

A TWO DAY CONFERENCE  
PLUS A ONE DAY  
PRE-CONFERENCE SEMINAR

12-14 March 2007  
Four Seasons Hotel  
Cairo at Nile Plaza,  
Arab Republic of Egypt

# THE PUBLIC PRIVATE PARTNERSHIPS MIDDLE EAST AND NORTH AFRICA SUMMIT

The Government private sector forum on the latest  
developments in the MENA region

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## Open letter from Dr Youssef Boutros Ghali, Minister of Finance, Arab Republic of Egypt

The Egyptian Government is committed to investing in high-quality public services and infrastructure. We believe that by bringing together the expertise and resources of the public and private sectors, PPPs facilitate the delivery of high-quality services and ensure greater efficiency and value for money.

We recognize the need to make Egypt an attractive PPP market for domestic and international participants, such as contractors and banks. In this context, we have recently established the Egyptian PPP Central Unit at the Ministry of Finance, which acts as a focal point for the dissemination of knowledge, expertise and best practice in relation to PPPs develop, sponsor new legislation and regulation for PPP and as an advisor to government departments on individual projects. In other words, the Unit is to become the "public face" of PPP in Egypt. We believe that these measures will create a degree of confidence that will enable the government to move ahead rapidly with its PPP program.

Accordingly, the Egyptian Government is now planning major PPP projects across the country that will be undertaken in the Education, Health and Utilities sectors. This is indicative of our belief that there is considerable potential for the implementation of PPPs in Egypt.

If we are to realise the full potential of PPPs in Egypt, we will need to continue to promote dialogue between the public and private sectors to exchange ideas, share experiences and find appropriate solutions to problems. In a similar way, the PPP Middle East and North Africa Summit focuses on the lessons that countries can learn from one another and provides a forum for sharing best practice

Recognizing the value of this mutual learning, I am pleased that the Inaugural PPP Middle East and North Africa Summit will be held from 12 to the 14 March 2007 in Cairo.

I look forward to meeting you at the Summit.

**Dr Youssef Boutros Ghali**  
Minister of Finance, Arab Republic of Egypt

## Keynote addresses:

**Egypt:** Dr Youssef Boutros Ghali, Minister of Finance, Arab Republic of Egypt  
Dr Hatem Mostafa Mostafa El Gabaly, Minister of Health and Population, Arab Republic of Egypt  
Yousry Saber Hussein El Gamal, Minister of Education, Arab Republic of Egypt  
Eng. Ahmed El Magraby, Minister of Housing, Utilities and Urban Development, Arab Republic of Egypt  
Mohammed Younis Lotfy Mansour, Minister of Transport, Arab Republic of Egypt  
Dr Mahmoud Mohieldin, Minister of Investment, Arab Republic of Egypt  
**IFC:** Edward Nassim, Vice President, Europe, Africa and Middle East, International Finance Corporation, World Bank  
**Jordan:** H.E. Dr. Mohammad Abu Hammour, Chairman of the Executive Privatization Commission  
**Kuwait:** Sheikh Ahmad Al Abdullah Al Ahmad Al Sabah, Minister of Health  
**Lebanon:** Sami Haddad, Minister of Economy and Trade, Lebanon  
**Libya:** Tahir al-Hadi al Juhaymi, Secretary for Planning  
**Turkey:** Binali Yildirim, Minister of Transport  
**United Arab Emirates:** Abdulla Mograby, Consultant, Ministry of Presidential Affairs  
Mubarak Saeed Al Shamesi, Director General, Abu Dhabi Education Council

## Hear about the latest PPP programmes in the MENA region and beyond from senior public sector experts:

**Mohammed El Alfy**, Assistant Minister, Ministry of Housing Utilities and Urban Development, Arab Republic of Egypt  
**Dr Ziad Ahmed Bahaa El Din**, Chairman of the General Authority For Investment and Free Zones, General Authority for Foreign Investment, Arab Republic of Egypt  
**Andy Carty**, Chief Operating Officer, Partnerships UK  
**Nabil Helmy**, Head of Schools General Authority, Egyptian Ministry of Education  
**Leonidas Korres**, Head of the PPP Unit, Ministry of Economy, Greece  
**Sherif Oteifa**, Advisor to the Minister, Ministry of Investment, Arab Republic of Egypt  
**Baroness Symons of Vernham Dean**, Member, House of Lords, UK  
**Rania Zayed**, Director of the Central PPP Unit, Ministry of Finance, Arab Republic of Egypt

This summit will be conducted in English and Arabic with full simultaneous translation.

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Public private partnerships (PPPs) not only provide governments with a mechanism for financing needed public services at lower costs, they also promote delivery of higher quality public services. Public need is identified clearly and risk and reward are allocated fairly. Government maintains control of what it's best at and forms partnerships to benefit from commercial discipline and greater ability to innovate within the private sector.

The Inaugural PPP/PFI Middle East and North Africa Summit programme is based around the key themes that currently concern the public and private sectors. The carefully chosen case studies will illustrate the themes under discussion within the context of specific deals. Structured panel discussions will allow experienced market participants from both the public and private sectors to share their insights on resolving some of the most common, but most intractable, issues encountered in PPPs.

The objective of the pre-conference seminar on PPP basics is to bring delegates up to speed with the more advanced topics that will be discussed during the conference.

Additionally, the summit provides an invaluable networking opportunity at the highest level for both the public and private sectors.

MONDAY 12 MARCH 2007 - PPP BASICS: A PRACTICAL ONE DAY PRE-CONFERENCE SEMINAR

**08:30 Coffee and registration**

**09:00 Chairman's opening remarks**

**09:05 What are PPPs?**

- Principles of PPPs
- Overview of different PPP models
- Respective roles of the public and private sectors
- The advantages and disadvantages of different PPP structures
- Typical consortia structures

**Tarek Mansour**, Partner,  
PricewaterhouseCoopers LLP

**09:50 The role of the PPP Taskforce - the Egyptian experience**

- Role of the Government and its PPP Taskforce
- Setting the PPP policy framework
- Building capacity within - the main challenges
- Developing best practice in PPP project development, implementations and monitoring post-award

**Rania Zayed**, Director of the Central PPP Unit,  
Ministry of Finance, Arab Republic of Egypt

**10:30 Morning coffee**

**10:50 Identification, evaluation and prioritization of suitable PPP projects**

**11:30 How to make a PPP transaction bankable**

- Financing options
- Deal preparation: the importance of due-diligence (technical, financial and legal)
- Government commitment
- Investor capacity
- Appetite of financial investors

**12:10 Understanding risk in PPP projects**

- Identifying key project risks
- Risk mitigation techniques
- Post-contract risk issues
- Basis for allocating risks to the parties
- Pricing and transferring risk

**12:30 Morning Q&A session**

**13:00 Lunch**

**14:10 Legal and contractual issues in PPPs**

- Shareholder agreements, operation and maintenance agreements and other documentation involved in PPPs
- Impact of public law, contract law and employment law
- Tax considerations
- Contract standardisation
- Penalties and termination and approaches to dispute resolution

**14:50 Managing the tender process to get the best possible deal**

- The specification challenge - specifying user needs in output terms
- Addressing the private sector's information requirements
- Identifying appropriate bidders and assessing the bids
- Key aspects of the bidder process
- Negotiation strategies and closing the deal

**15:30 Afternoon tea**

**15:50 Communication tools for a successful PPP programme**

- Planning a successful media campaign to win over the public
- Bringing key stakeholders on side
- Communicating effectively with labour when state-owned companies get privatised
- The political dimension of communications
- Demonstrating the success of the PPP concept

**16:30 Afternoon Q&A session**

**17:10 Close of seminar**

**Conference pre-registration: 14:00 - 17:10**

City & Financial is a research-based conference organiser and publisher with a particular focus on PPPs.

In addition to *The PPP Middle East and North Africa Summit*, City & Financial is the organiser of *The PPP European Summit*, *The PPP Asia Summit* and *The PPP Americas Summit*. We also organise a number of conferences on individual, national markets in Europe. For full details regarding these and other financial conferences, please visit the City & Financial website: [www.cityandfinancial.com](http://www.cityandfinancial.com)

In the UK, we organise a number of high-level PPP conferences under joint ventures with government departments, government agencies and leading organisations. Our joint venture partners or PPP events in the UK include HM Treasury, the Scottish Executive, Partnerships UK, Partnerships for Schools and the National Audit Office.

City & Financial publishes a periodical entitled *PPP In-Depth*, which is dedicated to the needs of PPP practitioners in the public and private sectors. While most current information sources are limited to shorter articles, *PPP In-Depth* provides "thought leadership" with in-depth and original coverage of a single topic in each issue. Visit [www.cityandfinancial.com/pppindepth](http://www.cityandfinancial.com/pppindepth) or call +44(0) 1483 720707.

TUESDAY 13 MARCH 2007: CONFERENCE DAY ONE

**08:30 Coffee**

**08:55 Chairman's opening remarks**

**Tarek Mansour**, Partner,  
PricewaterhouseCoopers LLP

**09:00 Welcome Address**

**09:10 Keynote address I**

**Dr Youssef Boutros Ghali**, Minister of Finance,  
Arab Republic of Egypt

**EGYPT**

**09:30 Keynote address II**

**Dr Mahmoud Mohieldin**, Minister of Investment,  
Arab Republic of Egypt

**09:45 PPPs as a promising business model for the future**

**Edward Nassim**, Vice President, Europe, Africa  
and Middle East, International Finance  
Corporation, World Bank

**10:00 Making Egypt's PPPs work in practice**

- PPP pilot projects
- PPP legislative framework
- Role of Egypt's PPP Taskforce

*Presentation by*

**Rania Zayed**, Director of the Central PPP Unit,  
Ministry of Finance, Arab Republic of Egypt

*Panel discussion with*

**Sherif Oteifa**, Advisor to the Minister,  
Ministry of Investment, Arab Republic of Egypt

**Mohammed El Alfy**, Assistant Minister,  
Ministry of Housing, Utilities and Urban  
Development, Arab Republic of Egypt

**Dr Ziad Ahmed Bahaa El Din**, Chairman of the  
General Authority For Investment and Free Zones,  
General Authority for Foreign Investment,  
Arab Republic of Egypt

**Nabil Helmy**, Head of Schools General Authority,  
Ministry of Education, Arab Republic of Egypt

**11:00 Harnessing investment from the Gulf States to develop infrastructure in the MENA region**

**11:30 Morning coffee**

**KEY FINANCIAL AND LEGAL ISSUES I**

**11:50 Panel discussion on MENA financing trends**

**The role of multilateral institutions**

**Ousseynou Nakoulima**, Senior Investment  
Officer, Infrastructure and PPPs, Private Sector  
Department, African Development Bank

**The role of Islamic finance**

**The role of private finance**

**12:50 Lunch**

**14:00 Funding mechanisms for PPP projects**

- Bank versus bond finance
- Ratings
- Debt refinancing
- PPP funds and the secondary market
- Institutional investors
- Harnessing government's lower cost of borrowing

**14:20 Development of local long-term funding markets and associated hedging**

**EDUCATION**

**14:40 Improving the quality of education facilities through PPPs**

**Yousry Saber Hussein El Gamal**, Minister of  
Education, Arab Republic of Egypt

**Dr Abdulla Mograby**, Consultant, Ministry of  
Presidential Affairs, United Arab Emirates

**Mubarak Saeed Al Shamesi**, Director General,  
Abu Dhabi Education Council,  
United Arab Emirates

**15:15 Case study: Al Ain University, United Arab Emirates**

**15:35 Afternoon tea**

**HEALTH**

**15:55 The role of PPPs in improving the health facilities**

**Dr Hatem Mostafa Mostafa El-Gabaly**, Minister  
of Health and Population, Arab Republic of Egypt

**Sheikh Ahmad Al Abdullah Al Ahmad Al Sabah**,  
Minister of Health, Kuwait

**16:25 Case study: Doha Hospital, Qatar**

**Morshidi Abdul Rahman**, Chief Executive Officer,  
Gulf Golden Square

**HOUSING, UTILITIES, AND URBAN DEVELOPMENT**

**16:45 Latest progress in the role of PPP projects in urban development**

**Eng. Ahmed El Magraby**, Minister of Housing,  
Utilities and Urban Development,  
Arab Republic of Egypt

**Dr Tahir al-Hadi al Juhaymi**, Secretary for  
Planning, Libya

**17:15 Case study: King Abdullah Economic City, Saudi Arabia**

**17:35 End of Day One**

This summit will be conducted in English and Arabic with full simultaneous translation.

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The International Finance Corporation, the private sector arm of the World Bank Group, is the largest multilateral provider of financing for private enterprise in developing countries. IFC finances private sector investments, mobilizes capital in international financial markets, facilitates trade, helps clients improve social and environmental sustainability, and provides technical assistance and advice to businesses and governments. From its founding in 1956 through FY06, IFC has committed more than \$56 billion of its own funds for private sector investments in the developing world and mobilized an additional \$25 billion in syndications for 3,531 companies in 140 developing countries. With the support of funding from donors, it has also provided more than \$1 billion in technical assistance and advisory services. For more information, visit [www.ifc.org](http://www.ifc.org). IFC's strategy for the Middle East and North Africa is to support economic reform through investment and advice on global best practices; focus investments in the financial, infrastructure, and small and medium enterprise sectors; provide targeted, high-impact technical assistance for the financial sector, small and medium enterprises, the business environment, public-private partnerships, and privatizations; promote intra- and interregional investments to accelerate economic integration and business expansion. In FY06, IFC's commitments in the region jumped more than 100 percent, for a total of \$668 million in 29 projects, compared with \$315 million for 21 projects during the previous year. IFC's FY06 investments were spread across the region, in economic sectors including infrastructure, manufacturing, oil and gas, and financial institutions, with the last category representing over 40 percent of IFC's regional commitments. IFC in the Middle East and North Africa provides technical assistance for client companies, government entities, and business associations, primarily through IFC's private enterprise partnership facility (PEP-MENA). IFC's PEP-MENA is a multidonor facility for technical assistance that supports private sector development across the Middle East and North Africa region. The facility was launched in October 2004 as part of the G8 broader Middle East initiative. PEP-MENA focuses on improving the business-enabling environment, strengthening financial markets, supporting small business development, and promoting privatizations and public private partnerships. From its inception through FY06, PEP-MENA has committed more than \$20 million in technical assistance and advisory services projects. Its activities are funded jointly by IFC and the following donors: Canada, France, the Islamic Development Bank, Japan, Kuwait, the Netherlands, the United Kingdom, and the United States.

WEDNESDAY 14 MARCH 2007: CONFERENCE DAY TWO

**08:30 Coffee**

**08:55 Chairman's opening remarks**

**OVERVIEW OF INFRASTRUCTURE NEEDS AND FINANCING TRENDS IN THE MIDDLE EAST AND NORTH AFRICA**

**09:00 Keynote Address I: The PPP agenda for rebuilding Lebanon**  
**Sami Haddad**, Minister of Economy and Trade, Lebanon

**09:20 Opportunities and challenges facing governments and the private sector in the Middle East and North Africa**  
**Alaa El Sounei**, Partner, PricewaterhouseCoopers LLP

**09:50 Can there be a Middle Eastern PPP Model?**

- Comparison of experiences of PPP transactions in Europe vs. Asia vs. Middle East
- Commonalities for transactions in the Middle East

**10:20 Morning coffee**

**INTERNATIONAL EXPERIENCES**

**10:40 Keynote Address II**  
**Baroness Symons of Vernham Dean**, Member, House of Lords

**11:00 Latest developments in UK PPP projects**  
**Andy Carty**, Chief Operating Officer, Partnerships UK

**11:30 PPP Progress in Greece**  
**Leonidas Korres**, Head of the PPP Unit, Ministry of Economy, Greece

**FINANCIAL AND LEGAL ISSUES II**

**12:50 Pre-requisites for successful PPP deals**

**12:20 Developing local financing markets in MENA**

**12:50 Lunch**

**TRANSPORT**

**14:00 Potential for PPP transport projects in the MENA region**  
**Mohammed Younis Lotfy Mansour**, Minister of Transport, Arab Republic of Egypt  
**Binali Yildirim**, Minister of Transport, Turkey

**14:30 Case study:**

**14:50 Afternoon tea**

**WASTEWATER, DESALINATION AND IRRIGATION**

**15:10 Trends and developments in the leading PPP wastewater, desalination and irrigation projects**  
**H.E. Dr. Mohammad Abu Hammour**, Chairman of the Executive Privatization Commission, Jordan

**15:50 Case study:**

**16:10 Chairman's concluding remarks and close of conference**



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Arab Bank was established in Jerusalem in 1930 by the late Abdul Hameed Shoman, whose vision was to create a financial institution to serve Arab economies. With a start up capital of 15,000 Palestinian pounds, Arab Bank opened its first branch in Jerusalem, and expanded its branch network in the Arab countries, and moved afterwards to the world's financial centers. Arab Bank's founding mission has been the driving force behind the significant role it has played in advancing Arab economies through financing strategic infrastructural projects across the Middle East. It was - and still is - a key player in facilitating Pan-Arab trade, and in creating bridges connecting the world to Middle East markets. Today Arab Bank Group is one of the largest banking institutions in the Middle East, with total assets of US\$30 billion. Based in Amman, Jordan, Arab Bank has an unmatched Middle Eastern branch network. It maintains strong presence in 30 countries in 5 continents, and enjoys a prominent position in key markets and financial centers including New York, London, Singapore, Zurich, Paris, Frankfurt, Sydney and Dubai. Arab Bank provides a wide variety of financial services to individuals, corporations, government agencies, and other international financial institutions. Its services include corporate, retail, private, and investment banking, as well as wealth management. Arab Bank operates a network of 400 branches and subsidiaries / affiliates in Jordan, Lebanon, West Bank, Syria, Saudi Arabia, UAE, Qatar, Bahrain, Oman, Yemen, Egypt, Morocco, Algeria and Tunisia. The bank also operates in Switzerland, Germany, Austria, UK, France, Italy, Cyprus, Spain, USA (New York), Singapore, China (Shanghai and Hong Kong), Kazakhstan, South Korea, and Australia. In June 2006, the Group continued its sustainable performance, with a profit of \$426 million (before taxes and provisions). Today, Arab Bank Group enjoys a shareholders' equity base of US\$ 5.56 billion, with total balance sheet of \$41.7 billion.

Commercial International Bank (CIB) was incorporated in 1975 as a joint venture between National Bank of Egypt (NBE - 51%) and Chase-Manhattan (49%). In 1987, Chase withdrew from the whole region, and NBE adopted a hands-off policy towards CIB's management. NBE diluted its stake in CIB through a series of landmark transactions including Egypt's first IPO and first GDR issue. The last 18.7% owned by NBE was acquired by a consortium of investors led by Ripplewood Holding in Feb' 2006 in a USD 230 million deal. With a 5% market share, CIB has the largest private sector retail banking network with 119 outlets strategically located and over 377 ATMs. The bank managed to maintain its strong performance despite the toughening competition with the entry of new international players. CIB aims to maintain its status as a financial services conglomerate offering a full spectrum of financial solutions through its Corporate Banking, Investment Banking, Retail Banking, Direct Equity, Brokerage, Asset Management, Leasing, Insurance business, etc. in 2006 CIB launched CI-Capital Holding, placing all the investment and asset management activities under its umbrella. On the other hand, CIB has continued investing in its IT platform upgrade and its intellectual capital. A new ESOP is in place to retain and motivate staff. CIB has an international rating of BB+/Stable/B, capped only by the Sovereign ceiling for Egypt. The Bank has been awarded as the best bank in Egypt for several years in a row by Euromoney, Banker's Magazine, and other international financial institutions.

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PricewaterhouseCoopers provides industry-focused services for public and private clients around the world in order to build public trust and enhance value through the application of what we call Connected Thinking. Through this, we connect our people, network, experience, industry knowledge and business understanding to build trust and create value for our clients across our global network. Mansour & Co. PricewaterhouseCoopers, with over 280 partners and staff, is an integral part of PricewaterhouseCoopers growing network in the Middle East region, the firm combines in-depth knowledge of the Egyptian economy, tax regulations, local business standards and customs with extensive coverage, breadth of resources and quality assurance. Being part of a worldwide network enables us to combine a coherent global vision with robust local identity. We choose to build on our years of success and fulfill an inspiring future vision to be "The business advisory firm of choice". To achieve our vision by building trust and enhance value for our clients and their stakeholders, while setting high standards for the conduct of business and leading our profession. We strive to be the professional advisors, that help clients solve complex business problems. We aim to enhance their ability to build value, manage risk, and improve performance in today's fast-changing, complex and challenging business climate. Our Clients range from the world's largest and most complex organizations - in both the public and the private sectors-to some of its more innovative entrepreneurs.

# THE PUBLIC PRIVATE PARTNERSHIPS MIDDLE EAST AND NORTH AFRICA SUMMIT

12-14 March 2007

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