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Business Planning for Water Associations

Prepared by

Water Supply and Sewerage Association of Albania

SHUKALB

INTRODUCTION TO THE COURSE

1. Provides structured approach toward formulating clearly stated Vision, Mission Objectives and Strategic Goals to be achieved following defined Action Plans.
2. Motivates Association to consider wide variety of activities and programs that can enrich and enlarge the “value statement” of the Association toward its members.
3. Seeks to increase the recognition of the Association as a valued source of information and leadership in the water sector.

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STRUCTURE OF COURSE MANUAL

- | | |
|--|---|
| 1. Associations: Their Value and Roles | 9. Association Membership |
| 2. Introduction to Association Business Plan | 10. Governance, Organizational Structure and Staffing |
| 3. Business Plan Model | 11. Communications Plan |
| 4. Association: Current Condition Assessment | 12. Awareness, Outreach and Career Programs |
| 5. Vision Statement | 13. Knowledge Management and Sharing |
| 6. Mission Objectives | 14. Project Development Program |
| 7. Management Overview of Business Plan | 15. Action Plans |
| 8. Strategic Goals | 16. Five-Year Budget Forecast |
| | 17. Business Plan Update |

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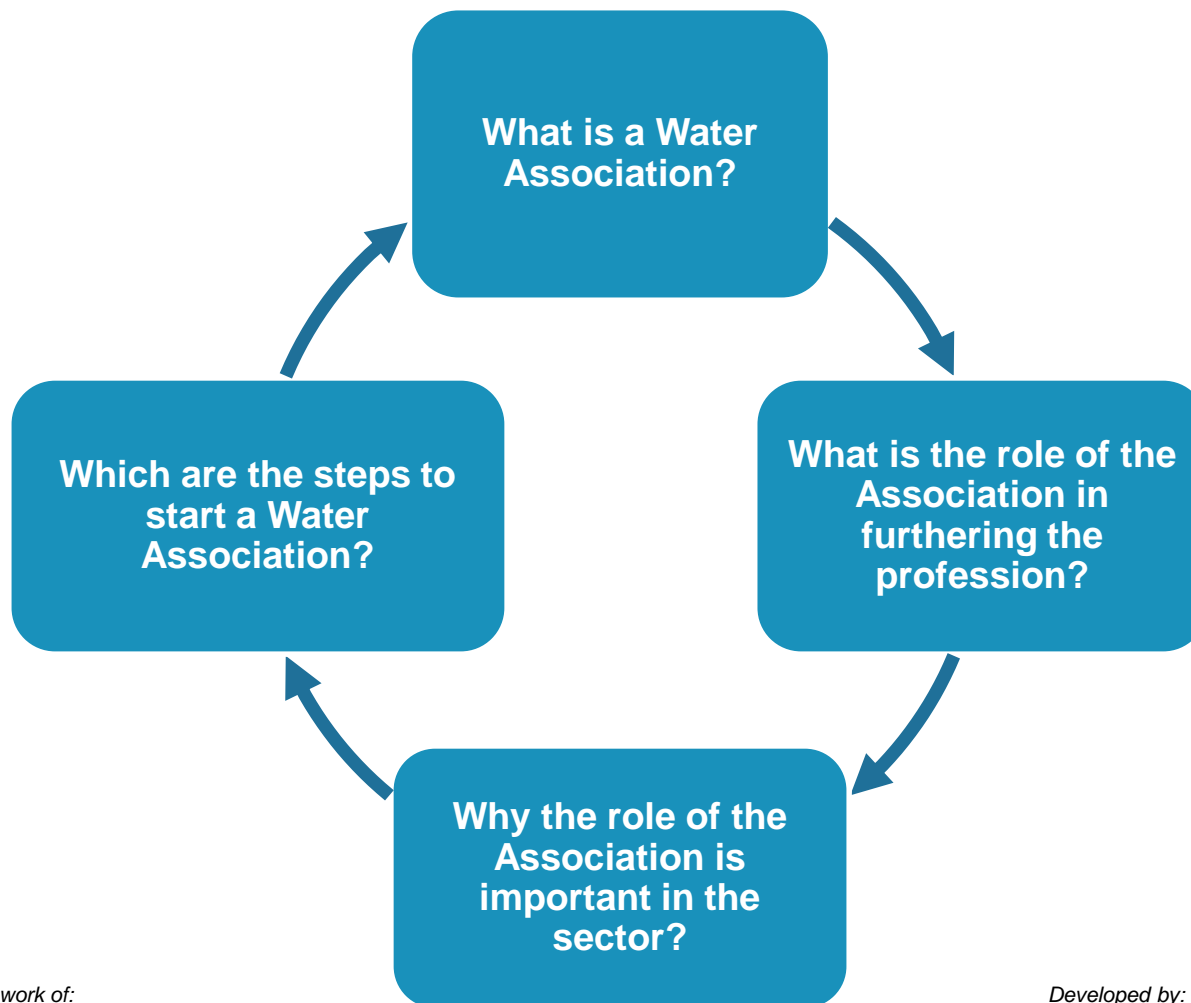
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MODULE 1

- ✓ Association – Value and Roles
- ✓ Association Business Plan
- ✓ Business Plan Model

ASSOCIATIONS - VALUE AND ROLES



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ASSOCIATIONS - VALUE AND ROLES

- Identify a group of professionals or organizations
- Define scope of disciplines and work areas
- Clearly articulate association's image
- How association will be organized

What is a Water Association?

- Center on shared interests
- Trade Associations
- Professional Associations

Which are the steps to start a Water Association?

What is the role of the Association in furthering the profession?

- Representative voice of water sector
- Credible source of knowledge and information
- Platform for sharing knowledge and expertise

Why the role of the Association is important in the sector?

- Advocate and influence policy
- Pioneer innovation
- Develop best practices
- Facilitate knowledge sharing/expertise exchange
- Support development of professional capacity

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ASSOCIATIONS BUSINESS PLAN

- ✓ **Role of the Association and the structure of the Business Plan.**
- ✓ **Importance of a Business Plan.**
- ✓ **Difference between a Business Plan and a Strategic Plan.**
- ✓ **Who should be involved in a Business Plan preparation?**

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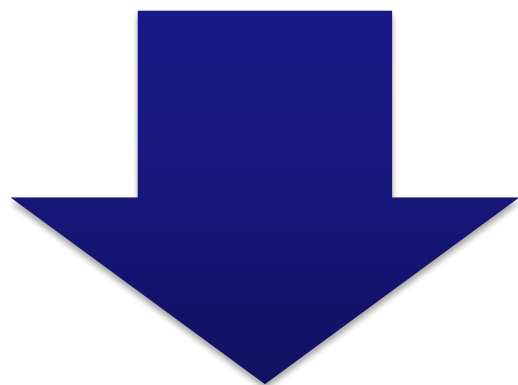
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ROLE OF THE BUSINESS PLAN



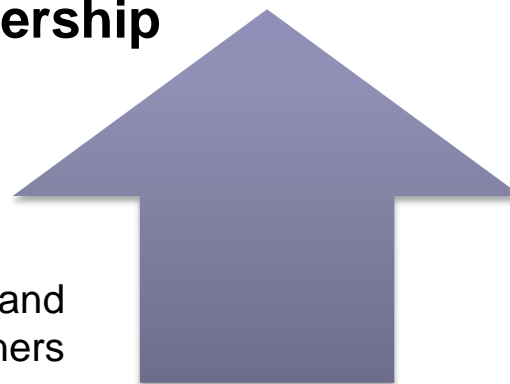
Provides an integrated view of the Association and its activities

- ✓ Determines financial needs and defines financial resources

Provides members with a clear understanding of the value of their membership

Supports the approval and oversight review by the Governing Board

- ✓ Informs stakeholders and potential partners



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IMPORTANCE OF A BUSINESS PLAN

- ✓ To force you to take an objective, critical, unemotional look at the Association business activities entirely.
- ✓ To document the actions to be taken as commitments for improvement of the Association's overall performance and effectiveness;
- ✓ To communicate your ideas to others and provide the basis for the financial proposal.
- ✓ To make rational and coordinated decisions about levels and types of programs and activities;



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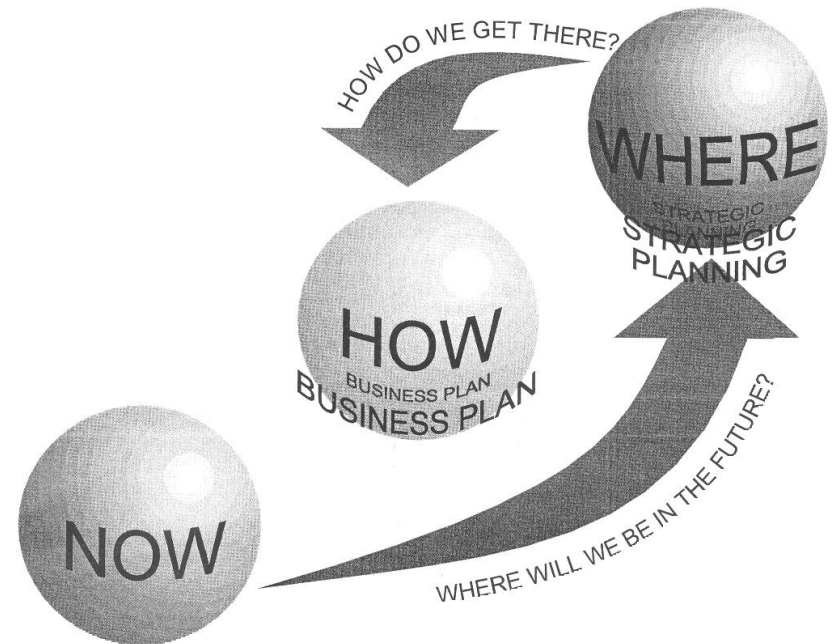


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STRATEGIC PLANNING

- ✓ Define its vision
- ✓ Envision its long range goals and areas of primary focus
- ✓ Identify key performance indicators
- ✓ Consider more generalized actions



The strategic planning process is both external and internal to build a broad consensus amongst the various stakeholders as to the Association's direction and priorities.

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BUSINESS PLANNING

- Make decisions
- Formulate actions fulfilling Vision Statement and Strategic Plan
- Become operationally and financially self-sustaining
- Generate sufficient revenues for funding programs and activities

A Business Plan is used to implement the actions needed to organize, fund and execute the programs and activities of the organization.

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WHO SHOULD BE INVOLVED



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BUSINESS PLAN MODEL

- ✓ Structure of the Business Plan
- ✓ Key elements of a Business Plan model
- ✓ Being familiar with Business Plan model spreadsheet
- ✓ Relationship of Business Plan work sheets.

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STRUCTURE OF A BUSINESS PLAN



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KEY ELEMENTS



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BUDGET DETAILS

No.	EXPENSES	Unit	Year 2014 (Base Year)		
			Quantity	Cost per Man/Month	Annual Cost (EUR)
A. Professional Staff					
1	Secretary General	No.	1	1,200	14,400
2	Finance & Administration Manager	No.	1	1,000	12,000
3	Communications Manager	No.	1	1,000	12,000
4	Technical Services and Professional Development Manager	No.	1	1,000	12,000
5	Programs and Projects Manager	No.	1	1,000	12,000
Total Professional Staff					62,400
B. Support Staff					
6	Executive Secretary	No.	1	1,000	12,000
7	Knowledge Management Specialist	No.	1	800	9,600
8	Membership Specialist	No.	1	800	9,600
9	Office Assistant	No.	1	600	7,200
10	Driver	No.	1	500	6,000
Total Support Staff					44,400
C. Social + Health Insurance					
Total Social + Health Insurance					21,360
D.Outsourcing of Course and Manual Development					
Training Courses					
11	Course Development	Each	2	4,000	8,000
	IT Advisory Services	Lumpsum	1	2,000	2,000
Manuals of Practice/Operational Guidelines					
12	Purchased and Edited	Each	1	5,000	5,000
	Fully Developed	Each	0	5,000	0
Total Outsourcing					15,000
E. Depreciation Reserve Fund					
E.1 Electronic Devices					
13	Network Server	Piece	1	600	600
14	Desktop/Computers	Piece	6	150	900
15	Laptop/Computers	Piece	5	150	750
16	Printers	Piece	2	200	400
17	Telephones	Piece	9	20	180
18	Fax Machines	Piece	1	50	50
19	Photocopying Machine	Piece	1	400	400
20	Computer Software	Piece	18	88	1,575
E.2 Vehicles & Office Furniture					
21	Desks	Piece	9	70	630
22	Chairs	Piece	9	30	270
23	Shelves	Piece	9	30	270
24	File cabinets	Piece	9	20	180
25	Conference room furniture	Lumpsum	1	616	616
26	Vehicles X2	Piece	1	6,000	6,000
Total Depreciation Reserve Fund					12,821
F. Office Rent & Utilities					
27	Office Rent	Month	12	3,300	39,600
28	Telephone	Month	12	500	6,000
29	Electricity	Month	12	300	3,600
30	Office Maintenance	Month	12	250	3,000
31	Internet Subscription	Month	12	200	2,400
32	IT System Maintenance	Month	12	250	3,000
Total Office Rent & Utilities					57,600
G. Office Supplies					
33	Fuel & Car Maintenance	Month	12	400	4,800
34	Stationery	Month	12	200	2,400
35	Printing/Photocopying Paper	Month	12	100	1,200
36	Computer Supplies	Month	12	200	2,400
37	Website Development/Maintenance	Month	12	300	3,600
38	Miscellaneous (Working Group)	Month	12	500	6,000
Total Office Supplies					20,400
H.Transportation & Accommodation					
H.1.Travel & Transportation					
39	Air Tickets				
	Secretary General	Round-Trip	6	400	2,400
	Staff	Round-Trip	6	400	2,400
	Board of Directors	Round-Trip	6	400	2,400
40	Local Transportation during Travel	Round-Trip	54	50	2,700
H.2.Accommodation					
41	Hotel Accommodation				
	Secretary General	Nights	18	150	2,700
	Staff	Nights	18	150	2,700
	Board of Directors	Nights	18	150	2,700
42	Per Diem	Nights	54	60	3,240
Total Transportation & Accommodation					21,240
TOTAL ANNUAL EXPENSES SALARIES & ODC					255,221

- ✓ Professional Staff
- ✓ Supporting Staff
- ✓ Social & Health Insurance
- ✓ Outsourcing
- ✓ Depreciation
- ✓ Rent & Utilities
- ✓ Office Supply
- ✓ Transport & Accommodation

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REVENUE & FUNDINGS

No.	REVENUES	Unit	Year 2014 (Base Year)			Year 2015			Year 2016			Year 2017		
			Quantity	Fee	Amount (EUR)	Quantity	Fee	Amount (EUR)	Quantity	Fee	Amount (EUR)	Quantity	Fee	Amount (EUR)
	I. Membership Fees													
47	I.1 Water/Wastewater/Treatment Utility (Population)													
	Up to 50,000	Membership	15	200	3,000	25	200	5,000	30	200	6,000	30	200	6,000
	50,001 - 100,000	Membership	9	800	7,200	12	800	9,600	12	800	9,600	12	800	9,600
	Over 100,001	Membership	4	3,000	12,000	4	3,000	12,000	4	3,000	12,000	4	3,000	12,000
	Utility Membership Subtotal		28		22,200	41		26,600	46		27,600	46		27,600
48	I.2 Private Sector (No. of Staff)													
	Up to 50	Membership	4	500	2,000	6	500	3,000	8	500	4,000	8	500	4,000
	51 to 500	Membership	6	2,500	15,000	8	2,500	20,000	8	2,500	20,000	8	2,500	20,000
	Over 500	Membership	4	4,000	16,000	6	4,000	24,000	8	4,000	32,000	8	4,000	32,000
	Private Sector Membership Subtotal		14		33,000	20		47,000	24		56,000	24		56,000
49	I.3 NGO/Academic Institution	Membership	5	500	2,500	15	500	7,500	25	500	12,500	35	500	17,500
50	I.4 Individual	Membership	30	50	1,500	50	50	2,500	50	50	2,500	50	50	2,500
51	I.5 Student	Membership	80	25	2,000	100	25	2,500	100	25	2,500	100	25	2,500
52	I.6 Int'l Organizations and Donors	Membership	5	0	0	10	0	0	12	0	0	12	0	0
	Total Membership Fees				61,200			86,100			101,100			106,100
	J. Association Activities													
53	J.1 Conferences													
	Annual Conference	Avg. Register	300	50	15,000	400	50	20,000	500	50	25,000	500	50	25,000
	Annual Exhibition	Lump Sum	1	10,000	10,000	1	20,000	20,000	1	30,000	30,000	1	35,000	35,000
	Specialty Best Practice Conferences	Avg. Register	100	50	5,000	200	50	10,000	300	50	15,000	400	50	20,000
54	J.2 Training Programs	No. of Deliveries	3	3,000	9,000	4	3,000	12,000	5	3,000	15,000	5	3,000	15,000
55	J.3 Publications	No. Sold	100	10	1,000	150	10	1,500	200	10	2,000	200	10	2,000
	Total Net Proceeds from Activities				40,000			63,500			87,000			97,000
	K. Contracted Projects and Programs													
56	Contracted Projects													
	Project 1	Lump Sum	1	50,000	50,000			0						
	Project 2	Lump Sum	1	20,000	20,000			0			0			
	Project 3	Lump Sum				1	30,000	30,000	1	10,000	10,000			
	Project 4	Lump Sum							1	15,000	15,000	1	15,000	15,000
	Project 5	Lump Sum										1	10,000	10,000
	Project 6	Lump Sum												0
	Total Net Proceeds from Projects and Programs				70,000			30,000			25,000			25,000
	L. Assistance/Contributions/Grants													
57	Grant from Central Government	Lump Sum	1	10,000	10,000			0			0			0
58	Assistance from Development Bank X	Lump Sum	1	30,000	30,000	1	50,000	50,000	1	50,000	50,000	1	50,000	50,000
59	Assistance from International Development Bank Y	Lump Sum	1	31,500	31,500	1	45,000	45,000	1	50,000	50,000	1	55,000	55,000
	Total Operational Grants from Donors and Institutions				71,500			95,000			100,000			105,000
	TOTAL EXPECTED REVENUES				242,700			274,600			313,100			333,100
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- ✓ Member Fees
- ✓ Activities
- ✓ Projects & Programs
- ✓ Contributions & Grants

BUDGET SUMMARY

	Year 2014 (Base Year)	Year 2015	Year 2016	Year 2017	Year 2018	Year 2019
EXPENSES	(EUR)	(EUR)	(EUR)	(EUR)	(EUR)	(EUR)
Salaries						
A. Professional Staff	62,400	65,520	68,796	72,236	75,848	79,640
B. Support Staff	44,400	46,620	55,566	58,344	61,262	64,325
Sub-Total Salaries (1)	106,800	112,140	124,362	130,580	137,109	143,965
Fringe Benefits						
C. Social + Health Insurance	21,360	22,428	24,872	26,116	27,422	28,793
D. Outsourcing of Course and Manual Development	15,000	23,000	34,000	34,000	40,000	40,000
Sub-Total Fringe Benefits (2)	36,360	45,428	58,872	60,116	67,422	68,793
Other Direct Costs						
E.1 Electronic Devices (Reserve Fund)	4,855	4,855	4,855	4,855	4,855	4,855
E.2 Vehicles & Office Furniture (Reserve Fund)	7,966	7,966	13,966	13,966	13,966	13,966
F. Office Rent & Utilities	57,600	63,360	69,696	76,666	84,332	92,765
G. Office Supplies	20,400	22,440	24,684	27,152	29,868	32,854
H.1.Travel & Transportation	9,900	14,520	15,972	17,569	19,326	21,259
H.2.Accommodation	11,340	16,632	18,295	20,125	22,137	24,351
Sub-Total ODC (3)	99,240	116,952	128,647	141,512	155,663	171,229
Total Annual Expenses (1+2+3)	242,400	274,520	311,882	332,208	360,194	383,987
REVENUES						
Membership Fees						
I.1 Water/Wastewater/Treatment Utility (Population)	22,200	26,600	27,600	27,600	27,600	27,600
I.2 Private Sector (No. of Staff)	33,000	47,000	56,000	56,000	56,000	56,000
I.3 NGO/Academic Institution	2,500	7,500	12,500	17,500	20,000	20,000
I.4 Individual	1,500	2,500	2,500	2,500	2,500	2,500
I.5 Student	2,000	2,500	2,500	2,500	2,500	2,500
I.6 Int'l Organizations and Donors	0	0	0	0	0	0
Sub-Total Membership Fees (4)	61,200	86,100	101,100	106,100	108,600	108,600
Association Activities						
J. Association Activities	40,000	63,500	87,000	97,000	105,000	105,000
Sub-Total Association Activities (5)	40,000	63,500	87,000	97,000	105,000	105,000
Contracted Projects and Programs						
K. Contracted Projects and Programs	70,000	30,000	25,000	25,000	36,600	61,000
Sub-Total Association Activities (6)	70,000	30,000	25,000	25,000	36,600	61,000
Assistance/Contributions/Grants						
L. Assistance/Contributions/Grants	71,500	95,000	100,000	105,000	110,000	110,000
Sub-Total Assistance/Contributions/Grants (7)	71,500	95,000	100,000	105,000	110,000	110,000
Total Annual Revenues (4+5+6+7)	242,700	274,600	313,100	333,100	360,200	384,600
Annual Surplus/Deficit	300	80	1,218	892	6	613

✓ Expenses
✓ Revenues
✓ Annual Surplus /
Deficit

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Module 2

CURRENT CONDITION ASSESSMENT

INTRODUCTION TO AN ASSOCIATION BUSINESS PLAN

- Understand role of Association and structure of Business Plan.
- Appreciate importance of Business Plan.
- Understand the difference between a Business Plan and a Strategic Plan.
- Understand who should be involved in the Business Plan preparation?

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DESCRIPTION OF THE ASSOCIATION - ASSESSMENT

The current condition assessment serve as a bridge to the Business Planning process.

Systematic process to determine and address needs, or "gaps" between current conditions and desired conditions or "wants".



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BRIEF HISTORY OF PROGRAMS, ACTIVITIES AND PERFORMANCE

The Association's business planning team needs to take an **objective look – and ask:**

- what it is today in terms of the services it provides to its members
- programs, activities it undertakes

And quantify as much as possible the answers so that any trend can be better understood.



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BRIEF HISTORY OF PROGRAMS, ACTIVITIES AND PERFORMANCE

Membership:

- Who are our members today?
- Who do we think should be our members in the future?
- How is our definition of member disciplines, types and categories?



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BRIEF HISTORY OF PROGRAMS, ACTIVITIES AND PERFORMANCE

Outreach, Awareness and Communication:



- What do we do today to project the water message?
- What should we be doing to affect the awareness of the general public?
- How should we define the different “audiences” that we want to affect with our message?

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BRIEF HISTORY OF PROGRAMS, ACTIVITIES AND PERFORMANCE

Considering the Public Advocacy we should reflect on the following:

- Get engaged, as a part of “civil society”, in making our opinion or position on issues critical to the water sector.
- Cooperating with other organizations and associations to strengthen our advocacy message.
- We should understand the difference between **public advocacy** and **lobbying**, in our position as a non-profit, non-governmental association.



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BRIEF HISTORY OF PROGRAMS, ACTIVITIES AND PERFORMANCE

Professional and Work Force Development:



- What are we doing to objectively assess the training needs of our members?
- Are we balancing our training courses, workshops and seminar programs appropriately?
- Are we and the work force satisfied and pleased?

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BRIEF HISTORY OF PROGRAMS, ACTIVITIES AND PERFORMANCE



22166VIC

Graduate Certificate in Asset Management

The Institute of Quality Asset Management (IQ-AM) *Graduate Certificate in Asset Management* (GC-AM) is a post-graduate, competency based, qualification, designed to provide middle management and senior professionals with the skills and knowledge to participate in, and lead, the practical planning and implementation of Asset Management (AM) and adoption of an AM framework or system, such as the ISO 55001 Asset Management System (AMS), in their area of responsibility.

Course Objectives

Provide participants with the skills and knowledge to implement and apply Asset Management in an asset dependant organisation.

Delivery Program

The GC-AM consists of 14 delivery modules:

1. Course induction and orientation

Organisational Context

2. Asset Management overview

Examples of training systems & models by AWA and DWA



Trainings & Publications

E-learning

Unit price (€)
Price for DWA-Corporate Members (€)

E-Learning in the field of Drain and Sewer Systems is offered by DWA and Prof. Dr.-Ing. Stein & Partner GmbH (Bochum) in cooperation with UNITRACC.com

600,00

U-10 Utility Tunnelling

The e-learning seminar "Utility Tunnelling" deals with the most important techniques of trenchless technology by focussing on microtunnelling and pipe jacking. Usage conditions and limitations of the techniques will be discussed extensively and a systematic procedure for the correct selection and configuration of jacking stations for different geological and hydrogeological situations will be developed. Other topics are the construction and creation of starting and target shafts by particularly taking into account groundwater problems as well as the selection and design of jacking pipes considering corrosion problems.

Learning concept:

Self-study (e-learning) with tutorial support (e-mail)

Duration:

30 working hours within 4 weeks

Target Group:

Students, Engineers working in this field

Date*:

30.06. – 28.07.2014/29.09. – 27.10.2014

*further dates available upon request

Additional information is given in the related publication

"Practical Guideline for the Application of Microtunnelling Methods for the Ecological, Cost-minimised Installation of Drains and Sewers" by Prof. Dr.-Ing. Dietrich Stein and Ansgar Brauer

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Smart policies, strong utilities, sustainable services

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BRIEF HISTORY OF PROGRAMS, ACTIVITIES AND PERFORMANCE

Innovation and Best Practice Development questioning :



- Does the association provide a platform to support the pursuit of innovative methods?
- Does the association work with and through its members to identify research opportunities and funding sources to carry out such research?
- Is the association in close collaboration with the academic institutions?

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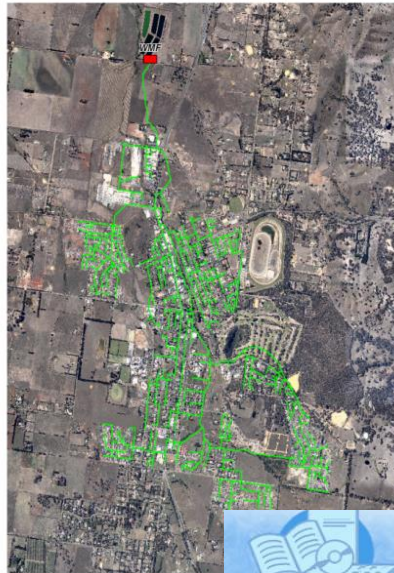


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- In the Framework of:*



BRIEF HISTORY OF PROGRAMS, ACTIVITIES AND PERFORMANCE



Examples publishing site by DWA

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German Association for Water, Wastewater and Waste

DWA

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DWA-A 100E Guidelines of Integrated Urban Drainage (IUD) (December 2006)	41.00 € Info..
ATV-DVWK-A 110E Hydraulic Dimensioning and Performance Verification of Sewers and Drains	45.50 € Info..
DWA-M 114E Energy from Wastewater – Thermal and Potential Energy (June 2009)	42.00 € Info..
DWA-A 116E, Part 1 Special Sewerage Systems – Part 1: Vacuum Sewerage Systems Outside Buildings	38.00 € Info..

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BRIEF HISTORY OF PROGRAMS, ACTIVITIES AND PERFORMANCE

Career Development and Mentoring

- Does the association actively strive to engage future professionals?
- Does the association have particular programs to sustain the interests of young water professionals?



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FINANCIAL PERFORMANCE AND SUSTAINABILITY ANALYSIS

Sustainability - desired activities, projects and programs.

Sustainability equates directly with financial independence of the Association.

In the current condition assessment of its financial sustainability, an Association must consider all sources for funds and analyze what needs to be considered for each of them.



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FINANCIAL PERFORMANCE AND SUSTAINABILITY ANALYSIS

To reconsider - Membership Revenues

- Membership revenues
- A start-up association, this funds flow can be slow to grow, but with demonstrated value from the association
- Membership fee revenue should be analyzed based on membership growth



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FINANCIAL PERFORMANCE AND SUSTAINABILITY ANALYSIS

Application for Corporate Membership



Membership begins on the first day of the month of acceptance. It can be cancelled in writing three months before the end of the year. The subscription for the first year is calculated proportionally.

To be completed by DWA:

Membership No.: _____

Company/Authority/Community

Street/No. _____ Postcode/Town/Country _____

Telephone _____ Fax _____ E-mail _____

Nominated representative _____ Date/Signature _____

Yes, we would like to receive documentation from the DWA for information purposes. ☐ No, please do not send any documentation.

Annual Fee/Groups of members (please select only one)

- ☐ **Communities, public utilities, operating companies**
Population equivalents (PE): _____ € _____
The DWA annual subscription is based on the formula $B = 1,172 \times P^{0.84}$
(B = annual subscription, P = PE)
Minimum subscription = € 192,-
- ☐ **Authorities and Universities**
☐ Regional authorities, central authorities, watermanagement offices, environmental agencies € 423,-
☐ Universities, university institutes, training and research centres € 249,-
- ☐ **Special purpose associations¹⁾ for wastewater/waste**
Population equivalents (PE): _____ € _____
The DWA annual subscription (in Euro) derives from the formula $B = 1,172 \times P^{0.84}$
(B = annual subscription, P = PE)
Minimum subscription = € 192,-
Operator of municipal sewer network
☐ Yes ☐ No
- ☐ **Engineering companies or Companies**
- ☐ **Federations, non-profit organisations (incl. water associations)**
☐ up to 10 employees € 249,-²⁾
☐ 11-50 employees € 323,-²⁾
☐ 51-100 employees € 423,-²⁾
☐ 101-300 employees € 849,-²⁾
☐ over 300 employees € 1,396,-²⁾
- ¹⁾ Associations, which do not operate a municipal sewer network, receive a reduction of 50 %.
- ²⁾ Branches of engineering offices and companies receive a 50 % reduction to the annual subscription if the headoffice is also member of DWA.

Kindly provide us
with your free journal:
(please tick only one)

- ☐ **KA - Korrespondenz Abwasser, Abfall**
Topics: Wastewater, waste (monthly, in German language)
or
☐ **KW - Korrespondenz Wasserwirtschaft**
Topics: Water management (monthly, in German language)

Application Individual Membership



Membership begins on the first day of the month of acceptance. It can be cancelled in writing three months before the end of the year. The subscription for the first year is calculated proportionally. For an individual membership please give only the postal address.

To be completed by DWA:

Membership No.: _____

First name _____ Date of birth _____

Occupation _____

No. _____ Postcode/Town/Country _____

Home (private) _____ Telephone (Office) _____

E-mail _____

Signature _____ Date/Signature _____

I would like to receive documentation from the DWA and I (Publishing company of DWA) for information purposes.
I please do not send any documentation.

Annual Fee/Groups of members (please select only one)

- Individual members minimum subscription**
If you are a member of either the VDI or DVGW you receive a reduction in subscription of 25 %. Members of the BWK receive a reduction in subscription of 10 % (verification is required).
Young professional for the first 2 years – 50% discount € 43,50
- Operating personnel** € 48,-
Operator, technician, master technician (e.g. environmental technician, river controller, sewage works operator and hydraulic master technician)
- ☐ **Young professional for the first 2 years – 50% discount** € 24,-
- ☐ **Junior members^{*)}** € 18,-
For members who are studying or who are in training (verification is required)
^{*)} The first year is free for junior members
- ☐ **Pensioners, retired persons** € 33,-
- ☐ **Online members** € 18,-
Only possible for persons living in countries outside Europe

Kindly provide me
with your free journal:
(please tick only one)
(not available for Online members)

- ☐ **KA - Korrespondenz Abwasser, Abfall**
Topics: Wastewater, waste (monthly, in German language)
or
☐ **KW - Korrespondenz Wasserwirtschaft**
Topics: Water management (monthly, in German language)
- ☐ KA or ☐ KW available on the DWA website in the member's area

Join > Corporate Membership > Corporate Membership Benefits and Prices >

Corporate Membership Benefits and Prices



CORPORATE MEMBERSHIP BENEFITS

Take advantage of all of the benefits of an Individual Membership plus more, see below:

BRAND RECOGNITION: Showcase your business' leadership by gaining recognition in a print and online version of the *Australian Water Directory* (the only comprehensive guide to the Australian water industry, featuring contact details, industry facts and figures, and a buyer's guide), the AWA website (130,000+ visits/year) and opportunities to advertise products and services in the *Water Journal*.

Download the brochure now

GROWTH: Inspire your organisation to connect with key stakeholders at AWA's events, conferences and courses to raise your profile in the industry. Plus, get the best recruits with free job listing through H2Oz Careers.

DISCOUNTS: Receive discounts on training and other benefits to support you and your employees at work. Also take advantage of substantial discounts on exhibition space at Australia's international water conference and exhibition – Ozwater.

LEARN: Get the latest technical information with a free subscription to the *Water Journal* and *Water E-News*, plus access to the AWA Online Bookshop and Online Document Library.

“For many years we have benefited from the professional development and networking opportunities AWA provide. Their technical meetings, seminars and training programs provide TRILITY with the perfect opportunity to continuously advance the skills of our employees.”
Caroline Kerkhof, Communications Manager, TRILITY

CORPORATE MEMBERSHIP PRICES

We have a range of corporate membership options available*. Prices are in AUD and include GST.

Platinum	\$7,600.00
Gold	\$3,750.00
Silver	\$1,100.00
Bronze	\$ 750.00

HOW TO BECOME A MEMBER NOW

SEND YOUR APPLICATION

In the Framework of:



**DANUBE
WATER
PROGRAM**

Smart policies, strong utilities, sustainable services

Financed by:



**International Association
of Water Supply Companies
in the Danube River
Catchment Area**

Developed by:



SHUKALB
WATER SUPPLY AND SEWERAGE ASSOCIATION OF ALBANIA

FINANCIAL PERFORMANCE AND SUSTAINABILITY ANALYSIS



Conference Revenues

- This is an area where donor support is most often applied.
- Conference revenues, as early as possible, must cover total conference costs.
- Conference revenues can be enhanced from commercial sponsors, which represents a form of donation, and yet it also represents a form of “fee for service”.

SAVE THE DATE!



CONTACTS:
Conference and Exhibition:
Conference Program:
Tel/fax SHUKALB:
Tel/fax SHUKOS:

info@BalkansJointConf.org
program@BalkansJointConf.org
+355 42 245 101, Mob: +355 69 6012782
+381 38 526 873, Mob: +377 44 453355

In the Framework of:



Financed by:



Developed by:



FINANCIAL PERFORMANCE AND SUSTAINABILITY ANALYSIS

Exhibition Revenues

- Exhibition revenues have always been a major source of positive cash flow.

Workshop and Seminar Revenues

- Workshop and seminar revenues must cover total workshop and seminar costs.

Training Revenues

- Training revenues must cover total training costs for each training course delivered.

Project Revenues

- Can be a revenue source for operation expenses of the Association



SHUKALB - Exhibition in Tirana, 2014

In the Framework of:



Financed by:



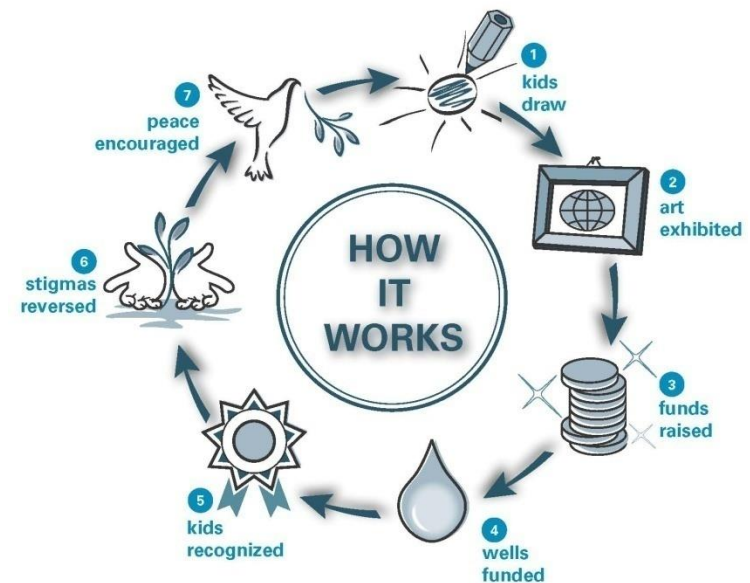
Developed by:



FINANCIAL PERFORMANCE AND SUSTAINABILITY ANALYSIS

Program Revenues

- Program revenues are another form of sponsorship.
- Broad-based children and youth water and environment awareness programs** normally fall into this category.
- The sponsorship is intended to cover the total cost of the programs.



- | | |
|---|--|
| 1 War-affected kids create art as therapy and education | 4 Wells are funded for war-affected communities |
| 2 Art is exhibited for global education in solidarity | 5 Kids are given credit for helping bring water to their communities |
| 3 Funds are raised through exhibitions and partnerships | 6 Stigmas of war are reversed |
| | 7 Peace is encouraged |

In the Framework of:

Financed by:

Developed by:

SWOT ANALYSIS

One very common tool used in management planning is a SWOT Analysis

The first two factors are **internal** to the Association, while the second two are **external** to the Association.

SWOT analysis is a tool to help understand any organization's overall ability and capacity....



In the Framework of:

Financed by:

Developed by:

SWOT ANALYSIS

If the Association has never conducted a SWOT Analysis, it might be helpful to consider an example in the next slide, which poses some sample questions and typical responses related to the issue of the financing challenges of an Association.



In the Framework of:

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Developed by:

SWOT ANALYSIS

Strengths

- What strategies for increasing financial resources do we do well?
- What skills or assets do our board members, management team have?
- What parts of our financial efforts are you most proud?

S

W

Weaknesses

- What are the gaps in your fundraising strategies?
- What do we want to change about your fundraising/ financial situation?
- What unplanned events have caused financial problems? What do we want to do better?
- What fundraising efforts have fallen short of our expectations?

Opportunities

- What would be the next step we take in fundraising?
- What fundraising ideas have we considered?
- What fundraising strategies have we never tried?
- What partnership opportunities have been presented to us?

O

T

Threats

- What is threatening our financial stability?
- What other similar associations are fundraising in your area?
- What is threatening our donor base?
- What other organizations are working on similar issues as us?
- Are other organizations doing it better?

In the Framework of:



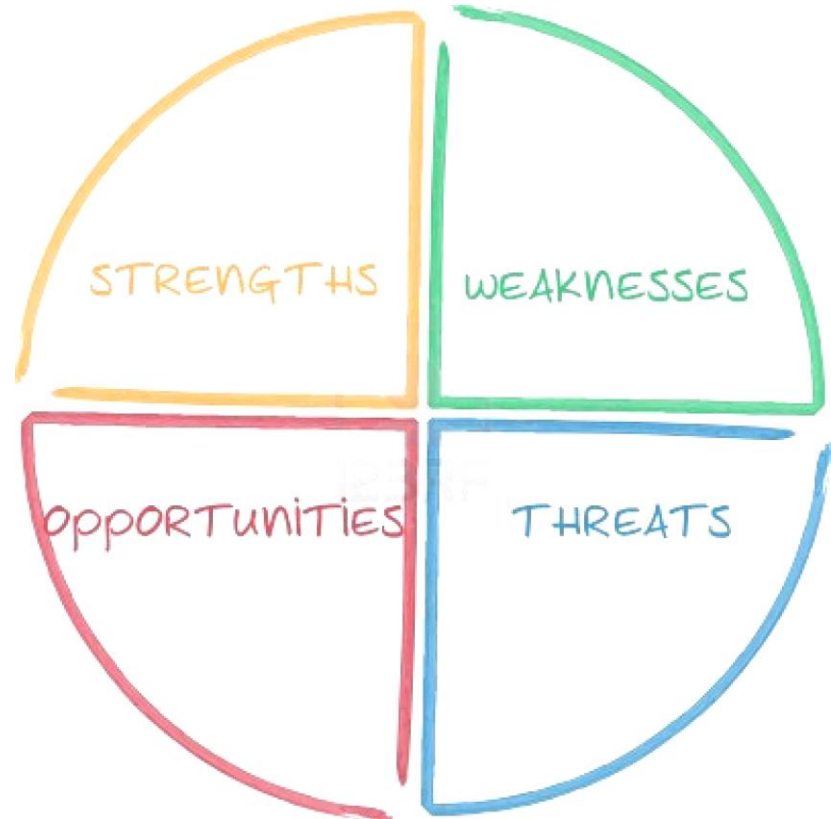
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Developed by:



LET'S MAKE A SWOT ANALYSIS



In the Framework of:

Financed by:

Developed by:

SWOT ANALYSIS - TEMPLATE

Strengths

- Strong conference revenues.
- Good membership growth.
- Board active in fundraising.

S

W

Weaknesses

- Weak staff capability in funding raising.
- Low cash reserves.
- Difficult to get members to volunteer or participate in fund raising.

Opportunities

- Membership fees have not been raised for quite a while.
- Combining activities with other similar organizations.
- Pursue grant projects that will contribute to staffing and operating expenses

O

T

Threats

- There are other water related associations that see us as a competitor.
- Inflation is above the national average in our area.

In the Framework of:



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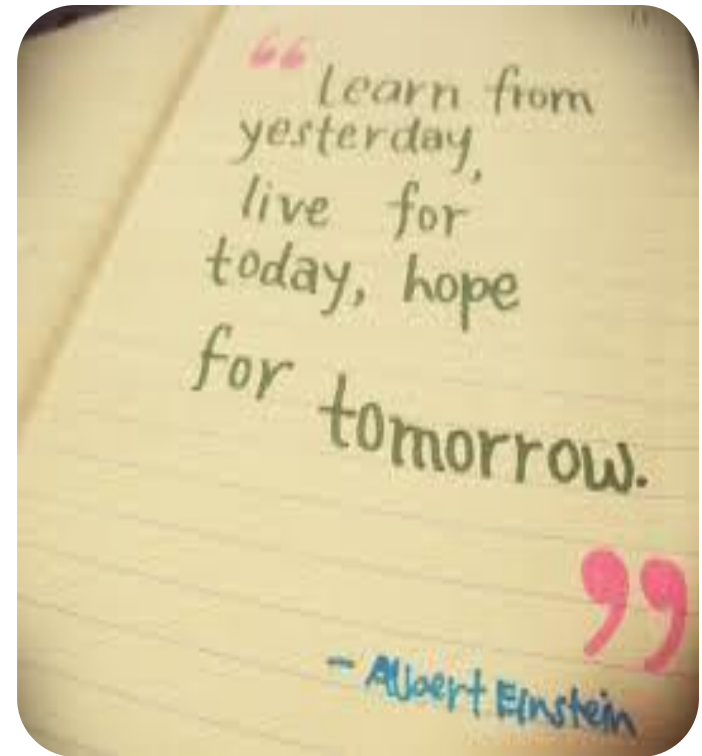


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SWOT ANALYSIS – SOME ISSUES

- The concept of a **SWOT** analysis is a simple, although comprehensive technique.
- While an excellent brainstorming tool, its four cornered parameter approach does not capture all factors.
- Will not identify the Association's key value drivers.
- Planning without first knowing your goals.



In the Framework of:



Financed by:



Developed by:



SWOT ANALYSIS – ADVANTAGES

One advantage of a SWOT analysis is that it doesn't cost anything, and can take steps towards improving on the Association's business activities.

It concentrates on the most important factors affecting the Association.

- Understand its business activities better.
- Address its weaknesses.
- Deter threats.
- Capitalize on opportunities.
- Take advantage of its strengths.
- Develop business goals and action plans for achieving them.

In the Framework of:



Financed by:



Developed by:



In the Framework of:



Financed by:



Developed by:



MODULE 3

VISION STATEMENT & MISSION OBJECTIVES

VISION STATEMENT

VISION STATEMENT.

“Vision is the art of seeing what is invisible to others...”
- Jonathan Swift

Vision Statement is inspiring, long time view and includes core values of the organization.

Vision Statement tries to capture core values, core purpose, a distant goal, and a vivid description of what it will be like to achieve it.

Q.: *What it is your Association's vision?*

In the Framework of:



Financed by:



Developed by:



IMPORTANCE OF DEVELOPING A VISION STATEMENT

VISION STATEMENT.

A Vision Statement provides guidance about **what is core to be preserved**, and **what is the future to stimulate progress**.

A Vision Statement helps an association focus on what is really important.

The Vision Statement can help remind members and staff of the association of what is important.

Our Vision

As a major and influential European organisation representing water professionals through their National Associations, EWA promotes the sustainable management of the total water cycle for Society's needs coupled with excellent service provided by informed and expert people.

In the Framework of:



Financed by:



Developed by:

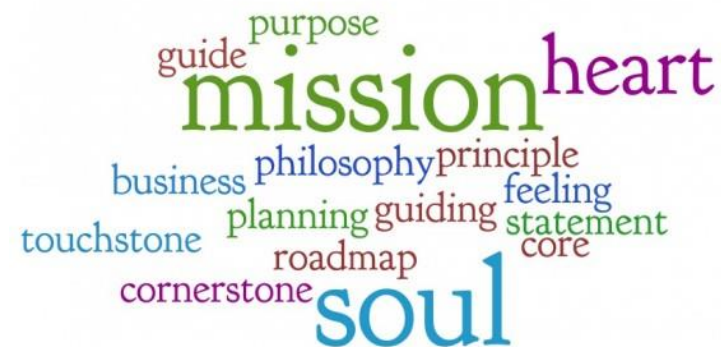


IMPORTANCE OF DEVELOPING A VISION STATEMENT

VISION STATEMENT.

Finally, a Vision Statement is very helpful in having members and staff of the association focused and bound together in a common purpose.

In working to develop a Vision Statement, different views among members and the staff can be revealed and resolved through the process.



In the Framework of:



Smart policies, strong utilities, sustainable services

Financed by:



Developed by:



WRITING A VISION STATEMENT

A well-conceived Vision Statement consists of two major components:

- **core ideology** *and*
- **envisioned future.**

Core ideology defines what the association stands for and why it exists.

The envisioned future is what the association aspires to become, to achieve, to create - something that will require significant change and progress to attain.

In the Framework of:



Financed by:



Developed by:



WRITING A VISION STATEMENT

What might the association “look like” ten or more years from now?

Vision suggests a future orientation – an image of the future; an end result.

It connotes a standard of excellence, an ideal that can be realized. It has the quality of uniqueness.

It suggests, “What in the future should make the association singular and unequaled?”

In the Framework of:



Financed by:



Developed by:



WRITING A VISION STATEMENT

A Vision Statement evolves out of answers to questions like:

If we could invent the future, what future would we invent for the association?

What do we have a burning passion about that we would like to be able to express through our work?

What could be the distinctive role or contribution of the association in our water sector?

What is our collective agenda? What do we want to prove?

What is our destiny?

In the Framework of:



Financed by:



Developed by:



LET'S WRITE A VISION STATEMENT



In the Framework of:



Financed by:



Developed by:



WRITING A VISION STATEMENT

Australian Water Association

“To be the essential association for people and organizations working together to achieve a sustainable water future.”

International Water Association

“To be the global source of knowledge, experience and leadership for urban and basin-related water solutions.”

Water Supply and Sewerage Association of Albania

“Acknowledged leader in advancing quality performance and sustainability in the water sector.”



In the Framework of:



Smart policies, strong utilities, sustainable services

Financed by:



Developed by:



MISSION OBJECTIVES

What are Mission Objectives ?

Mission Objectives are the bridge between the Vision Statement and the Strategic Goals.

Mission Objectives communicate the areas where the association will focus its resources in line with the Vision Statement.

RWAA Mission Statement

Our Mission

RWAA's mission is to facilitate the optimization of resources while mutually expanding the technical, managerial, and financial capability of member utilities and the RWAA while engaging associate members, funding sources and regulatory organizations in the pursuit of this mission.

Our Vision:

RWAA's vision is to be the recognized leader and advocate for rural utility development and assistance in Arizona; and to achieve financial independence for the RWAA organization in order to better achieve that aim.

Our Values:

RWAA conducts its business in a professional manner with integrity and accountability while operating in an environment of accessibility and openness to all stakeholders.

In the Framework of:



Financed by:



Developed by:



WHY ARE MISSION OBJECTIVES IMPORTANT?



Importance of Mission Objectives:

Provides the ability to reach mutual understanding and consensus on specific areas among governing body and the senior management team.

Difference between Vision Statement and Mission Objectives: Mission Objectives tend to be reviewed and reconsidered during the business plan annual updating process.

In the Framework of:



Financed by:



Developed by:



DEFINING AND WRITING MISSION OBJECTIVES

- What is our role in professional development and at what levels of the water sector?
- Should our association be a voice or leader ?
- How do we see our role when it comes to issues of civil society and the public interest?
- How important is it for our association to be a factor in building awareness on water issues?

To advance
multidisciplinary
water resources
education,
management and
research.

AWRA Mission objectives

In the Framework of:



Financed by:



Developed by:



EXAMPLES OF MISSION OBJECTIVES

- Serve as a platform for exchange of knowledge and best practice.
- Develop resources, facilitate training programs, and advocate for professional qualifications.
- Promote standards of performance for the governance, management, operation and maintenance of water supply and wastewater utilities.

AWRA Objectives:

- The advancement of water resources research, planning, development, management and education.
- The establishment of a common meeting ground for physical, biological, and social scientists, engineers, and other persons concerned with water resources.
- The collection, organization, and dissemination of ideas and information in the field of water resources science and technology.

In the Framework of:



Financed by:



Developed by:



LET'S WRITE MISSION OBJECTIVES



1.
2.
3.
4.
5.
6.

In the Framework of:



Financed by:



Developed by:



In the Framework of:



Financed by:



Developed by:

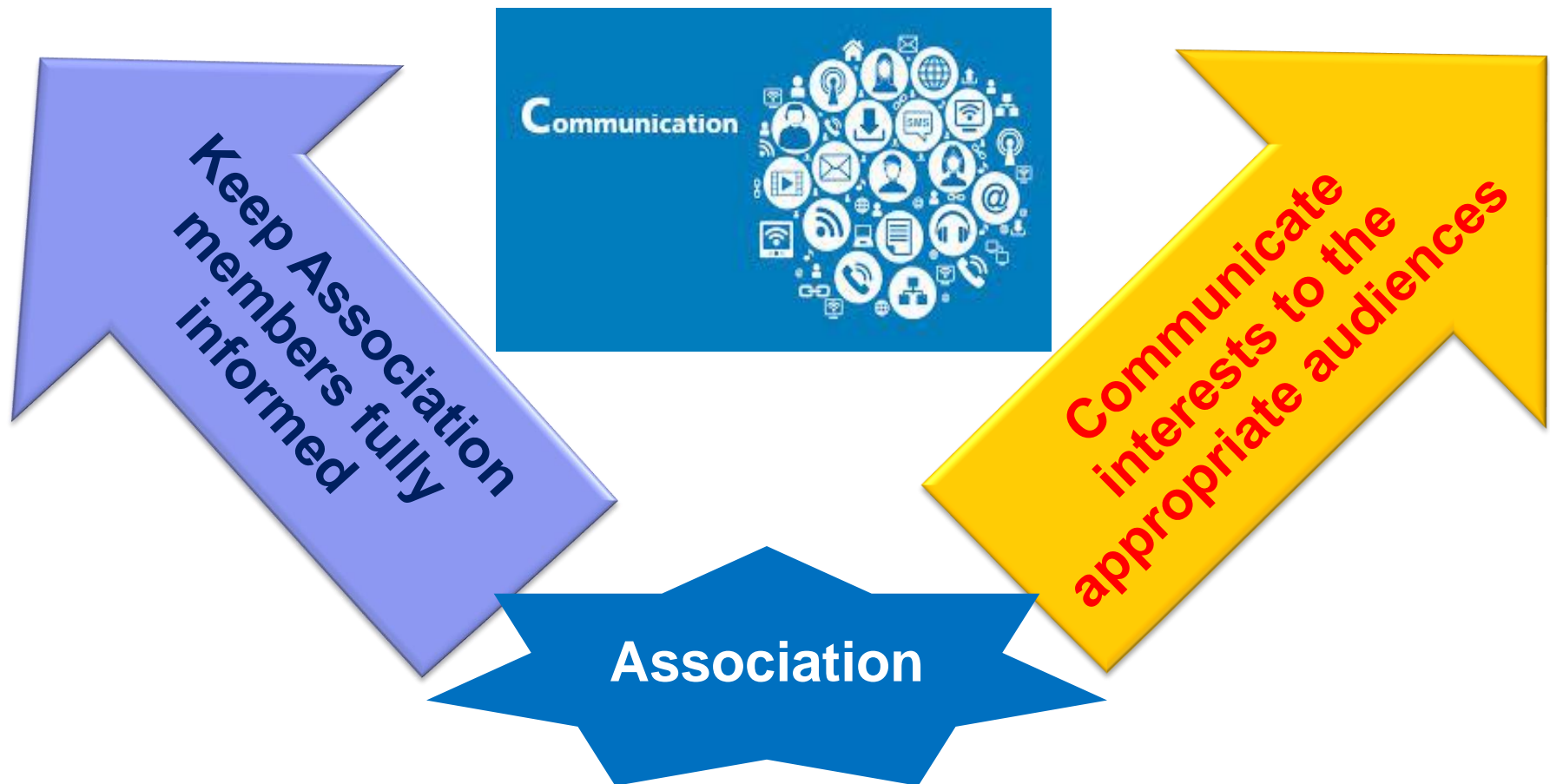


MODULE 4

✓ **Communication Plan**

✓ **Awareness and Outreach Programs**

COMMUNICATIONS PLAN



In the Framework of:

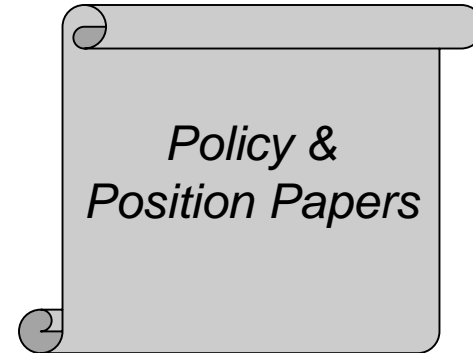


Financed by:



Developed by:





Smart policies, strong utilities, sustainable services



International Association
of Water Supply Companies
in the Danube River
Catchment Area



SHUKALB
WATER SUPPLY AND SEWERAGE ASSOCIATION OF ALBANIA

COMMUNICATIONS PLAN

■ Newsletter

- Communication between Association and Members
- Printed Document or E-Newsletter
- Quarterly-Monthly-Weekly
- Target Audiences: donors, government institutions, water sector stakeholders, conference participants.



■ Website

- Vision and Mission Objectives
- Governing Body Members
- Membership Categories and Fees
- Upcoming Events (Conference, Workshop, Training, Seminar etc.)



In the Framework of:



Financed by:



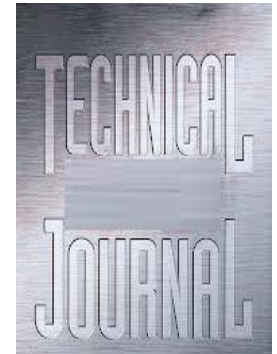
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COMMUNICATIONS PLAN

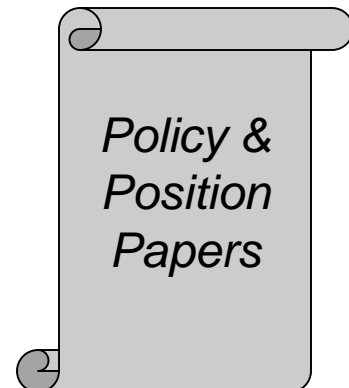
■ Technical Journal

- Hard copy and color printed because:
 - Has long term visibility/life
 - Left in waiting rooms, coffee table , other public areas
- Costs covered by fees for publishing of commercial ads



■ Policy and Position Papers:

- Provide a common means for presenting documented advocacy input to any public policy debate
- Represent the interest of members and water sector in general
- Present the Association as an expert and objective source in the water sector areas



In the Framework of:



Financed by:



Developed by:



COMMUNICATIONS PLAN



■ Media Relations

- Conduct an annual “media workshop” where the media is briefed on the issues in the sector and the policies being decided
- Provide an objective overview of challenges in the water sector in upcoming 1-3 years
- Association is seen as a valued and respected resource to the media, and not another part of the “Problem”

■ Press Releases

- Provide a calculated flow of specific news to the media relative to the water sector
- Respond to a situation that is in the public debate and for which the Association has a position

In the Framework of:



Financed by:



Developed by:



AWARENESS AND OUTREACH PROGRAMS

Awareness and outreach programs are another form of communication Associations can use to shape thinking and perceptions.

Shaping
Young Minds

Encouraging
Study Focus
in High
Schools

Engaging
Career
Commitment
at University

Retaining
Sector Talent
during Early
Employment

In the Framework of:



Financed by:



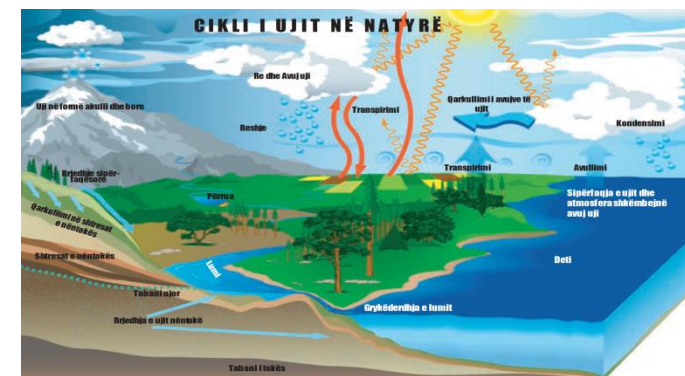
Developed by:



SHAPING YOUNG MINDS

✓ Elementary School Program

- Provide students with essential information to understand basic concepts about conservation and protection of **water resources**.
- Students express what they learned, by preparing a drawing that reflects one of the key learning principles.
- Drawings evaluated and selected for display at local and national level to build awareness in the various local communities, as seen through the eyes of children.



Ky poster u printua në mbështetje të programit për fëmijë "Miqë e ujit" organizuar nga Shoqata Ushqyjes Kanalizime e Shqipërisë në bashkëpunim me Ministrinë e Arsimit dhe Shkencës.

In the Framework of:



Smart policies, strong utilities, sustainable services

Financed by:



Developed by:



SHAPING YOUNG MINDS

✓ Middle School Program

- Students learn about the importance of monitoring their local water resources and what they can do to help protect them.
- Simple testing equipment and methods engage the students in making some basic tests.
- Gathered information on the quality of local water bodies at different sites over a specific period of time are entered into global web-site.



Monitored Elements:

- pH
- Turbidity
- Dissolved Oxygen
- Temperature

In the Framework of:



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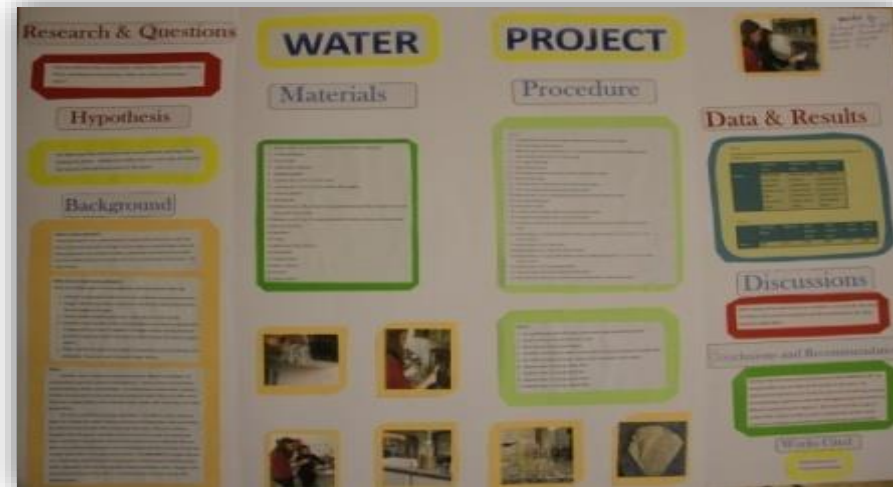
Developed by:



ENCOURAGING STUDY FOCUS IN HIGH SCHOOLS

✓ High School Program

- Aims to encourage the Students to consider water sciences and water engineering in considering their university studies.
- “Water and Environment Science Fairs” can be one way for Associations to get students more interested in the field of water.
- Students undertake more self-motivated and creative thinking.



In the Framework of:



Financed by:



Developed by:



ENGAGING CAREER COMMITMENT AT UNIVERSITY

✓ University Internship Program

- Aims to make the profession of Water and Wastewater Services a desirable, life-long interest for qualified, university student.s
- “Hands-on” experience for students in the application of their science.
- Students exposed to positions that employers need to fill.
- Host institutions:
 - Water Utilities
 - Private Companies
 - Government Institutions
 - Donor Projects



In the Framework of:



Financed by:



Developed by:



RETAINING SECTOR TALENT DURING EARLY EMPLOYMENT

✓ Young Water Professionals (YWP)

- Provides an environment where young professionals can meet, get information, exchange ideas, and socialize.
- Facilitates opportunities to learn and grow professionally by professional seminars, technical tours, and career development programs.
- Special training offered to YWP in areas such as report writing, public speaking, meeting management.



In the Framework of:



Financed by:



Developed by:



WHY SHOULD ASSOCIATIONS ENGAGE IN AWARENESS AND OUTREACH?

- **Programs are another service to members, and bring value to membership.**
- **Programs build stronger relationships between the Association and its Members.**
- **Programs bring the water utilities closer to their community.**
- **Programs are an investment to the future of the water sector.**

In the Framework of:



Financed by:



Developed by:



In the Framework of:



Financed by:



Developed by:



MODULE 5

- ✓ Knowledge Management / Sharing Plan
- ✓ Project Development Program

KNOWLEDGE MANAGEMENT AND SHARING PLAN

Any process or practice of creating, acquiring, capturing, sharing and using knowledge, wherever it resides, to enhance learning and performance in an organization.



How knowledge is managed and shared is what makes an Association valuable to its members and to the sector.

In the Framework of:



Financed by:



Developed by:



KNOWLEDGE MANAGEMENT AND SHARING PLAN

- Training Courses
- Best Practice Manuals
- Annual Conferences and Exhibitions
- Specialty Best Practice Conferences
- Technical Working Groups
- Member Data Base Network and Knowledge Sharing Systems

In the Framework of:



Financed by:



Developed by:



KNOWLEDGE MANAGEMENT AND SHARING PLAN

➤ Training Courses

- Course Development
 - Trainee's Manual
 - Trainer's Guide
 - Supporting Visual Aids
- Course Scheduling
 - Inclusive in offering training
- Course Delivery
 - Classical form
 - Distance Learning (webcast, self-training with coaching, DVD's)



SELF-SUSTAINING!!!

In the Framework of:



Financed by:



Developed by:



KNOWLEDGE MANAGEMENT AND SHARING PLAN

- **Best Practice Manuals and Operational Guides**
- Define practices and standards of utility performance
 - Translated/developed in local language
 - Engaging of Technical Working Groups



In the Framework of:



Financed by:



Developed by:



KNOWLEDGE MANAGEMENT AND SHARING PLAN

- **Annual Conference and Exhibition**
- Sharing of information with the sector stakeholders
 - Networking and Relationship building event
 - Direct contact with vendors and experiencing of new technologies and systems



In the Framework of:



Financed by:



Developed by:



KNOWLEDGE MANAGEMENT AND SHARING PLAN

➤ Specialty Best Practice Conferences

- Focused on narrow issues of key concern
- Originate from Technical Working Groups



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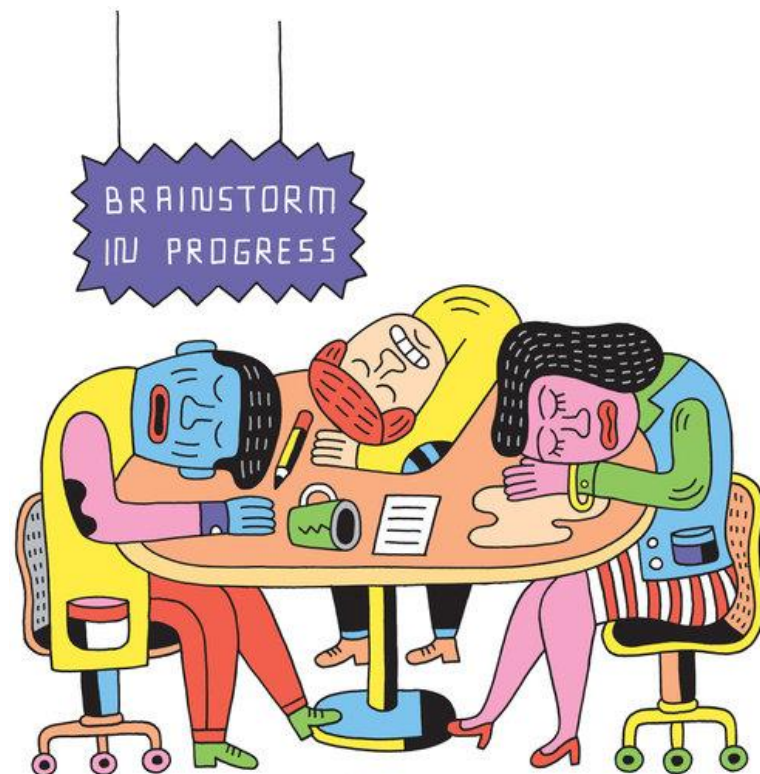


Developed by:



KNOWLEDGE MANAGEMENT AND SHARING PLAN

- **Technical Working Groups**
 - Foundation for association's "knowledge sharing and exchange"
 - Voluntary
 - Initially supported by external expert support



In the Framework of:



Financed by:



Developed by:



KNOWLEDGE MANAGEMENT AND SHARING PLAN

- **Member Data Base Network and Knowledge Sharing Systems**
 - Platform for sharing and acquiring information among members
 - Restricted access to members only



In the Framework of:



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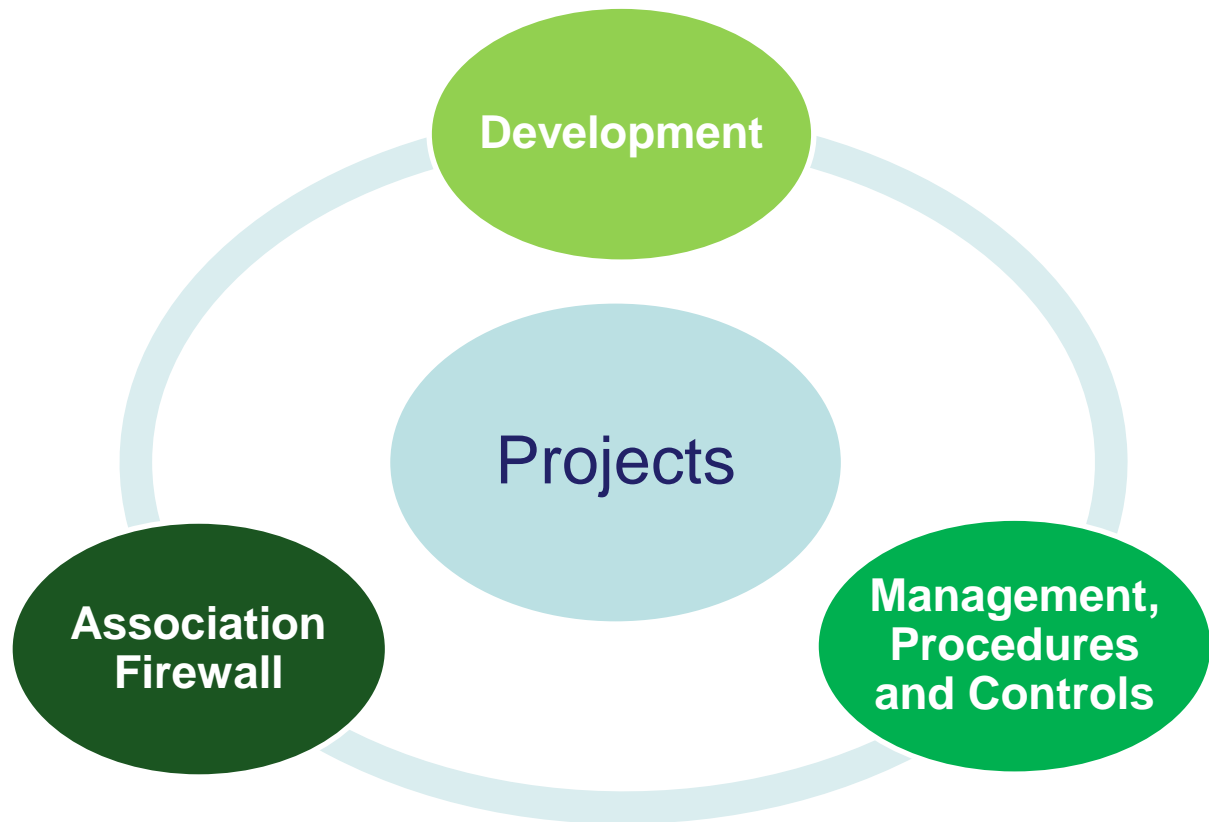


Developed by:



PROJECT DEVELOPMENT PROGRAM

Significant impact in sustaining relevance of the Association and its value to its members



In the Framework of:



Financed by:



Developed by:



PROJECT DEVELOPMENT PROGRAM

Project Development

- ✓ Result of a process of brainstorming
- ✓ Need identification
- ✓ Networking with funding sources
- ✓ Careful proposal writing



In the Framework of:



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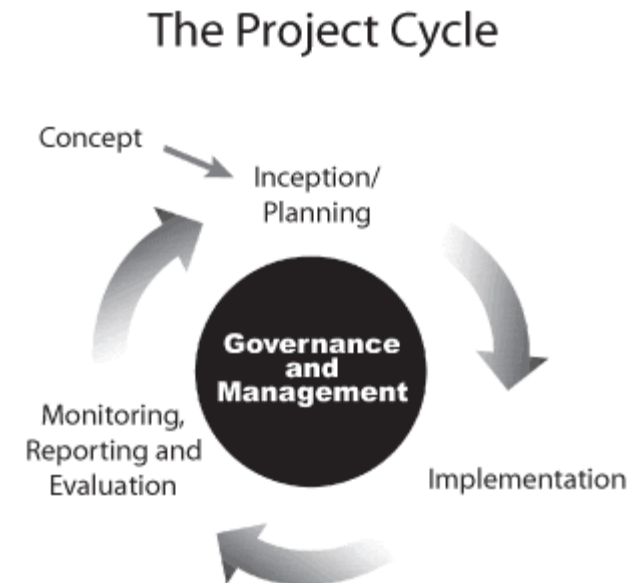
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PROJECT DEVELOPMENT PROGRAM

Project Management, Procedures and Controls

- ✓ Cost accounting and control systems
- ✓ Hiring Policies
- ✓ Procurement Policies
- ✓ Asset Management Policies



In the Framework of:



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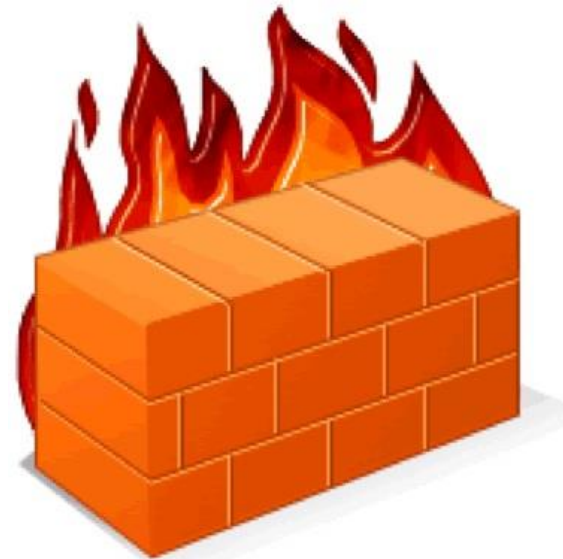
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PROJECT DEVELOPMENT PROGRAM

Project – Association Firewall

- ✓ Avoid distraction from Association's core purpose
- ✓ Separate / Own “work space”
- ✓ Assigned core staff



In the Framework of:



Financed by:



Developed by:



In the Framework of:



Financed by:



Developed by:

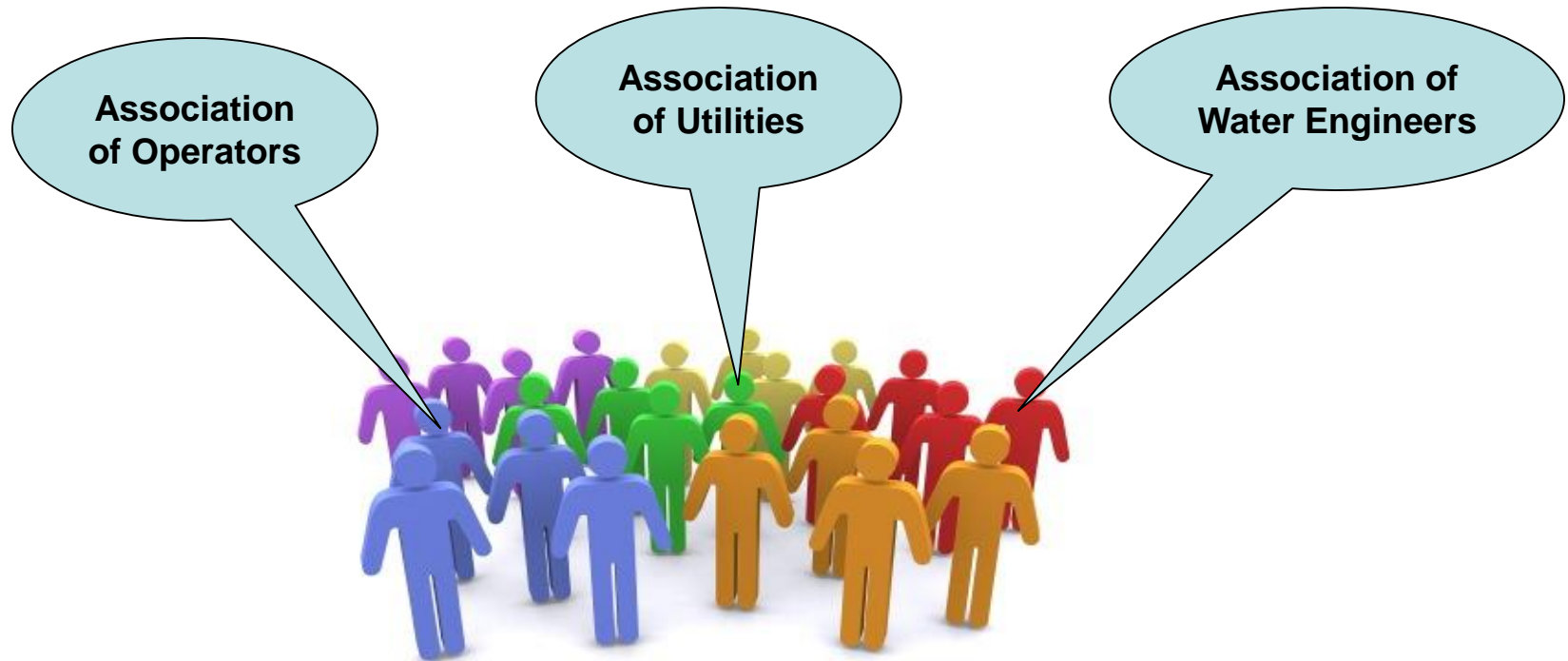


MODULE 6

✓ Association Membership

✓ Governance / Organizational Structure

ASSOCIATION MEMBERSHIP



Whatever may be the genesis of the Association; this does not necessarily define its potential for evolution, unless it truly intends to be narrow and exclusive, and therefore has stated that intention.

In the Framework of:



Financed by:



Developed by:



TYPICAL CATEGORIES OF MEMBERSHIP

- ✓ Utility/Special Purpose Authority
- ✓ Public Institution (Local or State)
- ✓ Academic Institution
- ✓ Consulting Firm



- ✓ Technology Manufacturer/Supplier
 - ✓ Corporate Entity
 - ✓ Individual
- ✓ Young Water Professional (IWA definition)
- ✓ University Student

In the Framework of:



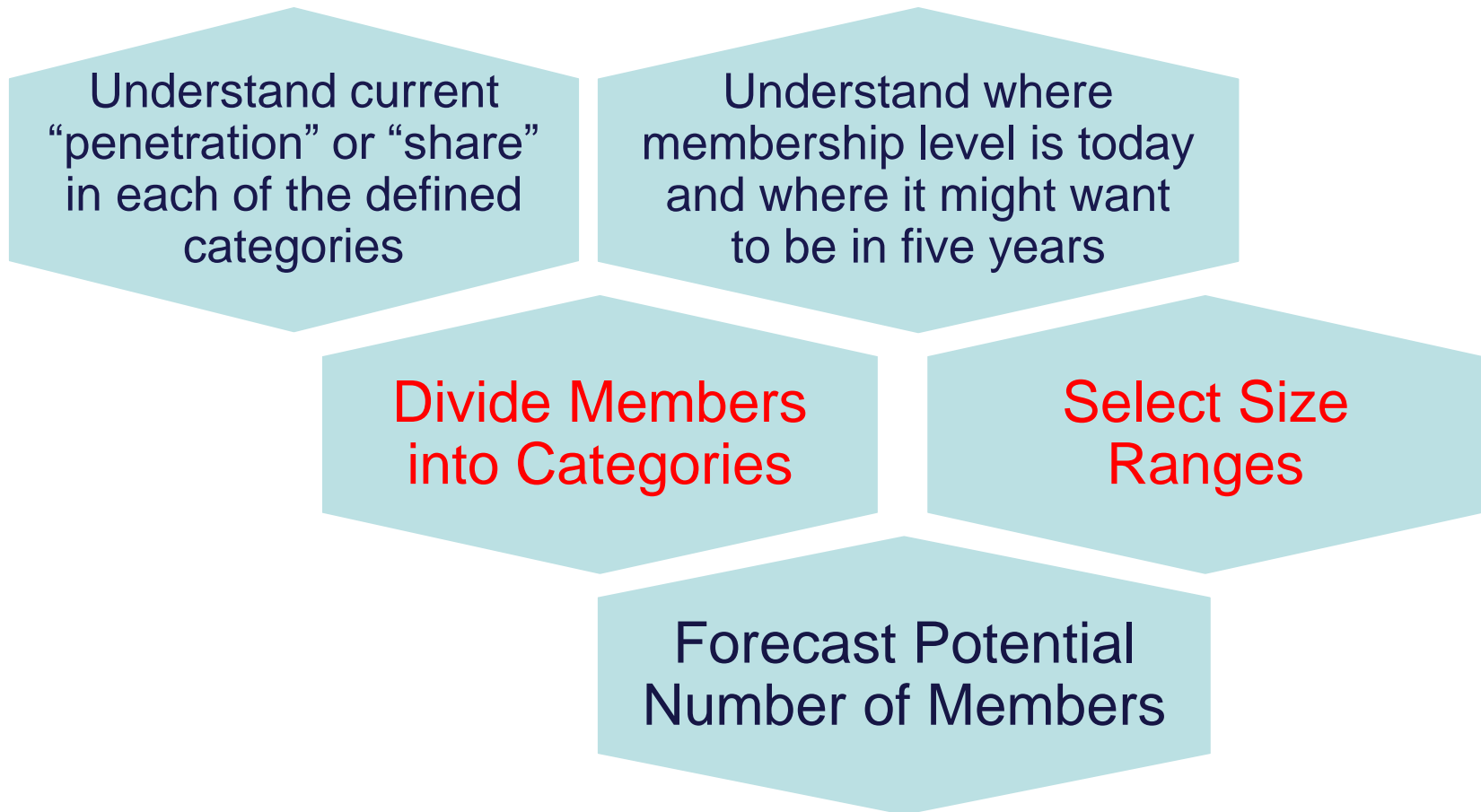
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Developed by:



CURRENT MEMBERSHIP ANALYSIS AND TARGETED POTENTIAL



In the Framework of:

Financed by:

Developed by:

GOVERNANCE, ORGANIZATIONAL STRUCTURE AND STAFFING

- ✓ Legal Governance based on national legislation
- ✓ Membership representation in the Governing Body
- ✓ Relationship between Governing Body and Executive Body
- ✓ Executive organizational structures
- ✓ Committee contributions to Association programs
- ✓ Young Water Professionals and engaging interns



In the Framework of:



Financed by:



Developed by:



LEGAL GOVERNANCE BASED ON NATIONAL LEGISLATION

Non-lobbying does not mean that the Association does not “advocate” certain positions relative to its fields of knowledge and activity.

Open sector professional membership organization

Not-for-profit organization

Non-political organization

Non-lobbying organization

In the Framework of:

Financed by:

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GOVERNING BODY AND EXECUTIVE BODY

Governing Body sets policies, approves the five-year business plan, approves the annual budget, and periodically reviews the financial performance of the Association.

Executive Body develops the five-year business plan, proposes the annual budget, and then executes the planned and approved activities of the Association.



In the Framework of:



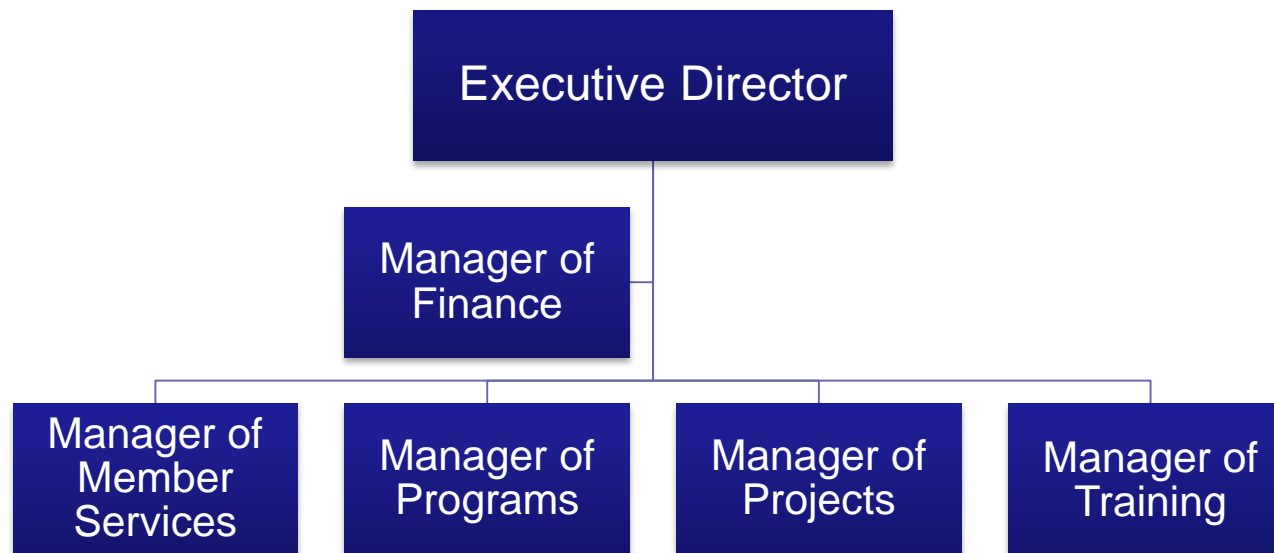
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EXECUTIVE ORGANIZATIONAL STRUCTURE



In the Framework of:



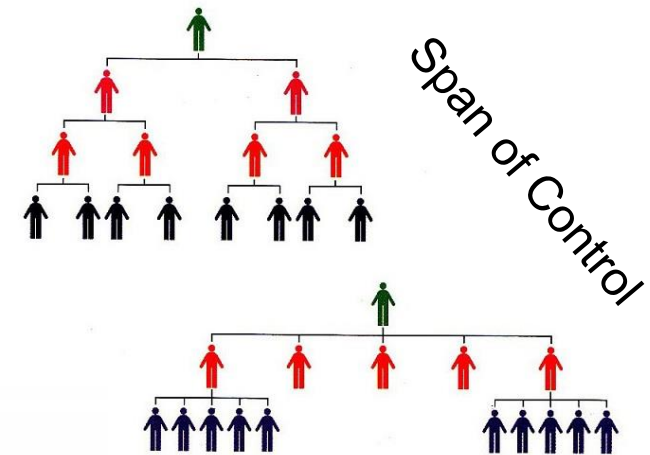
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EXECUTIVE ORGANIZATIONAL STRUCTURE



Delegation of Responsibility & Authority

In the Framework of:



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COMMITTEE CONTRIBUTIONS TO ASSOCIATION PROGRAMS

Committees, or similar titled activity/interest groups, can provide a significant “leveraging effect” to what an Association can achieve, and in turn provides value to its members.

Specialist Groups allow a particular group of members, who share a common interest in the water sector, to collaborate, share knowledge, and even organize events around their unique area of interest.

Specialist Groups should have their own sort of “mini-business plan” so that they are “forced” to verbalize why they exist and what objective and goals they have that will bring value to the Association and to the members.

In the Framework of:



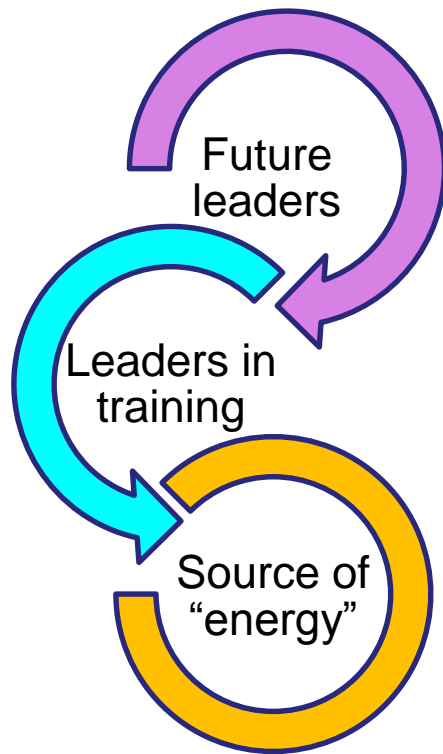
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YOUNG WATER PROFESSIONALS AND ENGAGING INTERNS



Young Water Professionals should be given opportunities, as an age group, within the Association.

In the Framework of:

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In the Framework of:



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Module 7

STRATEGIC GOALS

STRATEGIC GOALS

Strategic Goals are **the planned objectives** that an organization strives to achieve.

Strategic Goals are identified to define **specific targets** that the Association **plans to achieve** in support of its Mission Objectives.

Strategic Goals pertain to the Association as a whole and **identify what an association wants to achieve, defend, lessen or reduce.**



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STRATEGIC GOALS

- ✓ Strategic Goals are important because they **provide the significant element of accountability** to the business planning process and the final business plan.
- ✓ Used to develop blueprint for action and change.
- ✓ Each Strategic Goal will need **to be assigned to a particular management team member** (champion) and he/her will be held directly operationally responsible for its achievement.



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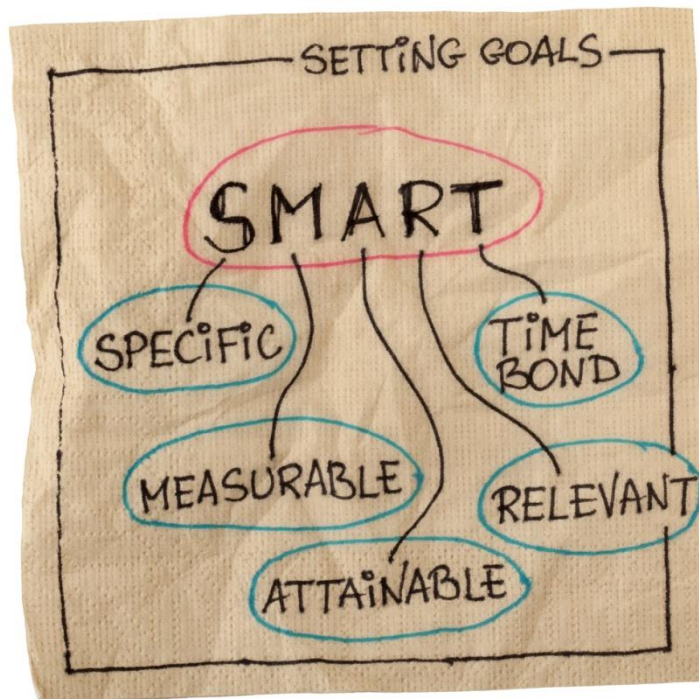


Developed by:



CHARACTERISTICS OF STRATEGIC GOALS

Strategic Goals are not a hope, wish or dream, but must be considered with the **sincerity of a fact**.



The key elements to keep in mind in the **SMART** acronym are **Specific, Measureable** and **Time Bound**.



In the Framework of:

Financed by:

Developed by:

DEVELOPING STRATEGIC GOALS

In developing the Strategic Goals for the Business Plan, it is advisable to focus on one Mission Objective at a time.

In this way, it is easier to determine whether the Strategic Goals selected for that particular Mission Objective are covering the breadth of the Mission Objective.

- 1. Determine where you are.**
- 2. Identify what's important.**
- 3. Define what you must achieve.**
- 4. Determine who is accountable.**
- 5. Review. Review. Review.**



In the Framework of:



Financed by:



Developed by:



DEVELOPING STRATEGIC GOALS

Let's develop *Strategic Goals* and discuss.

Remember:

- 1. Determine where you are.**
- 2. Identify what's important.**
- 3. Define what you must achieve.**
- 4. Determine who is accountable.**
- 5. Review. Review. Review.**

Specific

Measurable

Attainable

Relevant

Time-bound

In the Framework of:



Financed by:



Developed by:



In the Framework of:



Financed by:



Developed by:



Module 8

ACTION PLANS

MISSION OBJECTIVES THROUGH STRATEGIC GOALS TO ACTION PLANS

- For each objective create the actions required to implement them:

“this is the what, who, where and when”.

- Answering the following questions can be a useful guide:
- What actions are appropriate to this Strategic Goal?
- Which actions will we take first?
- Who will do them?
- When will these actions happen?
- What resources do we need?
- Where will these resources be found?

In the Framework of:



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Developed by:



ACTION PLANS

Format and content of typical Action Plan is fairly straight forward and simple, or Association can adopt any style that it wishes to use providing it fully defines the action to be taken.



Statement of Specific Action

Example:

Increase the number of members in the large utility category.

Strategic Goal Addressed

Example:

Increase membership in the large utility category from the current number of 25 to a total of 45 by the end of the business planning period.

In the Framework of:



Financed by:



Developed by:



ACTION PLANS

Responsible Key Manager

This field of the Action Plan designates the key manager on staff responsible for implementing the Action Plan to achieve the stated Strategic Goal.



Description of Primary Actions

This field of the Action Plan describes the primary actions that will be undertaken to achieve the stated Strategic Goal.

In the Framework of:



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Developed by:



ACTION PLANS

Schedule of Tasks

This field of plan illustrates the organization's intended schedule for the actions needed to achieve the stated Strategic Objective.



Task	Year 1	Year 2	Year 3	Year 4	Year 5
Conduct satisfaction survey					
Implement recruitment campaign					
Enlist current members to support campaign					
Publicize new members added					

In the Framework of:



Financed by:



Developed by:



ACTION PLANS

Measurable Interim Milestones to Achieve Strategic Goal

Interim milestones provide basis for monitoring progress toward achievement of Strategic Goal during the years of implementation.



Example:

- Year 1 large utility membership - 25
- Year 2 large utility membership - 30
- Year 3 large utility membership - 35
- Year 4 large utility membership - 40
- Year 5 large utility membership - 45

In the Framework of:



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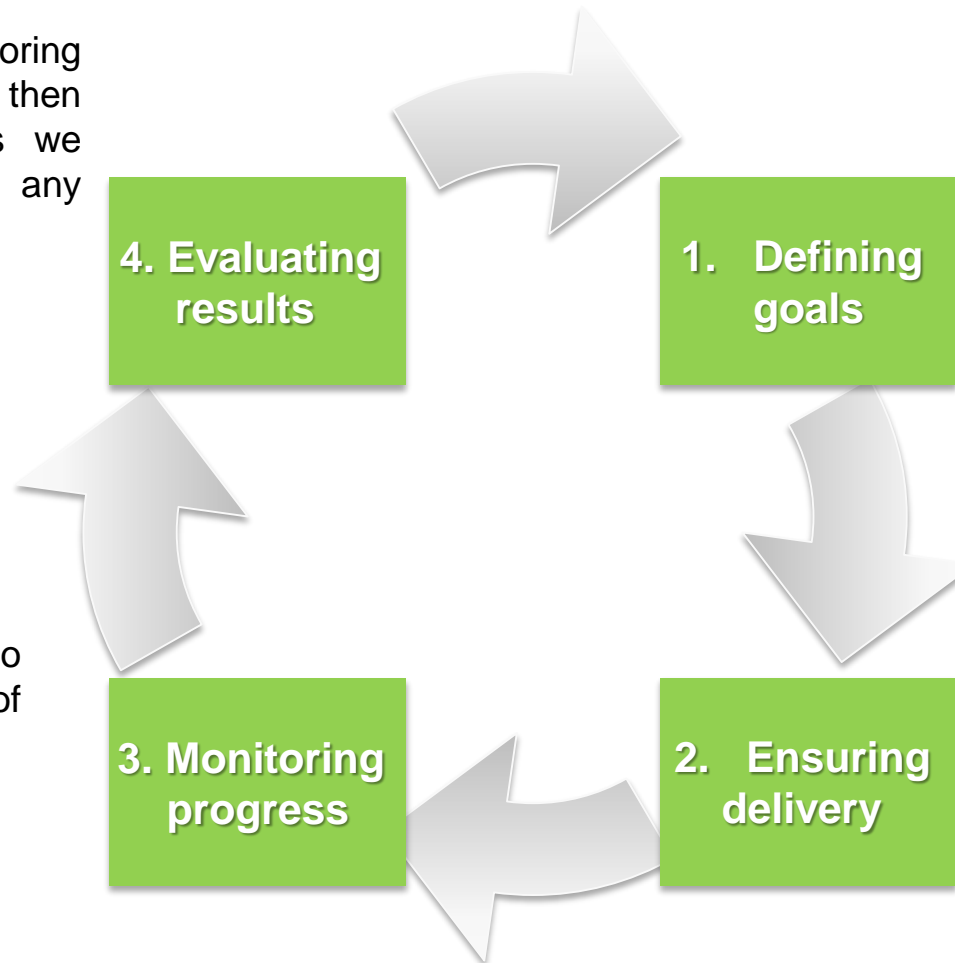
Developed by:



Plan Implementation and Performance Monitoring

Using the monitoring information we can then measure the progress we have made and make any necessary changes.

Use monitoring tools to measure the progress of the plan.



Ensure all those delivering the plan understand what they are doing, when & why clear expectations.

Ensure the all resources are in place and individuals supported to deliver tasks, projects & programmes.

In the Framework of:

Financed by:

Developed by:

FINAL – Questions and feedback



In the Framework of:



Financed by:



Developed by:



In the Framework of:



Financed by:



Developed by:



MODULE 9 - 10

- ✓ 5-Yr Budget Forecast Excel Model
- ✓ Populating & Balancing the Model

FIVE YEAR BUDGET FORECAST



The true costs of managing and operating the Association

The Association is financially independent to freely reflect and represent the interests of its members



The Association balances expenses and revenues for the five-year planning period of the Business Plan

In the Framework of:



Financed by:



Developed by:



EXPENSES BUDGET FORECAST (I)

All forms of compensation to all Professional Staff & Supporting Staff

Compensation to all Staff will be increased every year with 5% comparing with previous year

No.	EXPENSES	Unit	Year 2014 (Base)					
			Quantity	Cost per Man/Month	Annual Cost (EUR)	Quantity	Cost per Man/Month	Annual Cost (EUR)
	A. Professional Staff							
	Secretary General	No.	1	1,200	14,400	1	1,260	15,120
1	Finance & Administration Manager	No.	1	1,000	12,000	1	1,050	12,600
2	Communications Manager	No.	1	1,000	12,000	1	1,050	12,600
3	Technical Services and Professional Development Manager	No.	1	1,000	12,000	1	1,050	12,600
4	Programs and Projects Manager	No.	1	1,000	12,000	1	1,050	12,600
5	Total Professional Staff				62,400		0	65,520
	B. Support Staff							
	Executive Secretary	No.	1	1,000	12,000	1	1,050	12,600
6	Knowledge Management Specialist	No.	1	800	9,600	1	840	10,080
7	Membership Specialist	No.	1	800	9,600	1	840	10,080
8	Office Assistant	No.	1	600	7,200	1	630	7,560
9	Driver	No.	1	500	6,000	1	525	6,300
10	Total Support Staff				44,400			46,620
	C. Social + Health Insurance							
	Total Social + Health Insurance				21,360			22,428

All social security and health insurance contribution paid should be calculated using actual percentages as defined by the law

In the Framework of:

Financed by:

Developed by:

EXPENSES BUDGET FORECAST (II)

All outsourcing products & services represent Direct Operation Cost of Association

Outsourcing expenses will be increased every year with 25% comparing with previous year

No.	EXPENSES	Unit	Year 2014 (Base Year)			Quantity	Year 2015	
			Quantity	Cost per Man/Month	Annual Cost (EUR)		Cost per Man/Month	Annual Cost (EUR)
	D.Outsourcing of Course and Manual Development							
11	Training Courses							
	Course Development	Each	2	4,000	8,000	2	5,000	10,000
	IT Advisory Services	Lumpsum	1	2,000	2,000	1	2,000	2,000
12	Manuals of Practice/Operational Guidelines							
	Purchased and Edited	Each	1	5,000	5,000	1	6,000	6,000
	Fully Developed	Each	0	5,000	0	1	5,000	5,000
	Total Outsourcing				15,000			23,000
	E. Depreciation Reserve Fund							
	E.1 Electronic Devices							
13	Network Server	Piece	1	600	600	1	600	600
14	Desktop/Computers	Piece	6	150	900	6	150	900
15	Laptop/Computers	Piece	5	150	750	5	150	750
16	Printers	Piece	2	200	400	2	200	400
17	Telephones	Piece	9	20	180	9	20	180
18	Fax Machines	Piece	1	50	50	1	50	50
19	Photocopying Machine	Piece	1	400	400	1	400	400
20	Computer Software	Piece	18	88	1,575	18	88	1,575
	E.2 Vehicles & Office Furniture							
21	Desks	Piece	9	70	630	9	70	630
22	Chairs	Piece	9	30	270	9	30	270
23	Shelves	Piece	9	30	270	9	30	270
24	File cabinets	Piece	9	20	180	9	20	180
25	Conference room furniture	Lumpsum	1	616	616	1	616	616
26	Vehicles X2	Piece	1	6,000	6,000	1	6,000	6,000
	Total Depreciation Reserve Fund				12,821			12,821

Depreciation should be calculated referring to national accounting depreciation norms (i.e. 25% for electronics, 20% for vehicles and furniture).

In the Framework of:



**DANUBE
WATER
PROGRAM**

Smart policies, strong utilities, sustainable services

Financed by:



**International Association
of Water Supply Companies
in the Danube River
Catchment Area**

Developed by:



SHUKALB
WATER SUPPLY AND SEWERAGE ASSOCIATION OF ALBANIA

EXPENSES BUDGET FORECAST (III)

Office Rent, Utilities Supplies are expenses used to support the normal day to day functioning of Association

Office expenses, Travel & Accommodation will be increased every year with 10% comparing with previous year

No.	EXPENSES	Unit	Year 2014 (Base Year)			Year 2015		
			Quantity	Cost per Man/Month	Annual Cost (EUR)	Quantity	Cost per Man/Month	Annual Cost (EUR)
	F. Office Rent & Utilities							
27	Office Rent	Month	12	3,300	39,600	12	3,630	43,560
28	Telephone	Month	12	500	6,000	12	550	6,600
29	Electricity	Month	12	300	3,600	12	330	3,960
30	Office Maintenance	Month	12	250	3,000	12	275	3,300
31	Internet Subscription	Month	12	200	2,400	12	220	2,640
32	IT System Maintenance	Month	12	250	3,000	12	275	3,300
	Total Office Rent & Utilities				57,600			63,360
	G. Office Supplies							
33	Fuel & Car Maintenance	Month	12	400	4,800	12	440	5,280
34	Stationery	Month	12	200	2,400	12	220	2,640
35	Printing/Photocopying Paper	Month	12	100	1,200	12	110	1,320
36	Computer Supplies	Month	12	200	2,400	12	220	2,640
37	Website Development/Maintenance	Month	12	300	3,600	12	330	3,960
38	Miscellaneous (Working Group)	Month	12	500	6,000	12	550	6,600
	Total Office Supplies				20,400			22,440
	H. Transportation & Accommodation							
	H.1. Travel & Transportation							
39	Air Tickets							
	Secretary General	Round-Trip	6	400	2,400	8	440	3,520
	Staff	Round-Trip	6	400	2,400	8	440	3,520
	Board of Directors	Round-Trip	6	400	2,400	8	440	3,520
40	Local Transportation during Travel	Round-Trip	54	50	2,700	72	55	3,960
	H.2. Accommodation							
41	Hotel Accommodation							
	Secretary General	Nights	18	150	2,700	24	165	3,960
	Staff	Nights	18	150	2,700	24	165	3,960
	Board of Directors	Nights	18	150	2,700	24	165	3,960
42	Per Diem	Nights	54	60	3,240	72	66	4,752
	Total Transportation & Accommodation				21,240			31,152

In the Framework of



**DANUBE
WATER
PROGRAM**

Smart policies, strong utilities, sustainable services



**International Association
of Water Supply Companies
in the Danube River
Catchment Area**



SHUKALB
WATER SUPPLY AND SEWERAGE ASSOCIATION OF ALBANIA

Travel & Accommodation are expenses related mainly to the activities of Professional Staff

REVENUE (I)

Main sources of revenue generation of Association is membership fee

Total revenues generated from all fees represents annual Expected Revenues

No.	REVENUES	Unit	Year 2014 (Base Year)			Year 2015		
			Quantity	Fee	Amount (EUR)	Quantity	Fee	Amount (EUR)
	I. Membership Fees							
47	I.1 Water/Wastewater/Treatment Utility (Population)							
	Up to 50,000	Membership	15	200	3,000	25	200	5,000
	50,001 - 100,000	Membership	9	800	7,200	12	800	9,600
	Over 100,001	Membership	4	3,000	12,000	4	3,000	12,000
	Utility Membership Subtotal		28		22,200	41		26,600
48	I.2 Private Sector (No. of Staff)							
	Up to 50	Membership	4	500	2,000	6	500	3,000
	51 to 500	Membership	6	2,500	15,000	8	2,500	20,000
	Over 500	Membership	4	4,000	16,000	6	4,000	24,000
	Private Sector Membership Subtotal		14		33,000	20		47,000
49	I.3 NGO/Academic Institution	Membership	5	500	2,500	15	500	7,500
50	I.4 Individual	Membership	30	50	1,500	50	50	2,500
51	I.5 Student	Membership	80	25	2,000	100	25	2,500
52	I.6 Int'l Organizations and Donors	Membership	5	0	0	10	0	0
	Total Membership Fees				61,200			86,100

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REVENUE (II)

Assume a net proceed from each “training course” or “publication” and multiply it with number of all activities

Conference & Seminar revenues depend by number of participants and participation fees applied

No.	REVENUES	Unit	Year 2014 (Base Year)			Year 2015		
			Quantity	Fee	Amount (EUR)	Quantity	Fee	Amount (EUR)
	J. Association Activities							
53	J.1 Conferences							
	Annual Conference	Avg. Register	300	50	15,000	400	50	20,000
	Annual Exhibition	Lump Sum	1	10,000	10,000	1	20,000	20,000
	Specialty Best Practice Conferences	Avg. Register	100	50	5,000	200	50	10,000
54	J.2 Training Programs	No. of Deliveries	3	3,000	9,000	4	3,000	12,000
55	J.3 Publications	No. Sold	100	10	1,000	150	10	1,500
	Total Net Proceeds from Activities				40,000			63,500

In the Framework of:

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REVENUE (III)

Contributions and Grants are temporary forms of activities financing

Determine assumed net revenue, after expenses paid to non-staff professionals

No.	REVENUES	Unit	Year 2014 (Base Year)			Year 2015		
			Quantity	Fee	Amount (EUR)	Quantity	Fee	Amount (EUR)
	K. Contracted Projects and Programs							
56	Contracted Projects							
	Project 1	Lump Sum	1	50,000	50,000			0
	Project 2	Lump Sum	1	20,000	20,000			0
	Project 3	Lump Sum				1	30,000	30,000
	Project 4	Lump Sum						
	Project 5	Lump Sum						
	Project 6	Lump Sum						
	Total Net Proceeds from Projects and Programs				70,000			30,000
	L. Assistance/Contributions/Grants							
57	Grant from Central Government	Lump Sum	1	10,000	10,000			0
58	Assistance from Development Bank X	Lump Sum	1	30,000	30,000	1	50,000	50,000
59	Assistance from International Development Bank Y	Lump Sum	1	31,500	31,500	1	45,000	45,000
	Total Operational Grants from Donors and Institutions				71,500			95,000

In the Framework of:

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BUDGET SUMMARY

	Year 2014 (Base Year)	Year 2015	Year 2016	Year 2017	Year 2018	Year 2019
EXPENSES	(EUR)	(EUR)	(EUR)	(EUR)	(EUR)	(EUR)
Salaries						
A. Professional Staff	62,400	65,520	68,796	72,236	75,848	79,640
B. Support Staff	44,400	46,620	55,566	58,344	61,262	64,325
Sub-Total Salaries (1)	106,800	112,140	124,362	130,580	137,109	143,965
Fringe Benefits						
C. Social + Health Insurance	21,360	22,428	24,872	26,116	27,422	28,793
D. Outsourcing of Course and Manual Development	15,000	23,000	34,000	34,000	40,000	40,000
Sub-Total Fringe Benefits (2)	36,360	45,428	58,872	60,116	67,422	68,793
Other Direct Costs						
E.1 Electronic Devices (Reserve Fund)	4,855	4,855	4,855	4,855	4,855	4,855
E.2 Vehicles & Office Furniture (Reserve Fund)	7,966	7,966	13,966	13,966	13,966	13,966
F. Office Rent & Utilities	57,600	63,360	69,696	76,666	84,332	92,765
G. Office Supplies	20,400	22,440	24,684	27,152	29,868	32,854
H.1.Travel & Transportation	9,900	14,520	15,972	17,569	19,326	21,259
H.2.Accommodation	11,340	16,632	18,295	20,125	22,137	24,351
Sub-Total ODC (3)	99,240	116,952	128,647	141,512	155,663	171,229
Total Annual Expenses (1+2+3)	242,400	274,520	311,882	332,208	360,194	383,987
REVENUES						
Membership Fees						
I.1 Water/Wastewater/Treatment Utility (Population)	22,200	26,600	27,600	27,600	27,600	27,600
I.2 Private Sector (No. of Staff)	33,000	47,000	56,000	56,000	56,000	56,000
I.3 NGO/Academic Institution	2,500	7,500	12,500	17,500	20,000	20,000
I.4 Individual	1,500	2,500	2,500	2,500	2,500	2,500
I.5 Student	2,000	2,500	2,500	2,500	2,500	2,500
I.6 Int'l Organizations and Donors	0	0	0	0	0	0
Sub-Total Membership Fees (4)	61,200	86,100	101,100	106,100	108,600	108,600
Association Activities						
J. Association Activities	40,000	63,500	87,000	97,000	105,000	105,000
Sub-Total Association Activities (5)	40,000	63,500	87,000	97,000	105,000	105,000
Contracted Projects and Programs						
K. Contracted Projects and Programs	70,000	30,000	25,000	25,000	36,600	61,000
Sub-Total Association Activities (6)	70,000	30,000	25,000	25,000	36,600	61,000
Assistance/Contributions/Grants						
L. Assistance/Contributions/Grants	71,500	95,000	100,000	105,000	110,000	110,000
Sub-Total Assistance/Contributions/Grants (7)	71,500	95,000	100,000	105,000	110,000	110,000
Total Annual Revenues (4+5+6+7)	242,700	274,600	313,100	333,100	360,200	384,600
Annual Surplus/Deficit	300	80	1,218	892	6	613

Main goal of Association is reaching financial sustainability for all its planned Activates, Projects & Programs

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In the Framework of:



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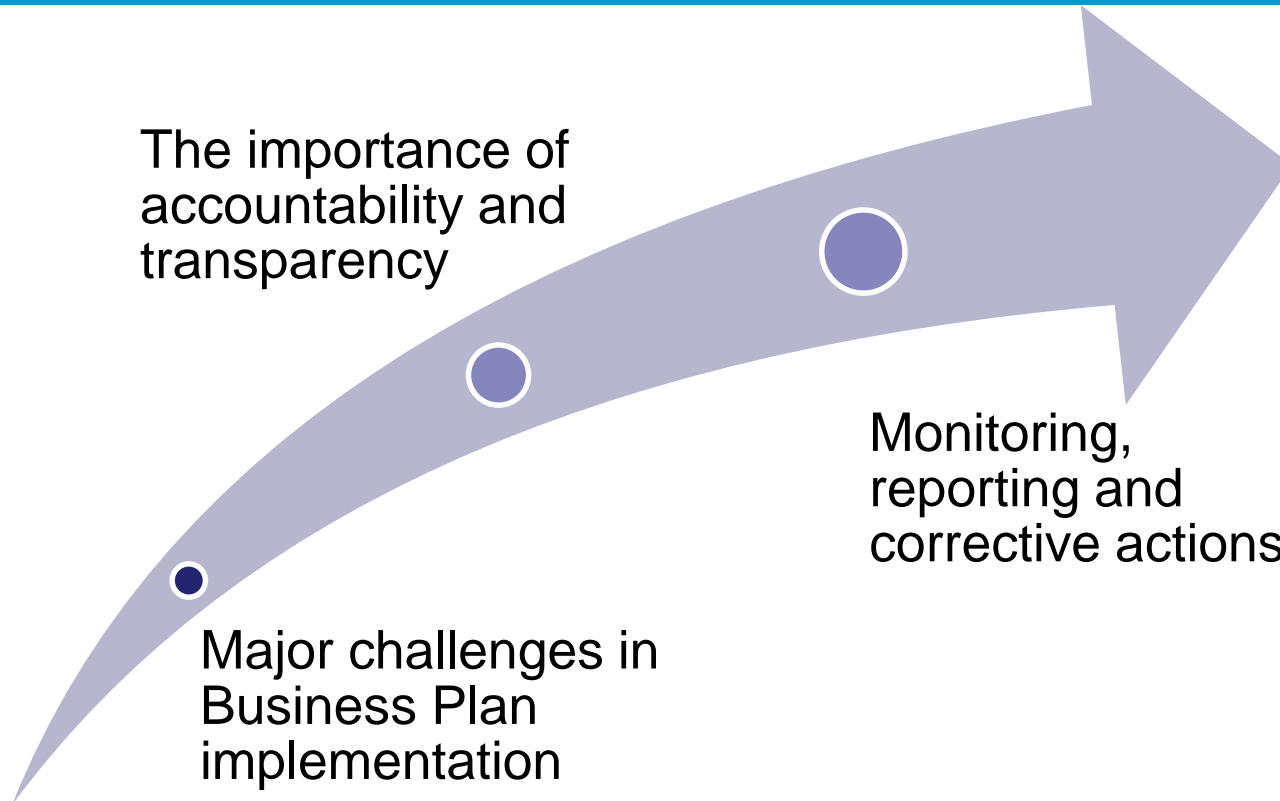
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MODULE 11

- ✓ **Management Overview**
- ✓ **Business Plan Update**

MANAGEMENT OVERVIEW



The **Management Overview** is not an Executive Summary of the Business Plan

In the Framework of:



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Developed by:



MAJOR CHALLENGES IN BUSINESS PLAN IMPLEMENTATION

- ✓ Management
- ✓ Losing Sight
- ✓ Business as Usual
- ✓ Be-All and End-All
- ✓ Lack of Communication
- ✓ "Bolt-on" Syndrome
- ✓ Wrong Scoreboard
- ✓ Confusing Terminology and Language



In the Framework of:



Financed by:



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MONITORING



In the Framework of:

Financed by:

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REPORTING

Management must clearly state the reporting requirements of all responsible staff of the Association

- Designate person responsible for the reporting on activity
- Define type of reports and data to be provided
- Set frequency of reporting



In the Framework of:

Financed by:

Developed by:

CORRECTIVE MEASURES

Senior management team must take corrective measures in order to address any issues that have come up during the implementation of the business plan.



Identify any new challenges or issues that have not been identified during the preparation of the Business Plan and provide the respective solutions to each of them.

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BUSINESS PLAN UPDATE

Importance

Scheduling

Process

In the Framework of:



Financed by:



Developed by:



IMPORTANCE - BUSINESS PLAN UPDATE

The updating process allows the management team to seriously and objectively ***review its accomplishments*** over the course of the year, relative to **the strategic goals** and **measurable targets** in the business plan, and assess how effective the **Performance Improvement Action Plans** were in achieving the targeted goal for that year.

Every element of the business planning model should be reconsidered!

In the Framework of:



Financed by:



Developed by:



SCHEDULE - BUSINESS PLAN UPDATE

STEP 1:

Financial reports for 3rd quarter and issues reports to management team for four preceding quarters.

STEP 2:

Management team makes preliminary modifications to Action Plans.

STEP 3:

Management team finalizes modifications of Action Plans. Finance Dpt. makes budget adjustments and forecast assumptions.

STEP 4:

Finance Dpt. issues new first year budget forecast. Management team meet for discussion and approval.

FINAL STEP:

Management team presents updated Business Plan to the Governing Board with the recommendation

Meeting for discussion and approval.

In the Framework of:



Financed by:



Developed by:



PROCESS - BUSINESS PLAN UPDATE



Conduct the Business Plan Update Process

Approval of Board of Directors



In the Framework of:



Financed by:



Developed by:

