

## Training Programme

Note: This training plan may be modified slightly. Coffee breaks and lunches will occur during the time gaps.

### **Monday, November 25: Introduction to Financial Planning & Block I – Financial Planning Tool for Water Utilities (FPTWU)**

9:00-9:30	Registration of participants
9:30-10:00	Greeting of participants (introductory and explanatory presentations; presentation of agenda and objectives of the project: STRENGTHENING FINANCIAL MANAGEMENT CAPACITY OF LOCAL LEVEL ACTORS IN THE WATER SUPPLY AND SANITATION SECTOR)
10:00-10:45	Introductory Issues (lecture) <ul style="list-style-type: none"><li>• Why engage in medium-term financial planning – advantages to utility, owner, financing institutions, customers</li><li>• Definition of financial sustainability of water utility</li><li>• Definition of full cost recovery</li></ul>
10:45-11:15	Moderated small-group discussions on above issues
11:30-12:45	Financial planning issues (presentation) <ul style="list-style-type: none"><li>• Forecasting water demand (price and income elasticity)</li><li>• Affordability</li></ul>
12:45-13:30	Case study on forecasting water demand and affordability
14:45-16:00	Financial sustainability and full cost recovery (presentation) <ul style="list-style-type: none"><li>• Tariff structures and tariff planning formulas</li></ul>
16:00-17:00	Practical Exercises – working with tariff structures and formulas
19:00	Reception at Hotel

### **Tuesday, November Day 2: Block I – Financial Planning Tool for Water Utilities (FPTWU)**

9:00-9:30	Description of the structure of the FPTWU Tool and the functionalities of each worksheet
10:00-10:45	Overview of the software <ul style="list-style-type: none"><li>• Installation of the software</li><li>• Description of each worksheet and data input requirements</li></ul>
10:45-11:15	Description and explanation of modules – understanding the charts <ul style="list-style-type: none"><li>• Tariff model</li><li>• CIP Module</li><li>• Taxation Module</li><li>• Financial Statements</li></ul>
11:30-13:15	Working with the tool - Practical exercises and case studies based on data provided by participants – filling in the forms
14:15-17:00	Continued work with the tool

### **Wednesday, 28 November: Blocks I and II Multiyear Investment Planning (MYIP)**

9:00-11:30	Continued work with practical exercises and case studies on FPTWU; Review of Block I
11:45-12:45	Overview of Block II – multiyear investment planning <ul style="list-style-type: none"><li>• Introduction to multiyear investment planning</li><li>• MYIP process step-by-step</li><li>• Role of procedures in the MYIP process.</li><li>• What information about investments should be collected (example of forms to be used to collect information);</li><li>• Debt financing: loan repayment schedule, debt limits, debt service ratios;</li><li>• Citizen participation in the process;</li><li>• Advantages of MYIP implementation</li><li>• Discussion about the legal background and/or limitations of MYIP implementation in EECCA countries</li><li>• <i>Supporting documents: presentation</i></li></ul>
14:00-14:30	Multiyear investment planning – continuation
14:30-16:00	Investment projects appraisal, ranking and selection <i>Supporting documents: presentation, DGC software and exercise</i>
16:00-16:30	Multiyear investment planning – financial forecast <i>Supporting documents: presentation</i>
16:30-17:15	Case studies– CEE country case <i>Supporting documents: presentation, case report from Poland</i>
17:15-18:00	Case study– Lutsk <i>Supporting documents: presentation, case report from Lutsk</i>

### **Thursday, 29 November: Block II (continued)**

9:00 – 9:45	Case study– Donskoy <i>Supporting documents: presentation, case report from Donskoy</i>
9:45-10:00	MYIP introduction to the software <i>Supporting documents: presentation</i>
10:00-11:00	Presentation of the software <ul style="list-style-type: none"><li>• Description of the tool</li></ul> Installation and working with the tool <ul style="list-style-type: none"><li>• Financial analysis module</li></ul> Completion of forms and their meaning Setting criteria and their weights Loans Working with scenarios Presentation of the results – decision support process <i>Supporting documents: instruction to the software</i>
11:00-11:20	Presentation of the exercise 1 <i>Supporting documents: exercise 1</i>
11:20 - 12:30	Working with the software: exercise 1
13:45 - 14:15	Presentation of the results from exercise 1
14:15 – 14:40	Presentation of the exercise 2 <i>Supporting documents: exercise 2</i>
14:40-18:00	Working with the software – case study to fill in the data (practical exercise)

**Friday, 30 November: Blocks III and IV – Performance-based Contracts and Benchmarking**

9:00-10:00	Introduction to performance-based contracting <ul style="list-style-type: none"><li>• Defining principles</li><li>• Reasons for a performance-based contract</li><li>• Elements of performance-based contract</li><li>• Processes and procedures in developing a performance-based contract</li></ul>
10:00-10:45	Performance indicators <ul style="list-style-type: none"><li>• Principles for selecting</li></ul>
11:00-11:30	Exercise
11:30-12:15	Managing and updating performance-based contracts
12:15-13:15	Business Game on performance-based contract
14:30-15:15	Introduction to Performance Benchmarking <ul style="list-style-type: none"><li>• Definitions</li><li>• Types</li><li>• Definitions and Calculations</li></ul>
15:15-15:45	Review of IBAN net structure
15:45-16:15	Facilitated discussion on benchmarking in CIS-7; availability of data
16:30-17:30	Case study
19:30	Closing Dinner

**Saturday, 1 December: Summary and Discussion of Next Steps**

9:00-11:00	Capstone and Review of Week's information
10:00-12:00	Discussion of Next Steps and Evaluation; Certificates Lunch and free time