The Philippine PPP Program: Experiences and Lessons

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Deputy Executive Director, PPP Center of the Philippines
Symposium on Regional Best Practices in PPPs
Jakarta, Indonesia
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OUTLINE OF THE PRESENTATION

1. The Philippine PPP Program
2. Experiences and Lessons
   • Establishing the Role of the Private Sector
   • Enacting the Policy Framework
   • Setting Up the Institutional Arrangements
   • Laying Down Processes and Procedures
   • Provision of Support Systems
   • Institutionalizing Capacity Building
   • Creating a Dedicated PPP Office
   • Keeping Track of Performance
   • Continuous Improvement, Innovation and Learning
   • Leadership, Good Governance and Public Service
3. The Philippine PPP Pipeline
4. PPP Center Accomplishments
5. Challenges
6. Recommendations
THE PHILIPPINE PPP PROGRAM
OUTLOOK: PHILIPPINE INFRASTRUCTURE SPENDING

Part of the proposed 10 point socio-economic agenda of the incoming administration is to **accelerate annual infrastructure spending to account for 5% of the GDP with PPPs playing a key role**

On top of public spending, **PPPs** will bring in private sector capital and expertise to address the infrastructure gap.
DUTERTE ADMINISTRATION SOCIOECONOMIC AGENDA

Accelerate annual infrastructure spending to account for 5% of GDP, with PPPs playing a key role

3. Increase competitiveness and ease of doing business
   - Enhance mobility or increase passenger and cargo throughput
   - Improve connectivity by addressing gaps in physical infrastructure
   - Reduce economic losses and damages due to flooding
   - Enhance digital connectivity

4. Promote rural and value chain dev’t toward increasing agricultural/rural enterprise productivity and rural tourism
   - Accelerate irrigation development
   - Provide access to electricity services and encourage private sector privatization
   - Provide universal access to water supply and sanitation

5. Invest in human capital development, including health and education systems, match skills and training
   - Provide safe, secured, adequate, and satisfactory educational facilities
   - Enhance the teaching-learning processes
   - Improve/upgrade healthcare facilities

6. Promote science, technology, and the creative arts to enhance innovation and creative capacity
   - Develop the country’s capacity in research and development and the application of nuclear science and technology
ESTABLISHING THE ROLE OF THE PRIVATE SECTOR

PPPs DEFINED

 ✓ A **contractual arrangement** between the government (Implementing Agency) and private sector partner to accelerate provision and/or implementation of infrastructure and/or development projects or services.

 ✓ The contractual agreement provides clearly-defined **roles and responsibilities** of the partners.

 ✓ There is allocation of **rewards/revenues/costs/risks** between public and private partners.
ESTABLISHING THE ROLE OF THE PRIVATE SECTOR
PRIVATE SECTOR ROLE AS DEVELOPMENT PARTNER

- Private sector as the State’s partner in development
- Private business as governance actor
- Private sector finance, technology, and innovation offer efficiency gains that may be too costly for the public sector
- Private sector participation can accelerate provision of public goods and services

“The State recognizes the indispensable role of the private sector, encourages private enterprise, and provides incentives to needed investments.”

--Article 2, Sections 20 of the 1987 Philippine Constitution
ESTABLISHING THE ROLE OF THE PRIVATE SECTOR

SCOPE OF PRIVATE SECTOR ENGAGEMENT

**Public sector owns and operates assets**
- Utility
- Restructuring
- Corporatization
- Decentralization

**Public-Private Partnership (PPP)**
- Service Contracts
- Management and Operating Contracts
- Concessions
- Build-Operate-and-Transfer (BOT)*
- Joint Venture Agreements

**Private sector owns and operates assets**
- Full Divestiture/Privatization

*RA 6957 as amended by RA 7718 and its IRR covers the different BOT contractual arrangements and excludes Joint Venture Agreements
ESTABLISHING THE ROLE OF THE PRIVATE SECTOR

ELIGIBLE TYPES OF PPP PROJECTS

- highways/roads
- railroads/railways
- industrial
- canals/dam/irrigation/water supply
- education
- transport systems
- ports
- airports
- ICT systems/facilities
- agriculture
- public markets/warehouses/slaughterhouses
- housing
- government buildings
- solid waste management/climate change mitigation
- land reclamation
- tourism estates/facilities
ENACTING THE POLICY FRAMEWORK
PUBLIC POLICY AND LEGAL BASES

- **1987 Philippine Constitution**
  
  “The State recognizes the indispensable role of the private sector, encourages private enterprise, and provides incentives to needed investments.”

- **RA 6957, as amended by RA 7718:** The Amended Build-Operate-and-Transfer (BOT) Law and its IRR

- **Other Major Laws**
  
  NEDA Joint Venture Guidelines
  
  RA 10752 *(Right of Way Acquisition Act)*
  
  RA 8975 *(Expeditious Implementation and Completion of Government Infrastructure Projects by Prohibiting Lower Courts from Issuing Temporary Restraining Orders)*
  
  RA 7160 *(Local Government Code)*
ENACTING THE POLICY FRAMEWORK

POLICY ENHANCEMENTS

- Updated the Implementing Rules and Regulations of the current Build-Operate-Transfer (BOT) law
- Created Dispute Mechanisms in PPP contracts
- Enhanced framework for PPPs through the issuance of policy circulars and guidelines
- Developed the Generic Preferred Risk Allocation Matrix as risk sharing guide between government and private sector
ENACTING THE POLICY FRAMEWORK

POLICY CIRCULARS

- Appraisal of PPP Projects
- Pipeline Development
- PPP Best Practices
- Viability Gap Funding
- Appointment of Probity Advisors
- Termination Payments
- PPP Monitoring Framework and Protocols
- Managing Government Employees Affected by PPP Projects
- Assessing Value for Money in PPP Projects
- Public Consultation and Engagement
SETTING UP INSTITUTIONAL ARRANGEMENTS
CLEARLY DELINEATED MANDATES/AUTHORITIES

- **Contracting Parties/Implementing Agencies**
  - National Line Agencies
  - Government Corporations
  - Local Government Units (Province/City/Municipality)
  - State Universities and Colleges

- **Other National Agencies Concerned**
  - Line Agencies/Departments (policymaking bodies)
  - National Regulatory Bodies
  - Sectoral Regulators

- **Review and Approving Bodies**
  - Inter-Agency Investment Coordination Committee (NEDA, DOF, DBM, DENR, OP, etc)
  - NEDA Board (Chaired by the President)
  - Local Government Councils

- **Coordinating and Monitoring Agency**
  - Public-Private Partnership Center (PPP Center)
SETTING UP INSTITUTIONAL ARRANGEMENTS
PPP CENTER INSTITUTIONAL FRAMEWORK

CABINET
Economic Development Cluster

PPP GOVERNING BOARD
NEDA | DOF | DTI | DBM |
OP | OGCC | NCC

PPP CENTER

Executive Director

Deputy Executive Director

Deputy Executive Director

Capacity Building and Knowledge Management Service
Project Development Service
Project Development and Monitoring Facility Service
Policy Formulation and Project Evaluation and Monitoring Service
Legal
Admin Service

External Support

ADB
CDTA-7796 (ADB, CIDA, AusAid)
JICA
World Bank
CDIA
British Embassy
ABAROLI

IMPLEMENTING AGENCIES
National Agencies | Line Agencies, GOCCs, SUCs
Local Government Units | Province, City, Municipality
OVERVIEW OF THE PPP PROCESS

**Development Stage**
- Project Identification
- Project Preparation (Feasibility Study, Market Sounding Activity)
- Finalization of Project Structure

**Approval Stage**
- Project submission to relevant approving bodies
- Project Assessment and Appraisal
- ICC-Cabinet Committee Project Approval/Recommendation*
- NEDA Board Approval*

**Competition Stage**
- Prequalification (e.g. Advertisement of Invitation to Prequalify to Bid, Prequalification Conference, Submission of Prequalification Documents)
- Bid Proper (e.g. Pre-bid Conference, Bid Submission, Bid Opening and Evaluation)
- Award and Contract signing with the Private Sector Partner

**Cooperation Stage**
- Financial Close
- Implementation (e.g. Preparation of Detailed Engineering Design, Construction, Commissioning)
- Turnover of Facility/Infrastructure Back to Government
## LAYING DOWN PROCESSES AND PROCEDURES
### PROJECT APPROVAL

<table>
<thead>
<tr>
<th>APPROVING BODY</th>
<th>THRESHOLD AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I. National Projects</strong></td>
<td></td>
</tr>
<tr>
<td>ICC</td>
<td>PhP300 Million</td>
</tr>
<tr>
<td>NEDA Board</td>
<td>&gt;PhP300 Million (upon ICC recommendation)</td>
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<tr>
<td></td>
<td>Negotiated projects regardless of amount (upon ICC recommendation)</td>
</tr>
<tr>
<td><strong>II. Local Projects</strong> (final approval is vested on Local Sanggunians)</td>
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</tr>
<tr>
<td>Municipal Development Council</td>
<td>PhP20 Million</td>
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<tr>
<td>Provincial Development Council</td>
<td>&gt;PhP20 Million - PhP50 Million</td>
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<tr>
<td>City Development Council</td>
<td>PhP50 Million</td>
</tr>
<tr>
<td>Regional Development Council</td>
<td>&gt;PhP50 Million - PhP200 Million</td>
</tr>
<tr>
<td>ICC</td>
<td>&gt;PhP200 Million</td>
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## LAYING DOWN PROCESSES AND PROCEDURES
### PPP APPRAISAL PROCESS

<table>
<thead>
<tr>
<th>Process</th>
<th>OLD</th>
<th>NEW</th>
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<tbody>
<tr>
<td></td>
<td>[ODA, GAA, PPP]</td>
<td>[PPP ONLY]</td>
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<tr>
<td>Project Preparation</td>
<td>Implementing Agency/LGU</td>
<td>Implementing Agency/LGU</td>
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<tr>
<td>Initial Project Assessment</td>
<td>NEDA</td>
<td>PPP Center</td>
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<tr>
<td>Full Project Review</td>
<td>ICC Cabinet Committee</td>
<td>ICC Cabinet Committee</td>
</tr>
<tr>
<td>Project Approval</td>
<td>NEDA Board</td>
<td>NEDA Board</td>
</tr>
</tbody>
</table>
# LAYING DOWN PROCESSES AND PROCEDURES

## MODES OF PROCURING PRIVATE PARTNERS

### Bidding procedures

- **Pre-qualification**
- **Qualification Procedure**

### Solicited Proposals
- part of the list of priority projects (identified in the RDIP/PDIP/LDIP for regional, provincial and local projects)

### Unsolicited Proposals
- LGUs evaluate project proposal
- Approving body to recommend Rate of Return (ROR)
- Negotiation and Contract Approval
- refers to project proposals submitted by the private sector, not in response to a formal solicitation/request issued by an agency/Agency
- Involves new concept or technology and/or is not part of the list of priority projects
- No direct government guarantee, subsidy or equity is required
LAYING DOWN PROCESSES AND PROCEDURES
PROCESS AND TIMELINES FOR THE SOLICITED TRACK

*6 months standard project preparation time frame may vary depending on project complexity
** Plus estimates
Laying Down Processes and Procedures

Process and Timelines for the Unsolicited Track

- Submission of Unsolicited Proposal: 30 calendar days *
- Negotiation Period and Approval/Review of the Contract: 5.5 months **
- Evaluation/Approval of Proposal: 80 calendar days
- Invitation for Comparative Proposals: 20 calendar days
- Evaluation of Comparative Proposals
- Commencement of Bidding Process
- Contract Award
- Commencement of Implementation

* After acknowledging receipt of proposal, agency/LGU shall advise the proponent for the proposal’s completeness within 30 calendar days.
** Evaluation of proposal by the Agency/LGU and ICC.
*** Plus estimates.
### LAYING DOWN PROCESSES AND PROCEDURES

SELECTING THE BEST PRIVATE PARTNER

### PRE-QUALIFICATION CRITERIA

<table>
<thead>
<tr>
<th>1. Legal Requirements</th>
<th>2. Technical Requirements</th>
<th>3. Financial Capability</th>
</tr>
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<tbody>
<tr>
<td>✓ When the project is a public utility, foreigners can only participate in its operation and maintenance if it partners with a Philippine corporation, which must have a minimum of 60% interest.</td>
<td>✓ Firm Experience- member firms and contractors must have successfully undertaken similar project(s)</td>
<td>✓ The implementing agency determines the minimum amount of equity needed and the ability of the prospective Private Proponent to obtain credit from domestic or international banks.</td>
</tr>
<tr>
<td>✓ For projects that are not public utilities, the Private Proponent or Facility Operator may be Filipino or foreign-owned.</td>
<td>✓ Key Personnel Experience- key personnel must have sufficient experience in the relevant schemes similar to the subject project</td>
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PRE-QUALIFICATION CRITERIA LAYING DOWN PROCESSES AND PROCEDURES SELECTING THE BEST PRIVATE PARTNER
PROVISION OF SUPPORT SYSTEMS
GOVERNMENT SUPPORT TO PPPs

• **Cost Sharing**
  – Provision of access infrastructure
  – Right of way (ROW)
  – Partial financing (50%)

• **Direct Government Subsidy**
  – Defray/pay/shoulder portion of project cost or expenses in operation or maintenance
  – Contribute property/assets
  – Waive/grant special rates on real property taxes (LGUs)
  – Waive charges/fees on business permits/licenses

• **Risk Sharing**
  – Development of Generic Preferred Risk Allocation Matrix to serve as guide for risk allocation between public and private sector
  – Guiding principle: Risks should be borne by the party that is best able to manage it
PROVISION OF SUPPORT SYSTEMS
PROJECT DEVELOPMENT AND MONITORING FACILITY (PDMF)

• Revolving pool of funds made available to enhance the investment environment for PPP and to develop a robust pipeline of viable and well-prepared PPP infrastructure projects

• 22 consortia of Internationally-renowned consulting firms

• PDMF Funds | USD 69.47 million
  USD 18 million from AusAID through ADB
  USD 51.47 million from the Philippine Government
PROVISION OF SUPPORT SYSTEMS

ADVANTAGES OF TAPPING PDMF

- **Shorter timeline** for procuring consultants
- Access to **consortia of international and national consulting firms** pre-qualified to provide transaction support services
- Assistance from project development, preparation of tender documents, bid process management to providing assistance until financial close is obtained
**PROVISION OF SUPPORT SYSTEMS**

**VIABILITY SUPPORT MECHANISMS**

- **Strategic Support Fund (SSF)**
  Funds to finance right of way acquisition (ROWA) and other related costs including resettlement

- **Viability Gap Funding**
  Direct fiscal support to the PPP project; e.g. Southwest Integrated Transport System (SWITS) Project

- **Risk Management Program**
  To primarily address regulatory risk; includes payment in case of government default; P30 billion allocated under 2017 budget
PROVISION OF SUPPORT SYSTEMS
DUE DILIGENCE IN PROJECT STRUCTURING

- Feasibility Studies
- Action Plans (ROWA)
- Risk Allocation
- Implementation Plan
- Valuation of Gov. Support
- Market Sounding
- Virtual Data Room
- Bidding Documents
  - Information Memorandum
  - Invitation to Prequalify and Bid (ITPB)
  - Invitation to Bid (ITB)
  - Bid Bulletins
  - Draft PPP Contract
INTRODUCTION AND INCEPTION
PP: What and Why
Needs Analysis
Options Analysis
Economic Valuation
Policy and Institutional Setup
Project Identification

PHASE I

PLANNING / IDENTIFICATION / STRUCTURING / APPROVAL
Project Preparation & Plan/Structuring (Pre-FS/FS)
Review and Appraisal Processes/Requirements
Procurement Documents Preparation
Procurement Plan

PHASE II

PROCUREMENT AND AWARD
Invitation and Prequalification
Transparency and Competitive Requirements
Evaluation, Review and Selection
Negotiation and Award Processes

PHASE III

IMPLEMENTATION PHASE

Construction and Commissioning
Contractual Compliance Monitoring and Evaluation
Risk Monitoring and Mitigation
Project Management
Progress Reporting

PPP AGREEMENT SIGNED
INSTITUTIONALIZING CAPACITY BUILDING
PPP CENTER CAPACITY BUILDING PROGRAM

- Development of Learning Tools (PPP manuals, e-Learning modules, etc.)
- Knowledge Sharing Sessions on various aspects of PPPs
- Twinning Arrangement with Australian and Canadian counterparts
- Capacity Building Strategy
CREATING A DEDICATED PPP OFFICE
INSTITUTIONAL EVOLUTION OF THE PPP CENTER

Aquino Administration 1986-1992
- BOT Law (RA 6957)

Ramos Administration 1992-1998
- Amended BOT Law (RA 7718)
- BOT Center under Office of the President - CCPAP

Estrada Administration 1998-2001
- Renamed BOT program to PSP program
- CCPSP under the Office of the President

Arroyo Administration 2001-2010
- Revert to BOT Program
- BOT Center under DTI

Aquino Administration 2010-June 2016
- Renamed PPP Center and attached to NEDA

Duterte Administration July 2016-present
- PPP Center attached to NEDA
Per Executive Order No. 8, s. 2010, as amended by Executive Order No. 136 signed last 28 May 2013:

- BOT Center renamed as **PPP Center**

- **PPP Center Services:**
  - Provide **advisory services**
  - **Facilitate development** of PPP projects
  - **Manage** the Project Development and Monitoring Facility
  - **Capacitate** national implementing agencies and LGUs
  - Advocate **policy reforms**
  - Monitor implementation of PPP projects

- **Expanded mandate:**
  - BOT Law
  - Monitoring of Joint Venture arrangements

- **PPP Center to directly report** to the **PPP Governing Board**
PROJECT DEVELOPMENT and LEGAL SERVICES

Provides project development and advisory services; technical assistance to NGAs and LGUs

MANAGEMENT SERVICES

Capacitates NGAs and LGUs in PPP project preparation and development

POLICY FORMULATION, PROJECT EVALUATION AND MONITORING SERVICES

Monitors PPP project implementation and advocates policy reforms for efficient PPP implementation

PROJECT DEVELOPMENT AND MONITORING FACILITY SERVICE

Manages and administers the Project Development and Monitoring Facility (PDMF)

CREATING A DEDICATED PPP OFFICE

PPP CENTER SERVICES
CREATING A DEDICATED PPP OFFICE
ROLES OF THE PPP CENTER

- Capacity Development
- Pre-investment financing (PDMF)
- Advisory services (legal, technical, financial matters)

- Preparation of PPP transaction documents (bid documents, draft contract, etc)

- Participate as non-voting observer of BAC
- Provide advice during procurement process

- Monitor project implementation and contract compliance

PPP Center is involved in every part of the project cycle, ensuring that projects are bankable, transparent and advancing public interest.
KEEPING TRACK OF PERFORMANCE EVALUATION, MONITORING AND MITIGATION

Pre-Construction Phase
- compliance of conditions precedent
- DED Plans
- permits and approvals
- Clearances
- Financial Closure

Construction Phase
- work schedule
- resource utilization
- financing plan
- performance security
- testing

O&M Phase
- compliance with all operations and maintenance parameters and performance indicators

Asset Transferring
- preparation for asset transfer
- termination of contract
- Compliance with prescribed standards and specifications

• PPP Governing Board Policy Circular on Monitoring Framework and Protocols
• Engagement of Independent Consultants to track project implementation milestones
KEEPING TRACK OF PERFORMANCE EVALUATION, MONITORING AND MITIGATION

- Policy Circular on Monitoring Framework and Protocols
- Dedicated Evaluation and Monitoring Unit of the PPP Center
- EDC Subcommittee on PPP Projects Execution
- Alternative Dispute Resolution Mechanisms in PPP Contracts
- Hiring of Independent Consultants
- Reporting requirements to the inter-agency Investment Coordination Committee, Office of the President, Cabinet and House of Representatives
SUPPORT FROM DEVELOPMENT PARTNERS

- ADB Capacity Development Technical Assistance (CDTA) on Strengthening PPPs in the Philippines – Phase I and II
- Japan International Cooperation Agency (JICA) Capacity Building on PPP Project Formulation
- World Bank Water and Sanitation Program
- British Government Prosperity Fund Grant for the Development of Foreign Investment Framework for PPPs
- 3iE (DFAT) PPP Program Impact Assessment
- American Bar Association Rule of Law Initiative (ABA-ROLI) on EO 78 IRR
LEADERSHIP, COMMITMENT TO GOOD GOVERNANCE PRINCIPLES AND PUBLIC SERVICE

- **Leadership (Duterte Administration)**
  - Consistent focus and commitment on the PPP Agenda by national leadership despite leadership change
  - Guidance and support by key leaders and institutions
  - Initiative to improve existing processes (faster PPP processes, openness to unsolicited proposals, focus on local/regional PPPs)

- **Commitment to Good Governance Principles**
  - Transparent processes and decisions that can stand scrutiny
  - Accountability from all stakeholders and decision makers
  - Predictability of process founded on the rule of law
  - Participative mechanisms that involve all state and non-state actors

- **Public Service** - PPP is **NOT** Privatization!

“*The prime duty of the Government is to serve and protect the people...*”

--Article 2, Sections 4 & 5 of the 1987 Philippine Constitution
PUBLIC COMMUNICATIONS AND MEDIA MANAGEMENT

- Regular appearances in newspapers, magazines, TV, radio and online news platforms.

- Conduct of press briefings regularly or as needed. Press briefings are attended by at least 10 media outlets.

- Issuance of Press Releases that are picked-up by media

- PPP Center website regularly cited by reporters and news organizations as their source of updated information about the PPP Program, PPP Projects, etc.

- Close coordination with Comms/PR Units of Implementing Agencies

- Daily Tracking of all PPP-related news, features or columns and appropriate responses (i.e. letters to editor, “clarificatory” PR, etc.)
PPP PROJECTS*

Awarded Projects  
USD 6.50 Billion  
Project for Awarding  
USD 515.56 Million  
Projects under Procurement  
USD 5.90 Billion  
For Approval of Relevant Government Bodies  
USD 7.02 Billion  
Projects under Evaluation  
USD 11.91 Billion  
Projects with Ongoing Studies  
USD 93.53 Million  
Projects Under Development  
16  
Upcoming Project  
1

53 PROJECTS  
USD 31.93 BILLION

*Projects started from 2010 onwards (excluding MRT 7 and MMS 3, which were developed before 2010, and the terminated MPOC)

**Amount does not include 19 other projects with no estimated costs yet
DISTRIBUTION OF PPP PROJECT COSTS BY PROJECT TYPE
DISTRIBUTION OF PPP PROJECT COSTS BY LOCATION

- Nationwide: 30.1%
- NCR: 58.6%
- Luzon: 5.1%
- Visayas: 5.2%
- Mindanao: 1.1%
FOR APPROVAL OF RELEVANT GOVERNMENT BODIES

6 PROJECTS

PHP 315.81 BILLION
USD 2.26 BILLION

Projects Under Evaluation

MANILA BAY INTEGRATED FLOOD CONTROL, COASTAL DEFENSE & EXPRESSWAY PROJECT

PHP 536.03 BILLION
USD 11.91 BILLION

(as of August 2016)
WHAT THEY SAY ABOUT THE CENTER

PPP Agency of the Year
The ASSET Triple A Asia Infrastructure Awards 2015

Best Central Government PPP Promoter
Partnerships Awards 2014

Asia-Pacific Grantor of the Year
IJGlobal Awards 2014
CHALLENGES AND CRITICAL REFORMS/EFFORTS

1. Project Identification, Selection, and Prioritization; and Project Management and Improvement Measures

CRITICAL NEXT STEPS:
- PPP Strategic Planning Sessions with IAs and other concerned agencies
- Utilization of the PDMF fund for the development of a bankable pipeline of PPP projects

2. Legal and Regulatory Framework Enhancements

CRITICAL NEXT STEPS:
- Amendments to the BOT Law (PPP Act)
  - Harmonize PPP options including Joint Ventures and O&M contracts
  - Foster competitiveness and transparency in unsolicited proposals
  - Institutionalization of the PPP Center and the PDMF
- Revised Framework for Financing National Government Projects
- Drafting of the IRR for the EO on Alternative Dispute Resolution
- Sector-specific Policy Guidelines on PPP

3. Capital Markets Development

CRITICAL NEXT STEPS:
- Development of capital market options for financing and refinancing infra projects
4. **Project and Contract Monitoring & Evaluation**

**CRITICAL NEXT STEPS:**
- Policy Guidelines on Contract Management

5. **Capacity Development Interventions**

**CRITICAL NEXT STEPS:**
- Customized/sector-specific training interventions for implementing agencies
- Twinning arrangements with development/institutional partners

6. **Other Critical Next Steps**
- Communications Management and Media Relations
- Launch of the PPP Knowledge Portal—a comprehensive database of all knowledge and information about the PPP Program and projects
- Focused LGU strategy with DILG - PPP for the People Program (P4)
RECOMMENDATIONS

1. Clearly Establish the Role of the Private Sector

2. Enact or Formalize (Amend) PPP Policy Framework

3. Set Up (Delineate) Institutional Authorities/Responsibilities (who is contracting? who approves, who regulates/monitors?)

4. Lay Out Clear and Predictable Processes and Procedures

5. Provide Necessary Support Systems (Project Development Facility, Counterpart Funding, Incentives)

6. Put Premium on Due Diligence (Project Feasibilities, Risk Allocation, Government Support, Well Crafted PPP Contract)
RECOMMENDATIONS

7. Institutionalize (Invest In) Capacity Building
   *(Selected Technical Officers/Staff in Key Institutions, Focused on Key Learning Areas, Hands-on, Learning-by-Doing Approach)*

8. Create a Dedicated PPP Office
   *(With Clear Mandate, Has Authority and “Influence” on Key Policy, Process and Implementation Decisions)*

9. Keep Track of Performance (of both **Public** and Private Partners)
   *(Monitoring Framework, Regular Reporting and Mitigation of Contractual Implementation Problems)*

10. Continuous Improvement, Innovation, Learning *(and Communications)*

11. Leadership, Good Governance and Public Service
QUESTIONS?

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