### Session 1: Overview of Program
**Sanford Berg**
Understanding the political economy of benchmarking; who supports benchmarking; who is threatened by comparisons; how can studies be misused; sources of conflict and sector performance: the role of evidence

### Session 2: Case 1: Selecting Data
**Sanford Berg**
Productivity, efficiency and effectiveness; identifying inputs and outputs, stocks and flows; prioritizing data needs; implications of partial, limited or incorrect information; conditioning and environmental variables. Legal authority for data collection.

### Session 3: Case 2: Confidence in Performance Comparisons
**Sanford Berg**
Additional inputs and outputs; additional years (trends); context and governance variables; introduction to robust comparisons. Moving from KPIs to Overall Performance Indicators.

### Session 4: Case 3: Back to the Basics
**Ted Kury**
Data definitions; Total Factor Productivity (TFP); evaluating company information systems (sensors, data capture, data consistency, storage, analysis, decisions); checklist for conducting benchmarking studies

### Session 5: Case 4: Utilizing Available Software: Statistical Analysis
**Ted Kury**
With data from cases 1 and 3 participants will utilize the Analysis ToolPak in Microsoft Excel to estimate productions and cost functions; evaluating analyses; what are the strengths and limitations of statistical methods?; how sensitive are results to model specifications?

### Session 6: Case 4: Continued – Group Work
**Ted Kury**
Each participant will practice using Analysis ToolPak in Microsoft Excel to analyze the efficiency of utilities in the sample; results of different specifications will be used to strengthen abilities to interpret empirical results

### Session 7: Alternative Methodologies for Measuring Performance
**Sanford Berg**
Beyond key performance indicators; Metrics and productivity trends; statistical analysis (OLS and COLS); data envelopment analysis (DEA), and Stochastic Frontier Analysis (SFA). Strengths and Limitations of alternative methodologies.

### Session 8: Review of Statistical Analyses
**Sanford Berg and Michelle Phillips**
Determining scale economies; economic vs. statistical significance; evaluating the robustness of results

### Session 9: Case 5: Utilizing Available Software--DEA
**Ted Kury**
With data from cases 1 and 3, participants will develop performance indicators; results will be shared and evaluated; what are the strengths and limitations of statistical methods?; how sensitive are results to selection of inputs and outputs?

### Session 10: Case 5: Continued – Group Work
**Ted Kury**
Participants will utilize DEA software to compute performance scores for the sample utilities; specifications of cost and production relationships will be evaluated

### Session 11: Benchmarking Studies: Engaging Stakeholders
**Araceli Castaneda and Mark Jamison**
Participants will develop stakeholder maps, identifying groups with high/low influence and high/low interest in improving sector performance. Opponents of change will be identified.

### Session 12: Using Benchmarking Results
**Sanford Berg**
Public awareness (transparency and public acceptance/legitimacy); internal incentives (efficiency); regulatory incentives (effectiveness); price reviews (x-factors); baselines, trends and targets

### Session 13: Performance Assessment and Performance Improvement
**Sanford Berg and Mark Jamison**
Data acquisition and validation; best practice examples; pre-analysis (clustering, sensitivity analysis, KPIs); tables, scatter diagrams, figures; studies with data from participants. Implications for different stakeholders. Service quality and cost. Awards: top performers most improved.

### Session 14: Case 6: Communicating Results
**Sanford Berg**
Should the analyst present scores or rankings?; who are the different audiences for performance studies?; each team will prepare a Press Release or Executive Summary for a different audience (sector ministry, regulator, top management, the press, consumer’s association)

### Session 15: Action Plans
**Araceli Castaneda and Mark Jamison**
Presentation of individual Action Plans; think strategically about your relationships; develop a system of accountability; give and receive critical feedback

### Session 16: Next Steps and Key Lessons
**Sanford Berg**
Current capabilities; adequacy of data system; developing strategic plans for engaging allies, opposition and other important players; next steps for your organization; prerequisites to successful benchmarking: planning the next study