

Expertise:	<b><u>Utility corporate development</u></b>
Region:	<b><u>Central and South Eastern Europe</u></b>
Location:	<b><u>Moldova</u></b>
Project Name:	<b>Corporate Development and Stakeholder Participation Project</b>
Beneficiary/Client:	Water utility of Chişinău
Donor:	EBRD
Main contractor:	ICON
Period of Project:	From: 01-Jan-15 To: 30-Jun-17
Topic:	Corporate development
TreeVelop (%):	30%
Total Value (€):	400,000
<b>Project Description</b>	<p>EBRD funded project for the implementation of a Corporate Development and Stakeholders Participation Programme for the Chisinau water utility. The project assists in:</p> <ul style="list-style-type: none"> <li>Improving the commercial standing, financial and cost management, service and environmental performance of the company.</li> <li>Developing a comprehensive corporate financial model.</li> <li>Enhancing public ownership through implementation of the stakeholders participation programme.</li> <li>Developing regionalisation process support aiming at ensuring adequate economies of scale in operation and investment.</li> </ul>
<b>TreeVelop Part</b>	TreeVelop provided the Team Leader/Institutional and Financial Expert for the project.
<b>Project Number(s)</b>	TVC052
<b>Executor</b>	GV

Expertise:	<b>Utility corporate development</b>
Region:	<b>Central and South Eastern Europe</b>
Location:	<b>Serbia</b>
Project Name:	<b>Municipal Infrastructure Support Program II IPA 2010</b>
Beneficiary/Client:	Serbian municipalities, and municipal enterprises
Donor:	EU
Main contractor:	Royal Haskoning DHV
Period of Project:	From: 01-Jun-13 To: 30-Jun-14
Topic:	Water, Finance, Tariffs, Business Planning
TreeVelop (%):	na
Total Value (€):	na
<b>Project Description</b>	EU funded: "Municipal Infrastructure Support Programme - IPA 2010". (approx. 5M EUR): The overall objective of the project is to contribute to the decentralization process and to preparing Serbian municipalities for EU accession. The purpose of this contract is to build the project pipeline to EU standards and to further build the capacities of municipalities and support implementation of selected infrastructure projects.
<b>TreeVelop Part</b>	Within the project three Financial and Operational Performance Improvement Programs (FOIPs) are carried out. These are for supporting the sustainability of Leskovac Wastewater Treatment Plant (23.8 MEURO), Kolubara Regional Water Supply and for the Regional Water Supply Scheme in Velika Plana/Smederevska Palanka. Role in the FOPIP is of senior financial modelling and business planning expert, responsible for: Accounting, billing and collection; Service agreement, tariff model and multi-year financial forecast. Preparation of first operating budget. The project includes significant stakeholder participation and consultation.
<b>Project Number(s)</b>	TVC046
<b>Executor</b>	GV

Expertise:	<b><u>Utility corporate development</u></b>
Region:	<b><u>Central and South Eastern Europe</u></b>
Location:	<b><u>BiH</u></b>
Project Name:	<b>Čapljina utility FOPIP</b>
Beneficiary/Client:	Municipality of Čapljina
Donor:	EBRD
Main contractor:	Eptisa
Period of Project:	From: 01-Sep-12 To: 30-Sep-13
Topic:	Corporate development
TreeVelop (%):	na
Total Value (€):	200,000
<b>Project Description</b>	<p>EBRD Trust funded through financial support from the Spanish government: 'Capljina Water Supply Project and Public Service Agreement'. The objective of the project is to develop, agree and support implementation of a: Financial and Operational Performance Improvement Program (FOPIP); Public Service Agreement between the utility and the municipality of Čapljina.</p> <p>The project was carried out in strong coordination with the beneficiaries i.e. the municipality and the municipal service company of Capljina. During the course of the project a social measure was developed and implemented through the Public Service Contract. Also the project prepared a financial model for the utility.</p>
<b>TreeVelop Part</b>	<p>TreeVelop provided the Project Manager, directing a team of 12 national and international staff. Took responsibility as a FOPIP expert, with particular attention to finance, accounting, billing, collection, MIS, customer service, organizational structure, staff optimisation and human resource management.</p>
<b>Project Number(s)</b>	TVC044
<b>Executor</b>	GV

Expertise:	<b><u>Utility corporate development</u></b>
Region:	<b><u>Central and South Eastern Europe</u></b>
Location:	<b><u>Kosovo</u></b>
Project Name:	<b>Consultancy services on improvement of Commercial Management Capacities.</b>
Beneficiary/Client:	Mitrovica Regional Water Company
Donor:	LUX Development
Main contractor:	TreeVelop
Period of Project:	From: 01-Jan-12 To: 30-Apr-12
Topic:	Institutional and Technical Support for the Water Supply System of the city of Mitrovica, Republic of Kosovo.
TreeVelop (%):	na
Total Value (€):	na
<b>Project Description</b>	<p>Technical advice for improvement of business planning and commercial management capacities of the Mitrovica Regional Water Company:</p> <ul style="list-style-type: none"> <li>• Capacity building in water business planning, water investments, cost recovery, performance indicators etc.;</li> <li>• Recommendation on systems upgrade and customer service for Regional Water Company Mitrovica;</li> <li>• Review and recommendation on existing systems for management information, water tariff planning, customer relationship management, billing, accounting and enterprise resource planning;</li> <li>• Specification of new or modified systems;</li> <li>• Support on improving customer service.</li> </ul>
<b>TreeVelop Part</b>	TreeVelop provided the Team Leader.
<b>Project Number(s)</b>	TVC042
<b>Executor</b>	GV

Expertise:	<b><u>Utility corporate development</u></b>
Region:	<b><u>Central and South Eastern Europe</u></b>
Location:	<b><u>Serbia</u></b>
Project Name:	<b>Municipal Infrastructure Support Program II IPA 2008 Solid Waste</b>
Beneficiary/Client:	Serbian municipalities, and municipal enterprises
Donor:	EU
Main contractor:	Eptisa/Royal Haskoning/VNG
Period of Project:	From: 01-Sep-11 To: 30-Jun-13
Topic:	FOPIP / Corporate Development
TreeVelop (%):	na
Total Value (€):	na
<b>Project Description</b>	EU funded: "Municipal Infrastructure Support Programme - IPA 2008" (approx. 10M EUR): aiming to improve institutional and regulatory framework for municipal water and sanitation infrastructure services and support for PUC reform.
<b>TreeVelop Part</b>	TreeVelop provided the expert to direct two Financial and Operational Performance Improvement Programs (FOPIPs) in the waste sector, namely for the Sremska Mitrovica and Sabac Regional Waste Management Scheme and for the Pirot Regional Waste Management Scheme. The FOPIPs consisted of: Institutional strengthening (service contracts, full cost recovery, development of instruments such as depreciation funds and escrow accounts for landfill closure; Tariff and financial modelling including affordability consideration and social measures;
<b>Project Number(s)</b>	TVC039
<b>Executor</b>	GV

Expertise:	<b><u>Utility corporate development</u></b>
Region:	<b><u>Central and South Eastern Europe</u></b>
Location:	<b><u>Kosovo</u></b>
Project Name:	<b>Kosovo Water Institutional Reform Project</b>
Beneficiary/Client:	Kosovo water authorities and regional water companies
Donor:	USAID
Main contractor:	Environet/Tetrattech
Period of Project:	From: 01-Jul-10 To: 31-Dec-10
Topic:	Technical Assistance, inst. Support
TreeVelop (%):	na
Total Value (€):	5m
<b>Project Description</b>	K-WISER is a \$7.2 million project financed by the USAID to assist the Government of Kosovo in implementing national policy reforms in the water supply and sanitation sector. K-Wiser is supporting and strengthening the long-term financial and technical sustainability of Kosovo's Regional Water Companies (RWCs).
<b>TreeVelop Part</b>	TreeVelop consultants work with the Policy and Monitoring Unit of the Ministry of Finance, the Water and Waste Regulatory Office and the Regional Water Companies Hidrodrini and Hidroregjioni Jugor on improved performance, through better monitoring and the use of Key Performance Indicators. Furthermore a project component on improving customer dialogue and public awareness is carried out. TreeVelop implemented a needs assessment of the Customer Consultative Councils and organised a training event for these council members.
<b>Project Number(s)</b>	TVC035
<b>Executor</b>	CD, GV

Expertise:	<b><u>Utility corporate development</u></b>
Region:	<b><u>Central and South Eastern Europe</u></b>
Location:	<b><u>Serbia</u></b>
Project Name:	<b>Municipal Infrastructure Support Program II IPA 2008 Water</b>
Beneficiary/Client:	Serbian municipalities, and municipal enterprises
Donor:	EU
Main contractor:	Eptisa/Royal Haskoning/VNG
Period of Project:	From: 01-May-10 To: 30-Sep-11
Topic:	FOPIP / Corporate Development
TreeVelop (%):	na
Total Value (€):	na
<b>Project Description</b>	<p>The Objective of MISP is to improve local governance, implement policy reforms, manage municipal infrastructure services, program and absorb EU investment funds, prepare and implement infrastructure projects, access financial funds for infrastructure projects, efficient delivery of services to the citizens aiming at an improved institutional and regulatory framework for municipal infrastructure services and support for PUC Reforms, improved municipal infrastructure programming and project preparation, implementation of municipal infrastructure projects. Beneficiaries are the Serbian municipalities through water supply, waste water, solid waste management and district heating.</p>
<b>TreeVelop Part</b>	<p>Within MISP TreeVelop provided expertise to public utility companies on financial management, business planning, customer relations, tariff modelling, cost center based accounting and budgeting, MIS and billing. For each public utility company a scoping visit is carried out. Based on consultations with the company a scope of work is formulated to be implemented by the Consultant. The program is tailor made to the actual needs of the company. Some companies opt to upgrade systems (billing, accounting, MIS). Others need to develop a business plan for a newly created entity. Some companies need to improve performance based on KPIs whereas others need support on developing a bulk water tariff. TreeVelop provided input on the financial, commercial, management and institutional aspects of the FOPIP.</p>
<b>Project Number(s)</b>	TVC034
<b>Executor</b>	GV

Expertise:	<b>Utility corporate development</b>
Region:	<b>Central and South Eastern Europe</b>
Location:	<b>Iran</b>
Project Name:	<b>Islamic Republic of Iran - Water Supply and Sanitary Projects - Institutional Assessment and Development Plan of WWCs in Ahwaz, Shiwaz, Mazandaran and Guilan</b>
Beneficiary/Client:	National Water and Waste Water Engineering Company (NWWEC)
Donor:	World Bank through IPA Water and Economics
Main contractor:	IPA Water and Economics
Period of Project:	From: 01-Feb-09 To: 31-Mar-09
Topic:	FOPIP / Corporate Development
TreeVelop (%):	na
Total Value (€):	na
<b>Project Description</b>	The aim of this project is to transform water companies in Ahwaz, Shiwaz, Mazandaran and Guilan to autonomous self-financing water and waste water utility. The companies are expected to be run with modern utility management practices and computerized administrative system. Also the company must have a commercial attitude and sense of service aimed at providing the best water supply possible to its consumer at an affordable cost without government subsidy. The assignment then was carried in three phases which are: (i) institutional and financial review; (ii) policy formulation and planning; (iii) action plan for improved (and modernized) management of the company.
<b>TreeVelop Part</b>	TreeVelop has the part to be the financial expert which conducts : <ul style="list-style-type: none"> <li>• Technical assistance to water companies in Iran (Ahwaz, Shiraz, Mazandaran and Guilan) in the areas of strategy, HR, billing, accounting, MIS, business planning and Key Performance Indicators</li> <li>• Carry out an institutional and financial audit and make recommendations for improvement</li> <li>• Developing a new corporate strategy for the companies involved, business and action planning</li> <li>• Make recommendations to the central government on how to reform the water sector in order to facilitate performance improvement</li> </ul>
<b>Project Number(s)</b>	TVC032
<b>Executor</b>	GV



Expertise:	<b><u>Utility corporate development</u></b>
Region:	<b><u>Central and South Eastern Europe</u></b>
Location:	<b><u>Romania</u></b>
Project Name:	<b>Oradea Water Company, Romania. Assistance in Converting to a Regional Operator</b>
Beneficiary/Client:	SC Company De Apa Oradea Asa
Donor:	European Bank for Reconstruction and Development
Main contractor:	Aquanet
Period of Project:	From: 01-Jun-08 To: 31-Oct-09
Topic:	FOPIP / Corporate Development
TreeVelop (%):	na
Total Value (€):	na
<b>Project Description</b>	The project aim to convert water company in Oradea - SC Compania Apa Oradea to a Regional Operating Company. The objective of the project is to provide assistance in the preparation and and implementation of the regionalization process to ensure the water company's high standard and consistency with international as well as national best practice. There are two task which is mainly assigned for the consultant which are: (1) collate information on the status quo od the company and provide relevant details for preparation of the regionalization; (2) provide complex assistance and advise on the regionalization process
<b>TreeVelop Part</b>	TreeVelop has the task to be the financial expert and convey several tasks: <ul style="list-style-type: none"> <li>• Establishment of a regional water supply company based on existing three municipal companies</li> <li>• Financial, operational and institutional analysis of the existing utilities and projection of future performance</li> <li>• Review of current business and financial planning and demand forecasting practises</li> <li>• Development of a short term business plan and financial model for the regional water company</li> </ul>
<b>Project Number(s)</b>	TVC029
<b>Executor</b>	GV

Expertise:	<b><u>Utility corporate development</u></b>
Region:	<b><u>Central and South Eastern Europe</u></b>
Location:	<b><u>Kosovo</u></b>
Project Name:	<b>Pilot Water Supply Project</b>
Beneficiary/Client:	Radoniqi Regional Water Supply Company for Gjakova and Rahovec / UNMIK Public Utilities Department
Donor:	WorldBank
Main contractor:	Gelsenwasser AG
Period of Project:	From: 01-Feb-02 To: 31-Mar-04
Topic:	Management Contract, Public Private Partnership
TreeVelop (%):	7%
Total Value (€):	2,500,000
<b>Project Description</b>	The Kosovo Pilot Water Supply Project has been set up to improve water company management in the project area, execute investment, show the viability of private sector participation and demonstrate a model for integrated water resource management. Giel Verbeeck worked as a short term financial expert in the following areas: procurement, financial administration, financial policy, Key Performance Indicators, human resource planning, project implementation strategy.
<b>TreeVelop Part</b>	Conceptualising, coordinating and writing of the Strategic Implementation Plan, the Staff Optimisation and Compensation Plan, the Human Resource Baseline study, the Tariff Study etc. Implementation of aforementioned plans after successfully reaching agreements about them with the water companies' Supervisory Board. Prepared new job descriptions and employment and compensation contracts for all staff members of water company 'Radoniqi' Amalgamation of three constituent companies of Radoniqi Regional Water Supply Company, including accounts, human resources, assets, procedures, billing, policies Unbundling of solid waste activities from one of the constituent companies.
<b>Project Number(s)</b>	TVC001
<b>Executor</b>	GV

Expertise:	<b><u>Utility corporate development</u></b>
Region:	<b><u>Central Asia and the Middle East</u></b>
Location:	<b><u>Kazakhstan</u></b>
Project Name:	<b>Water Supply Project Kasalinsk &amp; Novokasalinsk</b>
Beneficiary/Client:	Committee for Water Resources - Water Company Kasalinsk-Novokasalinsk
Donor:	Kreditanstalt für Wiederaufbau
Main contractor:	Niederrheinische Gas und Wasserwerke GmbH
Period of Project:	From: 01-May-05 To: 31-Oct-06
Topic:	Technical Assistance, including infrastructure
TreeVelop (%):	2%
Total Value (€):	6,000,000
<b>Project Description</b>	The Water Supply for Kasalinsk Novokasalinsk Project provides for management development support to the water company located in the project area. Senior international experts and Kazakh experts are supporting the company over a period of 18 months.
<b>TreeVelop Part</b>	TreeVelop provides the international financial controller to the project. Activities include: Development and implementation of a Management Information System Set up and analyse relevant Key Performance Indicators and targets Improvement of the internal and external reporting mechanisms Improvement of the staff's job descriptions Improvement of human resources policy, control and planning Development of a mid-term capital expenditure plan, cash flow projections, cost accounting and control Financial management support, including: Calculation of full cost recovering tariffs Optimising of the debt-equity ratio Reduction of Accounts Receivables Improvement of the organisational structure, including the management and personnel structure
<b>Project Number(s)</b>	TVC002
<b>Executor</b>	GV

Expertise:	<b><u>Utility corporate development</u></b>
Region:	<b><u>Sub Saharan Africa</u></b>
Location:	<b><u>Ethiopia</u></b>
Project Name:	<b>Capacity building of ITANG Water Supply Company</b>
Beneficiary/Client:	ITANG Water Supply company
Donor:	UNICEF
Main contractor:	GOPA
Period of Project:	From: 01-Jun-18 To: 31-May-19
Topic:	Corporate development
TreeVelop (%):	na
Total Value (€):	na
<b>Project Description</b>	UNICEF funded project for capacity building of Itang town water utility supplying a community of 250,000 people including both home and refugee communities. Financial expert provides for financial systems and business planning.
<b>TreeVelop Part</b>	Provision of the International Financial Expert to the Project. Activities include the development of a business plan, financial model, specification and implementation of a billing and accounting system, Key Performance Indicators.
<b>Project Number(s)</b>	TVC064
<b>Executor</b>	GV