

**CYBIANT - EXCELLENCE IN PUBLIC PRIVATE PARTNERSHIPS**



---

# **PPP TRAINING & ADVISORY SERVICES**

---

**MALAYSIA | SINGAPORE | NETHERLANDS | USA**

# WELCOME TO CYBIANT

## BUILDING SUSTAINABLE ECONOMIES WITH PUBLIC PRIVATE PARTNERSHIPS

**Against the backdrop of the ongoing COVID-19 pandemic and the ensuing economic slowdown, there is an urgent and increased need for investment and accelerated collaboration with the private sector. Public-Private-Partnerships (better known as PPPs) provide a proven and structured approach that creates win-win solutions for private companies and the public sector.**

**Cybiant is proud to be one of the leading providers in Public-Private-Partnership education and advisory services. Our firm first launched the PPP certification program in Asia-Pacific. As knowledge is gradually expanding, proven by the increasing number of successful PPP projects, we are setting the standard for Excellence in Public Private Partnerships.**

One of our primary goals at Cybiant is to be the forerunner in the development of expertise and thought leadership in innovative best practices. It is my strong believe that knowledge and innovation will be able to solve the world's most pressing problems and increase collaboration between stakeholders across the planet.

One of the primary benefits of Public Private Partnerships is their ability to form long-term collaborations between the public sector and private organizations, where the goals

and motivations of both parties are aligned. This collaboration, which I frequently compare to a 'marriage contract' between the public and private sector, only works if both parties firmly understand and agree to the structure of the arrangement.

In the last year, the Covid pandemic had a significant impact on many Public Private Partnerships. Traffic across toll roads was at an all-time low, many public transportation services did not operate, and sports and event facilities remained completely empty. Many of these PPPs were tested towards their absolute limit. It has resulted in some important lessons:

### **Contact always outperforms contract**

Although there are always 'Force Majeure' clauses in any PPP contract, many infrastructure projects could never have foreseen the impact of COVID. The PPPs that survived and came out stronger, prioritised the contract with their Partners over contractual disputes. A strong reminder that the last P in PPPs is actually partnership.

### **Standardisation in PPP Best Practices**

Knowledge about PPPs has been rapidly increasing the last few years. Many governments pushed towards standardisation and Best Practices in PPPs. Where every country has their unique infrastructure challenges, there are many lessons that can be learned from projects in different countries or jurisdiction. Obtaining knowledge about PPPs and Best Practices is crucial for future success and building long-term and sustainable partnerships

**Jan-Willem Middelburg**

CEO Cybiant



## ABOUT CYBIANT

Cybiant is an organization that specialised in the development, delivery, and execution of organisational Best Practices – proven methodologies that improve quality and efficiency in modern organization. Our portfolio and expertise include several best practices, ranging from Project Management to Quality Management Standards and the adoption of ISO standards. The common theme throughout our expertise and service offering is to deliver proven methodologies and best-in-class approaches that provides increased knowledge and better ways to work together.

The Public-Private-Partnership program is the best practice standard that Cybiant is utilising as the reference standard for infrastructure project and education across the world. Over the years, we have trained and certified 1000+ PPP professionals at various locations across the world. We are particularly proud that our organization was the first accredited CP3P organization in Asia and that we were the first organization accredited for all three CP3P levels.

Cybiant works with industry thought leaders and experts in their respective domains. A core aspect of our organization is to partner with organizations who are considered to 'lead the way' in their respective domain. Within the PPP domain, we have established partnerships with APMG-International, the World Association of PPP Professionals (WAPPP) and the PPP Knowledge Hub. With these partnerships, we aim to contribute to the PPP community and increase knowledge and awareness about PPP best practices.

# CONTENTS

<b>FORMAL PPP CERTIFICATION TRAINING</b>	<b>5</b>
CP3P Foundation Certification	
CP3P Preparation Certification	
CP3P Execution Training	
CP3P Certified PPP Professional	
<b>PPP SPECIALIST WORKSHOPS</b>	<b>9</b>
PPP Fundamentals Workshop	
Introduction to PPP Financial Modelling Workshop	
Advanced PPP Financial Modelling Workshop	
Project Management for PPPs Workshop	
Contract Management for PPPs Workshop	
Islamic Finance for PPPs Workshop	
PPP Contract Negotiation Workshop	
<b>THE PUBLIC PRIVATE PARTNERSHIPS MATURITY INDEX</b>	<b>12</b>
Introduction to the PPPMI Index	
The PPPMI Model	
Maturity Index and Capability Levels	
<b>PUBLIC PRIVATE PARTNERSHIPS ADVISORY SERVICES</b>	<b>13</b>
PPP Procurement Advisory	
PPP Planning Support	





## FORMAL CP3P CERTIFICATION TRAINING

**The CP3P Certification Program aims to foster a common minimum level of knowledge and understanding amongst individuals working on PPPs or those interested in learning about PPPs, regardless of discipline or sector. It has been designed to create a consistency of terms used in PPPs and to standardise the process for the delivery of PPP projects worldwide. Cybiant is an Accredited Training Provider (ATO) for all certification levels of the CP3P Program.**

### CP3P FOUNDATION TRAINING

The CP3P Foundation level is aimed at individuals working at a basic level of PPP implementation, with little or no prior experience. It aims to standardise their knowledge of the PPP process and terminology, as described in the Guide. The exam tests whether a candidate has sufficient knowledge and understanding of the PPP Guide to act as an informed team member of a PPP finance project. Thus enabling them to participate in a team environment and move on to implementing the process. The Foundation certification is a pre-requisite for the two Practitioner certifications.

### CP3P PREPARATION TRAINING

The Preparation exam is aimed at individuals involved in the development or implementation of PPP Frameworks or the initiation and preparation of PPP projects, mostly public sector officials, practitioners and their advisors or consultants. Private sector candidates may benefit from a greater understanding of the PPP concept as an asset/business opportunity. The exam tests whether candidates have achieved sufficient understanding of how to apply and tailor PPP Frameworks and PPP Project Identification, Screening, Appraisal and Preparation Processes in a given governmental context.

### CP3P EXECUTION TRAINING

The Execution exam is aimed at individuals involved in the structuring and tendering of PPP projects and the management of PPP contracts, mostly public sector officials, practitioners and their advisors or consultants. Private sector candidates may benefit from a greater understanding of the PPP concept as an asset/business opportunity. The exam tests whether the candidate has achieved sufficient understanding of how to apply the structuring and drafting process of PPP tender documents and the PPP contracts, as well as the management of PPP contracts during the Construction and Operations Phases candidates have achieved sufficient understanding of how to apply and tailor PPP Frameworks and PPP Project Identification, Screening, Appraisal and Preparation Processes in a given governmental context.



# CP3P FOUNDATION CERTIFICATION

**The CP3P Foundation level is aimed at individuals working at a basic level of PPP implementation, with little or no prior experience. It aims to standardise their knowledge of the PPP process and terminology, as described in the Guide. The exam tests whether a candidate has sufficient knowledge and understanding of the PPP Guide to act as an informed team member of a PPP finance project. Thus enabling them to participate in a team environment and move on to implementing the process. The Foundation certification is a pre-requisite for the two Practitioner certifications.**

## COURSE OVERVIEW

The main objectives of the Public Private Partnerships Foundation course is to introduce the PPP concept as an option to procure and manage infrastructure; to scope the term for the purpose of the PPP Guide, and to explain its main characteristics. The PPP Foundation course also introduces those aspects of PPPs that will be explained further in the rest of the PPP educational programs. These include the relevance and features of a proper PPP framework and the entire PPP process cycle, including a description of each of the phases that constitutes the process from a practical perspective

## TARGET AUDIENCE

This certification is aimed at individuals who are involved in PPP projects, who require a working knowledge of the key principles of financing PPP projects, who need to know the terminology used and some of the theory behind the PPP financing structures. It is also the introduction to the higher level Practitioner certification and therefore includes all those who are the target audience for that certification.

## LEARNING OBJECTIVES

The PPP Foundation course covers the following topics:

- The fundamentals of successfully financing PPP projects.
- The most effective sources of funding PPP projects plus their benefits and limitations.
- Setting up new PPP frameworks and how to identify effective existing frameworks.
- The key phases in the PPP process.
- Project Identification and PPP Screening for PPP Projects
- Key steps and procedures in appraising PPP Projects
- Structuring and Drafting Public Private Partnership Tenders and Contracts

## COURSE FORMAT

<b>Classroom:</b>	3 days
<b>Virtual:</b>	4 days (2x2-hours a day)







## CP3P PREPARATION CERTIFICATION

**The CP3P Preparation exam is aimed at individuals involved in the development or implementation of PPP Frameworks or the initiation and preparation of PPP projects, mostly public sector officials, practitioners and their advisors or consultants. Private sector candidates may benefit from a greater understanding of the PPP concept as an asset/business opportunity. The exam tests whether candidates have achieved sufficient understanding of how to apply and tailor PPP Frameworks and PPP Project Identification, Screening, Appraisal and Preparation Processes in a given governmental context.**

### COURSE OVERVIEW

The purpose of the Public Private Partnerships Preparation certification is to confirm whether the candidate has achieved sufficient understanding of the importance and general content of a PPP Framework and application of PPP Project Identification, Screening, Appraisal and Preparation Processes in a given governmental context.

A successful Preparation candidate should, with suitable direction and as part of a multi-disciplinary team, be able to start applying and tailoring PPP projects. In this course, you will learn fundamental preparation and appraisal techniques to establish Value-for-Money of PPPs from a government perspective.

### TARGET AUDIENCE

This is a professional-level certification-aimed at people involved in the development or implementation of PPP structures and at the beginning or implementation of PPP projects.

- Public sector employees
- PPP advisers or consultants
- Private sector roles, such as developers, contractors, investors and financiers

### LEARNING OBJECTIVES

The candidate that completes the Public Private Partnerships Preparation training should be able to demonstrate:

- Offer relevant insights in discussions about the value and importance of having a PPP Framework, its objectives and scope, and what it should include.
- Recognise ways to establish a PPP Framework in different jurisdictions, taking account of existing legal and administrative traditions, and offer alternative approaches.
- Help to define a strategy for market testing, observing the key aspects of the Process relevant to its success, whilst giving consideration to the strategic issues involved (including transparency and governance).

### COURSE FORMAT

<b>Classroom:</b>	5 days
<b>Virtual:</b>	5 days (2x2-hours a day)





## CP3P PREPARATION CERTIFICATION

**The Execution exam is aimed at individuals involved in the structuring and tendering of PPP projects and the management of PPP contracts, mostly public sector officials, practitioners and their advisors or consultants. Private sector candidates may benefit from a greater understanding of the PPP concept as an asset/business opportunity. The exam tests whether the candidate has achieved sufficient understanding of how to apply the structuring and drafting process of PPP tender documents and the PPP contracts, as well as the management of PPP contracts during the Construction and Operations Phases candidates have achieved sufficient understanding of how to apply and tailor PPP Frameworks and PPP Project Identification, Screening, Appraisal and Preparation Processes in a given governmental context.**

### COURSE OVERVIEW

The purpose of the Public Private Partnerships Execution certification is to confirm whether the candidate has achieved sufficient understanding of how to apply the structuring and drafting Process of PPP tender documents and the PPP contract, the tendering and awarding of PPP contracts, and the management of PPP contracts during the Construction and Operations Phases.

A successful Execution candidate should be able to start structuring and drafting PPP tender documents and PPP contracts, manage the tender and awarding of PPP contracts, and manage PPP contracts during the Construction and Operations Phases, whilst anticipating and planning for hand back requirements at the end of the contract period.

### TARGET AUDIENCE

Individuals who are involved in the structuring and tendering of PPP projects, and the management of PPP contracts, mostly public sector officials and practitioners and their advisors and consultants.

### LEARNING OBJECTIVES

The learning objectives of the Public Private Partnerships Execution course are:

- Offer relevant insight into the interactions between the Appraisal Phase and the Structuring and Drafting Phase and propose and evaluate the need for refinement of previous analysis during the Structuring Phase.
- Support the drafting of the tender documentation.
- Identify types of cause of claims, preventative solutions and steps to follow to deal with the various forms of claims that may arise (including compensation and relief).
- Identify dispute resolution procedures and support the resolution of disputes.

### COURSE FORMAT

**Classroom:** 5 days

**Virtual:** 5 days (2x2-hours a day)







## PPP SPECIALIST WORKSHOPS

**Cybiant provides PPP Specialist Workshops that are aimed core capabilities within Public Private Partnerships. Our PPP Specialist Workshops are aimed at functional disciplines, such as Procurement, Finance, Law and Contract Management. Additionally, we have developed a number of workshops that are aimed at common PPP sectors. Each Workshop can be customised to include relevant case studies, and are suitable for both classroom as well as online delivery.**

### PPP FUNDAMENTALS WORKSHOP - 2 DAYS

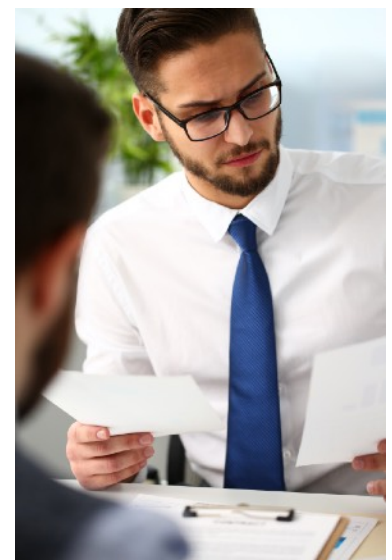
The PPP Fundamentals Workshop provides an in-depth overview of the difference between Public Private Partnership Procurement and other, more traditional, forms of Public Procurement. In this two-day workshop, participants will learn about the theoretical frameworks that are underpinning PPPs, and how PPP contracts are structured. This course discusses the key stakeholders in Public Private Partnerships, and their objectives within the PPP contract. The PPP Fundamentals Workshops is primarily suited for Professional who are new to Public Private Partnerships and who quickly want to obtain in-depth knowledge about the core aspects of PPPs.

### INTRODUCTION TO PPP FINANCIAL MODELLING WORKSHOP - 3 DAYS

The Introduction to PPP Financial Modelling Workshop will provide participants with an overview of the most effective methodologies and techniques to design and structure financial models for PPP projects. The emphasis in the Workshop is to provide an overview of key Project Finance techniques, and how these techniques can be utilised to make sound investment decisions. In this hand-on workshop, delegates will be challenged to build their own PPP Financial Models, based on a real-world case study. For this workshop, participants should have a basic understanding of MS Excel.

### ADVANCED PPP FINANCIAL MODELLING - 2 DAYS

The Advance PPP Financial Modelling Workshop builds upon the knowledge that was introduced in the Introduction to PPP Financial Modelling. The focus of the advanced course will be on sensitivity analysis and scenario modelling. Participants will be challenged to incorporate a number of Marco-economic factors in their financial models, and to use modelling techniques in order to assess the financial impact of a number of different scenarios.





### **PROJECT MANAGEMENT FOR PPPS**

The Project Management for PPPS workshops is for delegates who have either recently moved into a PPP project teams or are already a part of PPP Project Appraisal. In this workshop, we will take an in depth look at the key aspects of project management in the context of PPPs. We will cover the most popular project management methodologies (PRINCE2 and PMI) and will review the impact of Agile development within the context of PPPs. This workshops will also review a number of critical success factor for project management in PPPs, and what project manager can do in order to overcome some of the most prevalent challenges.

### **CONTRACT MANAGEMENT FOR PPPS**

PPP contract management is one of the most important aspects of PPP delivery. If done effectively, it will support the long-term success of the project in line with the agreed contract terms. But, if managed poorly, it can seriously undermine years of project preparation and procurement and can ultimately lead to major cost implications for taxpayers and service disruptions for end users. The Contract Management for PPPs Workshop has been specifically designed to the opportunities and challenges of setting up an effective PPP Contract Management Framework. This Workshop will provide government officials with a practical understanding of Best Practices in PPP Contract Management.

### **ISLAMIC FINANCE FOR PPPS**

The Islamic Finance for PPPs Workshop is designed to explain the features of Islamic project finance and highlights the parallels to, and principal differences with, conventional project financing. There are several standard products which have been developed to meet the financing needs of PPP projects. In this workshop, participants will receive an in-depth overview of different Islamic Finance concepts, and how these apply to PPP contracts. Additionally, a number of successful PPP Case Studies from the Middle-East and South-East Asia are discussed in order to learn Best Practices for using Islamic Finance in PPPs.

### **PPP CONTRACT NEGOTIATION**

The PPP Contract Negotiation Workshop focuses on key techniques that can be used to successfully negotiate PPP contracts. The workshop covers a variety of negotiation skills and styles, which are commonly used in the private sector, and equally important for the public sector. PPP contract negotiations primarily happen before the PPP contract is signed, but can additionally be applied in case of any subsequent contract variations or disputes. A firm understanding of successful negotiation styles and techniques is therefore of paramount importance to ensure long-term success for the public sector.





## THE PPP MATURITY INDEX ASSESSMENT

**The Public Private Partnership Maturity Index (PPMI) is the result of Cybiant's collective knowledge and experience that from various PPP projects. It is our attempt to define a number of core capabilities that every government should take into consideration when structuring their PPP programs and which – in our professional opinion – could form the basis for PPP improvement programs in different countries and jurisdictions. Although we recognise that every jurisdiction will have its own characteristics and challenges, we have tried to define a model that is specific enough to be useful, but generic enough so that it is universally applicable.**

### INTRODUCTION TO THE PPPMI

Public Private Partnerships (PPPs) are one way to procure infrastructure and services. Over the last 10 years, this procurement option has grown exponentially. According to research from the World Bank, different versions of PPPs are now used in more than 134 developing countries, contributing about 15-20% of total infrastructure investment. As a result, interest in understanding PPPs has accelerated, and more governments have started to utilize the PPP procurement option as an “innovate” way to finance infrastructure and services projects.

Because of the significant value of (infrastructure) projects, the risks of PPPs are equally significant – both for the public sector as well as private sector corporations. From a public sector perspective, PPPs are only a suitable procurement option if they provide more Value-for-Money (VfM) compared to other procurement options. For the private sector, on the other hand, a long term-collaboration in the form of a PPPs contract (which can span decades) is only a suitable option if there is a relatively high probability that the ‘partnership’ will provide as significant Return on Investment.

For both sectors, in any jurisdiction, there is a significant incentive to ensure that PPPs are planned, prepared and executed successfully. It will therefore not be a surprise that, over the last 20 years, a significant number of studies have been executed to define why certain PPP projects have been successful, and why others have failed. These ‘critical success factors’ can greatly help governments understand previous lessons learned and decrease risks for new PPPs in the future.

From our previous engagements, we have found that there is no ‘uniform’ list of critical success factors. Rather, based on the legislative nature, preparation activities and collected expertise from key individuals, the probability of success in PPPs grows per jurisdiction. This ‘growth’ is frequently the result of a number of capabilities that public sector entities build as they obtain more knowledge and experience with PPP projects. In other words, PPP organization matures as they obtain more capability in a number of core PPP areas.





Level	Description	Perspective
<b>Level 1 – Performed</b>	Processes are performed ad hoc, primarily at the project level. Processes are typically not applied across functional areas. Process discipline is primarily reactive; for example, the PPP strategy definition process is reactively formulated instead of proactive. Foundational improvements may exist, but improvements are not yet extended within the organization or maintained.	PPPs are a way of procuring infrastructure, similar to other procurement options.
<b>Level 2 – Managed</b>	Processes are planned and executed in accordance with policy; employ skilled people with adequate resources to produce controlled outputs; involve relevant stakeholders; are monitored and controlled and evaluated for adherence to the defined process.	There is awareness of the importance of sound PPPs as way to strengthen economic developments and critical infrastructure.
<b>Level 3 – Defined</b>	Set of standard processes is employed and consistently followed. Processes to meet specific needs are tailored from the set of standard processes according to the organization’s guidelines.	PPPs are treated as a critical component of the government’s infrastructure agenda.
<b>Level 4 – Managed</b>	Process metrics have been defined and are used for Public Private Partnerships. These include management the PPP portfolio, fiscal management, value-for-money management and performance review. Process performance is managed across the life of the process.	PPPs are treated as a way to accelerate international investments and advance national interests.
<b>Level 5 - Optimized</b>	Process performance is optimised through applying Level 4 analysis for target identification of improvement opportunities. Best practices are shared with other nations and the private sector.	PPPs are seen a critical to advance the economic positional of the nation and embed innovation for the public benefit.

## THE PPPMI MODEL

The PPPMI model is composed of 22 PPP Management Process Areas, as well as 8 supporting process areas that are organised into five different categories as illustrated the table 1. Each category contains a number of process areas that have been outlined in the table. These process areas service as the principle means to communicate the themes, goals, practices and example work products of the model. Accomplishment of process area practices allows an organization to build capabilities and, in conjunction with the infrastructure support practices, accomplish mature in Public Private Partnerships.

## CAPABILITY AND MATURITY DEFINITIONS

The PPPMI presents five levels of functional capability and maturity, which are based on the global CMMi model that was developed by the Carnegie Mellon institute. Each process area (and supporting process area) is characterised by increasing achievements for process improvement of best practices. The overview below provides a summary description and perspective for each level.



## PPP ADVISORY SERVICES

**The application of PPP as a project delivery method has been expanding globally. Cybiant has been at the forefront of PPP planning, procurement advisory, asset management, and its evolution from pure privatisation to more complex partnerships.**

**Our Advisory practice was set up to provide seamless integration of technical, economic and contractual expertise across PPP markets. While providing the full range of in-house expertise required for the management and delivery of PPP projects, our services extend to support all areas of infrastructure procurement, financing and development activities.**

### PPP PROCUREMENT ADVISORY

Preparing for PPP procurement, especially in a new jurisdiction or industry sector, can be daunting. Our staff includes a blend of former public sector professionals who understand this process from personal experience and former PPP developers or financiers who understand the perspective of bidders. We advise on practical aspects of the legal or regulatory issues, as well as pre-developing a PPP project to improve feasibility, and modifying the planning approach to accommodate a PPP procurement.

During the procurement process, we offer our extensive experience which includes both technical and commercial advisor for the public sector and advisor to the private sector. In the latter, we have assisted in bid development, served as lenders' technical advisor, and as independent certifier. Our public sector technical and commercial advisory experience includes the strategy of setting up the PPP program, as well as the development of payment mechanisms.

### PPP PLANNING SUPPORT

The public sector has turned to PPP (also known as P3 or PFI) to achieve a range of objectives, for example the simple transfer of commercial risk with a toll road, or the complex sharing of performance risks in a school PPP. As an expert in the design, construction, finance, operation and maintenance of infrastructure, we are uniquely placed to advise the public sector or their private partners on strategies to achieve their respective objectives throughout the life of a PPP project.

In the early planning stages of a project, we advise on feasibility, delivery options, risk analysis, and value for money, utilising core engineering and commercial knowledge gained from successful delivery and operation of a broad range of PPP projects.



## EXCELLENCE IN PPPS

Cybiant is an organization that specialised in the development, delivery, and execution of organisational Best Practices – proven methodologies that improve quality and efficiency in modern organization. Our portfolio and expertise include several best practices, ranging from Project Management to Quality Management Standards and the adoption of ISO standards. The common theme throughout our expertise and service offering is to deliver proven methodologies and best-in-class approaches that provides increased knowledge and better ways to work together.



**CYBIANT - EXCELLENCE IN PUBLIC PRIVATE PARTNERSHIPS**

# CONTACT US

**[WWW.CYBIANT.COM](http://WWW.CYBIANT.COM)**

## **MALAYSIA**

Level 25,  
198 Menara Worldwide  
50450 Kuala Lumpur  
Malaysia

## **SINGAPORE**

Level 4-5, The Signature,  
51 Changi Business Park  
Central 2, Singapore  
486066, Singapore.

## **NETHERLANDS**

H-Tower, WTC  
Zuidplein 36  
Amsterdam  
The Netherlands

## **UNITED STATES**

90 Canal Street  
4th Floor  
Boston, MA  
02114, United States