katherine Wagner

**Simultaneous Translation:** No

### DANUBIS.org Breakfast Meeting

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*Note: This event was primarily targeted at utility associations and development partners and other key players in the sector to promote this formidable online knowledge exchange tool developed by the DWP.*

**Date:** Friday, May 19<sup>th</sup>

**Time:** 8:00 to 9:00

**Location:** Prater 1+2

**Chair:** Katerina Schilling, Patricia Lopez and Elvira Broeks

**Simultaneous Translation:** No

### IAWD Members, Utility and Utility Associations Meeting

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*Note: This meeting was by invitation only*

**Date:** Friday, May 19<sup>th</sup>

**Time:** 9:00 to 11:00

**Location:** Prater 3+4

**Chair:** Walter Kling

**Simultaneous Translation:** No

### RCDN Donor Meeting on regional capacity building in water sector in the Western Balkans

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*Note: This meeting was by invitation only*

**Date:** Friday, May 19<sup>th</sup>

**Time:** 9:00 to 11:00

**Location:** Messe 5+6

**Chair:** Frank Wiederkehr

**Simultaneous Translation:** No

## Regulators Meeting

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*Note: This meeting was by invitation only*

**Date:** Friday, May 19<sup>th</sup>

**Time:** 9:00 to 11:00

**Location:** Krieau 1

**Chair:** Stjepan Gabric and Patricia Lopez

**Simultaneous Translation:** No

## NALAS General Assembly

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*Note: This meeting was by invitation only*

**Date:** Friday, May 19<sup>th</sup>

**Time:** 9:00 to 12:30

**Location:** Prater 1+2

**Chair:** Kelmend Zajazi

**Simultaneous Translation:** Yes

## Young Water Professionals Workshop

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*Note: This meeting was by invitation only*

**Date:** Friday, May 19<sup>th</sup>

**Time:** 9:00 to 13:30

**Location:** Krieau 2

**Chair:** Katerina Schilling, Kirsten de Vette and Elvira Broeks

**Simultaneous Translation:** No

## Water Utility Associations and Danube Learning Partnership (D-LeaP) Meeting

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*Note: This meeting was by invitation only*

**Date:** Friday, May 19<sup>th</sup>

**Time:** 11:30 to 12:30

**Location:** Prater 3+4

**Chair:** Philip Weller and Violeta Wolff

**Simultaneous Translation:** No

## Regional Capacity Development Network (RCDN) Kick-Off Meeting

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*Note: This meeting was by invitation only*

**Date:** Friday, May 19<sup>th</sup>

**Time:** 12:30 to 14:00

**Location:** Prater 1+2

**Chair:** Pavle Donev

**Simultaneous Translation:** No

## VII. IWA PERFORMANCE INDICATOR CONFERENCE: DANUBE SESSION

**NOTE:** Danube Water Conference Participants were free to participate in this session

**Date:** Wednesday, May 17th

**Time:** 9:00 to 12:00

**Location:** Prater 1-4

**Simultaneous Translation:** No

### Session Structure

Time		Content	Speaker
9:00	5'	<b>Welcome and Introduction</b>	<b>Mr. Peter Dane</b> , European Benchmarking Cooperation
9:05	15'	<b>Overview of Performance Indicator Systems in the Danube Region</b>	<b>Mr. David Michaud</b> , Practice Manager Europe and Central Asia Region Water Global Practice, World Bank
9:20	70'	<b>Case Studies of Successful PI Systems</b>	
		<b>1. A Government Ministry, Utility Association and Chamber of Commerce working together to improve PI data – the Serbian Case</b>	<b>Mr. Goran Jovanovic</b> , UTVSI.
		<b>2. Utility Association Creating a System for Performance Improvement – EBC Utility Benchmarking HUB</b>	<b>Mr. Miroslav Mitkov</b> , Bulgarian Water Association.
		<b>3. Data to Support Investment – KfW project on Montenegro Coast</b>	<b>Ms. Sanja Bujisa</b> , VODACOM.
		<b>4. PI Data for Regulation – The example of Kosovo</b>	<b>Mr. Sami Hasani</b> , WRRK.
		<b>5. DANUBIS.ORG/IBNET – Making Information Available to the Public</b>	<b>Mr. Philip Weller</b> , IAWD.
		<b>6. Creating Utility Improvement Through PI Data</b>	<b>Mr. Darius Bör</b> , Satu Mare Utility

10:30	30'	Coffee Break (Conference venue, ground floor, reception lounge)	
11:00	50'	<b>Panel and Audience Discussion on how best to organize PI information for Multiple Uses</b>	<b>Mr. Enrique Cabrera</b> , IWA <b>Ms. Patricia Lopez</b> , The World Bank, <b>Mr. Srini Parthasarathy</b> , Oexera, <b>Mr. Manfred Eisenhut</b> , ÖVGW Austria
11:50	10'	<b>Concluding Remarks</b>	<b>Mr. Walter Kling</b> , IAWD <b>Mr. Peter Dane</b> , EBC
12:00		<b>End of session</b>	

## VIII. PARTICIPANTS LIST

Family Name	Given Name	Position	Name of Organization	Country
Ademi	Voltana	President	Association of Albanian Municipalities	Albania
Dajko	Anri	Finance and Accounting Analyst	Valu Add Management Services	Albania
Dr. Lames	Gabriele	Programme Manager	GIZ	Albania
G. Janssens	Jan	Consultant	Water Supply and Sewerage Association of Albania	Albania
Gjebrea	Evis	Vice Director	SHUK Tirana	Albania
Grandjean	Hubert	Project manager (water sector)	EU Delegation to Albania	Albania
Haxhimali	Agron	Executive Director	Association of Albanian Municipalities	Albania
Ibrahimllari	Arlinda	Technical Director	UKKO JSC	Albania
Kovaci	Spartak	General Director	Durres Water Utility	Albania
Lubonja	Gerta	Director	Technical Secretariat of National Water Council	Albania
Mile	Alda	Head-office of Water Supply & Sewerage Sector	Municipality of Tirana	Albania
Molla	Redi	CEO	Tirana Water and Sewerage Utility	Albania
Mziu	Xhelal	Mayor	Bashkia KAMEZ	Albania
Nenada	Stela	Head of Finance and Coordinator of World Bank Project	Durres Water Utility	Albania
Poci	Elisabeta	Deputy Executive Director	Water Supply and Sewerage Association of Albania	Albania
Shani	Ndriçim	Chairman	Water Regulatory Authority of Albania	Albania
Sotiri (Troka)	Lindita	Director of Integration	Ministry of Transport and Infrastructure	Albania
Tare	Petrit	President	SHUKALB	Albania
Xhelili	Dorjan	Director	SHUK Tirana	Albania
Broeks	Elvira	Water and Sanitation Analyst	World Bank	Austria
Eisenhut	Manfred	Head of Water Department	OVGW	Austria
Gruber	Elisabeth	Senior Advisor	Ministry of Finance	Austria
Hahn	Christof	Editor-in-Chief	Aqua press International	Austria
Istjan	Peter	Advisor	Austrian Federal Ministry of Finance	Austria
Kling	Walter	Secretary General	IAWD	Austria
Leroch	Klaus	Advisor Water and Sanitation	Austrian Development Agency	Austria
Lopez	Patricia	Danube Water Program Leader	World Bank	Austria
Masliah-Gilkarov	Helene	Technical Expert for Public Participation & Communication	ICPDR	Austria
Plohberger	Christian	Consultant	Infraprotect	Austria
Prandtstetten	Christoph	Deputy Head of Department	Kommunalkredit Public Consulting	Austria
Schaidreiter	Verena	Advisor Water and Sanitation	Austrian Development Agency	Austria
Schilling	Katerina	Knowledge Management and CB Coordinator	IAWD	Austria
Smets	Susanna	Sr. Water Supply and Sanitation Specialist	World Bank	Austria
Steinbacher	Katharina	Junior staff	Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management	Austria



Family Name	Given Name	Position	Name of Organization	Country
Wagner	Katherine	Head of Office	IAWD	Austria
Weller	Philip	Head of Technical Secretariat	IAWD	Austria
Wolff	Violeta	Technical and Procurement Specialist	IAWD	Austria
Zavadsky	Ivan	Executive Secretary	ICPDR	Austria
Gammeltoft	Peter	President	International Commission for the Protection of the Danube River	Belgium
Arnautović	Sanela	Finance officer	Aquasan Network in B&H	Bosnia and Herzegovina
Berbić	Aid	Director	Javno Komunalno Preduzeće Vodovod i Kanalizacija doo Tuzla	Bosnia and Herzegovina
Cosic	Ljubisa	Mayor	Municipality of Istocno Novo Sarajevo	Bosnia and Herzegovina
Dervisagic	Edis	Mayor	Municipality of Gradacac	Bosnia and Herzegovina
Di Marco	Christophe	Sector Fund Manager	GIZ	Bosnia and Herzegovina
Draganović	Dijana	Project Engineer	Aquasan Network B&H	Bosnia and Herzegovina
Glogovac	Gordana	Deputy President of the Managing Board of the Association	Water Utility Association of Rep.Srpska	Bosnia and Herzegovina
Hajdarović Travljanin	Vesna	Director	Association of Municipalities and Cities of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina
Jusufohodžić	Aida	Project Manager	Una Consulting Ltd	Bosnia and Herzegovina
Katic	Jovan	Director	Utility service company Istocno Sarajevo K.P. ViK	Bosnia and Herzegovina
Kekić	Edin	Director	JKP "Vodovod i kanalizacija" Velika Kladusa d.o.o.	Bosnia and Herzegovina
Kevac	Srdan	Representative of the Water utility Banja Luka	Water Utility Association of Rep.Srpska	Bosnia and Herzegovina
Micic	Mico	Mayor	City of Bijeljina	Bosnia and Herzegovina
Mitric	Darko	Executive Director of Sewerage Department	A.D. Vodovod i Kanalizacija Bijeljina	Bosnia and Herzegovina
Mrden	Damir	Director	Agency for Watershed of the Adriatic Sea Mostar	Bosnia and Herzegovina
Muslić	Vesna	President of the Association	Aquasan Network in B&H	Bosnia and Herzegovina
Palandzic	Igor	Water Resources Specialist	The World Bank	Bosnia and Herzegovina
Pantic	Aco	Secretary General	Association of Municipalities and Towns of Republic of Srpska	Bosnia and Herzegovina
Perkovic	Predrag	General Manager	A.D. Vodovod i Kanalizacija Bijeljina	Bosnia and Herzegovina
Romic	Dejan	Planner	KP Vodovod i kanalizacija I. Sarajevo	Bosnia and Herzegovina
Stanijic	Ivana	Technical Director of Sewerage Department	A.D. Vodovod i Kanalizacija Bijeljina	Bosnia and Herzegovina
Stevanovic	Mico	Head of Department	Government of Brcko District of Bosnia and Herzegovina	Bosnia and Herzegovina
Stojanovic	Ilija	Head of Office	Government of Brcko District of Bosnia and Herzegovina	Bosnia and Herzegovina
Vukadin	Ivan	Mayor	Municipality of Tomislavgrad	Bosnia and Herzegovina
Zulić	Sandi	Director	Una Consulting Ltd	Bosnia and Herzegovina
Ivanov	Ivan	President	Bulgarian Water Association	Bulgaria

Family Name	Given Name	Position	Name of Organization	Country
Ivanova	Veselka	Team Leader	National Association of Municipalities in the Republic of Bulgaria	Bulgaria
Kastchiev	Ivaylo	Director	Energy and Water Regulatory Commission	Bulgaria
Kolev	Ivaylo	Senior WSS specialist	World Bank	Bulgaria
Manolov	Emanuil	NAMRB member, Mayor of Pavlikeni Municipality	National Association of Municipalities in the Republic of Bulgaria	Bulgaria
Marin	Philippe	Sr Water Specialist	World Bank	Bulgaria
Penkova	Penka	NAMRB member, mayor of Lom municipality	National Association of Municipalities in the Republic of Bulgaria	Bulgaria
Rusev	Radoslav	Consultant	World Bank	Bulgaria
Stoilova	Daniela	Chief Expert	Energy and Water Regulatory Commission	Bulgaria
Tsanov	Emil	Chair of Bulgarian IWA YWP Chapter	BWA	Bulgaria
Fabris	Vesna	Adviser	Association of Municipalities in the Republic of Croatia	Croatia
Gabric	Stjepan	Sr. Water Supply and Sanitation Specialist	World Bank	Croatia
Grizelj Šimić	Vesna	Head of Sector	Hrvatske vode	Croatia
Ivanovic	Mladen	Legal Advisor	Association of Municipalities in the Republic of Croatia	Croatia
Jovic	Fran	Co-chair	YWP CROATIA	Croatia
Kopajtich Škrlec	Nives	Coordinator	association of cities in croatia	Croatia
Majerovic	Tomislav	Junior Engineer	Hrvatske vode	Croatia
Matešić	Miroslav	Deputy mayor	City of Rijeka	Croatia
Nevistić	Krešimir	Deputy General Manager	Hrvatske vode (Croatian Waters)	Croatia
Polic	Dinko	Director of Development	Hrvatske vode (Croatian Waters)	Croatia
Johanidesová	Iva	Chair	YWP Czech Republic	Czech Republic
Lóžiová	Lucia	Analyst of the analytical and benchmarking division	Ministry of agriculture of Czech Republic	Czech Republic
Macková	Želmíra	Head of the analytical and benchmarking division	Ministry of Agriculture of Czech Republic	Czech Republic
Moras	Marite	Head of Cooperation Activities Unit	Congress of Local and Regional Authorities of the Council of Europe	France
Pecan	Breda	Vice-President	Congress of Local and Regional Authorities of the Council of Europe	France
Thiel	Philippe	B.O.T. Project Director	Suez International	France
Bergamino	Nadia	Programme manager in environment and climate	EU Delegation of Skopje	FYR Macedonia
Boshkovski	Dejan	Commissioner	Energy Regulatory Commission of the Republic of Macedonia	FYR Macedonia
Boshkovski	Igor	Director	JKP Nikola Karev, Probistip	FYR Macedonia
Donev	Pavle	Country Coordinator	GIZ ORF MMS	FYR Macedonia
Hristov	Georgi	Project Manager	GIZ	FYR Macedonia
Ivanoski	Boran	Project Officer	NALAS	FYR Macedonia
Janevska	Jelena	Knowledge and Communications Manager	NALAS	FYR Macedonia
Karaevska Dimovska	Aleksandra	Administrative Manager	GIZ	FYR Macedonia

Family Name	Given Name	Position	Name of Organization	Country
Kolikj	Miodrag	Project Manager	NALAS	FYR Macedonia
Nachevski	Oliver	Project Manager	GIZ	FYR Macedonia
Petrov	Dimitar	President	Energy Regulatory Commission of the Republic of Macedonia	FYR Macedonia
Ristovski	Trajan	Journalist	TRD TV Iris/TRD TV Site1	FYR Macedonia
Sannen	Adrianus	Team Leader Local Reform Project	Eptisa Macedonia	FYR Macedonia
Stojanovik-Aleksoska	Katerina	NALAS Office Manager	NALAS	FYR Macedonia
Vrteski	Jane	Consultant	ADKOM	FYR Macedonia
Wiederkehr	Frank	Regional Advisor	Swiss Cooperation	FYR Macedonia
Zajazi	Kelmend	Executive Director	NALAS	FYR Macedonia
Heidemann	Heiko	Senior Project Manager	GIZ	Germany
Loderer	Christian	Project- and Innovation Manager	Kompetenzzentrum Wasser Berlin GmbH	Germany
Pres	Alexandra	Managing Director	concepts4capacities	Germany
Storck	Florian	Team leader Riverbank Filtration and Microplastics	TZW: DVGW-Technologiezentrum Wasser	Germany
Worst	Matthias	Managing director	Bavarian Environment Agency	Germany
Bakos	Vince	Steering Committee member, responsible for YWPs	Hungarian Water Association	Hungary
Istókovics	Zoltán	CEO	Szegedi Vízmű Zrt.	Hungary
István	Joó	Ministerial Commissioner	Ministry of Foreign Affairs and Trade, Hungary	Hungary
Tóth-Godó	Valéria	Project Manager	Szegedi Vízmű Zrt.	Hungary
Baraku	Trandelina	Water Specialist	World Bank	Kosovo
Begolli	Baton	Water Policy Advisor	Inter-Ministerial Water Council, OPM	Kosovo
Berisha-Emini	Bukurie	Chief of Department	RWC Prishtina	Kosovo
Caka	Islam	Manager	RWC Prishtina	Kosovo
Derguti	Abdullah	Managing Director	SHUKOS	Kosovo
Duraku	Sokol	Financial Manager	Regional Water Company Pristina	Kosovo
Hajdari	Betim	Manager Customer Depart.	Regional Water Company Bifurkacioni	Kosovo
Hasani	Sami	Head, Tariff and Finance Department	Water Service Regulatory Authority (WSRA), Kosovo	Kosovo
Ibrahimi	Sazan	Executive Director	Association of Kosovo Municipalities	Kosovo
Islami	Premtim	Sector Coordinator	KfW	Kosovo
Ismajli	Naim	Mayor of Shtimje/AKM President	Municipality of Shtimje/Association of Kosovo Municipalities	Kosovo
Juniku	Bekim	Vice Director	SHUKOS	Kosovo
Kelmendi	Mehdi	Customer Depart.	Regional Water Company Hidrodrini	Kosovo
Maloku	Rasim	Financial Director	Regional Water Company Hidrodrini	Kosovo
Musa	Qamil	Head of Performance Department	Water Services Regulatory Authority	Kosovo
Veliu	Agim	Mayor of Podujeva/AKM Vice-President	Municipality of Podujeva/Association of Kosovo Municipalities	Kosovo
Vitija	Nadire	Training Dev. Officer	SHUKOS	Kosovo

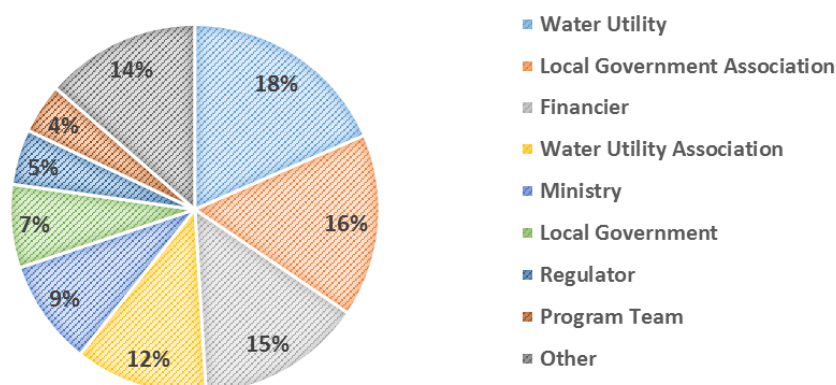
Family Name	Given Name	Position	Name of Organization	Country
Xhafa	Sokol	Member of Committee (Act. Technical Director)	YWP - Kosovo (RWC Prishtina)	Kosovo
Zhaveli	Kastriot	Finance Director	Regional Water Company Radoniqi	Kosovo
Badan	Tatiana	President, Mayor Of Selemet	Congress of Local Authorities from Moldova (CALM)	Moldova
Bergamin	Julie	Planning and Monitoring Manager	Skat Consulting Ltd.	Moldova
Cereteu	Nina	Mayor of Drochia Town	Congress of Local Authorities from Moldova (CALM)	Moldova
Coștei	Sandu	Deputy Chief	Water Agency „Apele Moldovei”	Moldova
Drumea	Dumitru	Executive Director	NGO "ECOS"	Moldova
Furdui	Viorel	Executive Director	Congress of Local Authorities from Moldova (CALM)	Moldova
Galit	Maria	Mayor of Sarata Veche	Congress of Local Authorities from Moldova (CALM)	Moldova
Lica	Ion	Principal Consultant	Ministry of Environment	Moldova
Malic	Svetlana	Superior specialist	National Agency for Energy Regulation	Moldova
Stratuta	Radu	Deputy Director	Agency of Water Resources	Moldova
Asanovic	Dragan	Director	Ministry of Sustainable Development and Tourism of Montenegro	Montenegro
Bjelobrkovic	Predrag	Advisor for Cooperation with International Financial Institutions	Public Enterprise "Regionalni vodovod Crnogorsko primorje"	Montenegro
Brajkovic	Dragomir	Planner	Water Supply Public Company	Montenegro
Bujisa	Sanja	Financial Analyst	Vodacom	Montenegro
Didanovic	Snezana	Head of Division	Ministry of Sustainable Development and Tourism of Montenegro	Montenegro
Djadic	Mirko	Mayor	Municipality of Pljevlja	Montenegro
Grbovic	Veselin	Mayor	Municipality of Niksic	Montenegro
Jevric	Goran	Director	Public Enterprise "Regionalni vodovod Crnogorsko primorje"	Montenegro
Krivokapic	Nada	Executive Director	Vodacom	Montenegro
Micanovic	Ljiljana	Planner	Water Supply Public Company	Montenegro
Minic	Nikola	Planner	Water Supply Public Company from Podgorica	Montenegro
Raznatovic	Milos	President of the Board	Association of Waterworks of Montenegro	Montenegro
Starovlah	Vanja	Secretary for European Integration and International Cooperation	Union of Municipalities of Montenegro	Montenegro
Zelenika Jakovljevic	Zeljka	Planner	Water Supply Public Company	Montenegro
Bor	Darius	Benchmarking & Financial Expert	S.C. APASERV Satu Mare S.A.	Romania
Drăghici	Emil	President, Mayor of Vulcana-Băi Commune	Association of Communes of Romania	Romania
Lacatusu	Silviu	Councillor	Romanian Water Association	Romania
Nagy	Mihai-Cătălin	Head of department	Banat Water Basin Administration	Romania
Nedelea	Ioana	Geographer	National Administration Romanian Waters	Romania
Pandea	Nicolae	Mayor of Ștefan Cel Mare Commune, Călărași County	Association of Communes of Romania	Romania
Popa	Teodor	Financial Manager	Compania Apa Brasov	Romania

Family Name	Given Name	Position	Name of Organization	Country
Stanescu	Laura Alexandra	Chair	YWP Romania	Romania
Țăra	Sergiu	Executive President	Association of Communes of Romania	Romania
Avato	Patrick	Lead, ECA Cities Initiative	IFC	Serbia
Cvetanović	Goran	Mayor	Municipality of Leskovac	Serbia
Glušćević	Miodrag	Head of the Department	Standing Conference of Towns and Municipalities	Serbia
Jacobsen	Peter Michael	Project Director - Water	COWI	Serbia
Jovanovic	Goran	Asset Management Engineer	Udruzenje za Tehnologiju vode i sanitarno inženjerstvo	Serbia
Kujundzic	Dobriła	Senior Advisor	Ministry of Agriculture and Environmental Protection-Republic Directorate for Water	Serbia
Mamula	Tatjana	Consultant	GIZ ORF MMS	Serbia
Rudic	Zeljka	Researcher	Institute for the Development of Water Resources "Jaroslav Cerni"	Serbia
Savić	Aleksandra	Head for Management and Water Use and Protection against Water Pollution	Ministry of Agriculture and Environmental Protection	Serbia
Stajkovac	Jugoslav	Mayor	Municipality of Aleksandrovac	Serbia
Staničić	Djordje	Secretary General	Standing Conference of Towns and Municipalities	Serbia
Sugár	György	General Manager	Vodovod Subotica	Serbia
Vratonjic	Dejan	GIZ ORF MMS Consultant	GIZ ORF MMS	Serbia
Vukelić	Zorica	Deputy Secretary General	Standing Conference of Towns and Municipalities	Serbia
Müller	Richard	Regional Coordinator	Global Water Partnership Central and Eastern Europe	Slovakia
Fras	Darko	Mayor	Municipality of Sveta Trojica	Slovenia
Macleod	Neil	Consultant	World Bank	South Africa
Hammer	Cliff	Programme Manager	SECO	Switzerland
D'Arras	Diane	President	International Water Association	The Netherlands
De Vette	Kirsten	Learning and Capacity Development Officer	International Water Association	The Netherlands
Arslan	Mehmet Cemil	Secretary General	Marmara Municipalities Union	Turkey
Ozkul	Mustafa	Director of Editorial Affairs	Marmara Municipalities Union	Turkey
Sener	Burcuhan	International Cooperation Coordinator	Marmara Municipalities Union	Turkey
Iskova	Viktoriia	Project Manager	Ukrainian Association of Enterprises of Water Supply and Sewerage Services "Ukrvodokanalecologia"	Ukraine
Novytskyi	Dmytro	Head of managing board	JSC "Kyivvodokanal"	Ukraine
Ovcharenko	Serhii	Company Executive	Communal enterprise Cherkasyvodokanal	Ukraine
Sorokovskiy	Viacheslav	Decentralisation/Public Services expert	Swiss-Ukrainian Decentralisation Support project DESPRO	Ukraine
Solomka	Dmytro	Deputy Director of Water Department	National Energy and Utilities Regulatory Commission	Ukraine
Clark	Greg	Moderator	The Urban Innovation Center	United Kingdom
Parthasarathy	Srinivasan	Senior Consultant	Oxera	United Kingdom
Trémolet	Sophie	Senior Economist	World Bank	United Kingdom



Family Name	Given Name	Position	Name of Organization	Country
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Camacho Lopez	Anamaria	Manager	Castalia	USA
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Janson	Nils	Executive Vice-President	Castalia	USA
Michaud	David	Practice Manager	World Bank	USA
Palmreuther	Sabine	Sr. Operations Officer	World Bank	USA
Sy	Jemima T.	Sr. Infrastructure Specialist	World Bank	USA

## 2017 DANUBE WATER CONFERENCE PARTICIPANTS



Total number of participants: 206

## 2017 DWC PARTICIPANTS PER COUNTRY

