



Australia Awards

Australia Awards Short Course: Public-Private Infrastructure Partnerships

Program Outline

The Public-Private Infrastructure Partnerships course builds the capacity of government, civil society and private sector personnel to design, prepare, negotiate, implement and monitor Public Private Partnerships (PPPs) for infrastructure development across the varying contexts of government-business relations. The course will be delivered over a total of six weeks: four weeks at the University of Queensland St Lucia campus in Brisbane, Australia and two weeks at the University of Pretoria, in Pretoria, South Africa. A minimum of four weeks will elapse between the delivery of the first part of the program in Australia and the second part of the program in South Africa. This period allows participants to reflect on the learnings from Australia, discuss them with their supervisors and importantly further develop their Reintegration Action Plans (RAP) before the second part of the program in South Africa.

Course objectives

By the end of the course, participants will:

- Understand Conceptual Frameworks for Public Private Partnerships (PPPs) for infrastructure including the role of government, public interest, public sector trends, government-business relations, different forms of Public-Private initiatives, PPPs as procurement, good governance (including ethics and transparency), and emerging issues such as the challenge of cross-border partnerships and negotiations.
- Learn Best Practice Finance Management and Governance incorporating discounted cash flow, financial structures, debt financiers, debt models, procurement, value for money analysis using Australian guidelines, and risk assessment, supported by applied topics including evaluations of PPP specific case studies from Australia and Africa, and participant examples.
- Gain knowledge and real-world examples on the Phases of Development for Infrastructure PPPs (Feasibility, Procurement and Delivery). This knowledge will be delivered throughout the program as participants investigate different real-world studies of PPPs in infrastructure development.
- Skills and Frameworks for Improved Effectiveness of PPPs through the development of skills, toolkits and frameworks for participants to progress their organisations' PPP activity on their return to the workplace.

Characteristics of ideal candidates

Ideally, participants will have experience in business relations from either the government, private or civil sectors. It is preferable, though not necessary for participants with significant experience, that they have a formal qualification in business. Importantly, participants should come to the course with at least one infrastructure related PPP concept that is currently (or imminently) part of their role in their home organisation for application in their RAP.

Course content – including pre and post engagement requirements

This course will be based on a flexible and adaptive adult learning approach built from

participants' existing knowledge to address their identified learning needs. It will be delivered through a series of learning modules integrating knowledge, skills and experience to participants' RAPs. The structure of the course will be closely aligned to the PPP delivery cycle and will be structured around four learning modules: Conceptual Frameworks for Public Private Partnerships (PPPs) for infrastructure; Financial Management and Governance; Phases of Development for Infrastructure PPPs; Developing Skills and Frameworks for Improved Effectiveness of PPPs. The course will include a formal and an applied teaching program. The formal elements will address the principles, concepts and frameworks that guide infrastructure development and management, from both a public sector and private sector perspective. These include commercial and economic components drawn from marketing, finance, economics, management and policy; and cross-cutting components addressing gender and equity, leadership and governance, ethics and transparency, and stakeholder engagement and networking. These formal components will be supplemented with applied components creating opportunities for exposure to various case studies from the sector. This applied component will include guest lectures, site visits, discussions, debates, and seminars.

The main assessment tasks for this course form part of Module 4 - Developing Skills and Frameworks for Improved Effectiveness of PPPs and will be components of the RAP and Personal Development Plans (PDP) to be completed by participants during the course.

Through the RAP, participants will explore a PPP concept that addresses a need that is currently (or imminently) required as part of their role in their home organisation. Throughout the course they will be provided with time and

support to apply the course learnings to this project. Prior to course commencement, participants will be supported to think about possible topics for development through the RAP and they will also be encouraged to nominate their guiding coalitions for RAP implementation support. During the course, participants will have the opportunity to work with a range of coaches to support the development of their RAPs in a range of areas including strategic planning, stakeholder analysis, innovation leadership, and monitoring and evaluation. Participants will present their RAPs during the final day of the both the Australian and African components. These presentations will form part of the assessment. Importantly, significant work on the implementation of RAPs is expected to occur during the four weeks between the Australia and Africa components of the course and following the conclusion of the course in Africa.

The RAPs will be supported by the PDP, which will guide participants to identify the skills they need to develop, in order to successfully meet the challenges of their RAP implementation. Through the PDP participants will also identify how they will implement these skills to strengthen their organisation and other PPP capacity in their home country. Participants who successfully complete the course will obtain APMG Certified Public-Private Partnerships Practitioner (CP3P) Foundation Level certification.

Course details on a weekly basis

	MODULE	DESCRIPTION	LOCATION
WEEK 1	Module 1: Conceptual Frameworks for Public Private Partnerships (PPPs) for infrastructure	Role of Government and Trends in Public Sector Management, Public Interest, Consulting with industry and Community, Government/Business Relations, Different forms of Public Private Initiatives, PPPs as a form of Procurement, Overview of the phases of PPP delivery; Case Studies - Maseru Hospital, Lesotho and Gold Coast Light Rail; Site Visit - Brisbane PPP infrastructure.	University of Queensland St Lucia campus in Brisbane, Australia
WEEK 2	Module 1: Conceptual Frameworks for Public Private Partnerships (PPPs) for infrastructure Module 2: Financial management and governance	Module 1 (continued) - Good Governance: Ethics and Transparency in PPPs, Emerging Issues including cross-border partnerships; Module 2 - PPP Project Financing; Financial Structures, Financial Modelling, Discounted Cash Rates and Financial Structures Debt Financiers, Debt Models; Tutorials - Introduction to Work Plans on Return, choosing your topic & Developing RAPs.	University of Queensland St Lucia campus in Brisbane, Australia
WEEK 3	Module 2: Financial management and governance Module 3: Phases of development for infrastructure PPPs	Module 2 (continued) - Value for Money Analysis; Module 3 - Leadership and Organisational Development for PPPs in Infrastructure, Risk assessment and Transfer: financial, economic and political; Tutorials - Applying Social Inclusion principles to RAPs.	University of Queensland St Lucia campus in Brisbane, Australia
WEEK 4	Module 3: Phases of development for infrastructure PPPs Module 4: Developing skills and frameworks for improved effectiveness of PPPs	Overview of process, toolkits and guidelines - Australia, Africa, and International examples; Module 4 - Negotiation, Collaboration and partnership building for PPPs, application to cross border projects; Presentation of RAPs.	University of Queensland St Lucia campus in Brisbane, Australia
participants RETURN TO WORK IN HOME ORGANISATIONS (4 WEEKS)			
WEEK 5	Case Studies and Site Visits	SADC Infrastructure group; National Treasury PPP Unit; The Gautrain project; PPP Procurement Phase.	University of Pretoria, Pretoria, South Africa
WEEK 6	Case Studies and Site Visits; Presentation of RAPs	The Department of Basic Education; Aurecon: Experiences of a private sector; AfDB Africa 50 Taskforce; PPP Delivery Phase – M&E.	University of Pretoria, Pretoria, South Africa