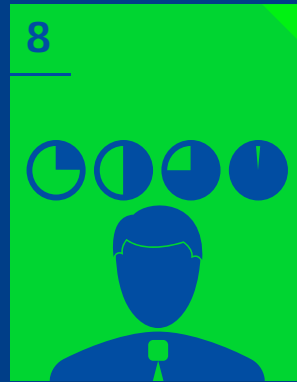
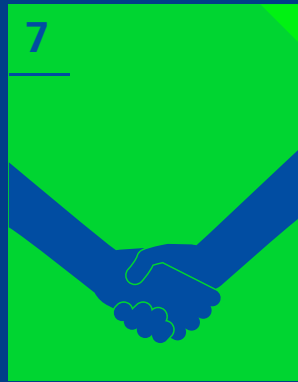
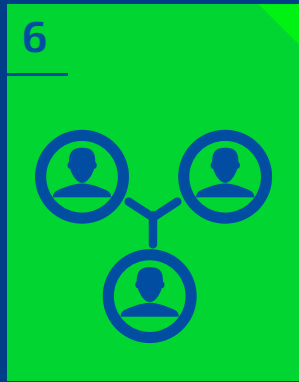
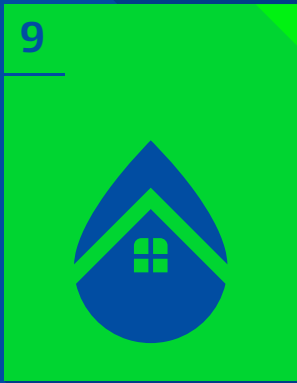


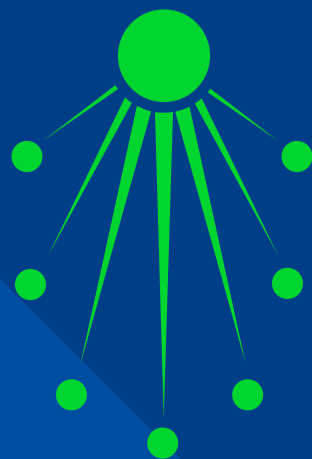
# REPORT



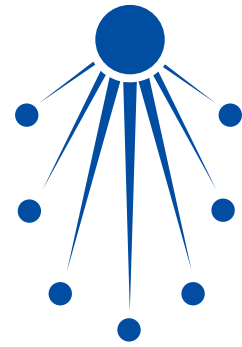
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## Preparation of ADKOM's Business Plan for the period 2017-2021

At the beginning of January ADKOM worked on preparing the final version of the business plan for the period 2017-2021. The business plan was prepared with the participation of a large number of members of the commissions of ADKOM, as well as members of the Management and Supervisory Board.

The development of the five-year business plan for ADKOM was conducted in a structured, objective and measurable way, with the participation of a large number of members of ADKOM, and incorporated guidelines for current and future activities in the utilities sector from all other stakeholders in the sector.

The specific goals of this document are as follows:

- ▲ A clear five-year business plan for ADKOM with a precise outline of: Vision, Mission, Values, Strategic priority goals, Indicators for their achievement, Measures and actions to achieve the indicators defined in the three-year Action plan and an adequate Budgetary plan
- ▲ Achieving sustainability of all activities, projects and programs of ADKOM through its financial independence, allowing ADKOM to freely act and represent the interests of its members.

This business plan will be subject to audit every year before the adoption of the Annual plan for the following year.

## Further development of the DANUBIS – DCM platform

ADKOM, in collaboration with external consultants, worked on the preparation and adaptation of the DCM platform in Macedonian language. By setting a Macedonian menu on the DCM platform, the employees in the PCE will be able to follow it in Macedonian language.

In January, ADKOM continued with the support of the persons appointed by the PCE to fill in the data. The persons worked on completing the survey for IBNet variables (a predefined survey by IAWD).

### 18.01.2017 Ohrid

## Fifth Session of the Supervisory Board of ADKOM

In Ohrid – Hotel Granit, on 18.01.2017, the fifth session of the Supervisory Board of ADKOM took place, at which two items were discussed: Review of the balance sheet of ADKOM for 2016 and Review of the financial plan of ADKOM for 2017. The Members of the Supervisory Board of ADKOM unanimously adopted the attached report as well as the Decision that said report is

in order and can be passed on to the members of the Supervisory Board of ADKOM for adoption. Regarding the second item on the agenda, the members of the Supervisory Board of ADKOM unanimously adopted the proposed financial plan for 2017 and decided said plan to be adopted and passed on for review by the members of the Management Board of ADKOM.

### 18.01.2017 Ohrid

#### **28<sup>th</sup> Session of the Management Board of ADKOM**

The 28<sup>th</sup> session of the Management Board of ADKOM took place on 18.01.2016, in Ohrid— Hotel Granit. The members of the Management Board of ADKOM discussed at this session the activities that the Executive Office of ADKOM has realized in the period between two sessions of the Management Board of ADKOM. The balance sheet of ADKOM for the previous year 2016

was reviewed at the session, and it was unanimously adopted, as was the financial plan of ADKOM for 2017. The members of the Management Board of ADKOM have delegated the professional service of ADKOM to realize in the month of January meetings with members of the commissions within ADKOM, from which the future activities for 2017 will arise.

### 18.01.2017 Ohrid

#### **Annual Assembly of ADKOM**

The Annual Assembly of ADKOM was held on 18.01.2017, in Ohrid— Hotel Granit. The session was attended by delegates of the assembly of ADKOM, members of ADKOM, as well as representatives from other PUC in RM and other guests. The attendees at the session of the Annual Assembly were addressed by the President of ADKOM, Mr. Spasovski, who welcomed the participants and opened the session of the Annual Assembly, putting the proposed agenda to a vote: Election of working presidency and verification commission for endorsement of the minutes of the Assembly, Speech by the President of ADKOM on the work of the Management Board in 2016, report on the work of ADKOM, balance sheet of ADKOM for 2016, presentation of the business plan of ADKOM, proposed work program with an action plan and financial plan of ADKOM for 2017, speeches by the presidents of the commissions of ADKOM, proposals and suggestions by the delegates on the activities of ADKOM in 2017, discussion and exchange of the experience between the participants about the current problems faced by the PUC and speeches by donors. The President of ADKOM, Mr. Spasovski, as Chairman of the Management Board of ADKOM, presented a report before the attending delegates on the work of the Management Board during 2016 and emphasized in his speech as president of ADKOM that he believes that, to maintain the success of the association, the

ADKOM employees, together with members of the Management and Supervisory Board have invested a lot of energy, knowledge and experience, always bearing in mind that, as an association, they should be focused on the activities and operation of the members. At the session of the Assembly, the attendees were also addressed by the State Secretary of the Ministry of Environment and Physical Planning, Mrs. Sonja Lepitkova.

According to the agenda of the Assembly session, the report was presented on the work of ADKOM, together with the balance sheet for 2016, by the President of the Supervisory Board of ADKOM, Mrs. Lazova, and both were unanimously adopted. The Executive Director of ADKOM presented before the attendees the draft work program with the action plan and financial plan of ADKOM for 2017. Mrs Stojanovska informed the attendees that by the end of February members of all the commissions within ADKOM will hold meetings accompanied by discussions following the work program for the current year 2017. The attendees at the session of the Assembly of ADKOM were also addressed by the consultant from the project of EPTISA - Reforms in the System for Water Supply, Collection and Treatment of URBAN Waste Waters at the Local Level, Mr. Paunkovski.

24.01.2017

### Initiative sent to the Constitutional Court of RM

On behalf of the members of ADKOM, an Initiative was sent to the Constitutional Court of R.Macedonia to start the procedure for assessing the constitutionality of the Law on Notary and the Execution law. The purpose of sending this initiative arose from the new laws

that impede the operation of public utilities and other companies that perform activities of public interest in terms of increased costs of the proceedings, in particular because of the introduction of non-court debt collection on the basis of an authentic document.

25.01.2017 Skopje

### Skopje Working Meeting with representatives of the project Reform in Water Sector on Central Level – consortium led by—NIRAS

In the executive office of ADKOM, on 25.01.2017, a working meeting was held with representatives of the project Niras – Reform in water sector on central level. The working meeting was attended by the team leader of the project, Mr. Wollf, and the consultant, Mr. Popovski. At said meeting, the Executive Director of AD-

KOM, Mrs Stojanovska, presented the planned activities of ADKOM for the following period.

Project representatives also listed their activities and noted we will be timely informed about all the activities that the project plans to realize with the PUC.

26.01.2017 Skopje

### Meeting of the project Reforms in the System for Water Supply, Collection and Treatment of Urban Waste Waters at the Local Level – EPTISA and consortium partners SETEC and GEING.

In Skopje, on 26.01.2017, in the Skopje—EU Info Center, organized by the project of Eptisa: Reforms in the System for Water Supply, Collection and Treatment of Urban Waste Waters at the Local Level, a one-day workshop took place in order to support the PUC from eleven cities, for which they will prepare draft annual business plans and draft plans for adjusting the tar-

iffs. Focus was placed on the forecasts regarding the setting of goals and final values for implementation, defining the measures, investments and determining the impact of the tariffs and organizational implications. The workshop was attended by representatives of eleven PUCs that are part of this project, as well as the employees in the Executive Office of ADKOM.

27.01.2017 Skopje

### Meeting of the project Strengthening the administrative capacities for implementation of Waste Framework Directive (WFD) and Special Waste Streams Directives (WEEED, WBAD and WPD)

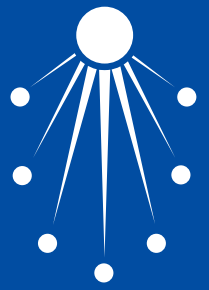
The President of ADKOM, Mr. Spasovski, attended on 27.01.2017 the first meeting organized by representatives of the project: Strengthening the administrative capacities for implementation of Waste Framework Directive (WFD) and Special Waste Streams Directives (WEEED, WBAD and WPD). This meeting, besides the project representatives, was also attended by the Executive Director of MASWA and a representative from the Chamber of Commerce— Group for second-

ary treatment of waste. The Waste Directive and the Rulebook on transport of non-hazardous waste were presented at the meeting. A conclusion was adopted at the meeting, obligating the members of the working group to identify the shortcomings in the legal framework. For the next meeting, the project consultants will have to submit materials that will be used to undertake the following activities related to amending the legal regulations relating to waste.

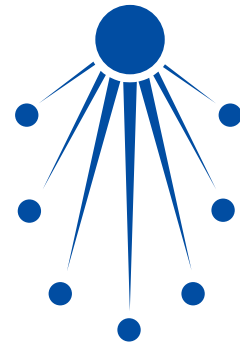
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### 01.02.2017 - Skopje

#### Meeting with a representative of MISA (Ministry of Information Society and Administration)

The employees from the Executive Office of ADKOM held a working meeting with a representative of MISA at which they discussed the upcoming activities for the year 2017. The representative of MISA pointed out at the meeting that, in accordance with legal regulations

and obligations of PCEs in the first quarter of 2017, it is necessary to organize a workshop for the preparation of a Functional analysis of the systematizations in public utilities.

### 02.02.2017 - Skopje

#### Meeting of the Commission for funeral services of ADKOM

The Commission for funeral services of ADKOM held its first meeting in 2017 and, in line with the items of the agenda, adopted the following conclusions:

- ▲ To seek the opinion of the Ministry of Transport and Communications as a drafter of the Law as to whether the operator is allowed to operate on a territory where he has no subsidiary. Pursuant to article 26 of the Law on Trade Societies – he must not operate without a subsidiary
- ▲ To seek the opinion of the Ministry of Transport and Communications as a drafter of the Law as to whether or not PUCs are allowed to sell funeral equipment
- ▲ To ask of the legislator, if possible, operators to be limited by the councils of the municipality only in terms of the prices of services and not regarding the equipment

### 03.02.2017 - Skopje

#### Working meeting with a representative of IAWD

In the Executive Office of ADKOM, on 03.02.2017, the Executive Director of ADKOM, Mrs Stojanovska, and the consultant, Mr. Vrteski, had a working meeting with Mr. Weller, representative of the International Association of Water Supply companies in the Dan-

ube Region— IAWD. Mr. Weller was presented at said meeting with the activities ADKOM had realized in the previous period related to the DCM platform and the method by which said platform is used by public utilities in the Republic.

**06.02.2017 - Skopje**

**First meeting of the members of the Management Board of the project Reform in Water Sector on Central Level – consortium led by –NIRAS**

The first meeting of the members of the Management Board of the project Reform in Water Sector on Central Level, consortium led by – NIRAS, took place on 06.02.2017, in Skopje in the EU Info Centre. A member of the Management Board of the project is the President of the Management Board of ADKOM, Mr. Spasovski. The team leader of the project presented at said meeting the initial report of the progress of the project. Within this project support will be provided in

developing the plan for adjustment of the tariffs and business plans of PCEs from the following cities: Veles, Gevgelija, Kocani, Stip, Prilep, Struga, Ohrid, Ilinden, Vinica, Resen, Vrapchishte, Zhelino, Brvenica, Demir Kapija, Zelenikovo, Krivogashtani and Makedonski Brod. The Ministry of Environment and Physical Planning will provide support in the realization of the project in terms of implementation and promotion of the plan for adjustment of the tariffs.

**07.02.2017 - Skopje**

**Meeting Commission for Water Supply of ADKOM**

Members of the Commission for Water Supply and Sewerage held a meeting on 07.02.2017, at the Executive Office of ADKOM, discussing the final version of amendments to the Law on potable water supply and disposal of urban waste water and preparation of a plan and program for work of the commission for the year 2017. In the area of drafting the final version of amendments to the Law, the commission members

agreed to integrate the changes and send them to the PUCs for review. In the area of preparation of the plan and program, the commission members tasked the executive office of ADKOM primarily to organize a meeting with MTV regarding the changes in the Law on Construction, while the other activities are to be agreed upon at the following meeting of the commission.

**07.02.2017 - Skopje**

**Meeting Commission for Economic and Legal Affairs of ADKOM**

On 07.02.2017, in the executive office of ADKOM, a meeting took place of the Commission for Economic and Legal Affairs of ADKOM. The members of the Commission first proposed a separation of the Commission in two parts- a Commission on finances and a Commission on legal affairs, and then moved to the review of objections as to the Law on potable water supply and disposal of urban waste water. Moreover, the members of the Commission took the stance that every three months the list of trainings necessary for the staff in the legal departments of the PCEs will be prepared and amended. At the meeting the following conclusions were adopted:

- ▲ To check whether all the proposals are legally sound, to prepare a final version of the proposed amendments and to send, no later than 20.02.2017, the proposal to the PUCs.

- ▲ To repeat once again the training for the preparation of a functional analysis of the systematizations in the PUCs.
- ▲ To contact Mr. Jugoslav Gjorgjievski and organize a workshop for the Law on General Administrative Procedure
- ▲ To make a list of all the Rulebooks arising from the Law on Civil Servants and to share experiences from the implementation of the Law thus far
- ▲ To exchange experiences regarding the implementation of the Execution Law, which came into force on 01.01.2017.
- ▲ To share experiences in the application of the Law on Greenery which came into force on 01.09.2016.



09.02.2017 - Skopje

**Working meeting with the Director of the Environmental Inspectorate—MEPP**

On 09.02.2017 in Skopje, in the offices of the Environmental Inspectorate within the MEPP, a working meeting was held with the Director of the Inspectorate, Mr. Grble. The discussion at the meeting was about the problems PUCs are facing which arise from the Law on Waters – namely, the problem regarding paying part of the bills referring to the water fund for which PUCs are responsible to collect and pay, but

PUCs are at a disadvantage because only those PUCs need to pay that have permits for use and discharge of waters. Upon presenting the problem on part of the Directors, it was agreed that the next session of the Management Board of ADKOM, which is scheduled for 15.02.2017, to be attended by an employee from the Inspectorate, in order to discuss separate articles of the Law on Waters.

09.02.2017 - Skopje

**Third meeting of the Management Board of the project—Preparation of project studies FSs, EIAs, CBAs, design and tender documentation for the establishment of an integrated and financially self-sustainable system for waste management in the East and Northeast region**

In the Executive Office of EPTISA the third session took place of the Management Board of the project—Preparation of project studies FSs, EIAs, CBAs, design and tender documentation for the establishment of an integrated and financially self-sustainable system for waste management in the East and Northeast region, at which Mr. Spasovski attended as a member of the Management Board of the project. The status of the project was presented at the session, as well as the

second report on the work done by Mr.Mavropulos. The attendees were acquainted by Mrs. Karanfilova—Maznevaska with the future activities of the project in the section of waste management in the eastern and northeastern plan region. It was agreed at the meeting to organize a one-day workshop for the Directors from both regions, so as to present to them all the activities that follow in the coming period.

09.02.2017 - Skopje

**Meeting of the Commission for communal hygiene and maintenance of parks and green surfaces**

On 09.02.2017, at the Executive Office of ADKOM, a meeting took place of the Commission for communal hygiene and maintenance of parks and green surfaces. The members of the commission agreed at the meeting on the part of the program for work and they will work on: Amendments and addendums to the Law on waste management, amendments and addendums to the Methodology for calculating the cost of collection, treatment and disposal of waste, completion of the regional centers for waste, possible investments will

be monitored in the communal sphere, the executive office of ADKOM will organize trainings in the field of communal hygiene. The members of the commission made a proposal to form a so-called body of waste managers within ADKOM. It was also proposed to split the commission in two parts -Commission on communal hygiene and Commission on parks and green surfaces. For the next meeting, the members asked to ensure the presence of Mrs. Jadranka Ivanova from MEPP.

### 09.02.2017 - Skopje

#### Meeting of the Commission on Markets

In Executive Office of ADKOM a meeting took place of the Commission on Markets. Commission members at the meeting unanimously elected Mr. Jamalov from PUC Derven Veles as chairman. According to the agenda, commission members agreed, regarding the plan for the work of the commission, to work on:

- ▲ Initiate the preparation of a National strategy on markets in RM,
- ▲ During the following meetings to work on solving the legal-property relations in markets.

- ▲ The attending members of the commission asked the commission to include representatives from the following PUCs: Ohrid, Kavadarci, Negotino and other PUCs that would contribute with their own proposals to the operation and activities of the commission.

For the realization of part of the activities that the commission will work on, the employees in the executive office will need to schedule meetings in the following institutions and ministries: Ministry of Finance - Property and Legal Affairs Administration, Ministry of Economy of RM and Market Inspection— Public Revenues Office. The members of the commission scheduled the next meeting in March.

### 10.02.2017 - Skopje

#### 53<sup>rd</sup> session of the Coordination Committee of MSIP (Municipal Services Improvement Project)

On 10.02.2017, in the offices of the Ministry of Finance of RM, the 53<sup>rd</sup> session took place of the Coordination Committee of MSIP. The session featured the discussion and approval of the sub-loan agreement for the Municipality of Vasilevo. The subject of the sub-

contract is the construction of a local street and reconstruction of a local street in Vasilevo. The present members of the coordination committee of the project to improve municipal services approved the sub-loan agreement.

### 02.2017 - Skopje

#### 28<sup>th</sup> Session of the Management Board of ADKOM

On 15.02.2017, in Ilinden, the 28<sup>th</sup> Session of the Management Board of ADKOM took place. At said session, the members of the Management Board and the Supervisory Board of ADKOM discussed the Execution Law, for which were invited and attended representatives of the Chamber of Advocates and the Chamber of Executors of RM. Regarding the enforcement of the Law on pricing of water services and preparing the methodology for determining the cost of water services, the President of the Energy Regulatory Commission of RM, Mr. Petrov, attended the meeting of the

Management Board of ADKOM. Based on the problems arising from the application of certain articles of the Law on Waters, the members of the Management Board of ADKOM provided their own views and discussed said Law. The 28<sup>th</sup> session of the Management Board of ADKOM featured discussions regarding the current problems with the Public Procurements Council and discussions regarding the Law on Greenery. The attendees were presented with the conclusions of the meetings of the commissions within ADKOM and the future activities of the Executive office of ADKOM.

### 16.02.2017

#### Meeting of the Human Resources Commission of ADKOM

On 16.02.2017, a meeting took place of the Human Resources Commission of ADKOM and the following conclusions were adopted:

- ▲ To prepare a plan and a list of trainings for the employees of the PUCs during 2017.
- ▲ To send a questionnaire to all PUCs to list the trainings they are interested in being realized this year
- ▲ At the next meeting, according to the received questionnaires, to make a quarterly plan for the trainings

The Executive Office of ADKOM to share with the members the Rulebooks some PUCs have already developed and are related to:

- ▲ Rulebook for assessing service providers
- ▲ Rulebook for assessing civil servants
- ▲ Rulebook for employment of service providers
- ▲ Rulebook on salaries

The Commission to compose a list of Laws that PUCs need to observe and obligations arising under all the laws, including deadlines for their implementation, and share said list with all members

### 17.02.2017

#### Addendum sent to the Constitutional Court and provided support of previously submitted initiatives by other institutions challenging the Execution Law and the Law on Notary

On 17.02.2017, ADKOM on behalf of its members, upon indication by the Constitutional Court of R. Macedonia, submitted an addendum to the Initiative for raising a procedure for assessing the constitutionality of the Execution Law and Law on Notary, in which initiative was explained that the adoption of the Law on Notary and Execution Law will render more difficult the current operations of the PUCs that perform activities of public interest, thus increasing the cost of the procedure especially due to the introduction non-court debt collection on the basis of an authentic document.

Moreover, twenty-two PUCs submitted written support of the submitted Initiative for raising a procedure for assessing the constitutionality and legality of the provisions of the Execution Law, filed by One.VIP Skopje and the Law Firm Kuzmanovski, as well as the initiative filed by PE Water and Sewerage Skopje, BEG and EVN Macedonia, for an intervention merger of the initiatives for assessing the constitutionality and legality of the Execution Law.

### 20.02.2017 - Sveti Nikole

#### One-day workshop "Preparation of the necessary documents for establishing an integrated and financially self-sustainable system for waste management in the East and Northeast region"

ADKOM and the Ministry of Environment and Physical Planning organized a one-day workshop on the topic: Establishing an integrated regional system in the eastern and northeastern plan region— institutional as-

pects. The purpose of this workshop is to maintain the transparency of the whole process and align the views of stakeholders regarding the proposed options.

**23.02.2017**

## National workshop for DCM

On 23.02.2017 the National Workshop was held to present the results of the DCM platform.

In order to establish the Regional portal for data collection DANUBIS-DCM nationwide, ADKOM organized a series of regional workshops for the responsible persons in PUCs who were designated for the collection,

filling in and controlling the data in the DANUBIS-DCM portal, to support benchmarking in the Republic of Macedonia.

The workshop was attended by 107 representatives of PUCs, representatives of departmental ministries and donor houses.

**27.02.2017**

## Meeting with representatives of the Ministry of Transport and Communications

On 27.02.2017, representatives of the Commission for Water Supply and Sewerage held a meeting with representatives of the Ministry of Transport and Communications, where we requested for amends to the Law on Construction. Upon discussion, the following conclusions were adopted:

- ▲ The public utilities, according to the Law on Public Enterprises and the Law on Public Works, can only perform within the basic activity – which for water supply is as follows—construction and maintenance of systems for capture, purification and distribution of potable water. This means that the other activities related to the basic one— such as design, supervision and audit of technical documentation – cannot be legally registered. This further means that those activities can not obtain appropriate licenses under the Law on Construction. Furthermore, young engineers working in these enterprises are deprived of the opportunity to advance in the profession and to acquire the relevant authorizations under the Law on Construction.
- ▲ The infrastructure projects to be allowed to be signed by the designers, not only by the planners, or to provide for the acquisition of authorization for planner for the other engineering professions, in addition to architects, working on the design of infrastructure facilities.
- ▲ The preparation of project documentation for infrastructure facilities and installations to be treated in the Law on Construction as a separate category, regulated by specific procedures, starting from the design, through obtaining the building permit, to the performance and technical approval.

**28.02.2017 - Skopje**

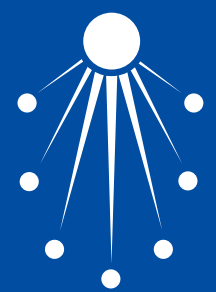
## Workshop for the preparation of a functional analysis of the systematizations in PUCs

At the request of its members, on 28.02.2017 in Skopje, at the Skopje Fair, ADKOM organized a one-day training for the preparation of a functional analysis of the systematizations in PUCs. Mrs. Cukic from MISA presented at the workshops the normative assumptions

for the implementation of the functional analysis. Mrs. Zhagar presented before the trainees the guidelines for the implementation of a functional analysis—the process and the method of preparing a report from a conducted functional analysis in the form of a document.

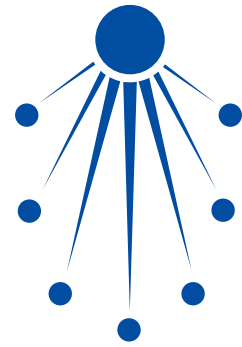
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### 01.03.2017 - Skopje

#### Workshop for the implementation of a functional analysis in PUCs

At the request of its members, on 01.03.2017 in Skopje, at the Skopje Fair, ADKOM organized a one-day training for the preparation of a functional analysis of the systematizations in PUCs. Mrs. Cukic from MISA presented at the workshops the normative assumptions

for the implementation of the functional analysis. Mrs. Zhagar presented before the trainees the guidelines for the implementation of a functional analysis—the process and the method of preparing a report from a conducted functional analysis in the form of a document.

### 02.03.2017

#### Letter sent to The Ministry of Transport and Communications of R. Macedonia

ADKOM sent to the Ministry of Transport and Communications of R. Macedonia a letter which included the adopted conclusions of the meeting of the Commission for funeral services of ADKOM. It was requested in the letter to the relevant Ministry that prepares the law to

interpret whether the operator is allowed to work on the territory where he does not have a subsidiary and was asked to give an opinion on whether the PUCs are allowed to trade with funeral equipment.

### 02.03.2017

#### Initiative sent to the Ministry of Transport and Communications of R. Macedonia

The Executive Office of ADKOM, on behalf of its members—Public utilities, sent an initiative to The Ministry of Transport and Communications of R. Macedonia for adoption of amendments and addendums to the Law on potable water supply and disposal of urban waste

water. This initiative was prepared by the members of the Commission on water supply and sewerage of ADKOM and before the professional services of ADKOM sent it, it was forwarded to all members for approval.



### 03.03.2017 - Skopje

#### Fifth workshop of the group for national Policies dialogue

At the Invitation of representatives of the project for managing the drainage-basin of river Bregalnica, ADKOM had their own representative who attended the fifth workshop where the plans were presented for water management for parts of the drainage-basin Bregalnica and Prespa. The workshop took place on 03.03.2017 in Skopje. The prepared plans were presented to the attendees by the consultant of the project, Mr. Stavrikj. The main objective of this project is the sustainable management of water resources in the drainage-basin

of the river Bregalnica which encourages the economic development in the region. The realization of this project is funded by the Swiss State Secretariat for Economic Affairs SECO which includes fifteen municipalities in the region of Bregalnica: Sveti Nikole, Lozovo, Stip, Karbinci, Probistip, Kratovo, Kocani, M.Kamenica, Delcevo, Vinica, Zrnovci, Cheshinovo— Obleshevo and Konche. For the next steps and activities of the project, in terms of preparing the final version of the plan, reports will be sent to all interested parties.

### 07.03.2017

#### Meeting in the Ministry of Transport and Communications

On 07.03.2017, in the offices of the Ministry of Transport and Communications, the members of the Commission for Water Supply and Sewerage held a working meeting with Mr. Martin Odzaklievski, discussing the possible amends to the Law on Construction and the following conclusions were adopted:

- ▲ To be legally allowed for PUCs, when working for their own needs, to be able to also perform activities that are closely related to the basic one, and staff engineers to be able to acquire the necessary references to obtain the appropriate authorizations, working in the PUCs, rather than working exclusively in companies which possess a license.
- ▲ The infrastructure projects to be allowed to be signed by the designers, not only by the planners, or to provide for the acquisition of authorization for planner for the other engineering professions, in addition to architects, working on the design of infrastructure facilities.
- ▲ The preparation of project documentation for infrastructure facilities and installations to be treated in the Law on Construction as a separate category, regulated by specific procedures, starting from the design, through obtaining the building permit, to the performance and technical approval.

### 07.03 2017 - Skopje

#### Meeting of the Commission on markets and green surfaces of ADKOM

In the Executive Office of ADKOM, on 07.03.2017, the first meeting took place of the Commission on markets and green surfaces within ADKOM. At this meeting, the nominated employees of the PUC elected President of the Commission— Mrs. Gudeva from the PUC Komunalec Strumica. The attending members of the Commission, in the area of the Law on Greenery, agreed to submit in writing their proposals and the manner of ap-

plication of this Law to the Executive Office of ADKOM not later than 15.03.2017. In line with the preparation of the work program of the commission, it was agreed that the commission members should think about and elaborate their proposals for the next meeting. The commission members took the common stance that meetings be held every other month according to the activities and needs.

### 09.03.2017 - Skopje

#### **A public debate on the bylaws regulating tariffs for water services**

In Skopje, on 09.03.2017, the employees of ADKOM and PUCs, at the invitation of the Energy Regulatory Commission of RM, attended and were part of the public debate organized at the offices of the Economic Chamber of RM regarding the bylaws regulating tariffs for water services. Said debate was attended by a number of employees of the PUCs, representatives from the MEPP, representatives of the project Reform in water sector on central level – consortium led by – NIRAS and the Project Reforms in the System for Water Supply, Collection and Treatment of Urban Waste Waters at the Local Level – Eptisa and partners in the consortium SETEC and GEING. On part of the Coordinator of the working Group

of the ERC, Mps. Nelovska – Chuchuk, attendees were introduced through presentations to the by-laws regulating tariffs for water services. The participants were introduced to the responsibilities of the ERC pursuant to the Law on pricing of water services, bylaws, the Rulebook on the manner and procedure for determining the tariff for water service and the regulatory tariff for water services as well as the methodology for determining the tariffs for water services. Upon completion of the public debate it was agreed that all parties involved who have any remarks to refer them to the ERC, and if said remarks are well-founded they will be included in the methodology.

### 10.03.2017 - Skopje

#### **Skopje A meeting to draft a strategy for communication with customers under the new Law on pricing of water services**

On 10.03.2017 in Skopje, Mrs. Fani Karamiha – Petrush-eva attended, on behalf of ADKOM, the meeting organized by the project Reform in water sector on central level – consortium led by – NIRAS. At said meeting, Mr. Neshovski presented the draft strategy for communication with customers under the new Law on pricing of water services. The employees at NIRAS asked of AD-

KOM to familiarize its members with this draft strategy and seek the involvement of employees of the PUCs to implement this strategy. After considering the draft strategy, the representative of ADKOM informed the attendees that at the next meeting of the Management Board ADKOM will present the strategy and the organizers will be notified of their opinion.

### 14.03.2017 - Skopje

#### **Skopje 30<sup>th</sup> Session of the Management Board of ADKOM**

The 30<sup>th</sup> Session of the Management Board of ADKOM took place on 14.03.2017 in Skopje. The Management Board members were informed at this session about the activities realized by ADKOM between two sessions, experiences were exchanged on the implementation of the Execution Law, members were introduced to the draft strategy for communication with customers under the new Law on pricing of water services produced by

the project for reforms in the water sector at the central level, a reports was presented of the first term of regional workshops that ADKOM will organize for 39 PUCs, for trainings for business planning and preparation of business plans for six PUCs. The attending members of the Management Board of ADKOM were acquainted with the adopted conclusions of the meetings of the commissions within Adcom for the previous period.

### 15.03.2017 - Skopje

#### **Workshop on Law on General Administrative Procedure**

At the request of its members ADKOM organized a one-day workshop on: Interpreting the Law on general administrative procedure. The lecturer at the workshop was Mr. Gjorgievski from MISA. The attending employees of the PUCs were introduced at this workshop to the basic characteristics and specifics of the decisions contained in the new Law on general administrative

procedure, such as simplified procedures, shortened deadlines, wider range of institutions, efficiency and economy. Moreover, Mr. Gjorgievski also listed the basic principles of the Law, the steps of the procedure, the method of initiation the procedure, the course of the procedure itself and other specifics contained in this law.

### 17.03.2017 - Skopje

#### **A working meeting with a representative of GIZ ORF**

A working meeting took place in the Executive Office of ADKOM with a representative of GIZ ORF, Mr. Nachevski. At this meeting, the Executive Director of ADKOM, Mrs. Stojanovska was familiarized with the project which will be led by the office of GIZ ORF, in cooperation with IAWD for advisory services for management of infrastructural assets for utility companies in Southeast Europe. The implementation of this project is planned

to start in April 2017 and its goal is the full implementation of activities in PUCs related to the application of methodology for managing infrastructural assets—Asset management. ADKOM, together with GIZ ORF, will give in the following period their contribution in the organization of a workshop at which representatives of all PUCs will be invited and the purpose of the project will be explained in detail.

### 17.03.2017 - Skopje

#### **A meeting of the Commission for communal hygiene of ADKOM**

In the Executive Office of ADKOM, on 17.03.2017, a meeting was held of the Commission for communal hygiene of ADKOM, at which Mrs. Ivanova— Head of the Sector for EU in the MEPP and Mrs. Karanfilova – Mazneva, Head of Waste Sector the MEPP, were invited and attended. The meeting featured discussions on the Methodology for calculating the cost of collection, treatment and disposal of waste and the introduction was accepted of the unit m<sup>2</sup> as a parameter in forming the price of waste, and was agreed that by the end of April amendments will have been prepared by the Ministry and they will be sent to ADKOM for review. In the area of the Law on waste management, par-

ticipants agreed on the next meeting the commission members to review the Law and provide their suggestions for amendments to the MEPP, so that they could promptly be inserted in the new Law on waste management. The Commission members at the meeting proposed to establish regional centers faster and the possibility of greater use of the tools SFIS— model of the municipal information system for municipal waste and CFM—cost-financial model that were used during the project implementation for efficient development and use of data on collection, treatment and disposal of municipal waste.

### 20.03.2017 - Skopje

#### Coordination meeting of Projects working on reforms in the water sector and ADKOM

On 20.03.2017, in the offices of EPTISA, a coordination meeting took place of Reforms in the System for Water Supply, Collection and Treatment of Urban Waste Waters at the Local Level— Eptisa and partners in the consortium SETEC and GEING, the project for Reform in water sector on central level – consortium led by—

NIRAS the project for Development of a national study of waters in the Republic of Macedonia and ADKOM where it was discussed on all planned trainings for public utilities by all parties involved, in order to make a list and review of all the activities undertaken in the utilities sector by many institutions.

### 20.03.2017 - Skopje

#### 54<sup>th</sup> Session of the Municipal Services Improvement Project—MSIP

In the offices of the Ministry of Finance of RM, on 20.03.2017, the 54th session took place of the Municipal Services Improvement Project— MSIP. Members of

the Coordination Committee discussed and approved at this session the three IPA grant agreements for the municipalities of Kumanovo, Aracinovo and Lozovo.

### 21, 22. и 23.03.2017

#### Regional workshops—Trainings for Business Planning

ADKOM, in order to support the process of business planning and development of a plan for transitional tariffs, organized and held the first term of three regional interactive workshops on the topic: Business planning according to a regional principle of participation of PUCs. The workshops were held in Skopje on 21.03.2017 for PUCs from Polog, Southwest and Pelagonija region, on 22.03.2017 for PUCs from Skopje, Northeast and Vardar region in Skopje, and in Kavadar-

ci on 23.03.2017 for PUCs from the East and Southeast region. At the three completed workshops the results of the questionnaires for self-assessment were summarized, work had been done on developing a SWOT analysis for the delivery of services for potable water and wastewater, considering the technical, commercial and financial factors. The participants of the workshop worked on developing statements on the vision and mission, strategic objectives and success indicators.

### 22.03.2017 - Skopje

#### Marking the World Water Day

In Skopje, on 22.03.2017, in Holiday Inn, the MEPP and the international community marked the water day of the topic: Water and wastewater. The purpose of this event was to emphasize the interdependence of water

and wastewater, taking into account factors such as climate change, population growth and economic development in the quest for sustainable development and sustainable solutions for water management.

### 22.03.2017 - Skopje

#### **First workshop of the Twinning Project – Strengthening the administrative capacities for implementation of the Waste Framework Directive (WFD) and Special Waste Streams Directives (WEEED, WBAD and WPD)**

The President of ADKOM, Mr. Spasovski, attended the first workshop of the project – Strengthening the administrative capacities for implementation of the Waste Framework Directive (WFD) and Special Waste Streams

Directives (WEEED, WBAD and WPD). The workshop took place on 22.03.2017, in the offices of the EU Info center. The participants at said workshop were informed about the activities that will be feature in the project.

### 23.03.2017 - Skopje

#### **Technological forum – The power of clean water**

At the invitation of the Rotary Club of Skopje, the employees of the Executive Office of ADKOM attended on 23.03.2017, in Skopje Hotel TCC Grand Plaza, the technological forum on: the Power of clean water, organized on the occasion of the World Water Day. The attendees at this event were addressed by Prof. Dr. Kochubovski from the Institute of Public Health of RM, who spoke about the health aspects of water, Mr. Sanen, a repre-

sentative of the project Reform in water sector on local level – Eptisa, who presented his view in the area of sustainable drinking water and provision of services for purification of waste waters in Macedonia, Mr. Ilber Mirta from the MEPP who spoke about water management in RM and Mrs. Petrovska from PE Water Supply and Sewerage Skopje, who presented the alternative sources of water supply in the city of Skopje.

### 28.03.2017 - Skopje

#### **Meeting of the Management Board of the project of Eptisa – Project for reform in water sector on local level Eptisa and partners in the consortium SETEC and GEING**

In the offices of Eptisa the fourth meeting was held of the members of the Management Board of Reforms in the System for Water Supply, Collection and Treatment of Urban Waste Waters at the Local Level – Eptisa and partners in the consortium SETEC and GEING. At this meeting, the team leader of the project, Mr. Sanen, gave a brief overview of the second report on the implemented activities of the project for the past period.

The members of the Management Board were also presented with the results for the period December 2016 to March 2017. This meeting also featured the presentation of the cooperation between all projects working in RM as well as the business plans and tariff adjustment for PUCs that are part of this project. Mr. Sanen also presented at said meeting the DCM platform and emphasized its importance.

### 28-30.03.2017

#### **Study visit to the Water fair in Berlin**

Organized by ADKOM between 28 and 30 march 2017, a delegation of Directors of the PUCs and mayors of several municipalities attended the international trade

fair for waters Wasser Berlin and participated actively in the forum for waters for the countries of the Western Balkans, held on 29 March.

### 30.03.2017 - Skopje

#### **55<sup>th</sup> session of the project to improve municipal services—MSIP**

On 30.03.2017 in Skopje, in the offices of the Ministry of Finance, the 55th session took place of the coordination committee of the project to improve municipal services—MSIP. Subject of this session were the review and approval of four IPA Grant agreements with the

municipalities of Bitola, Ohrid, Karpos and municipality of Probistip. The members of the coordination committee, upon reviewing the contracts approved them without objections.

### 30.03.2017

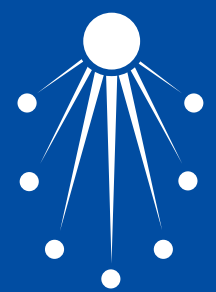
#### **Meeting of the Commission for Water Supply and Sewerage**

On 30.03.2017 the meeting was held of the Commission for Water Supply and Sewerage of ADKOM where a request was being drafted and it was sent to the MEPP and the Energy Regulatory Commission regarding the

settlement of the issue of taking into account the cost of atmospheric sewers in forming the price of water services and defining the ownership of fixed assets (water supply and sewerage network as well as facilities).

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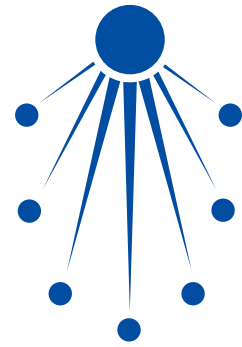












### 04.04.2017

## **Workshop—Advisory services for managing infrastructural assets for utility companies in SEE**

ADKOM, in cooperation with GIZ, organized on 04.04.2017 in Skopje— Holiday Inn Hotel a one day workshop for public utilities where participants were presented with the innovative project “Advisory services for managing infrastructural assets for utility companies in Southeast Europe.” The project is planned to be implemented through Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH— GIZ and Hydro-Comp Enterprises Ltd. From Cyprus and the In-

ternational Association of Water Supply Companies in the Danube Catchment Area— IAWD. The purpose of this project is to perform complete implementation of the activities in the companies that are associated with the application of the most advanced methodology for managing infrastructural assets— Asset Management (AM). It is planned for this project to last three years and to be implemented in three phases, each for a period of twelve months.

### 05. 06. and 10 04.2017

## **Workshops—Business planning according to a regional principle of participation of PUCs**

In order to support the process of business planning and development of the plan for transitional tariffs, ADKOM organized and held three regional workshops on the subject: Business planning according to a regional principle of participation of PUCs. The first workshop was held in Skopje on 05.04.2017 as part of the second term, where representatives of the PUCs from Skopje, Northeast and Vardar regions were invited and attended. The second workshop was held

on 06.04.2017 in Ohrid— Hotel Granit, attended by representatives of PUC of the Southwest, Polog and Pelagonia region, and the third workshop was held on 10.04.2017 in Skopje, attended by representatives from the East and Southeast regions. Consultants from ADKOM presented to participants at the workshops: the methodology for determining the tariffs for water services and the structure of the business plan and transition plan for tariffs.

**06.04.2017**

### **Second Workshop on the Twinning Project financed by EU – Strengthening the administrative capacities for implementation of the Waste Framework Directive (WFD) and Special Waste Streams Directives (WEEED, WBAD and WPD)**

On 06.04.2017, at the offices of the EU Info Centre in Skopje, a workshop was held which was attended by Mr. Spasovski as a member of the Project Management Board. The objective of this twinning project is to develop and introduce an improved system for waste management in the sectors working on this issue and to familiarize them more thoroughly with their role in this field, and through a series of workshops to create conditions for development

and improved functioning of the existing systems for waste management. Experts involved in the project presented at the workshop the competencies and obligations of the central government and the local self-government. At the same time, the attendees were presented with the way of cooperation between the bodies at central and local level, as well as their involvement in the system of extended producer responsibility.

**11.04.2017**

### **Meeting of the Commission for control and treatment of water**

On 11.04.2017, in the Executive Office of ADKOM, the first meeting took place of the Commission for control and treatment of water within ADKOM. At this meeting, the attendees elected a chairman and vice chairman of the commission. Members of the commission discussed the organization of specialized trainings in accordance with the received proposals from other

PUCs and preparing proposals for their organization. The members of the commission discussed and gave proposals for the work program and have concluded for the next meeting to be prepared a draft work program of the commission for 2017. Also, a proposal was made at the next meeting to discuss the Regulations for water that public utilities follow.

**11.04.2017**

### **Meeting of the Commission for communal hygiene**

The members of the Commission for communal hygiene of ADKOM held a meeting on 11.04.2017 in the Executive Office of ADKOM. The present members at the meeting made a proposal to split the existing Law on waste management in two laws: Law on managing municipal and other types of non-hazardous waste and Law on managing hazardous waste. For the next meeting, the commission members agreed each

member individually to make a proposal for trainings in the field of waste management in order to prepare a plan for trainings. The attending members reviewed the existing law on waste management, gave proposals for its amendment and give that the MEPP plans to prepare a new Law on Waste Management, comments may be submitted to them upon prior review by all PUCs.

**19.04.2017****31<sup>st</sup> Session of the Management Board of ADKOM**

On 19.04.2017 in Strumica, the 31st session of the Management Board of ADKOM took place. The members worked at the session as per the agenda and discussed the realized activities of ADKOM between two Sessions of the Management Board. Experiences were mutually exchanged in implementing the Execution Law and the next steps regarding this matter will be the responsibility of the

legal committee of ADKOM. The attendees were notified of the possibility of mutual participation at the international conference on Jahorina - BiH. The Executive Director of ADKOM presented before the attendees the conclusions of the meetings of the commissions within ADKOM. At this session, the participants were introduced to the planned future activities of the Association.

**20.04.2017****Questionnaire sent for four services—GIZ**

ADKOM, in collaboration with GIZ, sent a questionnaire to the PUCs aimed to investigate the opinions, views, attitudes and beliefs of representatives of public utilities in the Western Balkan region. The completion of this questionnaire is expected to provide answers about four potential products /

services, namely: Advisory services for Asset Management in the system for water supply and sewerage (WSS); Advisory services to reduce non revenue water (NRW); System to support decision-making for investment planning within the system for water supply and sewerage.

**24.04.2017****Coordinative meeting of the projects Reform in water sector on central level – consortium led by – NIRAS, the Project—Reforms in the System for Water Supply, Collection and Treatment of Urban Waste Waters at the Local Level—Eptisa and partners in the consortium SETEC and GEING, and the Project Development of a national study on waters**

In the offices of EPTISA, on 24.04.2017, was held a working coordinative meeting attended by representatives of MEPP led by Mrs. Ivanova, Mr. Wolff, team leader of the project— Reform in water sector on central level – consortium led by – NIRAS, Mr. Sanen, team leader of the project— Reforms in the System for Water Supply, Collection and Treatment of Urban Waste Waters at the Local Level— Eptisa and partners in the consortium SETEC and GEING, Mr. Hunt, team leader of the project Development of a

national study on waters, and a representative from ADKOM, Mrs. Karamiha Petrusheva. At this coordinative meeting participants provided information on the activities that are to come in their projects in order to not have overlapping. In the following period, a series of regional workshops will emerge from the projects, with representatives of the PUCs involved within those projects. The attendees were also introduced to the activities ADKOM will undertake in the following period.

**26.04.2017****Fourth session of the Management Board of the project for development of a national study on waters**

In the office of EPTISA, on 26.04. 2017, the fourth session took place of the Management Board of the project for development of a national study on waters. The team leader of the project for a national study on waters, Mr. Hunt, presented the project status and the activities thus far. After the presentation of the plan for institutional development, the report

on agglomerations and sensitive areas, members of the Management Board of the project approved the reports without remarks. In terms of future planned activities, the members of the Management Board of the project were asked to submit a schedule of all planned workshops to all members of the Management Board.

**26-28 04.2017****Korca, Albania - Workshop - Establishing of a HUB for commercial efficiency**

Organized by SHUKLB, in the period 26–28.04.2017, at the Utility company WSS in Korca, R. Albania, a workshop was held within the activities of D-leap to establish a HUB for commercial efficiency. Attendees at this workshop, as representatives from ADKOM, were Mrs. Angelova and Mr. Vrteski, SHUKALB representatives and representatives from the utility company from Brasov Romania. This Program for capacity building is one of the most important training programs of D-leap which will define a set of processes within the PUCs operating in the Danube region. The goals of this program are: Development of a practical program for sharing knowledge of PUCs operating in the Danube region and implementation of individual

programs to boost their commercial performance, and facilitate in creating a favorable environment for continuous and sustainable delivery of this program for sharing knowledge in the Danube region through qualified trainers, who will then be able to transfer and share this program with the PUCs in their own countries. Participants at the workshop worked on the following topics: Connecting commercial efficiency with business planning, ongoing assessment of efficiency based on indicators with emphasis on commercial efficiency, defining the commercial efficiency— strategic goals, analysis of water demand and other issues that are more important in terms of commercial efficiency.

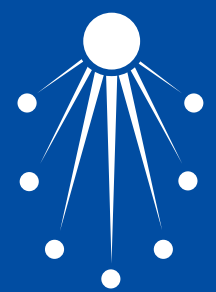
**27.04.2017****Workshop - Development of future policies for potable water and wastewaters at a national level**

At the premises of Skopje Fair, on 27.04.2017, a one-day workshop took place, organized by the project for development of a national study on waters. The purpose of the workshop is to obtain views on the project activity concerning the creation of policies for water supply and collection and treatment of wastewaters. These activities are to assess current and future water demands, development of water balance, taking into

account the effects of climate changes and assessing impacts on water quality from discharges of urban waste waters. The discussions at the workshop contributed to the identification of legal, environmental, technical and economic measures, as well as proposing an institutional system in order to increase efficiency in the management and use of waters and their protection from pollution.

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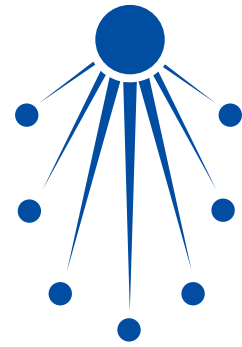
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**03.05.2017**

### **Skopje Meeting of the Commission for the control and treatment of water**

The members of ADKOM's Commission for the treatment and control of water met in the Executive Office of ADKOM on 03.05.2017, and worked according to the proposed agenda. At said meeting, upon consideration and a brief discussion regarding the prepared draft work program of the Commission on part of the Chairman of the Commission, it was adopted without objections. According to the plan for trainings for the current year 2017, the members of the Commission agreed, as per the priorities in daily operations, to have the following trainings organized by the Executive Office of ADKOM: Prescribed protection zones around the springs, wells, catchments and reservoirs, filtering raw water with sand filter and regulations and

standards for potable water in RM, Aggressiveness and stability of water (stability indexes) and carbonate stability of water (solving problems with deposition of limestone), Experiences with the use of new classes of spectrophotometry or other new methods, practical application of water treatment, technological opportunities to reduce organic matter in water, analysis of the decomposition of organic matter by applying the method of UV radiation or other methods and environmental acceptability and efficiency in modern procedures for water treatment. The members of the Commission proposed for the next meeting to consider and comment on the Rulebook on safety of potable water.

**04.05.2017**

### **One-day workshop on the preparation of business plans and Plans of transitional tariffs for PUCs for water supply, collection and treatment of wastewaters**

On 04.05.2017, ADKOM, in cooperation with IAWD (International Association of Water Supply Companies in the Danube region), the World Bank, the projects to reform the system for water and wastewater at the local and central level and the Regulatory Committee of RM, organized a workshop that will support six PUCs in the preparation of Business plans and Plans of transitional tariffs for public enterprises for water supply, collection and treatment of wastewater. The purpose of the workshop is to protect the interests and strengthen the work of public utilities in the Republic of Macedonia.

The six PUCs that ranked best according to established criteria were selected and attended the workshop, which took place in three sessions, featuring the following presentations:

- ▲ The structure of the Business plan and the required attachments – all information necessary for each PUC individually.
- ▲ The necessary data and variables for indicators of performance of the PUCs, as well as
- ▲ the Excel model of the Business plan and tariffs.

With the help of discussions, problems and obstacles in the implementation of the Business plan for each individual Public enterprise were identified, as well as the ways and possibilities for their solution. The six PUCs that will be supported in this process are as follows: PUC Nikola Karev – Probishtip, PUC Komunalec – Negotino, PUC Komuna – Novo Selo, PUC Komunalec – Sveti Nikole, PUC Dolneni – Dolneni, and PUC Komuna – Krushevo.

**05.05.2017****56<sup>th</sup> session of the Municipal Services Improvement Project – MSIP**

In offices of the Ministry of Finance of RM, on 05.05.2017, the 56th Session was held of the Municipal Services Improvement Project – MSIP. The members of the coordination committee reviewed and approved the contracts for IPA grant with the following municipalities: Cheshinovo Obleshevo, Sopsishte, Novaci and Zhelino. The Chief Project Coordinator, Mrs. Patlidzhankovska, explained that, in response to the IPA call published by the Ministry of Finance, the Municipality of Cheshinovo Obleshevo had submitted three projects, of which the subject of this contract for IPA grant are the following two “Construction of a well for improving the water supply of the village of Spanchevo with construction of a pipeline connecting the well to a reservoir” and “Construction of the street Stojan Jakimov and section 1 of the street Stojan Jakimov – village of Teranci.” Moreover, Sopsishte had applied with three

projects, namely Construction of a pedestrian lane – pavement on Str.1 in the settlement of Dolno Sonje, Reconstruction of the multi-purpose sports terrain in the settlement of Rakotinci (Vetrila) and Construction of a kindergarten. This contract for IPA grant applies only to the project “Construction of a kindergarten”, while the other two projects are in a tender procedure. The municipality of Novaci has applied for grant money for the project for Construction of a multifunctional playground in the village of Dolno Aglarci. The municipality of Zhelino has applied to use the grant money for the project for the Purchase of tractors with the following equipment: a tanker, a trailer and a mulcher that will be purchased for the needs of the public enterprise “Mirmbajtja” and will be used for the maintenance of public roads, public cleanliness and green areas on the territory of the municipality of Zhelino.

**05.05.2017****Working meeting held between ADKOM, ZELS and the Projects “Reforms in the System for Water Supply, Collection and Treatment of Urban Waste Waters at the Local and Central Level”**

In the premises of the The Association of the Units of Local Self-Government of RM – ZELS, on 05.05.2017, was held a working meeting attended by Mr. Sanen, the team leader of the project Reforms in the System for Water Supply, Collection and Treatment of Urban Waste Waters at the Local Level – Eptisa and partners in the consortium SETEC and GEING, Mr. Wolf, the team leader of the project Reforms in the Water Sector at the Central Level – consortium led by – NIRAS, Mr. Spasovski, President of ADKOM and Ms. Karamiha Petrusheva from ADKOM, Ms. Perisic and Ms. Serafimova from ZELS. The Executive Director of ZELS was presented by the team leaders of the two projects with the activities that are part of the

projects at local and central level and the activities related to the preparation of business plans of the PUCs that are part of both projects. The President of ADKOM informed the representatives of ZELS that ADKOM is also in the process of developing business plans of six PUCs, an activity that ADKOM realizes within the project and cooperation with IAWD – International Association of Water Supply Companies in the Danube Region. At this meeting, Mr. Zanetti informed Ms. Perisic of the organization of a one-day forum on regionalization of the water sector and also invited her to participate in said forum, given that ZELS is an association of the units of local self-government in RM.

**09.05.2017****Meeting of the Commission for parks and green spaces of ADKOM**

At the meeting of the Commission for parks and green spaces of ADKOM, held at the Executive office of ADKOM, they discussed the obligations they have as employees in the sector for parks and green spaces due to the spring season, but they do not face any ongoing problems that should be under discussion. The Commission members consider the current problems in the sector to be internal problems of the PUC, related to charging and purchase of mechanization. The preparation of the work program of the commission will be prolonged for the next meeting for technical reasons. For the following meeting, the commission chairman will prepare the draft work program for

2017 and the remaining members will provide their own suggestions and ideas that will be additionally included in the program. Regarding the amendment to certain articles of the Law on greenery, the commission members proposed to prepare an amendment to Article 3 paragraph 2 of the existing law. The commission members believe that this change will fully protect PUCs in their implementation of ongoing activities. The proposal will be submitted to members of the legal commission of ADKOM to be further developed and will be sent as a proposal to the lawmaker – the Ministry of Transport and Communications of the Republic of Macedonia.

**09.05.2017****Meeting of the Commission for Human Resources of ADKOM**

The members of the Commission for Human Resources of ADKOM held a meeting on 09.05.2017, at the Executive Office of ADKOM. At said meeting, attendees discussed current problems in daily operations, the following being the most pressing ones: Publishing announcements for employment in this period and what is the procedure for the same. The members of the Commission, upon mutual exchange of opinions, agreed ADKOM to organize a one-day workshop to share experiences regarding the drafting of a rulebook on salaries, preparation of a rulebook on employment and the manner of proceed-

ing with disciplinary actions. The attendees agreed experiences to be shared at the workshop by the employees of PUC Komunalec – Strumica and PUC Vodovod i kanalizacija – Prilep, since they apply the above rulebooks and in order to share their experience with other PUCs that are facing difficulties in applying them. Members of the commission, in terms of the received questionnaires to assess the need of trainings in PUCs, agreed it is necessary to prepare a list of trainings on a quarterly basis for 2017 and it will be further developed at a following meeting of the commission.

**10.05.2017****Meeting of the Commission for legal affairs of ADKOM**

The members of the Commission for Legal Affairs of ADKOM held a meeting in the Executive Office of ADKOM on 10.05.2017. The participants reviewed the material submitted by members of the Commission on communal hygiene of ADKOM to amend the existing Law on waste management. Upon reviewing the material and a short discussion, the members of the Commission for legal affairs of ADKOM tasked the competent service to prepare the draft text, and the letter with the amendments to be submitted to the MEPP and to the State Environmental Inspectorate of RM. According to the preparation of a work plan and trainings of the Commission for 2017 on a quarterly level, the attendees gave the following suggestions for trainings: Training for

the Law on Labor Relations in accordance with the amendments, Training for the Law on Mediation, Training for the Law on Protection from Whistleblowers, Training for work competences, Training for Law on Whistleblowers, and Training on the Mobbing Law. The employees in the Executive Office of ADKOM will have to devise for the following period a plan for the organization of trainings, and timely inform the members of ADKOM. Moreover, at this meeting, the members of the legal commission requested that the Executive Office of ADKOM organize a one-day workshop on the implementation of the Public Notary Law and the Execution Law, as in the current operations, in terms of annual suing of debtors, PUCs are facing major problems.

**10.05.2017****Meeting of the Commission on water supply and sewerage of ADKOM**

The meeting of the Commission on water supply and sewerage of ADKOM was held on 10.05.2017 in the Executive Office of ADKOM. This meeting, besides the members of the Commission, was attended by Mr. Dimitrov, a consultant from the project – Reforms in the System for Water Supply, Collection and Treatment of Urban Waste Waters at the Local Level – Eptisa and partners in the consortium SETEC and GEING GEING, and Mr. Vrteski, external consultant of ADKOM. At the meeting, the attendees discussed as to the preparation of an opinion over the Draft – Rulebook on the manner and procedure for determining the tariff for water

service and the regulatory tariff for water service. Upon reviewing the suggestions provided by the attending employees in the Executive Office of ADKOM, they were required to summarize them and submit them to the Energy Regulatory Commission of the Republic of Macedonia. At the same time, at the meeting the draft methodology was reviewed and discussed in relation to determining the tariffs for water service. The commission members drafted specific changes that will be submitted to the ERC and a proposed list of indicators. The members of the commission scheduled the next meeting for the beginning of June.

**11.05.2017****First National Forum for regionalization of the water sector**

Organized by the project “Reforms in the System for Water Supply, Collection and Treatment of Urban Waste Waters at the Local Level”, in cooperation with the Delegation of the European Union, the Ministry of Finance (CFCD) and the Ministry of Environment and Physical Planning, the “First national forum for the reorganization of the water sector” was held on 11.05.2017 in the City Hall in Skopje. The invited participants in the forum were PUCs that are part of the projects – Reform in water sector on central level – consortium led by – NIRAS, and the project Reforms in the System for Water Supply, Collection and Treatment of Urban Waste Waters at the Local Level – Eptisa and partners in the consortium SETEC and GEING. The forum, on the part of ADKOM, was attended by Mr. Spa-

sovski and Ms. Karamiha Petrusheva. The purpose of organizing this forum was familiarizing attendees with the possibility of reorganization of the water sector in RM, the options for separation, regionalization, IMC (inter-municipal cooperation) and commercialization. The consultants of the project, through presentations, gave an evaluation of how the water and waste water services can be separated from other communal services and how the delivery of the services can be regionalized and commercialized. It was concluded at the forum that the PUCs for the most part have low tariffs and insufficient investments. The presenters presented international experiences on the manner of regionalization in Romania, Bulgaria and Kosovo.

**12.05.2017****Preparatory session of the Energy Regulatory Commission of R. Macedonia**

At the invitation of the Energy Regulatory Commission of R. Macedonia, on 12.05.2017, in the offices of the Economic Chamber of RM, a preparatory session took place at which the draft – Rulebook was presented on the manner and procedure for determining the tariff for water services and the regulatory tariff for water service and the draft – Methodology for determining tariffs for water service. The session was attended by representatives of the PUCs, representatives of the water management companies, as well as representatives of the projects Reform in water sector on central level – consortium led by – NIRAS, the project Reforms in the System for Water Supply, Collection and Treatment of Urban Waste Waters at the Local Level – Eptisa and partners in the consortium

SETEC and GEING. The session was attended by the President of ADKOM, Mr. Spasovski, who, on behalf of the members of ADKOM, presented the prepared remarks on certain articles in the draft – Rulebook on the manner and procedure for determining the tariff for water service and the regulatory tariff for water services and in the draft – Methodology for determining tariffs for water service. Moreover, the members of ADKOM also prepared certain comments as to the indicators of the methodology. The professional adviser at the ERC, Ms. Nelovska – Chuchuk, noted at the meeting that the comments will be taken into consideration and stated that a written response will be submitted regarding the remarks submitted to ADKOM.

**17.05.2017****Conference on sustainable waste management at the regional level**

On 17.05.2017, at Skopje Marriott Hotel, by the project "Preparation of documents required to establish an integrated and financially self-sustainable system for waste management in Pelagonia, Southwest, Vardar and Skopje region", in collaboration with the Ministry of Environment and Physical Planning of RM, a one-day conference took place on "Sustainable waste management at the regional level." The conference was opened with the speech by the Head of the Department of Infrastructure, Agriculture and Social Policies in the Delegation of the European Union, Mr. Di Veroli. The attendees were addressed by the Deputy Minister of Environment and Physical Planning, Mr. Temelkovski, who in his speech stressed that the actions to implement the policies on waste

management in the Republic of Macedonia will contribute to improving the standards of waste management in our country. The project aims to achieve an integrated and financially self-sustainable system for waste management in Pelagonia, Southwest, Vardar and Skopje region and improve the living standards of approximately 1,200,000 residents of 43 municipalities in the aforementioned regions who are currently annually producing 330,000 tons of waste. The main purpose of a conference of this kind was in terms of raising awareness about the importance of Integrated systems for waste management and increasing the visibility of the Project, as well as promoting the EU policies and projects for waste management of the MEPP.

**19.05.2017****Meeting of the working group of the project Development of a national study on waters**

On 19.05.2017, in the offices of EPTISA, a meeting took place with the members of the working group that is part of the project – Development of a national study on waters. The meeting was attended by the President of ADKOM, Mr. Spasovski, and Ms. Karamiha Petrusheva. The team leader of the project, Mr. Hunt, presented to the attendees the fourth activity of the project: De-

velopment of specific plans to implement the Urban Waste Water Directive and the Directive on potable water and activity 6 Development of a program for water supply and collection and treatment of wastewater. The members of the working group were introduced to an overview of the sources of funding in terms of the types of sources, competent authorities and beneficiaries.

**26.05.2017****Forum for the reorganization of the water sector and Workshop to share best practices from the application of the Law on employment in public enterprises**

On 26.05.2017, ADKOM organized a one-day forum attended by employees in PUCs – members of ADKOM, representatives of the Ministry of Transport and Communications, representative of the MEPP – Water sector and a consultant from Eptisa for the project Reforms in the System for Water Supply, Collection and Treatment of Urban Waste Waters at the Local Level – Eptisa and partners in the consortium SETEC and GEING. At this round table, the attendees developed a discussion regarding the reorganization of the existing water sector, where the attendees aired their views and opinions on this issue before the representatives of relevant ministries. Upon a constructive discussion by the participants, the following conclusions were adopted, to be submitted in written form to the members of the Management Board of ADKOM:

PUCs, through ADKOM, to be more actively involved in the three water supply projects, ADKOM in the name of PUCs to apply for the establishment of a Water Agency, an independent body directly accountable to parliament, which will be responsible for the entire water sector and all projects and investments will be implemented through this agency, to ask the MEPP to prepare through IPA an underground cadastre for all municipalities, the reports of the management boards (steering committees) of all three projects on the part of ADKOM to be sent to the PUCs members of ADKOM for any possible comments regarding the idea for regionalization through ADKOM, to notify the MEPP and EPTISA and to organize several workshops attended by all the PUCs in order to hear their views and opinions and to seek approval in terms of their activities.

In the second part of the workshop, the employees of the PUCs that were present had the opportunity to share experiences through exchanges of good practices in the application of the Law on employment in PUCs. A representative of PUC Komunalec Strumica shared with his colleagues experiences they have had with the way of preparation of employment plans, the

procedure in the manner of employment and the application of the rulebook for disciplinary action. The representative of PE Water and Sewerage (Vodovod i kanalizacija) Prilep present the whole process to the attendees in the way of implementation of the employment procedure for providers of public services and administrative officials.

### 30.05.2017

#### **Meeting of the working group of the project – Reform in water sector on central level – consortium led by – NIRAS**

The meeting of the working group within the project – Reform in water sector on central level – consortium led by – NIRAS held a working meeting where the consultant, Mr. Neshovski, presented the drafts of the Strategy for Information and Communication (2017 – 2019), the Operational plan 2017 and the Situational analysis. According to the presented strategy for information and

communication, the role Aof DKOM is meant to be in the part of coordination of communication activities between PUCs, dissemination of information between the PUCs and cooperation with the MEPP, the municipalities and the PUCs that will need to be engaged in the implementation of key messages regarding the reforms in the water sector at the local level.

### 31.05.2017

#### **Consultative workshop on the implementation of the Public Notary Law and the Execution Law**

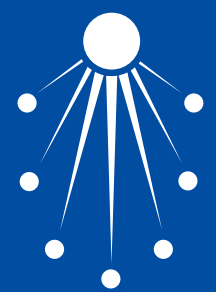
On 31.05.2017, ADKOM organized a one-day workshop on the Public Notary Law and the Execution Law, attended by representatives of public utilities in R.Macedonia, representatives from the Chamber of Executors of RM and the Macedonian Lawyers Association. The purpose of organizing this workshop was to clarify and further explain certain ambiguities that emerged from the moment of commencement of application of the above laws by the notaries, bailiffs and lawyers. The attendees were addressed by a representative of the Chamber of Executors who gave a picturesque presentation of how to apply for extrajudicial debt collection to the

Chamber of Executors of RM through the website of the chamber. Many questions were posed by the employees of the public utilities, both to the representative of the Chamber of Executors of RM and to the representative of the Lawyers Association. At the end of the workshop it was concluded for the Legal Commission of ADKOM to hold a meeting on which a text will be drafted in the form of a request for legal interpretation of the provisions of the Law that deals with the deadline for obsolescence and said request to be submitted to the Legislative Legal Committee of the Assembly of the Republic of Macedonia.

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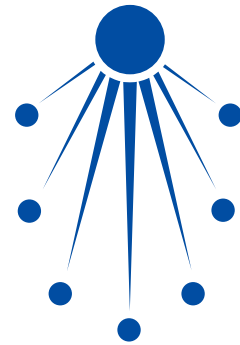
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05-10.06.2017

### Academic visit Lisabon-Portugal

In the period from 05 to 10.06.2017, in organization of the project National Waters Study was organized an academic visit to Portugal. At this academic visit, representative of ADKOM was Mr. Spasovski, as member of the Management Committee of the project. There were realized visits at local Ministry for Ecology, the Association of Water in Portugal and meeting

with representatives of Regulatory Committee. The participants were acquainted with the structure and the work of public utilities and exchanged experiences in the work. As part of the study tour, the participants were acquainted with the implemented reforms in water sector in Portugal. Also, it was realized visit at water refining station in Porto.

06.06.2017

### Training for development of waste management programs

On 06.06.2017, at Skopje Porta Hotel was organized and realized one-day training for the development of waste management programs. This training is first in the series of trainings that will follow in accordance with the prepared list of trainings by the members of the Committee for Communal Hygiene of ADKOM. The training was attended by the employees from the Public Utility Commission in the utility hygiene sector and in the first part of the workshop they were introduced with the legal regulations and obligations arising from the Law on Waste Management by

the trainer Ms. Apostolova. On the training, the participants were introduced and discussed about the rights and the obligations of the PUC in the area of industrial waste collection, the attitude and manner of recycling and a number of other activities in this area. At the training, Mr. Dojchinovski, the president of the Committee for Communal Hygiene of ADKOM, presented the program of JKP Komunalec- Bitola to the participants and shared experiences with the present colleagues on how to prepare their waste management programs.

**08.06.2017**

### **Training for prescribed protection zones around the springs, wells, capptusses and reservoirs**

On 08.06.2017 year, the first training of the Committee for control and processing of water of ADKOM was held in Skopje Holiday Inn Hotel. Training for prescribed protection zones around the springs, wells, capptusses and reservoirs is the first of the trainings that suggested the members of the Commission for control and processing of water of ADKOM. The training was led by Prof. Dr. Kochubovski. In the first part of the training, he presented the legal regulations for drinking water in the area of physiological importance of water, diseases related to water and burden of diseases, sources of chemical contamination, access to clean drinking water and the future of the water in RM. In the second part, the participants considered and discussed with regard to the Rulebook on water safety, No. 46/2008, and the manner of work in accordance with the same. The participants of the training were acquainted with the proposal for new drinking water regulations: Rulebook on drinking water safety, Rulebook for

methodology, detailed conditions for the facilities, equipment and professional personnel, the manner and procedure for monitoring the safety of the water intended for human consumption, Rulebook for the equipment and professional staff of the legal entities and individuals supplying water intended for human consumption, clearing and methodoogy for disinfecting the water. Most of the discussions were in the part of the protection zones and the manner of preparation of the elaborates for the proteccion zones. After the presentation by Prof. Dr. Kochubovski, attendees concluded within seven days will send an e-mail to the Executive Office of ADKOM with remarks and comments about the new Rulebook which is preparing. The recieved remarks and comments will be sublimate by the Executive Office of ADKOM and will send a letter to the Agency for Food and Veterinary and the Ministry of Health of RM on behalf of its members.

**14.06.2017**

### **Workshop for the responsible persons in PUC for collecting, filling in and controlling data in the DANUBIS-DCM portal**

On 14.06.2017, ADKOM organized a one-day workshop for its members attended by responsible persons in the PUC, who were appointed for collecting, filling and controlling the data in the DANUBIS-DCM portal. This workshop was organized in order to enable those PUCs that did not participate on previous trainings to train their employees that will determine them for data collection and analysis. This workshop is the last of the series of workshops that ADKOM held in the past period and are part of the activities of ADKOM in the framework of the mutual cooperation with the IAWD- International Association of Water

Supply Companies in the Danube region, the World Bank, the EU Reform Project for the V&OB on local level and the Regulatory Commission of the RM for determining responsible persons in the PUC and their training for data collection and use of the DANUBIS-DCM portal in support of benchmarking in RM. Firstly, the participants of this workshop were introduced with the data management system in DANUBIS-DCM-developing the capacities of the PUC to improve the efficiency of utilities. In the second part of the workshop, the participants, through practical exercise, worked on entering and controlling the data in the regional data management portal.

15.06.2017

### Working meeting with representative of EU delegation

On 15.06.2017, after the arrival of the demand by the representative of the EU delegation-Mr. Pajarskas, in the Executive Office of ADKOM was held a meeting at which attended the President of ADKOM- Mr. Spasovski. According to the evaluation of the impact of the IPA funds, at the meeting was discussed for encouraging the reforms in the environment and energy sector, according to which the numerous projects implemented in RM

will be evaluated. Mr. Pajarskas was informed that ADKOM is involved in several projects in which it has a member in Management Committees and is regularly attended and at same time all activities are followed in their implementation. Mr. Spasovski, the President of ADKOM, was interviewed about activities implementation of projects in the area of relevance, progress and achievements so far and gave his view on the project's work.

15.06.2017

### 32<sup>nd</sup> meeting of Management Committee of ADKOM

On 15.06.2017, in Skopje attended the 32<sup>nd</sup> meeting of Management Committee of ADKOM. At this meeting, the members of the Committee considered and discussed the realized activities of the Executive Office of ADKOM. During the meeting was discussed about the conclusions reached from the round table on theme reorganization of the water sector and obliged the Executive Office of ADKOM, at the beginning of September, to organize a meeting with MEPP and present the activities of ADKOM. In the part of the reorganization of the sector, the participants proposed to organize round tables on this topic, so that the representatives of the PUC can

point out their views in line with the reorganization of the water sector in future. The members of the Board of Directors regarding the held workshop on the Law on Notary and the Law on Enforcement considered and approved the conclusion of the workshop. At the meeting were given reports for the held working meeting in Belgrade organized by GIZ ORF for asset management and the realized study visit to Portugal organized by the National Waters Study Project. At the 32<sup>nd</sup> meeting, the Executive office of ADKOM will begin to implement the planned trainings that were considered and approved from September this year.

27 and 29. 06.2017

### Workshop for the responsible persons in PUC for preparation of bussiness plans and draft plans for adjusting the tariffs for water services

On 27 and 29.06.2017, in the frame of the project of bussiness plans ADKOM organized and held two workshops for the six PUCs that are given direct support in the preparation of bussiness plans (PUC Nikola Karev- Probishtip, PUC Komunalec- Negotino, PUC Komuna- Novo Selo, PUC Komunalec- Sveti Nikole, PUC Dolneni-Dolneni, PUC Komuna- Krushevo). For this project, the committed consultants, individually with the representatives of the PUC, worked detailed on the content of the bussiness plan

for water services and data provided by the PUC that were elaborated in detail. Attendees were working on corection of the completed tables in the part of the adjustment plan, the total cost, the revenues from water services, support services, regulated income, basic assets, basic assets for the base year and other data. Also, on these two workshops was working on improving the draft versions of the prepared content of the bussiness plans as well as the given technical information.

29.06.2017

## Workshop for consolidation the research techniques in organization of GIZ ORF

The second workshop, Workshop for consolidation the research techniques in organization of GIZ ORF, took place on 29 and 30.06.2017 in Zagreb where were invited and attended the representatives from Aquasan, IAWD, NALAS as other involved sides in realization of the project. Representatives of ADKOM were the president of Management Committee Mr. Spasovski and the member of Management Committee of ADKOM Mr. Gjorgjevski. This is the one of the series of workshops that will be organized in future. At this workshop were presented the initial findings from the study on the market and SWOT analysis for the forth products: non-revenue water, asset management support system and

discussion about next key phase in business planning. The workshop participants had presentation for work on these themes: initial findings from market studies, it was discussed about management in the initial findings related to the conducted market studies in the area of product asset management. The representative of NALAS represented the system for support and investment planning, such as the system for investment planning. In the part of non-revenue water were presented the method of input and studies related to non-revenue water. After sending the conclusions from the workshop, the Executive Office of ADKOM will share them with its members.

29.06.2017

## Meeting of the working group of the project Development of a National Study on Waters

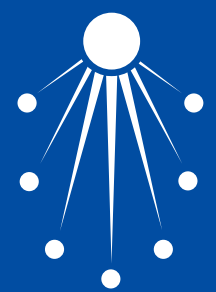
On 29.06.2017, in the offices of EPTISA, a meeting took place with the members of the working group that is part of the project Development of a national study on waters. As representative of ADKOM and member of the working group attended Mr. Bozhinovski from PUC Vodovod I kanalizacija – Skopje. The aim of the meeting was representing the progress of the project

activities in front of the members of the working group. There were reviewed and worked on two activities h: Activity 4-Development on specific plans to implement the Urban Waste Water Directive and the Directive on potable water, and activity 6- Development of a program for water supply and collection and treatment of waste water.

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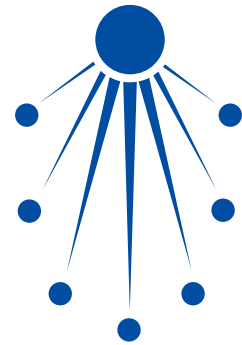
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06.07.2017

### **Coordinative meeting held between the Project for Reforms at Local and Central Level, Project for Development the National Water Study, and ADKOM**

On 06.07.2017, in the offices of the project for Reforms for Water Sector at Central Level- consortium led by NIRAS was held coordinative meeting between team leaders of project Reforms in the System for Water Supply, Collection and Treatment of Urban Waste Waters at the Local Level- EPTISA and partners in the consortium SETEC and GEING led by Mr. Sanen, Mr. Hant, representative of the project National Study for Waters and Mr. Wolf, representative of the project Reforms in the Water Sector at the Central Level- consortium led by – NIRAS. At this meeting, as representatives of ADKOM were Ms. Karamiha Petrusheva and Mr. Vrteski. The purpose of this meeting was to exchange the mutual experiences in the way of developing business plans. Mr. Hant was the leader of this meeting and through presentation he introduced the participants the differences in population projections made by the Project at Central Level, that the Project at Local Level uses so-called NWA projections in the business plan, and pointed out that during the operation it turned out that it was not practical to change the access to this phase

of business plan preparation. Mr. Popovski, the representative of the project Reforms in Water Sector at Central Level- consortium led by – NIRAS gave his own views and remarks on the preparation of the business plans for 17th PUCs that prepares their project. The representatives of ADKOM requested from Mr. Popovski to share the elaborate for price availability that was sent to ERC by them. In the part of planned investments, Mr. Hant stated that only short-term investments are using for the period 2018-2020. At the end of the meeting, it was introduced to the participants the next phase of EPTISA projects and the possibility all three projects to integrate their training packages and give them to ADKOM. At the same time, the participants agreed that it is necessary to prepare a National Program for 2018 year and to initiate and undertake activities for it and the possibility for reconstruction the National Water Council. Ms. Ivanova from MEPP obliged the team leaders of the three projects to be ready for presentation of their business plans for PUCs as part of their projects until 15.09.2017.

**10 - 14 .07.2017****Academic visit in Poland**

In organization of the project Reforms of the Water Sector at Central Level- consortium led by NIRAS, it was realised a five-day visit to Poland where were invited representatives of seventeen PUCs as part of this project. Mr Spasovski attended at this visit as representative of ADKOM and at the same time a member of the Management Committee of the project. During the visit, a number of meetings were realized, among which was the meeting of the representatives of the National Board for Water Management of Poland at the Ministry of Ecology. At this meeting, the participants of the study visit were introduced to the way the water sector works in Poland and the manner of work of the PUC. Regarding the work of the regulator in Poland, it was presented the manner of

establishing the water regulator, ecology and economy regulations, politics of water sector, the water amount and the principles of water services. In the frame of this visit was also visiting PUC in Radom, where in front of the attendees were presented the work of public enterprise, the financial aspects, the prices and the business plan of PUC. The participants of this study visit had the chance to meet the representatives of the PUC Chamber in Poland. During this working meeting were presented the manner of Chamber working, the role of the Chamber in establishing the water price and the politics for water price. The participants of this study had the opportunity to exchange experiences in the area of working and functioning with the colleagues from the local PUCs.

**14.07.2017****Final Conference of the project for Development of Capacities for Business Planning**

On 14.07.2017, at Skopje Fair, ADKOM organized the last conference of the Project 'Development of Capacities for Business Planning', which was supported by International Association of Water Supply Companies in the Danube region (IAWD) and was in function of support by PUC for water supply in preparation of the Business plan and the Plan for tariffs adjustment. At this meeting attended Ms. Wolf, representative of IAWD, representatives of Energy Regulatory Commission of RM, representative of GIZ ORF MMS, representatives of EPTISA and PUC's employees. During the preparation of their business plans and plans for transitional tariffs, the six PUCs that will be supported by ADKOM in this process are as follows: PUC Nikola Karev - Probishtip, PUC Komunalec - Negotino, PUC Komuna - Novo Selo, PUC Komunalec - Sveti Nikole, PUC Dolneni - Dolneni, and PUC Komuna - Krushevo. Ms. Lazova-the president of the ADKOM Supervisory Board opened the event and expressed gratitude to the IAWD representative for the support and realization of this project. Their own approaching had Mr. Mirta, the representative of water sector at MEPP, Mr. Eljmazi, the representative of ERC of RM and Ms. Wolf from IAWD. Ms. Wolf, from IAWD, presented the activities of IAWD to support the associations and PUCs in the region. The Executive Director of ADKOM- Ms. Stojanovska introduced the activities implemented during the realization

of the project for development of capacities for business planning for six PUCs. The consultant Mr. Vrteski presented the process for business planning and method of making business plans and Prof. Dr. Angelova presented the Plan for tariffs adjustment. In front of represents at this event, their own experiences were shared by Mr. Minovski-representative of PUC Nikola Karev- Probishtip and Ms. Efremova Trajkovska- representative of PUC Komuna- Krushevo. It will be presented the future activities that IAWD will have to build the capacities of PUC and ADKOM will be involved as member of IAWD. After the presentations for project implementation and the problems that PUC faced with, in the part of preparation their business plans and plans for transitional tariffs, as more important topics that developed during the time planned for discussion were in the section: changing the accounting system in direction of cost allocation, the significance of the business planning process, the key for allocating the common costs of revenues etc., the percentage of liquidity - the proposal of the enterprise itself, WACC- transfer of own funds, differences in prices, the enterprise to decide for maximum or minimum tariffs, how to determine and whether to limit the tariff to a certain amount- one tariff is over another and the availability of services - the compensation for the total water services not to be more than 3,2 % of the revenues.

**17.07.2017****Working meeting with representative of the Municipal Services Improvement Project – MSIP**

On 17.07.2017, at the Executive Office of ADKOM, a working meeting was held between Ms. Stojanovska, the Executive Director of ADKOM and Mrs. Patlidzanovska, the Chief Coordinator of the Coordination Committee of the Municipal Services Improvement Project – MSIP. The purpose of this working meeting is detailed presentation of danubis-dsm portal. Mr. Vrteski briefly introduced to Mrs. Patlidzanovska the part of portal's functioning, possibilities for data input, analysis, data

storage and printing. In front of Mrs. Patlidzanovska was considered the possibility of entering the data for IBNET by the employees through DSM platform instead of filling out the excel tables as before. The MSIP Chief Coordinator pointed out the activities implemented at the moment and the possibility for mutual cooperation. At this meeting was discussed about the ways of how the World Bank could support the process of filling data in DSM by the PUC.

**19.07.2017****Workshop – Presentation of future politics and identified investment management in the Waters Sector necessary for compliance with EU directives**

In organization of MEPP, on 10.07.2017 in Skopje Marriot Hotel, the Ministry for Finance and EU Delegation organized workshop on theme: Presentation of future politics and identified investment management in the Waters Sector necessary for compliance with EU directives. At this workshop were invited representatives from relevant ministries, sponsors, ELS and PUC's employees. The purpose of the workshop was presenting the future politics for operating the Waters Sector with main focus on indicators for water operating. During the

workshop, it was presented database of the projects, the identified investment costs for accomplishing the main requirements of the Drinking Water Directive and Urban Wastewater Treatment Directive (DSIPs) and the possible identified sources for financing. It was presented the criteria proposal for projects prioritizations that will be implemented in shorter or longer period of time and the time frame for implementation based on implementation costs and financial possibilities.

**20.07.2017**

**Meeting between the Management Committee of the project Preparation of Project Studies (FSs, EIAs, CBAs) design and tender documentation for establishing integrated and financial self-sustaining waste management – System in the East and North-East region**

On 20.07.2017, in EPTISA's office was held the last meeting between the members of the Management Committee of the project. In front of the members of the Committee was introduced the whole procedure during the project realization. Mr Mentis, deputy team leader of the project, presented the accomplished goals in the area of preparation the required project studies as technical and tender documentation in construction the selected facilities for treatment and disposal of waste, including the preparation of the feasibility study, the analyzes for costs and benefits for selected sites for treatment and disposal of waste

for the East and Northeast planning region. Also, there were introduced feasibility studies, the environment impact assessment study and costs and benefits analyzes for establishing integrated and financial self-sustaining waste management system for both regions. The presented members of the Management Committee were introduced with the prepared and approved IPA applications for the tender dossiers for work contracts for the construction of the selected facilities for treatment and disposal of waste for the Eastern and Northeastern regions, which were adopted by the members of Management Committee.

**25.07.2017**

**Working meeting held between Management Committee of the Project- Reforms in the System for Water Supply, Collection and Treatment of Urban Waste Waters at Local Level- EPTISA and the partners in consortium SETEC and GEING**

On 25.07.2017 year, at EPTISA was held the fifth meeting of Management Committee of the Project for reforms in water sector at central level, whereas were presented last activities of the project about

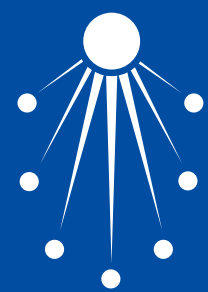
preparation of bussiness plans and transitional tariff plans for 12 PUCs that are part of the project. Also, there were presented the future activities planned to be completed by the end of the project.

**27.07.2017**

**Meeting of the Project- Reforms in Water Sector at Central Level consortium led by NIRAS**

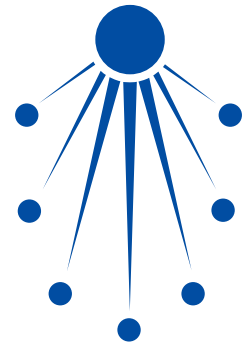
Ha 27On 27.07.2017 year, the third meeting of Management Committee of the Project for reforms in water sector at central level was held at NIRAS, where were presented last activities of the project about

preparation of bussiness plans and transitional tariff plans for 17 PUCs that are part of the project. Also, there were presented the future activities planned to be.



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AUGUST



17.08.2017

### Thirty Third Session of the Management Committee of ADKOM

On 17<sup>th</sup> of August, 2017 in Skopje, in the premises of PE Vodovod I kanalizacija was held the thirty third session of the Management Committee of ADKOM. At the beginning of the session, the realised activities of the Executive Office of ADKOM between two sessions were represented to the members of the Management Committee. The attendees followed the report of the completed project 'Capacity Development for Business Planning', which was realised by ADKOM with IAWD project support with purpose to support the six PUCs for water supply to prepare business plan and a plan for adjusting the tariffs. The members of the

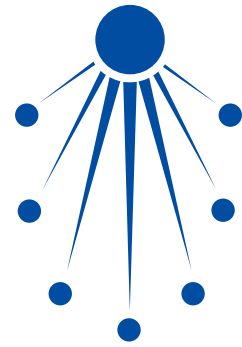
Management Committee of ADKOM were attendees to this meeting and they exchanged their experiences regarding the problems which PUC faces with when companies are closing because of their debt to PE, problems with interest payment at overdue payment of VAT and profit tax. In addition, at the meeting were exchanged experiences regarding the mandates of the members of the Management Committee and Supervisory Committee of PUC and the actual problems in the communal activity with proposals for acting and drafting a letter to the Government of the Republic of Macedonia by the ADKOM members.

21.08.2017

### A Meeting of the Steering Committee of the Project 'Development of the National Water Study—EPTISA

On 21<sup>st</sup> of August, 2017 in Skopje was held a meeting of the members of the Steering Committee of the project 'Development of the National Water Study' in the premises of EPTISA. Miss. Todoroska, the Executive Director of EPTISA, represented the final report on the project including the following realised activities: Institutional development, Water policy, Agglomerations and sensitive areas, Implementation plans for directives, Strategic framework for sludge,

Investment programme for water and wastewater and Capacity building for managing investment projects. During the meeting were presented the purposes of the project, the overview of each task, the obtained results, the events (working groups, workshops and trainings), sustainability and the final conclusions and recommendations. The members of the Steering Committee of this session unanimously approved the final report of the project.



06.09.2017

### Working Meeting with Representatives from the National Bank

On 6<sup>th</sup> of September 2017, a working meeting was held in the Executive Office of ADKOM attended by Mrs. Lopez, Head of Infrastructure programme at the World Bank in Viena and Ms. Gabrich, Water Supply Specialist at the World Bank. The purpose of this meeting was the determination of further cooperation between IAWD— The International Association

of Water Supply Companies in the Danube River Catchment Area and ADKOM in the water supply sector. ADKOM represented the DSM platform, the activities in the field of business plans development and the tariff adjusting plan for six PUCs and the planned future activities which were supported by IAWD.

12-15.09.2017

### Study Visit in Milano, Italy

ADKOM with its own representative was a part of the study visit in Milano, Italy realised according to the project task in the framework of the project for the Water Sector. On this study visit were organised meetings with the Regulator for water services of Italy whose representatives represented the programme and working of the Regulator for water services. As a part of this study visit a meeting was held between the Representatives of the Ministry of Environment of Italy, as an organ that operate with waters, and the

delegation of the Republic of Macedonia. This meeting was about working presentation and the cooperation between the Regulator for environmental protection. Part of the study visit was a visit to the treatment plant in Bresha. The company A2A SpA was a host of the delegation of the Republic of Macedonia because this company manages with this treatment plant. At the working meeting, it was represented the company investment strategy and the way of managing the wastewater network to the attendees.

**13.09.2017**

### **Last Conference of the Project 'Preparation of Project Studies (SI,EIA,CBA) and Project and Tender Documentation for Establishing Integrated and Financial Self-Sustaining Waste Management System in the Eastern and Northeastern Region'**

On 13<sup>th</sup> of September, 2017 in organisation of the Ministry of Environment and Physical Planning of the Republic of Macedonia and the consortium EPTISA and EPEM was held the last conference of the project 'Preparation of project studies (SI, EIA,CBA) and project and tender documentation for establishing integrated and financial self-sustaining waste management system in the Eastern and Northeastern region in

the premises of the EU Info Center in Skopje. At this meeting were presented the project results and shared the information on the adopted waste management solution in these two regions. The inter-regional system for waste management was represented to the attendees and was opened a discussion in the area for further implementation of the waste management system.

**14.09.2017**

### **Viena, Annual Assembly of the International Association of Water Supply Companies from the Danube River Basin (IAWD)**

On 14<sup>th</sup> of September, 2017 in Vienna, in organization of the International Association of Water Supply Companies from the Danube River Basin (IAWD) was held the Annual Assembly, where ADKOM had its own representative. At this Annual Assembly of IAWD, the invited participants, jointly, estimated the status of D-LeaP implementation and the challenges

during the implementation. The participants together defined the ways of improving the implementation and the exchange of hub experiences (HUB) and how to implement the best practice and knowledge. The new members of the Management Committee for the period of 2018-2021 were elected at the Annual Assembly of the IAWD.

**20.09.2017**

### **Meeting of the Commission for Water Supply and Sanitation**

The Commission for Water Supply and Sanitation of ADKOM held its meeting on 20<sup>th</sup> of September, 2017 in the Executive office of ADKOM. The Commission members worked according to the agenda, discussed and brought a conclusion on the list of proposals for specialised trainings and workshops and agreed to organise the following trainings: Training for sticking pipes, Training for assembling and disassembling of various types of water meters, Training for pressure regulators and Trainings for water meters with remote reading. Regarding the second item on the draft topic for the organisation of the upcoming conference in 2018 as the most

current topics, the members of the Commission pointed out the following projects: Prices for water services-experiences from the Energy Regulatory Commission, Wastewater Treatment Technologies, Systems for Wastewater Collection, Filter stations for drinking water, Law regulations in the area of water supply and sanitation. The attendees were informed that there is ongoing preparation of a letter in a form of a notification on behalf of all PUC regarding their current state and proposals for overcoming the problems which will be sent to the Government of the Republic of Macedonia.



20.09.2017

### Meeting of the Communal Hygiene Commission of ADKOM

On 20<sup>th</sup> of September, 2017 the members of the Communal Hygiene Commission of ADKOM held a working meeting whereas they agreed for planning on the following workshops and trainings in the part of the trainings prepared list: Training about the methods for analysis of the composition and measurements of waste quantities, Workshop for Law regulative on waste management, Rules for handling communal and other types of non-hazardous waste – rights and obligations of legal entities and natural persons and workshop for regional landfills (what it should contains

for proper functioning). Regarding the organisation of the international conference in 2018, the attendees stated the following proposals on topics in the waste area: Regional waste management and Law regulative in the area of waste management. At the meeting, the members of the Waste Commission were informed that the preparation of a letter in form of a notification is going to be sent to the Government of the Republic of Macedonia on behalf of all PUCs regarding the current situation in the PUCs and proposals for overcoming the problems

21.09.2017

### Meeting of the Human Resources Commission of ADKOM

On 21<sup>st</sup> of September, 2017 the Human Resources Commission of ADKOM held a meeting in the Executive Office of ADKOM. At this meeting, the attendees elected Mrs. Spandzova – Klincharova from PUC Komunalec Kavadarci for a new President of the Commission. They were informed about the request of ADKOM for including its member in the working group for changes and amendments to the Law on Enforcement and the Law on Notary bit it is not accepted by the Ministry of Justice of the Republic of Macedonia. Regarding the part of organising and holding trainings for the current 2017, all the

attendees agreed that should be organised a round table which will present the amendments to the Law on Administrative Officers, and for the other workshops and training will be sent e-mails to the Executive Office of ADKOM with certain suggestions for their organization. The members of the Human Resources Commission of ADKOM supported the preparation and sending of the letter to the Government of the Republic of Macedonia considerin that it is a good way for the newly Government to be acquainted with the current problems which PUCs have in their work and everyday functioning.

21.09.2017

### A Meeting of the Commission for Funeral Services of ADKOM

On 21<sup>st</sup> of September, 2017 the Commission for funeral services of ADKOM held a meeting in the Executive Office of ADKOM where the attendees suggested on the next meeting to start a preparation of an Initiative for drafting a new Law on cemeteries and funeral services due to certain disagreements with the Law on communal activities that is the basis for the work of the PUC. In addition, the members of the Commission proposed to be considered the Law on Public Enterprises and the Law on Communal Activities and the remarks in accordance with these Laws to be forward to ADKOM. ADKOM should prepare

a letter about the draft amendments and submit it to the Ministry of Transport and Communications. The members of this Commission supported the sending of this letter considering that it is a good way for the newly formed Government of the Republic of Macedonia to be acquainted with the current problems of PUCs in their operation and everyday functioning. They also suggested ADKOM to organised a visit in the communal enterprise for funeral services in the neighborhood in the following period, in order to exchange the experiences in the way of current working.

## 26 and 27. 09.2017

### One-day Workshop in Bitola and Kumanovo

ADKOM in a cooperation with the project – Reforms in the System for Water Supply, Collection and Treatment of Wastewaters at a Local Level – EPTISA and the partners in consortium SETEC and GEING organised one-day workshops in Bitola on 26th of September, 2017 at the Hotel Kapri and in Kumanovo on 27<sup>th</sup> of September, 2017 in the building of the former Committee. The aim of the organising and maintaining these workshops was the introduction of the preparation of the Strategy for future consolidation of providing water services in Republic of Macedonia to the employers of PUCs. The Water Supply Reform Project will develop this strategy and it will be funded by EU. According to this strategy, it is foreseen that in future there will be no more than ten PUCS water service providers. Firstly,

the project analysed the options, the benefits and the possible limitations for such a strategy, initially in two regions: the region of Pelagonija and Northeast planning region. At the workshop in Bitola, from the region of Pelagonija were invited representatives from: PE Vodovod Bitola, PUC Niskogradba Bitola, PUC Pela Higijena Mogila, PUC Komunalna Higijena Bitola, PUC Vodovod I Kanalizacija Bitola, PUC Pelagonija Krivogashtani, PUC Komuna Krushevo, PUC Komunalec Demir Hisar and PUC Dolneni Dolneni. At the Northeast planning region were invited representatives from: PC Vodovod Kumanovo, PC Kratovo Kratovo, PUC Chis Den Rankovce, PUC Komunalec Kriva Palanka and PUC Pisha Lipkovo.

## 28.09.2017

### 34<sup>th</sup> Meeting of the Management Committee of ADKOM

On 28<sup>th</sup> of September, 2017 in Skopje was held the 34<sup>th</sup> meeting of the Management Committee of ADKOM. At this meeting were presented the realised activities in the period between the two sessions of the Management Committee. The attendees made a decision for organising the international conference in April 2018 and a decision on a new term for the organisation and holding the Annual Assembly of

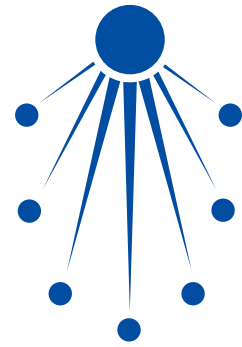
ADKOM on 21-22 March, 2018. The Executive Director of ADKOM presented the new activities for establishing the Center for knowledge for PUC within the framework of ADKOM. On this session was discussed about the change of the status for communal accounts receivable as a public duty and they gave an obligation to the Executive office of ADKOM to organise a meeting of the Legal Commission of ADKOM.

## 29.09.2017

### Working Meeting with Representative of the Ministry of Information Society and Administration

On 29<sup>th</sup> of September, 2017 it was held a working meeting at the Ministry of Information Society and Administration attended by Mr. Sanen, the leader of the project 'Reforms in the system of water supply, collection and treatment of urban wastewater at the local level – EPTISA and the consortium partners SETEC

and GEING, the employees of ADKOM and Mrs. Chukikj. Mrs. Chukikj represented the activities implemented by ADKOM in cooperation with the Ministry of Information Society and Administration in the last year in accordance with the Law on administrative officers.



**04.10.2017**

### **Roundtable in Organisation of the Project 'Reforms in the Water Supply System, Collection and Treatment of Urban Wastewater at the Local Level'**

On 4<sup>th</sup> of October, 2017 at the Hotel Solun in Skopje, in organisation of the project 'Reforms in the Water Supply System, Collection and Treatment of Urban Wastewater at the Local Level – EPTISA and the consortium partners SETEC and GEING' was held a meeting – roundtable on theme: Reorganisation in the Water Sector. The theme is in accordance with the defined tasks of the project which works and develops a Strategy for a complete reorganization of the waters sector. The focus of this activity realisation is in the area of separation, grouping and commercialisation of water services. On this meeting were invited and participated Representatives

of the Swiss Embassy in the Republic of Macedonia, Representatives of the European Delegation in the Republic of Macedonia, Representatives of the Ministry for Environment and Physical Planning, Representatives of the Ministry of Transport and Communications in the Republic of Macedonia and ZELS and ADKOM representatives. The team leader of the project, Mr. Sanen, represented the draft policy recommendations and a roadmap for implementing the possible reforms. The attendees discussed in accordance with the given recommendations and the implementation plan for them.

**05.10.2017**

### **A Meeting of the Commission for Economic and Legal Affairs of ADKOM**

The members of the Commission for economic and legal affairs of ADKOM held a meeting on 5<sup>th</sup> of October in Skopje. They worked and discussed on the basis of preparing an initiative for changing the status of utility bills payment and after the letter preparation agreed on sending the Initiative to the Secretariat for Legislation as a common position of all PUCs. It was opened a discussion by the Commission members in accordance with the Law on minimum wage and the amendments that came into force on 1st of September, 2017. After the discussion of the members of the ADKOM's Legal Commission, they agreed on implementation of the changes by adopting a decision

Management Committee for increasing the points of that category of employees who receive a salary below the minimum amount and to be prepared the annex for the agreements or to be made a decision by the Management Committee of PUC for increasing the salary of all employees for the same percentage as the employees who need to reach the minimum amount and to be prepared the annex for the agreements. On the basis of the already prepared letter to the Public Procurement Bureau for amending the existing Law and its re-examination, the attendees agreed this letter to be send to the Public Procurement Bureau by the Executive office of ADKOM on behalf of all members.

**05.10.2017**

### **Workshop – Introduction to the Proposed Amendments to the Law on Administrative Officers**

ADKOM in cooperation with the Ministry of Information Society and Administration, organised and held one-day workshop on 5<sup>th</sup> of October, 2017 in Skopje at the Hotel Porta. The theme of this workshop was the introduction of the proposed amendments to the Law on Administrative Officers which amendments are current for the PUCs employees. Mrs. Chukikj, the Head of the Department for Public Sector Support in the Ministry of Information Society and Administration,

introduced the changes in the Law Regulation, the Law parts in which was intervened, the abolished articles of the existing Law, the procedure for employment, promotion and evaluation. During the workshop, the participants were also acquainted with the transitional and final provisions and the acts for systematisation of the jobs. Moreover, Mrs. Chukikj listed the deadlines that should be observed by the PUCs services.

**09.10.2017**

### **First Meeting of the Members of the Editorial Board for the Upcoming International Conference in 2018**

On October 9<sup>th</sup>, 2017 at the Executive office of ADKOM was held the first meeting of the Editorial Board for water and waste conference that will be held in the period from 24 to 26 of April, 2018 in Ohrid at the Hotel Metropol in organisation of ADKOM. The members of this Board accepted the proposal for conference organisation through six sessions: one session for capacity development of PUCs, two sessions on theme for water, two sessions on theme for waste, one session

for the activities and operation of the Regulatory Commission. The Editorial Board Members gave their own suggestions in the basis of the proposed themes for panel sessions and these suggestions will be delivered until October 13<sup>th</sup>, 2017 to the Professional service of ADKOM with the purpose of beginning the preparation of the first call for papers. The next meeting for Editorial Board Members is appointed on November 11<sup>th</sup>, 2017.

**13.10.2017**

### **57<sup>th</sup> Session of the Coordinative Committee Municipal Services Improvement Project – MSIP**

The 57<sup>th</sup> session of the Coordinative Committee of the Municipal Services Improvement Project – MSIP was held in the premises of the Ministry of Finance of the Republic of Macedonia on October 10<sup>th</sup>, 2017.

On October 13<sup>th</sup>, 2017 in the offices of the Ministry of Finance of the Republic of Macedonia was held the 57<sup>th</sup> session of the Coordinative Committee of the Municipal Services Improvement Project. On this session were reviewed and adopted the following IPA grants with the municipalities of Gjorche Petrov, Rankovce, Kumanovo and Struga and the grant contracts from the municipalities of Vinica and Petrovec. The Chief Coordinator of the project explained that as an answer of the IPA call published by the Ministry of Finance, the municipality of Gjorche Petrov submitted a project for Construction of a sewage network in Volkovo and Crvena Jabuka. It was explained that the project for

'Adaption of the primary school Jeronim De Rada' in the village Cherkezi was one of the projects with which the municipality of Kumanovo applied for the IPA call announced by the Ministry of Finance. As an answer of the IPA call, the municipality of Rankovce, submitted the following three projects: Construction of the local road M2 – Monastery watermill – village Odreno, Construction of the Street 1 and Branch 1 (plant Karposh – Krajchina Maala) in the village Rankovce and the Sewerage network for Ljubinci. As an answer of the IPA call, Gostivar submitted three projects such as Construction of the local road in the village Padalishte, Construction of the local road in the village Trnovo and Reconstruction and extension of the local road in the village Tumchevishte. The Chief Coordinator of the project explained that the municipality of Struga is the first one which will sign an IPA grant agreement that refers to a sewage project.

After the successful completion of the loan-financed project and accomplishing 4 of 7 commitments for obtaining a grant for success, the municipality of Vinica applied for the use of grant funds with the project for backhoe purchase. This project predicts purchase of a special backhoe vehicle for the needs of PUC 'Solidarnost' from Vinica. After successful completion of the project financed with a loan and fulfilling the conditions of obtaining a grant for success, the

municipality of Petrovec applied for the use of the grant funds with the project for construction of sidewalks on a part of the route along the regional road R-1102, which is the section that connects the villages Petrovec and Rzanichino. The members of the Coordinative Committee of the Municipal Services Improvement Project had no objectives regarding the applications for IPA grants as well as the grant agreements, and the same were unanimously adopted.

### 17.10.2017

#### **Working Meeting between ADKOM and the Representatives of GIZ ORF and ZELS**

On 17<sup>th</sup> of October, 2017 representatives of GIZ ORF held a meeting in Skopje in the premises of the Association of the Units of Local Self-government of RM - ZELS. Attendees of the meeting were Mr. Spasovski, the President of ADKOM and the representatives of ZELS, NALAS and Aquasan. The purpose of this meeting was introducing the activities of GIZ ORF with the project 'Regional Capacity Development Network for Water Supply and Sewerage (RCDN)', which will be

supported by GIZ and SECO for the following period. Mr. Donev, the project Manager, represented the activities and responsibilities of the project implementation: the Operative plan of the project for 2018, the role of the members in the framework of the Project Advisory Committee and the project tasks for the main points of the project (ToR). For further activities undertaken by the project participants will be discussed at the meeting scheduled on 9<sup>th</sup> of November, 2018 in Belgrade.

### 19-20.10.2017

#### **Two-day Training – Entrepreneurial Management**

In organisation of the project 'Reforms in the Water Supply System, Collection and Treatment of Wastewaters at the Local Level – EPTISA and the consortium partners SETEC and GEING, it was organised and held a two-day workshop for PUCs on theme Entrepreneurial Management on 18<sup>th</sup> and 20<sup>th</sup> of October, 2017. The purpose of this training was the capacity promotion in PUCs for developing entrepreneurial management style. The entrepreneurial management concept was

introduced by the projects consultants and it will be practically applicable in the present and future activities of PUCs. The training was focused on the practical applicable examples in relation with the PUCs organisation and management, information management, business planning, tariff developing, operational management, introduction of costs and profit centers in accounting and the system for work orders.

### 24.25 and 26.10.2017

#### **Workshop in Organisation of the Project for Reforms in Water Sector at the Central Level**

Project for Reforms in Water Sector at the Central Level, in cooperation with the State Inspectorate for Environment, organised three workshops on 24th, 25th and 26th, 2017 at Siti Hol in Skopje. The purpose of the trainings organisation titled as 'Trainings for implementing and execution of the Law on determining prices for water services and application of the technical tools in the selected PUCs and Municipalities' was the support of the selected PUCs and Municipalities in implementing and executing the 'Law on water

services prices'. At the trainings, the State Inspectorate of Environment, as an authorised body, presented its work for implementing Waters Legislation, especially its role in the Law on water services prices. The tools for the implementation of the Law on water services prices were introduced at the trainings, beginning with an overview of the achieved results and Business plans in accordance with the methodology of the Energy Regulatory Commission for determining the tariff for water services.

### 31.10.2017

#### **Skopje, a Meeting of the Commission for Controlling and Processing Water**

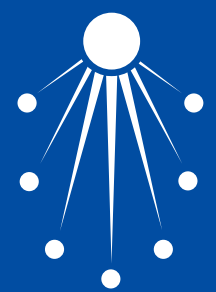
On 21<sup>st</sup> of October, 2017 the members of the Commission for the Controlling and Processing Water of ADKOM held a meeting in the premises of the Executive Office of ADKOM. In accordance with the working programme of the Commission for 2017-2018, the attendees suggested the following trainings: Experiences from the use of the new classes of spectrophotometry or other new methods, Practical application of water treatment, Technological possibilities for reducing the organic matter in the water, Analysis for decomposition of the organic matters by applying the UV radiation or other

methods and the Environmental acceptability and efficiency in the modern water treatment processes. In the part of trainings organisation, the Executive Office of ADKOM will interact with people from the Faculty of Technology in Skopje and the Center for Public Health of the Republic of Macedonia. On the following meeting of the Commission will be invited the employees of the Ministry of Environment and Physical Planning, who are empowered to provide explanations and guidance in the area of inspecting and giving an environmental permit 'A'.

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AUGUST / SEPTEMBER / OCTOBER

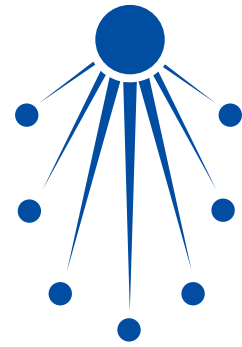
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**03.11.2017**

### **Sixth Session of the Board of Directors of the Project 'Reforms on the Water Sector at the Central Level'**

On 3<sup>th</sup> of November, 2017 in the premises of NIRAS was held the sixth and the last session of the Board of Directors of the Project 'Reforms on the Water Sector at the Central Level' – NIRAS. As a member of the Board of Directors, the President of ADKOM Mr. Spasovski was part of this project. At this meeting, the team leader Mr. Volf represented to the attendees the reports of the work of the project, including the technical report,

the assessment report, the study about IPP Proaqua–Ohrid and a recommendation letter for modernisation and digitalisation for specific PUCs. The last report of the work of the project 'Reforms on the Water Sector at the Central Level' was represented to the members of the Board of Directors. After the presentation about the documents by the team leader Mr. Volf, they adopted them without any remarks.

**03.11.2017**

### **Last Conference of the Project 'Reforms on the Water Sector at the Central Level'**

On 3<sup>th</sup> of November, 2017 in organisation of the project 'Reforms on the Water Sector at the Central Level' was held the last conference of this project in the hotel Holiday Inn. The representatives of PUCs were invited and participated at this event, which were also part of this project and the committed consultants prepared the business plans for them. Mrs. Wimpari, the representative of the Delegation of the EU, has her own speech before the attendees and emphasized that in future the Delegation of the EU in RM will continue with the support of the projects that in certain segments promote and develop the water

sector in the country.

At this event, Mrs. Ivanova, the Head of the sector for EU from MOEPP and the President of the Energy Regulatory Commission Mr. Petrov had their own opening speeches. As a team leader of the project, Mr. Volf represented all the activities during the implementation of the project and the consultant Mr. Popovski discussed about the support in the creation of the tariff adjustment plans and the preparation of the business plans for eighteen PUCs that were part of the project.

07.11.2017

## Last Conference of ADKOM and the Project 'Reforms in the Water Supply System, Collection and Treatment of Urban Wastewater at the Local Level'

ADKOM in cooperation with the project for 'Reforms in the Water Supply System, Collection and Treatment of Urban Wastewater at the Local Level' lead by EPTISA and the partners in consortium SETEC and GEING, the Delegation of the EU, the Ministry of Finance (CFCD) and the Ministry of Environment and Physical Planning organised one-day conference on theme: 'National Performance Monitoring and Benchmarking System for Water Services (Danubis-DCM)'. The purpose of organising this conference was presenting the status of the portals [www.danubis-dcm.org](http://www.danubis-dcm.org) and [www.danubis.org](http://www.danubis.org), the achieved results in 2017, the importance of the good quality of the data, their use for the needs of the regulatory processes in Republic of Macedonia, as well as the national and regional benchmarking. At the same time, the conference was the last event of the project 'Reforms in the Water Supply System, Collection and

Treatment of Urban Wastewater at the Local Level' financed by the EU. At this conference, their own speeches had Mr. Spasovski, the President of ADKOM, who pointed out the good cooperation between ADKOM and the project, Mr. Sanen, a team leader of the project who represented the results of the project where were included 12 PUCs and Mrs. Stojanovska, an Executive Director of ADKOM who represented the joint activities which ADKOM realised in cooperation with the project. The consultants Mr. Vrteski and Mr. Dimitrov represented the activities of the process of monitoring the performances in within the frame of the implementation of the project itself. Before the attendees, Mr. Sanen presented and officially handed over the manual for the PUCs that provide the water services in the Republic of Macedonia to Mr. Spasovski - the President of ADKOM and Mrs. Stojanovska—the Executive Director.

08.11.2017

## 36<sup>th</sup> Session of the Board of Directors of ADKOM

On 8<sup>th</sup> of November, 2017 the 36<sup>th</sup> session of the Board of Directors of ADKOM was held in Skopje in the premises of the Executive office of ADKOM. The only item on the agenda was the election of the new President of the Board of Directors of ADKOM due to resignation by the former President Mr. Igor Spasovski.

After the resignation by the former President, the members of the Board of Directors of ADKOM unanimously elected Mr. Zoran Gorgiev, President of PUC Komunalec—Strumica as President of ADKOM for the period 2018-2020.

09.11.2017

## A Meeting of the Legal Affairs Committee of ADKOM

On 9<sup>th</sup> of November, 2017 the members of the Legal Affairs Committee of ADKOM held a meeting on which, according to the agenda, discussed the draft amendments to the Law on Enforcement, they worked on drafting amendments to the Law on Public Enterprises and discussed the draft topics for organising the next trainings and workshops. According to the draft amendments to the Law on Enforcement, the members of the Legal Affairs Committee prepared a letter which includes the remarks and the draft amendments and the expert service of ADKOM sent this

letter to the Government of the Republic of Macedonia and the Ministry of Justice of the Republic of Macedonia. On the basis of the discussion that the members of the legal service had about the drafting amendments to the Law on Public Enterprises, the attendees concluded that an additional meeting should be organised and despite the members of the Legal Affairs Committee, there will be invited and involved other legal entities from the remaining PUCs.

**13.11.2017**

### **The Last Meeting of the Board of Directors of the Project 'Reforms in the Water Supply System, Collection and Treatment of Urban Wastewater at the Local Level' – EPTISA and the Consortium Partners SETEC and GEING**

On 13<sup>th</sup> of November, 2017 in the premises of EPTISA was held the last meeting of the members of the Board of Directors about the project 'Reforms in the Water Supply System, Collection and Treatment of Urban Wastewater at the Local Level'. At this meeting, the representative of ADKOM was Mrs. Karamiha-Petrusheva. Before the attendees Mr. Sanen briefly represented the last report on the work of the project including the following: the needs assessment of the PUC, the analyse prepared for the reorganisation

of the water sector in Republic of Macedonia, presented the prepared business plans, the plans for adjustment tariffs and performance monitoring and benchmarking. After Mr. Sanen presentation, the members of the Board of Directors of the project without any remarks adopted the final report on the operation of the project 'Reforms in the Water Supply System, Collection and Treatment of Urban Wastewater at the Local Level'— EPTISA and the partners in consortium SETEC and GEING.

**14.11.2017**

### **Last Workshop of the Project 'Preparation of the Necessary Documents for the Establishment of an Integrated and Financial Self-Sustainable Waste Management System in Pelagonia, Southwest, Vardar and Skopje Region'**

In organisation of Enviroplan, on 14<sup>th</sup> of November, 2017 in Skopje, at the hotel Marriott was organised the last workshop of the project 'Preparation of the necessary documents for the establishment of an integrated and financial self-sustainable waste management system in Pelagonia, Southwest, Vardar and Skopje region' implemented by the consortium led by Enviroplan, Louis Berger and Epem. The purpose of the organisation of this workshop was presenting the implemented tasks and results achieved by the committed consultants on this project. As a representative of the Delegation of the EU, a welcoming speech was held by Mrs. Vimpari supporting the realised activities of the project. Mr. Companidis, team leader of the project, briefly presented the most important project activities: regional waste management plans, feasibility studies,

cost analysis, environmental impact assessment studies. The attendees of this event showed the greatest interest in the part of the prepared basic projects and calculations of the costs for closing of the non-standard landfills and illegal landfills, as well as the construction of selected installations for treatment and disposal of waste. In the project that lasted 24 months were included 43 municipalities from the four planning regions with approximately 1,200,000 inhabitants who currently produce approximately 330,000 tons of waste annually. The prepared planned documentation by the project consultants is the basis for securing the funds needed for the establishment of the system and in the meantime, intensive activities will be undertaken for closing of the wild plots, as well as the construction of facilities for proper storage and transshipment of waste.

**15<sup>th</sup>, 16<sup>th</sup>, 20<sup>th</sup> and 21<sup>st</sup>- 11.2017**

### **Preparatory Sessions of the Energy Regulatory Commission of the Republic of Macedonia for Determining the Tariffs for Drinking Water Supply**

With adoption of the Law on determining the prices for water services and the changes in the Energy Law of the Energy Regulatory Commission, another competence was determined in the domain for regulating the prices for water services, i.e. determining the tariffs for the supply of raw water and drinking water, collecting and discharging wastewater and wastewater treatment. Enlarging competencies of the Energy Regulatory Commission is with the purpose to be established efficient system for determining the prices for water services. In order to obtain a quality service, it have been established the tariffs which in the future will reflect the justified costs of the operation of the water management and PUCs for quality sustainable use of the water infrastructure. During November, the Energy Regulatory Commission of the Republic of

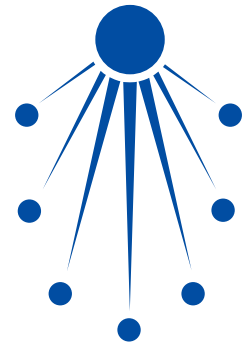
Macedonia organised eight preparatory sessions led by Mr. Petrov—the President of the Energy Regulatory Commission. On these sessions were considered the solutions for determining the tariffs for drinking water supply and water supply for each PUC which submitted documentation in accordance with the legal regulations for tariff determination. On these sessions, besides the members of the ERC, were invited and attended representatives of PUC, representatives of ADKOM, representative of the Cabinet of the Deputy Prime Minister of RM in charge for the economic affairs, Mayors, representative of ZELS and others. In determining water services prices, the ERC takes into account water services to be financially accessible to the population and in addition to that to be provided quality services with the lowest possible costs.

**21-22.11.2017**

### **Annual Conference of the Macedonian Solid Waste Association (MaSWA)**

On 21st and 22nd of November, 2017 on theme 'Macedonia networking in the world's solid waste management trends' was held two-days conference in organisation of the Annual conference of the Macedonian solid waste association (MaSWA) at the hotel Holiday Inn in Skopje. This conference opened Mrs. Nelepa, the Director of the MaSWA. In front of the attendees, Mrs. Zefikj, Director of the Directorate of Environment had a speech and pointed out that solving the problems with environmentally inappropriate waste disposal of municipal non-standard landfills, which should be closed immediately or technically upgraded to the standards established by the Law, through establishing a system for waste selection and strengthening the waste treatment and processing sector which are the tasks for resolving the situations with the waste management. On this conference, the

consultants from the twining-project financed by the EU for waste management represented the current state of the waste management in the country, the domestic companies, as well as the experts and the associations working in this field. On the other hand, were considered the possibilities for using the available EU funds. Mr. Shapurikj, the Minister without portfolio in charge of investments and Mr. Bertolini, the Head of the Delegation of the EU in Skopje had their own speeches. During the second day of the event, MaSWA in cooperation with the Waste Management Project represented the new interactive technologies, the responsibility of the manufacturers and waste prevention and open technology for interactive presentation of the activities through two sessions of presentations.



05.12.2017

### **Announced Call for Experts' Registration in the Database of ADKOM**

Due to the realisation and accomplishment of its vision ADKOM to be a desirable partner of all stakeholders in the field of the communal services in the Republic of Macedonia and to be a source of knowledge and experience for the PUC through the decision of the Board of Directors of ADKOM announced a call for experts' registration from the

communal activity in the database of ADKOM. The purpose of the publication of this call is the function of establishing the Knowledge Center of ADKOM, which will be established at the beginning of the next year with a grants from the IAWD for different areas important for the work of the PUCs.

06.12.2017

### **Working Meeting of ADKOM with the Representatives of IAWD—the International Association of Water Supply Companies in the Danube River Catchment Area**

On 6<sup>th</sup> of December, 2017 in the premises of the Executive Office of ADKOM was held a working meeting between Mr. Weller and Mrs. Wolf – the representatives of IAWD and representatives of ADKOM led by the President of the Board of Directors Mr. Gorgiev, Mr. Hristov – Director of PUC Solidarnost-Vinica, Mr. Spasovski – PUC Solidarnost-Vinica, Mr. Vrteski—the consultant of ADKOM and the employees of ADKOM.

The purpose for organising this working meeting was presenting the activities which ADKOM implemented in cooperation with IAWD such as: establishing a training center of ADKOM, the status of the portals [www.danubis-dcm.org](http://www.danubis-dcm.org) and [www.danubis.org](http://www.danubis.org) and others. The working meeting defined the timeframe for the activities for 2018 with clear tasks, responsibilities and purposes which ADKOM will implement with support of the IAWD.

14.12.2017

## Working Meeting between the General Directors of PUCs and Mr. Zaev, the President of the Republic of Macedonia

On 14<sup>th</sup> of December, 2017 at the hotel Holiday Inn in Skopje, ADKOM organised a working meeting between the General Directors of PUCs and Mr. Zaev, the President of the Republic of Macedonia. All the problems that PUCs facing with were introduced and presented to Mr. Zaev by the attendees. The Prime Minister advertised the readiness of the Government to help the municipalities for resolving the problems in the PUCs for better functioning of the enterprises. He mentioned that the Government will increase the financial assistance, as one mechanism, through the flow of more money to be emphasised certain problems regarding the functioning of the enterprises at the local level. The attendees pointed out the problems during the PUCs work, the large fees to the IRS on the basis of the old or current obligations for VAT and tax debt, the problem of regular payment of the liabilities to the

Pension and Disability Insurance Fund of the Republic of Macedonia (ПИОМ) and the Health Insurance Fund of the Republic of Macedonia (ФЗО), the problem regarding the implementation of the Law on Public Procurement and the collection of debts from socially endangered families and other current problems. Mrs. Stojanovska, the Executive Director of ADKOM pointed out that a letter with all the conclusions from the meeting and all the proposed solutions for overcoming them will be prepared and sent to the Government. Mr. Zaev informed the attendees that the budget was for providing financial and economic stabilisation of the country and expressed strong relief that the Government is determined to strengthen the local self-government that will bring the decision closer to the citizens and will positively reflect on the work of the communal enterprises.

20.12.2017

## Call for Papers for International Conference on Theme: 'Water and Waste-Reality and Challenges-24-26.04.2018

ADKOM— Association of utility services of the Republic of Macedonia, has announced a call for all interested parties to organize the 10th International Conference on theme **'Water and Waste—Reality and Challenges'**. The conference will be held in Ohrid—Hotel Metropol in the period from 24<sup>th</sup> – 26<sup>th</sup> of April 2018. The primary objective of this International Conference is to provide an answer where are the public utility companies in the Republic of Macedonia through the submitted papers, in their development to what level is their provision

of services to citizens and of course the satisfaction of citizens as users. The conference will be an excellent opportunity for all the people working on water and waste collection issues to learn the best practices and get a comprehensive overview of the latest generation of equipment, latest technologies and methods to reduce water losses and monitor and manage with water supply and sewage systems, collection of landfills and waste selection.

21.12.2017

## Workshop – Legislation in the Field of Water and Waste – Manner of Their Implementation and Obligations of the PUCs

ADKOM in cooperation with the MOEPP and the State Inspectorate of Environment organised one-day workshop on theme: Legislation in the field of water and waste – manner of their implementation and obligations of the PUCs and on this workshop were invited and attended the employers of the PUCs. The purpose of organising this one-day workshop was informing the employees of PUCs about the Legislation in the field of water and waste, specific Laws amendments, implementation of the legislation in the field of the environment and competencies in accordance with certain Laws in the area of supervision, obligations and rights of the State Inspectorate of Environment, manner of inspecting by the water management inspector and rights and obligations of the PUCs. On this workshop, Mr. Bogdanovski, Director of the State Inspectorate of Environment, had his own speech pointing out that the main purpose is successful implementation of the Law on Determining Prices of Water Services. The State Inspectorate of Environment is in charge of supervision of 75 enterprises and in the forthcoming period the field inspectors will be open for cooperation in order to minimise the legal violations, as well as to improve the services to the citizens. Mrs. Karanfilova Maznevskva, Head of Waste Management Department at MOEPP, informed the participants about the already started integrated waste management, the established 8 Inter-municipal waste Board of Directors and the 2 regional centers. She explained the integrated regional waste management in Skopje, Vardar, Pelagonia and Southwest planning region and the adopted regional waste management plans through measure 3.2 of IPA component 1 during 2016, but also for the activities that are expected to be financed through IPA 2 in 2018.

Detailed information regarding the structure, role and competencies of the State Inspectorate was presented by Mr. Blinkov, State Inspector of Environment. Mr. Blinkov added that in order for this law to be successfully implemented, inspectors may have announced or non-public / regular and extraordinary visits to the PUC.

The status of waters, water management as well as water management services in Macedonia, which are regulated by law, were presented by Mr. Mirta, Head of Water Sector at MOEPP. There was a brief reversal regarding the „water rights“, that is, the rights and obligations of the rights and natural persons when using and discharging the waters. Participants during this presentation were informed in more detail about the licenses for using and discharging the waters, pattern and forms that they need to use when applying in the MOEPP.

In his second presentation, Mr. Blinkov briefly explained that within the scope of the water management inspector of this Law, he has the right to control and determine whether the water service provider charges from the water service user the tariff for a water service and whether the amount of the tariff is calculated in accordance with the decision for determining the tariff for a water service. But also to control and determine whether the water service provider prepared and submitted a request and submissions for determining the tariff for a water service. Mr. Bogdanovski again emphasized that in the upcoming period, the PUC of the Inspectorate will receive support in order to make this law more difficult, but also that the Inspectorate is at the disposal of the PUC for any questions and resolutions of misunderstandings



### 21.and 22.12.2017

## Two-Days Workshop with the Members of the Commission for Legal Affairs of ADKOM

On 21<sup>st</sup> and 22<sup>nd</sup> of December, 2017 ADKOM organised two-days workshop on theme: 'Preparation of the Action Plan for Legal Obstacles in the work of the PUC' at the hotel Continental in Skopje. Part of this workshop were the members of the Commission for Legal Affairs of ADKOM and other legal entities employed in PUC. They worked on the preparation of the action plan for legal obstacles in the work of the PUC, preparation of an initiative for amendments to the Law on Public

Enterprises, Law on Cemeteries and Funeral Services, Law on Communal Services, etc.

After the working meeting between the general Director of the PUCs and the Prime Minister of RM, the purpose of this workshop was to be prepared a letter that will outline the problems faced by the PUCs and with the proposal of specific measures for resolving them.

### 26.12.2017

## 37<sup>th</sup> Session of the Board of Directors of ADKOM

On 26<sup>th</sup> of December, 2017 was held the 37<sup>th</sup> session of the Board of Directors of ADKOM at the hotel Solun in Skopje. The members of the Board of Directors and the Supervisory Committee of ADKOM held a session on which the attendees were introduced about the institutional placement of ADKOM, the way of working and the position of the association, the manner of work of the Commissions, the cooperation with the institutions that ADKOM has in the current work, the organisation of the international conferences on theme water and waste, etc. and the current and future

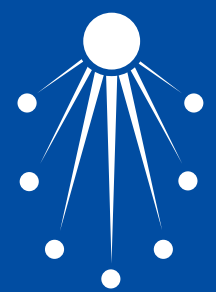
activities that ADKOM will implement in the future period.

At the same time, the members from both Committees were acquainted with the prepared letters by the members of the Legal Committee of ADKOM, which on behalf of all PUCs will be submitted to the Government of the Republic of Macedonia in accordance with the held working meeting with the President of the Government of the Republic of Macedonia.

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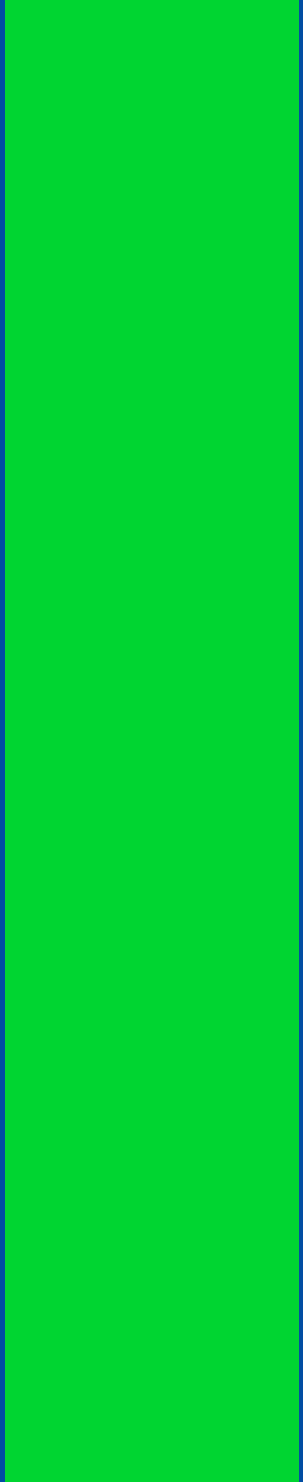
NOVEMBER / DECEMBER

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