

Five Day Subnational Creditworthiness Academy Curriculum & Schedule

DAY ONE: Monday, April 21, 2014		
Activity	Presenters/Discussion Facilitators	Time
<u>Registration</u>		8:00 – 8:45
<u>Welcome From Hosts and Creditworthiness Program Partners</u>	Sponsors, Dignitaries	8:45 – 9:15
<u>Overview of Academy Purpose and Design; and Self- introduction of All Participants</u>	Joshua Gallo (World Bank/PPIAF)	9:15 – 10:00
<u>The Context for Improved Subnational Creditworthiness:</u> Willingness and Ability to Pay: Cost Recovery, Asset and Revenue Management & Enhancing the Enabling Environment	Natwar Gandhi (Former CFO for Washington DC, USA) Keshav Varma (Former Municipal Commissioner for Ahmedabad, India)	10:00 – 11:00 (20 min. Q&A/Discussion)
Tea Break		11:00 – 11:15
<u>Finding Green/Resilience Project Development and Financing Opportunities In Our Own Backyards</u>	Academy Participant from the Region or Guest (e.g. WB or Regional Development Bank Officer Experienced with Successful Energy or Water Cost-Savings Based Financings)	11:15 – 12:30 (20 min. Q&A/Discussion)
LUNCH		12:30 – 13:30
<u>Subnational Mandates</u> Revenue Enhancement Challenges & Opportunities Facing General Purpose Urban Governments and Ring-Fenced Essential Service Providers.	Chuck Billand (World Bank/PPIAF) + Academy Participant Presenting Cost Recovery/Revenue Enhancement Success Story # 1	13:30 – 15:15 (30 min. Q&A/Discussion)
Tea break		15:15 – 15:30
<u>Completion by Participants of Self- Assessment Sections 1&2</u>	Chuck Billand (World Bank/PPIAF)	15:30 – 17:10 (20 min. Q&A)
<u>Wrap up</u>	Joshua Gallo (World Bank/PPIAF)	17:10 – 17:15

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DAY TWO: Tuesday, April 22, 2014		
Taking the Current Subnational Financial Status Snapshot (Self-Assessment Section 3 Preview)	Joshua Gallo (World Bank/PPIAF)	8:45 – 9:00
Operating Revenue: Challenges and Opportunities Operating Revenue/Operating Margin, including ways to improve both; Own Source and Transfer Revenues, including ways to address Transfer Revenue Problems Debt, Debt Service, Currency Exchange Risk, including local debt market development challenges & opportunities Providing Credit Gatekeepers with a Financial History How commercial debt credit analysts, credit rating agencies, other debt-market ‘gate-keepers’ think about past performance	David Painter (World Bank/PPIAF)	9:00 – 11:00 (30 min. Q&A/Discussion)
Tea Break		
Revenue enhancement/operational cost-saving opportunities not requiring tax/fee rate increases, including 2 – 3 success stories from the region	Natwar Gandhi (Former CFO for Washington DC, USA)	11:15 – 12:30 (30 min. Q&A/Discussion)
LUNCH with guest-speakers		
Importance of Capital Investment Planning Tied into City Development Planning (40 min) Remarks/Q&A by: Jan Whittington (Assistant Professor, Urban Design and Planning, University of Washington)		
Capital Investment Planning Green/Resilience Project Example # 1 (20 min) from a Regional Participant or Guest (e.g. WB or Regional Development Bank Officer Experienced with Successful Energy or Water Cost-Savings Based Financings)		
Capital Investment Planning (Continues) including initiating/improving 5 yr. rolling CIP process	Jan Whittington (Assistant Professor, Urban Design and Planning, University of Washington)	13:30 – 14:45 (30 min. Q&A/Discussion)
Tea Break		
Capital Investment Planning (Continues) including initiating/improving 5 yr. rolling CIP process	Jan Whittington (Assistant Professor, Urban Design and Planning, University of Washington)	15:00 - 16:00 (20 min. Q&A/Discussion)
Completion by Participants of Self- Assessment Sections 3	Jan Whittington (Assistant Professor, Urban Design and Planning, University of Washington)	16:00 – 17:10 (20 min. Q&A)
Wrap up	Joshua Gallo (World Bank/PPIAF)	17:10 – 17:15

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DAY THREE: Wednesday, April 23, 2014		
<u>Managing Subnational Finances for Improved Performance</u> (Self-Assessment Section 4 Preview)	Joshua Gallo (World Bank/PPIAF)	8:45 – 9:00
<u>Managing & Mis-Managing of Short-and Long-Term Debt</u> Including Debt Management Processes, Staff Functions, etc., w/examples of ways in which debt can be more effectively managed to avoid default	Tom Cochran (World Bank/PPIAF)	9:00 – 9:45 (20 min. Q&A/Discussion)
<u>Improvement Liquidity and Operating Margin Management</u> Including how to avoid cash management disasters; Operating and Capital Budgeting, Accounting Systems, Independent Auditing; Capital Asset Management/Accounting	Keshav Varma (Former Municipal Commissioner for Ahmedabad, India)	9:45 – 10:30 (20 min. Q&A/Discussion)
Tea Break 10:30 – 10:45		
<u>Raising Capital the Debt Market: the Subnational Bond or Loan Financing Process</u>	David Painter (World Bank/PPIAF)	10:45 – 12:30
LUNCH with guest-speakers 12:30 – 13:30		
<i>Importance of rolling 3 – 5 year capital budget (40 min.):</i> Natwar Ghandi (Former CFO for Washington DC, USA)		
<i>Capital Investment Planning Green/Resilience Project Example # 2</i> (20 min.) By a Regional Participant or Guest (e.g. WB or Regional Development Bank Officer Experienced with Successful Energy or Water Cost-Savings Based Financings)		
<u>Obtaining The Best Possible Subnational Credit Rating</u>	Joshua Gallo (World Bank/PPIAF) Senior S&P Executive	13:30– 14:45 (30 min. Q&A/Discussion)
<u>Synchronizing 1) City Development Planning; 2) Capital Improvement Planning; 3) Capital Expenditure Planning; and 4) Debt Issuance/ Management</u>	Tom Cochran (World Bank/PPIAF)	14:45 – 15:45 (20. min. Q&A/Discussion)
Tea Break 15:45 – 16:00		
<u>Completion by Participants of Assessments Section 4</u>	Tom Cochran (World Bank/PPIAF)	16:00– 17:10 (30 min. Q&A/Discussion)
<u>Wrap up</u>	Joshua Gallo (World Bank/PPIAF)	17:10 – 17:15

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DAY FOUR, Thursday, April 24, 2014		
<u>Enhancing the Subnational Finance Enabling Environment</u> (Self-Assessment Section 5 Preview)	Joshua Gallo (World Bank/PPIAF)	8:45 – 9:00
<u>The Domestic Debt Market: Its Current Status and Future Prospects for Mid- and Long-Term Lending</u>	Chuck Billand (World Bank/PPIAF) w/5-7 minute presentations by one participant from each country	9:00 – 10:00
<u>The Legal Authority for Subnational Borrowing, Including National Regulatory/Oversight Systems</u>	Chuck Billand w/5-7 minute presentations by one participant from each country	10:00 – 11:15
Tea Break		11:15 – 11:30
<u>Revenue enhancement opportunities which do require tax/fee rate increases</u> including: use of parking fee rate increase exercise from MILE; 2 – 3 success stories from the region	Tom Cochran (World Bank/PPIAF)	11:30 – 12:30 (20 min. Q&A/Discussion)
LUNCH		12:30 - 13:30
<u>Capital Investment Planning Green/Resilience Project Example # 3</u> (30 min) By a Regional Participant or Guest (e.g. WB or Regional Development Bank Officer Experienced with Successful Energy or Water Cost-Savings Based Financings)		
<u>Capital Investment Planning Green/Resilience Project Example # 4</u> (30 min) By a Regional Participant or Guest (e.g. WB or Regional Development Bank Officer Experienced with Successful Energy or Water Cost-Savings Based Financings)		
<u>PPP's With Subnationals: The Current Status and Future Prospects</u> Including the Enabling Environment and Assistance Available to LG Entities to Structure and Finance PPP's	Chuck Billand (World Bank/PPIAF) w/5 minute presentations by one participant from each country	13:30 – 15:15 (30 min. Q&A/Discussion)
Tea Break		15:15 – 15:30
<u>Completion by Participants of Self- Assessments Section 5</u>	Chuck Billand (World Bank/PPIAF)	15:30– 17:00 (30 min. Q&A/Discussion)
<u>Wrap-up, feedback on curriculum, preview of Day 5 process</u>	Joshua Gallo (World Bank/PPIAF)	17:00 – 17:15

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DAY FIVE: Friday, April 25, 2014		
Finalizing Developing Individual City and Country Level Creditworthiness Improvement Program Plans, Including Discussions with PPIAF concerning TA & Training Resources to be Made Available by the City Creditworthiness Program		
<u>Introduction/Overview of Day Five Structure and Process, Including Organization of Tables by Country, etc.</u>	Joshua Gallo (World Bank/PPIAF)	8:45 - 9:15 (5 Min. Q&A/Discussion)
<u>General Overview of TA & Training Resources to be Made Available by the City Creditworthiness Program and Relationship with Card Entries</u>	David Painter (World Bank/PPIAF)	9:15 – 9:45 (10 Min. Q&A/Discussion)
<u>Country-group Breakout Sessions to Reach Consensus on Credit Worthiness Improvement Plan Components Aimed at Improving the Enabling Environment</u>	All faculty members engaged as Discussion Facilitators and Resource Personnel in Each Country Breakout Session	9:45 – 10:45
Tea Break		
		10:45 – 11:00
<u>City participants work as separate sub-groups (or individually as sole representatives if City is represented by only one person) to Reach Consensus on Credit Worthiness Improvement Plan Components Aimed at Improving all Creditworthiness Elements Other Than Enabling Environment Elements</u>	All faculty members engaged as Discussion Facilitators and Resource Personnel in Each Country Breakout Session	11:00 – 12:30
LUNCH		
		12:30 - 13:30
<u>30 Minute Meetings to Discuss Potential Creditworthiness Improvement TA/Training Program Next Steps with Each City Group/Sole Rep.</u>	ACADEMY Team Members & World Bank Urban Project Leaders	13:30 - 16:30
Refreshments Available Throughout Afternoon		
		13:30 – 16:30
<u>Participants Freely Circulate Among Resource Tables with Brochures and Open Phone or Video Skype Lines to World Bank Group Entities Able to Provide Specialized TA/Tr, e.g.: WBI; IFC Infrastructure; IFC Financial Markets; ESMAP; WSSP; etc.</u>	ACADEMY Team Members & Representatives from World Bank Resource Entities via Telephone or Video Skype	13:30 – 16:30
<u>Academy Wrap-up Activities, Certificate Presentations, Hand-Out of Flash-Drives with Reference Material, Evaluations, Group Photo</u>		16:30 – 17:30