

Five Day Subnational Creditworthiness Academy Curriculum & Schedule

DAY ONE: Monday, April 21, 2014		
Activity	Presenters/Discussion Facilitators	Time
<u>Registration</u>		8:00 – 8:45
<u>Welcome From Host</u>	Sang-Woo Nam, Dean, KDI School of Public Policy and Management	8:45 – 9:00
<u>Overview of Academy Purpose and Design; and Self- introduction of All Participants</u>	Joshua Gallo (World Bank/PPIAF)	9:00– 9:30
<u>The Context for Improved Subnational Creditworthiness:</u> Willingness and Ability to Pay: Cost Recovery, Asset and Revenue Management & Enhancing the Enabling Environment	Natwar Gandhi (Former CFO for Washington DC, USA)	9:30 – 10:30 (20 min. Q&A/Discussion)
<u>Tale of Two Cities</u> Comparison of Washington DC, USA, and Ahmedabad, India	Natwar Gandhi (Former CFO for Washington DC, USA) Keshav Varma (Former Municipal Commissioner for Ahmedabad, India)	10:30 – 11:30 (20 min. Q&A/Discussion)
Tea Break		11:30 – 11:45
<u>Finding Green/Resilience Project Development and Financing Opportunities In Our Own Backyards – part I</u>	Tae Yong Jung, Professor, KDI School of Public Policy and Management	11:45 – 12:30 (15 min. Q&A/Discussion)
LUNCH		12:30 – 13:30
<u>Finding Green/Resilience Project Development and Financing Opportunities In Our Own Backyards – part II</u>	Sungwoo Kim, Regional Head of Climate Change & Sustainability, KPMG Asia Pacific	13:30 – 14:30 (10 min. Q&A/Discussion)
<u>Sub-national creditworthiness implications</u> Impact of population growth, need for City Development Planning and the link between responsibilities and local government mandates	Chuck Billand (World Bank/PPIAF)	14:30 – 15:30 (30 min. Q&A/Discussion)
Tea break		15:30 – 15:45
<u>Completion by Participants of Self- Assessment Sections 1&2</u>	Chuck Billand (World Bank/PPIAF)	15:45 – 16:45 (20 min. Q&A)
<u>Wrap up and preview of day two</u>	Joshua Gallo (World Bank/PPIAF)	16:45 – 17:00

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DAY TWO: Tuesday, April 22, 2014		
<u>Taking the Current Subnational Financial Status Snapshot</u>	Joshua Gallo (World Bank/PPIAF)	8:45 – 9:00
<u>Operating Revenue: Challenges and Opportunities</u> Operating Revenue/Operating Margin, including ways to improve both; Own Source and Transfer Revenues, including ways to address Transfer Revenue Problems <u>Debt, Debt Service, Currency Exchange Risk,</u> including local debt market development challenges & opportunities <u>Providing Credit Gatekeepers with a Financial History</u> How commercial debt credit analysts, credit rating agencies, other debt-market ‘gate-keepers’ think about past performance	David Painter (World Bank/PPIAF)	9:00 – 11:00 (30 min. Q&A/Discussion)
Tea Break		11:00 – 11:15
<u>Revenue enhancement/operational cost-saving opportunities not requiring tax/fee rate increases,</u>	Natwar Gandhi (Former CFO for Washington DC, USA)	11:15 – 12:30 (30 min. Q&A/Discussion)
LUNCH with speaker		12:30 – 13:30
<u>Importance of Capital Investment Planning Tied into City Development Planning</u> Jan Whittington (Assistant Professor, Urban Design and Planning, University of Washington)		
<u>Capital Investment Planning (Continues)</u> including initiating/improving 5 yr. rolling CIP process	Jan Whittington Assistant Professor, Urban Design and Planning, University of Washington	13:30 – 14:45 (30 min. Q&A/Discussion)
Tea Break		14:45 – 15:00
<u>Capital Investment Planning (Continues)</u> including initiating/improving 5 yr. rolling CIP process	Jan Whittington Assistant Professor, Urban Design and Planning, University of Washington	15:00 - 16:00 (20 min. Q&A/Discussion)
<u>Completion by Participants of Self- Assessment Sections 3</u>	Jan Whittington Assistant Professor, Urban Design and Planning, University of Washington, and David Painter (World Bank/PPIAF)	16:00 – 17:10 (20 min. Q&A)
<u>Wrap up and preview of day three</u>	Joshua Gallo (World Bank/PPIAF)	17:10 – 17:15

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DAY THREE: Wednesday, April 23, 2014		
<u>Managing Subnational Finances for Improved Performance</u>	Joshua Gallo (World Bank/PPIAF)	8:45 – 9:00
<u>Managing & Mis-Managing of Short-and Long-Term Debt</u> Including Debt Management Processes, Staff Functions, etc., w/examples of ways in which debt can be more effectively managed to avoid default	Tom Cochran (World Bank/PPIAF)	9:00 – 9:45 (20 min. Q&A/Discussion)
<u>Improving Liquidity and Operating Margin Management</u> Including how to avoid cash management disasters; Operating and Capital Budgeting, Accounting Systems, Independent Auditing; Capital Asset Management/Accounting	Tom Cochran (World Bank/PPIAF)	9:45 – 10:30 (20 min. Q&A/Discussion)
Tea Break		10:30 – 10:45
<u>Raising Capital the Debt Market: the Subnational Bond or Loan Financing Process</u>	David Painter (World Bank/PPIAF)	10:45 – 12:30
LUNCH with guest-speaker		12:30 – 13:30
<i>Importance of rolling 3 – 5 year capital budget</i>		
Natwar Ghandi (Former CFO for Washington DC, USA)		
<u>Credit Ratings - Creditworthiness and Credit Enhancements</u>	Joshua Gallo (World Bank/PPIAF)	13:30 – 14:00
<u>Credit Ratings – Methodology and Implications</u>	Kensuke Sugihara, Standard & Poor's Rating Japan K.K. Corporate & Government Ratings	14:00 – 14:45 (15 min. Q&A/Discussion)
Tea Break		14:45 – 15:00
<u>Finding Green/Resilience Project Development and Financing Opportunities in Our Own Backyards – part III</u>	Byun Ju Young, Director General, International Cooperation Department, Incheon Metropolitan City	15:00 - 15:45 (15 min. Q&A/Discussion)
<u>Synchronizing 1) City Development Planning; 2) Capital Improvement Planning; 3) Capital Expenditure Planning; and 4) Debt Issuance/ Management</u>	Tom Cochran (World Bank/PPIAF)	15:45 – 16:30 (15 min. Q&A/Discussion)
<u>Completion by Participants of Assessments Section 4</u>	Tom Cochran (World Bank/PPIAF)	16:30 – 17:30 (30 min. Q&A/Discussion)
<u>Wrap up and preview of day four</u>	Joshua Gallo (World Bank/PPIAF)	17:30 – 17:35

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DAY FOUR, Thursday, April 24, 2014		
<u>Enhancing the Subnational Finance Enabling Environment</u> (Self-Assessment Section 5 Preview)	Joshua Gallo (World Bank/PPIAF)	8:45 – 9:00
<u>The Domestic Debt Market: Its Current Status and Future Prospects for Mid- and Long-Term Lending</u>	Chuck Billand (World Bank/PPIAF)	9:00 – 10:00 (40 min. Q&A/Discussion)
<u>Revenue enhancement opportunities which do require tax/fee rate increases</u>	Tom Cochran (World Bank/PPIAF)	10:00 – 11:00 (20 min. Q&A/Discussion)
Tea Break		11:00 – 11:15
<u>The Legal Authority for Subnational Borrowing, Including National Regulatory/Oversight Systems</u>	Chuck Billand (World Bank/PPIAF)	11:15 – 12:30 (40 min. Q&A/Discussion)
LUNCH with guest speaker		12:30 - 13:30
<u>Global Leadership on Climate Change C40 Cities</u> James Alexander, Director of Finance and Economics, C40 Cities Climate Leadership Group		
<u>Pro-Poor Tariff Setting Simulation</u> An exercise by the Municipal Institute of Learning (MILE), eThekweni Municipality, South Africa	Tom Cochran (World Bank/PPIAF)	13:30 – 14:30
<u>PPP's With Subnationals: The Current Status and Future Prospects</u> Including the Enabling Environment and Assistance Available to LG Entities to Structure and Finance PPP's	Chuck Billand (World Bank/PPIAF)	14:30 – 15:30
Tea Break		15:30 – 15:45
<u>Completion by Participants of Self- Assessments Section 5</u>	Chuck Billand (World Bank/PPIAF)	15:45 – 17:00
<u>Wrap-up and preview of Day 5 process</u>	Joshua Gallo (World Bank/PPIAF)	17:00 – 17:05

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DAY FIVE: April 25, 2014		
Finalizing Developing Individual City and Country Level Creditworthiness Improvement Program Plans, Including Discussions with PPIAF concerning TA & Training Resources to be Made Available by the City Creditworthiness Program		
<u>Introduction to Korea Green Growth Partnership</u>	Eun Joo Allison YI, Program Manager of the Korean Green Growth Trust Fund	8:45 – 9:00
<u>General Overview of TA & Training Resources to be Made Available by the City Creditworthiness Program and Relationship with Card Entries</u>	David Painter (World Bank/PPIAF)	9:00 – 10:00 (10 Min. Q&A/Discussion)
<u>Overview of Structure and Process for Action-Planning Exercise</u>	Joshua Gallo (World Bank/PPIAF)	10:00 – 10:30
Tea Break		10:30 – 10:45
<u>Country-group Breakout Sessions to Reach Consensus on Credit Worthiness Improvement Plan Components Aimed at Improving the Enabling Environment</u>	All faculty members engaged as Discussion Facilitators and Resource Personnel	10:45 – 11:30
<u>City participants work as separate sub-groups to Reach Consensus on Credit Worthiness Improvement Plan Components Aimed at Improving all Creditworthiness Elements Other Than Enabling Environment Elements</u>	All faculty members engaged as Discussion Facilitators and Resource Personnel	11:30 – 12:30
LUNCH		12:30 - 13:30
<u>30 Minute Meetings to Discuss Potential Creditworthiness Improvement TA/Training Program Next Steps with Each City Delegation</u>	All faculty members engaged as Discussion Facilitators and Resource Personnel	13:30 - 16:30
<u>Academy Wrap-up Activities, Certificate Presentations, Evaluations, Delivery of Group Photo</u>	Joshua Gallo (World Bank/PPIAF)	16:30 – 17:30