



PPPExperts

experience matters.

# Project Management in PPP Projects

**16 - 18 October 2017**

Milan, Italy

## Course Summary

This course is for people who have either recently moved into a PPP / PFI project teams or are already a part of the procurement team. The course takes a more in depth look at the key aspects of project management, in the context of PPP. It covers some of the salient parts of the procurement process, and also some of the main project management pitfalls that can beset a project of this nature. This course is appropriate for both the public and private sector.

The course provides up to date PPP procurement guidance, practical sessions to take-away, and top tips for the procurement phase of the contract. Delegates who have attended will be able to identify what their priorities will be on their return and answer the question of how they can add value to the process.

This course is designed to help delivery teams with all of the key aspects of project management through the complex procurement phase. It provides a hands on guide to the key areas and topics delegates need to be familiar with.



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## » About course trainer

**Anthony Smith - Instructor**  
**Former head of United Nations**  
**PPP Taskforce**

Anthony is a UK Qualified lawyer with over 20 years of practice. He is a specialist in infrastructure, construction and PPP projects and has advised on many major PPP projects in transport, health, education, defence, accommodation, energy and waste to energy in Europe, the Middle East, the Far East and Africa.

He is a member of the UNECE PPP Team of Specialists, formerly Head of the UN's PPP Readiness Task Force (set up to give practical aid and advice to countries in their PPP implementation programmes), is an associate expert in PPP Capacity Building with UNDP. He has assisted the United Nations Economic and Social Commission in drafting its Transport PPP Guidance documentation and Co-authored the UNECE Guide to Promoting Good Governance in Public Private Partnerships. He has recently carried out a feasibility study for PPP implementation in Mongolia and Uzbekistan on behalf of the Governments and worked with USAID, the Mongolian State Property Committee and its PPP Unit to develop PPP Capacity and the Mongolian Governments PPP documentation as part of USAID's Economic Policy Reform and Competitiveness Project. He worked on a World Bank Project or training of Government Officials in PPP in India.

Anthony has lectured extensively on PPP related topics and has worked with UNDP, United Nations Economic and Social Commission Asia Pacific, U.N.E.C.E, the Moscow School of Economics, The World Bank, USAID and Asian Development Bank in the Asia Pacific Region and Eastern Europe developing PPP Capacity Building and drafting guidance and contract documentation.

### Comments from past programmes

" Anthony's experience in this field is immense. The case studies represented of actual projects allowed us to quickly apply the knowledge to our own projects. A really valuable course for anyone involved in Waste Water sector "

**M. T. Ofwat, UK**

## » Programme Outline

### DAY ONE

#### Day 1-Overview of PPP Projects

##### 1.1 Welcome, Introductions and Course Objectives

##### 1.2 The Anatomy of a PPP Project:

- Contractual structure
- The relationship of the parties during the works and services periods
- How do the contractual mechanisms work:
- Compensation , Relief or Force Majeure Events
- Political or Non Political Events
- Changes in Law
- Termination of the Contract
- Compensation on Termination and why

##### 1.3 PPP Procurement Process:

- Procurement Strategy
- Data Room and Information Management
- Outline Design and Project Agreement
- Requirements Definition
- Shadow Financial Model
- Shadow Risk Matrix
- Competitive Procurement Stages
- Selection of Preferred Bidder
- Convergence
- Financial Close

##### 1.4 Financial Modelling & Key Decision Variables

- Cash Flow Models
- Capital Expenditure
- Operational Expenditure
- Revenue Stream
- Debt Finance and ROCE
- Key Variables IRR, DSCR, COD etc
- Sensitivity Testing

##### 1.5 Risk Allocation and Uncertainty Management:

- Definitions & Processes
- Risk Allocation; Demand, Design, Construction, Availability
- Project Lifecycle
- Risk Matrix
- Risk Analysis
- Risk Mitigation
- Risk Management

##### 1.6 Team Exercise – PPP Risk & Mitigation Planning:

- Project Scenario Briefing
- Risk Exercise Objectives
- Team-working
- Team Feedback & Commentary

##### 1.7 Summary of Day 1/Plan for Day 2

## Who is this course designed for

This course is for people who have either recently moved into a PPP / PFI project team or are already a part of the procurement team. The course takes a more in depth look at the key aspects of project management, in the context of PPP .

It covers some of the salient parts of the procurement process, and also some of the main project management pitfalls that can beset a project of this nature. This course is appropriate for both the public and private sector.

## Why should I attend

The course provides up to date PPP procurement guidance, practical sessions to take-away, and top tips for the procurement phase of the contract. Delegates who have attended will be able to identify what their priorities will be on their return and answer the question of how they can add value to the process.

## PPP Experts Promise

We always ensure that the team taking the course(s) have an appropriate background in the topic that they are covering. All of our delivery team have been responsible for either project managing/ delivering/ managing PFI projects, or providing consulting services to projects.

### Comments from past programmes

" An excellent programme delivered by a very experienced trainer. I would highly recommend this to anyone working on major PPP projects "

S.T. – EPC client, Asia

## Programme Outline

### DAY TWO

#### Day 2- PPP Competitive Procurement

##### 2.1 Structure and Objectives for Day 2

##### 2.2 PPP Bidding Process

- Expressions of Interest
- Pre-Qualification Questionnaires
- Outline Proposals
- Competitive Dialogue
- Full Proposals
- Preferred Bidder Selection
- Final Negotiations
- Financial Close

##### 2.3 Forming a Winning Consortium:

##### 2.4 PPP Bid Management – Key Drivers:

- Client Interfacing
- Legal, Technical and Financial Advisers
- Bid Team-working
- Decision Making
- Competitive Intelligence
- Communicating Benefits
- Project Delivery Strategy & Plans

##### 2.5 Case Study

- PPP Tender Evaluations
- Prequalification Criteria

##### 2.6 Team Bidding Exercise – Road Project

##### 2.7 Summary of Day 2/Plan for Day 3

### DAY THREE

#### Day 2- PPP Competitive Procurement

##### 3.1 Project Management Planning

##### 3.2 PPP Project Agreement – Key Elements

##### 3.3 Design, Construction and Operations Management Contracts

##### 3.4 PPP Design & Construction – CAPEX Drawdown Planning

##### 3.5 Case Study – Airports Privatisation

## Key areas covered on the course

- Provide current guidance and thinking regarding the procurement and project management phase up to contract award (including post-election changes)
- Create an understanding of: Project performance; stakeholder/supplier management; working in or managing teams; risk management
- Provide insight on to how to plan the main issues which arise in major projects of this nature
- Know and appreciate best practice in PFI project management
- Be aware of the necessary interpersonal, commercial and project management skills required
- Allow delegates to cement the learning process throughout be ending them with practical exercises
- Ensure delegates have current guidance and useful documents/templates

## Who should attend

CFOs, COOs, Managing Directors, Directors, Vice Presidents, General Managers, Heads, Regional Managers, Managers and other senior executives from:

- PPP units
- Project planning and management
- Project finance
- Financial analysts
- Investment and evaluation
- Urban planning and development
- Legal and contracts
- Infrastructure development
- Investment
- Finance specialists

## From all industries especially:

- Ministries of: Finance, Economy, Work, Energy, Water, Transportation, Telecommunications, Health and Education
- PPP units
- Property development and construction
- Power and utilities
- Waste management
- Financial institutions
- Privatisation agencies
- PPP Unit
- Public sector contractors.

## Programme Outline

### DAY THREE

#### Day 3- Continued

#### 3.6 Team Exercise – Airports Project

#### 3.7 Course Summary & Conclusion

### TABLET TECHNOLOGY

All our training are conducted on personalised tablets. Each delegate will receive their own tablet to keep, fully loaded with all the course materials and case studies!



### Comments from past programmes

"The course focused on key issues that we were experiencing and helped address most of them."

**A.P. – Airport Authority, Middle East**

### Contact us

If you have any questions or would like further information on this or any of our training programmes, please

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