

IFC Public Private Partnerships Seminar: Airports

Overview, assessment and recommendations for
improvement



May 22, 2011

Dear Sir/Madam:

During February 22–23 2011, IFC hosted an educational seminar on Public-Private Partnerships (PPPs) in the Airport sector in Dubai. The event was made possible with the support of Public-Private Infrastructure Advisory Facility (“PPIAF”), the Infrastructure Development Collaboration Partnership Fund (“DevCo”), the Islamic Development Bank (“IDB”) and the Infrastructure Consortium for Africa (“ICA”). I am happy to enclose a report on the proceedings of this seminar.

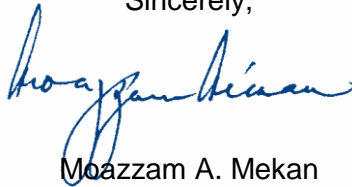
As part of the IFC's PPP Seminar Series which aims to disseminate knowledge on involving the private sector in the delivery of public infrastructure, IFC organized this conference as a forum for discussion and debate, bringing together the public and private sector from various continents, and covering a wide range of themes of interest to a range of airport sector stakeholders. This was an ideal opportunity for bringing to the forefront key issues which are encountered on a regular basis when operating in the airport sector, and for developing new ideas / solutions for future PPP's in this sector.

It is clear that the Airports Sector has gained substantially from private sector investment. The sector is attractive to investors due to its inherent stability of point-to-point traffic and the opportunity for multiple revenue streams. The public sector too has gained significantly from the private sector investment in the airports from revenue sharing, concession fees, and upgrade of previously neglected infrastructure. The main beneficiaries, of course, have been the passengers who enjoy better passenger experiences from the improved airports: open and better shopping areas, easy access to check-in and baggage facilities, improved lighting, etc.

The regulatory challenges and limited capacity in the public sector to supervise the private operators, however, remain significant. In many cases the “rules of the game” were changed after the award of the concession contracts, which discourage investment in the sector. For some of the lesser developed countries, safety issues also remain a big challenge which can stymie further growth of this sector, particularly at the time of significant capacity constraints faced by the sector.

This seminar is a natural continuation in a long line of learning events that IFC has hosted with the aim of providing public and private investor insight along with knowledge sharing around PPPs. These seminars are designed to help increase the capacity within the public sector and act as a catalyst for greater private sector involvement in infrastructure as a tool to mitigate on-going infrastructure deficits through PPPs or similar mechanisms. With a focus on case studies from different parts of the world, these seminars provide a forum for the public and private sector to interact and share experiences and lessons. Academic speakers as well as development professionals, experienced government officials and private sector investors offer their perspectives and experiences and help create an environment where multiple perspectives can be considered.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Moazzam Mekan', written in a cursive style.

Moazzam A. Mekan
Manager
Infrastructure Advisory Services

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1. Introduction

The International Finance Corporation (“IFC”), a member of the World Bank Group, has been developing a series of systematic learning events on Public-Private Partnerships (“PPP”s). These learning events aim to help government officials develop an understanding of PPPs and the institutional capacity-building which PPPs require, and to encourage them to implement their own successful PPP programs in their respective countries. The series of seminars/workshops focuses on the fundamentals of PPPs and case studies from different parts of the world in the context of sectoral themes.

IFC organizes 2-3 learning events per year in partnership with other donor agencies. The first of such seminars was a one-day event held in Dubai on April 13th, 2009, with a focus on the MENA and South Asia regions and the roads sectors. The second of such seminars was a two-day event held in Dubai on November 4-5 2009, with a focus on the water, wastewater, and desalination sectors. A port Seminar was organized in April 2010 in Cairo. On February 22-23, 2011, a two-day event was held in Dubai with a focus on the airport sector. The event was organized in collaboration with the Public-Private Infrastructure Advisory Facility (“PPIAF”), the Infrastructure Development Collaboration Partnership Fund (“DevCo”), the Islamic Development Bank (“IDB”) and the Infrastructure Consortium for Africa (“ICA”). Each of these facilities and institutions is an important partner for IFC.

PPIAF, the multi-donor technical assistance facility, was created in 1999 to act as a catalyst to increase private sector participation in emerging markets. It provides technical assistance to governments to support the creation of a sound enabling environment for the provision of basic infrastructure services by the private sector. PPIAF is financed by 16 multilateral and bilateral donors. Its funds are untied and grants are provided on a demand-driven basis.¹

DevCo is a multi-donor facility that helps the world’s poorest countries improve basic public infrastructure services. DevCo was established by IFC and the United Kingdom’s Department for International Development (“DFID”) to support IFC’s work to increase private sector participation in infrastructure. Since its inception in October 2004, DevCo has worked hand-in-hand with IFC to support 17 successful projects.²

IDB, a multilateral development financing institution established in 1975, fosters the economic development and social progress of its 56 member countries and Muslim communities individually as well as jointly in accordance with the principles of Islamic Law. IDB participates in equity capital and grant loans and also provides financial assistance to member countries in other forms (such as through trust funds) for economic and social development.³

The ICA, launched in 2005, is not a financing agency, but acts as a platform to catalyze donor and private sector financing of African infrastructure projects in order to improve the lives and economic well being of Africa’s people. ICA also works to help remove some of the technical and policy challenges and barriers to building more infrastructure. ICA members include the G8 countries, the World Bank Group, and the African Development Bank Group.⁴

The objective of the two-day airport sector seminar was to raise awareness and educate selected public-sector participants from a number of countries around the world about different ways of involving the private sector in airport infrastructure development. The seminar was also

¹ Source: <http://www.ppiaf.org/ppiaf/>

² Source: <http://www.ifc.org/ifcext/psa.nsf/content/Devco>

³ Source: <http://www.isdb.org/irj/portal/anonymous>

⁴ Source: <http://www.icafrica.org/en/about-ica/>

intended to provide a forum for the participants to discuss issues regarding the implementation of PPPs, to share success stories, and to learn from lessons of previous experiences. PPP experiences from different parts of the world were covered in the context of presentations and panel and roundtable discussions.

The target audiences for this seminar were government officials from various countries around the world, particularly those who might be at the inception of their PPP programs. The seminar participants included countries as diverse as Brazil, Burkina Faso, Cameroon, Jordan, Lebanon, Maldives and Morocco. The seminar focused on countries that have expressed to IFC an interest in airport PPPs; therefore, only these “candidates” for PPPs were invited.

The present report is intended for dissemination to sponsors / partners and IFC to address:

- Proceedings of the seminar, including the discussions between the participants and speakers;
- Feedback from the attendees;
- Impact that was achieved, in terms of participants’ learning; and
- Suggestions on how to improve similar seminars in the future.

The report is structured as follows:

Following a brief overview of the seminar agenda and attendees list is a review of the feedback made by participants regarding how the seminar was structured and conducted to achieve its learning objectives. The report concludes with recommendations on how future seminars could be improved to further enhance participant learning. Speaker presentations have been provided to all via an FTP site, along with pictures of the event.

2. Agenda

The seminar was held over two days from February 22 - 23, 2011 at the Sofitel Jumeirah Beach in Dubai, UAE. The tables below summarize the days’ proceedings:

Feb. 22 2011	
8:30-8:45	Welcome Address IFC
<i>Airport Sector & PPPs</i>	
8:45-9:00	Airport Industry: Global and Regional Trends Mr. Andreas Schimm, Airport Council International
9:00-9:30	Increasing Trends Toward PPPs in Emerging Markets Mr. Marc Juhel, World Bank; Ms. Ramatou Magagi, IFC
9:30-10:00	Perspectives and Challenges for the Airport Sector Mr. Guy Brazeau, International Air Transport Association

10:00-10:45	Questions & Answers
10:45-11:10	Coffee Break
<i>PPPs & Structuring</i>	
11:10-11:30	How to Structure an Optimal PPP Mr. Moazzam Mekan, IFC
11:30-11:50	Key Technical & Commercial Aspects in Designing a New Airport Mr. Rajeev K. Jain, GVK
11:50-13:05	What Governments Look for in PPPs: Perspective of One Country From a Region Asia – Government of Maldives Middle East and North Africa – Government of Syria Africa — Government of Uganda Latin America — Government of Paraguay Europe — Government of Crimea
13:05-14:15	Lunch
14:15-14:45	Hub Airports and Packaged Airports: What Does It Take? – Feasibility and Attractiveness Mr. Jacques Follain, ADP; Mr. Rajeev K. Jain, GVK; Mr. Andreas Schimm, ACI
14:45-15:30	Questions & Answers
15:30-15:45	Coffee Break
15:45-16:05	Tourism-driven Airports: Specificities and Structuring Mr. A. Nithyanand, GMR
16:05-16:45	Roundtables of Regional PPP Showcase: Investors – Operators Mr. Jacques Follain, ADP; Mr. Sidharath Kapur, GMR; Mr. Eric Fleurrison, Bouygues; Mr. Jacques Khoriaty, Egis Avia
16:45-19:00	Free Time
19:00	Dinner

Feb. 23 2011

8:30-8:45

Welcome Address

IFC

Regulation

8:45-9:05

Key Legal Considerations in Airport PPPs

Mr. John Crothers, Gide Loyrette Nouel

9:05-9:35

Regulation: Future and Impacts on PPPs

Mr. Guy Brazeau, IATA; Mr. Rafael Scherre, ANAC, Brazil; Mr. Cleverson da Silva, Ministry of Finance, Brazil; TAV, Turkey

9:35-10:05

Questions & Answers

Financing

10:05-10:25

Key Aspects of Airport PPP Financing

Mr. Gherardo Baruffa, Credit Agricole

10:25-10:45

Financing Airport PPP Project: Case Study from IFC

Mr. Said Amlaiky, IFC

10:45-11:05

Coffee Break

11:05-11:25

How Islamic Banking can Contribute to PPPs

Mr. Mansur Noibi, Islamic Development Bank

11:25-11:55

PPP Finance: Banks and Multilaterals Perspective

Mr. Michael Cooper, HSBC; Mr. Mohamed Hassan, ADB; Stephen O'Driscoll, EIB; Mr. Richard Wyness, IFC

11:55-12:45

Questions & Answers

12:45-14:00

Lunch

Environment

14:00-14:20

Green Airports and Trends

Prof. David Raper, Center for Air Transport and the Environment

14:20-14:50

The Future of Eco-friendly Airports and Impacts on PPPs

Mr. Richard Wyness, IFC; Mr. Ali Shiyam, Government of Maldives

14:50-15:30	Questions & Answers
15:30-15:50	Coffee Break
<i>Security & Safety</i>	
15:50-16:10	Global Challenges and Measures to Consider in Airport PPPs (Including Air Navigation Safety) Dr. Charles Schlumberger, World Bank
16:10-16:40	Outlook on Security and Safety and How Can PPPs Assist? Mr. Hamdi Chaouk, Director General of Civil Aviation - Lebanon; Mr. Proper Tesha, Director of Tanzania Airport Authority
16:40-17:05	Questions & Answers
17:05-17:15	Final Remarks IFC-WB Managers
17:15-18:00	Public Sector Wrap-Up Discussion Session: Latin America; Africa; Middle East and North Africa; Asia

3. List of Attendees

The table below summarizes the list of speakers and enlisted attendees that participated in the seminar:

Name	Organization	Country
A. Nithyanand	GMR	India
Abdullah Kombo	Ministry of Infrastructure	Zanzibar
Alex Leigh	IFC	UAE
Ali Shiyam	President's Office	Maldives
Andreas Schimm	ACI	Switzerland
Asem Helmi	Civil Aviation (GACA)	Saudi Arabia
Asteria Mushi	Tanzania Airports Authority	Tanzania
Azmi Nalshik	Civil Aviation	Jordan

Name	Organization	Country
Callum Thomas	CATE	UK
Carrie Farley	IFC	UAE
Charles Schlumberger	World Bank	USA
Cleverson Da Silva	AEP/DEPEP1	Brazil
David Miles	Airports Vanuatu Ltd	Vanuatu
David Raper	CATE	UK
Doreen Owusu-Fianko	Ghana Airports Company Ltd	Ghana
Eric Fleurrison	Bouygues	France
Ernest Nnanga	Chef Cellule de Preparation des Grands Projets	Cameroon
Fathimath Niuma	President's Office	Maldives
Feras Mohammed	Civil Aviation	Syria
Francis Sey	Ghana Airports Company	Ghana
Gherardo Baruffa	Credit Agricole	France
Guy Brazeau	IATA	Canada
Hamad Massoud Hamad	Ministry of Transport	Zanzibar
Hamdi Chaouk	Civil Aviation	Lebanon
Hannington Banyendera	Strategic Planning	Uganda
Hendry Joewangeh	Airports Vanuatu Limited	Vanuatu
Igor Sukhorukov	Prime Minister's Office	Ukraine - Crimea
Indranil Sarkar	IFC	Bangladesh
Jacques Follain	Aéroports de Paris	France
Jacques Khoriaty	Egis	France
Jean-Pierre Barral	Proparco	France
John Crothers	Gide	France
Julio Benitez	Ministry of Public Works and Communications	Paraguay
M. Khalid Cherkaoui	Strategic Studies Dept	Morocco
Maisaa Wehbeh	Civil Aviation	Syria
Mansur Noibi	Islamic Development Bank	Saudi Arabia

Name	Organization	Country
Marc Juhel	World Bank	USA
Marokon Alilee	Airports Vanuatu Ltd.	Vanuatu
Martin Bemelingue	Cameroon Airport Authority	Cameroon
Mauricio Costa	Ministry of Planning	Brazil
Maya Chamli	Higher Council for Privatization	Lebanon
Mcdavids Torgbor Torto	Ghana Airports Co. Lts.	Ghana
Michael Cooper	HSBC	UAE
Moazzam Mekan	IFC	UAE
Mohamed Amar Kamal Eddin	Civil Aviation	Syria
Mohamed Hassan	ICA	Tunisia
Mohammed Al Kohlani	Civil Aviation	Yemen
Muneer Ferozie	IFC	UAE
Najeeb J. Moharram	Civil Aviation	Yemen
Omar Chambo	Ministry of Transport	Tanzania
Omar Mansour	Civil Aviation	Syria
Omar Mzee	Ministry of Finance	Zanzibar
Pascal Kowu Komla	Aéroports du Togo	Togo
Patrice Bouedo	EGIS	France
Philippe Kennedy Ketafio	Ministry of Transports	Central African Republic
Prosper Tesha	Tanzania Airports Authority	Tanzania
Rafael Scherre	ANAC	Brazil
Rajeev K. Jain	GVK	India
Ramatou Magagi	IFC	USA
Richard Wyness	IFC	UAE
Roland Dakissaga	MOAD	Burkina Faso
Rozenn Cornec	ICQP	UAE
Ruben Ocampo	Ministry of Public Works and Communications	Paraguay

Name	Organization	Country
Said Amlaiky	IFC	UAE
Sanjay Puri	IFC	UAE
Sara Sulaiman	IFC	UAE
Serhii Vasiutin	Supervisory Board of JSC	Ukraine - Crimea
Shadi Al-Sabbah	Civil Aviation (GACA)	Saudi Arabia
Shamik Desai	IFC	USA
Sidharath Kapur	GMR	India
Stephan Diefenthal	DEG	Germany
Stephen O'Driscoll	EIB	Luxemburg
Tarek Dandashli	Higher Council for Privatization	Lebanon
Wada Momoko	ICA	Tunisia
Waleed Saraf	IFC	UAE
Yusra Baloch	IFC	UAE
Zeeshan Sheikh	IFC	UAE

4. Seminar Evaluation

At the end of each day of the seminar, all attendees were given a feedback form to complete in which they were asked to rate from 1 (Disagree/Not Helpful) to 5 (Agree/Helpful) various aspects of the seminar. Attendees were also given space to provide additional comments (please refer to Appendix A for a verbatim transcript of the additional comments). As some forms were not fully completed, the summary below shows the percentage of responses per category so as not to skew results. The cells have subsequently been highlighted to draw attention to the highest and lowest concentration of scores, ranging from green (highest), yellow (second), orange (third), and red (least).

For the purpose of interpretation, scores will be interpreted as:

General Topics:

- 1: Disagree
- 2: Slightly Disagree
- 3: Do not disagree or agree
- 4: Agree
- 5: Strongly Agree

Panel/Lecture Assessment:

- 1: Not Helpful
- 2: Slightly Helpful

- 3: Helpful
- 4: Very Helpful
- 5: Extremely Helpful

Overall, the general feedback to the seminar was very positive, with most responses centering around 4 and 5. The overwhelming majority of participants were in agreement that the seminar was well conducted, and found the seminar to be very or extremely helpful. However, there was a consistent minority of attendees that felt the different elements of the seminar were only moderately helpful. Evaluation of the scores is analyzed in further detail below, in light of the additional comments provided by participants.

General Topics	Number of Responses	Disagree <-----> Strongly Agree				
		1	2	3	4	5
Topics were well selected	37	0%	3%	11%	30%	57%
Event duration was suitable	38	3%	3%	18%	37%	39%
Speakers had good knowledge of the topics	39	0%	0%	0%	56%	44%
Speakers explained clearly	39	0%	0%	15%	62%	23%
Mix of public and private sector speakers was appropriate	37	0%	0%	11%	59%	30%
Right amount of time for Q&A	36	3%	0%	0%	53%	44%
I will be able to use and apply what I learned	38	0%	3%	5%	55%	37%

- **Topics were well selected:** 57% of respondents strongly agreed (giving a score of “5”) and 30% agreed (giving a “4”). 11% were neutral (scoring a “3”) and the remaining 3% slightly disagreed (indicating a “2”). The majority of participants were very happy with the range of topics covered, from in-depth discussion of broad-based holistic trends to technical practical implementation issues.
- **Event duration was suitable:** This question raised one of the most varied of responses, ranging from 3% of attendees disagreeing with the choice of length (indicating a “1”), 3% disagreeing slightly (giving a score of “2”), 18% being indifferent (scoring a “3”), 37% agreeing (scoring a “4”) and 39% agreeing strongly (indicating a “5”). Some attendees felt that having the seminar in two days was too condensed. However, the event duration was an improvement over the previous seminars in the series, which were either one day or one-and-a-half days. In addition, it should be noted that prior to the event, IFC consulted various parties (Donors, participants, speakers) and the consensus was that 2 days was the ideal length for the seminar: parties consulted all believed that extending the event beyond 2 days will not add much and could potentially have the negative impacts of fatigue from participants, conflicts for their other commitments, lack of availability for an entire week (the

3 days of the event plus 2 more days for travel). Following this feedback, it was agreed to keep the Airport seminar no longer than 2 full days.

- **Speakers had good knowledge of the topics:** This question provided the most unanimous positive response, with 56% agreeing (responding with a “4”) and 44% agreeing strongly (indicating a “5”). The speakers selected were all clearly experts in their field, and this was evidenced in their presentations.
- **Speakers explained clearly:** Overall speakers appeared to explain clearly, with 62% agreeing (scoring a “4”). 23% agreed strongly (scoring a “5”) and 15% were neutral (indicating a “3”).
- **Mix of public and private sector speakers was appropriate:** It was clear from the speakers selected that the objective of the organizers was to provide a wide range of viewpoints and experiences. Respondents largely agreed, with 59% scoring a “4” and 30% scoring a “5”. The remaining 11% were neutral (scoring a “3”). Based on feedback from previous seminars, and in order to also hear more on the public sector side of the story, IFC decided to involve government / public sector officials further by adding their representatives to panels and giving them more slots as speakers (example: the series of 15-minute presentations whereby one country per region discussed their views on airport PPPs). At the end of the event, IFC also offered another opportunity for Government officials to voice their opinions during the public sector wrap up sessions. Eventually, the audience cut short the session as they didn’t have further questions.
- **Right amount of time for Q&A:** The timing of the presentations was very tightly controlled to ensure, among other things, that there was plenty of time for Q&A. Almost all of the respondents agreed. 53% indicated a “4” and 44% a “5”. 3% strongly disagreed (indicating a “1”). This was an improvement from previous seminars for which IFC received feedback on time-keeping. In addition, given previous comments from participants of past IFC events, this seminar included Q&A sessions for every sub-topic and the average timing of Q&A was 45 minutes (on top of panel discussions).
- **I will be able to apply what I learned to my work:** The majority of responses were a rating of “4” (55%) and 37% gave a rating of “5”, indicating that most attendees agreed that the material very helpful and relevant to their daily work. However, 5% of attendees gave a rating of “3” and 3% gave a rating of “2”. Hence, a small minority felt that the learning component of the seminars might have been even more applicable to their daily work.

Panel/Lecture Assessment	Number of Responses	Not Helpful <-----> Extremely Helpful				
		1	2	3	4	5
To what extent did the panels help you understand the PPP process and airport sector development?	17	0%	0%	6%	59%	35%
Airport Industry: Global and Regional Trends	37	0%	0%	14%	59%	27%
Increasing Trends Toward PPP’s in Emerging Markets	37	0%	5%	8%	59%	27%
Perspectives and Challenges for the Airport Sector	36	0%	0%	11%	53%	36%
How to Structure an Optimal PPP	37	0%	0%	8%	49%	43%

Key Technical and Commercial Aspects in Designing New Airport	34	0%	0%	15%	62%	22%
What Govs Look For in PPPs - Maldives	36	0%	0%	11%	56%	33%
What Govs Look For in PPPs - Syria	35	3%	3%	17%	66%	11%
What Govs Look For in PPPs - Uganda	36	3%	3%	22%	61%	11%
What Govs Look For in PPPs - Paraguay	36	3%	0%	14%	67%	17%
What Govs Look For in PPPs - Crimea	36	0%	3%	25%	61%	11%
Hub Airports and Packaged Airports	36	0%	0%	17%	56%	28%
Tourism-driven Airports: Specificities & Structuring	35	0%	0%	9%	40%	51%
Roundtables of Regional PPP Showcase: Investors - Operators	36	0%	0%	11%	47%	42%
Key Legal Considerations in Airport PPPs	27	0%	0%	4%	67%	30%
Regulation: Future and Impacts on PPPs	28	0%	4%	7%	61%	29%
Key Aspects of Airport PPP Financing	30	0%	3%	13%	50%	33%
Financing Airport PPP Project: Case Study from IFC	32	0%	0%	16%	53%	31%
How Islamic Banking can Contribute to PPPs	30	0%	3%	17%	50%	30%
PPP Finance: Banks and Multilaterals Perspective	31	0%	3%	23%	45%	29%
Green Airports and Trends	28	4%	4%	14%	50%	29%
Future of Eco-friendly Airports and Impacts on PPPs	30	3%	3%	27%	47%	20%
Global Challenges and Measures to Consider in Airport PPPs	30	0%	0%	3%	33%	63%
Outlook on Security & Safety and How Can PPPs Assist?	19	0%	0%	0%	53%	47%
Final Remarks	16	0%	0%	0%	50%	50%

- **To what extent did these panels help you understand the PPP process & airport sector development?** The overwhelming majority of participants felt that the panels significantly helped them understand the PPP process and sector development (35% scored a “5” and 59% scored a “4”, with only 6% scoring a “3”). This shows that in general, the format of having panel discussions centered on different topics was well received.
- **Airport Industry: Global and Regional Trends:** This presentation provided an overview of the historical trends in worldwide passenger traffic and in regional passenger traffic and a forecast of expected future trends. Most participants found this presentation to be very helpful. The presentation, which highlighted the macroscopic trends and developments in

the airport sector, provided a good opening to the seminar. 27% of respondents scored a “5” and 59% a “4”. 14% scored a “3”.

- **Increasing Trends Toward PPPs in Emerging Markets:** This set of presentations focused on the dominant emergent trends in PPPs, highlighting why airport PPPs are growing, outlining regional developments and the PPP trends in various regions, and providing an outlook for private investment in the industry. On balance, this presentation was well received, with the majority of respondents scoring either a “4” (59%) or a “5” (27%). A minority of attendees did not find the lecture quite as helpful—8% scored a “3” and 5% a “2”.
- **Perspectives and Challenges for Airport Sector:** This presentation focused on air transport traffic trends, and how these trends affect the outlook for the industry amongst the various regions. On balance, this panel was well received, with the majority of respondents scoring either a “4” (53%) or a “5” (36%). A minority of attendees found it fairly helpful, scoring a “3” (11%).
- **How to Structure an Optimal PPP:** This presentation walked the participants through an overview of IFC’s approach and role as lead advisor on PPP projects and then focused on IFC’s involvement in a host of particular airport projects. Most participants found this presentation to be very helpful, with the majority of respondents scoring either a “4” (49%) or a “5” (43%). The remaining 8% of attendees found it fairly helpful, scoring a “3”.
- **Key Technical and Commercial Aspects in Designing a New Airport:** This presentation began with an overview of the key technical aspects related to designing an airport and then provided an overview of the commercial considerations, including, among other things, the transition in the airport operating model toward non-aeronautical (retail) services and the key drivers to airport retailing. The vast majority of respondents thought this presentation was very helpful (62% scored a “4”). 15% found it helpful (scoring a “3”) and 22% extremely helpful (scoring a “5”).
- **What Govs Look for in PPPs – Maldives:** The Representative for the Government of Maldives presented the recent concession of Malé airport, advised by IFC Advisory and provided GoM’s perspectives, expectations as well as the development impact of the deal for the country. Most respondents enjoyed this presentation and found it to be very helpful (56% scored a “3”). 33% found it extremely helpful (scoring a “5”) and 11% found it helpful (scoring a “3”).
- **What Govs Look for in PPPs – Syria:** The Representative of the Government of Syria presented his government’s views on PPPs for Syria as well as the reasons why they could consider expanding such private sector initiatives for a number of sectors, including the airport. The majority of respondents found this presentation to be very helpful (66% scored a “4”). 11% found it extremely helpful (indicating a “4”) and 17% found it helpful (indicating a “3”). A handful of participants found it less helpful (3% indicated a “2” and 3% a “1”).
- **What Govs Look for in PPPs – Uganda:** The Representative of the Government of Uganda presented the program of GoU with regard to PPPs in a country that had been doing PPPs for a long time: most productive sector companies have already been handed to private sector and the overall results were satisfactory. GoU now wants to continue with PPPs for the airport sector that require both substantial investment and expert management practice to accommodate the increasing traffic growth. The majority of respondents found this presentation to be very helpful or extremely helpful (61% scored a “4” and 11% a “5”).

However, 22% indicated a score of “3”, 3% a score of “2” and 3% a score of “1”. Hence, a minority of respondents did not find the presentation to be very helpful.

- **What Govs Look for in PPPs – Paraguay:** Government of Paraguay is opening up to PPPs and GoP had already recruited IFC as their Lead Advisor for the PPP of Asuncion Airport. The Government’s representative presented his country’s goals and expectations with regard to this important airport project. The overwhelming majority of respondents found this presentation to be very helpful (67% scored a “4”). 17% found the presentation to be extremely helpful (scoring a “5”) and 14% found it to be helpful (scoring a “3”). 3% of respondents did not find it helpful (scoring a “1”).
- **What Govs Look for in PPPs – Crimea:** Crimea is witnessing remarkable traffic growth and the Government is turning to the private sector for a PPP for Simferopol Airport. The Government’s Representative presented the airport project and invited private operator to explore the opportunity of doing business in Crimea. The majority of respondents found this presentation to be very helpful (61% scored a “4”). 11% found it extremely helpful (scoring a “5”). However, a minority of respondents found it not as helpful (25% indicated a score of “3” and 3% a score of “2”).
- **Hub Airports and Packaged Airports:** This presentation began with an overview of PPP projects in India and the future potential of PPP in Indian airports and then focused on prerequisites and key success factors in hub development, Most participants found this panel very helpful or extremely helpful. (56% of respondents scored a “4”, 28% a “5”.) 17% of respondents found it helpful (indicating a score of “3”).
- **Tourism-driven Airports – Specificities & Structuring:** This presentation covered the traits of tourism-driven airports and focused on how the specific characteristics of such airports impact their PPP structure and financing. The presentation also provided an overview of the Maldives Airport PPP, which IFC advised on. The majority of respondents enjoyed this presentation and found it extremely helpful. 51% scored a “5”. 40% found it very helpful (scoring a “4”) and 9% found it helpful (scoring a “3”).
- **Roundtables of Regional PPP Showcase – Investors – Operators:** The roundtables allowed one operator to speak about a specific region and share their experience with the audience sitting around their table. The format allowed participants to interact directly with the operator but also with each other. The vast majority of respondents found this showcase to be very helpful or extremely helpful (47% indicated a “4”, 42% a “5”.) 11% indicated a “3”.
- **Key Legal Considerations in Airport PPPs:** This presentation covered the contractual aspects in airport PPPs (including key structuring elements, operational issues and financial provisions) as well as the legal and institutional framework requirements for implementing airport PPPs. Almost all of the respondents found this presentation to be either very or extremely helpful (67% indicated a “4”, 30% a “3”.) 4% found it helpful (indicating a “3”).
- **Regulation – Future and Impact on PPPs:** This presentation walked the participants through the PPP experience in various countries from a regulatory standpoint and ended by drawing lessons and by highlighting the regulatory prerequisites for successful PPP implementation. 90% of respondents very much enjoyed this panel (61% scored a “4”, 29% a “5”.) Of the remaining respondents, 7% scored a “3” and 4% a “2”.
- **Key Aspects of Airport PPP Financing:** This presentation highlighted the delicate risk allocation between public and private parties, focusing in particular on the treatment and mitigation of airport financing risk, traffic risk, political risk and country risk. Half the

respondents found this presentation to be very helpful (indicating a “4”) and 33% found it to be extremely helpful (indicating a “5”). 13% found it helpful (indicating a “3”) and 3% only slightly helpful (indicating a “2”).

- **Financing Airport PPP Project: Case Study from IFC:** This presentation began with an overview of IFC’s financing in infrastructure generally and in airports specifically and highlighted the benefits of IFC’s involvement. This was followed by a detailed project description of the Queen Alia Airport financing. The vast majority of respondents felt they very much benefited from this case study (53% scored a “4” and 31% a “5”). 16% found it fairly helpful (indicating a score of “3”).
- **How Islamic Banking can Contribute to PPPs:** This presentation began by highlighting the salient features of Islamic finance, then focused on Islamic financing by IDB of specific PPP projects, such as the Queen Alia International Airport in Jordan and the Hajj Terminal of King Abdulaziz International Airport in Saudi Arabia. About 80% of respondents felt they very much benefited from this presentation (50% indicated a “4” and 30% a “5”). However, a significant minority felt that the presentation could have been more helpful (17% indicated a “3” and 3% a “2”).
- **PPP Finance – Banks and Multilaterals Perspective:** This panel discussion consisted of representatives of various banks and multilaterals discussing financing issues for airport PPPs. Topics covered included: impact of the financial crisis on their respective transactions, how structuring aspects were evolving, what sorts of allocation of risks were being undertaken, etc. Nearly half the respondents found this presentation to be very helpful (with 45% scoring a “4”). 29% found it extremely helpful (scoring a “5”) and 23% found it fairly helpful (scoring a “3”). 3% found the presentation to be only slightly helpful, scoring a “2”.
- **Green Airports and Trends:** This presentation provided an overview of the socioeconomic benefits of aviation as well as the associated environmental costs, and then focused on the ways in which this sustainability challenge might be met (such as through alternative fuels, etc.) Half the respondents found this presentation to be very helpful (50% scored a “4”) and a significant percentage found it to be extremely helpful (29% scored a “5”). However, a meaningful minority felt the presentation might have been slightly more helpful (14% scored a “3”, 4% a “2” and 4% a “1”).
- **The Future of Eco-friendly Airports and Impacts on PPPs:** This panel was conducted by a representative of IFC and of the Government of Maldives. Topics covered included: airport design, airport operations, how airports in certain regions are more susceptible to climate change impact, green airport design, impact of air travel on climate change, etc. This panel drew a wide range of responses. Nearly half of all respondents found this presentation to be very helpful (47% scored a “4”). Another 20% found it extremely helpful (scoring a “5”). 27% found it fairly helpful (indicating a “3”). And the remaining respondents felt the panel could have been more helpful (3% indicated a “2” and 3% a “1”).
- **Global Challenges and Measures to Consider in Airport PPPs:** This presentation highlighted the global challenges facing the airport industry (including business risk, operational risk and political risk) and put forward recommendations as to how the private sector might participate in airport PPPs while mitigating the associated risks. This presentation was very popular with the audience. The vast majority of participants found it to be extremely helpful (63% scored a “5”). 33% found it to be very helpful (scoring a “4”), and 3% found it helpful (indicating a score of “3”).

- **Outlook on Security & Safety and How Can PPPs Assist?:** This panel, which included members of the Lebanese and Tanzanian airport authorities, highlighted the aviation strategy, aviation developments (including both achievements and challenges) and air traffic growth trends of their respective countries and discussed how PPPs can contribute to overall aviation security. This was an extremely popular panel, with roughly half the respondents finding it very helpful and the other half extremely helpful (53% scored a “4”, 47% a “5”).
- **Final Remarks:** These concluding remarks recapped the overarching objectives that were achieved over the course of the seminar (such as providing a forum in which public and private stakeholders could share experiences). The respondents found the final remarks to be highly beneficial, with exactly half of them scoring a “5” and the other half a “4”.

5. Recommendations for Future Seminars

A number of lessons learned from the previous seminars were clearly applied to the airport seminar and contributed to its success. However, an analysis of the proceedings and outcomes of the seminar, along with the feedback provided by participants, can help further refine the content and structure of future seminars. More specifically, the following recommendations might be considered:

- **Extend course duration to 3 days:** One of the most frequent comments received related to the length of the seminar. Though the seminar was extended to two days, a half-day improvement over the previous seminar, extending the seminar by an extra day would enable participants to better review the content of the presentations and engage further with speakers and fellow participants. Many respondents would have liked to have more time for individual presentations and for follow-up discussion. If a third day were added, the extra time might be dedicated to processing the lessons learned from the presentations. Organizing the event beyond 2 days could however prove controversial: as indicated earlier in this document, the feedback received on duration is somehow a bit in contradiction with previous reactions and certainly with consultation conducted prior to this airport event. As indicated earlier, it should be noted that prior to the event, IFC consulted various parties (Donors, participants, speakers) and the consensus was that 2 days was the ideal length for the seminar: parties consulted all believed that extending the event beyond 2 days will not only add much but could potentially have the negative impacts of fatigue from participants, conflicts for their other commitments, lack of availability for an entire week (the 3 days of the event plus 2 more days for travel).
- **Distribute in advance the seminar presentations:** Some participants would have liked to have had the opportunity to thoroughly review the presentations prior to the seminar; they believed that this could have helped them think about the contents of the seminar in advance, contribute more meaningfully to the discussions, and have a better overall understanding of the objectives of the seminar as a whole. This recommendation will be hard to implement for the following reasons: (i) distributing presentations in advance is quite unusual for various reasons, including the fact that, in the absence of the speaker, the content might not be interpreted the way its speaker would have wished, leading to potential misunderstanding; (ii) it would be quite difficult to obtain all presentations sufficiently ahead of time from speakers as most presentations are edited up to the last minute and handed to organizers right before the event. However, after the event, all presentations as well as additional supporting documentation and pictures were made available to all participants.

- **Make seminars even more interactive:** This year's seminar (which included roundtable discussions, case studies, lengthy Q&A sessions, etc) was far more interactive than previous years'. Still, some participants felt the seminar might have benefited from even more in-depth dialogue and thought-exchange. The roundtable of regional PPP exhibits was well executed and participants were overall quite pleased with this. But perhaps a greater number of interactive workshops and roundtable discussions might be interspersed throughout the seminar—with participants driving the case study discussions.

- **Make seminar discussions even more practical and relevant:** Though the airport seminar generated much meaningful discussion, and though many technical topics were covered in the various presentations relating to the practical aspects of PPP execution, a few attendees felt that even more attention might have been placed upon addressing key specific technical challenges in PPP implementation, especially in the context of today's unique economic and sectoral climate. It should be noted that, in order to make discussions even more relevant and practical, prior to the event, IFC invited all public sector participants to submit, ahead of time, questions and topics of interest to them. These comments were to be forwarded to speakers so that they prepare elements of response and make the exchanges even more customized for the audience. Despite IFC efforts, only 2 people sent in comments that were forwarded to speakers and later on debated during the event. Even though only a few people responded, the recommendation would be to continue with such initiatives (and remind future participants of the importance for them to react beforehand) as this is one of the ways to focus debates on topics that are relevant to the audience.

- **Allow for lengthier Question & Answer sessions:** Some participants felt that more time should be given to speakers. However, in order to cover a large number of topics in a two-day period, some discipline had to be exercised with respect to scheduling. And despite the fact that significant time was factored in for Q&A—an improvement over previous seminars—a few participants felt that they would have benefitted from even lengthier Q&A sessions. Future planners of seminars may want to keep in mind that participants seem to enjoy this sort of forum for open and interactive discussion.

- **Plan a more exhaustive discussion around legal aspects:** Though the presentation on legal aspects of PPPs was quite popular, some participants would have liked a more in-depth and practical discussion on the key legal considerations involved in executing airport PPPs. Perhaps future seminars might plan for more extensive discussion around the contractual aspects of PPPs.

- **Manage expectations around transportation and travel arrangements:** Some participants suggested that IFC should have made arrangements to provide transportation for them between the airport and hotel and should have been even more involved in helping them procure visas, etc. Airport pick up is a very unusual commitment for conference organizers around the world: we are not aware of any international event that provided such service. Normally, the choice of the location of events is influenced by the availability and ease of transportation, which eliminates the needs for event organizers to get involved in such a complex initiative. Dubai was chosen, amongst other criteria, because of the top quality and abundance of transportation modes. To pick up and deposit individual participants from the airport would have been a considerable logistical challenge in addition to the incurred costs: given the arrival times of participants, it would've been extremely challenging, if not impossible (due to the size of the IFC team in Dubai) to monitor airport pick up. Regarding visas, IFC already went to extensive lengths to involve itself in all the various particular aspects of the participants' travel arrangements and did everything short of delivering the visa itself (which is the prerogative of Immigration services). The main issue regarding visas was the fact that, despite several reminders from the IFC team, some

participants sent their applications past the set deadlines. For future events, the IFC team should be as persistent in getting participants to submit their visa application ahead of time to avoid rejection by Immigration for lack of time. The team should be aware that, regardless of efforts committed, some of the participants will have unrealistic expectations (assistance for police formalities at arrival, etc.) and should try to manage these expectations as best they can by clearly communicating what is provided by organizers and what is not.

- **Manage expectations around language translation:** A few participants commented that there was no Arabic translation. IFC already faced significant challenges in procuring reliable translators (French, Spanish, Russian, etc), went to some lengths to set up state-of-the-art translation booths, and was working with limited funds. If future participants expect an additional number of translators to be present at such seminars, additional funding would need to be budgeted and procured. In any case, participants' expectations on this front would need to be managed.
- **Structure of questionnaire submitted to participants:** Though the feedback processed through the questionnaire (of which the results are listed above) has been helpful in informing us how the seminar might be improved, the IFC team feels that the questionnaire might be modified so that it provides feedback that is even more meaningful and substantive. The simple rating scale compels participants to assess events numerically and does not allow them to elaborate via written text on their scoring decisions. Furthermore, the existing framework does not allow participants to exhaustively and honestly communicate the issues about which they feel most strongly. Perhaps the existing questionnaire might be supplemented with a handful of open questions—allowing participants to respond freely, in writing, without an associated numerical format.

6. Appendix A: Participant Feedback Comments

What follows is a verbatim transcript of the additional comments provided by attendees:

What were the best aspects of this seminar?

- "Presentations but I really liked the time keeping."
- "Tourism development; outlook on security and safety; global challenges and measures to consider."
- "The conference was well-organized; subjects chosen were relevant and interesting."
- "Establishment of contacts; knowing how some questions are being addressed in other countries; discussion of specific issues with specialists."
- "Very well-organized; excellent installations and resources; very good coverage of subjects."
- "Session on negotiating a PPP was interesting; seminar was well run and organized."
- "Versatility of presentations."
- "The mix of public and private sector; topics well-selected."
- "Safety and security by Schlumberger."
- "Green airports and trends."
- "The relationships and the variety of subjects."
- "The interaction between all the major players of the field."
- "Panels and roundtables."
- "Panels and roundtables. Topics: Regulation and financing."
- "Really like the format and small size of conference. Seminar very well organized."
- "Outlook on security and hub airports."
- "Financing airport PPP projects; outlook on security and safety and how PPPs can assist."
- "The networking; the knowledge on PPPs and their various aspects and possibilities; challenges and opportunities for PPPs were very interesting and insightful."
- "The range of expertise gathered and the nations represented."

What aspects of the seminar could have been improved?

- "The timetable was too tight for two days."

- “PPP proposals and packaging; legal aspects.”
- “Speakers and audience may need more time for each topic so that the feedback and interaction would be better.”
- “Increase by one day to permit deeper discussion about key technical aspects, like economic regulation, service level agreement regulation, options for private participation (activities and facilities arrangements), etc.”
- “Maybe add one more day in the agenda to better distribute the presentations/time along the days; include a session to explain what are the procedures to contract IFC in airport PPP projects.”
- “To stress on the presenters to move between the slides when they are presenting their material.”
- “Time was very congested; should be three days at least. Also, Arabic translation was missing.”
- “The event duration was not suitable. It should be three days at least. And there was no translation to Arabic language.”
- “Time for presentations was too short. Not enough time was left to present properly and for Q&A.”
- “Give a little more time to speakers.”
- “Visa problem for participants. Facilities to the airport for arrival and departure.”
- “We could have spent a bit more time talking about PPP structuring and discussing challenges and lessons learned from every party.”
- “Key legal considerations in airport PPPs.”
- “Questions and answers, financing and environment.”
- “Travel arrangements; PA and presentations—hard for all to hear.”
- “Should have focused discussion on dominating challenges instead of on the generic discussions on general challenges. And there should have been more involvement of working-level delegates from countries as this is a learning experience in addition to the sharing part.”

7. Appendix B: Speaker Presentations

The speaker presentations are listed below:

- i. Air Transport Traffic Trends (Guy Brazeau, IATA)
- ii. Airport Development in an Environmentally Constrained World (Callum Thomas and David Raper, Manchester Metropolitan University)
- iii. Airport Industry: Global and Regional Trends (Andreas Schimm, Airport Council International)
- iv. Airport Market in Brazil (Cleverson da Silva, BNDES, Brazil; Rafael Scherre, ANAC, Brazil)
- v. Airport PPPs: How Islamic Banking Can Contribute to PPP's (Mansur Noibi, Islamic Development Bank)
- vi. Airport PPP Structuring—Hub Airports and Packaged Airports (Rajeev Jain, GVK)
- vii. Civil Aviation Strategy Study for Lebanon (Hamdi Chaouk, Civil Aviation)
- viii. Global Challenges and Measures to Consider in Airport PPPs (Charles Schlumberger, World Bank)
- ix. IFC's Experience in Financing Airports: Queen Alia Airport—A Case Study (Said Amlaiky, IFC)
- x. Increasing Trends Toward PPP's in Emerging Markets (Marc Juhel, World Bank)
- xi. Increasing Trends Toward PPP's in Emerging Markets (Ramatou Magagi, IFC)
- xii. Key Aspects of PPP Projects in the Airport Sector, (Gherardo Baruffa, Credit Agricole)
- xiii. Key Technical and Commercial Aspects in Designing a New Airport (Rajeev Jain, GVK)
- xiv. Public and Private Partnership: International Airport—SIMFEROPOL (Serhii Vasiutin, Supervisory Board of JSC, Crimea)
- xv. Regulation: Future and Key Impacts on PPPs (Guy Brazeau, IATA)
- xvi. Some Key Legal Considerations in Airport PPPs (John Crothers, Gide)
- xvii. Structuring PPPs: The IFC Experience (Moazzam Mekan, IFC)
- xviii. Tourism-driven Airports (A. Nithyanand, GMR)
- xix. Work and Outreach of the ICA (Mohamed Hassan, ICA)
- xx. What Governments Look for in PPP's—Government of Uganda (Bayendera Hannington Kacooni, Civil Aviation Authority)