

Projecto de Apoio ao Comércio (ACOM)
EU-UNCTAD joint Programme of Support for Angola:
TRAIN FOR TRADE II

UNCTAD Capacity Building and Training Workshop
PUBLIC-PRIVATE PARTNERSHIPS FOR INFRASTRUCTURE PROJECTS
WITH FOCUS ON TRANSPORT INFRASTRUCTURE AND SERVICES

11-14 February 2019
National School of Administration
Luanda, Angola

Concept Note and Programme

1. Background information and training methodology

As part of the training activities of the EU-UNCTAD joint Programme of Support for Angola: Train for Trade II – a Trade Support Project (ACOM) financed by the EU –, the Transport and Logistic component will concentrate on Public-Private Partnerships for infrastructure projects with focus on transports infrastructure and services, namely, roads, rails, ports and logistics. Public-private partnerships (PPPs) are a mechanism for government to procure and implement public infrastructure and/or services using the resources and expertise of the private sector. PPPs can be an effective way to build and implement new infrastructure or to renovate, operate, maintain or manage existing transport infrastructure facilities. In both areas, PPPs can be a mutually beneficial way to solve critical transportation problems if they are properly structured and implemented. PPPs combine the skills and resources of both the public and private sectors through sharing of risks and responsibilities.

The implementation of a Program of PPPs in different levels of government is a complex and long process, subject to continuous improvement. There's a consensus among specialists that the main challenge to develop successful PPP projects, especially in developing countries, is to build capacities of public sector officials and managers and enhance their expertise and required skills to efficiently develop and manage all the phases of the PPP cycle. For this reason, this course will have a focus on practice to offer participants the knowledge and basic tools that they need to understand and play their role in this process.

It is important to note that although issues concerning the economic modelling of projects and the legal structure of contracts are part of the course content, the focus is to develop the participants' general competencies to structure and conduct the implementation of PPPs within their institutions, having in mind that this task involves professionals with different backgrounds and types of expertise.

With that context in mind, this course will be structured in five modules:



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- i. The first module will present an overview of what PPPs are, and the potential benefits and possible risks of adopting them.
- ii. The second module will discuss the institutional environment and the structure of governance that contribute to the success of a Program of Public-Private Partnerships. The best practices adopted around the world will be presented. Nevertheless, a single solution that works in all cases does not exist, getting to know the standards that are internationally adopted and recommended is of fundamental importance to make the necessary adjustments to the context of each country.
- iii. The third module will discuss four core issues related to project structuring: risk allocation, project finance, payment mechanisms and performance requisites.
- iv. The fourth module will present the cycle of a PPP, step by step. Although each of the phases of this cycle involves a specific set of knowledge, the approach that will be adopted to present this part will allow each participant to have a comprehensive view of the whole, no matter her/his background.
- v. The fifth module will introduce the topic of PPP development for transport and logistic hubs with linkage to agribusiness industry and other key non-oil economic sectors. The session will focus on how to address the development of PPPs at Project, Program and Policy levels under a framework guided by the Sustainable Development Goals (SDGs). At the same time, the session will look at how to bridge the public interest with private dynamics, knowledge and investment, including international/regional/local players, and ensure that knowledge transfer occurs at all levels. The session will also build on Angola experience of PPP application in other sectors.

Across all modules, relevant case studies from the transportation sector, more specifically roads, rails, ports and logistics hubs will be presented and discussed. The training will be delivered in Portuguese and the methodology applied will entail expository classes, case studies, analysis exercises and group discussions.

2. Objectives

- i. To build knowledge and understanding on:
 - How PPP works, and
 - The different phases of design and implementation of PPPs, from identifying the project to managing the contract, with especial emphasis on transportation (roads, rails, ports and logistics).
- ii. To identify key issues which are relevant to achieve successful implementation of PPPs in Angola.

3. Training material

- Course Guidebook on PPPs in Portuguese (elaborated for the training workshop) presenting main concepts related to Public-Private Partnerships that are relevant to cover the scope of the course and suggestions of complementary references for a deeper study of each topic.
- Complementary Bibliography:
 - World Bank. 2017. *Public-Private Partnerships: Reference Guide Version 3.0*. Washington, DC: World Bank.
 - PPIAF. 2009. *Toolkit for Public-Private Partnerships in Roads and Highways*. Washington, DC:



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Public-Private Infrastructure Advisory Facility.

4. Target audience and selection criteria for participants

The workshop is designed to benefit 35 - 45 participants. They are expected to attend all training sessions. Identification of about 50 potential candidates will be prepared by the Ministry of Commerce, MINCO, namely Director Mr. Rui Livramento, *Direcção de Intercâmbio*. Target groups shall include government officials, civil servant staff, policy and investment government officials (Management and Functional level), analyst/specialist in PPPs, transport infrastructure developers and managers, etc.

5. Logistic Information for participants

The training will take place at the National School of Administration (ENAD), from 11-14 February 2019. Training sessions will take place from 8:30 to 16:00 for a maximum of 45 participants (see selection criteria above). Diplomas will be issued to participants with minimum attendance of 80%.

6. Trainers

Mr. Hugo Gosmann

Hugo Gosmann is a specialist in public policies, with expertise on economic regulation of infrastructure projects in general, including oil & gas fields, power plants, pipelines and transmission lines, roads, rails, ports and airports.

Hugo used to be a permanent staff of the Ministry of Planning of Brazil, and also worked several years at the Ministry of Mines and Energy. He was part of a team of experts responsible for monitoring PPPs throughout the concession contracts and auction procedures for infrastructure sectors, to keep consistency and take advantage of eventual synergies that might exist between them. To undertake his work, he studied best practices regarding PPPs, to examine means to introduce their features (particularly mechanisms of risk sharing) in Brazilian concession contracts.

His experience in PPPs encompasses strategic level issues (like long-term planning and institutional governance) as well as tactic-operational level issues (economic modelling and drafting of concession contracts, auction organization and management of contracts by the regulatory authority during the period of construction and operation of infrastructure assets).

Mr. Pedro Neves

Responsible for generating Development Policies based on Sustainable Development, designing and implementing Infrastructure Investment Plans, originating, managing and delivering over USD 10 billion in infrastructure asset deals in 69 countries in Europe, Africa, the Americas and Asia.



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Infrastructure asset projects range from Oil & Gas (upstream and downstream), Power (fossil and renewable in production, transmission and distribution), Environment (water, water treatment & solid waste, Mobility (Airports, Ports, Roads, Railways, Metro), Social Infrastructure (Health, Education, Public Administration), Real Estate and Urban Development, Logistics, Industry, Mining, and Oil & Gas.

Has achieved success managing investment operations, in new ventures, new markets and with new partners due to more than 25 years of field experience operating and managing projects and special purpose vehicles (SPV's) in the development and exploitation phases.

The 10+ years' experience working with the public sector (United Nations, central and local governments, and public owned entities) designing and implementing policies for public sector investment have given him a unique perspective on public interest that has been key in originating deals and developing People-First PPPs throughout the world.

These activities cover the full life cycle of asset development starting with interpreting infrastructure gaps, analysing demographics and market tendencies, designing products and business models, defining strategy and aligning goals between share and stakeholders. This process goes from starting up and or/reorganizing management teams, carrying out fund raising (debt, equity, mezzanine) and implementing the necessary governance models.

Has been lecturing on Business Development Strategy since 2001 and is the founder of the first MBA on Urban Renewal for which he has lectured on Sustainable and Urban Development and Urban Renewal Business since 2010. Since 2016 has been lecturing on people-first PPPs, Innovative Financing, Sustainable Development Policies and SDGs, at Tsinghua University in Beijing - China, Toyo University in Tokyo - Japan, and now at Ecole des Ponts et Chaussées in Paris - France.

From his relationship and work with Harvard Business School, Tsinghua University and IESE Business School in Barcelona, became more involved on scientific research, combining: engineering (the ability to physically transform the planet), business (the ability to establish financial sustainable solutions), and social sciences (the ability to promote economic and social growth) through a more pro-active academy that promotes sustainable development based on: people, planet, prosperity, peace and partnerships.

7. Contacts

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UNCTAD Capacity Building and Training Workshop

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11-14 February 2019
National School of Public Administration (ENAD), Luanda, Angola

AGENDA	
DAY 1: Monday 11 February 2019	
08:00 – 09:00	Registration and welcome coffee
09:00 – 09:30	Formal opening session: <ul style="list-style-type: none"> • Statement by the Chief of the EU delegation in Angola, H.E. Ambassador Tomás Ulicny • Statement by the Chief of Transport section, UNCTAD, Mrs. Frida Youssef • Welcoming remarks and formal installation of Workshop, by Angola’s Transportation Vice-Minister for Aviation, Maritime Transport and Ports, Mr. António da Cruz Lima
09:30 – 09:40	Break: Moving to another meeting room to pursue workshop activities
09:40 – 10:00	Introductory session <ul style="list-style-type: none"> • Workshop objectives (Mr. Hugo Gosmann, UNCTAD Consultant) • Round of introductions (participants and trainers)
10:00 – 12:00	Module 1: Understanding PPPs <ul style="list-style-type: none"> • A broad snapshot of PPPs (Mr. Hugo Gosmann, UNCTAD Consultant)
12:00 – 13:00	Lunch break
13:00 – 14:00	Module 1: Understanding PPPs <ul style="list-style-type: none"> • A broad snapshot of PPPs (Mr. Hugo Gosmann, UNCTAD Consultant) – cont’d
14:00 – 14:30	<ul style="list-style-type: none"> • The transport sector in Angola: strategic (sectoral) priorities and on-going initiatives, advancements and challenges. Speaker: Mr. Eugénio de Lima Fernandes, coordenador do Plano Director Nacional do Sector dos Transportes.
14:30 – 15:00	<ul style="list-style-type: none"> • Challenges related to logistics infrastructure in Angola. Speaker: Mr. Rogério Castro, ACOM Consultant.
15:00 – 16:00	Group exercise <ul style="list-style-type: none"> • <u>Objective:</u> apply knowledge gained during this module to the context of Angola • <u>Topic:</u> Transport infrastructure development in Angola: How does PPP fit in the picture?



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DAY 2: Tuesday 12 February 2019	
08:30 – 09:00	Welcome coffee
09:00 – 11:00	Module 2: Institutional environment and Governance for PPPs <ul style="list-style-type: none"> Mr. Hugo Gosmann, UNCTAD Consultant
11:00 – 12:00	<ul style="list-style-type: none"> Guiding principles to implement PPPs in Angola. Speaker: Mrs. Mara de Almeida, PPP Commission, Ministry of Economy and Planning Proposed bill to reform the PPP Law. Mr. Arnito Agostinho, President of the Administration Council of INAPEM
12:00 – 13:00	Lunch break
13:00 – 14:00	Group exercise <ul style="list-style-type: none"> <u>Objective:</u> apply knowledge gained during this module to the context of Angola <u>Topic:</u> Considering strategic issues when designing PPPs: reflecting about the institutional framework and the role of the Government of Angola
14:00 – 16:00	Module 3: Structuring PPP projects <ul style="list-style-type: none"> Mr. Hugo Gosmann, UNCTAD Consultant

DAY 3: Wednesday 13 February 2019	
08:30 – 09:00	Welcome coffee
09:00 – 11:00	Module 3: Structuring PPP projects (continued) <ul style="list-style-type: none"> Mr. Hugo Gosmann, UNCTAD Consultant
11:00 – 12:00	Module 4: The PPP cycle <ul style="list-style-type: none"> Mr. Hugo Gosmann, UNCTAD Consultant
12:00 – 13:00	Lunch break
13:00 – 15:00	Module 4: The PPP cycle (continued) <ul style="list-style-type: none"> Mr. Hugo Gosmann, UNCTAD Consultant
15:00 – 16:00	<ul style="list-style-type: none"> Leveraging PPPs to develop the Lobito corridor: infrastructure gaps, financing needs and PPP potential. Speaker: Mr. Nelson Martins, Director of the Lobito Corridor



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DAY 4: Thursday February 2019	
08:30 – 09:00	Welcome coffee
09:00 – 11:00	<p>Module 5: PPPs in logistics</p> <ul style="list-style-type: none"> Introducing a framework guided by Sustainable Development Goals to design PPPs for transport and logistics infrastructure and services development Mr. Pedro Neves, UNCTAD Consultant
11:00 – 12:00	<p>Module 5: PPPs in logistics (continued)</p> <ul style="list-style-type: none"> PPPs for sustainable development: learning from 3 case studies: Park Expo “the invented city” (Lisbon); Soyo/Base do Kwanda _(Angola) and Karibu Mokambo Corridor (DRC) Mr. Pedro Neves, UNCTAD Consultant
12:00 – 13:00	Lunch break
13:00 – 14:30	<p>Group exercise</p> <ul style="list-style-type: none"> <u>Objective</u>: apply knowledge gained during this module to the context of Angola <u>Panel discussion</u>, moderated by Mr. Pedro Neves, UNCTAD Consultant <u>Topic</u>: reflecting on how the PPPs could be designed and implemented (in Angola) to promote transport infrastructure and logistics development with linkage to promote other key non-oil economic sectors (e.g. agri-business industry): reflecting on success factors, opportunities and challenges: <u>Panellists</u>: representatives of national institutions who participated in previous modules
14:30 – 16:00	<p>Closing session</p> <ul style="list-style-type: none"> Group reflection/discussion with participants on key take-aways from the course Identification of key issues to be developed in subsequent trainings and way forward Evaluation Distribution of certificates/closing <p>End of workshop</p>

