Utility Platform

For strengthening partnerships
of municipal utilities worldwide

Towards optimising utility partnerships in the water sector

6th International Networking Event

Berlin, 25-26 May 2023

Summary Report

CONTENTS

Facilitator: Belinda Abraham
Venue: Seminaris CampusHotel Berlin

1. INTRODUCTION

2023 is an important year for the water sector. In March, the first United Nations Water Conference in 50 years took place in New York. In July, Sustainable Development Goal 6 on clean water and sanitation was under review at the United Nations High-Level Political Forum. Right before the Utility Platform Networking Event, the 5th Global WOPs Congress, convened by UN-Habitat's Global Water Operators' Partnerships Alliance (GWOPA), was held in Bonn, Germany.

Against this backdrop, more than 70 participants from nine utility partnerships came together for the 6th Utility Platform Networking Event in Berlin on 25-26 May 2023. They discussed issues such as how utilities in the partner countries can operate more effectively and efficiently to meet people's freshwater and wastewater demands while covering their costs, and how their Water Operators' Partnerships (WOPs) can assist them with this task.

The water utilities shared their strategies and experience in relation to technical and business challenges such as locating and repairing leakages and reducing operating costs for water supply. Of particular interest were methods to improve the knowledge and expertise of employees in their companies, from the upper management down to customer service personnel. The event also focused on the challenges that Ukrainian utilities are facing due to Russia's war of aggression.

At the end of the event, the participants visited the Berlin-Ruhleben wastewater treatment plant, the Berlin-Beelitzhof water plant and an industrial wastewater treatment plant in Blankenfelde-Mahlow outside Berlin.

The Utility Platform is financed by the German Federal Ministry for Economic Cooperation and Development (BMZ). The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and Engagement Global / the Service Agency Communities in One World have been implementing it since 2019.

The pilot project is being developed and implemented together with the German Association of Local Public Utilities (VKU) and German Water Partnership (GWP). It advises on and supports the initiation and implementation of the partnerships, funds partnership activities via grant agreements, organises network meetings and offers trainings.

Find out more on our website: www.utility-platform.de

Participating Water Operators' Partnerships

1. Buffalo City Metropolitan Municipality, South Africa – Oldenburgisch-Ostfriesischer Wasserverband (OOWV), Brake, and Wupperverband, Wuppertal, Germany
2. Miyahuna LLC Water Company, Amman, Jordan – HAMBURG WASSER, Hamburg, and hanseWasser Bremen GmbH, Bremen, Germany

3. Kahama Shinyanga Water Supply and Sanitation Authority (KASHWASA) and Kahama Urban Water Supply and Sanitation Authority (KUWASA), Tanzania – HAMBURG WASSER, Hamburg, and Netze BW Wasser GmbH, Stuttgart, Germany
4. Kyivvodokanal, Kyiv, Ukraine – HAMBURG WASSER, Hamburg, Germany
5. Lukanga Water Supply & Sanitation Company Limited, Zambia – Gelsenwasser AG, Gelsenkirchen, and Emschergenossenschaft / Lippeverband, Essen, Germany
6. Luapula Water Supply and Sanitation Company Limited, Zambia – Stadtentwässerung Dresden GmbH, Dresden, Germany
7. Lvivvodokanal, Lviv, Ternopilvodokanal, Ternopil and Nadvirnavodokanal, Nadvirna, Ukraine – Stadtentwässerung Dresden GmbH, Dresden, Stadtentwässerungsbetriebe Köln, Köln, and Berliner Wasserbetriebe, Berlin, Germany
8. Miskvodokanal, Sumy and Chernihivvodokanal, Chernihiv, Ukraine – Oldenburgisch-Ostfriesischer Wasserverband (OOWV), Brake, Germany
9. Virtual presentation: eThekwini Municipality, Durban, South Africa – HAMBURG WASSER, Hamburg, Germany

1 BUILDING BETTER WATER OPERATORS' PARTNERSHIPS

Many of the WOPs that are part of the Utility Platform have already been working together for some time and have started to implement various projects. Participants addressed issues that can improve the partners' cooperation and project results, such as management support, time management, public relations and awareness-raising and, with a particular focus on

Ukraine, procurement and transport in solidarity partnerships. The next chapters are named after the different sessions at the networking event.

1.1 Management support in WOPs

The success of a WOP depends to a large extent on the support of each utility's management. Working time has to be allocated to the WOP and the outcomes of the partnership's work have to be implemented in the utilities' structures and processes. Sometimes, own funds are needed to implement a WOP project.

> "It is important to inform the utility's management and staff and our national ministry about the partnership's activities, benefits and impacts."
>
> *Patrick Dismas, Kahama Shinyanga Water Supply and Sanitation Authority, Tanzania*

A good way to persuade a utility's management of the benefits of a WOP is to put a focus on quick wins and on reducing costs. Experience from Zambia shows that it also helps to link WOP activities to the management's overall priorities.

The management's commitment to a WOP can also be enhanced if meetings between the partners are sometimes also held at the upper management level. In addition, attending network meetings provides the upper management with a broader picture of the WOPs' many advantages. Publicly showcasing the WOP's benefits, creates a positive image for the utility, which again is in the upper management's interests.

However, it is important to ensure that the workforce as a whole is committed to a WOP. With clear communication, staff should be encouraged to support a WOP from the bottom up and/or top down, depending on where the WOP initiators are located within the utility's structure.

1.2 Procurement and transport in solidarity partnerships with Ukraine

The partnerships between German and Ukrainian utilities – both traditional utility partnerships and the newer solidarity partnerships, which were established during the war – focus on procuring technical equipment and providing know-how to support the Ukrainian partners in rehabilitating critical water infrastructure damaged or destroyed in Russian attacks. Some cities such as Sumy have been without power and water for many weeks. Despite the urgent need for such support, the procurement and transport of goods must conform to legal and administrative requirements in Germany and Ukraine including customs regulations and often take longer than expected. However, tasks such as procurement, setting up contracts and checking sanction lists are time-consuming, especially because shipping material abroad is a new experience for German utilities. Bottle-necks in international supply chains are additional challenges.

It is of great help that with a new process established by GIZ for handling donations, customs clearance and the transport of the goods are prepared and organised by GIZ's

logistics partner "Go Local". The transport is free of charge for donating companies and is financed by BMZ.

Procurement and transport usually involve the following steps:

1. Determine and prioritise needs, including a technical evaluation,
2. German partner purchases goods, taking into account availability, delivery times and potential restrictions in the supply chain resulting from sanctions.
3. Transport goods to Ukraine, preferably in cooperation with the Ukrainian non-governmental organisation Go Local, and provide documents such as export declarations, donation agreements and packaging lists,
4. Receipt of goods by Ukrainian partner, including issuing handover protocols and photo documentation.

All these steps take time, which often becomes a challenge because of supply issues in the market and the requirement for projects to be finalised by the end of the calendar year.

> "Stadtentwässerung Dresden is a public sector enterprise and may not use taxpayers' money for purposes other than those for which it is intended. Financing technical assistance goods is not investment provision."
>
> *Kristin Michalek-Götz, Stadtentwässerung Dresden*

1.3 Time management in WOPs

Participants in the networking event reported that working on the utility partnership is an add-on to their normal duties and finding enough time for it is often difficult. They came up with several ideas to improve their time management. They suggested allocating "WOP time" or reserving a "WOP day" to work on partnership issues. In addition, they found it helpful to agree on fixed deadlines for certain tasks, to hold regular meetings among the partners and to gain a better understanding of the topics which the partners have to deal with. If project partners refrain from postponing their WOP tasks, projects can be developed and implemented much more effectively and efficiently, which also leads to higher motivation among all stakeholders involved.

The good news emerging from the discussion was that in most cases employees, who are involved in the partnerships, do not have to worry about conflicts regarding the time they allocate to WOP-related work, because their supervisors usually support the WOP activities.

1.4 Water utilities' public relations and awareness campaigns

Utilities must communicate effectively with their customers and the community in order to provide practical information about tariffs or technical faults and to receive feedback on technical issues such as burst pipes or on the quality of their services in general. In addition, awareness campaigns can help to develop a better understanding of the value of water in the general public, the need to save water and the important functions performed by

utilities. In the partner countries, it might also be necessary to convince people of the need to pay for clean water.

Despite these important tasks, utilities' PR departments often have very limited budgets. They therefore have to carefully plan their communication activities and pursue a good balance between providing more technical information and promoting a positive image of water management and the utility. A key message to convey is that the utility listens to customer needs and aims to provide the best services possible.

Channels to be used for communication include community meetings, radio programmes and clips, advertisements about the value of water and water infrastructure, events such as the Zambia Water Forum and Exhibition and social media.

2 WOPS: CHALLENGES, LESSONS LEARNED AND GOOD PRACTICES

In three breakout sessions, participants assessed their partnership work and discussed their strategies, successes, challenges and lessons learned.

2.1 Technical issues

Many utilities in the partner countries face technical challenges such as non-revenue water, inefficient water treatment processes and poor raw water quality. They find the dialogue with their German partners very helpful. They collaborate on topics such as establishing or improving Geographic Information Systems (GIS) and sludge management and discuss technical aspects such as zoning, water pressure, proper backwash processes and filter material. The aim is to improve the utilities' services and reduce their environmental and climate impacts and operating costs.

Example of good practice:

Reducing the use of chemicals

The Jordan Water Company (Miyahuna) in partnership with HAMBURG WASSER and hanseWasser Bremen reduced the use of chemicals at the Zai water treatment plant in Jordan by changing dosing points.

2.2 Management and capacity development

The partnerships also address management issues, including strategic planning, risk management and investment planning. In order to build employees' capacities, training programmes cover topics such as asset management, energy efficiency in plant operation and safety. Training is delivered either in person or online.

Capacity development is also considered important for the general public. Environmental education is therefore a field in which WOPs can have a meaningful impact.

Participants engage in discussions during the networking event. ©Engagement Global/Natalia Morokhova

2.3 Partnership issues

All utilities greatly value the cooperation within their WOPs. The stakeholders have got to know each other well over the past few years and have a sound understanding of the challenges to be addressed within the WOP. Their ambition is to reach their goals and indicators by June 2024, the end of the Utility Platform project, and strongly advocate for a continuation of the Utility Platform project.

Some partners – in Zambia, for instance – are so convinced of the benefits of the WOP concept that they plan to extend it and establish an exchange between WOPs in the country that goes beyond WOPs with the German Utility Platform. There are for example also WOPs with Water Worx, the Dutch utility platform.

Personal visits are seen as key for the success of a WOP. However, the long journey times create difficulties in some cases. This is also an issue for deep-dive missions and job shadowing by international technicians at their German partner utilities. It is therefore important that learnings from job shadowing are shared with peers at home.

2.4 WOPs under war conditions

Due to the Russian invasion, Ukrainian utilities are under extreme pressure. Critical infrastructure has been a target since the first day of the war and at first, the utilities were not prepared to work in emergency mode. They now depend to a large extent on the support from international partners, particularly for a supply of spare parts needed to repair destroyed water infrastructure. It is very difficult to buy equipment in Ukraine itself due to limited availability, long delivery times, a highly competitive market and a bad price-performance ratio.

Although prices for the utilities' services have not increased since 2021, many people struggle to pay due to the hardships of war. However, the utilities' costs are increasing because of inflation and rising prices for technical infrastructure and energy, with the result that they are becoming ever more reliant on government and external funding. One utility is reported to have accumulated losses of 2.5 million euros in 2022.

Communication is key in such a situation and the Ukrainian association of water utilities has introduced regular meetings with all Ukrainian water utilities, as well as an online platform to report damages and support needed for reconstruction. The utilities most affected by the war have received support from other Ukrainian utilities and international donors.

Example of good practice:
OOWV's crisis management

Crisis management strategies can help Ukrainian utilities in the current war. A good example is OOWV's crisis, emergency and fault management system, which aims to help maintain or restore the utility's services. "Our crisis *management* is outside the normal organisation with a special structure and process organisation and is designed to be permanent. The crisis *team* is usually appointed and dismissed by the management. In contrast to the general crisis management, the crisis team is time-limited."

Tammo Janßen, OOWV, Brake, Germany

The support from German WOPs includes a regular exchange and advice by video calls on technical issues, the provision of technical equipment and humanitarian aid including generators, pumps and protective gear.

Thinking ahead

"It is not possible to rebuild our infrastructure within one or two years. Our WOP projects must therefore be long-term and we have agreed with our partners on a four-year programme period."

Anatolii Sahach, Sumyvodokanai, Ukraine

In order to be able to respond effectively to the various crises caused by the war, it is important that the German-Ukrainian cooperation is based on trust, flexibility, transparency and commitment. In addition, Ukrainian colleagues' on-site visits to Germany of up to five days (where possible) have a rapid learning effect.

However, the utilities are already looking ahead beyond the end of the war and want to set the basis for long-term partnerships with a view to achieving the United Nations' Sustainable Development Goals by 2030. They also aim to use the opportunity not only to reconstruct but also to modernise the infrastructure and make it more environmentally compatible, climate-friendly and efficient, using energy-efficient pumps and solar power.

3 TARGETING TECHNICAL, FINANCIAL AND EDUCATIONAL ISSUES IN PARTNERSHIPS

Each utility and each WOP is unique. However, there are shared challenges and opportunities, which participants discussed during the networking event. Among those issues were non-revenue water, financing and capacity development.

3.1 Non-revenue water

Many utilities aim to reduce non-revenue water, which is often a result of ageing infrastructure and subsequent leaks and burst pipes. It is not only a waste of a precious resource in often water-scarce areas, but is also a major economic issue. Informal settlements are a great concern in this respect, because people there tap off water illegally.

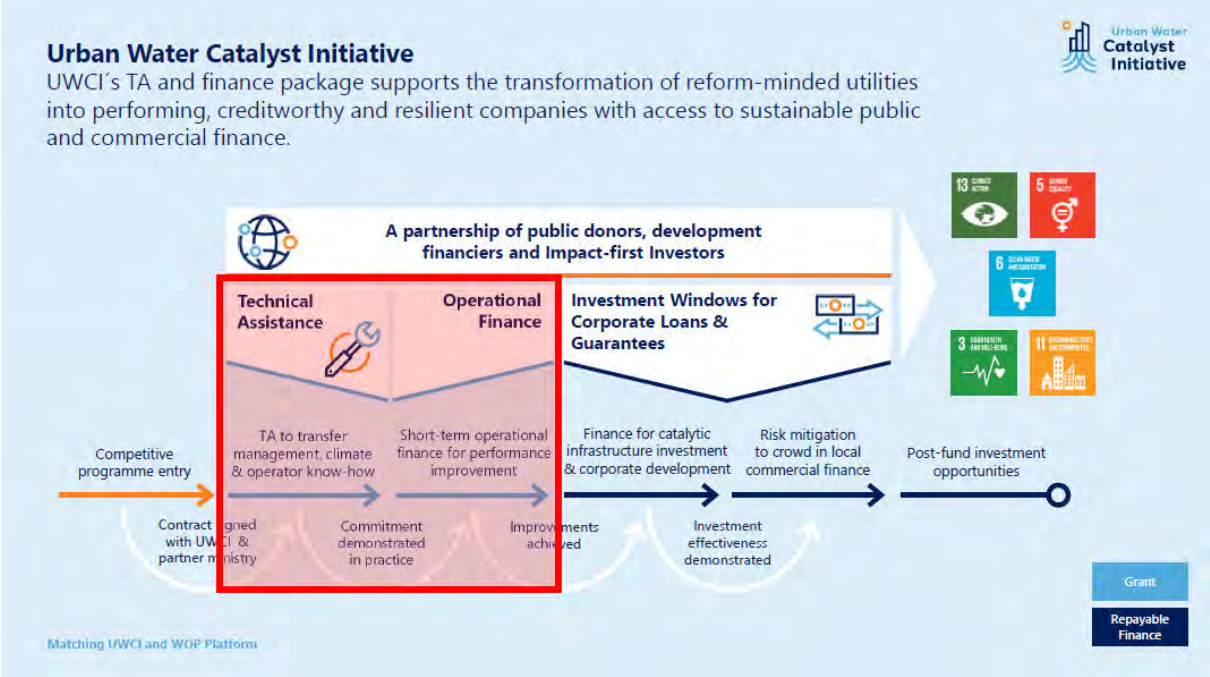
Smart metering, which also uses data from geographic information systems, is a good solution to tackle water losses in the system. The metering provides information about the zones where most water is lost. Technicians can then prioritise these areas and fix the leaks. However, smart metering devices are expensive, which becomes a major cost factor if they are to be rolled out across a wide area. They are also not an option to reduce non-revenue water in informal settlements. In order to be effective, smart metering systems must be accompanied by sound data management and be integrated into billing systems. Alternative solutions to reduce non-revenue water include stiff penalties for water theft, less expensive magnetic meters and a long-term strategy for modernising the pipe system.

Example of good practice: Reducing non-revenue water in eThekwini Municipality, South Africa

"In our municipality, non-revenue water (NRW) amounts to 45 to 50 per cent of all water supplied, which is around 500 megalitres per day. The benefit to our project is that each pressure-reducing valve (PRV) has a flow meter attached to it. When we install smart metering devices to the flow meters at the PRV, we can produce a smart grid to manage flow and pressure. This will highlight the areas of high losses, helps us get zonal balances, provides an early warning system for leaks and bursts and prioritizes the appropriate NRW intervention to address the losses in that particular area. One of the quickest wins is that we will be able to react promptly to high night flows, which can quickly point to major leaks, bursts and zone breaches."

Ashan Nandlal, Sarika Devraj and Vishnu Mabeer, eThekwini Municipality, South Africa

3.2 Urban Water Catalyst Initiative (UWCI)



©Urban Water Catalyst Initiative

The UWCI is a newly launched initiative currently financed by Germany and the Netherlands. With its technical and financial assistance, it supports the transformation of reform-minded utilities in partner countries into well-performing, creditworthy and resilient companies with access to sustainable public and commercial finance.

There are various scenarios for matching the UWCI and WOPs. In the first scenario, UWCI provides operational finance and coordinates the parallelly financed technical assistance services. This scenario, however, involves a risk of fragmentation. The preferred option is therefore to integrate the technical assistance into WOP services and to use operational finance also to extend WOP funding (if needed). This option has the advantage of higher efficiency and clearer working relations.

Creditworthiness is an important factor within the UWCI process. WOPs can contribute directly and indirectly to achieving this goal as they help to improve the partner utilities' performance and enhance corporate governance.

Securing continued financing after the end of the initial project phase has not been at the heart of most WOPs so far, as they have mostly concentrated on technical aspects. Establishing a working group and providing training on financial issues could be a good addition to the Utility Platform activities and the next step to address operational finance more specifically.

Participants exchange their experiences during a workshop ©Engagement Global/Natalia Morokhova

3.3 Capacity development

A skilled workforce is key to the successful operation and maintenance of water infrastructure. There are numerous opportunities for WOPs to promote capacity development:

- training on-site and online,
- job shadowing and sharing the results with colleagues,
- international dialogue on specific topics,
- establishment of digital learning platforms,
- train-the-trainer programmes in cooperation with universities and training providers
- hackathons.

Example of good practice: Capacity development in Buffalo City Metropolitan Municipality, South Africa

"Within our WOP project with Wupperverband and OOWV, a wastewater training and learning library is currently being established. It will comprise twelve modules including topics such as preliminary treatment, biological trickling filters, sludge dewatering and maintenance of equipment. We use existing video training material from various sources and will fill the gaps with material which we will produce ourselves. The wastewater training library will be shared with other interested utilities."

Mkhuseli Nongogo, Buffalo City Metropolitan Municipality, South Africa

Capacity development can cover a range of topics, including occupational safety, first aid, emergency management and technical issues such as handling asbestos pipes. It targets staff from customer relations up to senior management and should be based on a sound needs assessment.

Utilities can use the Utility Platform to enhance their capacity development. They can share their experience with job shadowing, including dos and don'ts, their online training libraries and other training materials, and contacts with experts in specific fields.

4 INSIGHTS INTO THE OPERATION OF (WASTE) WATER PLANTS IN AND AROUND BERLIN

After the main event, participants visited the Beelitzhof water plant and the Ruhleben wastewater treatment plant, which are run by the Berliner Wasserbetriebe. A third group got to know an industrial wastewater treatment plant in Blankenfelde-Mahlow outside Berlin.

Tour of the Ruhleben wastewater treatment plant ©Engagement Global/Natalia Morokhova

At the Beelitzhof water plant, participants learned how the city of Berlin is supplied with drinking water ©Susanne Reiff

5 WRAP-UP AND OUTLOOK

Participants took many ideas back to their partnerships on how to further improve their WOPs and the water supply and wastewater treatment in their municipalities. They found their international exchange very fruitful, as they all face similar challenges across different countries and continents. Non-revenue water, energy efficiency and capacity development are among the priority issues to be addressed.

Funding was another issue of concern. One promising opportunity in selected countries is the Urban Water Catalyst Initiative, which received much attention from the participants during the networking meeting.

Due to Russia's war against Ukraine, the discussions among the German-Ukrainian WOPs focused particularly on how the WOPs can help the Ukrainian partners to rebuild damaged or destroyed water infrastructure. The commitment from all partners to achieve this goal despite the difficult circumstances was noticeable throughout the event.

In her wrap-up, Linda Engel, project manager for the Utility Platform with SKEW, said that it was extremely important for the WOPs' success, that the partners have got to know each other so well over the past years, are very motivated and have built relationships based on trust and cooperation. Heiko Heidemann (GIZ), who is responsible for the Utility Platform pilot project, added: „It is the Utility Platform's aim to connect the WOPs with measures of German financial and technical assistance. This approach makes the WOPs and their measures more effective. This has become obvious in the many examples of good practice we have heard of during the networking event," he said.

Finally, the representatives of the nine WOPs that were present in Berlin agreed that they would like to continue their cooperation beyond the pilot phase of the Utility Platform, which will end in June 2024.

5.1 Voices from participants

"In our water operator partnership with HAMBURG WASSER and Netze BW Wasser GmbH, we address some of our major issues of concern such as improving our water treatment process, reducing our use of energy and non-revenue water and enhancing our management processes. The peer-to-peer consultation is a great arrangement and our partners share their knowledge and experience. We all have a common agenda: the United Nations' Agenda 2030 for Sustainable Development."

Patrick Dismas, Kahama Shinyanga Water Supply and Sanitation Authority (KASHWASA), Tanzania

"Our goal is to save our staff's lives, to maintain or restore water supply and sewage systems. However, we are not able to cope with this task by ourselves and are therefore very grateful for the support package from OOWV, which is set up for four years. Without our external partners, the people in Sumy would currently not have tap water."

Anatolii Sahach, Miskvodokanal, Sumy, Ukraine

"It is a huge asset that the 2,200 staff members of HAMBURG WASSER support our WOPs. And there is so much more potential for WOPs, if you consider that there are more than 13,000 water utilities in Germany."

Claudia Wendland, HAMBURG WASSER, Hamburg, Germany

"I have decided to work for the partnership with Buffalo City Metropolitan Municipality in South Africa to get out of my 'comfort zone' at work. I wanted to see how utilities work in other countries and to make use of my expertise. It is important for me to make a difference!"

Marlen Kreckel, Wupperverband, Wuppertal, Germany

"We have only started our WOP with Luapula Water Supply and Sanitation Company Limited, Zambia, this year and work together with the Zweckverband Wasser und Abwasser Vogtland (ZWAV) in Plauen and the Fernwasserversorgung Elbaue-Ostharz in Torgau in order to provide expertise across the entire portfolio of water provision and wastewater. We see this commitment as part of our responsibility for a more sustainable future. In addition, it is a great benefit for our company to be an attractive employer for young people. From my perspective as an engineer, it is a very interesting experience to look beyond the everyday solutions we have to deal with in Dresden. The circumstances in Africa are completely different and require different solutions."

Torsten Dörnbach, Stadtentwässerung Dresden, Dresden, Germany

"Ukrainian utilities were not able to prepare to operate under war conditions. It is very difficult for them to keep their systems running and to get urgently needed equipment. Without the help of international partners, the situation would be much more difficult."

Dmytro Novytskyy, Deputy Director of Ukrovodokanalekologiya, largest Ukrainian Water Operator Association

6 ANNEX

6.1 Programme

Thursday, 25th May 2023		
Time	**Programme**	**Details/Content**
13:30 pm	**Welcome & Getting to Know Each Other**	*Ms Belinda Abraham, Moderator*
13:45 pm	**Welcoming Remarks**	*Mr Heiko Heidemann (GIZ)* *Ms Linda Engel (SKEW)* *(English-Ukrainian interpretation)*
14:00 pm	**Building Better WOPs**	Breakout sessions: Management support in WOPs *Input: KUWASA, KASHWASA, Miyahuna, Hamburg Wasser* Procurements in solidarity partnerships *Input: Stadtentwässerung Dresden* *(English-Ukrainian interpretation)* Time management in WOPs *Input: Buffalo City, OOWV* PR & awareness campaigns of water utilities – experience *Input: Lukanga, Gelsenwasser*
15:30 pm	**Peer-To-Peer Discussion Among WOPs** Exchange good practices, work challenges & lessons learned among WOPs.	Breakout sessions with poster presentations: **Group 1)** Lukanga-Gelsenwasser/ Emschergenossenschaft, Luapula – Stadtentwässerung Dresden KASHWASA & KUWASA – Hamburg Wasser **Group 2)** Miyahuna – Hamburg/Bremen Buffalo City – OOWV, Wupperverband **Group 3)** All Ukrainian WOPs Input 1: Water supply under war conditions, Anatoliy Sagach, Miskvodokanal

		Input 2: Chernihivvodokanal during the war – consequences of military actions and reconstruction of critical facilities, Sergii Maliavko, Chernihivvodokanal Input 3: Emergency Concepts, Tammo Janßen, OOWV Input 4: How can WOPs function under war condition? What is helpful? What is not helpful?, Dmytro Vankovych, Volodymyr Bilynskyi, Lvivvodokanal *(English-Ukrainian interpretation)*
17:00 pm	**Wrap up & Closing Day 1**	*Ms Belinda Abraham, Moderator* *(English-Ukrainian interpretation)*
19:00 pm	**Joint Dinner**	

Friday, 26th May 2023		
Time	**Programme**	**Details/Content**
09:00 am	**Recap and Highlights From Day 1**	*Ms Belinda Abraham, Moderator* *(English-Ukrainian interpretation)*
09:30 am	**Technical Sessions**	Breakout sessions with group discussions **Non-Revenue Water** *(English-Ukrainian interpretation)* Virtual input: How can smart metering and monitoring help to reduce NRW?, Vishnu Mabeer, eThekwini, Ashan Nandlal, eThekwini **Urban Water Catalyst Initiative** Input: Urban Water Catalyst Initiative (UWCI) – The paradigm shift in water sector finance, Detlef Klein, KfW, Theresa Hübscher, GIZ Water Policy Programme **Capacity Development** Input: Capacity Development – Insights from Buffalo City – OOWV, Wupperverband, Catrin Bornemann, Wupperverband, Mkhuseli Nongogo BCMM (tbc)
11:45 am	**Wrap up & Closing**	*(English-Ukrainian interpretation)*

13:00 pm	**Departure to Field Visits** **Option A)** **Water Plant Beelitzhof (English, German)** **Option B)** **Waste Water Treatment Plant Ruhleben** *(English-Ukrainian interpretation)* **Option C)** **Industrial Waste Water Treatment Plant (English),** MEWA Textil-Service AG & Co.	

Saturday, 27th May 2023 (optional)

Time	Programme	Details/Content
09:00 am	**City Tour Berlin with cultural, geographical and historical highlights**	
Around 13:00 pm	**Departure**	

Implemented by

giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

and

ENGAGEMENT GLOBAL Service für Entwicklungsinitiativen

with its

SERVICE AGENCY COMMUNITIES IN ONE WORLD

On behalf of

Federal Ministry for Economic Cooperation and Development

In cooperation with

German Water Partnership

VKU VERBAND KOMMUNALER UNTERNEHMEN e.V.

Imprint

Published by:
Utility Platform for Strengthening Partnerships of Municipal Utilities Worldwide

GIZ is responsible for the content of this publication.

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Potsdamer Platz 10 I 10785 Berlin I Germany
Contact: Heiko.Heidemann@giz.de

Contact Utility Platform:
https://www.utility-platform.de/en/

GIZ
Heiko.Heidemann@giz.de | utilityplatform@giz.de

Engagement Global gGmbH
Service Agency Communities in One World (SKEW)
Friedrich-Ebert Allee 40 I 53113 Bonn I Germany
utilityplatform@engagement-global.de

Author/Editor:
Dr Susanne Reiff (to the point communication); Linda Engel, Nikola Krause (SKEW), Heiko Heidemann (GIZ)

Design:
© Creativerepublic, 2023
Image Credits:
©Engagement Global/Natalia Morokhova, Dr Susanne Reiff
Published August, 2023