

WORKSHOPS REPORT

Capacity-building (back-to-back) workshops on Public-Private Partnerships (PPPs) in Zambia

DATE AND VENUE

Date: 12 February to 16 February 2024

Venue: Radisson Blu Hotel, Lusaka, Zambia

ACTIVITIES DELIVERED

- **1st WORKSHOP:** One-day capacity-building workshop on “*Principles of PPPs for Infrastructure Development in Zambia*”.
- **2nd WORKSHOP:** Three-day capacity-building workshop on “*Structuring and financing PPPs for infrastructure development in Zambia with focus on transport and logistics sectors*”.
- **High-level meeting** with the PPP Council of Zambia.

AGENDA

Week #7	MON 12 February	TUE 13 February	WED 14 February	THU 15 February	FRI 16 February
M O R N I N G	OPENING and 1st WORKSHOP "Principles of PPPs" Q&A	2nd WORKSHOP "Project Structuring & Financing"	2nd WORKSHOP "PPP Process Cycle & Project Preparation" Hands-on group exercise (Project Identification)	2nd WORKSHOP "PPP contract models for transport sectors" Group discussion (Consolidation)	
break					
A F T E R N O O N	1st WORKSHOP "PPPs in Zambia" Invited Speakers Discussions	2nd WORKSHOP Hands-on group exercise (Risk Allocation)	2nd WORKSHOP Hands-on group exercise (Project Screening)	2nd WORKSHOP Next steps Evaluation & Wrap- up Certificates CLOSING	HIGH-LEVEL MEETING WITH THE PPP COUNCIL

RESULTS OF WORKSHOPS

1st WORKSHOP

Objectives

The **first (one-day) workshop** aimed at raising awareness and building fundamental knowledge among key stakeholders and agencies regarding PPPs and their sustainable development in Zambia.

Content

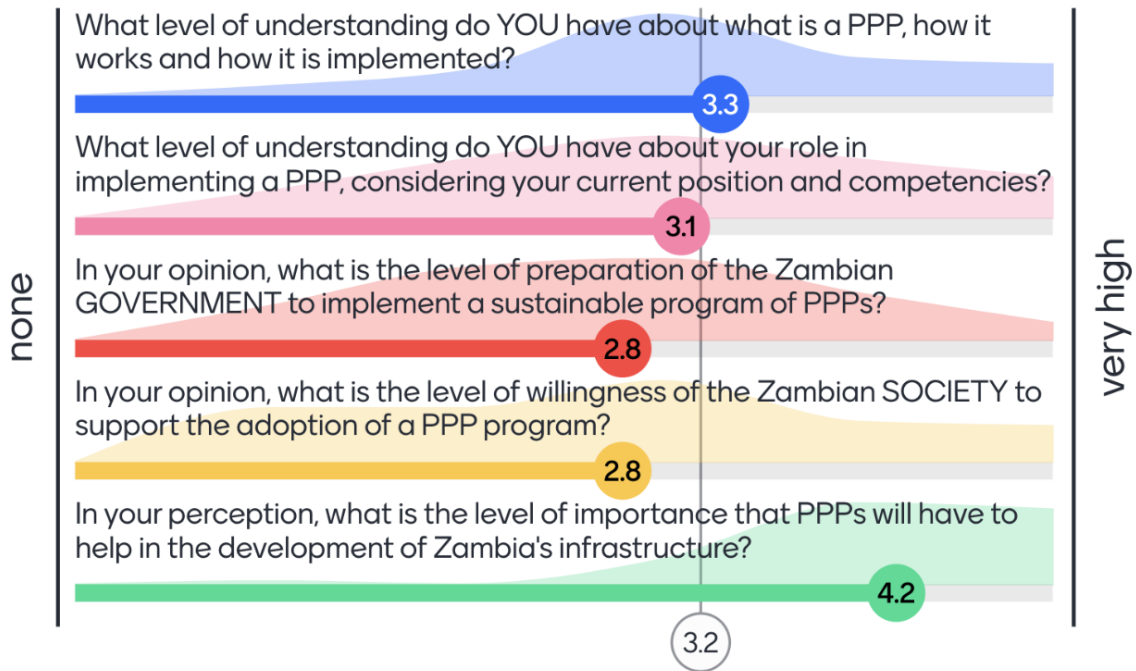
The first part of the workshop provided a comprehensive overview of principles and practices of PPPs (definition of a PPP, what is and what is not a PPP, types, where to use, when to use and examples). The second part focused on Zambia's current state in PPPs development (legal framework, previous experience, alternatives to finance new projects and presentation of a case study).

Profile of the group

A total of 73 participants from 32 institutions attended the first workshop on Monday 12 February 2024, 30 women (41%) and 43 men (59%). Most of the participants were from the Ministry of Finance and National Planning (32), including the staff of the PPP Office. A wide range of line ministries and executive agencies were represented, with an average of one participant per ministry. The full list of participants is shown in ANNEX 1.

Pre-workshop self-perception assessment

An assessment at the beginning of the workshop, answered by 59 participants out of 73, showed the following results, on a scale from 0 (none) to 5 (very high).



As can be seen, on average, participants felt that their knowledge about PPPs was a little bit above intermediate before the workshop (3); however, answers were evenly distributed along the whole scale. The perception of the government’s capacity and society’s support was a little bit below intermediate. Most of the participants considered that the importance of PPPs in Zambia would be high or very high to help development.

Participants evaluation

At the end of the workshop, participants were asked to complete an evaluation form. In total, 30 participants responded. The tables below present the breakdown of responses for key questions related to satisfaction, motivation, and knowledge gain.

As can be seen, the workshop was highly praised by the majority of participants. For 90% of the survey’s respondents, the general level of satisfaction with the workshop was either high/very high or they were fully satisfied.

In terms of motivation, more than 80% of respondents said the workshop motivated them to take action to improve their professional performance or strengthen their ability to do so.

Regarding the knowledge gained from the workshop, 90% of respondents said it was either "a lot" or "exceeded their expectations."

The full evaluation report, including all responses to open questions, is presented in ANNEX 2. These questions were used as input to develop a list of potential topics for follow-up activities, which was presented to the PPPs Council at the High-Level Meeting.

Overall evaluation. 0-not satisfied / 1-very low / 2-low / 3-medium / 4-high / 5-very high / 6-fully satisfied What is your general level of satisfaction with the outcome of this capacity-building workshop on PPPs organised by UNCTAD and UNECA?	Number of responses <table border="1"> <thead> <tr> <th>0</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> <th>% of 4 to 6</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>0</td> <td>1</td> <td>2</td> <td>9</td> <td>7</td> <td>11</td> <td>90%</td> </tr> </tbody> </table>	0	1	2	3	4	5	6	% of 4 to 6	0	0	1	2	9	7	11	90%	Weighted avg 4.8
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2nd WORKSHOP

Objectives

The **second (three-day) workshop** aimed at further developing the institutional capacity of Zambian government agencies on PPPs by building technical knowledge and understanding of PPPs, with a particular focus on how PPP projects are structured and financed and how PPP projects are prepared, delivered, and managed (the PPP cycle). Special focus was given to PPP models for infrastructure projects that support trade and development, in particular transport, logistics, and energy infrastructure.

Content

PPP Structuring & Financing

- Identification and allocation of risks
- Project finance
- How to finance PPPs (traditional instruments, blended finance, and green/climate finance)
- Payment mechanisms and performance requisites
- Contract provisions (obligations, penalties, etc.)
- Selected case studies
- Hands-on group exercise on risk allocation for infrastructure projects

PPP Process Cycle

- Preparation, delivery, and management of PPP contracts
- Dimensions to consider (governance, technical/engineering, economic, financial, legal, environmental & social)
- Sustainability and social issues on PPPs
- Phase 1: Identification and PPPs project screening
- Phase 2: Appraisal
- Phase 3: Structuring
- Phase 4: Tender
- Phase 5: Management – construction & operation until hand-back
- Tools to support project screening, project preparation and contract management (PSAT 2.0, P-FRAM 2.0 and SOURCE).

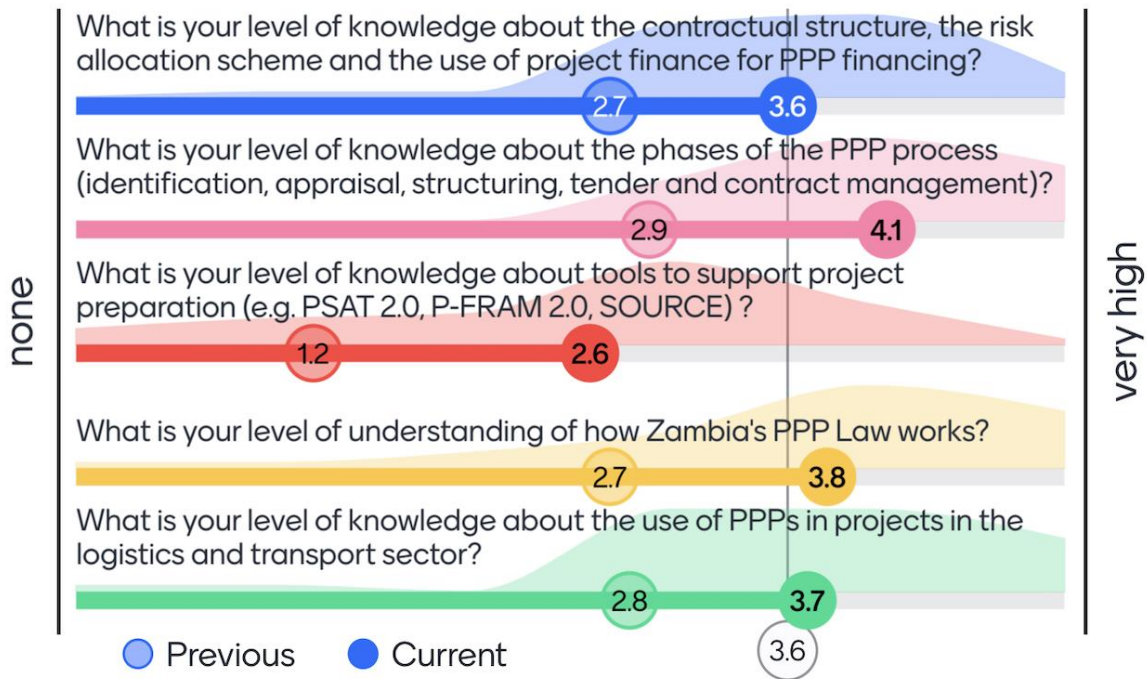
- Selected case studies
- Hands-on group exercise on Project Identification
- Hands-on group exercise on Project Screening
- PPP models for transport, logistics, and energy projects.

Profile of the group

In total, 56 participants from 24 institutions attended the second workshop from Tuesday to Thursday, 21 women (38%) and 35 men (62%). All of them have also attended the 1st Workshop on Monday. Most of the participants were from the Ministry of Finance and National Planning (28), including the staff of the PPP Office. As in the 1st Workshop, A wide range of line ministries and executive agencies were represented, with an average of one participant per ministry. t. The full list of participants is also shown in ANNEX 1.

Pre-workshop and post-workshop self-perception assessment

The same survey was applied at the beginning and at the end of the workshop to assess the perception of participants in terms of knowledge gain. On total, 39 out of 56 participants replied (70%). A total of 39 out of 56 participants responded (70%). The results are shown below on a scale from 0 (none) to 5 (very high). As can be seen, the workshop provided participants with a consistent knowledge gain (on average +40%) in all five dimensions assessed (PPP project, PPP process, tools, PPP law and PPP in logistics and transport).



Participants evaluation.

At the end of the workshop, participants were asked to complete an evaluation form. In total, 43 participants out of 56 responded (77%). The tables below present the breakdown of responses to key questions related to satisfaction, motivation, and knowledge gain.

As can be seen, the 2nd workshop was also highly praised by the participants. For 88% of the survey’s respondents, the general level of satisfaction with the workshop was either high/very high or they were fully satisfied.

In terms of motivation, 98-100% of respondents said the workshop motivated them to take action to improve their professional performance or strengthen their ability to do so.

In terms of knowledge gained from the workshop, 93% of respondents indicated that they either "met a great deal" or "exceeded their expectations". The full evaluation report is shown in ANNEX 2, including all answers to open questions, which were used as one of the subsidies to elaborate a list of potential topics for follow-up activities. This list of topics was presented to the PPP Council at the high-level meeting.

Overall evaluation. 0-not satisfied / 1-very low / 2-low / 3-medium / 4-high / 5-very high / 6-fully satisfied What is your general level of satisfaction with the outcome of this capacity-building workshop on PPPs organised by UNCTAD and UNECA?	Number of responses <table border="1"> <thead> <tr> <th>0</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> <th>% of 4 to 6</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>0</td> <td>0</td> <td>5</td> <td>12</td> <td>14</td> <td>12</td> <td>88%</td> </tr> </tbody> </table>	0	1	2	3	4	5	6	% of 4 to 6	0	0	0	5	12	14	12	88%	Weighted avg 4.8
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0	1	2	3	4	% of 3 and 4													
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Hands-on exercises

During the 2nd workshop, participants were engaged in three hands-on exercises to apply the knowledge learned.

The first exercise focused on risk allocation. Participants were divided into groups and received detailed reference risk allocation matrices for projects in different sectors (transport, energy, water and sanitation, and social infrastructure). Each group worked with one sector, and participants mapped key risks, recommended allocation, and proposed mitigation measures. Groups presented their findings to other participants.

The second exercise focused on project identification. The same groups were asked to choose one real infrastructure project from Zambia and to put together key information about it (name, description, key issues, sensitivities, and stakeholders involved). The results were used on the third and last hands-on exercise.

The third exercise focused on project screening. The same groups were asked to screen the projects previously identified using a qualitative value-for-money screening tool (based on multi-criteria analysis). By answering questions related to the readiness level of the sector, the government, the private sector, and the project itself, all projects were scored and ranked. The session was closed with a discussion focused on how to tune the tool according to the government's needs.

Wrap-up discussion on topics for future capacity-building

The workshop concluded with an open dialogue focusing on identifying future needs for capacity-building. Participants were encouraged to share their thoughts on how to enhance the government's institutional capacity and where it could gain from technical assistance efforts. The feedback gathered was categorized into two primary areas: i) areas to strengthen institutional capacity and ii) areas where technical assistance/support is needed.

Following a session of suggestions, participants were then asked to complete a workshop evaluation, the full details of which are provided in ANNEX 2. Below is a word cloud that visualizes all the capacity-building needs mentioned by the participants. In this representation, the size of the font correlates with the frequency of mentions for each term; larger fonts signify words that were

mentioned

more

frequently.



The results of the evaluation were shared and discussed in real time with participants and a list of topics for future work was refined. This list, shown below, was presented to the PPP council at the high-level meeting on Friday.

Areas to strengthen institutional capacity:

- Project identification, screening, and prioritization.
- Project appraisal/feasibility studies/project structuring (risk assessment and risk allocation).
- Financial modeling (and how to make it more practical – dedicated training).
- Contract negotiation (contract authorities).
- Contract management.
- PPPs for the agriculture and water sector (building capacities, defining guidelines, standard contract).

Technical assistance/support:

- Develop criteria and gateways for the review, selection, and approval of PPP projects.
- Identify a pool of projects to prioritize.
- Develop contract models (e.g., agriculture projects, small and medium scale projects and SMEs participation).
- Consultancy and transaction advisory.
- Use of tools for real projects.

HIGH LEVEL MEETING WITH PPP COUNCIL

A **High-level Meeting** with the PPP Council of Ministers of Zambia was organized to present and discuss the approach and outcome of the two capacity-building workshops and to provide the Council with some recommendations on best practices for PPPs in Zambia. After the opening remarks by the Minister of Finance, UNCTAD delivered a presentation, which was followed by a round of Q&A.

Four ministers attended the meeting, namely:

- Honourable Situmbeko Musokotwane (Dr.), MP
Minister of Finance and National Planning
Chairperson of the PPP Council

- Honourable Charles Milupi, MP
Minister of Infrastructure, Housing and Urban Development
Vice Chairperson of the PPP Council
- Honourable Chipoka Mulenga, MP
Minister of Commerce, Trade and Industry
- Honourable Frank Tayali, MP
Minister of Transport and Logistics

Other members of the Council were also present: Mrs. Margaret Kunda Chalwe-Mudenda, Dr. Abraham Mwenda, Mr Mukela Muyunda, Mr Noel Nkhoma, and Mr Noel Nkhoma.

Key Recommendations on Best Practices for PPPs in Zambia include:

- **Screening and prioritizing potential PPP projects:** establish guidelines to evaluate and select potential PPP projects, including provisions for unsolicited proposals.
- **Progressive analysis through gateways: implement** a step-by-step analysis of projects, evaluating them at various stages or 'gateways' to ensure ongoing viability and alignment with objectives.
- **Comprehensive project dimensions analysis:** address all relevant aspects of the project, including technical, economic, financial, legal, environmental, social, and governance dimensions.
- **Robust feasibility studies:** conduct in-depth feasibility studies that consider the entire lifecycle of the project to ensure viability and sustainability.
- **Stakeholder involvement:** engage all stakeholders from the project's initial stages to ensure inclusivity, transparency, and that diverse perspectives are considered.
- **Smart contract models:** design contracts to safeguard the public sector interest in the long term, using, for example, key performance indicators (KPIs) and mechanisms to manage contingent liabilities effectively.
- **Capacity building for contracting authorities:** invest in training and capacity-building for authorities involved in PPPs contracts, covering all phases from structuring to negotiation and management.

FOLLOW-UP SESSION

An online follow-up session will be organized focusing on selected topics of interest, as identified from the feedback provided by participants.

RELEVANT EVENT LINKS

<https://twitter.com/ECASROSA/status/1756986002306961888>

<https://twitter.com/ECASROSA/status/1757020413819813909>

<https://twitter.com/ECASROSA/status/1757032637997191186>

<https://twitter.com/ECASROSA/status/1757046279316631712>

<https://twitter.com/ECASROSA/status/1758536470460256284>

<https://www.zambiamonitor.com/un-body-unctad-speaks-on-need-to-assess-public-private-partnerships/>

<https://www.facebook.com/profile.php?id=100094429271905>

<https://www.uneca.org/stories/minister-of-finance-holds-high-level-session-to-propel-public-private-partnerships-for>

<https://www.uneca.org/eca-events/capacity-building-workshops-public-private-partnerships-zambia>

<https://unctad.org/meeting/capacity-building-workshops-public-private-partnerships-zambia>

ANNEX 1 – PARTICIPANTS PER INSTITUTION AND ATTENDANCE REGISTERS

1st Workshop – 12 February 2024

INSTITUTION	#
Ministry of Finance and National Planning	32
Ministry of Justice	4
Ministry of Agriculture	3
Ministry of Commerce, Trade and Industry	3
Road Development Agency	3
Ministry of Home Affairs and Internal Security	2
Chairperson PPP Technical Committee	1
Economics Association of Zambia	1
Lusaka City Council	1
Lusaka Water and Sanitation Company	1
MCTI	1
MFL-DLP	1
Ministry of Education	1
Ministry of Energy	1
Ministry of Foreign Affairs	1
Ministry of Infrastructure	1
Ministry of Transport and Logistics	1
Ministry of Water Development and Sanitation	1
National Council for Construction	1
National Housing Authority	1
NRFA	1
NWASCO	1
Road Transport and Safety Agency (RTSA)	1
RTSA	1
Rural Electrification Agency	1
University of Zambia	1
Zambia Agency for Persons with Disabilities	1
Zambia Institution of Chartered Accountants	1
Zambia Institute for Policy Analysis and Reserach	1
Zambia Institution of Architecture	1
Zambia Public Procurement Authority	1
ZCSA	1
TOTAL PARTICIPANTS	73

2nd Workshop – 13 to 15 February 2024

INSTITUTION	#
Ministry of Finance and National Planning	28
Ministry of Justice	3
Ministry of Agriculture	2
Ministry of Commerce, Trade and Industry	1
Road Development Agency	3
Ministry of Home Affairs and Internal Security	1
Chairperson PPP Technical Committee	1
-	
-	
-	
MCTI	1
-	
Ministry of Education	1
Ministry of Energy	1
-	
Ministry of Infrastructure	1
Ministry of Transport and Logistics	1
Ministry of Water Development and Sanitation	1
National Council for Construction	1
National Housing Authority	1
-	
NWASCO	1
-	
-	
Rural Electrification Agency	1
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Zambia Institution of Chartered Accountants	1
Zambia Institute for Policy Analysis and Reserach	1
Zambia Institution of Architecture	1
Zambia Public Procurement Authority	1
ZCSA	1
TOTAL PARTICIPANTS	56

ATTENDANCE REGISTER
1st Workshop - 12 February 2024

#	NAMES	INSTITUTION
1	Andiseya P. Lengalenga	Ministry of Finance and National Planning
2	Andrew T Siwale	Ministry of Finance and National Planning
3	Bobby Chimuka	Zambia Public Procurement Authority
4	Brian Musonda	Ministry of Finance and National Planning
5	Buumba Mulunda	Ministry of Finance and National Planning
6	Buumba Hibusenga	Ministry of Finance and National Planning
7	Bwalya Salamu	Ministry of Justice
8	Bornface Zulu Jnr	ZCSA
9	Biven M. Sampa	Ministry of Finance and National Planning
10	Chanda Chisanga Banda	Ministry of Finance and National Planning
11	Chilemwa Zimba	Ministry of Finance and National Planning
12	Claire Limbwambwa	Economics Association of Zambia
13	Collins Mudenda	Ministry of Finance and National Planning
14	Comfort Mulenga	Ministry of Justice
15	Enah Chilongoshi	Ministry of Energy
16	Elias Daka	Ministry of Home Affairs and Internal Security
17	Daniel Katongo	Zambia Insitution of Chartered Accountants
18	Emmanuel Kafumukache	Ministry of Commerce, Trade and Industry
19	Prof. Paul Makasa	National Council for Construction
20	Eugene Chandi	Rural Electrification Agency
21	Hazwell Bwalya	University of Zambia
22	Ian Silwamba	Ministry of Justice
23	Ikwase Daka	Ministry of Finance and National Planning
24	Isabel Miyanda	Ministry of Finance and National Planning
25	Jane Puta	Ministry of Finance and National Planning
26	John-Bosco Musonda	Ministry of Finance and National Planning
27	Kabisa Eng.	Lusaka Water and Sanitation Company
28	Kadantu C. Siamwiinga	Ministry of Finance and National Planning
29	Kafula Chisanga	Ministry of Finance and National Planning
30	Edgar Kakoma	Road Development Agency
31	Kondwani Likundula	Ministry of Home Affairs and Internal Security
32	Madalisto Mwanza	Ministry of Finance and National Planning
33	Margret Chikuba	Ministry of Commerce, Trade and Industry
34	Michelle Sinda	Ministry of Finance and National Planning
35	Milika Musonda	Chairperson PPP Technical Committee
36	Mutala Kampamba	Ministry of Commerce, Trade and Industry
37	Mwangala Sombo Sakajila	Ministry of Finance and National Planning
38	Mwangala Sikopo Sooka	Ministry of Finance and National Planning
39	Nachuma Musowe	Lusaka City Council
40	Nathan Phiri	Ministry of Finance and National Planning
41	Ndayanje Mwale	Ministry of Finance and National Planning
42	Nukwase H. Mwanza	Ministry of Finance and National Planning
43	Racheal Chiluba Mutambo Ponde	Ministry of Finance and National Planning
44	Rodinah Chisanga	Ministry of Finance and National Planning
45	Solomon J. Simutowe	Ministry of Finance and National Planning

46	Chongo Sombo Mulenga	Ministry of Finance and National Planning
47	Stephen Sondashi	Road Development Agency
48	Stanely Nkhuwa	Ministry of Finance and National Planning
49	Stephen Chanda Dr.	Ministry of Finance and National Planning
50	Tobias Chikote	Ministry of Finance and National Planning
51	Tresford Musonda	Ministry of Finance and National Planning
52	Twaambo Hatwiko	Zambia Agency for Persons with Disabilities
53	Kelvin Zulu	National Housing Authority
54	James Kasongo	NWASCO
55	Lois Kapeza	Ministry of Justice
56	Fidelis Kabwiri	Zambia Institution of Architecture
57	John Mututwa	Zambia Institute for Policy Analysis and Reserach
58	Mwewa Lupenga	Ministry of Agriculture
59	Sepiso Mate	Ministry of Infrastructure
60	Alinani Msisya	RTSA
61	Winfridah P. Ludaka	NRFA
62	Willick Nsama	Ministry of Agriculture
63	Kawema Kapenda	Ministry of Finance and National Planning
64	Estella Mwami	Ministry of Finance and National Planning
65	Ellison Musimuko	MFL-DLP
66	Derrick Sikombe	MCTI
67	Connie S. Kumwenda	Ministry of Foreign Affairs
68	Chipo Kalinda	Ministry of Education
69	Janet Mumba	Road Transport and Safety Agency (RTSA)
70	Musole Ryan Kambiza	Ministry of Water Development and Sanitation
71	Luboto Siame	Road Development Agency
72	Walubita Songolo	Ministry of Agriculture
73	Darwin Musanshi	Ministry of Transport and Logistics

ATTENDANCE REGISTER
2nd Workshop – 13 to 15 February 2024

#	NAMES	INSTITUTION
1	Andiseya P. Lengalenga	Ministry of Finance and National Planning
2	Andrew T Siwale	Ministry of Finance and National Planning
3	Bobby Chimuka	Zambia Public Procurement Authority
4	Brian Musonda	Ministry of Finance and National Planning
5	Buumba Mulunda	Ministry of Finance and National Planning
6	Bornface Zulu Jnr	ZCSA
7	Biven M. Sampa	Ministry of Finance and National Planning
8	Chanda Chisanga Banda	Ministry of Finance and National Planning
9	Chilemwa Zimba	Ministry of Finance and National Planning
10	Collins Mudenda	Ministry of Finance and National Planning
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25	Kondwani Likundula	Ministry of Home Affairs and Internal Security
26	Madalisto Mwanza	Ministry of Finance and National Planning
27	Michelle Sinda	Ministry of Finance and National Planning
28	Milika Musonda	Chairperson PPP Technical Committee
29	Mwangala Sombo Sakajila	Ministry of Finance and National Planning
30	Mwangala Sikopo Sooka	Ministry of Finance and National Planning
31	Nathan Phiri	Ministry of Finance and National Planning
32	Ndayanje Mwale	Ministry of Finance and National Planning
33	Nukwase H. Mwanza	Ministry of Finance and National Planning
34	Racheal Chiluba Mutambo Ponde	Ministry of Finance and National Planning
35	Rodinah Chisanga	Ministry of Finance and National Planning
36	Solomon J. Simutowe	Ministry of Finance and National Planning
37	Chongo Sombo Mulenga	Ministry of Finance and National Planning
38	Stephen Sondashi	Road Development Agency
39	Stanely Nkhuwa	Ministry of Finance and National Planning
40	Stephen Chanda Dr.	Ministry of Finance and National Planning
41	Tobias Chikote	Ministry of Finance and National Planning
42	Tresford Musonda	Ministry of Finance and National Planning
43	Twaambo Hatwiko	Zambia Agency for Persons with Disabilities
44	Kelvin Zulu	National Housing Authority
45	James Kasongo	NWASCO

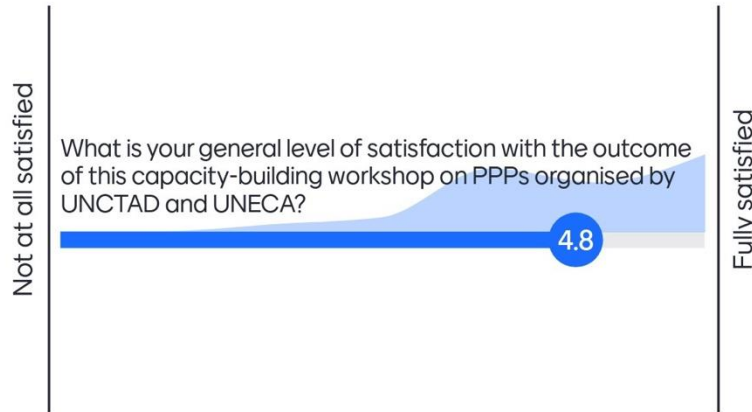
46	Lois Kapeza	Ministry of Justice
47	Fidelis Kabwiri	Zambia Institution of Architecture
48	John Mututwa	Zambia Institute for Policy Analysis and Reserach
49	Mwewa Lupenga	Ministry of Agriculture
50	Sepiso Mate	Ministry of Infrastructure
51	Derrick Sikombe	MCTI
52	Chipo Kalinda	Ministry of Education
53	Musole Ryan Kambiza	Ministry of Water Development and Sanitation
54	Luboto Siame	Road Development Agency
55	Walubita Songolo	Ministry of Agriculture
56	Darwin Musanshi	Ministry of Transport and Logistics

ANNEX 2 – RESULTS OF WORKSHOP EVALUATIONS

1st Workshop – 12 February – 2024

Mentimeter

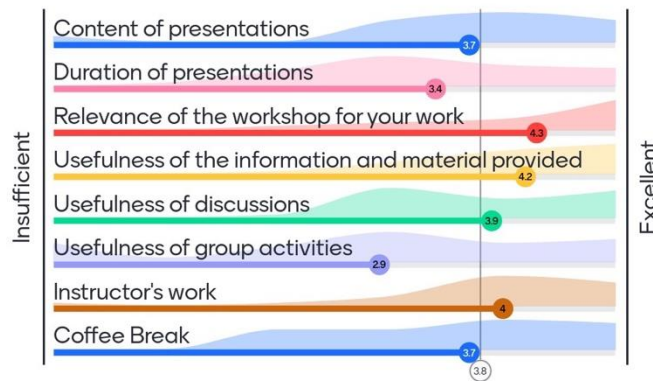
Overall evaluation.



30

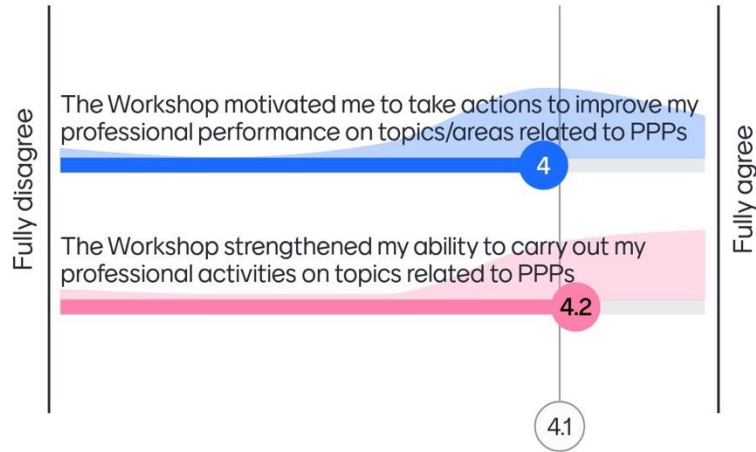
Mentimeter

Regarding the workshop, evaluate the following items:

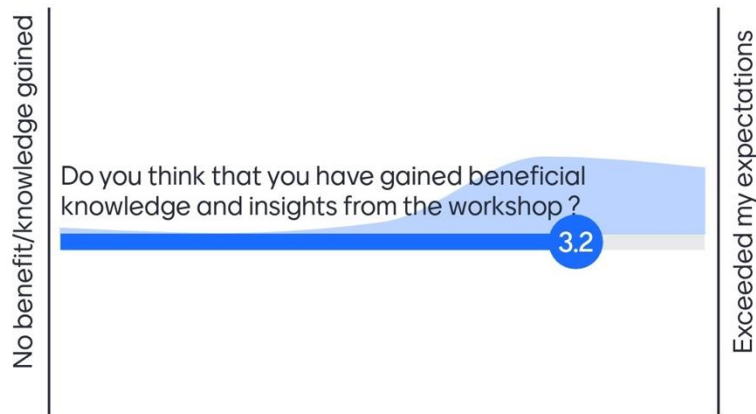


29

Motivation and capacity for action.



Knowledge gain.



Please elaborate on specific areas or topics in which you feel you've gained the most knowledge.

- Overview of process.
- Project preparation
- Insights on PPPs
- 1. Types of PPP's
- 2. Financing of PPP's
- 3. Legal framework on PPP's
- All topics
- The presentation on PPP life cycle.
- That projects need to be bankable before they make good ppp projects
- All the topics presented
- Funding PPPs
- Stakeholder engagement
- Need for robust feasibility study
- Need to cover financial economic and social aspect
- On the definition of PPPs
- On the project types like the ones that are not supposed to be PPPs. Also the financing and funding of project by Private party and government role
- General PPP Knowledge and what they are even if funds or financing is public
- Determination of whether a project is a PPP project or not and recommendations for successful implementation of PPP projects
- Duration of PPPs, process of PPPs and legal framework
- What is and what is not PPP.
- The PPP process cycle, Financing and Funding PPP and the PPP success factors
- Principles of PPP and financing
- The PPP Procurement process and the importance of project identification conceptualisation and undertaking of feasibility studies.
- Workshop should be held away from Lusaka for maximum concentration and benefits

What were the strongest points of the workshop?

- Principles of PPPs
- Presenters were excellent
- The presentation on the types of PPP's
- All
- Process, Projects, legal framework
- Principles of PPP
- Covered all relevant areas.
- Management of PPP projects by public entities
- New knowledge on the application of PPPs for innovative project delivery
- Open discussions were encouraged
- short presentation
- Process eligibility
- The working examples, definitions and relating to topics on hand
- Models of PPPs
- Definition, uses and how PPPs work
- The exercises
- What PPPs are in general
- Capacity building key to delivering well-structured PPPs.
- Project structuring is very cardinal of we have to see a good PPP
- Difference between traditional and PPP projects, the need for a robust stakeholder engagement and the understanding of the viability gap
- Development or management of an asset
- Challenges surrounding PPPs, the legal framework, and the PPP process.

Which part of the workshop was particularly relevant to your work?

- The legal framework on PPP's
- All
- All of it. I work in the PPP Department
- The entire interaction
- Presentation on PPP life cycle evaluation.
- Principals of PPP
- Funding of the project
- The last part on recommendations
- All
- PPP definition
- I'm a practicing architect. It will be interesting to learn more on the involvement of professional bodies
- All parts were very relevant to me.
- Pretty much all the presentations
- All part especially case studies
- PPP concepts, role of stakeholders in the projects and that PPP don't turn bad projects into good ones
- All topics
- All of them
- The whole workshop as i work for PPPU
- Identification and Preparation of PPP projects
- How PPPs operate, types of PPP cycle, financing mechanisms
- Conceptualisation and importance of appraisals

Please suggest how the workshop could be improved to better meet your learning needs.

- Allow more time for presenters.
- No suggestions. It was great.
- Some presenters tend to read the material they are projecting word for word. This needs to be changed.
- Better management of time
- More explanations
- So far so good
- Give sufficient time for presentations and discussions.
- On how PPPs are defined and its effectiveness
- keep the room cool enough
- Improvement of power point presentation. Some slides were very clouded
- On the last day
- Practical and group work
- Sharing of soft copies of presentations
- To provide learning material beforehand
- The workshop today met my expectations
- We need to receive presentations for future referencing.
- it ok
- There is need of having frequent workshops as the literature is changing at a rapid pace. The more case studies presented the better.
- There should be a lot of quizzes and discussions
- The workshop was okay.

Mentimeter

Identify 3 priority areas related to PPPs in which your organisation's institutional capacity could be strengthened.

47 responses



Mentimeter

Please tell us in which organisation you work:

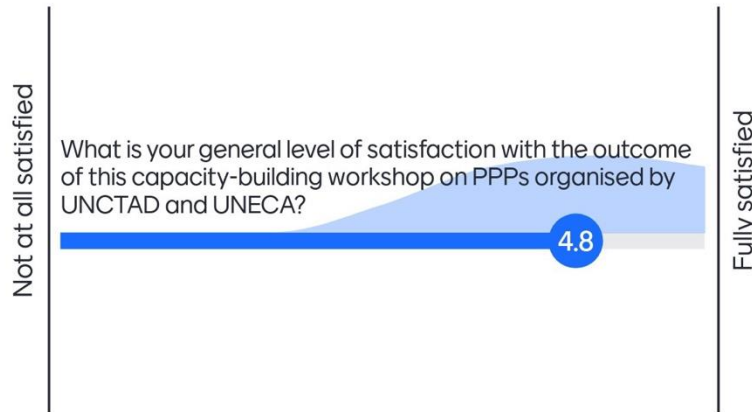
17 responses



2nd Workshop – 12 February – 2024

Mentimeter

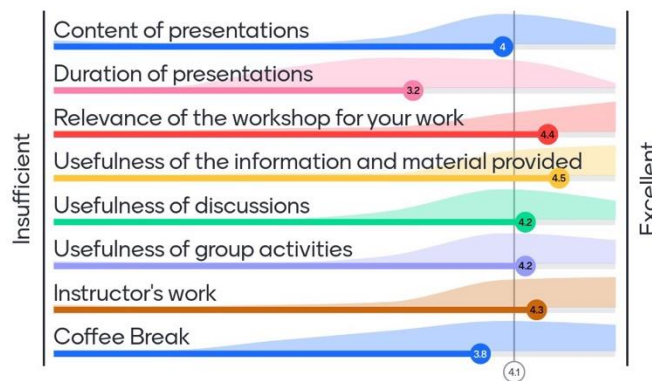
Overall evaluation.



43

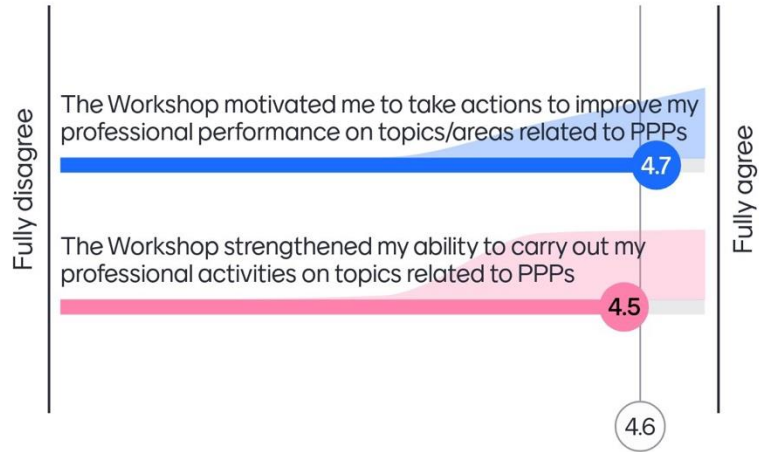
Mentimeter

Regarding the workshop, evaluate the following items:

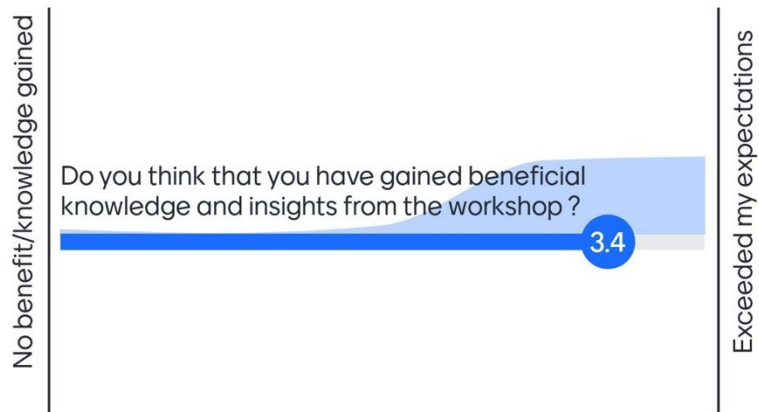


43

Motivation and capacity for action.



Knowledge gain.



Please elaborate on specific areas or topics in which you feel you've gained the most knowledge.

- Financing PPPs
- Ppp project preparation process and evaluation especially key risk areas
- Identification and structure
- Mapping for infrastructural projects. Contractual issues
- The Risk Allocation topic assisted me in understanding how risk allocation is done and what considerations to take when assigning risk
- PPPs processes, PPP cycle, PPP structure, principles. PPP financing model.
- Project screening was very practical. Elements for PPP success and what constitutes a PPP project was insightful
- on the financial modelling and how to structure the PPP Projects. Especially the last exercise on Projects and risk allocation
- Risk allocation
 - Types of a PPP
 - What is and what is not a PPP.
 - Process cycle for the PPP, tough confusing with traditional procurement
 - Types financing and funding
 - Difference between financing and funding
- THE PPP PROCESS AND ITS IMPORTANCE
- Risk and Sensitive analysis
- Conceptualising PPP projects
- Tools. Practical exercises applying concepts.
- I was so impressed with the screening tool for the selection projects. However, I feel the time allocated to the topic was insufficient.
- The overall PPP process cycle, Risk Allocation, PPP structuring and the difference between Financing and Funding PPP's.
- The legal framework and preparation of the financial model
- PPP process
 - Risk Profiling
 - PPP process cycle tool to support project screening and preparation) and PPP sustainability and resilience assessment tools.
 - I have gained knowledge on how to differentiate between what qualifies to be called a PPP and what doesn't.
 - I've gotten to understand NPV, WACC and IRR as well as the PPP process a whole lot better.
 - PPP processes and procedures and the different types of risks involved in carrying out the projects, risks were well explained
 - benefited more on types of PPPs with broad wide sectors of application and the assessment on private sector readiness criteria
 - Bankability Analysis of projects for PPPs
 - Value for money assessment, project screening, risk assessment, what is and what is not a ppp, project preparation, ppp models
 - Risk allocation and assessment
 - Identification of PPP Projects
 - Structuring of PPP Projects
- The topic on what a PPP is differentiated from non-PPPs. This was well explained and presented, and I think I have gained sufficient knowledge.
- Project identification and use if the Risk allocation tool (rat)
- How PPPs are defined and understood?
 - The socio-economic benefits of PPPs.
 - The applicability of PPPs as a driver of development.
 - The fact that not all PPPs are beneficial, workable and profitable.
- Differentiating between PPPs and non-PPP projects
- Feasibility assessment
- Risk management
 - The tools were very eye opening and could greatly help my team as we embark of the PPP projects.
 - I have appreciated the stages of a PPP project and the different project models. Further, I learnt more about the tools to manage PPP projects.
 - Project Identification, project screening project tools, the financial model
 - PPP project screening and evaluation
 - Identification of risks on PPP projects and the basic principles of PPPs.
 - Risk Allocation
 - Project screening
 - PPP project cycle
- Risk identification and allocation
 - Principles of PPPs
 - Especially on how to understand the neat guidance of the type of the projects being entered into between contracting authority and the private partners in Zambia.
 - Financial analysis, risk allocation, sensitivity analysis and different tool used to support project preparations such as P-FRAM , PSAT and SOURCE.
 - Project structuring and Project Appraisal. Thanks
 - 1. Understanding of what a PPP is and is not.
 - 2. The processes involved in carrying out a PPP project.
 - 3. How to allocate risks
 - 4. What is required for a project to be viable (screening process)
- I think my general understanding PPPs has improved however, there is need for a deeper understanding in more complex PPP structures to allow for more adaptability in the PPP space
- Project preparation
 - Structuring
 - Feasibility study
 - Commercial viability

What were the strongest points of the workshop?

- The detail about financial modeling and risk assessment. Transaction advisory information was very helpful. Types of ppp projects and availability for technical assistance was excellent
- The group activities because everyone was forced to be actively participating
- PPPs are like a marriage its long term so contracts must be thouroughly inspected.
 PPPs are a partnership bound by contract.
 PPPs allow for efficiency and effectiveness in projects.
 Risks must be all
- Risk allocation and the types of risks
- PPP processes and financing
- Identification of viable PPPs
- The practical exercises were insightful as well as the diagrammatic presentations
- The presentation slides were effective in illustrating the points being presented
- The Group work also were great as they assisted me in understanding concepts that i may have missed and misunderstoo
- Examples of applying tools.
- stakeholder involvement at early stage of PPP Project is very important
- Screening of projects
- The importance and use of PPPs
- The presentations have helped me to gain a greater understanding of the Public Private Partnerships.
- The strongest was the risks and how you can allocate them. I have learnt that you can share some risks especially the housing projects where some risks like environmental, land allocation were shared
- Risk Assesement
- group work
- Revealing reference materials
- What, the uses , importance and how to go about with PPP (adequate information was given /provided
- Financial / Accounting aspects of a project
- The facilitators were very elaborate and gave chance to the participants to ask questions.
- The technical presentations and the group work to apply the concepts on a project, the questions and corresponding responses gave more enlightenment on real life issues being faced in projects
- The practical way of delivery of the workshop.
- 1)You have to follow the PPP process cycle. In Identification stage, proper Screening is an important element in PPP projects.
 2)You have to understand the different PPP models
- Its applicability and the modelling of live projects
- The group work was interactive and i qas able to gain insight into the PPP model
- Helping the different members what is a PPP and what characterises a good PPP in terms of contract, procurement type, stakeholders involved and bankability.
- Project viability
- The discussions, views from other delegates gave me a different view and perspective
- Performance based contracts to be considered
- Very good and detailed presentations
 The presenters new their work and what they were doing
- The facilitator was knowledgeable of the material presented and provided helpful opinion on the case discussion for the Zambian PPP projects.
 - The facilitator was very knowledgeable about the subject.
 - The presentation highlighted useful information.
- The instructor was very engaging, and the content was very comprehensible. The group exercises were very helpful and the quizzes were insightful.
- PPP projects are a way to manage big projects for the public good. This presents an opportunity for the government to access private funds while allowing the private sector to contribute to development.
- 1. Allocation of risk between both parties
 2. Understanding of PPP procedures
 3. Technical and legal terms in handling PPP projects
- Financial modelling, Importance of undertaking feasibility studies, identification of risks and mitigation. Project preparation, Appraisal, Procurement process and contract management and Monitoring
 1. Risk allocation tool
 2. Screening process
 3. Identification of PPPs
- Understanding how a PPP works and the risks associated
- The PFRAM, for assessing fiscal risks has been helpful.
- Almost every topic touched on

Which part of the workshop was particularly relevant to your work?

- All parts
- Group Work hands on experience
- All of it as I work in the PPP office.
- Everything was relevant
- PPP processes
- The entire part was relevant as I needed to understand the entire cycle of the PPP preparation, procurement, management and implementation
- all
- Project identification and screening
- The legal framework
- Project structuring
- Analysis of project financials
- Conceptualising viable PPPs
- Screening and preliminary assessment.
- Issues relating to project dimensions and recommendations for PPP success
- All information was relevant
- Feedback presentation
- i work in planning which is the coordinating Department of the ministry when ever PPP would come up we wouldnt know how to explain it to the other departments.
- PPP cycle and Hands on Activities
- Multisectoral need for PPP pursuits so that all relevant areas are well tackled to ensure vibrancy of the projects
- Concept on solicited projects and also the stages of project financing and how the private party can assume the equity stages on lower equity with reference to benefit of more equity be more success
- the procedure involved in carrying out both solicited and unsolicited proposals
- The group presentation on the legal framework
- All aspects without exception.
- PPP Process and PPPs in the road sector.
- The PPP cycle especially Project Mapping Identification and Risk Allocation.
- Generally the whole training was important as it gave an overview of the various processes involved in PPPs, specifically project screening and assessment
- Use of the assessment tool for Transport and Logistics PPP Projects
- We are in the still in the early stages of our PPP project I will have to say all the parts were relevant.
- Project design, the importance of undertaking feasibility studies, the use of tools in evaluating the project in most areas like the use of Pfram, RAT and financial modelling
- PPP framework with PPP laws
- All of them especially Financial modeling
- Group discussions and screening of PPP projects.
- The presentations and group discussions
- Risk allocation and the PPP process.
- Almost everything. As a procurement practitioner, much of what was presented also happens in traditional procurement.
- 1. PPP structuring and Financing
- 2. PPP process cycle.
- The examples on the Energy Sector
- Knowledge on how responsibilities are handled between public sector and private sector
- Project identification, Project structuring, project preparation, screening and project appraisal, procurement financial analysis.
- All of it
- All

Please suggest how the workshop could be improved to better meet your learning needs.

- More case studies and evaluation points
- More practical scenarios
- The slides when presenting can be shorter and easier to read and follow.
- Duration of presentations, magnitude of work was alot but the time was limited. The afternoon sessions had lower concentration levels.
- Share presentation materials
- Have more question and answer sessions
- More time should be allocated to practical exercise
- If it can be done out of town for participants to have more time to work on assignments
- Applying to more real transactions.
 1. Detailed financial modelling and interpretation
 2. Negotiations skills
 3. PPP Legal framework
- Making the slides more visible and legible during presentations for ease of following
 1. Having small groups of say 20 people to optimise concentration and intake of the knowledge
 2. Providing some learning materials in advance as this came out to be like a training and not a workshop
- 1. Having small groups of say 20 people to optimise concentration and intake of the knowledge
 2. Providing some learning materials in advance as this came out to be like a training and not a workshop
- To be easily relatable, i propose the use of tools that am familiar with already when training and spending more time for some parts of the training such as financial modelling to get the concept
- the sessions were too long next time provide the materials before hand
- Ensuring the hands on exercises are practical, (hand on hand for each to participate and learn more).
- 1Workshop should be held away from town of residence for participants to enable full participation.
- Just that I am not a financially inclined person, some financial aspects were difficult to grasp.
- It should be a regular workshop as opposed to being once-off.
- holding it outside Lusaka because most times I was passing through the office first before attending the training which made me lose out on some presentation.
- more practical especially on financing and also team us how we can evaluate these trainings using the menti application on PPPs to ease my facilitation skills as a training expert.
- Stagger the participants into PPP beginners, intermediary/medium, and expert's continuum and have, if possible, separate trainings for each or at least for beginners; maybe combine medium and experts
- The duration of the training needs to be extended so that enough time is allocated to appreciate and internalize the topics presented.
- More group work and discussions
- More time needed for the different subtopics
- a case study would have been more practical and widened my understanding more
 - 1)There is need to have a separate workshop on the use of PPP tools like PFTAM 2.0 and PSAT 2.0
 - 2) the PPP process cycle should have been allocated more time as it is the bedrock of the PPP
- More emphasis can be placed on each stage of the PPP process, ie explaining in detail as well as an in depth training on how to use the tools for assessing PPP projects. Longer duration of training.
- The workshop meet my expectations,
- Lecture notes to be shared after every session day.
- A bit more time as we had a lot of stuff to learn in a short time.
- The more technical topics like P-FRAM to have more time allocated and more individual/group work to help grasp the concepts
- Allocate more time for specific topics related to financing and the models.
- Present case studies on good and bad projects that have been implemented.
- The workshop could be extended over a period of 7 to 10 days to allow thorough understanding of the content.
- Have multiple forms of PPPs for each sector and address it sector by sector
- There should be more group work and quiz for participants.
- The content was too much. Probably, videos for lessons learned from past projects could have been shared. Also, the presenter should have gathered testimonies from people with experience.
- At least sharing of modules during learning period, so that even those who are not familiar with terms can still get along with the lecturing.
- Otherwise was a good lecture to me.
 1. More hands-on group exercises for actual projects.
 2. More in workshop practice on the various tools discussed
 3. More time on the topics to give in-depth understanding of the topics.
- Relate it more with the Zambian environment.
- Include financial modelling



Identify 3 priority areas related to PPPs in which your organisation's institutional capacity could be strengthened.

108 responses



Please tell us in which organisation you work:

41 responses

