

 **APMG**  
International

# CP<sup>3</sup>P

## Certified PPP Professional

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Building APMG certified PPP professionals to  
tackle infrastructure challenges



**mile**  
madinah institute  
for leadership & entrepreneurship



Register Now

# OVERVIEW



**Employers look for deep knowledge and expertise.  
Our digital badges give you immediate global recognition for your  
proficiency in PPPs.**

The APMG PPP Certification Program is an innovation of the Asian Development Bank (ADB), the European Bank for Reconstruction and Development (EBRD), the Interamerican Development Bank (IDB), the Islamic Development Bank (IsDB), the Multilateral Investment Fund (MIF) and the World Bank Group (WBG) and part funded by the Public-Private Infrastructure advisory Facility (PPIAF) with a shared vision of enhancing PPP performance globally.

CP3P is the definitive credential to demonstrate to your peers that your abilities are aligned with international PPP good practice.

AN INNOVATION OF



## Certify your ability to:

- Effectively source funding for PPP projects
- Establish tailored and comprehensive PPP frameworks
- Identify and allocate the government roles and responsibilities within the PPP process
- Propose optimal procurement routes for PPP projects
- Structure and manage PPP contracts
- Achieve maximum Value for Money (VfM) through effective financial structuring

## Target Audience

Anyone can apply to take the exams leading to gaining the CP3P credential. Some previous knowledge or experience in the topics covered in the PPP Guide will be advantageous, but lack of experience should not prevent anyone from taking part. CP3P is the definitive credential for demonstrating your grasp on PPP good practice and the ability to deliver PPPs to a high standard.



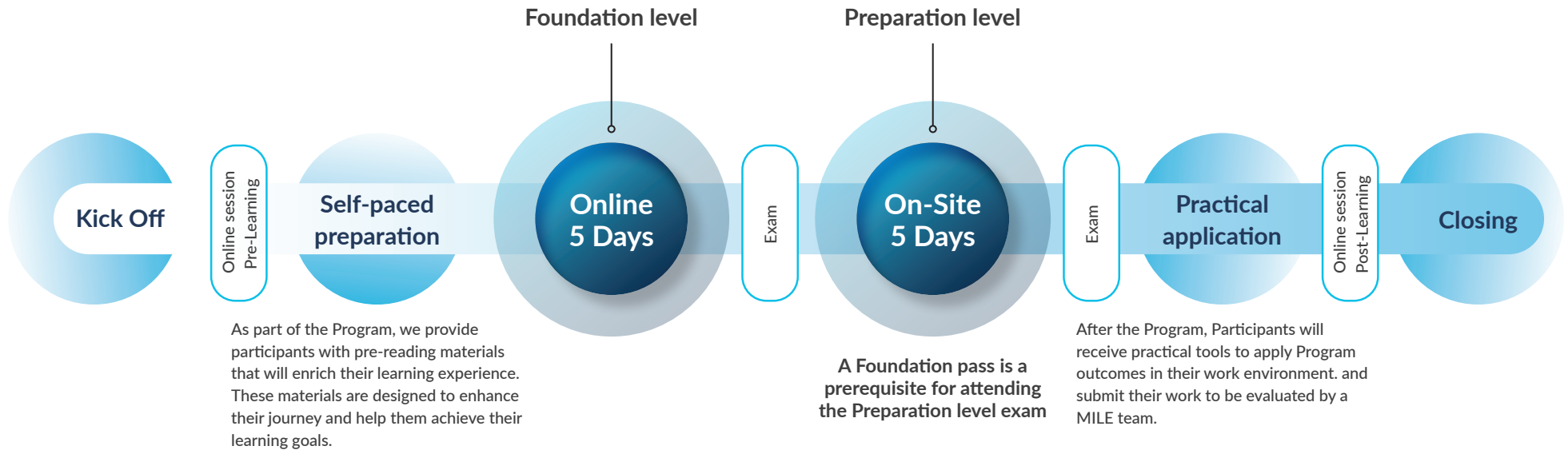
# PROGRAM JOURNEY

Certified PPP Professional - certification program aims to foster a standard minimum level of knowledge and understanding amongst individuals working on PPPs or those interested in learning about PPPs, regardless of discipline or sector.

MILE team will support you throughout your personalized learning journey includes pre- and post-online sessions that will enrich the learning outcome. In addition to developing your knowledge and skills around the PPP well-designed framework, you create a valuable network with participants from the government and Private sector whose experience will broaden your perspectives and open new opportunities for collaboration.

MILE Team will guide you through The PPP Guide, which includes the following chapters needed to attain the credential.

- Introduction and Overview
- Establishing a PPP Framework
- Project Identification and PPP Screening
- Appraising PPP Projects
- Structuring and Drafting the Tender and Contract
- Tendering and Awarding the Contract
- Strategy Delivery and Commissioning
- Operations and Handbook



# PROGRAM GUIDE SUMMARY

The PPP Certification Program Guide, referred to as the PPP Guide, was written by PPP practitioners. It comprises best practices from many countries and aims to bring a consistency of terms used in PPPs.

01

Introduction and  
Overview

02

Establishing a PPP  
Framework

03

Project Identification  
and PPP Screening

04

Appraising PPP  
Projects

05

Structuring and  
Drafting the Tender  
and Contract

06

Tendering and  
Awarding  
the Contract

07

Strategy  
Delivery and  
Commissioning

08

Operations and  
Handbook

# PROGRAMS

Candidates who successfully complete the foundation level will qualify to progress to the next level



# Certified PPP Professional (CP3P) Level 1 Foundation Course



## Course Outline

### What does the CP3P Level 1 Foundation Course cover?

The CP3P Level 1 Foundation Course is aimed at those working at a basic level of PPP implementation, with little or no prior experience, as well as those with an interest in PPP's. It aims to standardize their knowledge of the PPP process and terminology, as described in the PPP Guide.

The CP3P Level 1 Foundation Course will enable you to recall, recognize and demonstrate understanding of the established procedures, roles and institutional responsibilities that determine how the Government selects, implements and manages PPP projects, as outlined in the PPP Guide, including terms used, process sequences and roles involved.

### You will learn how to:

- Identify the basic features and ideologies of PPP project finance
- Explain the major sources of PPP project funding, its benefits and limitations
- Explain how to set up a new PPP Framework or, where an existing framework is in place, what to look for to make sure it is effective
- Describe the Phases in the PPP Process: Identifying Projects and Preparatory Activities, Appraising the Project, Structuring the Procurement Process and the Contract, Tender and Award, and Managing the Contract.

Governments around the world now understand that public-private partnerships (PPPs) can be an important option to help meet infrastructure and basic service needs while contributing to a reduction in poverty. By bundling construction and service delivery, PPPs offer the possibility of improved accountability, greater innovation, and long-term efficiencies.

However, to get the hoped-for benefits of PPPs, public sector officials and managers need to develop and maintain skills and capacities to identify, assess,

and procure PPPs – and, once the project is up and running, to manage the contract and regulatory requirements.

The Foundation certification is a pre-requisite for one or both of the next two certifications; the Certified PPP Professional (CP3P) Level 2 Preparation

and the Certified PPP Professional (CP3P) Level 3 Execution.

**If a candidate sits all three exams and completes them successfully, they can be awarded the CP3P Professional credential from APMG.**



## Who it's for?

### Is the CP3P Level 1 Foundation Course right for me?

Specialists involved in all phases of PPP projects – including public sector employees, advisors, and financial and legal experts, among many others – will benefit tremendously from pursuit of the CP3P credential. Individuals possessing the credential signal their expertise in PPP practice, which gives organizations employing these qualified professionals greater credibility in the marketplace by demonstrating the technical competence of those assigned to PPP initiatives.

- The new qualification standardizes best practice across the globe
- Provides a road map or method through managing PPP projects
- Ensure you are aligned with acknowledged standards in PPP
- Learn the common language of PPP so the whole supply chain uses a uniform language
- Be recognized as a leader in promoting standards in PPP
- Work in an established and structured approach with supporting templates
- Includes elements of finance to help with procurement
- Ideal for construction projects

The benefits are better working practices and common standards and knowledge across the organization and supply chain. Ad hoc training costs are reduced significantly, and the option of online and workshop training, gives flexibility to all potential students.

## What's included

### What's included in this (CP3P) Level 1 Foundation Course?

- Delegate pack consisting of course notes and exercises
- Experienced Instructor
- Refreshments

## Exam

### What is the format of the CP3P Level 1 Foundation exam?

At the end of the Certified PPP Professional (CP3P) Level 1 Foundation course you will take a -40minute exam to test your knowledge and understanding of the PPP Guide so you are in a position where you feel comfortable acting as an informed team member of a PPP finance project. This will enable you to participate in a team environment and move on to implementing the process.

- Multiple choice format
- 50 questions per paper
- 25 marks required to pass (out of 50 available) – %50
- 40 minutes duration
- Closed-book

# Certified PPP Professional (CP3P)

## Level 2 Preparation Course



### Course Outline

#### What does the CP3P Level 2 Preparation Course cover?

The CP3P Level 2 Preparation Course will enable you to demonstrate an understanding of how to apply and tailor the established procedures, roles and institutional responsibilities that determine how the government selects, implements and manages PPP projects, as outlined in the PPP Guide.

#### On this CP3P Level 2 Preparation Course you will learn how to:

- 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
- Use an understanding of how the Framework guides each stage of a typical PPP Process to propose and evaluate its application to a given governmental context
- Identify the government roles and responsibilities within a PPP Process, and provide insight on how they can be allocated effectively between various government agencies and their Advisors
- Help others understand the principles and techniques that enable responsible public financial management of PPPs, and suggest ways to ensure appropriate oversight and transparency of PPP Programs
- Help to evaluate whether a project offers sufficient economic benefit to proceed and is technically sound, considering its environmental and social impact
- Support the screening of a PPP project with insight into how to avoid the risk of allocating resources into the analysis and structuring of a non-feasible PPP project
- Help to define a project management plan and communication

plan, ensuring all stakeholders are considered

- Support the main activities required to detail the scope of a PPP Project, and help to define its technical requirements and assess technical risks
- Use the basic techniques and good practices to help produce a series of feasibility assessments of the technical, commercial, economic, environmental, social, legal, and fiscal dimensions of a project, as well as identify and understand the main issues and risks associated with the decision to procure the PPP project including how to conduct a Value for Money assessment

#### Why obtain a CP3P Qualification?

A public-private partnership, known for short as a PPP, describes the process of when a government collaborates with a company in the private sector. PPP's are a fundamental part of society as they allow governments to fund, build and manage a variety of different public services that otherwise may be unable to deliver. As governments grapple with the effect of the COVID19- pandemic on their budgets it is likely there will be a significant growth in the number of public-private partnerships in the near future.

Through the CP3P Level 2 Preparation Course private sector candidates will benefit from a greater understanding of the PPP concept as an asset or business opportunity. Not only will acquiring the APMG CP3P certification give you the knowledge and skills to speak the common international language used to deliver PPP's, it will also bring international credibility to your career.

**If you sits all three exams and complete them successfully, you will be awarded the CP3P Professional credential from APMG.**

## Who it's for?

### Is the CP3P Level 2 Preparation Course right for me?

The CP3P Level 2 Preparation Course 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.

Specialists involved in all phases of PPP projects – including public sector employees, advisers, and financial and legal experts, among many others – will benefit tremendously from pursuit of the CP3P credential. Individuals possessing the credential signal their expertise in PPP practice, which gives organizations employing these qualified professionals greater credibility in the marketplace by demonstrating the technical competence of those assigned to PPP initiatives.

The benefits of studying the CP3P Level 2 Preparation Course are better working practices and common standards and knowledge across the organization and supply chain, plus:

- The qualification standardizes best practice across the globe
- Provides a road map or method through managing PPP projects
- Ensure you are aligned with acknowledged standards in PPP
- Learn the common language of PPP so the whole supply chain uses a uniform language
- Be recognized as a leader in promoting standards in PPP
- Work in an established and structured approach with supporting templates
- Includes elements of finance to help with procurement
- Ideal for construction projects

## What's included

### What's included in this (CP3P) Level 2 Preparation Course?

- Delegate pack consisting of course notes and exercises
- Experienced Instructor
- Refreshments

## Exam

### What is the format of the CP3P Level 2 Preparation exam?

At the end of the course you will take a 2 ½ hour exam to test whether you have achieved a sufficient understanding of how to apply and tailor PPP Frameworks and PPP Project Identification, Screening, Appraisal and Preparation Processes in a given governmental context.

- Complex multiple choice
- 4 questions – 20 question items per question, each worth one mark
- 40 marks required to pass (out of 80 available) – %50
- 2½ hours duration
- Open book (PPP Guide only)

APMG's Certification Program comprises three exams; a Foundation exam and two Practitioner level exams with the Foundation exam a pre-requisite for the higher level exams. Successful candidates for each exam will be awarded a certificate and a digital badge.

Candidates can take one or both of the Practitioner exams in any order, however taking the Preparation exam before the Execution exam follows the lifecycle of a PPP. Candidates who have passed all three exams will be entitled to use the CP3P credential.

# Certified PPP Professional (CP3P) Level 3 Execution Course



## Course Outline

### Why obtain a CP3P Level 3 Execution qualification?

There are many reasons why it is beneficial to obtain a CP3P qualification. First and foremost, it's a comprehensive course that enables you to learn everything you need to know about managing public-private partnerships! This will include looking at the structuring and drafting of PPP tender documents, whilst also gaining a thorough understanding of the tendering and awarding process, and managing PPP contracts during various stages.

A further reason to obtain a CP3P qualification is to achieve accredited status. Upon completion of the final exam, all successful candidates will be awarded with a certificate as well as a digital badge to showcase the accreditation. You can add this accreditation to your CV or LinkedIn profile which will show up for any recruiter or hiring manager seeking a professional that holds the certification. It is also a way to cement yourself as an indispensable part of your existing team.

For employers, investing in training for your teams is valuable as not only will it motivate and develop individuals, but it will also help drive more successful outcomes on all public-private partnerships. Level 3 is the final stage of the Certified PPP Professional course with the Certified PPP Professional (CP3P) Level 1 Course and Certified PPP Professional (CP3P) Level 2 Course being prerequisites to study before attempting the level 3 course. Once you have passed level 3, you have become a fully accredited and Certified PPP Professional.

### What does the CP3P Level 3 Execution Course cover?

- 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.

Governments around the world now understand that public-private partnerships (PPPs) can be an important option to help meet infrastructure and basic service needs

while contributing to a reduction in poverty. By bundling construction and service delivery, PPPs offer the possibility of improved accountability, greater innovation,

and long-term efficiencies. However, to get the hoped-for benefits of PPPs, public sector officials and managers need to develop and maintain skills and capacities

to identify, assess, and procure PPPs – and, once the project is up and running, to manage the contract and regulatory requirements.

**If a candidate sits all three exams and completes them successfully, they can be awarded the CP3P credential.**

## Who it's for?

### Is the CP3P Level 3 Execution Course right for me?

The CP3P Level 3 Execution Course focuses on the final stages of a contract and covers chapters 8-5 of the Guide. It is aimed at those involved in the structuring and tendering of PPP projects and the delivery and management of PPP contracts, mostly public sector officials, practitioners and their advisors or consultants.

The exam tests whether you have achieved a 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.

If you sit and pass all three CP3P exams you will be awarded the prestigious, globally recognized CP3P certification from APMG known as the Certified PPP Professional. You will be issued with a certificate confirming your achievement and a digital badge, and you can choose to have your name included on the global Successful Candidate Register.

## What's included

### What's included in this (CP3P) Level 3 Execution Course?

- Delegate pack consisting of course notes and exercises
- Experienced Instructor
- Refreshments

## Exam

### What is the format of the CP3P Level 3 Execution exam?

- Complex multiple choice
- 4 questions – 20 question items per question, each worth one mark
- 40 marks required to pass (out of 80 available) – %50
- 2½ hours duration
- Open book (PPP Guide only)

The purpose of the Execution exam 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.

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Many Public Private Partnerships end in failure. There are many reasons for this. But the globally recognised CP3P accreditation sponsored by the World Bank helps to minimise the likelihood of failure by identifying the key characteristics of a good PPP, and describing and stepping through tried and tested best practice processes. The curriculum enables the right project to be identified, appraised, procured and successfully delivered. It also provides a common international language that is understood by the private and public sectors alike. If you are, or wish to be a PPP practitioner, CP3P accreditation is a must!

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Maurice Diamond  
APMG Accredited Trainer

# PROGRAM INVESTMENT

Prices including 15% Vat	Foundation Online		Preparation Onsite		Foundation & Preparation	
	Training	Exam fee	Training	Exam fee	Training	Exam fee
Individual	1,050 \$	400 \$	2,850 \$	600 \$	3,600 \$	1000 \$
Total Investment	1,450 \$		3,450 \$		4,600 \$	
Group Discount 5+	10%					

## Price Include

- Program Registration Fee
- Coffee Break & Lunch 5 Star Hotel
- Access to Extensive Readings of Selected Publications Guides
- Online Portal Access for 3 month
- Exam Simulator
- Practical Application



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