

EU SUPPORT TO REFORMS IN WATER SECTOR SERVICES

THE OPENING EVENT

Meeting:	The Opening event
Date:	07/04/2022
Venue:	Chamber of Commerce and Industry of Serbia, Resavska 13-15 st. hall 1

Event Overview

The Opening event regarding the project “EU support to reforms in water sector services” took place on 7th of April 2022 in the premises of Chamber of Commerce and Industry of Serbia, Resavska 13-15 st. hall 1, from 9h until 14.30h.

The event was opened by Mr. Boris Šćekić, Project Director, welcoming all participants and introducing the speakers. The participants were addressed by Mr. Dalibor Joknić, Secretary of Association for communal services of the Chamber of Commerce and Industry of Serbia, Ms. Vedrana Ilić, Assistant Minister, Sector for International Cooperation and European Integration, Ministry of Agriculture, Forestry and Water Management, Mr. Antoine Avignon, Program Manager of the Delegation of the European Union to Serbia and Ms. Nataša Milić, Director of Republic Water Directorate.

Key experts, Mr. Matin Wolff and Mr. Yavor Dimitrov presented the project, its purpose, objectives, expected results and benefits and the role of stakeholders. Ms. Jadranka Ivanova, environmental approximation expert, proceeded with the presentation on the experience of North Macedonia in water reform process and pointed the key lessons learnt.

Mr. Predrag Bogdanović, representative of the Association for water technology and sanitary engineering, presented the association, activities relevant for the water sector and the data collected through the work of the association. Non-key experts on the project, Ms. Dragana Vasić, Mr. Zeljko Mitrović and Ms. Sanja Vemić provided the overview of the previous programs aimed at improving the water services of the public utility companies in Serbia. During the presentation of previous programs, Ms. Maja Medenica, shared experience of the PUC “Belgrade waterworks and sewerage” related to participation in Institutional Support Program.

The official ceremony of signing the Memorandums of Understanding between the Ministry of Agriculture, Forestry and Water Management - Republic Water Directorate, Public Utility Companies and Local Self-Governments took place at the end of the event. In total, seventeen (17) Memorandums of Understanding were signed at the event with the following PUCs and LSGs:

- PUC “Vodovod” Kraljevo and City of Kraljevo
- PUC “Napredak” Sokobanja and Municipality of Sokobanja
- PUC “Raska” Raška and Municipality of Raška
- PUC “Blace” Blace and Municipality of Blace
- PUC “Vodovod” Užice and City of Užice
- PUC “Naissus” Niš and City of Niš
- PUC “Vodovod Krusevac” Kruševac and City of Kruševac
- PUC “Vodovod i kanalizacija” Loznica and City of Loznica
- PUC “Zelen” Arilje and Municipality of Arilje
- PUC “Elan” Kosjerić and Municipality of Kosjerić
- PUC “Ivanjica” Ivanjica and Municipality of Ivanjica

- PUC "Nas dom" Požega and Municipality of Požega
- PUC "Rasina" Brus and Municipality of Brus
- PUC "Vodovod-Šabac" and City of Šabac
- PUC "Vodovod" Čacak and City of Čacak
- PUC "Vodovod i kanalizacija" Subotica and City of Subotica
- PUC "Vodovod" Smederevo and City of Smederevo

Seventy three (73) participants attended the event, including representatives of the eighteen (18) pilot PUCs and LSGs, PUC "Beogradski vodovod i kanalizacija" Belgrade, PUC "Vodovod i kanalizacija" Kragujevac, Ministry of Agriculture, Forestry and Water Management, Ministry of Environmental Protection, Ministry of Economy, Ministry of Finance, U.S. Embassy in Serbia, Embassy of France in Serbia, Embassy of Spain in Serbia and Montenegro, USAID, UNDP, Association for water technology and sanitary engineering, Waterworks and Sewerage Association of Serbia. Additionally, journalists from three (3) national and one (1) local media covered the event and the press release of the event was published on the "EU za tebe" web platform.

The event gathered stakeholders relevant for the water sector reform process, to meet with relevant target groups and to be informed about the project, its purpose, objectives, expected results and benefits and their role in it, with the detailed explanation of the project activities and further efforts. The event additionally provided opportunity for the networking between national and local level institutions and project team, and by signing Memorandum of Understanding the commitment and participation of the pilot LSGs and PUCs was confirmed. Delegation of the European Union in Serbia and the beneficiary institutions assessed the event as successful, with the good representation and positive response from all participants.





REPUBLIC OF SERBIA
MINISTRY OF FINANCE
Department for Contracting and Financing
of EU Funded Programmes
MINISTRY OF AGRICULTURE,
FORESTRY AND WATER MANAGEMENT
Republic Water Directorate

This project is funded by
the European Union



#EY
ЗА ТЕБЕ

Attachments:

1. Agenda
2. Participant's list
3. Presentations

EU SUPPORT TO REFORMS IN WATER SECTOR SERVICES

A G E N D A

Opening event of the EU-funded project „EU support to reforms in water sector services ”

Belgrade, Thursday, 7th April 2022

Chamber of Commerce and Industry of Serbia, Resavska 13-15 st, 11000 Belgrade

Hall 1

9:00 - 9:30	Registration
9:30 - 10:00	Introductory speeches: <ul style="list-style-type: none"> • Chamber of Commerce and Industry of Serbia • Ministry of Finance, Department for Contracting and Financing of EU Funded Programmes • Ministry of Agriculture, Forestry and Water Management • Delegation of the European Union in the Republic of Serbia
10:00 - 11:30	The first part – Project presentation <ul style="list-style-type: none"> • Policy issues in the water reform process - Martin Wolff, Key Expert 1 • Capacities on central and local level - Yavor Dimitrov, Key Expert 2 • Reform of water sector services, experience of North Macedonia – Jadranka Ivanova
11:30 - 12:00	Coffee break
12:00 - 13:00	The second part – Main stakeholders and issues in water sector services <ul style="list-style-type: none"> • Association of Water Technology and Sanitary Engineering • Cooperation with local self-governments and public utility companies – Project team
13:00 - 14:00	Memorandum of Understanding signing ceremony
14:00 - 15:00	Refreshments

Presentations will be held in English and Serbian language, with simultaneous translation provided.

NOTES REGARDING COVID-19: During the event, recommended COVID-19 protection measures will be respected, including wearing masks and using hand sanitizers.



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Location: premises of Chamber of Commerce and Industry of Serbia, Resavska 13-15 st., hall 1

No. Br.	Name and surname Ime i prezime	Organization Organizacija	e-mail address e-mejl adresa	Telephone number Broj telefona	Signature Potpis
1.	Aleksandar Aleksić	KfW	Aleksandar.Aleksić@kfw.de		
2.	Aleksandar Cvetković	Grad Kraljevo	kabinet_gradonacelnika@kraljevo.org		
3.	Aleksandar Jovanović	Grad Kruševac			
4.	Aleksandar Mitrović	JKP "Ivanjica", Ivanjica	AMITROVIC@JKPIVANJICA.RS	032/662 549	
5.	Aleksandar Protić	JKP "Vodovod", Kraljevo	aleksandar.sasha.protic@gmail.com	064/891-20-24	
6.	Aleksandar Šmit	JKP „Drugi oktobar”, Vršac	aleksandar.smit@oktobar.rs	060/84-35-028	
7.	Ana Ristić	Ministarstvo poljoprivrede, šumarstva i vodoprivrede	ana.ristic@minpolj.gov.rs	011 3610 329	



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8.	Ana Seke	UNDP	ana.seke@undp.org		
9.	Ana Veljković	JKP „Napredak”, Sokobanja	direktor@jkpnaredak.rs	064/84-99-264	<i>Abemolub</i>
10.	Anica Dačković	Ministarstvo zaštite životne sredine			<i>J. Huzar</i>
11.	Antoine Avignon	EUD	antoine.AVIGNON@eeas.europa.eu		<i>AF</i>
12.	Biljana Miladinović-Stojanović	Ministarstvo građevinarstva, saobraćaja i infrastrukture	biljana.miladinovic@mgsi.gov.rs	064 8094 728	
13.	Boban Vujović	JKP "Raška", Raška	<i>vujovich74@gmail.com</i>	<i>064/1615499</i>	<i>Vujovic</i>
14.	Bodin Bulatovic	IFC			



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15.	Bojana Jovanović	Ministarstvo građevinarstva, saobraćaja i infrastrukture	bojana.jovanovic@mgsi.gov.rs	064 9996 994	
16.	Bojana Stanišić	Ministarstvo finansija	bojana.stanistic@mfin.gov.rs	011 765 2563	
17.	Boris Šćekić	Eptisa	bscekic@eptisa.com		
18.	Botić Saša	JKP "Vodovod", Smederevo	s.botic@sdvodovod.co.rs		
19.	Damir Kondić	Udruženje vodovoda i kanalizacije Srbije	damir.kondic@vikns.rs		
20.	Darko Milanković	Pokrajinski sekretarijat za regionalni razvoj, međuregionalnu saradnju i lokalnu samoupravu	darko.milankovic@vojvodina.gov.rs		
21.	Dejan Gajić	U.S. Embassy Belgrade	gajicd@state.gov		



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22.	Dejan Stalović	Grad Loznica	dstalovic@loznica.rs		
23.	Dobriša Kujundžić	Republička direkcija za vode	dobriša.kujundzic@minpolj.gov.rs		
24.	Đorđe Milić	Eptisa			
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26.	Dragana Mitrović	Grad Vršac			
27.	Dragana Vasić	Eptisa	<i>dragana.vasic@yahoo.com</i>		
28.	Duško Ljujić	JKP „Vodovod“, Užice	dusko.ljujic@vodovod.uzice.rs	<i>5064/8459545</i>	



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29.	François-Xavier Kowandy	Ambassade de France en Serbie	francois-xavier.kowandy@diplomatie.gouv.fr		
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31.	Goran Milosavljević	JKP "Naissus" Niš			
32.	Ivan Parezanović	Grad Kruševac	protokol@krusevac.rs		
33.	Ivana Đuranović-Veselinov	Embassy of Spain in Serbia and in Montenegro	IDJURANOVIC@comercio.mineco.es		
34.	Jadranka Ivanova		jadrankaivanova@yahoo.com	045 280 234	
35.	Jasmina Lapčević	Opština Blace			



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36.	Jelena Krstić	Ministarstvo zaštite životne sredine	Jelena.Krstic@ekologija.gov.rs	011/3120-114	
37.	Jose Lopez Thomas de Carranza	Embassy of Spain in Serbia and in Montenegro	JlopezThomas@comercio.mineco.es		
38.	Jovan Beč	Grad Smederevo	Beckjovan69@gmail.com	069/5644739	
39.	Jovan Knežević	JKP "Drugi oktobar", Vršac			
40.	Jovan Miladinović	Grad Loznica	jmiladinovic@loznica.rs		
41.	Jovana Đikić	Eptisa	jdjic@waterreform.rs		
42.	Jovana Joksimović	Ministarstvo za evropske integracije	jovana.joksimovic@mei.gov.rs	011 3061 204	



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43.	Maja Medenica	JKP "Beogradski vodovod i kanalizacija"	maja.medenica@bvk.rs	064 813 1184	
44.	Maja Mirčić	Ministarstvo privrede	maja.mircic@privreda.gov.rs	011/3642905	
45.	Marija Janković	JKP "Vodovod", Kraljevo	hidrash@yahoo.com	063/10-82-473	
46.	Marija Lazarević	Republička direkcija za vode	marija.lazarevic@minpolj.gov.rs		
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48.	Marta Mihailović	Republička direkcija za vode	marta.mihailovic@minpolj.gov.rs		
49.	Martin Wolff	Eptisa	mmwolff@waterreform.rs	00 436 99 1185 9239	



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50.	Milan Marjanović	JKP "Rasina", Brus	madzoni87@gmail.com		
51.	Milan Nenadić	JKP "Zelen", Arilje			
52.	Milana Hadžić	Eptisa			
53.	Milena Miletić	JKP "Elan", Kosjerić	elan@nst.co.rs	031 781 058, 069 8256 378	
54.	Milica Jović	Opština Kosjerić			
55.	Miljko Kragović	JKP "Naš dom", Požega			
56.	Miloš Katić	Eptisa	mkatic@eptisa.com		



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57.	Miloš Stojanović	JKP „Vodovod“, Užice			
58.	Mirjana Đoković	Grad Čačak	mirjanadjokovic@cacak.org.rs	064/864-31-94	
59.	Miroslav Tadić	UNDP	miroslav.tadic@undp.org		
60.	Miroslava Hero Gon	Udruženje vodovoda i kanalizacije Srbije			
61.	Momčilo Mitrović	Opština Ivanjica			
62.	Nataša Milić	Republička direkcija za vode	natasa.milic@minpolj.gov.rs	011 2013 360	
63.	Nebojša Jakovljević	JKP "Vodvod i kanalizacija", Kragujevac			

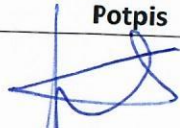
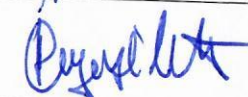





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64.	Nenad Nikolić	Grad Niš	Nenad.Nikolic@gu.ni.rs	018/504-533	
65.	Nenad Radojević	Ministarstvo zaštite životne sredine	nenad.radojevic@ekologija.gov.rs		
66.	Nevena Miloradović	Ministarstvo zaštite životne sredine	Nevena.Miloradovic@ekologija.gov.rs		
67.	Predrag Bogdanović	Udruženje za tehnologiju voda i sanitarno inženjerstvo (UTVSI)			
68.	Predrag Maslar	Opština Arilje			
69.	Rade Nedeljković	JKP "Rasina", Brus			
70.	Radica Koceva				

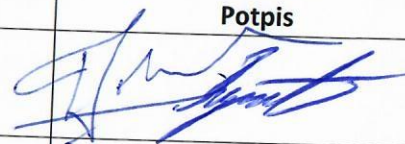



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71.	Radomir Jačović	JKP "Raška", Raška	komunalno@ptt.rs		
72.	Radoslav Bukelić	Grad Subotica			
73.	Sanja Vemić	Eptisa	sanja_vemic@yahoo.com		
74.	Šanta Čaba	JKP "Vodovod i kanalizacija", Subotica	caba.santa@vodovodsu.rs		
75.	Siniša Bralić	Eptisa			
76.	Slavoljub Vujadinović	JKP "Elan", Kosjerić			
77.	Snežana Ostojić Paunović	UNDP	snezana.ostojic.paunovic@undp.org		



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78.	Srđan Nedeljković	Grad Užice		064/8493107	
79.	Stefanie Rauprich	KfW	Stefanie.Rauprich@kfw.de		
80.	Stojković Srđan	JKP "Vodovod", Smederevo	s.stojkovic@sdvodovod.co.rs		
81.	Sugár György	JKP "Vodovod i kanalizacija", Subotica	sugar@vodovodsu.rs		
82.	Tatjana Todoroska	Eptisa	ttodoroska@eptisa.com	00389 71 205 052	
83.	Tia Leber	U.S. Embassy Belgrade	LeberTM@state.gov		
84.	Valentina Milosavljević	Opština Brus			



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85.	Vedrana Ilić	Ministarstvo poljoprivrede, šumarstva i vodoprivrede	vedrana.ilic@minpolj.gov.rs	011 3610 465	
86.	Vidosava Enderić	Pokrajinski sekretarijat za regionalni razvoj, međuregionalnu saradnju i lokalnu samoupravu	vidosava.enderic@vojvodina.gov.rs		
87.	Vladimir Milosavljević	JKP "Vodovod Kruševac", Kruševac	poslovnisekretar@vodovodks.co.rs	00381 64 88 52 161	
88.	Vladimir Nedeljković	JKP "Vodovod - Šabac", Šabac	vladimirn@vodovodsabac.rs		
89.	Vojislav Kotlajić	JKP "Zelen", Arilje	jcpzelen.gis@gmail.com		
90.	Yavor Dimitrov	Eptisa	ydimitrov@waterreform.rs	00 359 88 8209 008	
91.	Željko Mitrović	Eptisa		062 770 968	



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92.	Zoran Pantović	JKP Vodovod Čačak			
93.	Zorica Korać	UNDP	zorica.korac@undp.org		
94.	Ćirković ALEKSANDAR	MEP	ALEKSANDAR.CIRKOVIC@ EKOLOGIJA.GOV.RS	062/16-28-914	
95.	Milan STEVANOVIĆ	EPITISA	MILAN.STEVANOVIĆ@ waterreform.rs	0600368002	
96.	Joban Marković				
97.	VERA BUKARIĆ	JKP VIK SUBOTICA	VERA.BUKARICA@ VODOVODSKA.RS	064 8356 149	
98.	RUBEN DEMETER	JKP "VODOVOD I KANALIZACIJA" SUTSKA	rubendemeter@vodovodsk .rs	064 8356 171	



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99.	Grog Olsen	USAID	grolson@usaid.gov		
100.	MILAN PETROVIĆ	UTUSI			
101.	Aleksandra Glasnović	NFIN	aleksandra.glasnovic@nfin.gov.rs		
102.	Tijana Pajević Đorđević	OPŠTINA RASKA	TIJANA.PAJEVIC@RASKA.GOV.RS	064/812 80 42	
103.	ТРАКО СТАН	ЖУРНАЛ КРАЈИШНИ			
104.	Билка Арсенијевић Нонуткић		visnja.dugolic@poliika.rs	0665124960	
105.	Ivana Jovanović	Radio Bg 1	jivanna@ignor.rs	0695656449	




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106.	Celine Hericher	French Embassy	celine.hericher@ ds.mezar.gov.fr.	be	
107.	SASA BOTIC	JKP VODOVOD SREBARNVO	S.BOTIC@BDVODOVOD.CAPS	064/8285704	
108.	Gregor Gojmarf	JKP "Vodovod" Smederevo			
109.	Ana Agatonović	Beta	anaagatonovic00@gmail. com	0600713012	
110.	Milica Kincic				
111.	DRAGAN TOJIC	eptisa	dfodice@Ymail.com	064/202-7029	
112.					




REPUBLIC OF SERBIA
 MINISTRY OF FINANCE
 Department for Contracting and Financing
 of EU Funded Programmes
 MINISTRY OF AGRICULTURE,
 FORESTRY AND WATER MANAGEMENT
 Republic Water Directorate



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EU SUPPORT TO REFORMS IN WATER SECTOR SERVICES
NEAR/BEG/2020/EA-RP/0063

OPENING SEMINAR
*POLICY ISSUES for WATER REFORM PROCESS,
CHALLENGES and CAPACITIES
on CENTRAL and LOCAL LEVEL*

Belgrade, 7th April 2022

REPUBLIC OF SERBIA
 MINISTRY OF FINANCE
 Department for Contracting and Financing
 of EU Funded Programmes
 MINISTRY OF AGRICULTURE,
 FORESTRY AND WATER MANAGEMENT
 Republic Water Directorate

This project is funded by the European Union

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PROJECT DETAILS

Project commencement date: 27 January 2022
Implementation period: 24 months (January 2022 – January 2024)

Funded by: The European Union (represented by the Delegation of the European Union to the Republic of Serbia)



Contracting authority: The Government of the Republic of Serbia, represented by the Ministry of Finance, Department for Contracting and Financing of EU Funded Programmes (CFCU)

Beneficiary: Ministry of Agriculture, Forestry and Water Management

End recipient: Republic Water Directorate

Contractor: EPTISA Servicios de Ingenieria SL in consortium with Eptisa Southeast Europe d.o.o.

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PROJECT OBJECTIVE

Overall project objective:

- The quality of life of citizens by raising environmental standards in Serbia to approximate EU levels improved.

Purpose of the project:

- To improve the efficiency of water services and to support the implementation of the requirements for cost recovery both at central and local level.



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**WATER REFORM in SERBIA
SECURING WATER SERVICES**

The Republic Water Directorate (RWD) - in line with EU standards - is driving the reform in the water sector in the country

With this EU supported WATER REFORM Project (2022-2023)

- the reform process will be significantly accelerated
- through the **introduction of a water regulatory body / mechanism**
- as one of the key objectives of the Project

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Implementation of EU WATER POLICIES
*EU Water Framework Directive (WFD)
Drinking Water Directive (DWD)
Urban Waste Water Treatment Directive (UWWTD)*

- Ensure provision of **SAFE DRINKING WATER**
- Increase **WATER MANAGEMENT CAPACITY**
- PROTECT THE ENVIRONMENT**
 - from the adverse effects of UWW through collection and treatment prior discharge to recipient waters
- Cost Recovery System under EU WFD requirements**
 - WFD – Article 5: Economic analysis of water uses
 - WFD - Article 9: Recovery of costs for water services
 - principle of recovery of the costs of water services
 - polluter pays principle



#DrinkingWaterEU

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CHALLENGES (1/2)

Challenges in meeting Serbian and EU objectives for water services provision

- Substantial investments are needed to secure reliable water services
- Water companies need to develop capacity to operate & maintain both existing and future infrastructure
- Overall objectives to assist the relevant authorities reforming the existing system concerning
 - Organisational
 - Managerial
 - Financial
 - Operational aspects at Local level in order to enable effective and efficient management of water services



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CHALLENGES (2/2)

Assessment of the service providers will most probably indicate that the level of water supply service is generally good ... moreover, **many measures are already being taken to improve performance**

However, a number of weaknesses will certainly be identified in some cases:

- Insufficient data and information concerning water supply and wastewater collection networks
- Greater control on network operations needed
- Slow enforcement of invoice collection
- Need for tariff reviews
- Some PUCs with substantial debts and liabilities
- Need for develop internal information management
- Independent / separate systems in remote (rural) locations – which should be merged into bigger systems

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ACTION Needed (1/3)

The project will set out a **PROGRAMME OF REFORM(s)** to make sure that **consumers pay a fair price** for high quality water services

A new **legal framework** for setting up the regulatory mechanism / body will be developed as foundation for this reform.

- Reforms will lead towards better efficiency
- Motivating efficient use and pollution reduction

These new **legal requirements** (including institutional, technical & financial management tools) will call for :

- Significant improvements in the management of water service provision, incl. preparation & implementation of
 - IMPROVEMENT PLANS
 - SECTOR REORGANISATION ROADMAP
 - BUSINESS PLANING
 - PERFORMANCE INDICATOR SYSTEM

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ACTION Needed (2/3)

Establishment of a **Water Regulatory Body**

- to oversee these improvements and
- to regulate the prices that are charged to the consumer

Different (strategic) options will be elaborated and presented for further discussion and joint decision making, incl.:

- Water Regulator as part of the (existing) energy regulator
- Water Regulator as (new) stand-alone institution
- Other options considered feasible

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ACTION Needed (3/3)

Multiannual (business / investment) plans for service improvement

- to be prepared and implemented by every PUC / Water Company on regular (3-6) year basis



Water Companies must charge a fair price for water services

- under the scrutiny of the **Water Regulator**

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WATER REFORM DIALOGUE (1/2)

KEY CHANGES will need to be introduced in a number of areas and practical implementation steps will need to progress with involvement of all relevant stakeholders

- The complexity of the reforms in the sector requires intensive efforts in the short term (project duration 2022 - 2023)
- Support from different stakeholders will be needed – and will be provided through this (and related) projects, development partners and IFIs active in the sector – to increase the capacity of all parties in the water sector to meet the new requirements, both at LOCAL and CENTRAL level
- The national (water sector) investment programme, using both national and donor funds, will need to be harmonized / streamlined with the evolving regulatory requirements in order to modernize the water services infrastructure and achieve EU standards

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WATER REFORM DIALOGUE (2/2)

This all together will bring substantial changes

- in the way that water service providers operate
- and as well in public awareness, perception, attitude and willingness to pay for improvements

Different projects will need to work closely together to provide a platform for

- constant dialogue between the competent water authorities and the public

On that understanding the Water Reform Project aims to **initiate a**

- **'WATER REFORM DIALOGUE'**

so that stakeholders as well as the public are actively involved and understand the reforms.

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RESULT 2 (Component 1 – Local Level)

Developed model for separating water services from other communal services

Approach and activities:

- analyse the overall performance of the water sector;
- recommend separation of the water services from the other PUC services;
- develop criteria for regionalisation and propose a road map;
- draft legal analysis on the aspects of the proposed reorganisation of the water services.

List of Outputs:

2.1 One Report with analysis of overall performance of the sector, identification of main challenges sector is facing, main reasons for underperformance, incl. recommendations
Timing: May 2022 – September 2022

2.2 One Assessment report with recommendations for separating water and wastewater services from other services in public utility companies
Timing: May 2022 – September 2022

2.3 Developed document with criteria for regionalization, identifying options and opportunities and a road map for achieving clustering and potential regions/service areas
Timing: July 2022 – November 2022

2.4 Drafted legal analysis of the aspect of the proposed reorganization of water services, development of draft laws and secondary legislation
Timing: July 2022 – October 2022

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RESULT 3 (Component 1 – Local Level)

Developed models for business performance improvement of PUCs

Approach and activities:

- prepare multi-annual business plans for the water services of the PUCs;
- establish performance indicators for the water sector;
- base business plans on measures for improvement to achieve the performance targets;
- train key PUCs' staff on performance indicators and benchmarking.

List of Outputs:

3.1 One assessment report the Public Utility services sector, including Business plan for 20 pilot PUC in selected municipalities/towns (tasks, responsibilities, analysis of technical and financial performance, operational improvement planning, financial improvement planning, investment planning, scenario analysis and plan optimisation)
Timing: August 2022 – April 2023

3.2 Guidance documents on establishing performance indicators / benchmarking delivered
Timing: August 2022 – December 2022

3.3 At least 1 training for at least 15 participants delivered per pilot PUC and representatives from the towns/municipality for establishing performance indicators and benchmarking
Timing: November 2022 – October 2022

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COMPONENT 1 - Local Level

MAJOR CHALLENGES

Provide diligent data collection for proper analyses and assessments

- Develop standardized questionnaires and checklists for data collection
- Verify data via cross-checks and initial benchmarking across the PUCs

Develop adequate measures for reorganization of the PUCs

- Group Municipalities/PUCs by similar patterns of performance and needed measures
- Utilise in-country and EU provisions and experience

Propose convincing concepts for separation and regionalisation

- Integrated approach to the water reform at local and central level is crucial for success
- Base the proposal on sound legal analysis and development of the respective documents

Organise business planning as multi-annual tool for improvement

- Link business planning with performance indicators and achieving performance targets
- Gain understanding that business planning is a process

Ensure smooth implementation of further application of EU water quality standards

- Set performance indicators targets in line with the best EU standards
- Establish performance indicators based mechanism to measure progress

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RESULT 4 (Component 2 – Central Level)

Tariffs methodology and water services pricing system developed

Approach and activities:

- assess the existing system, highlighting eventual gaps and inconsistencies;
- develop new improved uniform system, methodology and water tariff model;
- elaborate IT software application for calculation of water tariff;
- deliver focused training on the revised water tariff methodology/model.

List of Outputs:

4.1 One study on current water tariff system/methodology and development of new improved water tariff methodology
Timing: June 2022 – November 2022

4.2 One IT software application for calculation of water tariff developed
Timing: October 2022 – February 2023

4.3 At least 3 two-days trainings for implementation of IT software application for calculation of water tariff for the Regulator and for participants from local and central level
Timing: April 2023 – October 2023

4.4 At least 1 two-day on-the-job trainings per pilot LSGs/PUCs on the procedures for approval and setting the prices for water services for application of the revised methodology
Timing: April 2023 – October 2023

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RESULT 5 (Component 2 – Central Level)

Developed model for the establishment of the Regulatory body – Regulator

Approach and activities:

- analyse the regulatory practices in similar Member State countries and in Serbia;
- select the most appropriate system for Serbia and develop the Regulator's set-up;
- elaborate dedicated IT software application for the Regulator's procedures;
- deliver focused training for the newly established Regulatory body.

List of Outputs:

5.1 One Report on water services regulatory practices in EU Member States and regulatory practices in Serbia with selection of most appropriate regulatory system for Serbia
Timing: July 2022 – October 2022

5.2 Document on of Regulator's institutional and organisational set up drafted
Timing: September 2022 – January 2023

5.3 At least 3 internal developed procedures for the Regulator (such as application, assessment and approval/rejection of Tariff Adjustment Plans and Business Plan Evaluation Protocol, Audit of Calculations, Sensitivity Analysis, Key Performance Indicators Benchmarking, Affordability, etc.)
Timing: September 2022 – January 2023

5.4 One IT software application for the Regulator procedures developed
Timing: January 2023 – May 2023

5.5 At least 2 on-the-job trainings related to the IT tool application for Regulator delivered
Timing: April 2023 – September 2023

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RESULT 6 (Component 2 – Central Level)

Strengthen capacities on local level regarding introduction of the Regulatory body – Regulator

Approach and activities:

- assess training needs at central and local level; draft an integrated Training Programme;
- draft the legal basis or establishment of the Regulator;
- organise workshops for the water tariff system and a study visit to a EU Member State.

List of Outputs:

6.1 Training needs assessment document (Regulator; PUCs; national authorities and other stakeholders relevant for implementation of the Water Tariff System) developed
Timing: April 2022 – January 2023

6.2 At least 3 two-day workshops for the Regulator; PUCs; national authorities and other stakeholders relevant for implementation of the Water Tariff System, develop training materials
Timing: January 2023 – September 2023

6.3 At least 100 brochures developed
Timing: January 2023 – September 2023

6.4 Drafted Legal basis for the establishment of the Regulator including draft Systematization and Organization Act
Timing: September 2022 – February 2023

6.5 One study visit carried out to the Member State for at least 20 participants for 5 days
Timing: September 2023 – October 2023

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COMPONENT 2 - Central level

MAJOR CHALLENGES

Make a smooth transition to the new tariff system

- Carefully study the existing tariff systems across the PUCs/LSGs (strengths/weaknesses)
- Design the new uniform system based on the (increased) capacity of the stakeholders
- Propose gradual transition to the new system

Select the most appropriate water regulatory system for Serbia

- Study the water regulatory practices in similar EU Member States
- Assess the most applicable option (definitive/consultative; independent/integrated, etc.)

Elaborate user friendly and functional IT software applications

- Initial IT solutions will be Excel based to enable easy adjustments in their implementation
- Decisions will be made on further full-fledged IT software applications

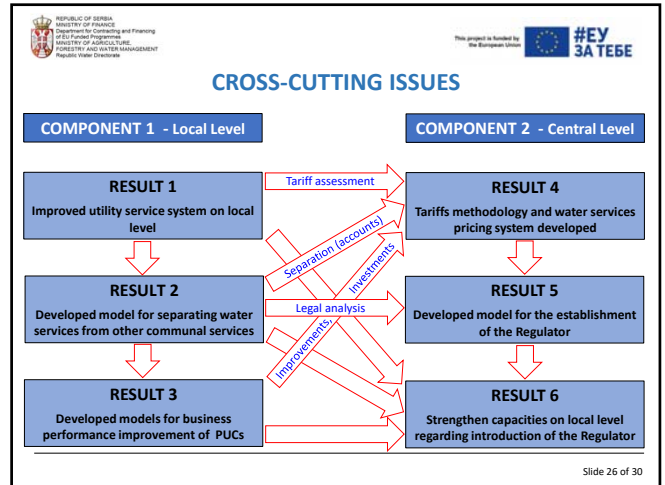
Establish sound legal ground for the set-up of the Regulator

- Precisely balanced organisational structure and functions of the regulatory body
- Systematization and Organisation Act drafted with close consultations with stakeholders

Dedicated capacity building for all the relevant stakeholders

- Training Programme will be done after focused training needs assessment
- Address the actual needs on local and on central level

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KEY ISSUES / RISKS

Key Issue: Complexity of the sector and consequently of the impacts of the reform process

- **EFFECTS:** CHALLENGED PRIORITIES OF THE STAKEHOLDERS; LOW COMMITMENT IN THE REFORM PROCESS
- **OUR APPROACH:** INITIATE REGULAR SHARING OF KEY INFORMATION; ESTABLISH PSG AND WGS + (STRATEGIC) WG

Key Issue: Lack of legal framework for reforms in the water sector

- **EFFECTS:** THE PROCESS OF REFORM IS NOT SUSTAINABLE; INVESTMENTS IN THE SECTOR ARE NOT SECURE
- **OUR APPROACH:** LEGAL PAPERS BASED ON THOROUGH LEGAL ANALYSIS; INVOLVEMENT OF THE KEY STAKEHOLDERS

Key Issue: Difficulties in the process of PUC reorganisation

- **EFFECTS:** QUESTIONABLE PUC REORGANISATION; THE QUALITY OF THE SERVICES PROVIDED IS NOT SATISFACTORY
- **OUR APPROACH:** INTENSIVE COMMUNICATION WITH STAKEHOLDERS; INTERNAL AND INTERNATIONAL BENCHMARKING

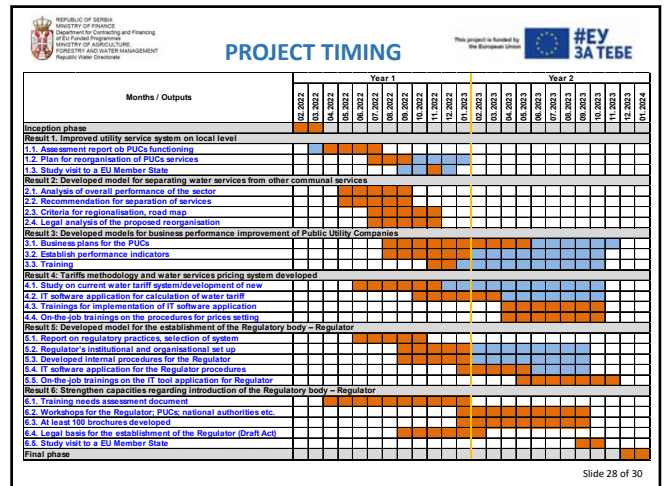
Key Issue: Lack of decision on what kind of institution will be the Regulator

- **EFFECTS:** REGULATOR NOT ESTABLISHED; COST RECOVERY TARIFF PRINCIPLE NOT IN PLACE; LOWER POLITICAL SUPPORT
- **OUR APPROACH:** MULTI-SCENARIO ANALYSIS FOR ESTABLISHMENT OF THE REGULATOR, BASED ON RELEVANT INTERNATIONAL PRACTICE

Key Issue: Transfer of knowledge and ensuring knowledge acquisition

- **EFFECTS:** LOW IMPACT OF CAPACITY BUILDING AND KNOWLEDGE TRANSFER; LACK OF INTEREST OF THE PARTICIPANTS TO THE TRAINING ACTIVITIES
- **OUR APPROACH:** APPLYING VARIOUS METHODS OF KNOWLEDGE TRANSFER, TAILORED ACCORDING TO TRAINING NEEDS ASSESSMENT: PRACTICAL / FOCUSED WORKSHOPS, ON-THE-JOB TRAININGS, STUDY VISITS, ETC.

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CONCLUSIONS

The project is aiming at complex reforms in the water sector of Serbia.

This is a challenging process.

- ✓ Many stakeholders are involved and they may have different views;
- ✓ Large amount of data has to be processed which may be time-consuming and to require involvement of various expertise;
- ✓ In order to be well accepted, the project outcomes have to be based on a solid ground, well communicated, fine-tuned and properly addressed to the beneficiaries;
- ✓ Tailored approach is needed for the different groups of stakeholders;
- ✓ Capacity building needs to be achieved through various methods – from working closely with the stakeholders to organising events such as national level seminars and study tours abroad;
- ✓ Developing legal documents and elaborating software solutions shall be of greatest precision.

PROPER COMMUNICATION IS THE KEY FOR SUCCESS.

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THANK YOU!

YOUR QUESTIONS ARE MOST WELCOME

The project team of **ep4sa**

office@waterreform.rs

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EU SUPPORT TO REFORMS IN WATER SECTOR SERVICES
 NEAR/BEG/2020/EA-RP/0063

**Reform of water sector services,
 experience of North Macedonia**

Jadranka Ivanova,
environmental approximation expert

7th April 2022



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Water Sector Development

- Law on Waters was prepared in 2004 and adopted in 2008
- Water Strategy adopted in 2011
- RBMP under preparation for all 3 (4) RB but no one formally approved
- In 2017 and 2010 rough cost assessment for compliance with water *acquis* was done that estimated app. one billion Euros:
 - 650 – 700 ME for implementation of UWWTD
 - 250 – 300 ME for Drinking water directive (DWD)

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Investment needs (DSIP) - Waste water infrastructure - MK



Category	Type	mEUR
Waste Water Collection	New	340
Waste Water Treatment	New	376
Sub Total		716

Date of compliance 2041

Category	Type	mEUR
Waste Water Collection	Replace (now)	307
Waste Water Treatment	Renovate (now)	~20
Waste Water Treatment	Replace by 2041	~180
Sub Total		507
TOTAL		1.2 billion Euros

Plus 180 MEUR for sludge management

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Water sector actors

- Who is going to receive all these investments?
 - State Bodies: MoEPP, MAFWE, MTC – 10 %
 - Municipalities and Public Utility Companies (PUCs) – 90 %
- Are Municipalities and PUCs ready to receive and manage the new infrastructure in financial and sustainable manner?

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Reasons for reform in waters - 1

- Obligation to build waste water treatment plants for each settlement above 2000 inhabitants (Law on Waters and UWWTD)
- DSIP estimated that we need to **build 87 WWTPs** out of which **16 WWTPs with tertiary** - more stringent treatment for reduction of nitrogen and phosphorus will be required, while the rest of the WWTPs will use only secondary treatment;
- Use of IPA I funds (III Component) **conditioned** for establishment of **sustainable water pricing system**, which will generate **enough revenue** for operation and maintenance of new infrastructure (agreement between RNM and EC for financing waste water treatment plant in Prilep. Deadline - end of 2017)

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Reasons for reform in waters - 2

- Tariffs Methodology was not mandatory
- Tariffs did not cover all costs, not revised at required frequency
- Part of revenue of PUCs was directed to other than water sector needs
- Majority of PUCs were performing with low efficiency and low quality of services

6

Reasons for reforms in waters - 3

- Water abstraction and pollution charges as foreseen in the Law on Waters were partially implemented
- Need for investment planning both on national and on PUCs level was neglected
- High political influence on the work of PUCs on local level
- Need to increase the efficiency and quality of service provided by PUCs – more than 75 % of water losses

7

Increasing water sector services sustainability

- Four main directions or goals in water sector reforms:
 - Improving cost recovery system
 - Strategic planning of investment
 - Developing capacity at central level
 - Developing capacity at local level
- Four (4) IPA I projects were implemented to support main directions
 - 27 PUC were supported with reforms and new tariffs application
 - RCEWS was supported with the new water tariff methodology

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Institutional system

- Establishment of a Regulator for water service prices
- Two options were proposed for consideration for the Government:
 - Water Sector Regulator as part of the energy sector regulator;
 - Special Water Sector Regulator
- The Law established the Regulator adding water sector functions to the Regulatory Commission for Energy and **Water Services** (RCEWS) of North Macedonia

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Reform timetable - 1

- Law on Setting Tariffs on Water Services entered into force **September 2016**
- 2 new Regulatory Commissioners for Water in RCEWS were nominated in September 2016
- Methodology for Water Tariffs was adopted by May 2017 (by RCEWR) and amended in September 2018
- Starting day for PIU to **apply** to RCEWS for new tariffs – **November 2016**
- For PUCs serving areas more than **10 000 inhabitants** the new tariffs was applicable from **January 2018**
- For other PUCs – from January 2019

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Reform timetable - 2

- PUC apply for tariff for a period of three years with Tariff adjustment plan
- RCEWS sets a **range of the tariff and benchmarks** :
 - Minimum to secure maintenance and new investment
 - Maximum to secure affordability
- Municipal council (MC) decides on the exact tariff on proposal of the mayor
- If MC would not decide in 90 days then the RCEWS will set the exact tariff for the PUC

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Law on Setting Prices for Water Services

- General Provisions
- The Tariffs for Water Services
- The Water Service Tariff Regulatory Commission
- Tariff Setting (manner and procedure)
- Control and Surveillance
- Sanctions and fines
- Transitional and final provisions

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Regulated water services

Water services included in the Law:

- Delivering raw water intended for human consumption into public system
- Water supply
- Collecting of waste water and draining urban waste waters into a recipient or WWT Plant
- Waste water treatment

Слика 7.2. Даватели на водни услуги

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Result of the water reforms

- Decrease of water losses
- Tariffs first year went up but now some are decreasing
- Better planning of investments for PUC
- Less political influence in setting the tariffs
- Increase the economy of PUC
- Improved capacity of the PUC
- Improved cooperation among PUC and implementing joint services (IT, accounting etc)

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Annual report by RCEWR - 1

Water losses 2019 - 2020

Графикон 7.3 Споредба на фактурирана вода и неприхoduвана вода во 2020 година во однос на 2019 година

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Annual report by RCEWR - 2

Tariffs

Графикон 7.12 Тарифи за водоснабдување за категоријата домаќинства на подобра со над 10.000 еквивалентни жители во 2019 и 2020 година (den/m³)

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of EU Funds Programmes
MINISTRY OF AGRICULTURE
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Republic Water Directorate

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Future planned support

- Continuous support will be needed
- There is a plan for project under IPA II to support PUCs in implementation of the new tariffs, Tariffs Adjustment Plans and Business plans as prepared before through pilot PUCs
- Support RCEWS in improving the reporting and monitoring implementation of benchmarks
- To analyze the possibility of regionalization of water services
- To support PUCs organization and cooperation (ADKOM)

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Lessons learnt

- You need good planning on national level
- For regulator select strong organization that has **experience** in regulating prices
- Include pilot municipalities and PUCs which can promote the change
- Include PUCs of different size and problems they face
- Include PUCs for which infrastructure project documentation is prepared or is under preparation or investment is planned through national or donor assistance programs
- Communicate with PUCs directly or through their associations (ADKOM)
- Involve in debates PUCs, municipal-local and national authorities
- International support using as carrot to engage PUCs and municipalities

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Conclusions

- Very intensive and demanding process, heavy load on administrative resources of the Ministry
- Requires good cooperation among central level institutions but also with municipalities and PUCs
- Implementation requires intensive efforts in business planning and tariffs adjustment planning
- TA support is very important during reform period
- Positive impacts on the water services sector are obvious

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Thank you for your attention!

Contact:

jadrankaivanova@hotmail.com

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UTVSI – aktivnosti u sektoru voda

projekat:
EU podrška reformama u sektoru voda

Beograd, 7. april 2022.

Područje rada utvsi



UTVSI 2022.

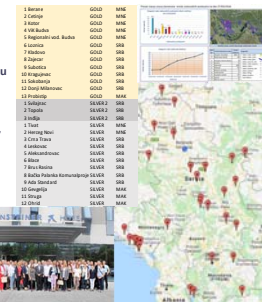
- Važnije aktivnosti sa ViK
 - AM trening centar - upravljanje imovinom, u saradnji sa IAWD / DWP i GIZ
 - Benchmarking Srbija - MGSI, PKS, WB i IAWD od 2015. - izveštaji PJ JKP ViK
 - Tehnička regulativa - saradnja sa DVGW i DWA (izdato 40 tehničkih pravila)
 - WSP centar – bezbedno snabdevanje vodom trening, obuke
- Konferencije u 2022:
 - Vodovodni i kanalizacioni sistemi - 21. konf. 16 – 18. maj, Jahorina
 - Otpadne vode, komunalni čvrsti otpad i opasni otpad - 51. konf. 14 – 16. jun, Subotica
 - 13. Forum i Sajam voda, 16 – 18. novembar, Beograd
- Časopis „Voda i sanitarna tehnika“

Upravljanje infrastrukturnom imovinom
saveti preduzećima vodovoda

UTVSI - AM Centar od 2014.god, jedan od pionira u Srbiji i regionu JIE.

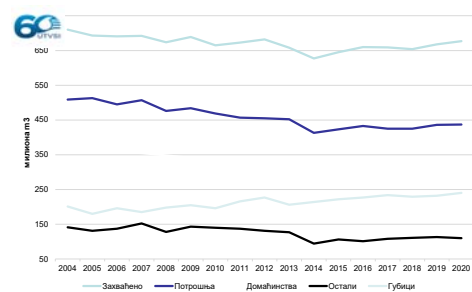
Saradnja sa IAWD, GIZ (SEEAM projekat) - implementacija u u više od 50 ViK preduzeća, u vezi:

- digitalizacije infrastrukturne imovine (vodovodne i kanalizacione mreže i objekata), potrošača, 6.500 km mreže, 2.0 mil potrošača, 17.000 terenskih karata, itd.
- digitalizacije radnih naloga na održavanju mreže/objekata
- digitalizacije bilansa vode (ulaz-potrošnja-gubici-izlaz)
- digitalizacije izveštavanja
- Razvoj i promocija AM



Snabdevanje vodom i kanalisanje naselja – osnovni podaci o preduzećima

Broj preduzeća koja se bave snabdevanjem vodom i kanalizacijom	1797
Preduzeća koja se bave ViK centara JLS (gradova ili opština)	145
Ostala veća opštinska preduzeća koja se bave ViK	34
Ostali manji javni vodovodi	7627 nepouzdanost („Batut“: 800-1000)
Jedno preduzeće snabdeva više JLS	6 u 27 opština
Vise preduzeća snabdeva istu JLS	11 u 5 opština
Preduzeća koja se bave samo snabdevanjem vodom i kanalizacijom	35 %
Broj zaposlenih u sektoru ViK	~11.500
Stanovništvo sa organizovanim snabdevanjem vodom	86,7 %
Priključeni na javnu kanalizaciju	62,3 %

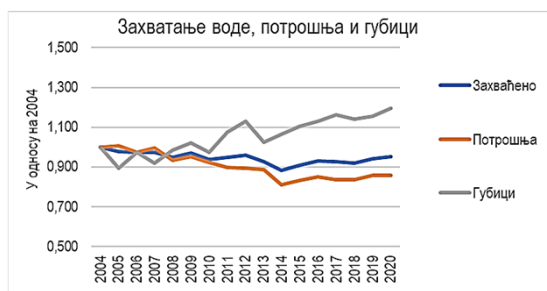


Bilans voda 2004 – 2020

U posmatranom periodu smanjile su se količine ukupno zauzete vode (-4,6%) i potrošnje (-13,1%), ali su gubici vode porasli (+19,4%).



Promene u bilansu voda, 2004 - 2020. (podaci RZS)

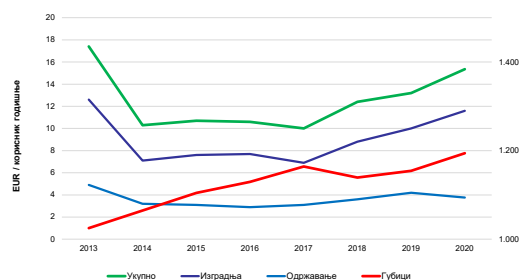


Ulaganje u izgradnju i održavanje sistema

R.br	Godina	Oblast	Izgradnja	Održavanje	Ukupno	Odnos
			EUR/korisnik godišnje			
1	2	3	4	5	6	7
1	2013	Snabdevanje vodom i kanalisanje naselja	12,6	4,9	17,4	1,00
2	2019		10	4,22	13,22	0,76
3	2020		11,92	3,66	15,58	0,90



Specifična ulaganja u sektor i rast gubitaka vode (posmatrani period od 2013. godine)



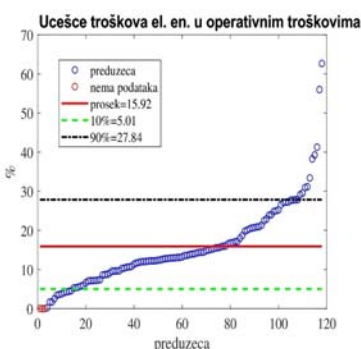
Bilans ukupnog poslovanja JKP (podaci APR)

R. broj	Godina	Ukupni prihod x 10 ⁶ RSD	Troškovi x 10 ⁶ RSD	Bilans poslovanja	
				x 10 ⁶ RSD	x 10 ⁶ EUR
1	2	3	4	5	6
1	2009	28.990	31.038	-2.048	-21,8
2	2010	31.661	32.671	-1.010	-9,8
3	2011	35.246	35.430	-184	-1,8
4	2012	37.274	38.638	-1.364	-12,1
5	2013	38.137	38.876	-739	-6,5
6	2014	37.873	38.359	-486	-4,1
7	2015	41.048	40.461	+587	+4,9
8	2016	39.527	38.625	+902	+7,3
9	2017	42.811	42.356	+455	+3,7
10	2018	43.481	43.608	-127	-1,0
11	2019	45.137	45.537	-400	-3,4
12	2020	46.591	47.297	-706	-6,9
13	Ukupno	467.776	472.896	-5.120	-51,5



Učešće troškova el. energije 2020.

- Zbirni udeo troškova električne energije analiziranih 129 preduzeća čini 11,47% poslovnih rashoda
- Grafik desno prosek 15,92% prikazuje prosek proseka, (ne uzima u obzir veličinu preduzeća i njegovo stvarno učešće u celom sektoru). Kreće se u intervalu 5.01 – 27.84 %



Preduzeća po grupama

R. broj	Grupa (prema broju stanovnika)	A Beograd	B 450.000 - 190.000	C 190.000 - 100.000	D 100.000 - 50.000	E 50.000 - 25.000	F <25.000
		1	3	10	18	26	71
1	Broj preduzeća u grupi 2020	1	3	10	18	26	71
2	Broj korisnika vodovoda	1.576.372	806.054	1.000.737	1.063.251	695.070	713.106
3	Broj korisnika kanalizacije	1.261.098	726.833	764.450	708.546	431.441	314.963



Bilans voda analiziranih grupa

R. br.	Stavka	Ukupno	A	B	C	D	E	F
miliona m ³								
1	Proizvedena voda	620	196	89	84	117	67	67
2	Prodana voda	365	117	54	57	64	36	38
3	- Na osnovu čitanja vodomera	354	117	54	56	62	33	32
4	- Domaćinstva	297	96	43	47	51	30	31
5	- Industrija	56	20	10	7	9	5	5
6	- Ostali korisnici	12	NP	0,9	3	4	0,9	2
7	Gubici vode – miliona m ³	254	79	34	27	54	32	29
8	Gubici – % od proizv. vode	41	40	39	32	46	47	43
9	Gubici – m ³ /km na dan	22,2	53,8	42,4	16,2	21,2	17,0	9,3
10	Gubici – l/priključku na dan	502	1.395	726	282	423	371	306



Bilans otpadnih voda

R. br.	Stavka	Ukupno	A	B	C	D	E	F
miliona m ³								
1	Ispuštena u javnu kanalizaciju	273	90	66	43	39	20	17
2	Ispuštena u septičke jame	ne postoji podatak						
3	Domaćinstva	218	74	52	34	29	16	13
4	Industrija i ostali	58	17	14	9	10	4	4
5	Prečišćavanje	64,5	-/-	-/-	-/-	-/-	-/-	-/-
6	- Samo primarno prečišćavanje	15,1	-/-	-/-	3	7,6	1,1	2,6
7	- Sekundarno ili bolje	49,4	-/-	7,1	21,4	13,0	5,1	2,8



Specifična potrošnja analiziranih grupa

R. br.	Kategorija	Ukupno 2020	A	B	C	D	E	F
litara/stanovnik na dan								
1	Neto specifična potrošnja domaćinstava	139	168	147	128	130	117	120
2	Komercijalni potrošači i institucije	32	35	37	38	34	24	26
3	Bruto specifična potrošnja (sa potrošnjom privrede i institucija)	172	203	184	165	164	140	145
4	Ukupni gubici vode	117	137	117	75	138	124	112
5	Bruto specifična potrošnja (sa potrošnjom privrede i institucija i gubicima)	289	340	301	240	303	265	257



Ispravnost vode za piće

(podaci iz izveštaja Instituta za JZ Srbije Dr. Milan Jovanović Batut)

R. br.	Grupa	Zadovoljavajući kvalitet vode		Nezadovoljavajući kvalitet vode za piće					
				Fizičko- hemijski		Mikro-biološki		Udružena neispravnost	
		Broj vodovoda	%	Broj vodovoda	%	Broj vodovoda	%	Broj vodovoda	%
1	Ukupno	107	69	13	8	15	14	21	20
2	A (Beograd)	1	100						
3	B (450.000 - 190.000)	3	100						
4	C (190.000 - 100.000)	8	80					2	2
5	D (100.000 - 50.000)	12	67			3	3	3	3
6	E (50.000 - 25.000)	20	77	2	2	2	2	2	2
7	F (<25.000)	36	51	11	10	10	9	14	13



Neka osnovna zapažanja.

- Institucionalni okvir
 - Vlada R.S. u oblasti voda angažuje oko deset Ministarstava odgovornih na različite načine
 - Sektor voda nije najjasnije definisan, postoji preplitanje nadležnosti i obaveza
 - Rad JKP pored MGSI prate organi JLS, zatim JVP (Srbija vode i Vojvodina vode), RHMZ, RZS, PKS, SKGO, takođe razna strukovna udruženja koja nemaju obaveze i ovlašćenja
- Tehno – ecc pokazatelji
 - Gubici vode su veliki, ulaganje u redovno održavanje i smanjenje gubitaka nije dovoljno
 - Velike su razlike među preduzećima u pokrivenosti operativnih troškova, teško se pokriva redovno poslovanje, sredstva za amortizaciju su minimalna, često ih i nema.
 - Cene vode i kanalizacije su prilično ujednačene, godinama unazad nisu usklađene sa rastom ostalih troškova.
 - Kadrovska struktura nije zadovoljavajuća, primetan nedostatak inženjera, VKV i KV
 - Pokazatelji daju dovoljno argumenata za povećanu pažnju države i JLS - regulativu u oblasti cenovne politike, ulaganja u održavanje, borbu protiv gubitaka, investicije..



Hvala na pažnji

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EU SUPPORT TO REFORMS IN WATER SECTOR SERVICES
NEAR/BEG/2020/EA-RP/0063


SEMINAR
regarding the beginning of the project
„EU support to reforms in water sector“

Review of programs aimed at improving water supply systems and companies in Serbia from 2000 to 2022

Привредна комора Србије, Београд
7. април 2022.




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The first donor programs aimed at large water supply and water supply companies in Serbia

- The first internationally funded programs were KfW donor programs for Belgrade, Novi Sad, Nis and Kragujevac from 2000 to 2006
- The first and second phase - donation of equipment for water supply systems and their maintenance
- PUCs were submitting indicators continuously... after 5 years of donation, it was found that losses (non-revenue water) are growing
- Then the third phase began - the project to support PUCs




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Institutional Support Program for the Largest Waterwork companies in Serbia (ISP)

The institutional support program to waterwork companies was a three-year program in 2006-2009.






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Objectives of the Institutional Support Program 2006-2009

- Increasing revenue
- More precise invoicing
- Reduction of costs
- Improving self-financing capacity
- Defining maintenance priorities
- Improving invoicing, financial control and reporting
- Improving cost control




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Focus of the Institutional Support Program 2006-2009.

- Network element management and Network Lifecycle Management (Network Asset Management)
- Calculation and billing with the aim of increasing the efficiency of billing
- Business planning - reporting, budgeting, cost centres, business indicators
- Water tariff study



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Network element management and Network Lifecycle Management (Network Asset management)

- Procurement and application of EDAMS system for network element management
- Establishment of a register of water supply network elements
- Consider doing the same for sewage
- Consider the possibility of procuring and implementing a network maintenance system and a water needs management system

Strengthening the management of water supply network elements


Application of integrated information system

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Diagram illustrating the application of an integrated information system for strengthening water supply network elements. The central component is **Network Data**, which is connected to **GIS** (top), **EDAMS Network Asset Management** (left), **EDAMS Operations & Maintenance** (right), and **EDAMS Demand Management** (bottom). **EDAMS Demand Management** is further connected to **Commercial Data** (bottom right).




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Strengthening the management of water supply network elements



Adaptation to a
specific water
company







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
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Institutional strengthening and organization


- Development of IT strategies
- Development of human resources strategy
- Development of business planning and budgeting in sectors
- Analysis of customer services and changes of the services
- Analysis of the protection measures application and changes of measures
- Monitoring the results of work using indicators




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DÉPARTEMENT DE L'ÉNERGIE




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
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Water Tariff study

- The study aimed to propose price developments so that management can implement changes over the years and improve revenues in line with social criteria and simplify the decision-making process.



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Institutional strengthening at the sector level

- Analysis of the organization of the IT sector and implementation of IT strategy
- Analysis and management of business processes in the financial sector from the aspect of internal control
- Analysis and improvement of the consumer relations sector in order to strengthen billing and collection
- Analysis of functioning and improvement of human resources in accordance with the strategy of human resources development
- Application of organizational structure that allows to connect GIS and network element management



KfW support to the infrastructure development of medium-sized cities (2007 - 2021)

"Water supply, sewerage and wastewater treatment programs"

Programs I, II, III, IV, V, VI:

- Technical support (Service A)
- Institutional support (Service B)

Financial resources:

- Donation from the Federal Republic of Germany (29% -100%)
- European Union donation (6%)
- German Development Bank loan KfW (50% -65%)
- Donation of the Republic of Serbia (2% -95%)
- Participation of local self-governments (3% -4%)

Completed Programs (I - V):

20 cities - 1.6 million inhabitants - 142 million €

Technical assistance:

- Development of feasibility studies
- Preparation of project documentation
- Procurement of goods, works and services
- Hydraulic model making
- Monitoring during construction
- Development of GIS maps

Institutional support:

- Improvement of procedures - (commercial and maintenance of water supply systems)
- Implementation of cost centres, achieving and maintaining full cost recovery
- Development of the tariff model and implementation of the Tariff Adjustment Plan
- Support in the development of business planning
- Strengthening the relationship between the company and the founders (agreement on performing communal activities)
- Information Management System (MIS) Development
- Development of a benchmarking system
- Reduction of system losses and energy savings
- Improving communication with users and the public

Improvement of (commercial) procedures

- Analysis of the current situation
- Redefining processes and subprocesses
- Defining activities and actions
- Development of new commercial policies and procedures
- Defining a process-oriented organization
- Innovating job descriptions
- Analysis of employee training needs
- Preparation of employee development plan

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• **GOALS:**

- ✓ Process-oriented organization
- ✓ Efficient organization in accordance with the real requirements of the process
- ✓ Optimal use of available resources
- ✓ Commercial policies and procedures adopted
- ✓ Innovated job descriptions
- ✓ An analysis of the necessary knowledge and skills of employees was made for each job position
- ✓ Employee development plan developed (incorporated into the Annual Business Program through planned activities and costs)

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Achieving full cost recovery

- Accounting practice analysis
- Analysis of cost centres
- Clear differentiation of costs and income from each activity
- Analysis of cost recovery by activities
- Suggestions for improvement
- Monitoring the implementation of the annual plan

Item	Open	Problematika	%	Reforma
Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
A) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
B) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
C) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
D) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
E) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
F) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
G) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
H) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
I) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
J) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
K) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
L) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
M) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
N) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
O) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
P) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
Q) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
R) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
S) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
T) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
U) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
V) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
W) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
X) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
Y) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
Z) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
Ukupno	730.202.974,00	4.91	736.078.811,71	

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• **GOALS:**

- ✓ Introducing an efficient cost centres structure
- ✓ Precise separation of costs and incomes from activities
- ✓ Monitoring the coverage of costs by activities (water supply, sewerage, other activities)

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Development of tariff model

- Analysis of current practice
- Development of tariff methodology
- Development of the tariff model
- Development of the structure of necessary data and organization of providing necessary data
- Updating the tariff model and presenting the results to the local self-government
- Preparation of the Annual Business Program with incorporated required tariff adjustment

Item	Open	Problematika	%	Reforma
Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
A) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
B) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
C) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
D) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
E) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
F) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
G) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
H) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
I) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
J) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
K) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
L) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
M) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
N) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
O) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
P) Metodološki pristup (A+B+C)	730.202.974,00	4.91	736.078.811,71	
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• **GOALS :**

- ✓ Defined methodology in accordance with the legal framework
- ✓ Operational tariff model
- ✓ Full cost recovery provided
- ✓ Funds provided for regular maintenance and renewal of the system in accordance with the needs
- ✓ Provided socially acceptable tariff
- ✓ Support provided for socially vulnerable categories of users
- ✓ Provided understanding of the methodology and support from the local self-government for the implementation of the necessary tariffs

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Business planing

- Analysis of current practice
- Defining the structure of the business plan
 - Where we are now
 - Where we want to be
 - How we are going to achieve that
- Defining business indicators (BI)
- The organization of employees and their individual roles in the planning process
- Ensuring the cooperation of local self-government in the planning process
- Defining the internal procedure for drafting and auditing of the Business Program

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1. **MISP** - Infrastructure Development Support Program
IPA 2008 worth 13 mil. euros. Funded by the EU.
2. **MISP** - Infrastructure Development Support Program
IPA 2010 is worth over 7 million euros. Funded by the EU.




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MISP infrastructure support projects started in 2010. IPA 2008, IPA 2010

- Kolubara regional water supply project
- Morava, Velika Plana-Smederevska Palanka regional water supply
- Krusevac regional supply project Rasina district
- Leskovac, Sabac, Vrbas, Zrenjanin wastewater collection and treatment
- Raska water supply management



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The main objectives of MISP

- Improved management of municipal infrastructure services
- Increased investment in infrastructure in line with the EU
- Environmental protection and sustainable economic development

How?

- Support to municipalities and PUCs during the entire process of implementing infrastructure projects



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MISP results

Better services in the field of communal infrastructure support to the municipalities in PUCs reforms

- Cooperation between national, regional and local authorities - legal and institutional reforms
- New laws / regulations, PUC reform strategy
- Inter-municipal cooperation in the provision of infrastructure services and the establishment of regional PUCs
- Management support in technical, financial and human resources - FOPIP




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FOPIP improvement of financial and operational performance indicators

- Support to the existing PUCs
- Establishment of new regional companies
- Support in sustainable operation
- Support of regional companies for wholesale water supply and collection, contracts
- Organizational technical management, human resources, work procedures
- Financial management and business planning
- Tariff model and delivery price




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Problems of FOPIP improvement of financial and operational performance indicators

- A novelty for decision makers
- The legal framework does not provide full support
- Partnership ... what do we get?
- Establishment of PUC operation and maintenance functions
- Inter-municipal cooperation, inter-municipal companies, contracts
- Sustainable pricing models



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Improving the water sector and the work of PUCs is also necessary in order to make it easier for municipalities and PUCs to prepare and implement complex infrastructure projects

Preparation and implementation Wastewater project in Nis

- From 2006 to 2022, planning, project and tender documentation for the WWTP Nis (286,000 ES), 40 km of collectors and treatment of wastewater from the WWTP Medijana was prepared.
- Tenders for FOPIP and supervision were completed in 2021, and for the works in March 2022.
- The project will be funded by IPA2018 and local funds.