# White Paper: The Role of Public - Private Partnerships in the Federal Government

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## Overview

The purpose of this white paper is to provide an overview of Public-Private Partnerships (often referred to as “PPPs” or “P3s”). The information in this paper is largely based on relevant literature, including articles from journals, news, and other outlets, as well as interviews with individuals engaged in or familiar with P3s across the Federal Government. This paper is intended to guide federal government employees as they consider how to institutionalize the roles and responsibilities for innovation within their agencies. Appendixes describe narratives of four example P3 initiatives (Appendix A), supporting policies (Appendix B), and additional resources (Appendix C) for readers interested in reading and learning more about P3s—their role, development, and impact.

### Introduction

P3s are an effective mechanism to address a wide range of societal challenges including developing and improving infrastructure, improving public health and safety, and even homeland security. The definition and types of P3s can vary, however, they can generally be understood as joint ventures between the Federal government and non-government parties (including for-profit and non-profit organizations) designed to address public problems in a more efficient and cost-effective manner. The goals, structure, and governance of the partnership, in addition to the roles and responsibilities of each partner, are mutually determined and in accord with the public interest.

The use of P3s has been steadily increasing due to fiscal constraints and the evolving complexity of economic and societal issues facing the United States. P3s can be a tool to overcome these limitations and allow the federal government and their respective non-federal partners to leverage each other’s strengths to produce a mutually beneficial solution to today’s challenges. Within the federal government, a number of agencies or departments have established offices or programs committed to promoting and expanding P3s. Examples of include:

* The Office of Public-Private Partnerships at the Department of Homeland Security (DHS)
* Private Sector Division Initiative to promote P3s in emergency management at the Federal Emergency Management Agency
* The Center for Innovative Finance Support at the Department of Transportation Federal Highway Administration (DOT FHWA)
* The Secretary’s Office of Global Partnerships at the Department of State (DOS)

P3s have also been utilized at the state and local level especially to conduct infrastructure improvement and development projects. To illustrate, an estimated thirty-four states have adopted laws to better enable the use of P3s in infrastructure projects and attract longer-term investment.[[1]](#footnote-1) Some states have even created “PPP units” to assist the public sector with “pre-project screening, project prioritization, education, and expert advice (Ibid).

### Why

P3s are recognized globally as a tool to deliver services in a more efficient and sustainable manner. P3s can generate new, innovative and cost-effective solutions to various challenges facing the public and private sectors. P3s allow agencies to develop new services, improve existing services, and expand more effectively by diversifying funding sources and distributing risk. P3s allow the federal government to leverage the capacity, innovation, and expertise of the private sector to enhance operational efficiency.[[2]](#footnote-2) They can serve as a mechanism that can enable departments and agencies to more effectively carry out their missions and address the increasingly complex problems facing our Nation today. There are significant national economic benefits, particularly for infrastructure-related P3s. P3s often benefit business and industry associated with infrastructure development (such as construction, equipment, and support services). These projects may involve subcontracting opportunities for local firms in areas such as civil works, electrical works, facilities management, security services, cleaning services, and maintenance services.[[3]](#footnote-3) In general, P3s can be beneficial in reducing the cost of projects, increasing the speed of project completion, and promoting greater collaboration through risk-sharing. They can serve as critical mechanisms for delivering key services and goods to the public and improving the overall national security posture of the Nation.

### How

A common agenda with clear goals and a structure for engagement is essential for creating a successful and sustainable partnership. Traditionally, P3s have focused on contractual public-private partnerships notably in infrastructure.[[4]](#footnote-4) While the partnership may encompass traditional binding legal agreements, the partnership itself may not be legally binding. [[5]](#footnote-5) In addition, the notion of P3s is expanding as partners from new sectors (i.e. philanthropic organizations become involved. Working collaboratively, public and private sector leadership develop a framework to pursue mutually beneficial goals, often with Federal partners offering backbone support to ensure successful implementation of the strategy.

Key considerations for initiating a P3 are:

* Scoping
* Partner identification and external mapping
* Engagement
* Definition & Formation
* Implementation
* Performance Measurement
* Renewal/Closure

These considerations are further defined in Section E “Implementation Guidelines.”

For P3s, agencies often also need to develop capabilities that they may have not traditionally possessed. Bringing in personnel or external support to negotiate and manage agreements with private sector partners has frequently been integral to successful P3 launches. Agencies may also need to develop new policies, which can sometimes require capacity-building investment in legal, technical, financial or managerial areas. In determining whether to utilize P3s, agencies should also consider organizational conflicts of interests by identifying any existing connections (i.e. grants, contracts, investigations, enforcement actions, etc.) before engaging in negotiations with a potential partner.

## Background

### History

The concept of P3s has an enduring history as a tool for augmenting Federal work though the specific terms of PPPs or P3s were coined later. In the late 1990s, agencies, specifically the United States Agency for International Development (USAID) started to reach out to private sector partners as co-equals rather than as contractors or grantees which were the primary mechanisms for engaging the private sector.[[6]](#footnote-6) Historically, infrastructure partnerships have been the most common P3s and have sought to leverage resources to design, develop, build and maintain roads, rail, airports and related structures. For example, the Department of Transportation has facilitated hundreds of partnerships to engineer waterways, revitalize roads, and construct new airports.[[7]](#footnote-7) Driven by the limitations on public financing to support the development of large-scale infrastructure projects, P3s have often used private capital and expertise to fund and build physical infrastructure. P3s have also been used to complete major real estate projects such as mixed-use developments, urban renewal through land and property assembly, public facilities such as convention centers and airports, and public services such as affordable housing.[[8]](#footnote-8)

Over time, the approach has evolved and transformed as new issues have arisen and new partners brought to the table. Community-based organizations representing citizens have engaged in collaborative partnerships to ensure greater stakeholder involvement and buy-in to increase the sustainability of the P3 work in communities. Intermediary groups such as business improvement districts and citizens and neighborhood associations have also been involved to better represent the perspectives of different groups and interests.

Different agencies, offices, and initiatives have successfully used P3s to further their individual missions in areas like health, education, social services, and infrastructure. Partnerships have enabled agencies to leverage investments, distribute risk, and maximize efficiency and effectiveness of public funds by achieving far greater impact with fewer resources. Both financial and human capital from outside the government are brought in to deliver on projects and programs aimed at advancing the public good.

### Types

P3s can appear in a variety of different formats that can vary depending on the extent of involvement and risk taken on by the private partner.[[9]](#footnote-9) The variety with which P3s can take form has led to some ambiguity with respect to definition as the concept of what a P3 should look like can vary across departments and agencies as well as within the private sector. In 1999, the Government Accounting Office issued a special publication aimed at facilitating a better understanding of P3 related terms. Within this special publication are descriptions of models of P3s. Example models include:

* Operations and Maintenance
* Design-Build-Maintain
* Design-Build-Operate
* Build-Operate-Transfer
* Build-Buy-Operate

While some of the terms listed in this document may overlap, there are subtle differences in how they should be implemented and the expected outcomes.[[10]](#footnote-10)

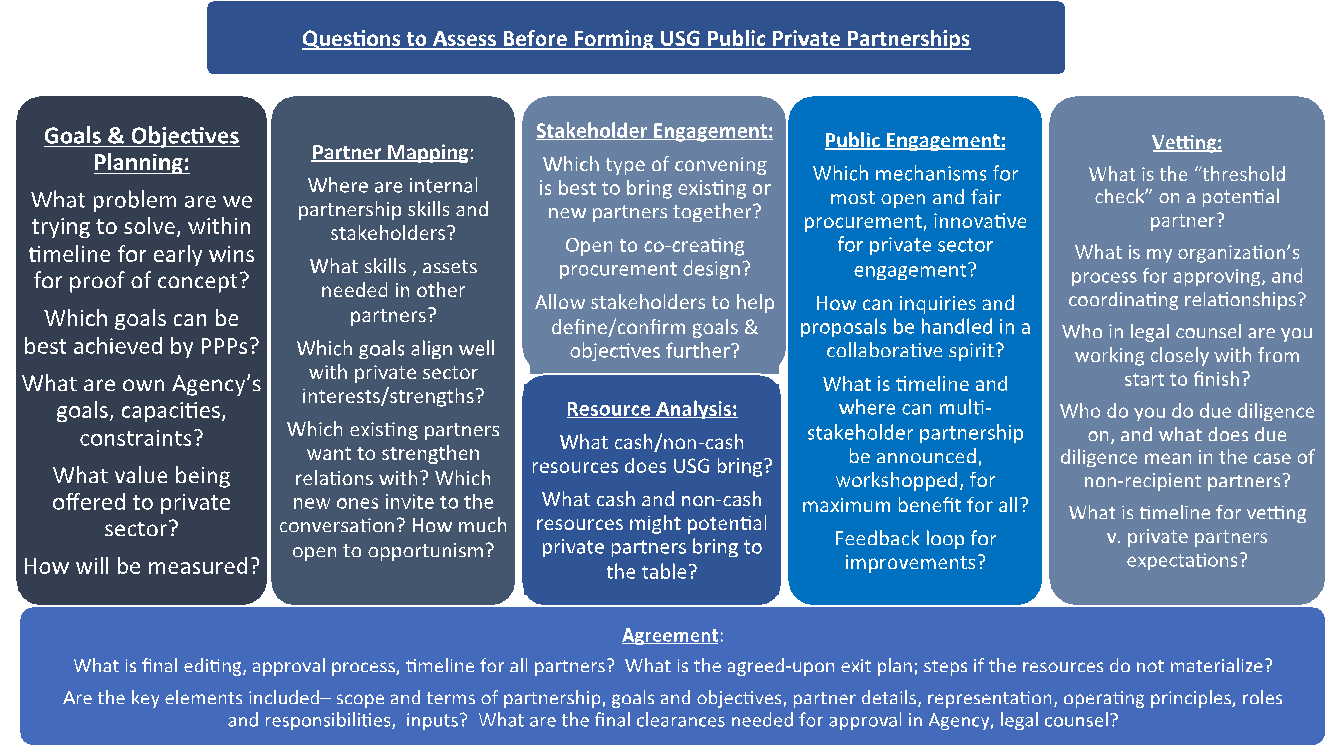
As the traditional structuring of P3s has evolved, stakeholders from various sectors have emerged as valuable partners. For example, new private sector partners have emerged

## Considerations for Use

Federal agencies may wish to consider deploying P3s should evaluate whether a P3 is appropriate for deploying the project. In general when considering the use of P3s, federal agencies and departments should evaluate:[[11]](#footnote-11)

* Whether the proposed project will provide a service or benefit that is best provided by the government
* The capital investment required to develop, operate, and maintain the project
* The technical and technological requirements of the project
* Whether a private sector partner may be a more efficient service provider
* Whether operational controls can be established to monitor the private sector partner to ensure that the service is provided properly to the public

When considering how to structure a partnership, ask the following questions:



[Gupta B., Personal communications, December 2016]

## Challenges

Implementing P3s can pose challenges to both the federal and non-federal partners engaged in the partnership. While the benefits of P3s can be significant, this mechanism is not without disadvantages. Challenges to deploying P3s include[[12]](#footnote-12):

* High transaction costs
* Higher financing costs
* Loss of operational control
* Loss of an ongoing revenue source
* Higher user fees
* Timelines: Government protocol and regulation can be slow and timelines and workflow do not always align with other actors, particularly the private sector
* Incentive structure: Staff in the Federal government and partners in the private sector are incentivized differently, which has implications for collaboration, goals and desired impact[[13]](#footnote-13)
* Unrealistic expectations: When expectations and guidelines are not well established at the outset of a partnership, partners can have unrealistic expectations of each other during the course of their time together. Private partners may expect that the Executive will play more of a role than the agency was able to deliver; the agency staff may expect the corporate partner would support and bring further partners than they were able to commit[[14]](#footnote-14)
* Unclear agency policies: In some cases agencies lack the authority and/or explicit direction upon which to engage and support P3. This often leads to internal policy changes and longer than planned timelines due to the need to engage counsel[[15]](#footnote-15)

A structured approach to managing these risks is essential, given the large investment of time and resources required to manage partnership.[[16]](#footnote-16)

## Implementation Guidelines

While acknowledging the diversity of each partnership, some common steps of deployment and practices exist across Federal agencies. To deliver P3 projects, an agency needs to acquire or develop new knowledge, skills and abilities that vary by phase of project development, including policy, legal, technical, financial and managerial capabilities. In general, initiating and advancing a public-private partnership requires:

* Policies, processes and tools that support Federal efforts to form and sustain P3s
* A legal framework to establish and enforce long-term P3 agreements[[17]](#footnote-17)
* Alternative financing mechanisms or innovative procurement to work towards sustainability for partnership, whether within the Federal government or created independently
* Skills to manage and oversee projects and partnerships[[18]](#footnote-18)

As mentioned above, there are several key steps to consider when initiating a P3. Each consideration is expounded upon below.

### 

### Scoping:

The initial scoping effort for a P3 relies on the sponsoring agency to decide and define the issue, needs, goals, and objectives of the project. Appropriate scoping and framing of the issue can lead to better defined roles and responsibilities for each partner and can allow for better management of expectations as the project progresses. Agencies should consider revisiting goals and objectives each time a new potential partner organization is approached by any member of the central partnership is essential to ensure continued alignment of efforts.

#### Conducting a Value for Money Analysis

Value for Money (VFM) is a process used to compare financial impacts of a P3 versus that of a traditional public delivery alternative. A Public Sector Comparator is developed to estimate the hypothetical risk-adjusted cost if a project were to be financed, built and operated by the public sector using its traditional procurement approach. With P3 procurement, the Federal government trades away significant risks in exchange for higher baseline costs and financing costs in the P3 scenario ([source](http://www.fhwa.dot.gov/ipd/p3/toolkit/fact_sheets/)).

### Partner Identification: Internal & External champions

#### Internal mapping:

Identifying projects that have P3 potential early in the planning process allows agencies to consider how it may fit into long-term performance objectives and fiscal constraints. Early identification can help to position P3 projects for success by ensuring that the delivery model is considered in the scoping, preliminary design, and review of the project. To effectively identify projects with the potential for P3 delivery, agencies may need to build the capacity of expert personnel or bring in outside support early on. Evaluating the feasibility of a P3 project requires estimating the potential life cycle costs of the project, the value of long term revenue streams, and the value of transferring specific risks to the private sector. Similarly, tax expertise is needed to assess tax benefits and obligations that may accrue to the private partner in a long-term agreement. Public agencies have often evaluated the potential feasibility and value of a P3 approach through technical planning, or financial and engineering studies.[[19]](#footnote-19)

#### External Mapping:

Once an issue has been identified and initial goals and objectives agreed on internally, agencies should seek to engage external partners. Desired attributes and characteristics of the external partner should be well-defined so that federal agencies can better attract and select the appropriate organization.

### Engagement: Build a coalition, conduct due diligence, vetting, convene, set expectations

In any P3 scenario, success begins by establishing a coalition of collaborators interested in solving a problem. In some situations, external partners are brought in even earlier in the process to help with instituting and understanding the framework.[[20]](#footnote-20)

### Definition & Formation: understand statutory framework, confirm goals and objectives with all stakeholders in coalition into final procurement

#### Understand Statutory Framework

The statutory framework a government entity (Federal, state, or local) is operating under defines the P3 arrangements that are allowed, which can dictate project selection, funding, management, and other policies for developing the P3 framework. Officials interested in deploying a P3 should first establish the boundaries of legislative and statutory regulations, as these set the parameters for collaborative engagement. Beyond the enabling legislation, agencies can establish specific policies that guide P3 project development. In many successful partnerships, agencies have involved general counsel and contracting experts in the initial framework for developing the partnership.

#### Conduct procurement

Procurement is fundamental to the successful development and deployment of the P3. P3 procurement requires greater structural flexibility than traditional procurement to allow for innovation on the part of bidders and better negotiation with multiple stakeholders. During actual procurement, agencies may also need financial expertise to assess the financial quality of the bids and technical expertise to assess the qualifications of the bidder. A public agency may want to have experienced legal and technical advisors to help negotiate with the private partner.[[21]](#footnote-21)

### Implementation: announcement, monitoring and oversight of deliverables.

#### Announcement

Announcing a P3 can demonstrate the amount of public-private support a certain project or initiative has which can be critical to its success.[[22]](#footnote-22) By building a robust strategy for celebrating innovator-participants and enhancing their networks of partners, media, and peers into the plan, the agency can also enhance participation levels into its own program. It is critical even in the early design stage to think about how to tell the story of this partnership. A high-level public figure can serve as a spokesperson and advocate for the project.[[23]](#footnote-23)

#### Monitoring and oversight

Maintaining relationships is a key aspect of the continued monitoring process. Additionally, the agency must manage the contract to ensure that it achieves the performance standards established in the agreement. The performance monitoring and oversight phase may require a strong set of skills within the agency to maintain oversight and evaluation responsibilities in-house. This includes the need for contract management skills to monitor the established performance standards and manage accordingly.[[24]](#footnote-24)

### Performance Measurement: getting incentives right for all parties, design for early wins.

Measuring innovation is inherently difficult because much of what matters about it is intangible, such as learning about what works and what doesn’t, and the conditions or activities that enable or hinder it. As such, it is important to include metrics for both tangible and intangible outcomes. Metrics for the intangible outcomes may have to be contextual, for example: proxy indicators, anecdotal evidence, story-telling about the innovation; but they must be included because measuring what is easy instead of what is meaningful will not yield data or analysis.[[25]](#footnote-25)

### Renewal/Closure: continuous measurement and feedback loops for decision-making of additional resources or closure of effort.

The overall success of a partnership can be captured through a two-fold approach: measuring the process and measuring the impact. An innovation is an input that evolves over time and this directly effects whether the intended outcomes and impact are achieved. Assumptions about the viability and reliability need to be tested iteratively in order to determine if it creates impact for beneficiaries.[[26]](#footnote-26)

In traditional P3s, the partnership is created and sustained by a single individual or group within the agency or department. Over time, the time required to manage, cultivate, and grow collaborative relationships increases, leading some innovators to consider alternative approaches to establish and advance the goals of an agency through partnerships. Creating a partnership team or external organization, brings together an office, team or external entity responsible for managing, coordinating and designing partnerships for an entire organization or agency. In this approach, the external entity develops processes, policies, materials, and other support tools required to manage partnerships. DHS, DOT, and other agencies have found value in creating in-house units focused on partnership development and building P3s.

## Lessons Learned

Listed below are some lessons learned in deploying P3s.

* Use high-level power to convene
* Establish and understand the legal boundaries
* Gather partners at the table together
* Give people a process
* Shared metrics

#### Use high-level power to convene

The power of an office or individual leader can function as a driver in facilitating and laying the groundwork for successful, collaborative engagement. Leaders should be brought in to initiate conversation and set the tone around the particular problem facing an agency or department. They can begin the conversation and continue to support the community by keeping it a priority. The caution is to manage expectations with the partners as the partnership needs to continue to make measurable progress even when high level presence may not be there regularly.[[27]](#footnote-27)

#### Establish and understand the legal boundaries

Many architects of P3s explain that legal constraints often inhibit creativity in developing P3 models. Understanding and assessing the parameters in which you can operate provides a good starting place for determining what is possible.

#### Give people a process

Establishing a standard, repeatable, and flexible process can enhance the success of the P3 and facilitate the goals of the partnership. The process can be used to define, diagnose, and establish the objectives that the partnership will accomplish and how it will happen, while simultaneously bringing the key stakeholders together to ensure they are bought in to what the partnership aims to create. The process works to establish the goals of the partnership and engage and activate the network of partners you plan to involve.

#### Gather partners at the table together (early and often)

Collaboration begins within the agency or department looking to build partnerships. It requires buy-in and support from various levels of the agency or department. Bringing partners to the table can begin the process of gaining their participation and trust.

#### Shared metrics

Shared metrics establish an agreed upon series of measurement that enables all participants to track progress in the same way. This improves the collective understanding of whether the partnership is achieving its goals and allows for continuous improvement.

#### Lessons Learned from the ground level

Former Social Innovation Fund (SIF) program manager Kirsten Breckenridge offered a perspective from working within a public-philanthropic partnership that engaged various philanthropic foundations, nonprofits, and other community-based organizations:[[28]](#footnote-28)

* *Ensure that the right groups are at the table in developing and organizing the partnership.* Some pitfalls that SIF encountered related to the human resource requirements, legal issues, and contracting approaches. Get people at the table together and in alignment with the end-goal. It is helpful to frame the conversation as, “This is where we want to go -- so let’s work backwards and determine how to get there.” The career people need to be at the table upfront and be brought along through the process. Similarly, a legal team that is willing to “get you to yes” in contracting and legal approval is necessary for structuring the partnerships.
* *Work with intermediaries in communities so that an appropriate community-level context is included,* particularly in terms of where funding is focused. The SIF blends Federal funds with philanthropic funds through the intermediary (e.g. the United Way) to enable people on the ground to facilitate.
* *Smooth the understanding and alignment of funding*. One challenge the SIF encountered was the “granular level of dollars.” The initiative was designed to be more unrestricted with the goal of not being overly prescriptive about what the funding could be used for from the Foundation side. However, the challenge was that once “their money touched our money” it was then beholden to the same government restrictions of Federal dollars. This had implications for what the funding could then be used for.

## Future Considerations

As society becomes more networked and globalized, new solutions are needed that engage all possible sectors and resources.

As P3s continue to shift and adapt to the conditions of communities and public sector responsibilities, increased collaboration and engagement with all actors of society has become ever more important. These new creative alliances have room to advance and be adopted across all agencies.

Include discussion on PPP units

###### PPP Case Studies & Narratives

Illustrated below are illustrative narratives of P3s.

### Critical Infrastructure

### Cybersecurity

### Case Study 4: [USAID’s Partnering to Accelerate Entrepreneurship (PACE)](https://www.usaid.gov/PACE)[[29]](#footnote-29)

Entrepreneurs play a vital role in driving economic growth, creating jobs and innovating to improve peoples’ lives through market-based solutions. Impact investors are looking for a pipeline of businesses to invest in that generate both financial and social returns but are often unable to connect with the early-stage entrepreneurs due to the "pioneer gap" that exists between high-risk, promising early-stage enterprises and impact investors looking for enterprises to invest in.

USAID’s [Partnering to Accelerate Entrepreneurship](https://www.usaid.gov/PACE) (PACE) initiative is focused on fostering entrepreneurship and catalyzing private investment into early stage enterprises operating in developing countries to bridge the pioneer gap and unlock the potential of thousands of promising enterprises around the world. PACE has developed partnerships with more than 40 partners that act as accelerators, seed stage impact investors, and incubators to test ways foster entrepreneurship, expecting to leverage $100 million in combined public and private investments over their lifetime.[[30]](#footnote-30)

### Case Study 6: President’s Emergency Plan for Aids Relief (PEPFAR)

Launched by President Bush in 2003, PEPFAR’s mission is to help save the lives of those suffering from HIV/AIDS by providing antiretroviral treatment, preventing new infections and supporting care around the world. There are 7 US agencies working on this initiative.[[31]](#footnote-31) PEPFAR received explicit Congressional authorization to use PPPs to further this mission. Currently, 13 PPPs are part of PEPFAR.[[32]](#footnote-32) In FY 2015, PEPFAR supported HIV testing and counseling for more than 68.2 million people[[33]](#footnote-33) providing a critical entry point to prevention, treatment, and care; and PEPFAR provided care and support for more than 5.5 million orphans and vulnerable children.[[34]](#footnote-34)

###### Appendix B. Examples of Supporting Policies

Examples of supporting policies will be provided following additional review and analysis of relevant examples.

###### Appendix C. Additional Resources

### Community of Practice

This needs to be written based on previous sub-contractor data and additional literature review.

### Contacts

Agencies interested in gaining more insight about crafting strategically aligned commitments and creating multi-sector collaborations are welcome to contact the following individuals:

* Matthew Corso, Senior Communications and Engagement Adviser, U.S. Global Development Lab, USAID – [mcorso@usaid.gov](mailto:mcorso@usaid.gov)

### Toolkits

Department of Transportation, Federal Highway Fund, “[P3 Implementation Toolkit](http://www.fhwa.dot.gov/ipd/p3/toolkit/)” – guidance for policymakers on PPPs

United Nations Economic and Social Commission for Asia and the Pacific, “[Public-Private Partnership Readiness Tool](http://www.unescap.org/sites/default/files/ESCAP%20PPP%20Readiness%20Tool.pdf)” – diagnostic tool for government officials to engage private sector

World Bank, “[Practical Tools for PPPs](https://ppp.worldbank.org/public-private-partnership/overview/practical-tools)” – how-to guides, legal frameworks, example agreements, toolkits by sector:

Forum for Youth Investment, “[P3 Proposal Development Toolkit](http://forumfyi.org/P3resources)” – key resources P3 proposal development, oriented at youth employment

Collective Impact Forum, “[Resources](https://collectiveimpactforum.org/resources)” webinars, presentations, and cases for implementing collaborative approaches using collective impact

### Courses and multimedia

Institute of Public-Private Partnerships, “[Courses](http://www.ip3.org/ip3_site/index.php/courses/online-courses)”, IP3 at Tetra Tech

United Nations Economic and Social Commission for Asia and the Pacific, “[E-Learning Series on Building P3s from United Nations](http://www.unescap.org/our-work/transport/financing-and-private-sector-participation/public-private-partnership-course)”

### Literature and further reading:

Boothe, P, et al., “[The Procurement of Public Infrastructure- Comparing P3 and Traditional Approaches](https://www.ivey.uwo.ca/cmsmedia/1964203/comparing-p3-and-traditional-approaches.pdf)”, Ivey, Lawerence National Centre for Policy and Management, 2015.

Abramson, A., Soskis B., and Toeplet, S., “[Public-Philanthropic Partnerships in the U.S.: A Literature Review of Recent Experiences](http://www.cof.org/sites/default/files/documents/files/GMU-PPP%20Lit%20Review.pdf)”, Council on Foundations, 2012.

Ardito, A. [Public-Private Partnerships](https://www.acus.gov/sites/default/files/documents/Partnership%20Report%20Draft%209.7_0.pdf),. Administrative Conference of the United States, September 2016

McKinsey and Company, “[Harnessing the private sector’s unique ability to enhance social impact"](http://mckinseyonsociety.com/downloads/reports/Global-Public-Health/Public_Private_Partnerships_Enhancing_Social_Impact.pdf), Working Paper, 2009.

Global Network for Advanced Management, “[Are PPPs the Best Way to Provide Government Services](http://insights.som.yale.edu/insights/are-public-private-partnerships-the-best-way-to-provide-government-services)?”, Yale School of Management, October 2015.

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2. <http://www.worldbank.org/en/topic/publicprivatepartnerships/overview#1> [↑](#footnote-ref-2)
3. [“[P3 Defined](http://www.fhwa.dot.gov/ipd/p3/defined/)”, Innovative Finance Support, U.S. Department of Transportation Federal Highway Administration]. [↑](#footnote-ref-3)
4. Ardito [↑](#footnote-ref-4)
5. Ardito, A. [Public-Private Partnerships](https://www.acus.gov/sites/default/files/documents/Partnership%20Report%20Draft%209.7_0.pdf), Administrative Conference of the United States, September 2016 [↑](#footnote-ref-5)
6. Ardito [↑](#footnote-ref-6)
7. [["Public-Private Partnerships - Project Profiles"](http://www.fhwa.dot.gov/ipd/p3/project_profiles/), Innovative Finance Support, U.S. Department of Transportation Federal Highway Administration] [↑](#footnote-ref-7)
8. [Corrigan et al, ["Ten Principles for Successful Public/Private Partnerships"](http://uli.org/wp-content/uploads/2005/01/TP_Partnerships.pdf), Urban Land Institute, January 2005]. [↑](#footnote-ref-8)
9. <https://ppp.worldbank.org/public-private-partnership/agreements> [↑](#footnote-ref-9)
10. GAO, 1999 http://www.gao.gov/special.pubs/Gg99071.pdf [↑](#footnote-ref-10)
11. This list is derived from a Practical Law Company document titled “Public Private Partnerships: Issues and Considerations.” Additional considerations are presented but the ones selected appear to be reiterated in other documents that have been reviewed. [↑](#footnote-ref-11)
12. This list is derived from the Practical Law Company document titled “Public Private Partnerships: Issues and Considerations [↑](#footnote-ref-12)
13. [“[A Structured Approach Effective Partnering](https://www.cdc.gov/phpr/partnerships/documents/a_structured_approach_to_effective_partnering.pdf)”, Center for Disease Control, 2014] [↑](#footnote-ref-13)
14. [Corrigan et al, ["Ten Principles for Successful Public/Private Partnerships"](http://uli.org/wp-content/uploads/2005/01/TP_Partnerships.pdf), Urban Land Institute, January 2005]. [↑](#footnote-ref-14)
15. [Bradley M., Personal communications, January 4th, 2017] [↑](#footnote-ref-15)
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17. Ibid [↑](#footnote-ref-17)
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19. [“[Successful Practices for P3s](https://www.transportation.gov/sites/dot.gov/files/docs/P3_Successful_Practices_Final_BAH.PDF)”, U.S. Department of Transportation Federal Highway Administration, March 2016] [↑](#footnote-ref-19)
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21. [ “[Conducting Procurement for P3s](https://www.fhwa.dot.gov/ipd/pdfs/p3/factsheet_06_conductingprocurement.pdf)”, P3 Toolkit, U.S. Department of Transportation Federal Highway Administration, March 2016] [↑](#footnote-ref-21)
22. Cite World Bank Checklist [↑](#footnote-ref-22)
23. [Text adapted from: [US Global Development Lab: Tools for Innovation Programming](https://www.usaid.gov/GlobalDevLab/about/innovation)] [↑](#footnote-ref-23)
24. [“[P3 Implementation Toolkit](http://www.fhwa.dot.gov/ipd/p3/toolkit/)”] [↑](#footnote-ref-24)
25. [“[Global Development Alliance Annual Program Statement](https://www.usaid.gov/gda/global-development-alliance-annual-program)”, United States Agency for International Development] [↑](#footnote-ref-25)
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27. [Runde D., “[The Future of Public-Private Partnerships: Strengthening a Powerful Instrument for Global Development](https://www.csis.org/analysis/future-public-private-partnerships-strengthening-powerful-instrument-global-development)”, Center for Strategic & International Studies, October 25th, 2013] [↑](#footnote-ref-27)
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31. [["Implementing Agencies,"](http://www.pepfar.gov/about/agencies/index.htm) PEPFAR.] [↑](#footnote-ref-31)
32. [["Partnerships"](http://www.pepfar.gov/partnerships/index.htm), PEPFAR.] [↑](#footnote-ref-32)
33. Ibid. [↑](#footnote-ref-33)
34. [["FY 2015 Global Results,"](http://www.pepfar.gov/funding/results/254970.htm) PEPFAR, 2015] [↑](#footnote-ref-34)