

# PPP PROJECT OFFICERS MANAGEMENT SKILLS DEVELOPMENT ONLINE TRAINING PROGRAMME

April 2 - 25, 2008

July 2 - 25, 2008

November 5 - 28, 2008



## THREE INTERACTIVE MODULES OVER THREE WEEKS

### Weekly Activities in Each Module

Review topical "content-rich" documents and reference materials, case studies, and simulation exercises and complete written assignments.

Through discussion boards, e-mail, and chat rooms, participate interactively with collaborative assignments and exchanges with participants and course facilitators worldwide.

Develop a strategic "PPP Management Checklist" for yourself and your organisation with weekly feedback and guidance from the course facilitator and other participants.

### PROGRAMME HIGHLIGHTS

- Learn about the roles, responsibilities, and management skills requirements of the PPP Project Officer during project inception and feasibility
- Learn about the roles, responsibilities, and management skills requirements of the PPP Project Officer during the procurement process
- Learn about the roles, responsibilities, and management skills requirements of the PPP Project Officer during project development, delivery, and exit
- Review SADC and international case studies on successfully managing PPP projects
- Participate in online group discussions with participants from the SADC region and around the globe
- Develop a detailed and personalised strategic "PPP management checklist" that will help you apply what you have learned on-the-job



## INTRODUCTION

The SADC Banking Association, with financial support from The Banking Association South Africa and the Canadian International Development Agency (CIDA), is pleased to offer, in cooperation with the Institute for Public-Private Partnerships (IP3), a three-week intensive training programme on *PPP (Public-Private Partnership) Project Officers Management Skills Development*.

The overall goal of this programme is to provide those individuals responsible for identifying, developing, and monitoring public-private partnership projects (often referred to as “PPP Project Officers”) with the appropriate skills to manage and administer specific PPP project opportunities and programmes for their organization. The key responsibilities of PPP Project Officers are to make sure a PPP project happens on time, on budget, and to the required standards — no small feat without the proper training. The focus of this new online programme is on the specific elements that PPP implementers and practitioners need to effectively build and manage the right PPP team, manage the overall PPP process, and get to contract/transaction closure.

Participants in the course will be responsible for completing weekly assignments, interacting via discussion boards and e-mails with fellow participants and course facilitators, and completing a strategic PPP management checklist. The programme will be conducted entirely over the Internet—access can be made from any computer (at any time) with an Internet connection.

### PARTICIPATING IN AN ONLINE TRAINING PROGRAMME

Training “online” may be an unfamiliar (and intimidating) experience for many people. It doesn’t have to be that way—as long as you know how to use basic Internet functions. Virtually the entire course is “point and click” with your mouse. After the first week of training, you will be an expert in maneuvering through the course site.

A key advantage to “online training” is that course material is available “24/7” so you can access material and complete your assignments on your schedule and not someone else’s. Additionally, the discussion board threads are an excellent communication tool—the power of the written word is a very effective communication medium.

## COURSE MODULE TOPICS

The programme consists of three modules (one per week). Each module focuses on the key tasks the PPP Project Officer must accomplish for the identified PPP stage and highlights the relevant administrative and managerial “soft” skills necessary for the Project Officer to complete those key tasks.

### Week I (Module I): PPP Project Officers Role During Project Inception and Feasibility

- Key steps and tasks in project inception
- Engaging PPP advisors and transaction advisors
- Managing the pre-feasibility and feasibility analysis process
- Understanding, managing and tracking risks
- Principles of PPP project administration and knowledge management
- The importance of project management and project leadership
- Needs and solutions analysis: balancing Government goals with realistic PPP outcomes
- The importance of effective and timely decision making
- Communicating early with stakeholders
- Developing a good working relationship with the Transaction Advisors

### Week II (Module II): PPP Project Officers Role During the Procurement Process

- Overview of the PPP procurement process and the role of the PPP Project Officer
- developing a checklist for compliance with international and local contracting norms
- Optimising the relationship with financiers
- Ensuring administration of the bidding process is according to the book to avoid legal challenges
- Effective reporting on procurement process and results
- Negotiation preparation, skills development, and methods for win-win solutions
- Communicating with stakeholders and managing political pressure
- Providing project leadership

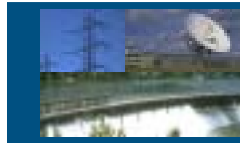
### Week III (Module III): PPP Project Officer Role During Project Development, Delivery and Exit

- Monitoring based on contract vs. prevailing legislation and regulatory institutions
- Key tasks and reporting requirement of managing and monitoring PPPs
- Maintaining and reporting on detailed project data
- Managing conflict and dispute resolutions
- Managing employees and staff attrition
- Communication with stakeholders, particularly labour
- Tasks for successful project closure
- Institutionalizing project experience and lessons learned



## CONTINUING EDUCATION UNITS (CEUs) EARNED AND PROFESSIONAL CERTIFICATION

Participants who successfully complete the requirements of the course will earn 3.0 CEUs (Continuing Education Units) and a *Certificate of Achievement* for participation. These CEUs can be used towards becoming a *Certified Public-Private Partnership Specialist™* under the jointly sponsored professional certification program offered by IP3 and WEDC of Loughborough University. 24.0 CEUs, among other requirements, are necessary for certification. Complete information on the certification programme can be found at the following link:  
[www.globalcertifications.org](http://www.globalcertifications.org).



Professional Certification Programs  
**Certified Public-Private Partnership Specialist™ Program**

## WHO SHOULD PARTICIPATE

This course is for those individuals from ministries, privatisation/PPP units, local government organisations, banking institutions, and private law and investment firms who are directly responsible for managing and administering PPP projects and programmes in a cross range of sectors: energy, transportation, municipal services, water, solid waste, telecommunications, health, and education. This programme is designed to help analyze the key tasks of a PPP project officer or manager and to develop the “soft” management and administrative skills necessary to successfully conceptualize, develop (including transaction closure), and monitor PPP projects. Intended audience includes:

Senior and Middle Managers/Project Officers from **Privatisation Agencies, PPP Units** or **Procurement Agencies**

Senior and Middle Managers from **Ministries of Finance, Energy, Water, Transportation, Telecommunications, Health** and **Education**

Managers/Project Officers from **Local (Municipal) and Regional Government Agencies**

Senior and Middle Managers managing PPP Projects from **Development and Private Sector Banks**

Project Officers from **Regulatory Bodies** or **Contract Monitoring Units**

Project Developers from **Construction, Engineering** and **Other Private Sector Firms**

Staff from **Multi** and **Bi-Lateral Donor Agencies** involved with PPP Development

*“The PPP Project Officer’s Management Skills Development online training programme is a must for any Public Officer entrusted with, or anticipating being entrusted with, the responsibility of managing a PPP project. The modules clarify all the important steps necessary to actually manage and administer the key PPP phases: project inception and feasibility, procurement, project development, and project delivery, whilst not forgetting the importance of exit provisions. The modules illustrate what can go wrong with projects, as well as how to plan for successful ones, by analyzing actual case studies in a variety of sectors. The programme also trains the participant to use a useful planning and monitoring tool for designing your own project management “checklist” of required actions.”*

**Dr. Kishore Baguant**  
Former Head, PPP Secretariat  
Ministry of Finance and Economic Development  
Port Louis, Mauritius



## REQUIREMENTS FOR COMPLETING THE PROGRAMME

The three-week course is an intensive program designed for individuals that are responsible for managing PPP projects and programs. The weekly assignments require approximately eight to ten hours’ commitment by the participant.

Your work can be completed any time during each week, but assignments must be posted to the course site on the due dates. You do not have to be “online” all the time to do your assignments—all documents are in PDF and can be downloaded from the course site, saved (right click on your mouse and hit “save target as”), and printed easily. Posting your assignment responses in the discussion board will require your connection to the Internet and the course site.

Assignments will be reviewed by the course facilitator and your fellow participants, who will provide written feedback. All assignments must be completed in full and on time to receive your *Certificate of Achievement* and 3.0 CEUs.

## SPONSORING ORGANIZATIONS

**The SADC Banking Association** was founded in 1998 with the objective of coordinating the activities of national associations of banks in the SADC region (member countries include Angola, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia, and Zimbabwe). One of the key activities is the management of the *SADC PPP Capacity Building Project* under funding from CIDA. For more information, please visit: [www.banking.org.za/sadc/](http://www.banking.org.za/sadc/).

**The Institute for Public Private Partnerships, Inc. (IP3)** founded in 1994, is an international capacity building firm that has trained thousands of officials worldwide on all aspects of designing, financing, developing, and monitoring public-private partnership programs and projects in the energy, water, telecommunications, transportation, and municipal service sectors. IP3 began offering PPP and infrastructure regulation online courses in 2004 and has trained hundreds of officials using this leading learning technology. For more information, please visit: [www.ip3.org](http://www.ip3.org).

## PROGRAMME DATES, FEES AND REGISTRATION

The programme will be offered several times a year over a five year period (2007 - 2012). Current dates include:

April 2 - 25, 2008

July 2 - 25, 2008

November 5 - 28, 2008

Registration can be completed online at [www.ip3.org/projects/2520\\_03.htm](http://www.ip3.org/projects/2520_03.htm) or from IP3's homepage at [www.ip3.org](http://www.ip3.org) (click on 'SADC-IP3 Online Course Catalog' in the left menu bar and follow the instructions).

Course tuition fees are US\$385.00 per participant. Payments can be made by wire transfer, check or credit card. Payment details will be provided to the participant after registration. Payments are due in full prior to the start date of the programme. Scholarships are available for SADC Nationals (see box below).

Priority registration is provided to SADC member countries, however participants from the rest of Africa and the global community are encouraged to register.

Once enrolled in the programme, detailed course information and syllabus, including login and course site navigation documents, will be emailed to you 24 hours before the course start date.

***"Having participated in the PPP Projects Officer Management Skills Development online programme, I strongly feel that the course is a must for those who wish to sharpen their PPP projects management skills to avoid costly errors in project feasibility, development and delivery. Being an online course not only allowed for flexibility of study times and the mixing of work with learning, but it also provided an opportunity for me to share diverse multinational and professional experiences with fellow participants around the world."***

**Henry Sakala**  
**Advisor to the National Commission for Privatisation**  
**Freetown, Sierra Leone**

### Incentive Scholarship Fund for SADC Nationals

To support the capacity building goals of the SADC Banking Association, there are numerous tuition scholarships available for SADC Nationals and individuals from SADC-based organizations. For eligibility requirements, please visit: [www.ip3.org/projects/2520\\_07.htm](http://www.ip3.org/projects/2520_07.htm) or contact Mrs. Kairuki from the SADC Banking Association below.

## CONTACT

For additional information about the programme (or future date offerings) please contact:

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**Register Online at [www.ip3.org](http://www.ip3.org)!!**