



# Agenda

Duration	Day 1	Day 2	Day 3
08:00- 08:30	Registration	Registration	Registration
8:30-10:15	<p><b>Welcoming Remarks</b></p> <p><b>Introduction of Participants &amp; Expectations</b></p>	<p><b>Investment Phase I</b></p> <ul style="list-style-type: none"> <li>•Bankability Study</li> <li>•Project Structuring</li> <li>•Financial Modeling</li> <li>•Financing Strategy</li> <li>•Project Packaging</li> <li>•Identification &amp; Selection of Strategic Equity Partner</li> <li>•Joint development Agreement</li> <li>•Shareholders' Agreement</li> <li>•Special Purpose Vehicle</li> <li>•Negotiation and Signing of Concession Agreement</li> <li>•Licenses and Permits</li> </ul>	<p><b>Implementation Phase I a</b></p> <ul style="list-style-type: none"> <li>•Contractor Mobilisation</li> <li>•Construction</li> <li>•Staff Recruitment</li> <li>•Technical Testing</li> <li>•Commissioning</li> </ul>
10h15-10h30	Break	Break	Break
10:30-12:30	<p><b>Project Preparation</b></p> <ul style="list-style-type: none"> <li>•Objectives</li> <li>•Strategy</li> <li>•Project Cycle</li> <li>•Project Identification</li> <li>•Enabling Environment</li> <li>•Stakeholder Contribution</li> <li>•Due Diligence</li> </ul>	<p><b>Investment Phase II</b></p> <ul style="list-style-type: none"> <li>•Development of Security Package</li> <li>•Project Information Memorandum</li> <li>•Road Shows</li> <li>•Term Sheets (debt/ equity)</li> <li>•Lender/Investor Due Diligence</li> <li>•Loan Negotiations</li> <li>•Loan Agreement</li> <li>•Disbursement CPs</li> </ul>	<p><b>Implementation Phase I b</b></p> <ul style="list-style-type: none"> <li>•Challenges of Project Implementation</li> <li>•Challenges of Monitoring</li> <li>•Challenges of Post-Implementation Evaluation</li> </ul>
12:30-13h30	Lunch	Lunch	Lunch
13h30-15h00	<p><b>Pre-investment Phase I</b></p> <ul style="list-style-type: none"> <li>•Resource Mobilisation</li> <li>•Appointments of Advisors (Financial, Legal, Technical, Socio-Environmental)</li> <li>•Prefeasibility</li> <li>•Tariff Strategy</li> <li>•Market Strategy</li> <li>•O&amp;M Strategy</li> </ul>	<p><b>Investment Phase III</b></p> <ul style="list-style-type: none"> <li>•EPC Procurement</li> <li>•Preparation of Tender Documents</li> <li>•Management of the Tendering Process</li> <li>•Tender Evaluation</li> <li>•Tender Award</li> <li>•Negotiations</li> <li>•EPC Contract Agreement</li> <li>•O&amp;M Contract Agreement</li> </ul>	<p><b>Case Study</b></p>
15:00-15:15	Break	Break	Break
15:15-17:00	Case Study	Case Study	Review
<b>FACILITATORS</b>	<b>SIYANGA MALUMO</b>	<b>SIYANGA MALUMO</b>	<b>SIYANGA MALUMO</b>



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# Project Preparation Training



11<sup>th</sup> – 13<sup>th</sup> September 2012

Euro Prime Hotel, Boksburg, South Africa



## Overview

The Southern African Development Community (SADC) has established goals to integrate the finance and investment sectors within the region through the Finance and Investment Protocol (FIP), which entered into force on April 16, 2010. The FIP will be implemented in terms of the strategic guidelines provided in the SADC Regional Indicative Strategic Development Plan (RISDP), which sets time specific targets for regional integration.

As a comprehensive policy framework, the FIP complements regional trade agreements by increasing the attractiveness of the SADC region as an investment destination area, enhancing the competitiveness of SADC enterprises in world markets, giving access to better and more cost efficient financial services and providing deeper and more liquid markets. The FIP thus lies at the heart of the envisioned SADC Common Market, and combined with the right economic policy and structural reforms in these sectors has the ability to raise growth and reduce poverty in Member States (MS).

The EU provides assistance to the implementation of the SADC FIP through the Project: "Support to the Implementation of the Protocol on Finance and Investment". The overall objective of the Project is to increase economic growth, reduce poverty and provide support to SADC Member States in order to achieve closer regional economic integration based on the harmonisation of the finance and investment sectors through the implementation of the FIP.

Through FIP Annex 9, "Co-operation in respect of Development Finance Institutions", Article 7, "Capacity Building and Strengthening of DFIs", SADC Member States have committed themselves to cooperate in capacity building initiatives that support the development of a skilled and active DFI Network in the region.

As part of this capacity building programme, the SADC Development Finance Resource Centre (DFRC), as a subsidiary institution and implementing agency of the SADC Secretariat is offering a training programme on Project Preparation for infrastructure development targeted at regional, national and DFI officials from the SADC region.

## Objective

The purpose of the training is to build capacity within SADC DFIs, Government Departments and the SADC

Secretariat to prepare projects to the stage of implementation. The training will give participants a broader understanding of the steps and mechanisms of the preparation of infrastructure projects with a clear link to a successful realization through uptake and implementation by both private and public sectors.

The training programme will also include sharing of experiences on infrastructure project preparation, so as to provide participants with knowledge and tools to successfully prepare and manage their infrastructure projects or participate proactively in such projects in different national and transnational contexts.

## Participants

The target group are Business, project and investment analysts who are involved in, or likely to be involved in project preparation for infrastructure projects. Participants will be drawn from development Finance Institutions (DFIs), governments and regional institutions in SADC.

## Facilitator: Mr. Siyanga Malumo

**Present position:** Chairman of Africana Finance and Investments

### Key qualifications:

- First Hand PPP & Project Finance Experience
- Over 20 Years of Project Finance Experience (mostly Infrastructure)
- Over 34 Years Capacity Building Experience (Africa, Europe and North America)
- Experienced in Structuring, Packaging and Raising Funds for Infrastructure Projects in Africa (for Governments, Parastatals, Private Sector, PPPs) using Corporate and Project Finance approaches

- Designing, Structuring, Interpretation and Review of Financial Models as Tools for Project Development, Structuring, Financial Packaging and Negotiations
- Over 30 years of Experience in International Banking and Finance

## Education:

Date (from - to)	Institution	Degree(s) or Diploma(s) obtained:
1970 - 74	University of Zambia	BA (Business, Economics, Law)
1971	University of Madagascar	Diploma (French)
1975 - 77	McGill University	MBA (Finance, Marketing)

## Professional Experience:

Description
<p><b>2006– present : South Africa, African Finance &amp; Investment, Chairman</b></p> <p>Responsible for: Leading Projects Structuring to ensure Financial Close and, ultimately Successful Project Implementation, Development of Business Strategy, Identification of Investment Opportunities, Project Appraisal / Evaluation, Investment Decision, Resource Mobilisation (Debt/Equity), Capacity Building</p> <p>Selected Projects:</p> <p>(1) Acquisition of Copperbelt Energy Corporation (Zambia) - Lead Financial Advisor and Investor</p> <p>(2) Expansion of Benin Telecom (Benin Republic) – Team Leader (Mobilising Funds, Economic and Financial Modelling, Security Packaging)</p>