

DEFINING
FUTURE
OPTIONS



**"If there is magic on this planet,
it is contained in water"**

Loren Eiseley

About us



Knowledge of the water sector

DEFINING FUTURE OPTIONS stands out for its level of seniority, its knowledge of the water sector, as well as its experience in management and strategic development and organization



Extensive experience

DEFINING FUTURE OPTIONS Executive Director and its consultants have extensive experience in project development in the water sector, having collaborated with Governments, Regulators, Municipalities, Utilities, and Multilateral donors worldwide

Created in 2015, DEFINING FUTURE OPTIONS, is a Portuguese investment, management and advisory company for the Water Sector

DEFINING FUTURE OPTIONS has a distinct offer: expertise that covers international political and strategical experience, public and private utilities' management experience, and engineering and economical background in the Water Sector



Action Plans

DEFINING FUTURE OPTIONS has extensive experience in: conducting strategy and business plans; formulating base cases; conducting management, technical and commercial operations' reforms; providing quality management for the implementation of investment programs and; improving network efficiency and quality of service



International Project Management

DEFINING FUTURE OPTIONS Executive Director and its consultants have broad knowledge in Water Utilities' Executive Management and in international Project Management

What we do



Establishing and Reforming Utilities

- ✓ Assessing the Baseline
- ✓ Setting objectives
- ✓ Setting quality standards and goals
- ✓ Developing Strategic Plans
- ✓ Forecasting Capex and Opex
- ✓ Structuring organizations
- ✓ Defining Staffing Plans
- ✓ Training and capacity building
- ✓ Defining internal procedures
- ✓ Transforming inefficient services into highly professional and efficient ones
- ✓ Support in procurement procedures



Helping Governments, Municipalities and Regulators

- ✓ Performing Legal and Institutional reforms
- ✓ Improving governance
- ✓ Defining Key Performance Indicators
- ✓ Designing rules and regulations
- ✓ Providing Technical Assistance
- ✓ Designing Tender Documents and assisting in the bidding and negotiation phases
- ✓ Establishing guidelines and monitoring procedures
- ✓ Assuring international best practices



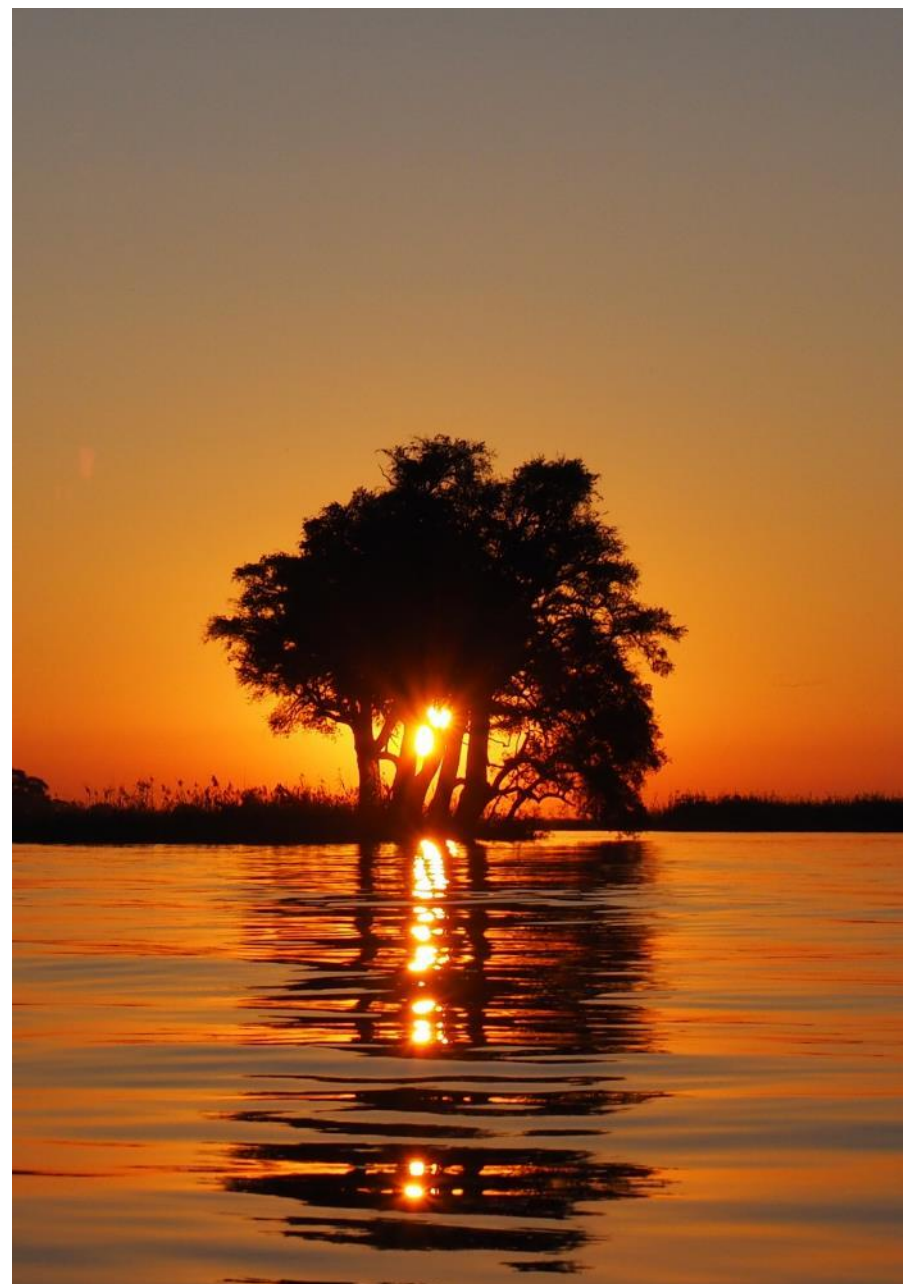
Setting Tariffs and Cost Recovery Policies

- ✓ Assessing the existing P&L and Tariff models
- ✓ Providing Willingness-to-pay and Affordability Studies
- ✓ Tariff benchmarking
- ✓ Defining pro-poor policies and social tariffs
- ✓ Designing Tariff Models
- ✓ Setting tariff programs and tariff revision methods
- ✓ Implementing cost recovery trajectories
- ✓ Establishing performance-based contracts



Skills

- Advisory to Governments, Municipalities, Regulators and Public and Private Water Utilities
- Establishing, reforming and managing Water and Sanitation Utilities
- Developing PPP programs, procurement, bids, contract negotiations and transition phase
- Managing relationships and negotiations with Governments, Municipalities, Regulators, Private Operators, banks and non-governmental organizations
- Performing due diligence and developing strategies for risk allocation and investment valuation
- Two decades of experience in Executive Management of Utilities and PPPs
- Two decades of experience in transforming inefficient water services into highly professional and efficient water services



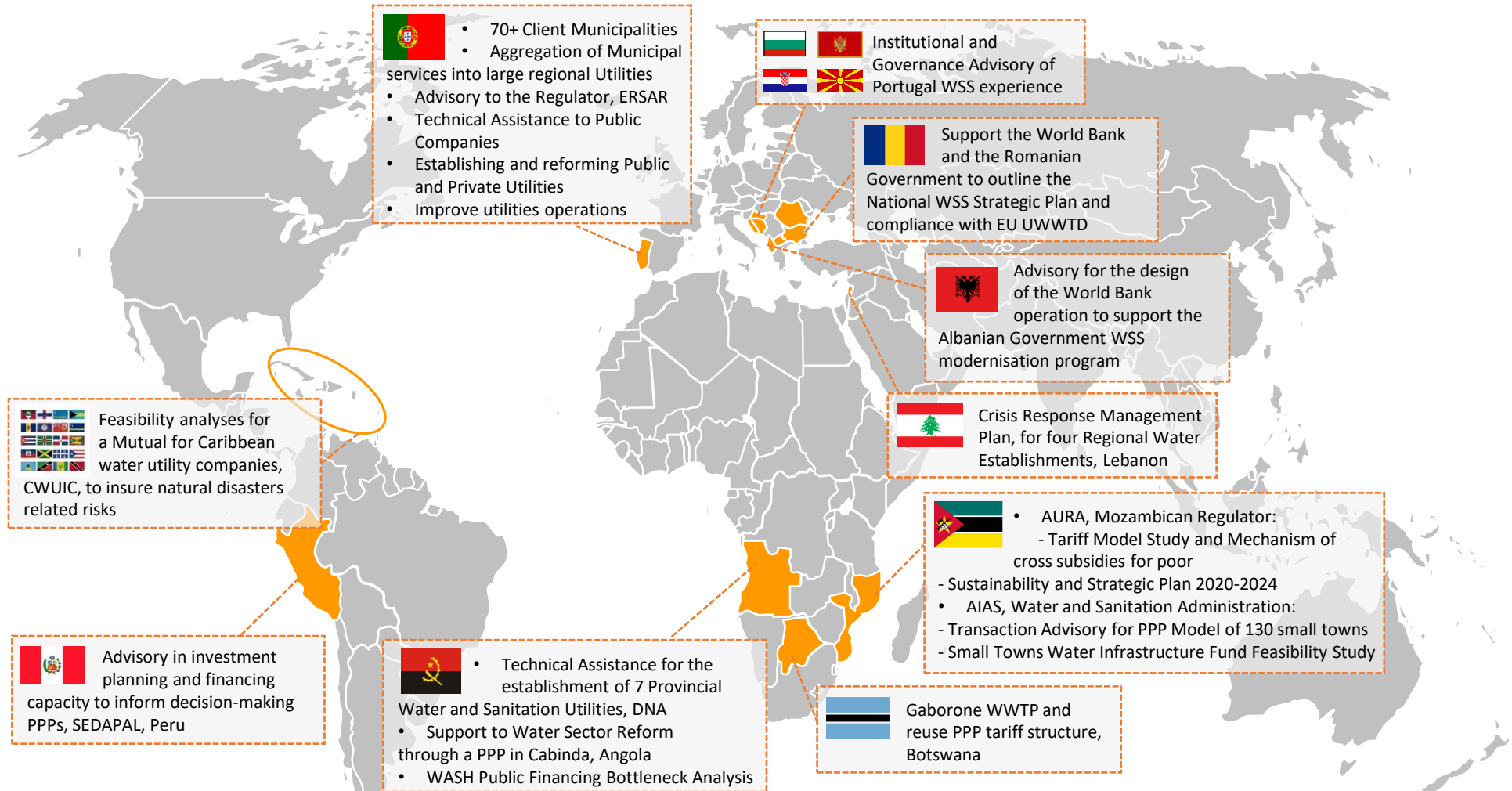
Commitment

We strongly believe in Public Service and the importance of the Water Sector as the driver of society and economy

- We are committed to deliver "Client's needs", **respecting Client's** vision and orientation, and always pointing in the right direction and adding value
- We are committed to deliver products of "excellence". **We share knowledge, we don't keep it to ourselves**
- **There's no "one fits all" solution** in the Water Sector. Each country, region, municipality and client have their own singularities. And each one should be approached with practical and viable solutions, not academic and theoretic solutions with no consistency with reality
- Our expertise covers the **whole spectrum** of Water Sector: legislative, regulatory, organizational, financial, commercial and operational
- Our projects are driven by "People First", **no one left behind**
- **We are truly aligned with the Sustainability Development Goals**, especially Goal #6: Ensure availability and sustainable management of water and sanitation for all
- Our subcontractors **must always** be aligned with our Commitment



Project Track Record



Presence in Africa, the Americas and Europe
Multi-national Transaction and M&A Advisory
Market Research and Evaluation in 20+ Countries



Diogo Faria de Oliveira

Founder | Executive Director

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Relevant experience:

- Over 28 years of experience in the water sector
- Executive Director of Aquapor (2001-2015)
- President of 10 Portuguese utilities (2001-2015)
- Member of the Board Advisory Council of the Portuguese Water Regulator, ERSAR (2010-2015)
- President of the UNECE affiliated International Specialist Centre of Excellence in PPP on Water and Sanitation
- President of the Management Team of the Portuguese WSS Strategic Plan (PENSAAR 2020), for the Portuguese Ministry of Environment
- 20 countries of experience in Africa, America, Europe, and Middle East

Background

- Degree in Civil Engineering, IST (Portugal)
- *Executive Management Program*, Stanford University (USA)
- *Business and Sustainability Programme*, University of Cambridge (UK)
- Native Portuguese speaker, fully proficient in English, and with knowledge of French and Spanish.



Francisco Mariz Machado

Executive Director

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Relevant experience

- 30 years of experience in the water sector
- Expert in water treatment technology, EPC and O&M contracts and hydropower operations.
- Founder and Executive Director of Baccher, a Business and Technology consultancy, specialized in supporting water utilities improve its management and operations efficiency
- Chief Operations Officer in Aquila Capital, managing a portfolio of 21 small scale hydropower plants
- CEO of Sisaqua, the Portuguese leader company in Operation & Maintenance and Engineering
- President of the Board of AEPSA – the Portuguese Association of Private Companies for the Environment Sector
- Commercial Director of Degrémont, a technologic company for water treatment contracts
- Participated in complex bidding procedures for Public water markets in Brazil, China, Angola, Perú, Ireland and Mozambique

Background

- Degree in Environmental Engineering, UNL (Portugal)
- International Executive MBA, IE (Spain)
- Native Portuguese speaker, fully proficient in English, and French, with knowledge of Spanish

Thank you Clients and Partners

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para a Água



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da Região de Leiria



ÁGUAS
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E FORMAÇÃO NAS AUTARQUIAS LOCAIS



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