

Utility Management Training

MODULE 1: Financial and Organizational Management (FOM)

Institutional Partners



FOM Module Team

Module Development Partner:
Sofia University, Faculty of Economics and Business
Administration

Trainers:
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Competence Partners:
HTI Bulgaria, Utility of the Future

Utility Partner:
Sofiyska Voda (Sofia, Bulgaria)



FOM Module Logistics

Format and Venue: Online (live from Sofia – FEBA and Sofiyska voda office)

Module timeline: May - July 2021

Introductory webinar for the module: 1 June 2021

Core training week: 14 – 18 June 2021



FOM Module Outline

The FOM module comprises of 7 complementary sections and aims to help participants grasp key concepts of utility finances and organizational management.

Introduction to Utility Finance reflects on key features of water operators and how they result in certain cost and revenue structures, balance sheets and financing needs. Topics such as “financial sustainability”, “cost recovery” and “credit worthiness” are introduced.

In the second section, **Understanding Financial Statements** (of water utilities), a deeper introduction to profit-and-loss accounts, balance sheets and cash-flow statements of water operators will be given. Each participant will be encouraged to dig more deeply into the financial statements of the utility he/she represents.

CAPEX, OPEX and Management Accounting is the largest section of the module in which the participants will get to know some of the most conventional tools that management accountants produce for the purposes of control and decision-making in the water sector. Practical topics such as “how to design cost centres”, “the elements of a management pack” and “budgeting and forecasting” will be covered.

Economic and Financial Analysis of Water Projects will then provide a framework of developing business/investment cases by applying conventional metrics such as NPV, IRR and others.

Moving towards other (i.e., not strictly financial topics) the module will delve into **Procurement Management, Stores and Outsourcing** with specific attention to structuring the procurement processes and practical consideration on how stores are managed, what analyses are recommended prior to outsourcing decisions, the reverse case on insourcing, etc.

Last but not least, a variety of organizational and HR sub-topics will be covered in the two final sections. **Organizational Structuring of Water Utilities** will reflect on logical structures of small and large water companies but also on coining strategic partnerships with vendors and institutional stakeholders. Then, a synopsis of contemporary HR policies will be presented such as retention and development of talent, performance-based remuneration and succession planning. These topics as well as aspects of gender balance and minority inclusion will be covered in **Contemporary HR Policies for Water Utilities**.

Competence
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