



SADC CAPACITY BUILDING PROGRAM FOR PROJECT PREPARATION SUPPORTED BY THE AFRICAN DEVELOPMENT BANK

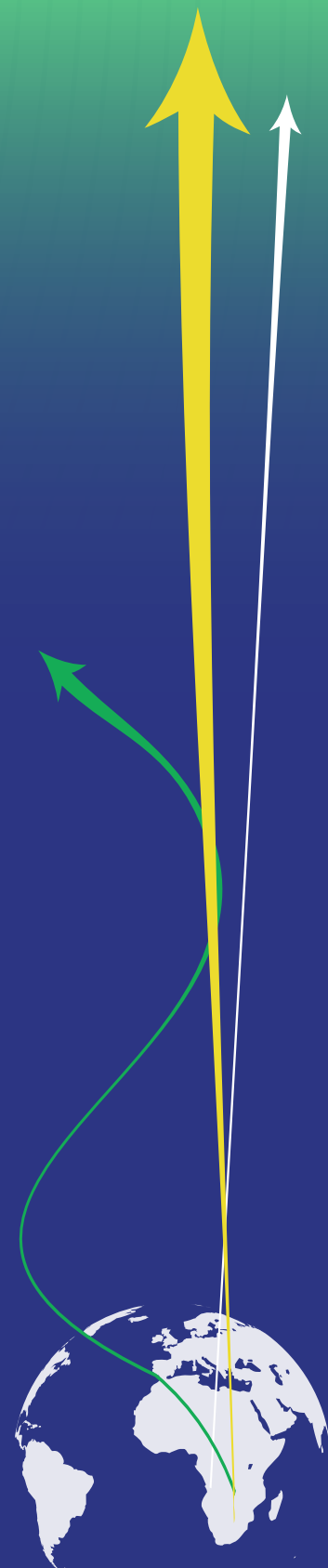
TRAINING SESSION PROGRAM

Date: 22 Feb - 15 Mar 2022

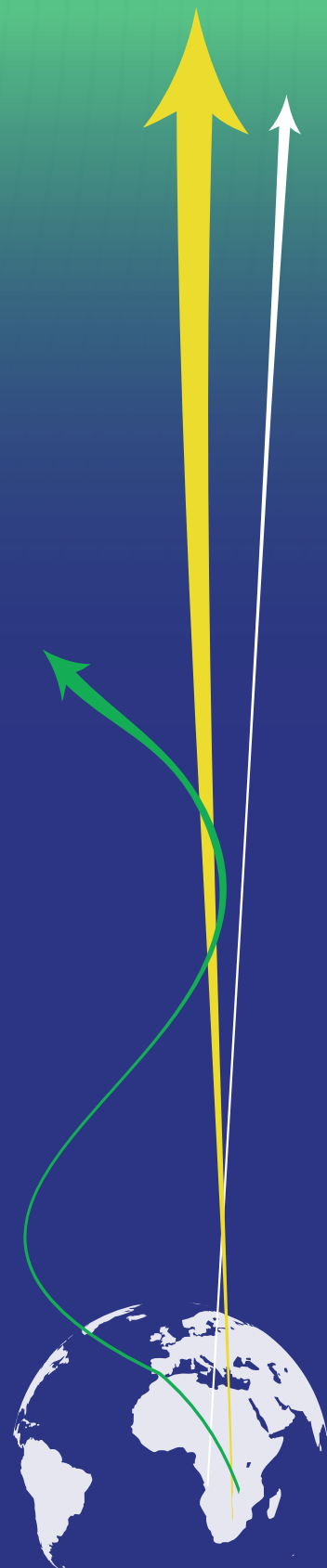
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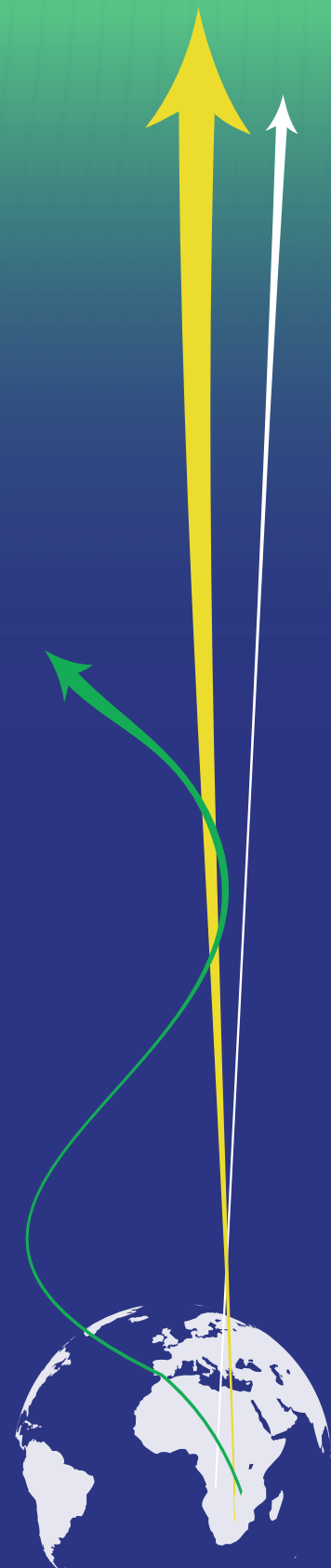
Session	Training Materials and Content	Date and Time
<p>Session 1 – Project Identification</p>	<p>Session 1 will include the following modules:</p> <p>Introductions and Context</p> <ul style="list-style-type: none"> - Introductions - Utility Overview Developing World Trends - Public Sector Needs - Typical Roles in Infrastructure - Creating Competition - Infrastructure Pricing and Financing – Emerging Issues <p>Public-Private Partnerships (PPPs) Overview</p> <ul style="list-style-type: none"> - PPP Definition - Forms of Procurement - PPP Spectrum - PPP Structures and Concepts - Roles and Responsibilities - PPP Lifecycle <p>Types of PPPs and Alternatives</p> <ul style="list-style-type: none"> - Conventional Procurement - Build-Operate-Transfer (BOT) - Design-Build-Operate (DBO) - Concessions - Service Contracts <p>Project Lifecycle</p> <ul style="list-style-type: none"> - Project Identification - Demand Forecasts - Facilities Planning Studies - Conventional Design 	<p>February 22nd, 2022</p> <p>1.00 pm – 5.00 pm (Botswana time)</p>



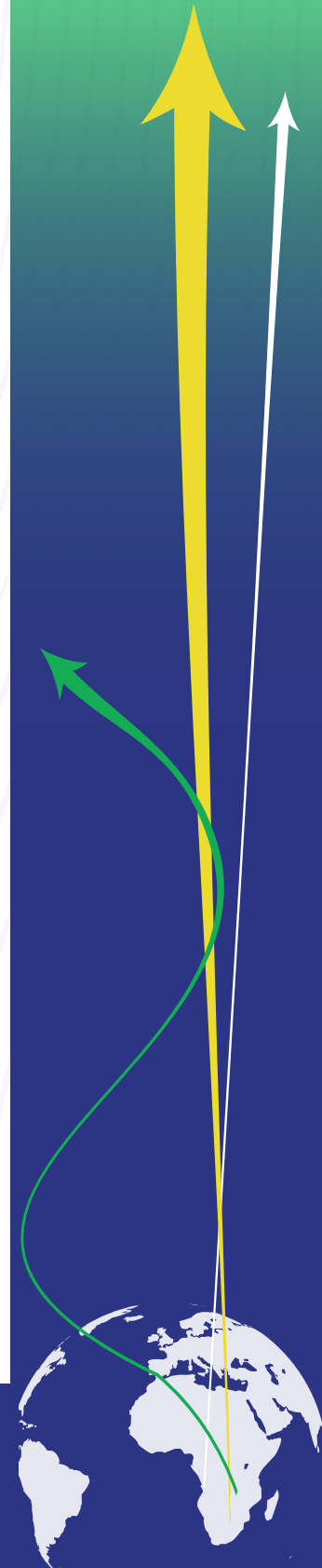
Session	Training Materials and Content	Date and Time
<p>Session 1 – Project Identification</p>	<p>Construction as Part of Project Lifecycle</p> <ul style="list-style-type: none"> - Construction Elements - Contractor Pre-Qualification Process - Tender Documents - Evaluation and Award - Construction Tasks - Startup and Commissioning - Operations and Warranty Period - Facility Operations - Project Warranty Period - Performance Bond <p>Session 1 will include several interactive activities, including:</p> <ul style="list-style-type: none"> - Demand Group Exercise - Lesotho Bokong Case Study - Questions and Answers (Q&A) 	<p>February 22nd, 2022</p> <p>1.00 pm – 5.00 pm (Botswana time)</p>
<p>Session 2 – Project Screening and Prioritization</p>	<p>Session 2 will include the following modules:</p> <p>Project Screening</p> <ul style="list-style-type: none"> - purpose of Screening - how to Determine Best Projects for PPP Structure - Project Candidate Profile - Screening Criteria <ul style="list-style-type: none"> o Model 1 o Model 2 o Model 3 - Results of Screening Exercise <p>Value Engineering Techniques in Design and Construction</p> <ul style="list-style-type: none"> - Value Engineering Definitions - Value Engineering Principles - Evolution of Value Engineering - Value Engineering Methodology 	<p>February 24th, 2022</p> <p>1.00 pm – 5.00 pm (Botswana time)</p>



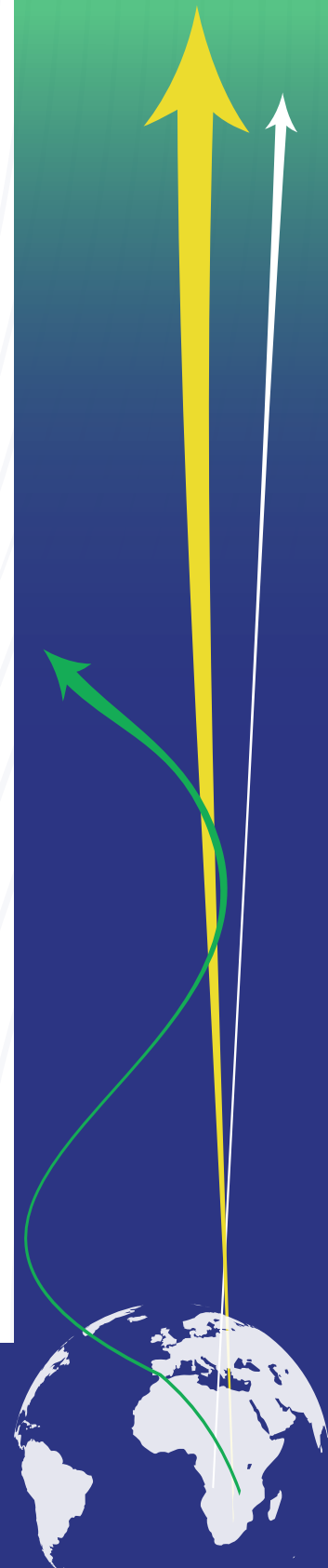
Session	Training Materials and Content	Date and Time
<p>Session 2 – Project Screening and Prioritization</p>	<ul style="list-style-type: none"> o Information Phase o Function Analysis Phase o Creative Phase o Evaluation Phase o Development Phase o Presentation Phase <p>Session 2 will include several interactive activities, including:</p> <ul style="list-style-type: none"> - Model 1 – Project Specific Criteria Sample Scoring - Project Screening Activity - Tanzania Water/Wastewater Project Screening Case Study - Value Engineering US Transport Projects Case Studies <ul style="list-style-type: none"> o Dallas Fort Worth Commuter Rail Project o Bridge Value Engineering Case Study - Q&A 	<p>February 24th, 2022</p> <p>1.00 pm – 5.00 pm (Botswana time)</p>
<p>Session 3 – Project Appraisal and Structuring</p>	<p>Session 3 will include the following modules:</p> <p>Appraisal Studies</p> <ul style="list-style-type: none"> - Project Pre-Feasibility - Pre-Feasibility Study to Feasibility Study - Feasibility Study Elements <p>Checklist for PPP Contracts</p> <ul style="list-style-type: none"> - Purpose of Contract - PPP Contract Elements - Typical Contract Exhibits <p>Addressing Allocating Project Risk in Contracts</p> <ul style="list-style-type: none"> - Golden Rule of Risk - Addressing Project Risk - Typical Project Risk Timeline - Credit Risks - Risks during Project Design and Construction - Force Majeure - Risks during Operations - Infrastructure Contract Needs - Risk Allocation 	<p>March 1st, 2022</p> <p>1.00 pm – 5.00 pm (Botswana time)</p>



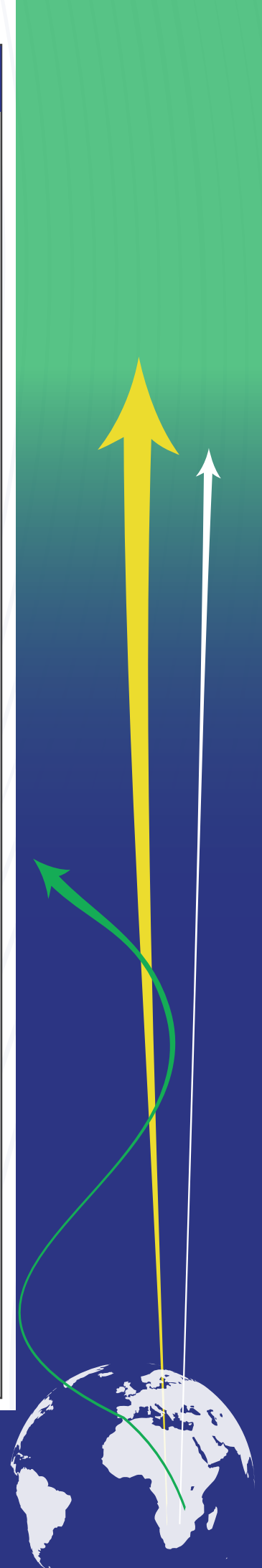
Session	Training Materials and Content	Date and Time
<p>Session 3 – Project Appraisal and Structuring</p>	<ul style="list-style-type: none"> o Risk Transfer – Government o Risk Transfer – Contractors o Risk Transfer – Users <p>Risk Management Solutions</p> <ul style="list-style-type: none"> - Construction Risks and Solutions - Operations Risks and Solutions - Typical PPP Risk Matrix <p>Methods to Enhance Creditworthiness of PPP Deals</p> <ul style="list-style-type: none"> - Credit Enhancements - Other Risk Reduction Steps <p>Session 3 will include several interactive activities, including:</p> <ul style="list-style-type: none"> - Don Muang Toll Road Case Study - Q&A 	<p>March 1st, 2022</p> <p>1.00 pm – 5.00 pm (Botswana time)</p>
<p>Session 4 – Project Identification</p>	<p>Financial Statements</p> <ul style="list-style-type: none"> - Purpose of Financial Statements - Types of Finance Statements - Balance Sheet - Income Statement - Changes in Working Capital - Cash Flow Statement - Reviewing Financial Statements <p>How to Use Financial Statements for Further Analysis</p> <ul style="list-style-type: none"> - Ratio Analysis for PPPs <ul style="list-style-type: none"> o Current Ratio o Debt Service Coverage Ratio (DSCR) o Debt Equity Ratio o Return on Assets o Per Capita Ratio o Average Collection Period 	<p>March 3rd, 2022</p> <p>1.00 pm – 5.00 pm (Botswana time)</p>



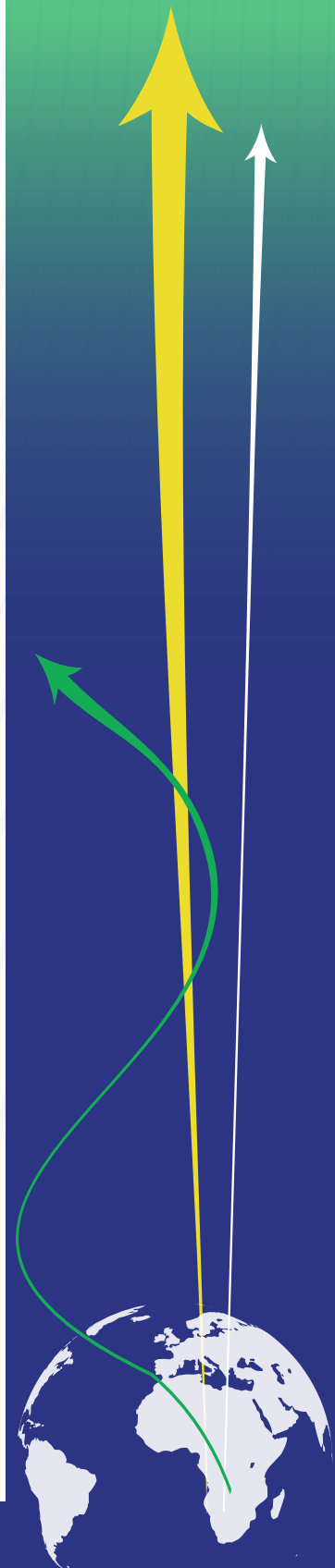
Session	Training Materials and Content	Date and Time
<p>Session 4 – Project Finance</p>	<p>Applying Concepts to PPPs</p> <ul style="list-style-type: none"> - Project Finance Principles - Project Finance Structural Options - PPP Income Statement Trends - Project Finance Loans - Project Equity <p>Session 4 will include several interactive activities, including:</p> <ul style="list-style-type: none"> - Utility Financial Statement Exercise - Utility Financial Ratios Exercise - Lesotho Toll Road Co. Exercise - Q&A 	<p>March 3rd, 2022</p> <p>1.00 pm</p> <p>–</p> <p>5.00 pm</p> <p>(Botswana time)</p>
<p>Session 5 – Project Packaging and Procurement</p>	<p>Session 5 will include the following modules:</p> <p>Process</p> <ul style="list-style-type: none"> - Prequalification Process - Evaluation of Qualifications - Tendering Process - Pre-Bid Meeting <p>Procurement Methods</p> <ul style="list-style-type: none"> - Method types <ul style="list-style-type: none"> o Sole Source Negotiation o One-Envelope Process o Two-Envelope Process o Quality Based Selection (QBS) - Comparison of Methods - Makeup of Selection Committee - Tender Evaluation Protocol <p>Session 5 will include several interactive activities, including:</p> <ul style="list-style-type: none"> - Pre-Qualification Exercise - Tender Evaluation Exercise - Q&A 	<p>March 8th, 2022</p> <p>1.00 pm</p> <p>–</p> <p>5.00 pm</p> <p>(Botswana time)</p>



Session	Training Materials and Content	Date and Time
<p>Session 6 – Contract Management and Oversight</p>	<p>Session 6 will include the following modules:</p> <p>Contract Management</p> <ul style="list-style-type: none"> - Contract Administration - Contract Monitoring - Contract Enforcement <p>Stakeholder Participation and Communication</p> <ul style="list-style-type: none"> - Background - Stakeholders in Utilities - Timely Stakeholder Consultation - Affordability Overview - Affordability Guidelines - Other Consultations - Preparations - Modes of Stakeholder Communications - Tariff Adjustment Issues and Stakeholders <p>Session 6 will include several interactive activities, including:</p> <ul style="list-style-type: none"> - Atlanta Georgia Management Contract – Learning Lessons <ul style="list-style-type: none"> o Atlanta, Georgia Management Contract 1 Case Study o Atlanta, Georgia Management Contract 2 Case Study - Puerto Rico Electric Power Authority (PREPA) Case Study - Q&A 	<p>March 10th, 2022</p> <p>1.00 pm – 5.00 pm (Botswana time)</p>



Session	Training Materials and Content	Date and Time
<p>Session 7 – Fédération Internationale des Ingénieurs- Conseils (FIDIC)</p>	<p>Session 7 will include the following modules:</p> <p>FIDIC Overview</p> <ul style="list-style-type: none"> - FIDIC Background - FIDIC Roles - FIDIC Golden Principles <ol style="list-style-type: none"> 1. "The duties, rights, obligations, roles and responsibilities of all the Contract Participants must be generally as implied in the General Conditions, and appropriate to the requirements of the project." 2. "The Particular Conditions must be drafted clearly and unambiguously." 3. "The Particular Conditions must not change the balance of risk/reward allocation provided for in the General Conditions." 4. "All time periods specified in the Contract for Contract Participants to perform their obligations must be of reasonable duration." 5. "Unless there is a conflict with the governing law of the Contract, all formal disputes must be referred to a Dispute Avoidance/Adjudication Board (or a Dispute Adjudication Board, if applicable) for a provisionally binding decision as a condition precedent to arbitration." <p>FIDIC Contract Books</p> <ul style="list-style-type: none"> - Green Book - Pink Book - Red Book - Yellow Book - Orange Book - Silver Book - Gold Book <p>Session 7 will include several interactive activities, including:</p>	<p>March 15th, 2022</p> <p>1.00 pm – 5.00 pm (Botswana time)</p>



Session	Training Materials and Content	Date and Time
<p>Session 7 – Fédération Internationale des Ingénieurs- Conseils (FIDIC)</p>	<p>Session 7 will include several interactive activities, including:</p> <ul style="list-style-type: none"> - Managing a Construction Contractor Case Study - Q&A 	<p>March 15th, 2022</p> <p>1.00 pm – 5.00 pm (Botswana time)</p>

