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.
# STRUCTURE OF COURSE MANUAL

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<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
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<td>Associations: Their Value and Roles</td>
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<td>Introduction to Association Business Plan</td>
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<td>Business Plan Model</td>
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<td>Association: Current Condition Assessment</td>
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<td>Vision Statement</td>
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<td>Mission Objectives</td>
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<td>Management Overview of Business Plan</td>
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<td>Association Membership</td>
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<td>Awareness, Outreach and Career Programs</td>
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<td>Action Plans</td>
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<td>16.</td>
<td>Five-Year Budget Forecast</td>
</tr>
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<td>17.</td>
<td>Business Plan Update</td>
</tr>
</tbody>
</table>

*In the Framework of:*

*Financed by:*

*Developed by:*
MODULE 1

✓ Association – Value and Roles
✓ Association Business Plan
✓ Business Plan Model
ASSOCIATIONS - VALUE AND ROLES

- What is a Water Association?
- Which are the steps to start a Water Association?
- What is the role of the Association in furthering the profession?
- Why the role of the Association is important in the sector?
What is a Water Association?

- Center on shared interests
- Trade Associations
- Professional Associations

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

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

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

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

Which are the steps to start a Water Association?

- Identify a group of professionals or organizations
- Define scope of disciplines and work areas
- Clearly articulate association’s image
- How association will be organized
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?
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
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;
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.
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.
WHO SHOULD BE INVOLVED

Governing Body + Management Team = WHO SHOULD BE INVOLVED IN PREPARING A BUSINESS PLAN?
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.
STRUCTURE OF A BUSINESS PLAN

Management Plan

Business Plan

Action Plans

Financial Plan

In the Framework of:

Financed by:

Developed by:
KEY ELEMENTS

Description of the Association: A Current Condition Assessment

Vision Statement

Mission Objectives

Senior Management Overview

Strategic Goals

Governance, Organizational Structure and Staffing Plan

Outreach, Awareness and Career Programs

Knowledge Management and Sharing Plan

Project Development Programs

Communications Plan

Action Plans

Budget Forecast

In the Framework of:

Financed by:

Developed by:
## BUDGET DETAILS

### A. Professional Staff

<table>
<thead>
<tr>
<th>No.</th>
<th>EXPENSES</th>
<th>Unit</th>
<th>Quantity</th>
<th>Cost per Man/Month</th>
<th>Annual Cost (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Secretary General</td>
<td>No. 1</td>
<td>1</td>
<td>1,200</td>
<td>14,400</td>
</tr>
<tr>
<td>2</td>
<td>Finance &amp; Administration Manager</td>
<td>No. 1</td>
<td>1</td>
<td>1,000</td>
<td>12,000</td>
</tr>
<tr>
<td>3</td>
<td>Technical Services Manager</td>
<td>No. 1</td>
<td>1</td>
<td>1,000</td>
<td>12,000</td>
</tr>
<tr>
<td>4</td>
<td>Program &amp; Projects Manager</td>
<td>No. 1</td>
<td>1</td>
<td>1,000</td>
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</table>

**Total Professional Staff:** 62,400

### B. Support Staff

<table>
<thead>
<tr>
<th>No.</th>
<th>EXPENSES</th>
<th>Unit</th>
<th>Quantity</th>
<th>Cost per Man/Month</th>
<th>Annual Cost (EUR)</th>
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<tbody>
<tr>
<td>6</td>
<td>Executive Secretary</td>
<td>No. 1</td>
<td>1</td>
<td>1,200</td>
<td>14,400</td>
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<tr>
<td>7</td>
<td>Knowledge Management Specialist</td>
<td>No. 1</td>
<td>1</td>
<td>800</td>
<td>9,600</td>
</tr>
<tr>
<td>8</td>
<td>Membership Specialist</td>
<td>No. 1</td>
<td>1</td>
<td>800</td>
<td>9,600</td>
</tr>
<tr>
<td>9</td>
<td>Office Assistant</td>
<td>No. 1</td>
<td>1</td>
<td>600</td>
<td>7,200</td>
</tr>
<tr>
<td>10</td>
<td>Driver</td>
<td>No. 1</td>
<td>1</td>
<td>500</td>
<td>6,000</td>
</tr>
</tbody>
</table>

**Total Support Staff:** 44,400

### C. Social & Health Insurance

**Total Social & Health Insurance:** 21,360

### D. Outsourcing of Course and Manual Development

<table>
<thead>
<tr>
<th>No.</th>
<th>EXPENSES</th>
<th>Unit</th>
<th>Quantity</th>
<th>Cost per Man/Month</th>
<th>Annual Cost (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Training Courses</td>
<td>Each</td>
<td>2</td>
<td>4,000</td>
<td>8,000</td>
</tr>
<tr>
<td>12</td>
<td>Manuals of Practice/Operational Guidelines</td>
<td>Each</td>
<td>1</td>
<td>5,000</td>
<td>5,000</td>
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**Total Outsourcing:** 15,000

### E. Depreciation Reserve Fund

#### E.1 Electronic Devices

<table>
<thead>
<tr>
<th>No.</th>
<th>EXPENSES</th>
<th>Unit</th>
<th>Quantity</th>
<th>Cost per Man/Month</th>
<th>Annual Cost (EUR)</th>
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<tbody>
<tr>
<td>13</td>
<td>Network Server</td>
<td>Piece</td>
<td>1</td>
<td>600</td>
<td>6,000</td>
</tr>
<tr>
<td>14</td>
<td>Desktop/Computers</td>
<td>Piece</td>
<td>6</td>
<td>150</td>
<td>900</td>
</tr>
<tr>
<td>15</td>
<td>Laptop/Computers</td>
<td>Piece</td>
<td>5</td>
<td>150</td>
<td>750</td>
</tr>
<tr>
<td>16</td>
<td>Printers</td>
<td>Piece</td>
<td>2</td>
<td>200</td>
<td>400</td>
</tr>
<tr>
<td>17</td>
<td>Telephones</td>
<td>Piece</td>
<td>9</td>
<td>20</td>
<td>180</td>
</tr>
<tr>
<td>18</td>
<td>Fax Machines</td>
<td>Piece</td>
<td>1</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>19</td>
<td>Photocopying Machine</td>
<td>Piece</td>
<td>1</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>20</td>
<td>Computer Software</td>
<td>Piece</td>
<td>18</td>
<td>200</td>
<td>3,600</td>
</tr>
</tbody>
</table>

#### E.2 Vehicles & Office Furniture

<table>
<thead>
<tr>
<th>No.</th>
<th>EXPENSES</th>
<th>Unit</th>
<th>Quantity</th>
<th>Cost per Man/Month</th>
<th>Annual Cost (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>21</td>
<td>Desks</td>
<td>Piece</td>
<td>9</td>
<td>70</td>
<td>630</td>
</tr>
<tr>
<td>22</td>
<td>Chairs</td>
<td>Piece</td>
<td>9</td>
<td>30</td>
<td>270</td>
</tr>
<tr>
<td>23</td>
<td>Shelves</td>
<td>Piece</td>
<td>9</td>
<td>30</td>
<td>270</td>
</tr>
<tr>
<td>24</td>
<td>File cabinets</td>
<td>Piece</td>
<td>9</td>
<td>30</td>
<td>270</td>
</tr>
<tr>
<td>25</td>
<td>Conference room furniture</td>
<td>Lumpsum</td>
<td>1</td>
<td>616</td>
<td>616</td>
</tr>
<tr>
<td>26</td>
<td>Vehicles X2</td>
<td>Piece</td>
<td>1</td>
<td>6,000</td>
<td>6,000</td>
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</table>

**Total Depreciation Reserve Fund:** 12,921

### F. Office Rent & Utilities

<table>
<thead>
<tr>
<th>No.</th>
<th>EXPENSES</th>
<th>Unit</th>
<th>Quantity</th>
<th>Cost per Man/Month</th>
<th>Annual Cost (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>27</td>
<td>Office Rent</td>
<td>Month</td>
<td>12</td>
<td>3,300</td>
<td>39,600</td>
</tr>
<tr>
<td>28</td>
<td>Telephone</td>
<td>Month</td>
<td>12</td>
<td>900</td>
<td>10,800</td>
</tr>
<tr>
<td>29</td>
<td>Electricity</td>
<td>Month</td>
<td>12</td>
<td>300</td>
<td>3,600</td>
</tr>
<tr>
<td>30</td>
<td>Office Maintenance</td>
<td>Month</td>
<td>12</td>
<td>250</td>
<td>3,000</td>
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<tr>
<td>31</td>
<td>Internet Subscription</td>
<td>Month</td>
<td>12</td>
<td>200</td>
<td>2,400</td>
</tr>
<tr>
<td>32</td>
<td>IT System Maintenance</td>
<td>Month</td>
<td>12</td>
<td>250</td>
<td>3,000</td>
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</table>

**Total Office Rent & Utilities:** 57,600

### G. Office Supplies

<table>
<thead>
<tr>
<th>No.</th>
<th>EXPENSES</th>
<th>Unit</th>
<th>Quantity</th>
<th>Cost per Man/Month</th>
<th>Annual Cost (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>33</td>
<td>Fuel &amp; Car Maintenance</td>
<td>Month</td>
<td>12</td>
<td>400</td>
<td>4,800</td>
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<tr>
<td>34</td>
<td>Stationery</td>
<td>Month</td>
<td>12</td>
<td>200</td>
<td>2,400</td>
</tr>
<tr>
<td>35</td>
<td>Printing/Photocopying Paper</td>
<td>Month</td>
<td>12</td>
<td>100</td>
<td>1,200</td>
</tr>
<tr>
<td>36</td>
<td>Computer Supplies</td>
<td>Month</td>
<td>12</td>
<td>200</td>
<td>2,400</td>
</tr>
<tr>
<td>37</td>
<td>Website Development/Maintenance</td>
<td>Month</td>
<td>12</td>
<td>300</td>
<td>3,600</td>
</tr>
<tr>
<td>38</td>
<td>Miscellaneous (Working Group)</td>
<td>Month</td>
<td>12</td>
<td>500</td>
<td>6,000</td>
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</table>

**Total Office Supplies:** 20,400

### H. Transportation & Accommodation

#### H.1 Travel & Transportation

<table>
<thead>
<tr>
<th>No.</th>
<th>EXPENSES</th>
<th>Unit</th>
<th>Quantity</th>
<th>Cost per Man/Month</th>
<th>Annual Cost (EUR)</th>
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</thead>
<tbody>
<tr>
<td>39</td>
<td>Air Tickets</td>
<td>Secretory General</td>
<td>Round-Trip</td>
<td>6</td>
<td>400</td>
</tr>
<tr>
<td>40</td>
<td>Local Transportation during Travel</td>
<td>Board of Directors</td>
<td>Round-Trip</td>
<td>6</td>
<td>400</td>
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</table>

#### H.2 Accommodation

<table>
<thead>
<tr>
<th>No.</th>
<th>EXPENSES</th>
<th>Unit</th>
<th>Quantity</th>
<th>Cost per Man/Month</th>
<th>Annual Cost (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>41</td>
<td>Hotel Accommodation</td>
<td>Secretary General</td>
<td>Nights</td>
<td>18</td>
<td>150</td>
</tr>
<tr>
<td>42</td>
<td>Per Diem</td>
<td>Staff</td>
<td>Nights</td>
<td>18</td>
<td>150</td>
</tr>
<tr>
<td>43</td>
<td>Per Diem</td>
<td>Board of Directors</td>
<td>Nights</td>
<td>18</td>
<td>150</td>
</tr>
</tbody>
</table>

**Total Transportation & Accommodation:** 21,240

### TOTAL ANNUAL EXPENSES SALARIES & ODC

**TOTAL ANNUAL EXPENSES SALARIES & ODC:** 255,221

- Professional Staff
- Supporting Staff
- Social & Health Insurance
- Outsourcing
- Depreciation
- Rent & Utilities
- Office Supply
- Transport & Accommodation
### I. Membership Fees

<table>
<thead>
<tr>
<th>Unit</th>
<th>Year 2014 (Base Year)</th>
<th>Year 2015</th>
<th>Year 2016</th>
<th>Year 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Quantity</td>
<td>Fee (EUR)</td>
<td>Amount</td>
<td>Quantity</td>
</tr>
<tr>
<td>Water/Wastewater/Treatment Utility (Population) Up to 50,000 Membership</td>
<td>15</td>
<td>200</td>
<td>3,000</td>
<td>25</td>
</tr>
<tr>
<td>50,001 - 100,000 Membership</td>
<td>9</td>
<td>600</td>
<td>7,200</td>
<td>12</td>
</tr>
<tr>
<td>Over 100,001 Membership</td>
<td>4</td>
<td>3,000</td>
<td>12,000</td>
<td>4</td>
</tr>
</tbody>
</table>

**Utility Membership Subtotal**:
- 28
- 22,200
- 41,200
- 46,200

### I.2 Private Sector (No. of Staff)

<table>
<thead>
<tr>
<th>Unit</th>
<th>Year 2014 (Base Year)</th>
<th>Year 2015</th>
<th>Year 2016</th>
<th>Year 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Quantity</td>
<td>Fee (EUR)</td>
<td>Amount</td>
<td>Quantity</td>
</tr>
<tr>
<td>Up to 50 Membership</td>
<td>4</td>
<td>500</td>
<td>2,000</td>
<td>8</td>
</tr>
<tr>
<td>51 to 500 Membership</td>
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<td>2,500</td>
<td>15,000</td>
<td>8</td>
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<tr>
<td>Over 500 Membership</td>
<td>4</td>
<td>4,000</td>
<td>16,000</td>
<td>6</td>
</tr>
</tbody>
</table>

**Private Sector Membership Subtotal**:
- 14
- 33,000
- 20
- 47,000
- 24
- 56,000

### I.3 NGO/Academic Institution Membership

<table>
<thead>
<tr>
<th>Unit</th>
<th>Year 2014 (Base Year)</th>
<th>Year 2015</th>
<th>Year 2016</th>
<th>Year 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Quantity</td>
<td>Fee (EUR)</td>
<td>Amount</td>
<td>Quantity</td>
</tr>
<tr>
<td>Up to 50 Membership</td>
<td>5</td>
<td>500</td>
<td>2,500</td>
<td>15</td>
</tr>
<tr>
<td>51 to 500 Membership</td>
<td>6</td>
<td>2,500</td>
<td>15,000</td>
<td>8</td>
</tr>
<tr>
<td>Over 500 Membership</td>
<td>4</td>
<td>4,000</td>
<td>16,000</td>
<td>6</td>
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</tbody>
</table>

**Total Membership Fees**:
- 61,200
- 86,100
- 101,100
- 106,100

### J. Association Activities

#### J.1 Conferences

<table>
<thead>
<tr>
<th>Unit</th>
<th>Year 2014 (Base Year)</th>
<th>Year 2015</th>
<th>Year 2016</th>
<th>Year 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Conference Avg. Register</td>
<td>100</td>
<td>50</td>
<td>5,000</td>
<td>400</td>
</tr>
<tr>
<td>Annual Exhibition Lump Sum</td>
<td>1</td>
<td>10,000</td>
<td>10,000</td>
<td>1</td>
</tr>
<tr>
<td>Specialty Best Practice Conferences Avg. Register</td>
<td>100</td>
<td>50</td>
<td>5,000</td>
<td>200</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>10,000</td>
<td>10,000</td>
<td>1</td>
</tr>
</tbody>
</table>

**Total Net Proceeds from Conferences**:
- 68,000
- 107,000
- 106,100

#### J.2 Training Programs

<table>
<thead>
<tr>
<th>Unit</th>
<th>Year 2014 (Base Year)</th>
<th>Year 2015</th>
<th>Year 2016</th>
<th>Year 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Deliveries Avg. Register</td>
<td>3</td>
<td>3,000</td>
<td>9,000</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>100</td>
<td>10,000</td>
<td>10,000</td>
<td>200</td>
</tr>
</tbody>
</table>

**Total Net Proceeds from Training Programs**:
- 40,000
- 63,000
- 87,000
- 97,000

### K. Contracted Projects and Programs

#### K.1 Contracted Projects

<table>
<thead>
<tr>
<th>Unit</th>
<th>Year 2014 (Base Year)</th>
<th>Year 2015</th>
<th>Year 2016</th>
<th>Year 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project 1</td>
<td>1</td>
<td>50,000</td>
<td>50,000</td>
<td>0</td>
</tr>
<tr>
<td>Project 2</td>
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</tr>
<tr>
<td>Project 3</td>
<td>1</td>
<td>10,000</td>
<td>10,000</td>
<td>1</td>
</tr>
<tr>
<td>Project 4</td>
<td>1</td>
<td>50,000</td>
<td>50,000</td>
<td>1</td>
</tr>
<tr>
<td>Project 5</td>
<td>1</td>
<td>10,000</td>
<td>10,000</td>
<td>0</td>
</tr>
</tbody>
</table>

**Total Net Proceeds from Projects**:
- 70,000
- 30,000
- 25,000
- 25,000

### L. Assistance/Contributions/Grants

#### L.1 Grant from Central Government

<table>
<thead>
<tr>
<th>Unit</th>
<th>Year 2014 (Base Year)</th>
<th>Year 2015</th>
<th>Year 2016</th>
<th>Year 2017</th>
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</thead>
<tbody>
<tr>
<td>Lump Sum</td>
<td>1</td>
<td>10,000</td>
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<td>0</td>
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</table>

**Total Net Proceeds from Grants**:
- 70,000
- 30,000
- 25,000
- 25,000

### REVENUE & FUNDINGS

- Member Fees
- Activities
- Projects & Programs
- Contributions & Grants

![Developed by: SHUKALB WATER SUPPLY AND SANITATION ASSOCIATION OF ALBANIA](image-url)
## BUDGET SUMMARY

### Year 2014 (Base Year) Year 2015 Year 2016 Year 2017 Year 2018 Year 2019

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>EUR</th>
<th>EUR</th>
<th>EUR</th>
<th>EUR</th>
<th>EUR</th>
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<tr>
<td>Salaries</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>A. Professional Staff</td>
<td>62,400</td>
<td>65,520</td>
<td>68,796</td>
<td>72,236</td>
<td>75,848</td>
<td>79,640</td>
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<td>B. Support Staff</td>
<td>44,400</td>
<td>46,620</td>
<td>55,566</td>
<td>58,344</td>
<td>61,262</td>
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<td><strong>Sub-Total Salaries (1)</strong></td>
<td>106,800</td>
<td>112,140</td>
<td>124,362</td>
<td>130,580</td>
<td>137,109</td>
<td>143,965</td>
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<tr>
<td>Fringe Benefits</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>C. Social + Health Insurance</td>
<td>21,360</td>
<td>22,428</td>
<td>24,872</td>
<td>26,116</td>
<td>27,422</td>
<td>28,793</td>
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<tr>
<td>D. Outsourcing of Course and Manual Development</td>
<td>15,000</td>
<td>23,000</td>
<td>34,000</td>
<td>34,000</td>
<td>40,000</td>
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<tr>
<td><strong>Sub-Total Fringe Benefits (2)</strong></td>
<td>36,360</td>
<td>45,428</td>
<td>58,872</td>
<td>60,116</td>
<td>67,422</td>
<td>68,793</td>
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<td><strong>Other Direct Costs</strong></td>
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<td>E.1 Electronic Devices (Reserve Fund)</td>
<td>4,855</td>
<td>4,855</td>
<td>4,855</td>
<td>4,855</td>
<td>4,855</td>
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<tr>
<td>E.2 Vehicles &amp; Office Furniture (Reserve Fund)</td>
<td>7,966</td>
<td>7,966</td>
<td>13,966</td>
<td>13,966</td>
<td>13,966</td>
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<tr>
<td>F. Office Rent &amp; Utilities</td>
<td>57,600</td>
<td>63,360</td>
<td>89,696</td>
<td>76,666</td>
<td>84,332</td>
<td>92,765</td>
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<td>G. Office Supplies</td>
<td>20,400</td>
<td>22,440</td>
<td>24,684</td>
<td>27,152</td>
<td>29,868</td>
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<td>H.1 Travel &amp; Transportation</td>
<td>9,900</td>
<td>14,520</td>
<td>15,972</td>
<td>17,569</td>
<td>19,326</td>
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<td>H.2 Accommodation</td>
<td>11,340</td>
<td>16,632</td>
<td>18,295</td>
<td>20,125</td>
<td>22,137</td>
<td>24,351</td>
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<td><strong>Sub-Total ODC (3)</strong></td>
<td>99,240</td>
<td>116,952</td>
<td>128,647</td>
<td>141,512</td>
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<td>171,229</td>
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<tr>
<td><strong>Total Annual Expenses (1+2+3)</strong></td>
<td>242,400</td>
<td>274,520</td>
<td>311,882</td>
<td>332,208</td>
<td>360,194</td>
<td>383,987</td>
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<td>REVENUES</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Membership Fees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I.1 Water/Wastewater/Treatment Utility (Population)</td>
<td>22,200</td>
<td>26,600</td>
<td>27,600</td>
<td>27,600</td>
<td>27,600</td>
<td>27,600</td>
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<td>I.2 Private Sector (No. of Staff)</td>
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<td>47,000</td>
<td>56,000</td>
<td>56,000</td>
<td>56,000</td>
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<td>I.3 NGO/Academic Institution</td>
<td>2,500</td>
<td>7,500</td>
<td>12,500</td>
<td>17,500</td>
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<td>I.4 Individual</td>
<td>1,500</td>
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<td>I.5 Student</td>
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<td>2,500</td>
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<tr>
<td>I.6 Int’l Organizations and Donors</td>
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<td>0</td>
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<td><strong>Sub-Total Membership Fees (4)</strong></td>
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<td>101,100</td>
<td>106,100</td>
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<td>Association Activities</td>
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<td>J. Association Activities</td>
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<td>63,500</td>
<td>87,000</td>
<td>97,000</td>
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<td>63,500</td>
<td>87,000</td>
<td>97,000</td>
<td>105,000</td>
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<td>25,000</td>
<td>36,600</td>
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<td><strong>Sub-Total Contracted Projects and Programs (6)</strong></td>
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<td>30,000</td>
<td>25,000</td>
<td>25,000</td>
<td>36,600</td>
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<tr>
<td>Assistance/Contributions/Grants</td>
<td></td>
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<tr>
<td>L. Assistance/Contributions/Grants</td>
<td>71,500</td>
<td>95,000</td>
<td>100,000</td>
<td>105,000</td>
<td>110,000</td>
<td>110,000</td>
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<tr>
<td><strong>Sub-Total Assistance/Contributions/Grants (7)</strong></td>
<td>71,500</td>
<td>95,000</td>
<td>100,000</td>
<td>105,000</td>
<td>110,000</td>
<td>110,000</td>
</tr>
<tr>
<td><strong>Total Annual Revenues (4+5+6+7)</strong></td>
<td>242,700</td>
<td>274,600</td>
<td>313,100</td>
<td>333,100</td>
<td>360,200</td>
<td>384,600</td>
</tr>
<tr>
<td><strong>Annual Surplus/Deficit</strong></td>
<td>300</td>
<td>80</td>
<td>1,218</td>
<td>892</td>
<td>6</td>
<td>613</td>
</tr>
</tbody>
</table>

- **Expenses**
- **Revenues**
- **Annual Surplus / Deficit**

In the Framework of: DANUBE WATER IAWD

Developed by: SHUKALB
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?
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".
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.
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?
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?
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.
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?
BRIEF HISTORY OF PROGRAMS, ACTIVITIES AND PERFORMANCE

Examples of training systems & models by AWA and DWA

Trainings & Publications

E-learning

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

U-10 Utility Tunneling

The e-learning seminar “Utility Tunneling” deals with the most important techniques of trenchless technology by focusing 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

Training fee:
- Unit price (€): 600.00
- Price for DWA-Corporate Members (€): 540.00

+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 Bauer

In the Framework of:

FINANCED BY:

Developed by:
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?
BRIEF HISTORY OF PROGRAMS, ACTIVITIES AND PERFORMANCE

Knowledge Sharing and Dissemination

- Does the association use a variety of means to share and disseminate knowledge?

- Does the association support the formation of specialist groups from within its membership in key areas of interest?

- Does the association facilitate opportunities for its members to engage in exchanges with other organizations?
Examples publishing site by DWA
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?
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.
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
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”.

In the Framework of:

Financed by:

Developed by:
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
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.
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....
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.
# 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?

## 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?

## 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?
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.

**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.

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

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

- There are other water related associations that see us as a competitor.
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.
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.
MODULE 3

VISION STATEMENT & MISSION OBJECTIVES
“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 is your Association’s vision?
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.
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.
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.
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?”
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?*
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.”
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.
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.
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
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.
LET’S WRITE MISSION OBJECTIVES

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

✓ Communication Plan

✓ Awareness and Outreach Programs
COMMUNICATIONS PLAN

Keep Association members fully informed

Communicate interests to the appropriate audiences

Association

In the Framework of:

Financed by:

Developed by:
COMMUNICATIONS PLAN

In the Framework of:

FINANCED BY:

DEVELOPED BY:

Newsletter

Policy & Position Papers

WWW

MEDIA RELATIONS

TECHNICAL JOURNAL

press release

In the Framework of:

FINANCED BY:

DEVELOPED BY:
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.)
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
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
Awareness and outreach programs are another form of communication. Associations can use to shape thinking and perceptions.
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.
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 website.

Monitored Elements:
- pH
- Turbidity
- Dissolved Oxygen
- Temperature
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.
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 students.

- “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
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.
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.
MODULE 5

✓ Knowledge Management / Sharing Plan
✓ Project Development Program
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.
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
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!!!
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
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
Specialty Best Practice Conferences
- Focused on narrow issues of key concern
- Originate from Technical Working Groups
KNOWLEDGE MANAGEMENT AND SHARING PLAN

➢ Technical Working Groups

- Foundation for association’s “knowledge sharing and exchange”
- Voluntary
- Initially supported by external expert support
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

SORRY
you must be a member to access this content

CLICK HERE to Join

In the Framework of:

Financed by:

Developed by:
In the Framework of:

PROJECT DEVELOPMENT PROGRAM

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

Financed by:

Developed by:
Project Development

- Result of a process of brainstorming
- Need identification
- Networking with funding sources
- Careful proposal writing
PROJECT DEVELOPMENT PROGRAM

Project Management, Procedures and Controls

✓ Cost accounting and control systems
✓ Hiring Policies
✓ Procurement Policies
✓ Asset Management Policies
Project – Association Firewall

✓ Avoid distraction from Association’s core purpose
✓ Separate / Own “work space”
✓ Assigned core staff
MODULE 6

✓ Association Membership
✓ Governance / Organizational Structure
ASSOCIATION MEMBERSHIP

Association of Operators

Association of Utilities

Association of Water Engineers

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.
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
CURRENT MEMBERSHIP ANALYSIS AND TARGETED POTENTIAL

Understand current “penetration” or “share” in each of the defined categories

Understand where membership level is today and where it might want to be in five years

Divide Members into Categories

Select Size Ranges

Forecast Potential Number of Members
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
Non-lobbying does not mean that the Association does not “advocate” certain positions relative to its fields of knowledge and activity.
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.
EXECUTIVE ORGANIZATIONAL STRUCTURE

Executive Director

Manager of Finance

Manager of Member Services
Manager of Programs
Manager of Projects
Manager of Training
EXECUTIVE ORGANIZATIONAL STRUCTURE

Chain-of-Command

Delegation of Responsibility & Authority
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.
Young Water Professionals should be given opportunities, as an age group, within the Association.
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.
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.
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**.
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.
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.
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?
ACTION PLANS

Format and content of typical Action Plan is fairly straightforward 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.
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.
Schedule of Tasks

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

<table>
<thead>
<tr>
<th>Task</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct satisfaction survey</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement recruitment campaign</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enlist current members to support campaign</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publicize new members added</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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
Plan Implementation and Performance Monitoring

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

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.

1. Defining goals

2. Ensuring delivery

3. Monitoring progress

4. Evaluating results

Use monitoring tools to measure the progress of the plan.
FINAL – Questions and feedback
MODULE 9 - 10

✓ 5-Yr Budget Forecast Excel Model
✓ Populating & Balancing the Model
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
### EXPENSES BUDGET FORECAST (I)

#### In the Framework of:

- **DANUBE WATER PROGRAM**
  - Smart policies, strong utilities, sustainable services

- **I.A.W.D.**

#### Expended by:

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

#### Developed by:

- **SHUKALB**

---

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

<table>
<thead>
<tr>
<th>No.</th>
<th>EXPENSES</th>
<th>Unit</th>
<th>Quantity</th>
<th>Cost per Man/Month</th>
<th>Annual Cost (EUR)</th>
<th>Quantity</th>
<th>Cost per Man/Month</th>
<th>Annual Cost (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>A. Professional Staff</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Secretary General</td>
<td>No.</td>
<td>1</td>
<td>1,200</td>
<td>14,400</td>
<td>1</td>
<td>1,260</td>
<td>15,120</td>
</tr>
<tr>
<td>1</td>
<td>Finance &amp; Administration Manager</td>
<td>No.</td>
<td>1</td>
<td>1,000</td>
<td>12,000</td>
<td>1</td>
<td>1,050</td>
<td>12,600</td>
</tr>
<tr>
<td>2</td>
<td>Communications Manager</td>
<td>No.</td>
<td>1</td>
<td>1,000</td>
<td>12,000</td>
<td>1</td>
<td>1,050</td>
<td>12,600</td>
</tr>
<tr>
<td>3</td>
<td>Technical Services and Professional Development Manager</td>
<td>No.</td>
<td>1</td>
<td>1,000</td>
<td>12,000</td>
<td>1</td>
<td>1,050</td>
<td>12,600</td>
</tr>
<tr>
<td>4</td>
<td>Programs and Projects Manager</td>
<td>No.</td>
<td>1</td>
<td>1,000</td>
<td>12,000</td>
<td>1</td>
<td>1,050</td>
<td>12,600</td>
</tr>
<tr>
<td>5</td>
<td><strong>Total Professional Staff</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>B. Support Staff</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Executive Secretary</td>
<td>No.</td>
<td>1</td>
<td>1,000</td>
<td>12,000</td>
<td>1</td>
<td>1,050</td>
<td>12,600</td>
</tr>
<tr>
<td>7</td>
<td>Knowledge Management Specialist</td>
<td>No.</td>
<td>1</td>
<td>800</td>
<td>9,600</td>
<td>1</td>
<td>840</td>
<td>10,080</td>
</tr>
<tr>
<td>8</td>
<td>Membership Specialist</td>
<td>No.</td>
<td>1</td>
<td>800</td>
<td>9,600</td>
<td>1</td>
<td>840</td>
<td>10,080</td>
</tr>
<tr>
<td>9</td>
<td>Office Assistant</td>
<td>No.</td>
<td>1</td>
<td>600</td>
<td>7,200</td>
<td>1</td>
<td>630</td>
<td>7,560</td>
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<tr>
<td>10</td>
<td>Driver</td>
<td>No.</td>
<td>1</td>
<td>500</td>
<td>6,000</td>
<td>1</td>
<td>525</td>
<td>6,300</td>
</tr>
<tr>
<td>10</td>
<td><strong>Total Support Staff</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>C. Social + Health Insurance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total Social + Health Insurance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

Total Social + Health Insurance

<table>
<thead>
<tr>
<th></th>
<th>Year 2014 (Base Year)</th>
<th>Year 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Social + Health Insurance</strong></td>
<td>21,360</td>
<td>22,428</td>
</tr>
</tbody>
</table>
In the Framework of: DANUBE WATER PROGRAM
Smart policies, strong utilities, sustainable services

In the Framework of: DANUBE WATER PROGRAM
Smart policies, strong utilities, sustainable services

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

In the Framework of: DANUBE WATER PROGRAM
Smart policies, strong utilities, sustainable services

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

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

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

<table>
<thead>
<tr>
<th>No.</th>
<th>EXPENSES</th>
<th>Unit</th>
<th>Year 2014 (Base Year)</th>
<th>Year 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Quantity</td>
<td>Cost per Man/Month</td>
</tr>
<tr>
<td>27</td>
<td>Office Rent</td>
<td>Month</td>
<td>12</td>
<td>3,300</td>
</tr>
<tr>
<td>28</td>
<td>Telephone</td>
<td>Month</td>
<td>12</td>
<td>500</td>
</tr>
<tr>
<td>29</td>
<td>Electricity</td>
<td>Month</td>
<td>12</td>
<td>300</td>
</tr>
<tr>
<td>30</td>
<td>Office Maintenance</td>
<td>Month</td>
<td>12</td>
<td>250</td>
</tr>
<tr>
<td>31</td>
<td>Internet Subscription</td>
<td>Month</td>
<td>12</td>
<td>200</td>
</tr>
<tr>
<td>32</td>
<td>IT System Maintenance</td>
<td>Month</td>
<td>12</td>
<td>250</td>
</tr>
<tr>
<td></td>
<td><strong>Total Office Rent &amp; Utilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>Fuel &amp; Car Maintenance</td>
<td>Month</td>
<td>12</td>
<td>400</td>
</tr>
<tr>
<td>34</td>
<td>Stationery</td>
<td>Month</td>
<td>12</td>
<td>200</td>
</tr>
<tr>
<td>35</td>
<td>Printing/Photocopying Paper</td>
<td>Month</td>
<td>12</td>
<td>100</td>
</tr>
<tr>
<td>36</td>
<td>Computer Supplies</td>
<td>Month</td>
<td>12</td>
<td>200</td>
</tr>
<tr>
<td>37</td>
<td>Website Development/Maintenance</td>
<td>Month</td>
<td>12</td>
<td>300</td>
</tr>
<tr>
<td>38</td>
<td>Miscellaneous (Working Group)</td>
<td>Month</td>
<td>12</td>
<td>500</td>
</tr>
<tr>
<td></td>
<td><strong>Total Office Supplies</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>39</td>
<td>Air Tickets</td>
<td>Secretary General</td>
<td>Round-Trip</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Staff</td>
<td>Round-Trip</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Board of Directors</td>
<td>Round-Trip</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td><strong>Total Transportation &amp; Accommodation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Travel & Accommodation are expenses related mainly to the activities of Professional Staff.
<table>
<thead>
<tr>
<th>No.</th>
<th>REVENUES</th>
<th>Unit</th>
<th>Year 2014 (Base Year)</th>
<th>Year 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Quantity</td>
<td>Fee</td>
<td>Amount (EUR)</td>
</tr>
<tr>
<td>47</td>
<td>I.1 Water/Wastewater/Treatment Utility (Population)</td>
<td>Membership</td>
<td>15</td>
<td>200</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Membership</td>
<td>9</td>
<td>800</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Membership</td>
<td>4</td>
<td>3,000</td>
</tr>
<tr>
<td></td>
<td>Utility Membership Subtotal</td>
<td></td>
<td>28</td>
<td></td>
</tr>
<tr>
<td>48</td>
<td>I.2 Private Sector (No. of Staff)</td>
<td>Membership</td>
<td>4</td>
<td>500</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Membership</td>
<td>6</td>
<td>2,500</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Membership</td>
<td>4</td>
<td>4,000</td>
</tr>
<tr>
<td></td>
<td>Private Sector Membership Subtotal</td>
<td></td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>49</td>
<td>I.3 NGO/Academic Institution</td>
<td>Membership</td>
<td>5</td>
<td>500</td>
</tr>
<tr>
<td>50</td>
<td>I.4 Individual</td>
<td>Membership</td>
<td>30</td>
<td>500</td>
</tr>
<tr>
<td>51</td>
<td>I.5 Student</td>
<td>Membership</td>
<td>80</td>
<td>25</td>
</tr>
<tr>
<td>52</td>
<td>I.6 Int'l Organizations and Donors</td>
<td>Membership</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Total Membership Fees</td>
<td></td>
<td>61,200</td>
<td></td>
</tr>
</tbody>
</table>

Main sources of revenue generation of Association is membership fee.
### REVENUE (II)

<table>
<thead>
<tr>
<th>No.</th>
<th>REVENUES</th>
<th>Year 2014 (Base Year)</th>
<th>Year 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unit</td>
<td>Quantity</td>
<td>Fee</td>
</tr>
<tr>
<td>53</td>
<td>J. Association Activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>53</td>
<td>J.1 Conferences</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Annual Conference</td>
<td>Avg. Register</td>
<td>300</td>
</tr>
<tr>
<td></td>
<td>Annual Exhibition</td>
<td>Lump Sum</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Specialty Best Practice Conferences</td>
<td>Avg. Register</td>
<td>100</td>
</tr>
<tr>
<td>54</td>
<td>J.2 Training Programs</td>
<td>No. of Deliveries</td>
<td>3</td>
</tr>
<tr>
<td>55</td>
<td>J.3 Publications</td>
<td>No. Sold</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Total Net Proceeds from Activities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

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

**In the Framework of:**

![IAWD Logo](https://example.com/iawd-logo.png)

**Financed by:**

![IAWD Logo](https://example.com/iawd-logo.png)

**Developed by:**

![IAWD Logo](https://example.com/iawd-logo.png)
### REVENUE (III)

**Contributions and Grants are temporary forms of activities financing**

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

<table>
<thead>
<tr>
<th>No.</th>
<th>REVENUES</th>
<th>Unit</th>
<th>Year 2014 (Base Year)</th>
<th>Year 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Quantity</td>
<td>Fee</td>
<td>Amount (EUR)</td>
</tr>
<tr>
<td>56</td>
<td>Contracted Projects</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Project 1</td>
<td>Lump Sum</td>
<td>1</td>
<td>50,000</td>
</tr>
<tr>
<td></td>
<td>Project 2</td>
<td>Lump Sum</td>
<td>1</td>
<td>20,000</td>
</tr>
<tr>
<td></td>
<td>Project 3</td>
<td>Lump Sum</td>
<td>1</td>
<td>20,000</td>
</tr>
<tr>
<td></td>
<td>Project 4</td>
<td>Lump Sum</td>
<td>1</td>
<td>20,000</td>
</tr>
<tr>
<td></td>
<td>Project 5</td>
<td>Lump Sum</td>
<td>1</td>
<td>20,000</td>
</tr>
<tr>
<td></td>
<td>Project 6</td>
<td>Lump Sum</td>
<td>1</td>
<td>20,000</td>
</tr>
<tr>
<td></td>
<td>Total Net Proceeds from Projects and Programs</td>
<td></td>
<td></td>
<td>70,000</td>
</tr>
<tr>
<td>57</td>
<td>Grant from Central Government</td>
<td>Lump Sum</td>
<td>1</td>
<td>10,000</td>
</tr>
<tr>
<td>58</td>
<td>Assistance from Development Bank X</td>
<td>Lump Sum</td>
<td>1</td>
<td>30,000</td>
</tr>
<tr>
<td>59</td>
<td>Assistance from International Development Bank Y</td>
<td>Lump Sum</td>
<td>1</td>
<td>31,500</td>
</tr>
<tr>
<td></td>
<td>Total Operational Grants from Donors and Institutions</td>
<td></td>
<td></td>
<td>71,500</td>
</tr>
</tbody>
</table>
### BUDGET SUMMARY

#### EXPENSES

<table>
<thead>
<tr>
<th>Year</th>
<th>A. Professional Staff</th>
<th>B. Support Staff</th>
<th>Sub-Total Salaries</th>
<th>Year</th>
<th>A. Professional Staff</th>
<th>B. Support Staff</th>
<th>Sub-Total Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>62,400</td>
<td>44,400</td>
<td>106,800</td>
<td>2015</td>
<td>65,520</td>
<td>46,620</td>
<td>112,140</td>
</tr>
<tr>
<td>2016</td>
<td>68,796</td>
<td>55,666</td>
<td>124,362</td>
<td>2017</td>
<td>72,236</td>
<td>58,344</td>
<td>130,580</td>
</tr>
<tr>
<td>2018</td>
<td>75,848</td>
<td>61,262</td>
<td>137,109</td>
<td>2019</td>
<td>79,640</td>
<td>64,325</td>
<td>143,965</td>
</tr>
</tbody>
</table>

#### Fringe Benefits

<table>
<thead>
<tr>
<th>Year</th>
<th>C. Social + Health Insurance</th>
<th>D. Outsourcing of Course and Manual Development</th>
<th>Sub-Total Fringe Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>21,360</td>
<td>15,000</td>
<td>36,360</td>
</tr>
<tr>
<td>2015</td>
<td>22,428</td>
<td>23,000</td>
<td>45,428</td>
</tr>
<tr>
<td>2016</td>
<td>24,872</td>
<td>34,000</td>
<td>58,872</td>
</tr>
<tr>
<td>2017</td>
<td>26,116</td>
<td>34,000</td>
<td>60,116</td>
</tr>
<tr>
<td>2018</td>
<td>27,422</td>
<td>40,000</td>
<td>67,422</td>
</tr>
<tr>
<td>2019</td>
<td>28,793</td>
<td>40,000</td>
<td>68,793</td>
</tr>
</tbody>
</table>

#### Other Direct Costs

<table>
<thead>
<tr>
<th>Year</th>
<th>E.1 Electronic Devices (Reserve Fund)</th>
<th>E.2 Vehicles &amp; Office Furniture (Reserve Fund)</th>
<th>F. Office Rent &amp; Utilities</th>
<th>G. Office Supplies</th>
<th>H.1 Travel &amp; Transportation</th>
<th>Sub-Total ODC</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>4,855</td>
<td>7,966</td>
<td>57,600</td>
<td>20,400</td>
<td>9,900</td>
<td>99,240</td>
</tr>
<tr>
<td>2015</td>
<td>4,855</td>
<td>7,966</td>
<td>63,360</td>
<td>22,440</td>
<td>14,520</td>
<td>116,952</td>
</tr>
<tr>
<td>2016</td>
<td>4,855</td>
<td>13,966</td>
<td>69,696</td>
<td>24,684</td>
<td>15,972</td>
<td>128,647</td>
</tr>
<tr>
<td>2017</td>
<td>4,855</td>
<td>13,966</td>
<td>76,666</td>
<td>27,152</td>
<td>17,569</td>
<td>141,512</td>
</tr>
<tr>
<td>2018</td>
<td>4,855</td>
<td>13,966</td>
<td>84,332</td>
<td>29,868</td>
<td>19,326</td>
<td>155,663</td>
</tr>
<tr>
<td>2019</td>
<td>4,855</td>
<td>13,966</td>
<td>92,765</td>
<td>32,854</td>
<td>21,259</td>
<td>171,229</td>
</tr>
</tbody>
</table>

#### Total Annual Expenses

<table>
<thead>
<tr>
<th>Year</th>
<th>Sub-Total Salaries</th>
<th>Fringe Benefits</th>
<th>Other Direct Costs</th>
<th>Total Annual Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>106,800</td>
<td>36,360</td>
<td>99,240</td>
<td>242,400</td>
</tr>
<tr>
<td>2015</td>
<td>112,140</td>
<td>45,428</td>
<td>116,952</td>
<td>274,520</td>
</tr>
<tr>
<td>2016</td>
<td>124,362</td>
<td>58,872</td>
<td>128,647</td>
<td>311,882</td>
</tr>
<tr>
<td>2017</td>
<td>130,580</td>
<td>60,116</td>
<td>141,512</td>
<td>332,208</td>
</tr>
<tr>
<td>2018</td>
<td>137,109</td>
<td>67,422</td>
<td>155,663</td>
<td>360,194</td>
</tr>
<tr>
<td>2019</td>
<td>143,965</td>
<td>68,793</td>
<td>171,229</td>
<td>383,987</td>
</tr>
</tbody>
</table>

#### REVENUES

<table>
<thead>
<tr>
<th>Year</th>
<th>Membership Fees</th>
<th>Association Activities</th>
<th>Contracted Projects and Programs</th>
<th>Assistance/Contributions/Grants</th>
<th>Total Annual Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>61,200</td>
<td>40,000</td>
<td>70,000</td>
<td>71,500</td>
<td>242,700</td>
</tr>
<tr>
<td>2015</td>
<td>86,100</td>
<td>63,500</td>
<td>30,000</td>
<td>95,000</td>
<td>274,600</td>
</tr>
<tr>
<td>2016</td>
<td>101,100</td>
<td>87,000</td>
<td>25,000</td>
<td>100,000</td>
<td>313,100</td>
</tr>
<tr>
<td>2017</td>
<td>106,100</td>
<td>97,000</td>
<td>25,000</td>
<td>105,000</td>
<td>333,100</td>
</tr>
<tr>
<td>2018</td>
<td>108,600</td>
<td>105,000</td>
<td>36,600</td>
<td>110,000</td>
<td>360,200</td>
</tr>
<tr>
<td>2019</td>
<td>108,600</td>
<td>105,000</td>
<td>61,000</td>
<td>110,000</td>
<td>384,600</td>
</tr>
</tbody>
</table>

#### Annual Surplus/Deficit

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual Surplus/Deficit</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>300</td>
</tr>
<tr>
<td>2015</td>
<td>80</td>
</tr>
<tr>
<td>2016</td>
<td>1,218</td>
</tr>
<tr>
<td>2017</td>
<td>892</td>
</tr>
<tr>
<td>2018</td>
<td>6</td>
</tr>
<tr>
<td>2019</td>
<td>613</td>
</tr>
</tbody>
</table>

Main goal of Association is reaching financial sustainability for all its planned Activates, Projects & Programs.
MODULE 11

✓ Management Overview
✓ Business Plan Update
MANAGEMENT OVERVIEW

The importance of accountability and transparency

Major challenges in Business Plan implementation

Monitoring, reporting and corrective actions

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

- Stay committed
- Regular updates
- Designate a champion for every Strategic Goal and Action Plan
- Challenge underlying assumptions

In the Framework of:

In the Framework of: Finnanced by: Developed by:
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
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.

CORRECTIVE ACTION

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.
BUSINESS PLAN UPDATE

Importance

Scheduling

Process
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!
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:

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.
PROCESS - BUSINESS PLAN UPDATE

Conduct the Business Plan Update Process

Approval of Board of Directors