The British Columbia
Public Private Partnership Agency Experience

A submission by Partnerships British Columbia
To
Quebec National Assembly's
Committee on Public Finance
regarding Bill 61, An Act respecting the
Agence des partenariats public-privé du Québec

September 9, 2004

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Summary

Partnerships British Columbia is the arms length agency of the Government of British Columbia responsible for the encouragement, support and facilitation of public private partnerships. Rather than focussing specifically on Bill 61, the following paper provides some background on Partnerships British Columbia's experiences including broad discussions of its mandate, its governance and its basic business model. Also discussed is the Government of British Columbia's approach to capital asset decision making—the Capital Asset Management Framework, how Partnerships British Columbia seeks to ensure value-for-money is achieved and a list of the agency's current projects. Also attached is a brief summary of some of the models used for public private partnership agencies in other countries.

The Partnerships British Columbia Experience

With the Government of Quebec considering the creation of an agency to handle public private partnerships (P3s)in the Province of Quebec, Partnerships British Columbia—as Canada's first dedicated P3 agency—believes its experience can assist with the successful establishment of a P3 agency in Quebec.

This submission does not make specific recommendations regarding the structure or operations of *Agence des partenariats public-privé du Québec*; rather it focuses on Partnerships British Columbia's experiences to date and what lessons may be taken from those experiences.

Public Private Partnerships Considered

Partnerships British Columbia defines P3s as contractual arrangements between the government and the private sector, combining the best of both partners' experience and expertise. P3s provide a framework for delivering projects jointly with a mutually beneficial division of tasks and risks, including clear, legal definitions of each party's responsibilities.

Public private partnerships are not a new concept. In France, cooperation between the public and private sectors in delivering public infrastructure projects goes back centuries to the privately financed navy ship-building endeavors in the 17th Century. The recent resurgence in public private partnerships can be attributed to a critical rethinking of the role of the public sector. Governments around the world face a number of infrastructure challenges, ranging from minor refurbishments to large scale greenfield projects. Deferred maintenance problems are rivaled by a considerable backlog of need for entirely new projects. With capital asset requirements of this magnitude, a wide range of procurement options may be a desirable public policy objective. In recent years governments have begun to make a distinction between "the enduring goals of public

policy" and "the particular means through which they are pursued at different times and different circumstances."[1]

In recent decades, most western nations have experienced significant growth in both the provision of and demand for government services. Governments have focused on funding services, and as such, maintaining the infrastructure to support those services has been a lower funding priority. For most western nations this problem remains—any new monies available are spent to address rapidly increasing costs associated with heath care and education. Even the provision of a significant infusion of new money, as currently witnessed in the United Kingdom, does not necessarily translate into new money for infrastructure.

Procurement through public finance has traditionally been the preferred method of capital asset procurement, although the business case justification for this approach is not always apparent. In addition, the reliance on traditional methods of procurement has contributed in some form to the problems of deferred maintenance and backlogs. Under traditional capital asset procurement, financial capital is often treated as a "free good" in that capital expenditures sometimes exist outside of Ministry annual budgets. For example, future debt serving, amortization, and maintenance costs are not fully accounted for in single year annual appropriations. The result is diminished accountability for capital expenditures, higher cost infrastructure, and the neglect of life-cycle costing. This situation has led governments to begin considering alternative forms of budget accountability and capital asset procurement, including public private partnerships.

Partnerships British Columbia's Mandate

In 2001 the newly elected Government in British Columbia engaged in a Core Services Review process -- a comprehensive and rigorous examination of all provincial programs and activities. The objective of the review was to identify and to confirm Government's core roles and responsibilities and to identify ways to improve the delivery of government services in the interests of taxpayers. Accompanying this review was a commitment to a

[1] Institute for Public Policy Research, Building Better Partnerships: The Final Report of the Commission on Public Private Partnerships, IPPR, London: 2002, p. 15.

more taxpayer – and value for money – focused delivery of public services and an entrepreneurial approach. The result was a commitment to a focus on core services, alternative service delivery, and public private partnerships.

The Government of British Columbia established Partnerships British Columbia in 2002 as part of this process. The Minister of Finance declared that “To build the road to P3 success, a corporate agency – working in the interests of government and taxpayers, but at arms length – is critical.” The agency’s original mandate was to promote, enable and help implement P3 projects, and to be the government’s conduit for involving the private sector on P3 issues.

Since its creation, Partnerships British Columbia has refined its goals to more clearly reflect the role it plays in the P3 market. Partnerships British Columbia’s goals are to:

1. Pursue, structure and implement public private partnerships
2. Satisfy clients
3. Become commercially viable
4. Serve public interest and ensure fair processes
5. Become widely recognized as a Centre of Expertise
6. Build and retain team

Governance and Organization

Partnerships British Columbia is a company owned by the Province and governed by a board of directors which reports to the sole shareholder, the Province of British Columbia, represented by the Minister of Finance. Partnerships British Columbia is governed by the *British Columbia Business Corporations Act*.

Partnerships British Columbia has 10 board members, including the CEO who sits as a member. The Chair is held by a director other than the CEO in keeping with recent recommendations by the Toronto Stock Exchange (TSE) and corporate governance experts. (The TSE recommends the appointment of a "chair of the board who is not a member of management with responsibility to ensure the board discharges its responsibilities." The purpose of this is to ensure that the board functions "independently

of management."[2]) Partnerships BC's board's mix is designed to ensure a broad range of public and private sector experience is available. The board was designed to be active with the principal functions of strategic direction, reporting, and measuring the performance of the CEO and the Company overall.

Critical to the success of Partnerships British Columbia was the selection of a CEO with the right mix of private and public sector credentials and an experience in this field. The CEO's profile includes both public sector experience coupled with significant relevant private sector expertise; experience in negotiating and closing significant finance projects; ability to build and lead a team; and highly developed interpersonal skills.

Senior management is a mix of public and private sector professionals including senior managers responsible for operations and the key client sectors. Professional staff are both from the private sector, transfers from the public sector and secondments from the public and private sectors, with experience in project management and review, finance and delivery. Compensation rates were set based on independent advice in order to reflect the need to hire specific expertise in a competitive sector. Compensation rates are outside provincial salary scales to provide flexibility to recruit the most appropriate people.

Partnerships British Columbia's approach to human resources is critical to the Company's ongoing success. Given that the Company's services are knowledge based, commitment to building a high calibre and cohesive staff is a necessary part of Partnerships British Columbia's long term viability. Related to this is the effective work of Partnerships British Columbia's Board of Directors and its commitment to effective corporate governance.

Business Model

Partnerships British Columbia provides advice, support and assistance to public sector client agencies on non-traditional funding relating to capital assets (public private partnerships, asset-based alternative service delivery, asset leveraging and strategic

[2] TSE Corporate governance: A guide to good disclosure, Guideline No. 12., p. 16. As found at: http://www.tse.com/en/pdf/TSXCorpGov_GuideToGoodDisclosure.pdf

asset disposal). Partnerships British Columbia enters into a service commitment specific to the needs and types of projects of the client agency, outlining the level and scope of services to be provided by Partnerships British Columbia.

Partnerships British Columbia is involved in new projects in addition to projects which have already received Provincial Treasury Board and Cabinet scrutiny through the annual Service Plan and Capital Asset Management Plan approval process. Partnerships BC is also developing new engagements with other public sector agencies such as regional authorities and municipalities.

Partnerships British Columbia's initial role in any new engagement is to determine, with the client agency, if a public private partnership is the best alternative for a specific project. The scope of partnership review depends on key elements including: client agency expertise and experience, and the risk and size of the project. Preliminary feedback targets for review are agreed upon in the service commitments to the client agency. Partnerships British Columbia then works with the client agency to develop a detailed business plan and a project implementation plan (Project Charter) and present results to Treasury Board/Cabinet for approval. Once approved, Partnerships British Columbia moves to project implementation beginning with the process to procure a private sector partner. Partnerships British Columbia ensures the marketplace sees only bid-ready projects.

The project charter specifies the degree of Partnerships British Columbia involvement in project implementation. At a minimum Partnerships British Columbia assists client agencies to manage changes in risk profile, and becomes involved in material changes in project scope to ensure that project economics are protected. Partnerships British Columbia assists client agencies to become sophisticated in public private partnership dealings as well as assisting in the education of both the public and private sectors on the creation of successful partnership projects.

Partnerships British Columbia maintains an independent profile within government and with the private sector.

Partnerships British Columbia is not an approval organization. Rather it is a facilitator of successful project implementation. Provincial Treasury Board retains its approval and oversight role for capital projects. Partnerships British Columbia does not enter into agreements with the private sector, does not serve as a facilities manager, is not a capital-planning agency and is not a funding agency.

Capital Asset Management Framework

The Capital Asset Management Framework (CAMF) is the underpinning for all capital asset procurement in British Columbia. The CAMF, released in 2002, outlines in detail the steps necessary for successful capital procurement in British Columbia.

Encouraging government infrastructure procurement to consider a broad range of methods increases the ability of government to determine the most appropriate and efficient method of meeting a public need. British Columbia addresses this dilemma through its Capital Asset Management Framework which requires agencies to consider all options and employ best practices.

"One of the key objectives of the Capital Asset Management Framework is to support ministries, health authorities, school districts, Crown corporations and other public agencies to think creatively and find the most efficient ways to meet the Province's capital needs associated with meeting service delivery needs. Agencies are encouraged to be innovative and to challenge traditional service delivery approaches and assumptions."[3]

British Columbia's CAMF contemplates at least four methods of satisfying the province's capital needs. These include alternate service delivery (ASD), P3s, asset disposal and/or leveraging and traditional procurement. The CAMF requires that publicly procured capital assets in British Columbia first proceed through a rigorous challenging of assumptions. Under the CAMF agencies are expected to ask the following questions:

[3] Government of British Columbia, Capital Asset Management Framework, as found at: http://www.fin.gov.bc.ca/tbs/camf.htm

- Is there another way to meet service delivery needs that could avoid new capital spending?
- Is there a way to better manage or use existing assets that could reduce the need for additional expenditures?
- Is there a way to share the cost and risk of capital acquisition with, for example, a private sector partner or another public sector agency?

Agencies which consider all procurement options are better equipped to justify capital expenditures in terms of value-for-money. Effective value-for-money comparisons and assessments can only be made when all possible options are considered. Capital asset decisions must be driven by the service need and not by the method of procuring or maintaining those assets.

Relationships: Government, Clients and the Private Sector

While Partnerships British Columbia maintains an arms-length relationship with the Government of British Columbia, it is this relationship that provides the company with its key value proposition. Partnerships British Columbia provides public sector client agencies with a central portal for expertise and experience with public private partnerships. The centralization of P3 experience in one agency allows government to capitalize on the knowledge gained on each P3 project as opposed to diffusing that knowledge and expertise throughout government. For example, a public sector employee may be involved in only one major health care P3 in their career. The knowledge gained from that experience might not be transferred to a transportation P3 in another government department. A central agency can overcome this knowledge management problem. Further, learning from experience and applying this experience across project can reduce the overall costs of procurement for subsequent projects.

Conversely, Partnerships British Columbia provides the private sector with a single window for interacting with government on P3s. Partnerships British Columbia is the only entity operating in the British Columbia P3 market that has particular access to and expertise regarding the public sector and its relevant funding and approval processes. This unique service provision provides Partnerships British Columbia with a market niche that complements, rather than competes with, the work of private sector P3

advisors and consultants. Further, Partnerships British Columbia is developing Best Practices for P3 projects that provides more consistency for the P3 market.

With specific regard to clients (public sector client agencies), Partnerships British Columbia operates under a voluntary relationship model similar to that of Partnerships UK in that potential public sector client agencies are not required to use the services of Partnerships British Columbia. Partnerships British Columbia, in essence, acts as a self-supporting cost centre within government.

The voluntary nature of the relationship between Partnerships British Columbia and its clients creates the element of competitive, private sector discipline necessary to ensure quality is maintained. Partnerships British Columbia's model forces the agency to be responsive to client needs and to be competitive in terms of its service offerings. This model also ensures Partnerships British Columbia's goals are aligned with the P3 market as a whole as the company necessarily must take an interest in the well being of the P3 business climate in British Columbia, across Canada and internationally. This in turn strengthens Partnerships British Columbia's commitment to the promotion of P3s as a viable procurement option.

As a self-supporting cost centre, one of Partnerships British Columbia core objectives is to satisfy clients, which is done be ensuring that quality, value for money outcomes are achieved for each project. Failure to do so would impact Partnerships British Columbia's goals, not the least of which is to become commercially viable.

Projects & Project Experiences

Partnerships British Columbia expects seven financial closings by April 2005, representing approximately $3.5 billion worth of capital assets. Seven other projects are to begin construction during the same time period and two projects, the Sea to Sky Highway and the Sierra-Yoyo-Desan resource road, are already under construction. Specific projects include:

Abbotsford Regional Hospital and Cancer Centre – The Abbotsford Regional Hospital and Cancer Centre is planned as a state-of-the-art 300-bed replacement for the

aging MSA Hospital in Abbotsford. The facility will offer several enhanced programs, including integrating a new cancer treatment centre that will be part of the provincial network operated by the BC Cancer Agency. The cancer centre will provide much-needed diagnostic and treatment services.

Partnerships BC's role in this project is as project manager, including oversight all aspects of the project including planning and scheduling, procurement, contract management, project development and financial controls.

An agreement is expected to be signed, and construction underway in fall of 2004. Construction completion and commissioning will be complete by April 2008.

Academic Ambulatory Care Centre – The Academic Ambulatory Care Centre (AACC), to be built on the Vancouver General Hospital site, will coordinate outpatient care and services—including associated specialty clinics, along with medical education, physician practice offices, research and related commercial/retail activities—at one site.

Partnerships BC's role in this project is to assist throughout the procurement process. An agreement is expected to be signed, and construction underway by late summer of 2004.

Britannia Mine Water Treatment Plant – An acid-water treatment plant is planned at the former Britannia Mine site near Squamish, British Columbia. The Britannia Mine, once the largest copper mine producer in the British Commonwealth, has been a major source of acid mine water pollution in Howe Sound since its closure in the mid-1970's. Currently, the mine is the largest sources of acid rock drainage to a marine environment in North America.

Partnerships BC's role is to develop the business transaction for a design, build, finance and operate contract for a water treatment plant at Britannia Mine, and to work with the Ministry of Sustainable Resource Management to manage the procurement process. An agreement is expected to be signed, and construction underway by winter 2004/05.

Golden Ears Bridge (New Fraser River Crossing) – The Golden Ears Bridge will improve the movement of goods and people between the north and south sides of the Fraser River in the Greater Vancouver region. Expected to open in 2008, the new crossing will reduce travel times across this part of the river by a minimum of 20 to 30 minutes for drivers in Greater Vancouver.

Partnerships BC's role in this project is to support Translink and the Fraser River Crossing project team in developing and implementing the business transaction and procurement phase.

Okanagan Lake Crossing – A new, five-lane bridge is planned to replace the existing floating bridge across Lake Okanagan in Kelowna. A private sector partner will design, finance, build and operate the new bridge under a contract for service with performance-based payments.

Partnerships BC's role is to advise the Ministry of Transportation on the business transaction and work with the project team on the procurement process.

An agreement is expected to be signed by Spring 2005.

Richmond-Airport-Vancouver (RAV) Rapid Transit Line - The RAV project is a proposed, 19.5-kilometre rail rapid transit line connecting central Richmond, the Vancouver International Airport and downtown Vancouver. It is estimated that, depending upon configuration, the line will cost CDN $1.5 to $1.7 billion. Under the proposed deal structure, the private sector partner would be responsible for design, financing, construction and operation of the rail rapid transit line. This project is sponsored and managed by Translink.

Partnerships BC's role has been to advise the Province with respect to its investment in the project. An agreement is expected to be signed, and construction underway in 2005.

Sea-to-Sky Highway Improvement Project – The Sea-to-Sky Highway links communities from West Vancouver to Whistler. Set in a spectacular mountain landscape, the highway presents complex engineering and construction challenges.

British Columbia's Ministry of Transportation is undertaking improvements to the highway between Horseshoe Bay and Whistler to improve safety, reliability and capacity. By spring 2009, extensive highway improvements will considerably improve travel along the corridor for residents, commuters and tourists. This must be completed prior to the 2010 Winter Olympics. Over the longer term, highway improvements will serve population growth, economic development in corridor communities and increasing demand for resident travel, visitor travel and goods movement.

Partnerships BC's role is to advise the Ministry of Transportation on the business transaction and work with the project team on the procurement process.

Construction is already underway to advance timelines for the project and an agreement is expected to be signed by April 2005.

Sierra Yoyo Desan (SYD) Road– The SYD Road is a 188 kilometre multi-user resource road located northeast of Fort Nelson. The SYD Road is currently operating under a partnership, established in 1998, between industry and government, with companies paying for the use of the road. A major upgrade of the SYD Road is now required to facilitate all-season oil and gas activities as part of the Province's Oil and Gas Development Strategy.

Partnerships BC's role is to advise the Ministry of Energy & Mines on the business transaction and to work with the project team on the procurement process.

Construction is already underway and an agreement was signed in June 2005.

Kicking Horse Canyon – Phase 2 – Kicking Horse Canyon is located on the Trans Canada Highway which extends through the Rocky Mountains between British Columbia and Alberta. The Kicking Horse Canyon Project encompasses improvements to the 25 kilometre section of the Trans Canada Highway between the Highway 95 junction at Golden, BC and the western boundary of Yoho National Park through extremely challenging mountain terrain.

Due the size and complexity of the improvements contemplated to the Highway, the upgrades are being undertaken in at least three (3) phases. Phase 1 is currently under construction through a traditional delivery method. Partnerships BC is managing the procurement of Phase 2 which involves the replacement of Park Bridge (also known as 10 Mile Bridge), the upgrade of the highway approaches over 4.5 kilometres, and operations and maintenance on the entire 25 kilometre section within this project.

An RFP is expected to be issued in October 2004, with a contract award in 2005.

Achieving Value for Money

Fundamental to the success of public private partnerships is the ability of the government and its agents to achieve value for money. As part of its commitment to public accountability, the Province (through Partnerships British Columbia and client agencies) will release a value for money report for each major public private partnership agreement it enters on behalf of British Columbians. Value for money is a broad term that captures both quantitative (e.g., financial) and qualitative (e.g., service quality, public interest) factors. In this context, it generally applies to how well a final agreement meets project objectives in current market conditions.

Value for money is one of six key principles guiding public sector capital asset management in British Columbia. The others are:

- sound fiscal and risk management
- strong accountability in a flexible and streamlined process
- emphasis on service delivery
- serving the public interest, and
- competition and transparency.

Since 2002, these principles have guided B.C. public sector agencies' approach to acquiring and managing assets such as schools, roads and health-care facilities. Under the Capital Asset Management Framework, ministries, school districts, health authorities, Crown corporations and others leading capital projects are encouraged to consider all available options for meeting their service objectives. They analyze the

options and, after considering the qualitative and quantitative pros and cons of each, choose the one that best meets service delivery needs and makes the best use of taxpayers' dollars.

In some cases, the best option may be traditional procurement – where assets are purchased entirely with taxpayers' money or debt and are operated exclusively by the public sector. In other cases, agencies may find innovative ways to meet their service needs without acquiring capital assets. In these instances, agencies are publicly accountable through regular budgeting, auditing and reporting processes.

In the case of major public private partnership agreements, the Province is committed to an even higher standard of public disclosure to ensure accountability. This value for money report describes the rationale, objectives and processes that led to the partnership, giving the public a clear sense of how and why the decision was reached to proceed with that option. It explains how value for money was measured in each particular case and shows whether value for money was achieved in the context of current market conditions. Where applicable, it also compares key aspects of the final agreement to other options considered for the project.

Critical success factors

While a number of factors are important for the creation of a successful P3 agency and, more importantly, the creation of a viable P3 market nationally, the following factors are considered by Partnerships British Columbia to be among the most critical it faces:

1. Standardization – A consistent and cohesive approach to P3s across the entire Canadian market is in the public's best interest. Standardization will reduce transaction costs for government, reduce pursuit costs for proponents, increase market certainty and maximize appeal of both provincial and national markets. Relevant to this point is the need to recognize that the global P3 market does not look at provinces individually, and rather considers the country's business climate as a whole. Unsatisfactory experiences in one province will impact the prospect of success elsewhere.

2. Transparency and Fairness – The Government of British Columbia has made a commitment to “open, fair and competitive” processes. Furthermore P3s and P3 agencies are sometimes criticized for supposed lack of transparency. While the charge is often unwarranted when compared to traditional procurement, Partnerships British Columbia recognizes that if P3 projects are to be successful, the issue must be directly addressed. In response, Partnerships British Columbia is committed to a high level of disclosure in its projects that can exceed the level of disclosure in traditionally managed capital projects. Furthermore, Partnerships British Columbia has incorporated the use of fairness advisors to oversee project processes, conflict of interest adjudicators to protect the public interest and peer reviews in order to maintain standards and quality.

3. Decision-maker commitment – Critical to the success of a national public private partnership market is the commitment of governments. Public sector agencies and private sector proponents must expend considerable resources in order to arrive at a successful public private partnership. Interruption of a project’s process, or the reversal of critical decisions, can have a damaging effect on the market’s perception of the attractiveness of the Canadian market—an effect that can have consequences for future project. Possible consequences include fewer proponents, reducing the competitive tension, lack of market interest in projects or the pricing of political risk into project bids.

4. Public Interest and Perception – Sensitivity to public opinion regarding P3 projects and the industry in general is important for any agency operating on behalf of government. The relative newness of public private partnerships presents opportunities to demonstrate their value and contribute to public understanding and awareness. The novelty of public private partnerships also poses risks. Until a jurisdiction and its respective agency establish a track record, there will be vulnerability certain types of criticisms, whether these are founded or not. Partnerships British Columbia addresses this issue by ensuring its projects are successful in achieving and demonstrating value for money, in managing processes that are competitive, fair and transparent, and being open and accessible to stakeholders, including public opinion leaders and the media.

The Pan-Canadian Opportunity

Partnerships British Columbia recognizes that the international P3 market does not view provinces as individual markets. Given this reality, it is extremely important that Canadian agencies and/or Ministries responsible for the delivery of public private partnerships work together to maintain a consistent market advantage for Canada. Further, the value to the taxpayer and the public purse resulting from effective P3 implementation is considerable.

Partnerships British Columbia encourages the growth and creation of a vibrant P3 market in all Canadian provinces. The creation of a dedicated P3 agency in Quebec will be to the benefit of the entire pan-Canadian market.

Other Models

There is considerable variation among nations with regard to the various roles, responsibilities and organization of a public private partnerships coordinating entity. Some agencies operate only as advisory bodies, some reside within government departments or ministries, while still others are directly involved in project approval. The format taken generally relates to the sophistication of the domestic P3 market and what expertise and experience is necessary to enhance that market. Developing countries are more likely to include an agency within a government department (usually finance), while more develop countries (OECD nations) generally create arms length agencies whereby expertise and support is kept separate from project approvals (which generally remain within government).

United Kingdom – Partnerships UK (PUK) was formed in 1999 to centralize in one agency the UK government's PFI expertise. PUK has two unique features when compared to other P3-related agencies. Firstly, PUK is a P3 itself. In 2001 a majority interest (51%) in the agency was sold to a number of private sector firms. PUK's public mission remains enshrined in its constitution and is monitored by an advisory council and the agency continues to work exclusively for the public sector. The second unique feature is that PUK's mandate allows it to invest financial resources in developing P3 projects. According to the PUK website, "*the costs of the development and procurement can be shared with PUK and effectively managed and controlled. Most significantly, PUK takes a risk on the outcome of the development and procurement process so it has a real interest in delivering a successful deal.*"

For more information see: http://www.partnershipsuk.org.uk/

State of Victoria (Australia) – Partnerships Victoria (PV), established in 2000 in the Australian State of Victoria, is more of a policy and approach as opposed to an agency. PV provides guidance and assistance for partnership projects, but does not manage processes related to specific projects or provide approvals.

For more information: http://www.partnerships.vic.gov.au/

Netherlands – The "PPP Knowledge Centre" (Kenniscentrum PPS), which is part of the Ministry of Finance, was established in January 1999 and has two main functions: to gather knowledge and experience, and to assist in the formulation of government policy on partnerships between the public and private sectors. The Knowledge Centre also provides direct advice to other government agencies and has an advisory board to assess the quality of public private partnership proposals. The advisory body is informal and meets only a few times a year. It is composed of experts in the field. It is not mandatory for government agencies to engage the Knowledge Centre. The Knowledge Centre is not an independent agency and remains part of the Ministry of Finance although it is not directly tied to Ministry approvals.

For more information: http://212.206.208.170/nl/pps/home_frameset.html

Northern Ireland – In Northern Ireland public private partnerships are managed by the PPP Unit within the Office of the First Minister. According to the PPP Unit's website "*The PPP Unit in the Department of Finance & Personnel has responsibility for implementation of Government policy and co-ordination of PPP within Northern Ireland Departments. Through dissemination of information and advice it supports the Northern Ireland Departments in taking forward PPP projects.*" Northern Ireland looks to the United Kingdom for considerable P3 policy background.

For more information: http://www.pfi-ni.gov.uk/ppp/

South Africa – South Africa manages public private partnerships through the National Treasury ministry. South Africa has adopted a mandatory approach where P3s must be registered and vetted through National Treasury unless that function has been delegated by National Treasury to a provincial treasury department. Municipal P3s are governed by Federal government municipal legislation. South Africa's model therefore is different in that the P3 agency is mandatory and it is both a facilitator and an approval mechanism. It is not arms length from the National Treasury.

For more information: http://www.finance.gov.za/

Japan – In Japan (where the UK terminology Private Finance Initiative or PFI is used) there is no central government agency coordinating policy or projects. A non-profit organization, the Japan PFI Association, has been created to promote and encourage public private partnerships but is not directly tied to government. Within government a PFI Cabinet Office for the Government of Japan has been established. Within the Cabinet Office the PFI Promotion Committee is beginning to develop guidelines and systems for the country.

For more information: http://www.cao.go.jp/index-e.html
Or: http://www.pfikyokai.or.jp/english_v/new_v/03.html

A number of other jurisdictions around the world are adapting the agency model to their specific needs. New Zealand, France, Ireland, other Australian states, the Czech Republic and many developing nations are looking at models best suited to their particular circumstances.