MERCURY

PPP Project Lifecycle: From Structuring to Handback

9 – 20 May 2027
Kuala Lumpur (Malaysia)



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The PPP project lifecycle, from structuring to handback, is the path a public-private partnership follows from needs analysis through feasibility, procurement, financial close and operation to the return of the asset. This 2-week course is for public and private staff who prepare, procure or manage PPP contracts, and you leave with a PPP Lifecycle Decision File. This PPP project lifecycle course is delivered by Mercury Training Center.

About This Course

Many PPPs are prepared well and then struggle at financial close, during operations or at handback, because each phase was handled by a different team. You should already work on infrastructure or public service projects. You follow one PPP case through every phase, with a decision, model or document to produce at each stage.

Who It Is For

- Public sector staff who identify, appraise and approve PPP projects and carry their fiscal commitments.
- Procurement and transaction teams who run PPP tenders, evaluations and negotiations to financial close.
- Contract managers who monitor private partners' performance, payments and compliance during operations.
- Legal, financial and technical advisers who structure PPP contracts, models and specifications.
- Private sponsors and lenders who assess PPP bids, bankability and long-term obligations.

This course is not for readers who want a short introduction to PPP concepts and delivery, who will be better served by a one-week overview course, nor for financial analysts who only need to build detailed spreadsheets, who suit a dedicated project finance modeling course.

Competencies You Will Build

- PPP Project Screening: you test a proposal against needs, feasibility and PPP suitability before money is spent on preparation.
- Value for Money Appraisal: you compare PPP delivery with public delivery and defend the choice to decision makers.
- Financial Structuring: you read a PPP financial model and judge bankability, affordability and government support.
- Risk Allocation: you assign each risk to the party best able to manage it and write it into the contract.
- Tender and Close Management: you run a fair competitive tender and steer negotiations to financial close.
- Contract and Handback Management: you monitor KPIs, link payments to service levels and prepare the asset's return.

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What You Will Be Able to Do

By the end of the course you will be able to:

- From a public service need, prepare a pre-feasibility note that recommends whether to proceed.
- Given a project proposal, choose between BOT, BOOT, DBFO, lease and concession models and justify the choice.
- Using a cost-benefit analysis and public sector comparator, state the value for money case.
- Given a draft financial model, test debt-equity ratio, IRR and the effect of inflation, currency and interest rate changes.
- From a risk list, build a risk matrix and allocation schedule ready for the contract.
- Using a handback clause, plan asset condition surveys and the final inspection before contract expiry.

Course Content

Day 1: PPP Foundations and the Lifecycle

- PPP Definition, Core Attributes and Rationale Including Budget and Efficiency Goals
- Lifecycle Phases From Concept and Preparation to Procurement and Operations
- BOT, BOOT, DBFO, Lease and Concession Models Compared for Sample Projects
- Policy, Institutional, Project and Transaction Levels of PPP Preparation
- PPP Units, Task Forces and Ministry Roles in Project Oversight

Day 2: Pre-Feasibility and Needs Analysis

- Needs Analysis Using Sector Data and Demand Forecasting
- Legal and Institutional Feasibility Checks for a Proposed Project
- Technical Feasibility, Capacity and Site Selection Review
- Social and Environmental Safeguards Scoping
- Pre-Feasibility Recommendation Note With Early Stakeholder Positions

Day 3: Screening and Value for Money

- PPP Suitability Criteria and Screening Filters Against Public Delivery
- Project Grouping for Economies of Scale in Small Assets
- Cost-Benefit Analysis for Project Justification
- Qualitative and Quantitative Value for Money Tests With a Public Sector Comparator
- Market Sounding, Commercial Interest and Pricing Mechanisms

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Day 4: Fiscal Commitments and Project Preparation

- Fiscal Space, Contingent Liabilities and Government Support Estimates
- Institutional Capacity Review for Long-Term Contract Obligations
- Output Specifications and Service Levels in Technical Design
- Cost Estimation Using Benchmarks and Historical Data
- Implementation Plan With Timelines, Team Roles and Management Arrangements

Day 5: PPP Financial Structuring

- PPP Financial Model Structure for Revenue, Cost and Risk Scenarios
- Debt, Equity and IRR Analysis for Bankability Testing
- Availability Payments, User Fees and Tariff Recovery Mechanisms
- Viability Gap Funding, Blended Finance and Development Finance Institutions
- Inflation, Currency and Interest Rate Sensitivity and Affordability Safeguards

Day 6: Risk Allocation and Contract Structuring

- Construction, Operational, Political and Market Risk Identification
- Risk Matrix and Allocation Schedule for the Draft Contract
- PPP Contract Structure, Roles and Payment Mechanism Drafting
- KPI Design and Common Contract Design Pitfalls
- Flexibility, Exit and Termination Clauses

Day 7: Procurement and Competitive Tendering

- Transparent Procurement Framework and Tender Strategy Design
- Prequalification and Evaluation Criteria for PPP Bidders
- Transaction Advisers, Tender Documents and Procurement Records
- Technical and Financial Proposal Evaluation
- Integrity Controls, Anti-Corruption Measures and Procurement Audits

Day 8: Negotiation, Financial Close and Legal Framework

- Negotiation Planning and Performance Incentives for Preferred Bidders
- Financial Close Conditions and Lender Requirements
- PPP Legislation Good Practice and Alignment of Policy With Project Frameworks
- Contract Enforceability, Investor Protection and Dispute Resolution
- Cross-Border Projects and Policy Harmonization Across Sub-National Entities

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Day 9: Contract Management, Sustainability and Handback

- Project Implementation Unit Set-Up, Project Manager Role and Stakeholder Communication Plan
- KPI Monitoring, Output-Linked Payments, Audits and Digital Monitoring Platforms
- Environmental and Social Impact Assessment, ESG Criteria and Climate Resilience
- Inclusive, Gender-Responsive and Community Engagement Across the Lifecycle
- Handback Planning With Asset Condition Surveys and Contract Expiry Terms

Day 10: Lifecycle Practice on a PPP Case

- Exercise: Screening and Value for Money Decision for a Hospital PPP
- Exercise: Stress-Testing a Toll Road Financial Model
- Exercise: Bid Evaluation and Risk Allocation Negotiation Role Play
- Exercise: Operations Performance Review and Handback Readiness Check
- Completing the PPP Lifecycle Decision File for Your Own Project

Case Studies and Exercises

These are suggested activities.

- Case study: a hospital PPP proposal reaches the screening stage; you decide whether it passes the value for money test and what government support it needs.
- Case study: a toll road concession faces lower traffic than forecast; you review the risk allocation and the options in the contract.
- Exercise: a water treatment PPP tender receives three bids; you apply the evaluation criteria and recommend a preferred bidder.
- Exercise: a school building availability contract nears expiry; you plan the condition survey and handback steps.

What You Take Back

You return with the PPP Lifecycle Decision File for a project you work on. In your first month back, use it to check which phase gate your project has reached, close the gaps in its risk allocation and set up the KPI and handback records it still lacks.

- Pre-feasibility note and screening and value for money summary.
- Financial structuring notes with sensitivity results.
- Risk matrix, allocation schedule and KPI set.
- Procurement plan, contract management plan and handback checklist.

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Quick Answers FAQ

What should I know before a PPP project lifecycle course?

You should already work on infrastructure or public service projects, on the public or private side. Basic knowledge of project finance terms such as debt, equity and cash flow helps, though the financial structuring days explain each one as it is used.

How does a PPP project lifecycle course differ from a one-week PPP overview?

A one-week overview explains PPP concepts, preparation and the main delivery issues. The two-week lifecycle course follows one project through every phase in depth, adding financial structuring, tendering, financial close, contract management and handback, with practice at each stage.

What happens at PPP handback when the contract expires?

The private partner returns the asset to the public authority in the condition the contract sets. Condition surveys, a handback reserve and a final inspection, planned years in advance, decide whether the asset comes back fit for continued service.

What do I take back from PPP project lifecycle training?

You take back the PPP Lifecycle Decision File: screening and value for money notes, financial structuring results, a risk matrix and KPI set, and procurement, contract management and handback plans, built for a project you work on.

For Your Manager

After the course, the team member can screen PPP proposals, judge value for money and bankability, allocate risks in the contract, run a tender to financial close and manage performance through to handback. They return with a PPP Lifecycle Decision File for a current project, first used at its next phase-gate review or contract performance meeting.