

37TH INTERNATIONAL TRAINING PROGRAM
**UTILITY REGULATION
AND STRATEGY**



A COLLABORATION BETWEEN
THE PUBLIC UTILITY RESEARCH CENTER
AT THE UNIVERSITY OF FLORIDA
AND THE WORLD BANK

JANUARY 12 - 23, 2015
GAINESVILLE, FLORIDA

UF UNIVERSITY of
FLORIDA

PRELIMINARY COURSE CALENDAR

37th International Training Program on Utility Regulation and Strategy

Sunday, January 11

Times	Sessions
	Hilton University of Florida Conference Center Gainesville 1714 SW 34th Street, Gainesville, Florida
2:00 pm - 4:30 pm	Optional Session: Basics of Economics Training, 1st floor - Conference Room Session assists interested participants who would like to refresh their understanding of the basics of market economics (in English). This will be a non-technical explanation of economic concepts that are applied during the regular program.
4:30 pm - 8:00 pm	Registration - Lobby of Conference Center Participants will receive the registration and program materials.
6:00 pm - 8:00 pm	Welcome Reception - Ballroom B & C, 1st floor Participants are encouraged to attend this informal reception to meet the course faculty, PURC and The World Bank staff, and their fellow participants.

Monday, January 12

CONFERENCE FACILITIES

The sessions will be held at the **Hilton University of Florida Conference Center Gainesville, 1st floor.**

Most meals will be served in **Albert's Restaurant.**

Times	Sessions
7:30 am - 8:30 am	Breakfast
8:30 am - 10:00 am	<p>Session I Welcome and Overview Day 1 provides a thematic overview of the course; presents broad perspectives on the role of utility regulators; introduces fundamental concepts of market reform, competition, and regulatory decision-making; and introduces participants to the course design. Activities include plenary sessions on cross-sectoral principles for utility regulation; sector-specific breakout sessions that apply these principles to the specific needs of electricity, telecommunications, water, and gas sectors; and small case-study groups for hands-on skill development.</p> <p>Fundamentals of Regulatory Systems Regulators frequently face difficult economic trade-offs in their decision-making. They must know how to assess stakeholder effects under conditions of imperfect information. This session draws linkages between choice of market structure, design of regulatory rules, and institutional requirements, as well as the implications for countries with disparate levels of services provided by traditional utilities. For the work of the agency to move forward, the agency must possess: resources adequate to engage in activities, a legal mandate that legitimizes the activities, and values that uphold the activities.</p>

PRELIMINARY COURSE CALENDAR

Monday, January 12 (continued)

Times	Sessions			
10:00 am - 10:15 am	Break			
10:15 am - 11:45 am	Session 2 I. Market Reform: Experiences in Institutional and Market Reform Session sets the stage for studying market reform by examining actual regulatory experience in reforming markets. A senior regulator describes experiences in managing market reform. How the lessons learned might apply in other sectors and countries is discussed. Lessons in institutional development, market structure, pricing, stakeholder relations, and information are emphasized.			
11:45 am - 1:15 pm	Lunch			
1:15 pm - 1:45 pm	Session 3 I. Market Reform: Case Study on Choosing Regulatory Priorities This course focuses on developing practical skills in utility regulation. Work on actual cases is central to this experience. Participants will be assigned to particular case study teams of up to eight members each. These teams meet throughout the course. This first session is an opportunity for each team to meet. A short exercise will be conducted to illustrate the complexity of prioritizing economic and social objectives and highlight how different stakeholder groups will tend to weight different objectives.			
1:45 pm - 3:00 pm	Session 4 I. Market Reform: Regulating State-Owned Enterprises Ownership affects many issues. In particular, state-owned enterprises may be more driven by the interests of the government, the bureaucracy, or politics than are privately-owned operators, who normally seek to maximize profit. Managers in state-owned enterprises will have a different set of relationships within the country than will managers in private operators. These differences affect the instruments that regulators use for regulating market structure, pricing, service quality, and stakeholder relationships, among other issues. In this session, a senior regulator explains these differences and provides practical lessons for regulating state-owned operators.			
3:00 pm - 3:15 pm	Break			
3:15 pm - 4:30 pm	Session 5 I. Market Reform: Basics of Market Reform			
	Session 5e Electricity Review of Electricity Sector Reform from Around the World: Trends and Cases What does reform exactly mean? What are the rationales for reform? The stylized stages of reform are defined with the over-arching trends and experiences in various regions for each stylized stage of reform.	Session 5t Telecommunications Essentials for Successful Telecommunications Reforms Participants will examine a case study in reforming telecommunications markets, including establishing basic policies for competition, deciding ownership and reform issues for the incumbent operator, and developing the regulatory agency.	Session 5w Water Baseline for Evaluating Water Reforms Participants will describe the situations in their home countries: basic conditions and industry structure (number and ownership of water utilities), pricing behavior performance (efficiency, coverage, service quality and financial sustainability), reform issues for operators and responsibilities of the regulatory agency.	Session 5g Gas Market Reform: Basics of Market Reforms This session examines the reasons for gas reform and outlines approaches to dealing with current issues.
4:30 pm - 4:45 pm	Break			
4:45 pm - 6:00 pm	Session 6 I. Market Reform: Options in Market Reform			
	Session 6e Review of Electricity Sector Reform from Around the World: Trends and Cases This is a continuation of session 5e.	Session 6t Assessing the Effectiveness of Telecommunications Reforms Using the results of a country's experiences in telecommunications reforms, participants will evaluate why governments adopt particular policies and the key role that implementation plays in determining the success of reforms.	Session 6w Strategic Issues in the Water Sector Participants will examine strategies that regulators, operators, and ministries can use to pursue their objectives in the context of improving sector performance. Lessons from different countries will be shared.	Session 6g Gas Continued from session 5g.
7:00 pm	Dinner			

PRELIMINARY COURSE CALENDAR

Tuesday, January 13

Times	Sessions			
7:30 am - 8:30 am	Breakfast			
8:30 am - 10:00 am	<p>Session 7 I. Market Reform: Sectoral Experiences in Reform In this day's sessions, regulators and international experts describe the economic, financial, and practical issues in market reform. Sector basics, policy options, key principles, and best practice are emphasized.</p>			
	<table border="1"> <tr> <td> <p>Session 7e Contracts, Market Designs, Efficiency and Competitiveness of Markets in Electricity Sector Reform Sector reform usually entails the introduction of IPPs at a minimum up to full competition in some cases. This session focuses on contracting methods associated with IPPs and bilateral electricity trading, competition for the market, and market designs and experiences for competition in the market and showing the link to vertically integrated utility dispatch.</p> </td> <td> <p>Session 7t Strategic Issues in Interconnection Participants examine strategies that regulators, operators, and ministries can use to pursue their objectives in the context of developing an interconnection regime.</p> </td> <td> <p>Session 7w Assessing the Effectiveness of Water Reforms Using a case study of institutional reforms in Uganda, participants will evaluate why governments adopt particular policies and will identify how implementation and incentives affect the success of reforms.</p> </td> </tr> </table>	<p>Session 7e Contracts, Market Designs, Efficiency and Competitiveness of Markets in Electricity Sector Reform Sector reform usually entails the introduction of IPPs at a minimum up to full competition in some cases. This session focuses on contracting methods associated with IPPs and bilateral electricity trading, competition for the market, and market designs and experiences for competition in the market and showing the link to vertically integrated utility dispatch.</p>	<p>Session 7t Strategic Issues in Interconnection Participants examine strategies that regulators, operators, and ministries can use to pursue their objectives in the context of developing an interconnection regime.</p>	<p>Session 7w Assessing the Effectiveness of Water Reforms Using a case study of institutional reforms in Uganda, participants will evaluate why governments adopt particular policies and will identify how implementation and incentives affect the success of reforms.</p>
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10:00 am - 10:15 am	Break			
10:15 am - 11:30 am	<p>Session 8 I. Market Reform: Establishing Regulatory Policies</p>			
	<table border="1"> <tr> <td> <p>Session 8e Energy This session examines the difficulties of opening electricity to competition, and covers market design options in electricity as well as experience in developed and developing nations.</p> </td> <td> <p>Session 8t Economics of Interconnection This session explains the economics of interconnection, including how to identify efficient interconnection prices, conditions under which operators may strategically use interconnection prices to limit competition, and innovative approaches to resolving interconnection disputes.</p> </td> <td> <p>Session 8w Developing Performance Standards for Water Utilities The water cycle means that sector regulators need to coordinate policies with water resource management agencies. In addition, this session considers how a consensus might be developed to establish utility performance targets, giving particular attention to the role of public awareness and citizen expectations.</p> </td> </tr> </table>	<p>Session 8e Energy This session examines the difficulties of opening electricity to competition, and covers market design options in electricity as well as experience in developed and developing nations.</p>	<p>Session 8t Economics of Interconnection This session explains the economics of interconnection, including how to identify efficient interconnection prices, conditions under which operators may strategically use interconnection prices to limit competition, and innovative approaches to resolving interconnection disputes.</p>	<p>Session 8w Developing Performance Standards for Water Utilities The water cycle means that sector regulators need to coordinate policies with water resource management agencies. In addition, this session considers how a consensus might be developed to establish utility performance targets, giving particular attention to the role of public awareness and citizen expectations.</p>
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11:45 am - 12:30 pm	<p>Session 9 I. Market Reform: Issues in Sectoral Reforms</p>			
	<table border="1"> <tr> <td> <p>Session 9e Energy This is a continuation of session 8e.</p> </td> <td> <p>Session 9t Interconnection Simulation Participants engage in a simulation exercise in negotiating an interconnection agreement. Key issues relating to the role of the regulator and the strategic design of the negotiation process are developed.</p> </td> <td> <p>Session 9w Regulatory Governance by a Municipality: Case of Gainesville Regional Utilities This session's speaker is from the city's municipal utility. She will describe the rate setting process, conservation pricing, utility network expansion for regional planning, responses to local concerns and the politics of local water utility governance.</p> </td> </tr> </table>	<p>Session 9e Energy This is a continuation of session 8e.</p>	<p>Session 9t Interconnection Simulation Participants engage in a simulation exercise in negotiating an interconnection agreement. Key issues relating to the role of the regulator and the strategic design of the negotiation process are developed.</p>	<p>Session 9w Regulatory Governance by a Municipality: Case of Gainesville Regional Utilities This session's speaker is from the city's municipal utility. She will describe the rate setting process, conservation pricing, utility network expansion for regional planning, responses to local concerns and the politics of local water utility governance.</p>
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12:30 pm - 1:45 pm	Lunch			

PRELIMINARY COURSE CALENDAR

Tuesday, January 13 (continued)

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1:45 pm - 3:15 pm	Session 10 <i>I. Market Reform: Practices in Sectoral Reforms</i>			
	<table border="1"> <tr> <td> Session 10e Energy Participants examine contracts and the role of independent power producers and the difficulties of opening electricity to competition. </td> <td> Session 10t Resolving Interconnection Disputes This session concludes the negotiation simulation by examining why operators behave strategically in interconnection negotiations and steps that regulators can take to limit strategic behavior. The role of private information is highlighted. </td> <td> Session 10w Identifying High Benefit Opportunities: Exercise in Infrastructure Reform (Part I) Participants examine the prospects of four potential initiatives. Each water utility has different characteristics (coverage, unaccounted for water, productivity and financial situation). The task: select the most promising opportunity. </td> </tr> </table>	Session 10e Energy Participants examine contracts and the role of independent power producers and the difficulties of opening electricity to competition.	Session 10t Resolving Interconnection Disputes This session concludes the negotiation simulation by examining why operators behave strategically in interconnection negotiations and steps that regulators can take to limit strategic behavior. The role of private information is highlighted.	Session 10w Identifying High Benefit Opportunities: Exercise in Infrastructure Reform (Part I) Participants examine the prospects of four potential initiatives. Each water utility has different characteristics (coverage, unaccounted for water, productivity and financial situation). The task: select the most promising opportunity.
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3:15 pm - 3:30 pm	Break			
3:30 pm - 4:45 pm	Session 11 <i>II. Competition: Economics of Market Structure – Sectoral Sessions</i>			
	<table border="1"> <tr> <td> Session 11e Case Study Exercise in Choosing the Structure of Electricity Market Reform Participants engage in a group exercise to choose the reform path for a fictitious country given its current state of the industry. Participants make reform choices related to private sector participation, forms of regulation and competition (if any), and unbundling among other dimensions. Time is also allocated to debriefing the choices made by each group. </td> <td> Session 11t Emerging Issues Participants explore next generation issues in telecommunications, including the role of regulation in broadband, convergence pricing, and developing convergence policies. </td> <td> Session 11w The Role of Political Constraints: Exercise in Infrastructure Reform (Part II) When we add different political and governance situations that characterize the four water utilities, does your judgment regarding the most promising opportunity change? Participants evaluate the factors that can limit the effectiveness of reform initiatives. </td> </tr> </table>	Session 11e Case Study Exercise in Choosing the Structure of Electricity Market Reform Participants engage in a group exercise to choose the reform path for a fictitious country given its current state of the industry. Participants make reform choices related to private sector participation, forms of regulation and competition (if any), and unbundling among other dimensions. Time is also allocated to debriefing the choices made by each group.	Session 11t Emerging Issues Participants explore next generation issues in telecommunications, including the role of regulation in broadband, convergence pricing, and developing convergence policies.	Session 11w The Role of Political Constraints: Exercise in Infrastructure Reform (Part II) When we add different political and governance situations that characterize the four water utilities, does your judgment regarding the most promising opportunity change? Participants evaluate the factors that can limit the effectiveness of reform initiatives.
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4:45 pm - 5:00 pm	Break			
5:00 pm - 6:15 pm	Session 12 <i>II. Competition: Cases in Market Reform</i>			
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7:00 pm	Dinner			

PRELIMINARY COURSE CALENDAR

Wednesday, January 14

Times	Sessions
7:30 am - 8:30 am	Breakfast
8:30 am - 10:00 am	Session 13 III. Financial Techniques: Fundamentals of Financial Statements Participants study basic financial statements and how regulatory decisions affect operator finances.
10:00 am - 10:15 am	Break
10:15 am - 11:45 am	Session 14 III. Financial Techniques: Determining Cost of Capital This session explains methods for deriving the cost of equity and debt finance, evaluation of the sources of funds, and the effects of taxation. Regulatory decisions affect the cost of capital through investor perceptions of risk. Participants solve a problem in estimating cost of capital, incentives they provide, and their effects on companies, government, and customers.
11:45 am - 1:00 pm	Lunch
1:00 pm - 2:30 pm	Session 15 IV. Methods of Incentive Regulation: Fundamentals of Incentive Regulation How do regulators decide which tools to use: rate of return, price caps, yardsticks, or hybrid combinations? How does this choice affect the system's overall credibility, efficiency, and legitimacy? What trade-offs need to be considered in determining which tools and overall system works best? This session describes the alternative forms of regulation, how they work, the incentives they provide, and their effects on companies, government, and customers.
2:30 pm - 2:45 pm	Break
2:45 pm - 4:30 pm	Session 16 IV. Methods of Incentive Regulation: Using Rate of Return Tools Regulators frequently assess company earnings in determining "fair and reasonable" rates for utility services. This session explains principles, problems, and options in using rate-of-return tools. The focus is on treatment of capital investment, determination of rate base, and resolving issues.
4:30 pm	Afternoon and Evening Break
	A University of Florida campus tour and trip to a shopping center will be organized for interested participants. No dinner will be served.

PRELIMINARY COURSE CALENDAR

Thursday, January 15

Times	Sessions			
7:30 am - 8:30 am	Breakfast			
8:30 am - 10:15 am	<p>Session 17 IV. Incentive Regulation: Case Study on Rate of Return and Introduction to Pricing This case study assignment involves the systematic review of a petition for a rate increase filed by a regulated utility operating under cost-of-service regulation. Teams examine how to set priorities and submit their recommendations to the plenary for decision. This session concludes with an overview of pricing issues relevant to incentive regulation.</p>			
10:15 am - 10:30 am	Break			
10:30 am - 11:45 am	<p>Session 18 IV. Incentive Regulation: Designing a Price Cap System Several countries have implemented forms of price cap regulation, including revenue caps. This session explains the basic principles, including how to align incentives with regulatory objectives, and how to choose service baskets, inflation indices, productivity offsets, allowances for exogenous cost changes, and correction factors. Incentives for cost minimization, the role of sharing rules, and designing optional regulatory contracts are also discussed.</p>			
11:45 am - 12:00 pm	Break			
12:00 pm - 1:15 pm	<p>Session 19 IV. Incentive Regulation: Design and Implementation of Hybrid Systems Various hybrid incentive systems have been introduced in a number of regulatory settings, typically to address problems associated with either traditional cost-of-service or pure price cap regulation. This session describes principles and implementation of hybrid approaches, including sliding scales.</p>			
1:15 pm - 2:30 pm	Lunch			
2:30 pm - 3:45 pm	<p>Session 20 IV. Incentive Regulation: Sector Cases Sectoral groups examine sector-specific cases of incentive regulation.</p>			
	<table border="1"> <tr> <td> <p>Session 20e Electricity This session discusses case studies of various incentive regulation schemes for energy utilities.</p> </td> <td> <p>Session 20t Telecommunications This session discusses a case study of regulation for telecommunications firms.</p> </td> <td> <p>Session 20w Water This session discusses a case study of regulation for a water utility.</p> </td> </tr> </table>	<p>Session 20e Electricity This session discusses case studies of various incentive regulation schemes for energy utilities.</p>	<p>Session 20t Telecommunications This session discusses a case study of regulation for telecommunications firms.</p>	<p>Session 20w Water This session discusses a case study of regulation for a water utility.</p>
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3:45 pm - 4:00 pm	Break			
4:00 pm - 5:30 pm	<p>Session 21 IV. Incentive Regulation: Case Study in the Design and Implementation of Hybrid Systems Case study teams are assigned a problem on developing a regulatory framework. Teams debate their options and propose a method of incentive regulation.</p>			
7:00 pm	Dinner			

PRELIMINARY COURSE CALENDAR

Friday, January 16

Times	Sessions		
7:30 am - 8:30 am	Breakfast		
8:30 am - 9:45 am	Session 22 IV. Incentive Regulation: Case Study in How to Conduct a Price Review An international expert describes various countries' systems of conducting a price review. The discussion emphasizes planning, documentation, information management, stakeholder involvement, and reporting decisions.		
9:45 am - 10:15 am	Break		
10:15 am - 11:30 am	Session 23 IV. Incentive Regulation and Competition:		
	<table border="1"> <tr> <td>Session 23a Techniques for Improving Utility Efficiency This session examines company-specific as well as economy-wide methods for measuring and comparing efficiency (e.g., benchmarking, yardstick, regression techniques, and frontier analysis).</td> <td>Session 23b Assessing Competition in Telecoms A regulator describes approaches for assessing competitiveness of telecom markets, including market definition, competition indices, and market conduct indicators.</td> </tr> </table>	Session 23a Techniques for Improving Utility Efficiency This session examines company-specific as well as economy-wide methods for measuring and comparing efficiency (e.g., benchmarking, yardstick, regression techniques, and frontier analysis).	Session 23b Assessing Competition in Telecoms A regulator describes approaches for assessing competitiveness of telecom markets, including market definition, competition indices, and market conduct indicators.
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11:30 am - 11:45 am	Break		
11:45 am - 1:00 pm	Session 24 V. Non-Price Issues and Competition		
	<table border="1"> <tr> <td>Session 24ew Performance Standards and Social Considerations This session examines the rationale and methods for introducing performance standards and incentives, particularly related to quality of service, health, safety, and environmental factors. The session also provides an overview of social considerations in utility regulation, including connection/disconnection policies and alternative payment methods.</td> <td>Session 24t Analyzing Telecom Mergers This session considers roles of regulators in reviewing merger proposals. Instruments and analytical techniques are presented and tested. Case studies are reviewed.</td> </tr> </table>	Session 24ew Performance Standards and Social Considerations This session examines the rationale and methods for introducing performance standards and incentives, particularly related to quality of service, health, safety, and environmental factors. The session also provides an overview of social considerations in utility regulation, including connection/disconnection policies and alternative payment methods.	Session 24t Analyzing Telecom Mergers This session considers roles of regulators in reviewing merger proposals. Instruments and analytical techniques are presented and tested. Case studies are reviewed.
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1:00 pm - 2:15 pm	Lunch		
2:15 pm - 3:45 pm	Session 25 V. Non-Price Issues and Competition		
	<table border="1"> <tr> <td>Session 25ew Environmental Issues in Electricity & Water This session examines the motivation for environmental regulation of utilities and discusses policy options ranging from "command-and-control" to "market-based or incentive-based" regulation. The interplay between economic and environmental regulation will be examined in the context of cost recovery of environmental regulations and prudence of environmental compliance actions.</td> <td>Session 25t Case Study in Telecom Competition A regulator from a developing country describes a country experience in assessing market competition. Data, analytical techniques, and stakeholder issues are emphasized.</td> </tr> </table>	Session 25ew Environmental Issues in Electricity & Water This session examines the motivation for environmental regulation of utilities and discusses policy options ranging from "command-and-control" to "market-based or incentive-based" regulation. The interplay between economic and environmental regulation will be examined in the context of cost recovery of environmental regulations and prudence of environmental compliance actions.	Session 25t Case Study in Telecom Competition A regulator from a developing country describes a country experience in assessing market competition. Data, analytical techniques, and stakeholder issues are emphasized.
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3:45 pm - 4:00 pm	Break		
4:00 pm - 5:00 pm	Session 26 V. Managing the Regulatory Process: Implementing Policy How do regulators implement policies taking advantage of new knowledge? This session examines cases in which regulators try to reform policies. Participants examine their own situations and identify priorities.		
	No dinner will be served tonight.		

PRELIMINARY COURSE CALENDAR

Monday, January 19

Times	Sessions
7:30 am - 8:30 am	Breakfast
8:30 am - 10:00 am	<p>Session 27 VI. Keys to Regulatory Success</p> <p>A senior regulator explains cross-sectoral lessons in how regulators can achieve success even when there are political interference and weak institutions. Emphasis is on basic ideas and practical experiences.</p>
10:00 am - 10:15 am	Break
10:15 am - 11:00 am	<p>Session 28 VI. Rate Structure: Pricing Objectives and Options in Network Industries</p> <p>This session explains the principles of measuring costs and setting prices in network industries. Definitions and applications of major concepts are provided. The session also introduces the economics of alternative price structures such as linear and non-linear rates, peak-load pricing, multi-part tariffs, and price discrimination.</p>
11:00 am - 11:15 am	Break
11:15 am - 12:45 pm	<p>Session 29 VI. Rate Structure: Practices in Pricing Network Services</p> <p>This session focuses on the implications of various pricing options, such as fully distributed cost, two-part tariffs, and incorporating externalities.</p>
12:45 pm - 2:15 pm	Lunch
2:15 pm - 3:30 pm	<p>Session 30 VI. Regulation and the Challenge of Improving Services for Rural Areas and the Poor</p> <p>This session examines how to promote improved access to affordable services by poor households. Emphasis is given to careful design of PPI transactions, attention to market structure, and the regulatory framework. Key issues include how market structure reforms affect the poor; how tariff structure affects operator incentives to service low-income households, and how regulatory procedures can be made accessible to the poor.</p>
3:30 pm - 3:45 pm	Break
3:45 pm - 5:00 pm	<p>Session 31 VII. Managing the Regulatory Process: Personal Leadership</p> <p>The four roles of leaders are as follows: Leaders manage themselves; Leaders cultivate trusting relationships; Leaders empower others and encourage teamwork; Leaders keep the organization focused on the “main thing.”</p>
5:00 pm - 5:15 pm	Break
5:15 pm - 6:05 pm	<p>Session 32 VII. Managing the Regulatory Process: Leading Others</p> <p>Leadership is not about one’s position or title. We are all called to lead. Relationships are the secret ingredient of leadership. If trust is low, a group is just a group not a team. The low performing organization will rarely take strategy, mission, vision, values, and goals seriously.</p>
7:00 pm	Dinner

PRELIMINARY COURSE CALENDAR

Tuesday, January 20

Times	Sessions				
7:30 am - 8:30 am	Breakfast				
8:30 am - 10:15 am	Session 33 VI. Rate Structure: Sector Issues: Basics Techniques Each session explains the basics of how regulators evaluate rate structures.				
	<table border="1"> <tr> <td>Session 33e Energy The basics of energy rate structures.</td> <td>Session 33t Telecommunications Analyzing interconnection cost models.</td> <td>Session 33w Water The basics of water rate structures.</td> </tr> </table>	Session 33e Energy The basics of energy rate structures.	Session 33t Telecommunications Analyzing interconnection cost models.	Session 33w Water The basics of water rate structures.	
Session 33e Energy The basics of energy rate structures.	Session 33t Telecommunications Analyzing interconnection cost models.	Session 33w Water The basics of water rate structures.			
10:15 am - 10:30 am	Break				
10:30 am - 12:15 pm / 1:45 pm - 3:00 pm	Session 34 VI. Rate Structure: Sector Issues in Rate Design, Tariff-rebalancing, Cross-subsidies, Competitive Issues, and Case Study Team Work (To be continued after lunch) Each session examines sector-specific examples of rebalancing tariff structures, assessing interconnection prices, and addressing cross-subsidies. Examples and practical application are emphasized. Case Study Teams examine situations where regulators have to decide cost allocation and pricing issues in the context of partial or emerging competition.				
	<table border="1"> <tr> <td>Session 34e Energy Sector issues in energy.</td> <td>Session 34t Telecommunications Sector issues in telecommunications.</td> <td>Session 34w Water Sector issues in water.</td> </tr> </table>	Session 34e Energy Sector issues in energy.	Session 34t Telecommunications Sector issues in telecommunications.	Session 34w Water Sector issues in water.	
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12:15 pm - 1:45 pm	Lunch				
3:00 pm - 3:15 pm	Break				
3:15 pm - 4:30 pm	Session 35 VI. Rate Structure: Sectoral Sessions				
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4:30 pm - 4:45 pm	Break				
4:45 pm - 5:30 pm	Session 36 VII. Managing the Regulatory Process: Thinking Politically without Being Political This session examines how to analyze the context for policy changes. Working well with supporters, opponents, and the like often determines whether policies succeed or fail. Participants learn to think strategically about these relationships.				
7:00 pm	Dinner				

PRELIMINARY COURSE CALENDAR

Wednesday, January 21

Times	Sessions		
7:30 am - 8:30 am	Breakfast		
8:30 am - 10:00 am	Session 37 VII. Managing the Regulatory Process: Regulating Under Civil vs. Common Law and Cooperation Among Agencies An international law expert describes how legal context affects regulatory process and authority, and examines how sector regulators and competition regulators can work together.		
10:00 am - 10:15 am	Break		
10:15 am - 11:15 am	Session 38 VII. Managing the Regulatory Process: Revitalizing the Regulatory Agency This session provides an overview of the impact of alternative legal frameworks and administrative procedures on regulatory authority. This includes due process, transparency requirements, procedural and substantive restraints on regulatory discretion, appeal procedures, and the role of the courts.		
11:15 am - 11:30 am	Break		
11:30 am - 12:15 pm	Session 39 VII. Managing the Regulatory Process: Legal Basis for Reform A former regulator discusses approaches for managing stakeholder relations and approaches for alternative dispute resolution. Lessons are illustrated by the California reforms; how policies were formed and implemented.		
12:15 pm - 1:45 pm	Lunch		
1:45 pm - 3:30 pm	Session 40 VII. Managing the Regulatory Process: Conflicts of Interest, Case Study Teams Case study teams work on 'what if' scenarios that cover various aspects of conflict of interest, accountability, and agency credibility. Teams are given a situation that creates a conflict. Each team decides how to address the situation and reports back to the plenary.		
3:30 pm - 3:45 pm	Break		
3:45 pm - 5:00 pm	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Session 41ew A plant tour will be organized for interested participants.</td> <td style="width: 50%;">Session 41t Basics of Radio Spectrum Management Participants examine basics of radio spectrum, frameworks for regulating spectrum use, and approaches for assigning spectrum licenses.</td> </tr> </table>	Session 41ew A plant tour will be organized for interested participants.	Session 41t Basics of Radio Spectrum Management Participants examine basics of radio spectrum, frameworks for regulating spectrum use, and approaches for assigning spectrum licenses.
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	No dinner will be served tonight.		

PRELIMINARY COURSE CALENDAR

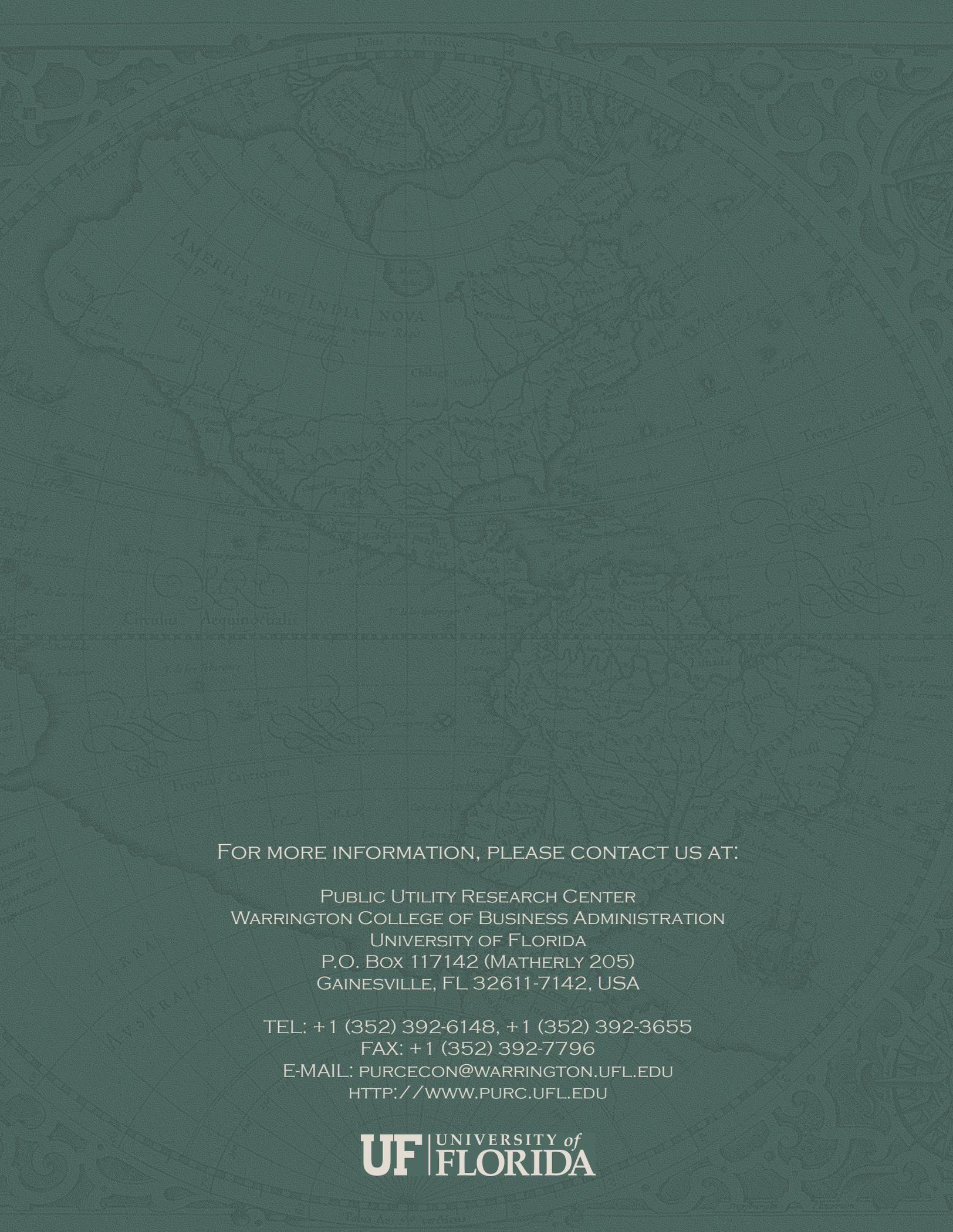
Thursday, January 22

Times	Sessions
7:30 am - 8:30 am	Breakfast
8:30 am - 10:15 am	<p><u>Session 42</u> <i>VII. Managing the Regulatory Process: Strategic Negotiation: Concepts and Accountability in Utility Regulation</i> What strategies are at the disposal of regulators to effectively manage complex and often politically sensitive negotiations involving government, investors, consumers, and other interest groups? This session begins with a single issue exercise involving the sale of a fuel station to a corporation. This exercise provides an introduction to interest-based negotiation. The debriefing illustrates the power of interest-based negotiation and its ability to create mutual gains. The session concludes with a lecture describing the elements of interest-based bargaining including the concepts of BATNA, option creation, and preparation.</p>
10:15 am - 10:30 am	Break
10:30 am - 12:15 pm	<p><u>Session 43</u> <i>VII. Managing the Regulatory Process: Strategic Preparation for Negotiations</i> This session focuses on strategic preparation. Many individuals enter negotiations without a clear plan other than identifying the dream outcome and their minimum acceptable outcome. With a strategic plan, the negotiator not only identifies his own interests, but the other side's interests as well through techniques such as role reversal. This session concludes with an explanation of the Harborco exercise.</p>
12:15 pm - 3:30 pm	Working Lunch
	<p><u>Session 44</u> <i>VII. Managing the Regulatory Process: Harborco Negotiation Exercise</i> During lunch, participants assume stakeholder positions to practice process choices, coalition bargaining, and coalition building.</p>
	<p><u>Session 45</u> <i>VII. Managing the Regulatory Process: Application of Strategic Negotiation to Utility Restructuring</i> This session is an open discussion on applying negotiation tools to utility restructuring. The Harborco exercise is discussed. Participants examine how coalitions were built, how coalitions were blocked, how gains were distributed, and roles played by stakeholders.</p>
3:30 pm - 3:45 pm	Break
3:45 pm - 5:15 pm	<p><u>Session 46</u> <i>VII. Managing the Regulatory Process: Independent Management Issues in Regulation</i> This session provides an overview of how regulatory processes and interactions with stakeholders affect the effectiveness of policies. Agency procedures, information systems, and incentives influence sector performances.</p>
7:00 pm	Dinner

PRELIMINARY COURSE CALENDAR

Friday, January 23

Times	Sessions
7:30 am - 8:30 am	Breakfast
8:30 am - 10:00 am	<p>Session 47 VII. Managing the Regulatory Process: Public Communications: How to Get your Message Across Effectively</p> <p>This is an interactive session on the basics of media communications. At the end of the session, participants should have internalized these key elements: know the journalists' audience and speak to their concerns; avoid jargon; give honest, direct, and brief answers; have clear communications goals; use specific examples, stories, and analogies to make your case.</p>
10:00 am - 10:15 am	Break
10:15 am - 12:00 pm	<p>Session 48 VII. Managing the Regulatory Process: Working with the Media/Public Communications Strategies</p> <p>Consultants and participants together examine why reporters write/broadcast the way they do. The session uses practical and visual examples with a strong international angle. Basics of creating good public communications will be covered. Participants will share their experiences.</p>
12:00 pm - 1:30 pm	Lunch
1:30 pm - 2:45 pm	<p>Session 49 VII. Managing the Regulatory Process: Exercise in Public Communication: Conducting a Press Conference</p> <p>Participants conduct a press conference/hearing, explaining to a group of journalists and parliamentarians the agency's decision to raise utility prices. Participants also ask questions and critique the effectiveness of the proceedings.</p>
2:45 pm - 3:00 pm	Break
3:00 pm - 4:00 pm	<p>Session 50 VII. Key Lessons from the Program and Action Plans</p> <p>Participants discuss lessons learned and examine how to implement new policies in their countries.</p>
	An Awards Dinner in the evening provides an opportunity to build on the friendships developed over the two weeks. Participants share national music and dances in celebration of this new network of infrastructure professionals.
Please note this is a preliminary course calendar. Calendar may be subject to change.	



FOR MORE INFORMATION, PLEASE CONTACT US AT:

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