

## Tentative Programme

	Monday	Tuesday	Wednesday	Thursday	Friday
9 am – 10:30 am	<p>Welcome Introduction of Participants and Facilitators</p> <p><b><u>Lecture:</u></b> Basics of Public-Private Partnerships (PPPs) <i>(definition and rationale; PPP and fiscal sustainability; PPP service delivery and sustainable development)</i></p>	<p>Recap of the previous day by participants</p> <p><b><u>Lecture &amp; Demo:</u></b> Project Characteristics &amp; Financing <i>(basic PPP project characteristics – service to be delivered, users, new vs. existing, assets involved, life-cycle costs, revenue sources; basic financial modelling)</i></p>	MRTA field visit	<p>Recap of the previous day by participants</p> <p><b><u>Lecture:</u></b> PPP Contract <i>(structure and contents of a PPP Contract; salient provisions)</i></p>	<p>Recap of the previous day by participants</p> <p><b><u>Exercise:</u></b> Tender Design</p>
11 am – 12:30 pm	<p>Basic of PPP continued</p> <p><b><u>Case study:</u></b> Manila Water PPP</p>	<p><b><u>Exercise:</u></b> Project Characteristics</p>		<p><b><u>Exercise:</u></b> Contract Heads of Agreement</p> <p><b><u>Guest Speaker:</u></b> <i>Audray Souche (DFDL)</i></p>	<p>Preparation of Presentations to Bidders</p> <p><b><u>Guest Speaker:</u></b> <i>Commercial Bank (unconfirmed)</i></p>
1:30 pm – 3 pm	<p><b><u>Guest Speaker:</u></b> <i>Khun Soontornwit (SEPO)</i></p> <p>Introduction to Case-Based Exercises</p> <p><b><u>Lecture &amp; Demo:</u></b> Project Identification and Screening <i>(key criteria for selecting PPPs; project screening tool)</i></p>	<p><b><u>Guest Speaker:</u></b> <i>Janet Bautista (AC Infrastructure)</i></p> <p><b><u>Lecture:</u></b> Output Specification <i>(role of output specifications in PPP projects and in the PPP contract)</i></p>	<p><b><u>Lecture:</u></b> Risk Allocation <i>(identification and discussion of various risks involved in PPP projects and who is the best party to take on each risk)</i></p> <p><b><u>Exercise:</u></b> Risk Allocation</p>	<p><b><u>Lecture:</u></b> Contract Management</p> <p><b><u>Exercise:</u></b> Contract Management Plan / Project Implementation Plan</p>	<p><b><u>Market Consultations:</u></b> Presentation of Projects to Prospective Bidders</p> <p>Panelists: AC Infrastructure &amp; Siam Commercial Bank</p>
3:30 pm – 5 pm	<p><b><u>Exercise:</u></b> Project Screening Tool</p>	<p><b><u>Exercise:</u></b> Output Specification</p>	<p><b><u>Lecture:</u></b> Project Structuring</p> <p><b><u>Exercise:</u></b> Project Structuring</p>	<p><b><u>Case study:</u></b> Indian Highways</p> <p><b><u>Lecture:</u></b> PPP Tender <i>(tender steps and procedures; negotiation; bid evaluation; award)</i></p>	<p>Lessons Learnt and Conclusions Closing</p>

**Monday 21 March 2016**

## **Welcome**

## **Introduction of Participants and Facilitators**

### **Basics of PPPs**

The session is in an interactive lecture, Q&A and discussion format. The purpose is to introduce participants to the basic concepts and terminology associated with PPPs. This includes:

- Definition and rationale
- PPP and fiscal sustainability
- PPP pro-poor service delivery and sustainable development

### **Case Study: Manila Water**

The session includes several project examples and an in-depth case study of the Manila Water PPP project in the Philippines.

#### ***Learning Objectives:***

- *Understand core concepts associated with PPPs*
- *See application via case examples*
- *Become familiar with the terminology used with PPPs*

### **Guest Speaker: Khun Soontornwit (SEPO, Thailand)**

A representative of SEPO in the Ministry of Finance of Thailand will present the Thai programme for PPPs, including recent policy and legislative initiatives, and progress in the country with the implementation of projects. There is time for Q&A and discussion.

#### ***Learning Objectives:***

- *Understand how Thailand is introducing PPPs*
- *Practitioner insights on challenges faced and opportunities realized*
- *Reflect on own country experience*

## **Introduction to the Case-Based Exercise**

The case-based exercise to be used during the workshop is introduced to participants. The standard session format is outlined:

- Introduction to concept (lecture / discussion)
- Application of concept in exercise by project groups
- Report back by project groups and discussion of lessons learnt

Participants are introduced to the exercise cases and are formed into case groups. The Applied PPP Exercise Handbook is introduced.

#### ***Learning Objectives:***

- *Become familiar with the case-based exercise format*
- *Understand how remainder of the workshop will be conducted*

## Exercise Session 1: Project Identification and Screening

### *Concepts*

The session covers project identification at the early stage of PPP project development. The concepts, methodology and criteria for project selection are introduced through an interactive lecture with Q&A.

### *Applied Exercise*

In plenary session, examples of screening are conducted using the project screening tool.

#### ***Learning Objectives:***

- *Appreciate importance of realistic project selection*
- *Understand how project screening tools can be used*
- *Apply screening to projects*

## **Tuesday 22 March 2016**

### **Recap of the previous day by participants**

Participants review the previous day's activities to identify key issues (discussion time).

## **Exercise Session 2: Project Characteristics & Financing**

### *Concepts*

The session comprises an interactive lecture, with Q&A and discussion. The session covers the basic characteristics of projects and the financing of PPPs. This includes:

- Basic PPP project characteristics – service to be delivered, users, new vs. existing, assets involved, life-cycle costs, revenue sources – and how these related to PPP structuring
- PPP financing – life cycle cash flows, funding versus financing, corporate versus project financing, fiscal implications and affordability

### *Applied Exercise:*

Case groups define the project characteristics of their projects. A basic financial model is available to assess how project changes affect financing parameters. Plenary report back of groups and discussion.

#### ***Learning Objectives:***

- *Identify characteristics of a project and how these affect PPP structuring*
- *Understand how projects are funded and financed*
- *Apply to project cases*

## **Guest Speaker: Janet Bautista (AC Infrastructure, Philippines)**

A representative of AC Infrastructure in the Philippines will present on the views of private companies on infrastructure PPP projects. There is Q&A time to engage with the company

representative and understand what is important for such companies to be able to undertake projects.

***Learning Objectives:***

- *Understand what motivates private companies to undertake infrastructure PPPs*
- *Appreciate the considerations for companies to undertake projects*
- *Engage with a private company representative*

**Exercise Session 3: Output Specification**

*Concepts*

The concept of output specification and its relevance for PPP projects is explained in an interactive lecture with Q&A. This includes:

- The difference between input and output specification
- The relationship between output specification and value creation
- Output specification and minimal performance standards

*Applied Exercise*

In case groups participants work on preparing an output specification for their project. This is followed by plenary report back of groups and discussion.

***Learning Objectives:***

- *Understand the concept of Output Specification*
- *Appreciate how Output Specification drives PPP value*
- *Apply Output Specification to cases*

**Wednesday 23 March 2016**

**Project Field Visit: Mass Rapid Transit Authority (MRTA) of Thailand**

Site visit to the MRTA to examine and discuss the use of private involvement and PPPs by the MRTA. This includes company presentations, Q&A and discussions.

***Learning Objectives:***

- *Understand how Thailand's MRTA is involving the private sector in infrastructure delivery*
- *Practitioner insights on challenges faced and opportunities realized*

**Exercise Session 4: Risk Allocation**

*Concepts*

The role of risk and risk allocation in PPP projects is discussed via an interactive lecture with Q&A and discussion. This includes:

- Identification of risks
- Risk allocation principals
- Relationship between risk allocation and PPP value creation

*Applied Exercise*

In groups participants work on conducting a risk analysis and preparing a Risk Allocation Matrix for their case projects. This is followed by plenary report back and discussion.

***Learning Objectives:***

- *Understand project risk*
- *Appreciate how risks are allocated*
- *Identify how risk allocation effects PPP project value*
- *Prepare a Risk Allocation Matrix for a project*

**Exercise Session 5: Project Structuring**

*Concepts*

How the various elements of a project are brought together into the project structuring is covered via an interactive lecture with Q&A and discussion.

*Applied Exercise*

Participants working in groups develop the basic project structuring for their projects.

***Learning Objectives:***

- *Understand PPP project structuring*
- *Appreciate how various aspects of a project – characteristics, financing, risk, output specification, etc. – input to project structuring*
- *Prepare a basic structure for a PPP project*

**Thursday 24 March 2016**

**Recap of the previous two days by participants**

Participants review the activities over the previous days to identify key issues (discussion time).

**Exercise Session 6: PPP Contract**

*Concepts*

The role, importance and basic structure of a PPP contract is examined via an interactive lecture with Q&A and discussion time.

*Applied Exercise*

Working in groups, participants prepare parts of a PPP Contract Heads of Agreement. In plenary report back participants identify issues and practicalities regarding contracts.

***Learning Objectives:***

- *Understand what a PPP contract is and covers*
- *Prepare basic Heads of Agreement for a PPP contract*

**Guest Speaker: Audray Souche (DFDL)**

A representative of an international law firm will present on their experience with PPP contracts and project financing in the region. There is opportunity for Q&A and discussion.

***Learning Objectives:***

- *Understand the role of the legal advisor in a PPP transaction*
- *Discuss experience with PPP contracts*
- *Gain insight on project finance trends in the region*

**Exercise Session 7: Contract Management*****Concepts***

How contracts are managed and the importance of effective contract management is covered in an interactive lecture with Q&A and discussion. This includes understanding what a Contract management Plan is, what it covers and when it should be prepared.

***Applied Exercise:***

In groups the participants prepare a basic Contract Management Plan for their project. The following plenary allows opportunity for groups to report back and discuss their experience with considering contract management.

***Learning Objectives:***

- *Understand how contract management is important for PPPs*
- *Appreciate the content and process of forming a Contract Management Plan*
- *Applying this to a case project*

<b>Case Study: Indian Highways</b>
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The case of the large scale delivery of highways in India by PPP project structures is examined in this in-depth case study.

**Exercise Session 8: PPP Procurement / Tendering*****Concepts***

Via an interactive lecture with Q&A and discussion the concepts around PPP procurement are examined. This includes the importance of creating a dynamic procurement market, soft and hard market testing, and transparent procurement following international standards. Processes such as single stage and two stage procurement are discussed, as well as unsolicited procedures and direct negotiations.

***Applied Exercise:***

The participants in project case groups prepare a basic procurement plan for their project. This includes indicative qualification criteria and an outline of the procurement planning process. Group reports to plenary support discussion on experiences and observations.

***Learning Objectives:***

- *Appreciate the importance of competitive market processes for PPP value creation*
- *Recognize the difference between different procurement routes*
- *Understand the importance of market building and qualification of suitable parties*
- *Prepare a basic procurement plan for a PPP procurement*

**Friday 25 March 2016**

## **Recap of the previous day by participants**

### **Exercise Session 8: PPP Procurement and Tendering (continued)**

Participants in groups complete the procurement plan for their project and any outstanding parts of the exercise.

### **Preparation of Presentations to Bidders**

Participants in groups prepare a presentation for a PPP bidders conference to be held in the afternoon. Each group prepares a presentation that provides an overview of their specific project, how the project will be structured, and the intended process for further undertaking the project.

#### ***Learning Objectives:***

- *Understand how to prepare a project presentation for a bidders conference*
- *Summarize key project issues in a succinct and clear manner*
- *Presentation preparation techniques*

<b>Guest Speaker: Commercial Bank (unconfirmed)</b>
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A representative of a Commercial Bank will present on the bank's experience and considerations with infrastructure and project financing. There is time for Q&A and discussion.

#### ***Learning Objectives:***

- *Understand the concerns of a commercial debt provider regarding PPP projects*
- *Appreciate financing products typically provided*
- *Engage with a commercial banker*

### **Final Exercise Session: Market Consultations / Bidders Conference – Presentation of Projects to Prospective Bidders**

Each project group presents their project to a bidders conference panel. The panel comprises a commercial developer, a bank and several investors. There is time for Q&A and discussion of each project.

#### ***Learning Objectives:***

- *Understand the purpose of a market consultation / bidders conference*
- *Appreciate how to present a PPP project to the market*
- *Experience the typical questions asked by bidders at such events*

### **Lessons Learnt and Conclusions**

In the final session of the workshop, participants review their overall experience and learning from the week with regard to PPPs. Through discussion, we attempt to identify key issues for participants as they go forward with PPP implementation in their respective countries.

### **Closing**