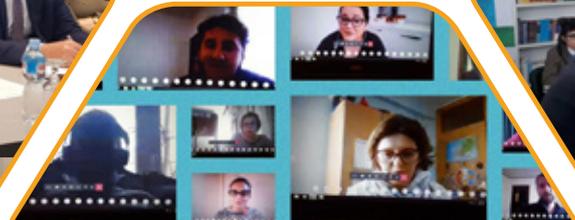
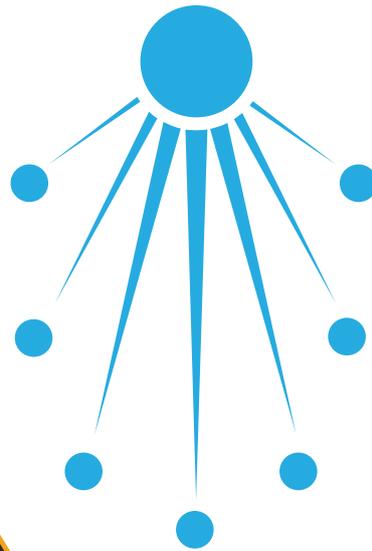


# REPORT ON THE OPERATIONS OF

## ADKOM



# 2020

## JANUARY - APRIL

16.01.2020

## Meeting of the Editorial Board for the Eleventh International Conference on “Modernization and sustainability of the Communal Services” organized by ADKOM

The first meeting of the Editorial Board for the Eleventh International Conference on “Modernization and sustainability of the Communal Services” took place on January 16, 2020, in the executive office of ADKOM. The attendees of the meeting were: Ms. Ana Petrovska – State Secretary in the Ministry of Environment and Physical Planning of the Republic of North Macedonia, Ms. Lindita Shakiri – Technical director – PC Vodovod i Kanalizacija – Skopje, Stanislava Dodeva, PhD – National Program Advisor – Swiss Embassy to the Republic of North Macedonia, Ms. Anastasija Stefanovska – Advisor in Energy and Water Services Regulatory Commission of the Republic of North Macedonia, Ms. Natasha Bakreska – Environmental Manager in USJE, Mr. Jane Vrteski – Management Consultant and ADKOM employees.

The meeting was chaired by the Executive Director of ADKOM, Ms. Lolita Stojanovska. All attendees agreed on the five panel sessions which shall cover the following topics:

1. Regulating water services
2. How to have sustainable wastewater treatments plants (WWTP)
3. PUC modernization
4. Waste management
5. Regulating the price of waste – independent regulatory commission or a decision of municipal councils?

The attendees were informed by Ms. Stojanovska that the five panel sessions will be divided into two conference days, and that all the works will be published as an electronic edition after the conference. The members of the Editorial Board were informed that there will be a technical exhibition organized as part of the Conference, where companies who are related to PUCs may participate as exhibitors.

22.01.2020

## Eighteenth session of the ADKOM Management Board

On January 22, 2020 in Skopje the Management Board of ADKOM held its eighteenth session. The members of the Management Board discussed ADKOM activities in the past period. The attendees were informed by the Executive Director of ADKOM, Ms. Lolita Stojanovska, on the organizational activities concerning the Eleventh International Conference, scheduled to take place in June 2020. On the session were discussed the activities concerning the procurement of mechanization for the PUCs, according to the position document prepared by ADKOM.

According to the planned activities of the executive office of ADKOM, the members of the Management Board of ADKOM agreed on the topics for the donors' meeting as well as of the experts' debate that will take place in February 2020.

30.01.2020

## Meeting of ADKOM Markets Committee

The members of the ADKOM Markets Committee held their meeting on January 30, 2020, in the executive office of ADKOM. The members of the Committee worked according to the Agenda for election of Committee Chairman, preparation of the operation plan for the Committee for 2020, and also they discussed the decrease of the VAT rate from 18% to 5% for the service “green markets” and there were several proposals concerning amending the legislation in the area of giving more authorities to the municipalities for the service “green markets”.

The members of the Committee agreed that they will meet regularly every three months during 2020. For the next meeting, all members will have prepared proposals for activities of the Committee and these will be included in the Annual program of the Committee. Concerning the reduction of the VAT rate from 18% to 5%, the members of the Committee, concluded that the Legal Committee of ADKOM should convene and prepare a motion for the reduction of the VAT rate for the service “green markets”. Concerning the amendments of the legislation in the area of giving more authorities to the municipalities for the service “green markets”, the attendees agreed to review the amendments of the Law on markets and if there are no provisions that amend the issuance of licenses that to organize a meeting with the Ministry of Local Self- Government so that the PUCs will be the entities issuing the licenses to the marketers.



04.02.2020

## Experts' debate on energy efficiency in the PUCs.

On February 4, 2020, the ADKOM Training Centre, in cooperation with the RCDN Project, organized experts' debate on energy efficiency in the Public Utility Companies (PUCs).

The Moderator, Mr. Jane Vrteski opened the debate by greeting all participants and by pointing out that the specific goal of the debate is to raise the awareness with the experts from various institutions on the potential and the benefits of the policies and measures for energy efficiency in the PUCs. The moderator presented the agenda and gave the floor to Mr. Zorancho Georgiev, who presented the initial experiences from the implementation of the energy efficiency measures in the PUC "Vodovod" Kochani.

In his presentation, Mr. Georgiev informed that since last year, PUC "Vodvod" Kochani, with the support from SECO, constructed the main wastewater collector with 10 km length and secondary collectors with 4.5 km length, and installed 11 power inverters. Mr. Georgiev presented the list of necessary documentation for registration and the operational permit for the photovoltaic power station, as well as how it operates.

The next presentation was by Mr. Dragan Chorobeski, from the PC "Vodovod" Kumanovo, who shared the experiences from the region for energy efficiency in the PUCs- like in the Republic of Albania. Mr. Chorobeski gave a brief exposé concerning the motivation for energy efficiency, putting the accent on energy saving and the economic benefits for the public companies. Also, he presented the systems- energy consumers in the water supplying companies and what are the steps and the measures for managing with the energy efficiency.

Mr. Rado Rusev, IAWD Consultant, had his presentation on the subject "Capacity Building of PUC toward implementing the energy efficiency measures" and he elaborated on a program created by IAWD and stressed the benefits of the program as implemented through the ADKOM training center.

- Local ADKOM program and Macedonian trainers
- Access to international trainers
- Software and equipment for onsite measurements available to the participants
- Potential for financing projects for energy efficiency

After the presentations, the participants had a discussion and drew the following conclusions:

1. The measures for energy efficiency are the impetus that might contribute to a more efficient and effective operations of the PUCs, which will contribute that the end users- the citizens will get the services for a lower price.
2. PUC have high maintenance costs for the wastewater treatment plants and in order to reduce those costs the plants need to become energy efficient. PUC that have a photovoltaic power station and which produce electricity are not able to sell the electricity due to the legal restrictions, specifically with the Law on Communal Services.
3. ADKOM in cooperation with ZELS and the State Inspectorate with the Ministry of Transportation and Communication should initiate amendments to the Law on Communal Services, whereby the services of the PUCs would extend and would be in accordance with the needs of the PUCs, with the ultimate goal to improve the services for the benefit of the citizens.
4. The need for strengthening the capacities of the PUC and the implementing the energy efficiency program through the ADKOM training center.

11.02.2020

## Session of the ADKOM Supervisory and Management, Annual Assembly

The sessions of the ADKOM Supervisory and Management Boards and the annual Assembly took place on February 11, 2020. On its ninth session the members of the Supervisory Board reviewed and adopted the Rules of Operation of the Supervisory Board.

The members of the Management Board worked according to the session's agenda and the executive director of ADKOM, Ms. Lolita Stojanovska informed them on the changes of dates and venue for the Eleventh International Conference – which will take place in Ohrid, in the Metropol Hotel, from 08 to 10 June, 2020. The members of the Management Board reviewed and adopted the Rules of Operation of the Management Board and adopted the annual financial statement for 2019.

The annual Assembly of ADKOM convened all its delegates for the annual session. The session was chaired by the Deputy Chairman of ADKOM's Management Board, Mr. Mazulm Leshi, he acted according to the session's Agenda and pointed out that all PUCs members of ADKOM should take active participation in all activities of the Association. Concerning the adoption of the Rules of Operation

of the ADKOM's Assembly, the Executive Director of ADKOM, Ms. Stojanovska informed the attendees that it was revised and adopted by the members of the Management and Supervisory Boards of ADKOM. The present delegates were introduced with the amendments of ADKOM's Statute for the period 2020 – 2022 and unanimously adopted them. The delegates also adopted a Decision on changes in the title of ADKOM where the change of the name of the country should be introduced and therefore the name of ADKOM shall be: Association of Public Utility Services Providers of the Republic of North Macedonia.

Concerning the Report on Operations of ADKOM in 2019, Ms. Fani Karamiha Petrusheva presented the attendees with the most important activities of ADKOM that were realized in 2019.

The Chairman of ADKOM's Supervisory Board, Mr. Zoran Janev, presented the Annual Financial Statements for 2019 before the Assembly, as well as the Financial Plan for 2020. The delegates unanimously and without any remarks adopted both documents.

Ms. Lea Pavlovikj elaborated the Business Plan for 2020-2022 and the Annual Program of ADKOM. After the detailed presentation, the Deputy Chairman of ADKOM put these documents to vote and they were unanimously adopted by ADKOM delegates.

11.02.2020

### Meeting with SECO and GIZ

On February 11, 2020, part of the members of the Supervisory and Management Boards of ADKOM met with representatives of the German Organization for International Cooperation (GIZ) and the Swiss State Secretariat for Economic Affairs (SECO).

The Executive Director of ADKOM, Ms. Lolita Stojanovska presented some of the most important activities of ADKOM that were implemented with the support from GIZ and SECO, and after the discussion the activities that will need support from GIZ and SECO in the future were also presented.

12.02.2020

### Second meeting of the members of the Editorial Board for the Eleventh International Conference on “Modernization and sustainability of the Communal Services“ organized by ADKOM

The second meeting of the Editorial Board for the Eleventh International Conference on “Modernization and sustainability of the Communal Services“ took place on February 16, 2020, in the executive office

of ADKOM. The attendees of the meeting defined the sub-topics in the five panel sessions. Each of the institutions, suggested panelists that should be invited to participate on the conference.

18.02.2020

### Meeting of ADKOM Legal Committee

ADKOM Legal Committee met on February 18, 2020. The present members of the Committee worked on the motion for reduction of the VAT rate from 18% to 5% for the service “green market”. Also, they worked on the motion for amendments to the Law on Communal Services in order to provide grounds for the PUCs to be able to do non-communal services as auxiliary services. The Legal Committee worked on the motion for increased participation of the local self-government units and PUCs in the issuance of licenses for the green marketers and also prepared a review of the legislation on communal services that needs to be amended.

20.02.2020

### “Commercial efficiency” program

On February 20, 2020 in Delchevo, the employees from the ADKOM executive office, Ms. Fani Karamiha Petrusheva, Ms. Lea Pavlovikj and the consultant Jane Vrteski participated on a meeting, with the propose to present o the PUCs the from Delchevo, Berovo and Pehchevo the “Commercial efficiency” program.

The meeting was chaired by Mr. Rado Rusev, a consultant t from the Republic of Bulgaria, who had a presentation on commercial efficiency and its importance for the operations of the PUCs. Through specific examples, the employees of the PUCs from Delchevo, Berovo and Pehchevo were able to get acquainted with more efficient control of the water meter readers, access to water meters and control over the [potential consumption of the consumers.

26.02.2020

### Donor Round Table “Accomplishments and Challenges in the Communal Sector”

On February 26, 2020, ADKOM had the first Donor Round Table on the subject of “Accomplishments and Challenges in the Communal Sector”.

The goal of the Round Table was to assist in sharing information among the key stakeholders on the operations and interests of the communal sector.

The Donor Round Table was opened by the moderator, Mr. Jane Vrteski, as he presented the main and the specific goals, as well as the agenda of the event.

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The moderator gave the floor to Mr. Andrej Kirov, director of PC "Vodovod" Kochani, and member of the ADKOM Management Board, who in his presentation talked briefly about ADKOM's mission and vision, as well as about the entire organization of the association. In the presentation the following accomplishments of ADKOM were shared:

- Established Training Center for the communal services
- Training programs for: commercial efficiency, crisis management, business planning, reparation of tariff adjustment plans, planning of capital infrastructural projects.
- Implementing research and preparation of position documents
- ADKOM signed individual memoranda of cooperation with ZELS and the Crises Management Center, as well as a joint Memorandum of cooperation with the Regulatory Commission of the Republic of North Macedonia, ZELS and RCDN.
- ADKOM has and is cooperating with several international institutions such as: GIZ, SECO, the World Bank, USAID, EU, UNDP, KWF
- ADKOM is also member of regional networks (IAWD and RCDN),
- ADKOM is a member in several steering committees on projects implemented through the ministries.

Mr. Kirov shared in his presentation the challenges before ADKOM:

- Support the PUCs suppliers of water services in the process of reforms of the water sector (regulation of water services)
- Support PUCs in the process of reforming the waste management (regulating the price of waste management)
- Modernization of the PUCs operations (technical support)
- Lack of equipment and mechanization in the PUCs
- Infrastructure investments
- Build knowledge and skills of the employees (trainings and education)
- Need of new software solutions and provision of data
- Improve the assets management in the PUCs.

The moderator opened the floor for discussions, and the first speaker was Mr. Cliff Hammer, representative of the Swiss Embassy. He stressed that in the past 20 years the Swiss embassy has been active supporter and sponsor of the water supply sector, but also it is active in the waste management sector, which is only one of the ways of support for the PUCs. There are a lot of infrastructural projects being implemented in the country but in parallel it is being invested in capacity building of the PUC personnel, so that the PUCs can manage better their human resources. Mr. Hammer also informed that the "Regional Capacity Development Network for Water and Sanitation Services" (RCDN) is working on a training program for management and maintenance of water treatment plants and this program will be offered to the PUCs and municipalities next year.

Mr. Filip Nelkovski, from UNDP addressed the participants and informed them that the topic on the Agenda is in accordance with the project implemented by UNDP, which is concerning the capacity building of the municipalities.

The project aims at helping the municipalities prepare technical documentation for the infrastructural projects. The project's goal is to provide the municipalities, together with the PUCs with easier access to capital investments.

Mr. Luka Aras, representative of the EU Delegation informed that the Delegation is one of the major donors in the country in various areas connected to the communal services, such as water and waste. Mr. Aras also pointed out that the EU Delegation works on constructing water treatment plants but also he pointed out that it is essential to provide maintenance for those plants, by building the capacities of the staff managing these capital investments.

Ms. Arabena Paljoshi Memeti, from the Japanese Embassy pointed out that through the Japanese Embassy over 100 projects with a total worth of 7.2 million Euros were implemented. Also, Ms. Paljoshi Memeti pointed out that this year they signed 10 grants where the end beneficiaries are the PUCs, and the implementers were the municipalities, and she also pointed out that the PC "Solidarnost" from Vinica applied for a project which after being awarded to them they used it to purchase a vehicle. Mr. Igor Hirstov, from OC "Solidarnost" Vinica also participated in the discussion where he added that the cooperation with the Japanese Embassy has been excellent and invited the colleges from the other PUCs to apply for their assistance. Also, Mr. Hristov added that PUC "Solidarnost" from Vinica had an excellent cooperation with the Swiss Embassy, with which assistance the collector is being built to take the waste waters to the water treatment plant in Kochani.

Ms. Tanja Tomikj, from the MSIP Project informed that the project is working on improving municipal services. She also informed that the project provides sub-loans

for the municipalities to improve their infrastructure and each municipality decides for which type of project they would like to use the funds. The project currently provides funds for any type of infrastructural projects. By using the sub-loan the municipality has the possibility to use a grant in the amount of 27% from the construction contract with the sub-loan. Ms. Tomikj also informed that they are currently negotiating with the bank for two possible projects, one for energy efficiency, which is already in the final stage, and the second one about solid waste management, which is still in the research stage.

Ms. Teodora Pop Hristov, GIZ representative mentioned the program that will be elaborated through the the "Regional Capacity Development Network for Water and Sanitation Services" (RCDN) Project, and it will be offered by ADKOM to the PUCs.

Ms. Ljupka Dimovska Zajkov, from the Ministry of Environment and Physical Planning pointed out that each year there are analyses of the national program in order to determine the inconsistencies and the priorities, in order to know which projects are important and should be given advantage. Besides projects financed from the EU and from other donors, the Ministry prepares other programs, such as the ones for environmental investments and the program on waters, which give the opportunities for procurement of funds to implement these programs in the waste and water sectors. Ms. Dimkovska Zajkov stated that the idea for the Donors' Round Table is an excellent opportunity for the Ministry to be informed which is relevant for its financing decisions. Ms. Dimkovska Zajkov proposed that a system of mutual information should be established displaying all the planned projects, in order for the PUCs and the municipalities to be adequately informed.

Mr. Slavko Arsov, from the Water supply Directorate within the Ministry of Agriculture, informed that the Ministry is part of many projects. He also informed the participants that the Directorate works on several aspects, which besides watering include drinking water, as well as complete water management.

Ms. Biljana Mickovska, from the Ministry of economy informed that the Ministry is working on the amendments to the Law on Public Companies, and that there is a designated Working Group consisted of representatives from the stakeholders, among which is ADKOM. So far, the Ministry has received initiatives from the Institute of Democracy, in a form of a draft proposal but only on the provisions concerning the selection of members for the management and supervisory boards, and the election of directors.

Ms. Linda Shakiri, from the PUC "Vodovod I Kanalziacija" from Skopje, welcome ADKOM's initiative on capacity building and on organizing the round table with donors. Also, Ms. Shakiri pointed out that the applications for all projects are done directly through the municipalities, which puts PUCs in a very peculiar position, especially

after introducing the regulator of the water services as the submitted documentation needs to demonstrate the capital investments of the PUC. She stressed that it is necessary to find a solution for the PUCs to be able to apply directly for the projects they find to be relevant and of priority.

Mr. Andrej Kirov, from PC "Vodovod" Kochani, added that in the amendments to the Law on Public Companies it is necessary to add the activity of selling electricity produced by the PUCs, as the PUCs now are not able to sell the electricity due to legal restrictions.

Ms. Stanislava Dodeva from the Swiss Embassy informed that it was discovered that in the water sector there are many stakeholders involved, but they are not well coordinated. The Swiss Embassy made an analysis in 2014 and the involved expert proposed that there should be a ministerial working group in place. This working group would meet two times a year and they would discuss the most important issues in the sector. The rules of Operation for such working group have already been prepared. Ms. Dodeva stated that ADKOM may initiate the establishment of such working group/ Ms. Tomikj joined the discussion, and she suggested that ADKOM may take a more important role in the coordination of the institutional funds and international funds, so that all PUCs have equal benefit from the donors' investments.

After the discussion, the moderator shared the following conclusions:

- Maintaining the dialogue among the key stakeholders in the water sector is crucial and it must persist in the future
- ADKOM's initiative for establishing an inter-ministerial working group for improved coordination of the stakeholders in the water sector.
- ADKOM needs institutional support in order to meet the challenges before the PUCs.
- Strengthening the PUCs capacities is crucial, and it should be regarded as a capital investment. The ADKOM Training center will continue to deliver its services and through the trainings will work on active capacity building of its members. So far, the center is supported by SECO and GIZ, through the project "Regional Capacity Development Network for Water and Sanitation Services" (RCDN), however it is expected that there will be cooperation with other donors as well.

27.02.2020

### **Visit to the Association for water protection and perseverance in the South of Serbia – WASS**

On February 27, 2020, the delegation of PUC directors, members of ADKOM, headed by the executive director of ADKOM, Ms. Lolita Stojanovska, visited the Association for Water Protection and Perseveration in the South of Serbia – WASS in Nish. The ADKOM delegation consisted of representatives from PUC “Komunalec” Gevgelija, PUC “Solidarnost” Vinica, PC “Vodovod” Kumanovi and PUC “Derven” Veles. The visit was organized in order to strengthen the cooperation and exchange of experiences between both associations.

The topic of the meeting was the operation of ADKOM and WASS, especially because both associations are part of the project implemented through GIZ “Regional Capacity Development Network for Water and Sanitation Services” (RCDN). The participants discussed the activities that will be realized as part of the project and their importance for the members of the associations. Mr. Milosh Gjorgjevikj, the Chairman of WASS introduced the services that WASS offers to their members in South Serbia.

02-04.03.2020

### **Three-day trainings for the implementation of the functional analysis**

In cooperation with the Ministry of Information Society and Administration, ADKOM organized three-day trainings for its members. The trainings were organized by and took place in the Academy for Professional Development of the Administrative Officers of the Ministry of Information Society and Administration. Ms. Laura Idrizi was the trainer. The trainings were attended mostly by the employees in the legal departments of the PUCs. The training consisted of presenting the methodology for the preparation of the functional analysis and the legal obligations for conducting such analysis. During the training, with the help of practical drills the attendees were presented with the model for conducting the functional analysis in order to help the PUCs in conducting their own functional analysis.



05.03.2020

## Twentieth session of the Management Board of ADKOM

On March 5, 2020 in Vinica, ADKOM held the twentieth session of its Management Board. The Management Board operated per the determined Agenda, and its members reviewed the activities conducted in the past period, between two sessions of the Management Board. The executive director of ADKOM, Ms. Lolita Stojanovska, informed the attendees on the organizational activities concerning the eleventh International Conference, particularly the panel sessions and the topics. During the discussion, the members of the Management Board and ADKOM's team agreed that due to the new situation due to the virus COVID-19, the Conference should be postponed for September 2020. In case the situation does not resolve until September then the conference will be held in May or June 2021.

The members discussed the organization and holding of trainings by ADKOM for preparation of Business plans and plans for tariffs adjustment in the second regulated period for the registered PUCs, as well as training for preparation of reports for the small PUCs.

The members of the Management Board discussed the challenges for purchasing of orthophoto maps. Also, the members supported ADKOM in applying to MSIP projects for research, studies and trainings.

## March/April 2020

### Activities undertaken by ADKOM during the State of Emergency

During these times when our country is faced with crisis caused by the virus COVID-19, the PUCs have a crucial role in supplying of potable water as well as for the maintenance of cleanliness and hygiene on the entire territory of the country.

In order for ADKOM to support its members and to help them in executing their daily activities, ADKOM participated on the following activities:

- On 31.03.2020, ADKOM submitted a letter to the Government of the Republic of North Macedonia and the Public Procurement Bureau concerning the expiry of the public procurement license.
- On 31.03.2020, ADKOM submitted a letter to the Government of the Republic of North Macedonia concerning the salaries of the PUCs and proposed that in the Government's consideration for cuts in wages the specifics of the works and services of the PUCs should be taken into consideration, and that these entities should have a special status, separate from other entities in the public sector.
- ADKOM hired consultants who adjusted and unified the tools for data collection and the model for calculation of tariffs for the needs of the second regulated period, and also prepared the guidelines for the use of these tools.
- Asked for extension of deadlines until May 15, 2020 for submission of Business Plans (BP) and Plans for Tariffs Adjustment (PTA) by the PUCs to the Energy and Water Services Regulatory Commission of the Republic of North Macedonia.
- Organizing and delivering trainings for BPs and PTAs to the PUCs. The trainings are done online, in order for the PUCs to be supported in the process and also to meet the legal obligations set by the Regulatory Commission.
- On 01.04.2020, ADKOM submitted a request to the Technical Prime Minister, Mr. Oliver Spasovski, in order to get approval for use of gas and gasoline from the state reserves, as well as to get assistance in a form of protective consumable (gloves and masks) and disinfectants for all PUCs in the country.
- On 02.04.2020, ADKOM submitted a letter to the Government of the Republic of North Macedonia requesting answers to the questions submitted by the PUCs concerning the use of annual leaves, leaves of absence, and also initiated the resolutions of other issues concerning wages and contributions.
- In April 2020, ADKOM submitted a request to the Government of the Republic of North Macedonia for the postponement of the enforcement of the Law on cancelling of interest rates and reprogramming of debts and expenditures of natural persons, publicized in the Official Gazette of the Republic of North Macedonia No.31/2020 from 10.02.2020. Therefore, ADKOM submitted a list of questions to the Chambers of Executors concerning the implementation of this process.
- Collecting additional data concerning increased workload of the PUCs (disinfections, number of people engaged, working during working hours or outside working hours and similar data), after the submitted request by the government for additions to the Administrative Order for payment of fees to the wages of employees in the public sector.
- On 13.04.2020 ADKOM submitted a request to the Government of the Republic of North Macedonia in order to add to the Administrative Order for limitations to the payment of fees to the wages of employees in the public sector during the State of Emergency. It was pointed out that it is unjust to reduce the fees to the wages of the PUC employees, as they put in extraordinary efforts to meet the needs of the citizens and the State in dealing with this problem.
- The Eleventh International Conference on "Modernization and sustainability of the

Communal Services“ organized by ADKOM due to the situation of COVID-19 will be postponed for September 2020. In case the situation does not resolve until September then the conference will be held in May or June 2021.

#### Online trainings for making of Business Plans (BP) and Plans for Tariffs Adjustment (PTA)

ADKOM in cooperation with the Energy and Water Services Regulatory Commission of the Republic of North Macedonia, through its Training Center started to implement trainings for the responsible team in the PUCs for making of Business Plans (BP) and Plans for Tariffs Adjustment (PTA) for the second regulated period.

In order to support its members in this process, ADKOM prepared a training program, designed according to the needs of the PUCs, which aims at building the capacities of the PUCs and the PUCs will be able to independently make and submit to the regulatory Commission the Business Plans (BP) and Plans for Tariffs Adjustment (PTA). The training program includes trainers who will help the PUCs teams directly to prepare all the documents, and the program also foresees homework for the PUCs teams.

Even though the State of Emergency imposes postponement of the trainings, in March 2020 ADKOM created additional training plan, and from April 2, 2020 started to implement online trainings. According to the initial training program it was foreseen that there should be 4 trainings, but per the new situation the number of trainings increased in order for the PUCs teams to be support completely during this process.

The following PUCs joined the online trainings:

1. “Ograzhden” Bosilovo
2. “Derven” Veles
3. “Dolneni” Dolneni
4. “Komunalec” Kichevo
5. “Komunalec” Strumica
6. “Komunalec” – Sveti Nikole
7. “Nikola Karev” Probishtip
8. “Niskogradba” Bitola
9. “Plavaja” Radovish
10. “Standard” Debar
11. “Usluga” Berovo
12. “Ilinden” Ilinden
13. “Vodovod” Bitola
14. “Solidarnost” Vinica
15. “Proleter” Resen

Due to the State of Emergency, the Regulatory Commission, in cooperation with ADKOM, granted the PUCs an extension to the deadline for submission of BP and ATP until May 15, 2020.

# PHOTO GALLERY





03.04.2020

## Online exchange of experiences on the subject of “Operation and maintenance of the wastewater treatment plants “

On April 3, 2020, the Aquasan network from Bosnia and Herzegovina, through the project “Regional Capacity Development Network for Water and Sanitation Services” (RCDN) organized exchange of experiences on the subject of “Operation and maintenance of the wastewater treatment plants “.

The main goal of the exchange of experiences was to enable the units of local self-government and the PUCs from Bosnia and Herzegovina to share their experience and to improve the operations of the wastewater treatment plants by formal exchange of experiences, based on the product for capacity building, developed by the RCDN network and Aquasan network.

The meeting was attended by Ms. Lolita Stojanovska, the Executive director of ADKOM and Ms. Lea Pavlovikj, Training Manager of ADKOM.

15.04.2020

## Online meeting with the training managers / focal points

On April 15, 2020, the project “Regional Capacity Development Network for Water and Sanitation Services” (RCDN) organized an online meeting on which participated the members of the project, i.e. the training managers / focal points from the associations

of municipalities and PUCs. The discussion of the meeting evolved around the undertaken activities by the association during the State of Emergency. ADKOM was represented by Ms. Lea Pavlovikj, Training Manager/Focal point for the RCDN project. On the meeting ADKOM presented all the activities through which ADKOM supports its members. Also, the good practices were shared, particularly that ADKOM created a training plan for organizing and delivery of online training for making of Business Plans (BP) and Adjustment to Tariffs Plans (ATP), also, that a Viber group was established for exchange of experiences for the wastewater treatment plants, and the information that ADKOM is working on documents and materials for events which were postponed due to the pandemic, so that after the conditions are improved, ADKOM will be ready to implement them immediately.

28.04.2020

## Webinar on uninterrupted operations during crisis

On April 28, 2020, the Water Company from Budapest (Budapest WaterWorks) organized a webinar on uninterrupted operations during crisis.

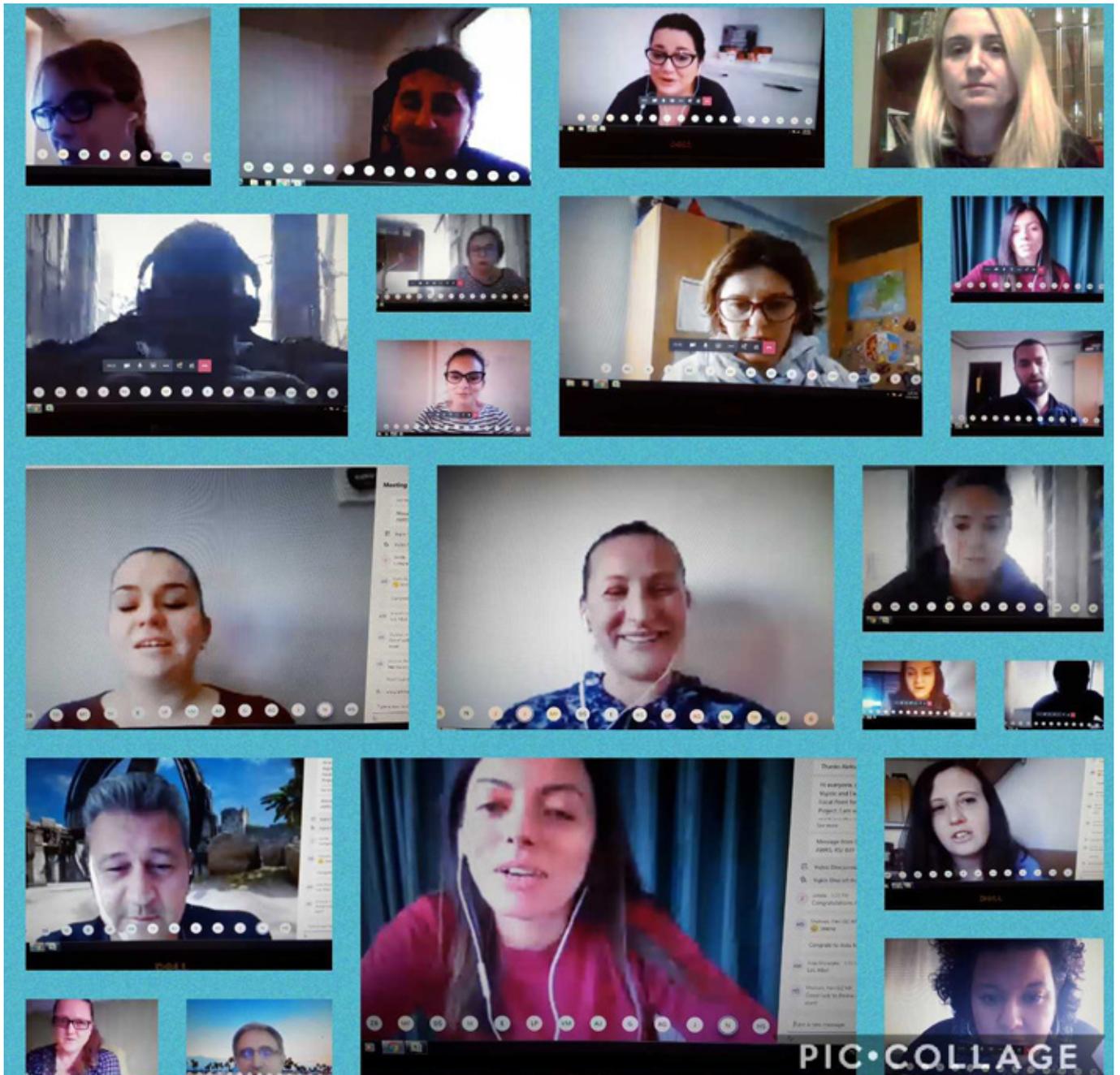
The main topics of the webinar were the following:

- How to change the operating basis during crisis
- How to return to normal operations after the crisis
- Re-imagine and re-discover the business activities, the regulatory and the competition environment.

A team from ADKOM took part on the webinar.



# PHOTO GALLERY





**ADKOM**

