

MAKERERE



UNIVERSITY

**COLLEGE OF ENGINEERING, DESIGN, ART AND TECHNOLOGY
(CEDAT)**

SCHOOL OF THE BUILT ENVIRONMENT

**DEPARTMENT OF ARCHITECTURE AND PHYSICAL
PLANNING**

**PROPOSED SHORT CERTIFICATES COURSES IN
Public Private Partnerships - PPP
Course Code: PPP 9000 series**

**TWO BLOCK WEEKS IN CLASSROOM
DAY (9AM-5PM)**

2ND INTAKE 2020

Course COORDINATOR:

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1.0 The Course content

1.1 Certificate in PPP Principles & Regulatory Frameworks.

- i. *Short Description.* This Two week programme is meant to really be the eye opener to the participants and all persons intending to pursue a career in PPPs
- ii. *Objectives of the course.* The course shall be intended to re-orient persons to what PPPs are and what they are not. It will be the sort of soft landing for the trainees. It shall educate persons on the new PPP ACT and let them appreciate the spirit of the law and the other regulatory frameworks for the law to be used in the various scenarios.
- iii. *Course Content*

The course content for this program will include;

- Definitions of Public Private Partnerships (PPPs) and how they are used.
- The Uganda policy framework on PPPs
- The PPP regulations and guidelines – with Interpretation for User.
- The Government structures in the PPP law – PPP Unit & PPP Committee.
- Stake holders in PPPs and how they are managed.
- Regulatory environments for PPPs.
- The PPP project cycle from inception to exit.
- PPP structuring options
- Role of Multilateral agencies
- The various government frameworks for PPPs around the world.

iv. Course Outcomes,

The 'take away' expected to be delivered to the participants at the end of the two weeks:

- An understanding of PPP concept and the rationale.
- How a private party is defined.
- Clarity of what PPPs entail and what they are not.
- PPPs project execution its peculiarities in the various sectors as per the Act.
- An understanding of the PPP regulations and critical requirements by the PPP Unit.
- An interactive session with the PPP Unit to understanding their operations
- What is at stake if a PPP fails – challenges & experiences from Past PPP projects
- Have insight into the rationale for selecting a particular PPP type based upon the contractual obligations.

- v. *Teaching and Learning Pattern*, The course shall be taught by use of PowerPoint presentations and flip charts; hand-outs for participants follow up reading; case studies analysis; discussions in groups. Sessions will run from 9am to 5pm Monday to Friday for the two weeks.
- vi. *Assessment methods*. The assessment methods shall include personal questions and answer sessions, presentations as a group and as individuals and finally a report that is to be marked out of 100%.
- vii. Reference materials.
- *The PPP Act 2015*
 - *The PPP regulations*
 - *The PPP policy framework.*
 - *PPP projects in Infrastructure. An essential guide for Policy makers by Jeffrey D.*
 - *Public-Private partnerships: Case studies on infrastructure development by Sidney M. Levy*
 - *Attracting Investors to African PPP projects; a preparation guide by PPIAF.*
 - *PPP programs. Creating a framework for Private Sector Investment in Infrastructure by Jeffrey Delmon. PPIAF and World Bank.*

NOTE: This course shall be a pre-requisite for attending all the other courses. Participants **must have attended this course before they can be admitted to all the other five courses successive courses.** As this course sets the foundations for the entire PPP practice and management both in Uganda and abroad.

2.0 Certificate in PPP Inception procedures.

i. Short Description. It is critical for any Contracting Authority (CA) to understand the project they intend to undertake before even they hire the Transaction Advisors for the project. In line with this, this course shall equip the participants with the PPP inception procedures which shall enable them prepare competent submissions to the PPP Unit for their projects.

ii. Objectives of the course.

Under section 21 – Project Inception of the PPP Act, 2015, it is highlighted that “Where a Contracting Authority identifies a project for implementation as a PPP, the Contracting Authority shall conduct a Preliminary economic cost-benefit analysis of the project. In essence this is the very first step in any prospective PPP project.

This course is intended to train the participants on how to craft the strategic objectives of implementing the project as a PPP; deriving projected cost of the project; reveal how the project will benefit the contracting authority; crafting the rationale for the project; projected policy outcomes of the project and how the project will be managed by the CA.

Under section 21(c) ...where necessary, appoint a Transaction Advisor..... In this course the participants will be taught how to go about the whole process of hiring a Transaction Advisor and how to manage them in order to achieve value for money.

In Section 21 (4) ... the CA shall before registering a project ... appoint a project officer and establish a project team. The course intends to highlight how to go about this process as well.

iii. Course Content.

The following will be the content for this program

- Preparing a Project preliminary Economic cost-benefit analysis.
- Crafting a PPP Project Strategic Objectives & Policy outcomes
- Calculating Net present value of PPP investments.
- PPP Unit requirements for registering the project
- The Project Officer and team roles and responsibilities.
- The Transaction costs of PPP projects
- Defining the Terms of reference for Transaction Advisory (TA) services
- Components of Transaction Advisor Bid package.
- Evaluation of TAs bids received, evaluated and final decision making.
- Managing transaction Advisors
- Getting Value for Money from a TA.

iv. *Course Outcomes*

The 'take away' expected to be delivered to the participants at the end of the one week:

- How to forecast the economic effects of a project
 - Monetizing them, wherever possible, using conventional techniques for monetizing the economic effects
 - Calculating the economic return, using a concise indicator that allows an opinion to be formulated regarding the performance of the project.
 - How to justify that an investment project tallies with the feasibility and economic performance.
 - Steps in a cost-benefit analysis: Identification of the project, technical & demand analyses; financial analysis; correction for the fiscal effects; calculation of the positive and negative externalities.
 - An understanding of the project officer's roles and responsibilities spanning the whole PPP project cycle.
- v. *Teaching and Learning Pattern*, The course shall be taught by use of PowerPoint presentations and flip charts; hand-outs for participants follow up reading; case studies analysis; discussions in groups. Sessions will run from *9am to 5pm Monday to Friday for the ONE week*.
- vi. *Assessment methods*. The assessment methods shall include personal questions and answer sessions, presentations as a group and as individuals and finally a report that is to be marked out of 100%.
- vii. Reference materials.
- *Cost benefit analysis (4th Edition) The Pearson series in economics by Anthony Boardman.*
 - *PPP: Principles of Policy & Finance by E.R. Yescombe.*
 - *The Economics of PPP: A basic guide by Eduardo Engel.*
 - *The Role & Use of Advisers in preparing & implementing PPP projects- March 2014. European PPP expertise center.*
 - *World Bank Transaction Advisors terms; PPP in Infrastructure resource center for contracts, Laws & regulations. (PPPIRC)*

3.0 Certificate in Feasibility studies of PPPs.

i. Short Description. Under section 22 it is required that the CA undertakes of cause to be undertaken a feasibility study to assess whether the project is feasible as a PPP. In this course, we will be working through the feasibility study stages step by step will ensure that participants' institutions provide the PPP Unit with enough information in a systematic format when they submit the feasibility study report for consideration and onward approval.

ii. Objectives of the course.

The course objective is to teach the Participants how to assess whether conventional public procurement or a PPP is in the best interests of the institution for the delivery of the service. It should be noted that an institution cannot have definitively chosen a PPP before it has done the feasibility study. A PPP is still just a possible procurement choice and must be explored in detail and compared with the possibility of delivering the service through a conventional public sector procurement. Also vital to note that a feasibility study needs to be authentic and thorough. It is the basis for government's making an important investment decision, not just a bureaucratic requirement. Hence the justification of this course.

iii. Course Content. The following will be the content for this program

- How to prepare a needs analysis (how project aligns with the institutions strategic objectives; institutions commitment & capacity; output specifications; project scope etc)
- Preparation of an Options analysis (deriving the options; evaluation of each and choice of the best solution)
- Project Due Diligence (Legal, site)
- Value Assessment (Deriving the Public Sector comparator PSC; Risk Adjusted PSC model; Sensitivity analysis; demonstration of affordability; Value for money; procurement choice etc)
- Economic valuation (valuation approaches; assumptions and results)
- Conducting Value for money (VfM) analyses for PPPs
- Conducting a risk appraisal methodology;
- Risk adjusted VfM and PSC
- Procurement plan for the project.
- How to prepare a feasibility study report; its sections and details
- Risk management (risk matrix preparation; Net present value)

iv. *Course Outcomes*

The 'take away' expected to be delivered to the participants at the end of the TWO weeks shall include:

- an understanding of the factors that determine whether PPP is an appropriate option for providing a given public service or project;
- Understand the basic concept of a PPP feasibility study;
- Have insight into why feasibility studies are a critical part of the overall PPP project cycle;
- Understand the principles of PPP risk identification, analysis, and allocation; and
- Understand basic PPP payment structuring options.
- Be able to prepare a feasibility study for a PPP project.

v. *Teaching and Learning Pattern*, The course shall be taught by use of PowerPoint presentations and flip charts; hand-outs for participants follow up reading; case studies analysis; discussions in groups. Sessions will run from 9am to 5pm Monday to Friday for the two weeks.

vi. *Assessment methods*. The assessment methods shall include personal questions and answer sessions, presentations as a group and as individuals and finally a report that is to be marked out of 100%.

viii. Reference materials.

- *Feasibility studies made simple – Rodney Overton, 2007*
- *Strategic PPP: Innovation & Development by David J Maurrasse*
- *The PPP Handbook: how to maximize value from Joint working by Malcolm Morley*

4.0 Certificate in PPP Procurement.

i. Short Description. In Part IV the Act highlights the Procurement rules & methods for PPPs. This part of the act reveals the methods and procedures for procurement of PPPs. This course therefore shall reveal to the participants the process of procuring PPPs successfully and how to manage the entire process to ensure that a level field is assured for all the competitors. The procurement of PPPs goes through distinct stages: pre-qualification; request for proposals (RfP); best and final offer, where appropriate; negotiations and financial closure. PPP Procurement explains how to proceed through the stages, with a focus on getting the documentation right. The outcomes of the feasibility study are absolutely necessary for a solid PPP procurement.

ii. Objectives of the course.

Due to the extensive timeframes and the transfer of risk towards the preferred private party, there is more value at stake in public-private partnership projects in relation to traditional public procurement projects. The contractual complexity and the high bidding cost are open sesame for inexperienced contractors to refrain from the opportunity. The aim of this course is to equip the participants with an effective method of selection of a long term Developer that is financially, technically and operationally capable of development and long term operation of project under the PPP agreement.

iii. Course Content.

The following will be the content for this program

- Principles for Procurement and Managing the Bidding process for a PPP.
- Steps of the PPP bidding process from procurement notice to contract award.
- Critical considerations for managing the bid process
- The PPP Procurement procedures
- Critical considerations for the procurement phase
- Evaluation of PPP bids.
- Contents of the RFP document
- Unsolicited Proposals and their handling.
- Planning for PPP market sounding conferences and seminars
- Setting the evaluation criteria for a PPP project.
- Basic principles of successful negotiations
- Preparing a thorough PPP agreement
- Preparing the TA close out report.

iv. *Course Outcomes*

The following will be the content for this program and the 'take away' expected to be delivered to the participants at the end;

- They will generally come to grips with the Principles for Good Procurement and Managing the Bidding process for any PPP project.
- How to ensure that there is level ground throughout the entire process.
- How to ensure economy and efficiency in the process.
- Strategies to be sure of Integrity and Fairness.
- Managing the bidding process.
- How to use the Transaction Advisors in the procurement process.
- How to plan a successful market sounding for the PPP process.
- Selection criteria and bid evaluation.
- The Prequalification process
- Choosing the bidding process to pursue.

v. *Teaching and Learning Pattern*, The course shall be taught by use of PowerPoint presentations and flip charts; hand-outs for participants follow up reading; case studies analysis; discussions in groups. Sessions will run from 9am to 5pm Monday to Friday for the two weeks.

vi. *Assessment methods*. The assessment methods shall include personal questions and answer sessions, presentations as a group and as individuals and finally a report that is to be marked out of 100%.

viii. Reference materials.

- Mastering risk & procurement in PPPs. A guide to planning, contracting and resolving unexpected problems by Randal Wilson.
- Rethinking PPP: Strategies for Turbulent times (Routledge critical studies in Public Management) by Carsten Greve.

viii. Reference materials.

- *Request for Proposals (RfP) for TA for PPP projects by O IDC.*

5.0 Certificate in PPP Project Finance

i. Short Description. This course shall be to teach equip persons in PPPs how private finance is sort for and arranged for any PPP project.

ii. Objectives of the course. This module will provide participants with an understanding of the techniques for conducting financial analysis of PPP investments and the requirements for raising finance needed for private infrastructure projects. One must have completed a course in Economic cost-benefit analysis and feasibility studies to be eligible for this course.

iii. Course Content.

The course content in the program will include:

- The elements for Project Finance.
- Funding requirements and sources of funds for PPPs.
- Fitch rating criteria for Project financing.
- Project Finance & Capital markets
- Forms of PPP project financing.
- Contractual structures for project financing
- Documentation and security for Private finance.
- Challenges of Infrastructure financing.

iv. Course Outcomes

The following will be the content for this program and the 'take away' expected to be delivered to the participants at the end;

- Understand the sources of funding for PPP investments
- Recognize the relationship between cost of funds and risk;
- Know what Project Finance is and why to use Project Finance;
- Understand the key fundamentals of Project Finance.
- Discuss the various major banks that are involved in project Financing.
- The cost of Project Finance.
- fundamental forms of lending to infrastructure projects;
- difference between Corporate and Project Finance;
- Equity & Debt financing principles

v. Teaching and Learning Pattern. The course shall be taught by use of PowerPoint presentations and flip charts; hand-outs for participants follow up reading; case studies

analysis; discussions in groups. Sessions will run from 9am to 5pm Monday to Friday for the TWO weeks.

vi. Assessment methods. The assessment methods shall include personal questions and answer sessions, presentations as a group and as individuals and finally a report that is to be marked out of 100%.

6.0 Certificate in PPP Agreements Management

i. Short Description. Once the PPP agreement has been signed it, it is required that there a constant monitoring of the project to ensure that the private party compiles with the performance standards as stipulated in the contract. Managing the PPP Agreement is intended to help the institution put effective mechanisms in place to manage the implementation of the PPP agreement.

ii. Objectives of the course.

The course elaborates what actually is entailed in the monitoring and ensuring of compliance by the private sector once the PPP project has become operational. The course is designed to help the CA meet its responsibilities in a number of phases of the PPP project cycle. Managing the PPP agreement starts in the inception phase of the PPP project cycle; is designed in detail towards the end of the procurement phase and is put into practice after the signing of the PPP agreement, for the development, delivery and exit phases. The course is primarily aimed at those persons, who will be responsible for preparing and implementing the PPP agreement management plan.

iii. Course Content.

The course content in the program will include:

- Defining PPP Agreement Management
- Functions of PPP agreement management
- Phases of PPP agreement management
- The PPP agreement management framework
- Project Offices competencies and required roles.
- The CA roles and responsibilities
- The PPP agreement management team
- Key dimensions of PPP partnership management or relationship management
- Review of performance based contracts
- Role of the independent engineer
- Service delivery management
- PPP Agreement administration manual.
- PPP and governance structures.
- Guidelines for monitoring PPP projects.
- Key challenges and tasks of PPP Agreement management
- The PPP agreement management plan

iv. Course Outcomes

The following will be the content for this program and the 'take away' expected to be delivered to the participants at the end;

- Monitoring principles of the PPP project
- Preparing a Project administration manual
- Working out reporting procedures that work
- Record keeping and data collection on the PPP critical parameters
- Managing conflict among the parties
- Checking the set project performance standards and the real deliverables of the private party.
- How to ensure transparency on both sides
- Managing the relationship – Public and private
- Remedial measures for correcting any defaults
- Preparing periodic reports by the Contracting authority.

v. Teaching and Learning Pattern. The course shall be taught by use of PowerPoint presentations and flip charts; hand-outs for participants follow up reading; case studies analysis; discussions in groups. Sessions will run from 9am to 5pm Monday to Friday for the TWO weeks.

vi. Assessment methods. The assessment methods shall include personal questions and answer sessions, presentations as a group and as individuals and finally a report that is to be marked out of 100%.

viii. Reference materials.

- *Institutional mechanism for monitoring PPP projects by Government of India.*
- *Guidelines for monitoring of PPP projects*

6.0 PPP STUDY TRIP

Given the complexity of PPPs, it is required that after the theory classes the team will make a one week study trip that will visit PPP projects in a selected country. The cohort 2019 visited South Africa from 11-16th November, 2019 and the amount of experiential knowledge was immense. This trip was organized and coordinated by one of our Facilitators. From the trip more resources persons were identified and will be joining the team of facilitators for 2020.

7.0 Course timetable 2020

| Course details | Confirmed Dates |
|---|-----------------|
| 1. Certificate in PPP Principles & Regulatory Frameworks. | 10-21 February |
| 2. Certificate in PPP Inception procedures. | 11-22 May |
| 3. Certificate in Feasibility studies of PPPs | 13-24 July |
| 4. Certificate in PPP Procurement | 17-28 August |
| 5. Certificate in PPP Project Finance | 12-23 October |
| 6. Certificate in PPP Agreements Management | 9-20 November |

Please BOOK these dates.

8.0 Tuition fees

The course expenses are met entirely by the fees paid by the students and as such it is required the each student fully completes the fees before the course starts. The fees will be US\$ 2.5million for each Certificate course payable to the CEDAT account as will be advised by the Principal. The fees include the facilitators' hourly fees, breakfast, lunch and waters, the venue for the course and parking exemptions at Makerere University as the course will be conducted from the university

9.0 Application procedure and Minimum requirements

The minimum requirements for persons on this course shall be a Bachelor's Degree and work experience of at least two years. You will be required to fill an application form online as well as a statement of purpose for doing the course. These will be submitted to the college on mail, application will then be assessed and then once accepted you will pay the fees and obtain an admission letter.