

Federal Public Service
Justice



Buildings Agency

Project Management using Public Private Partnership

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Department of Justice | Belgian Buildings Agency

roles and responsibilities

masterplan

PPP

- *why DBFM(O)*
- *risk allocation*
- *methodology*
- *realised | current | planned*

lessons learned

- *experience*
- *audit*

questions

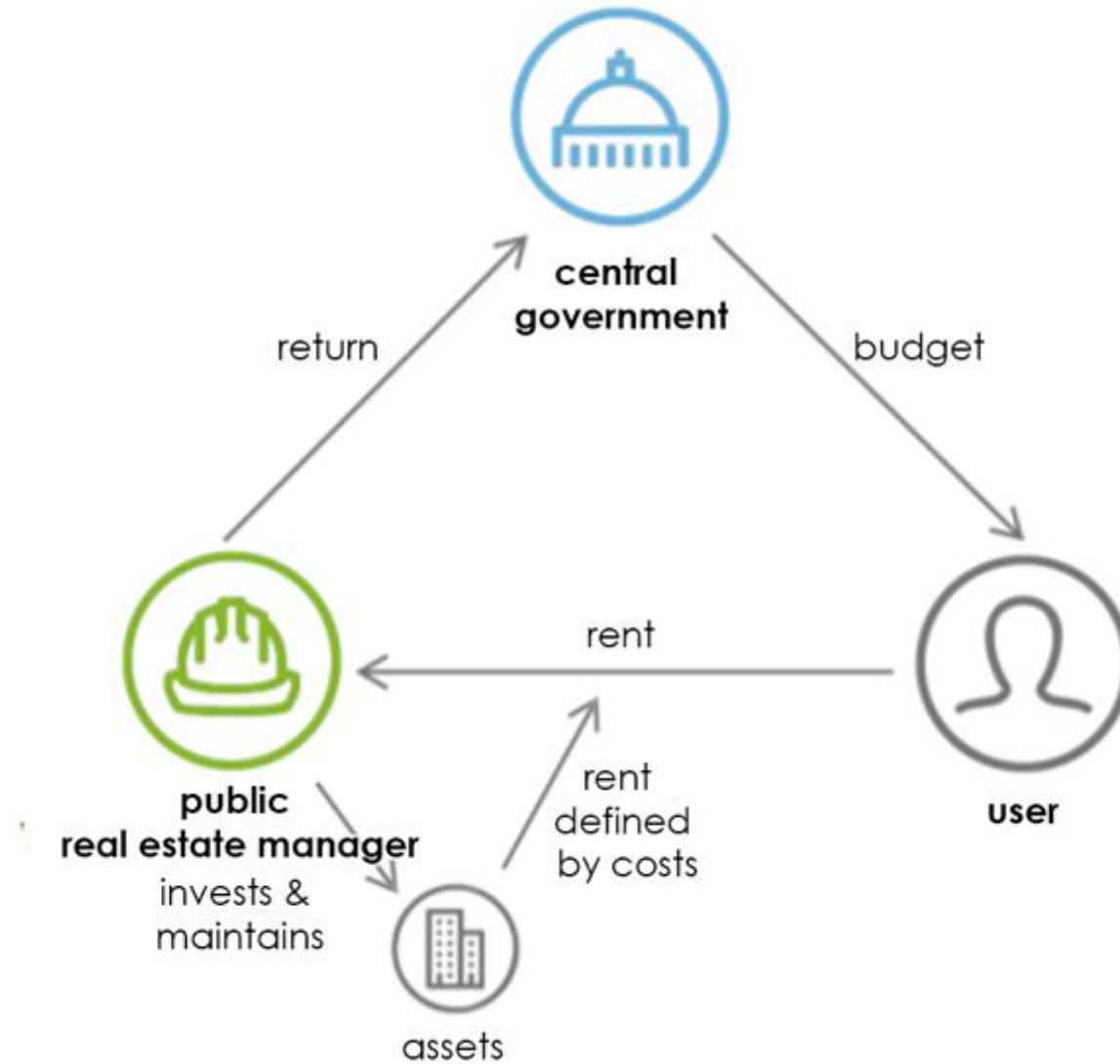
roles and responsibilities



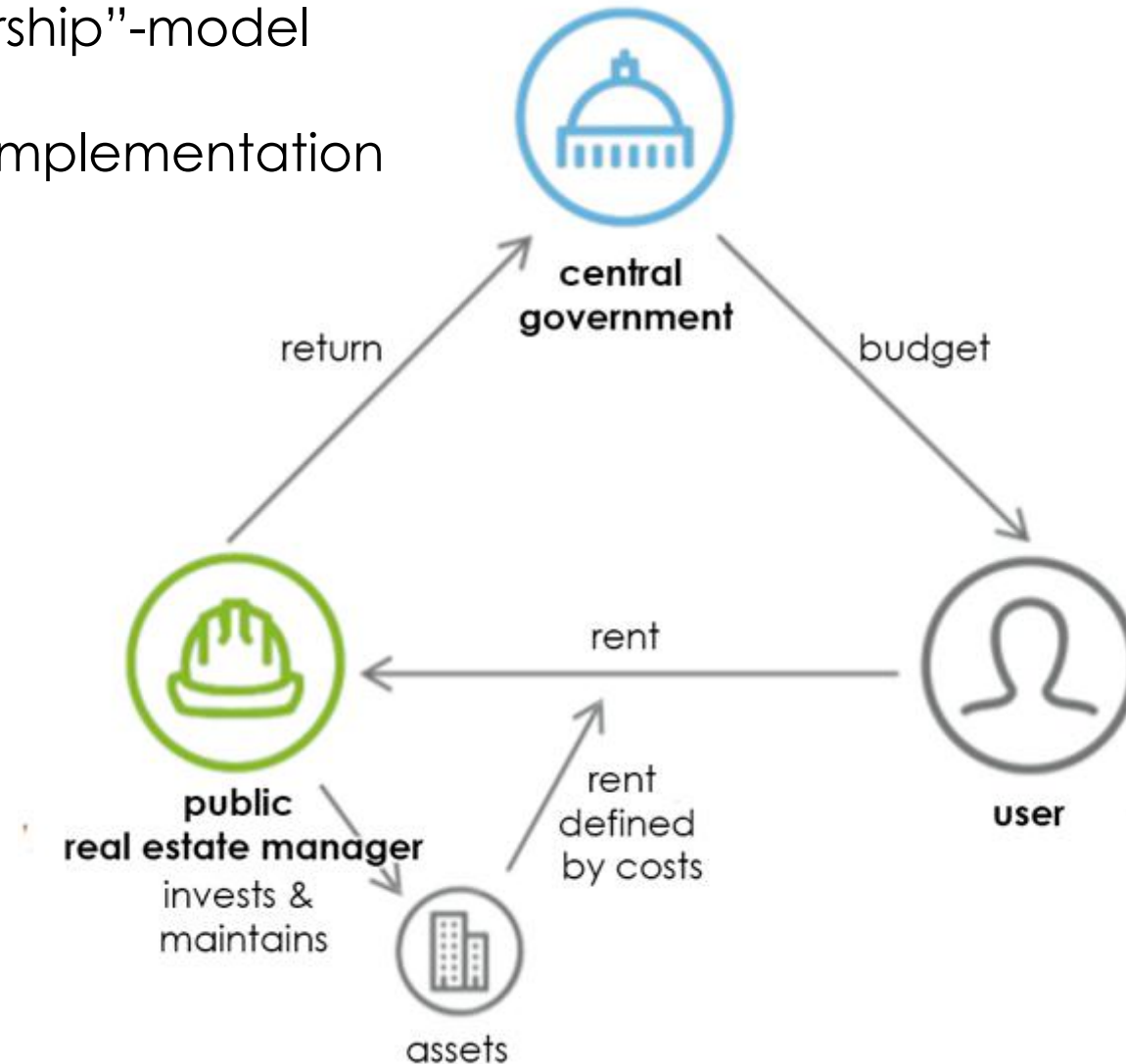
The real estate manager of the federal state

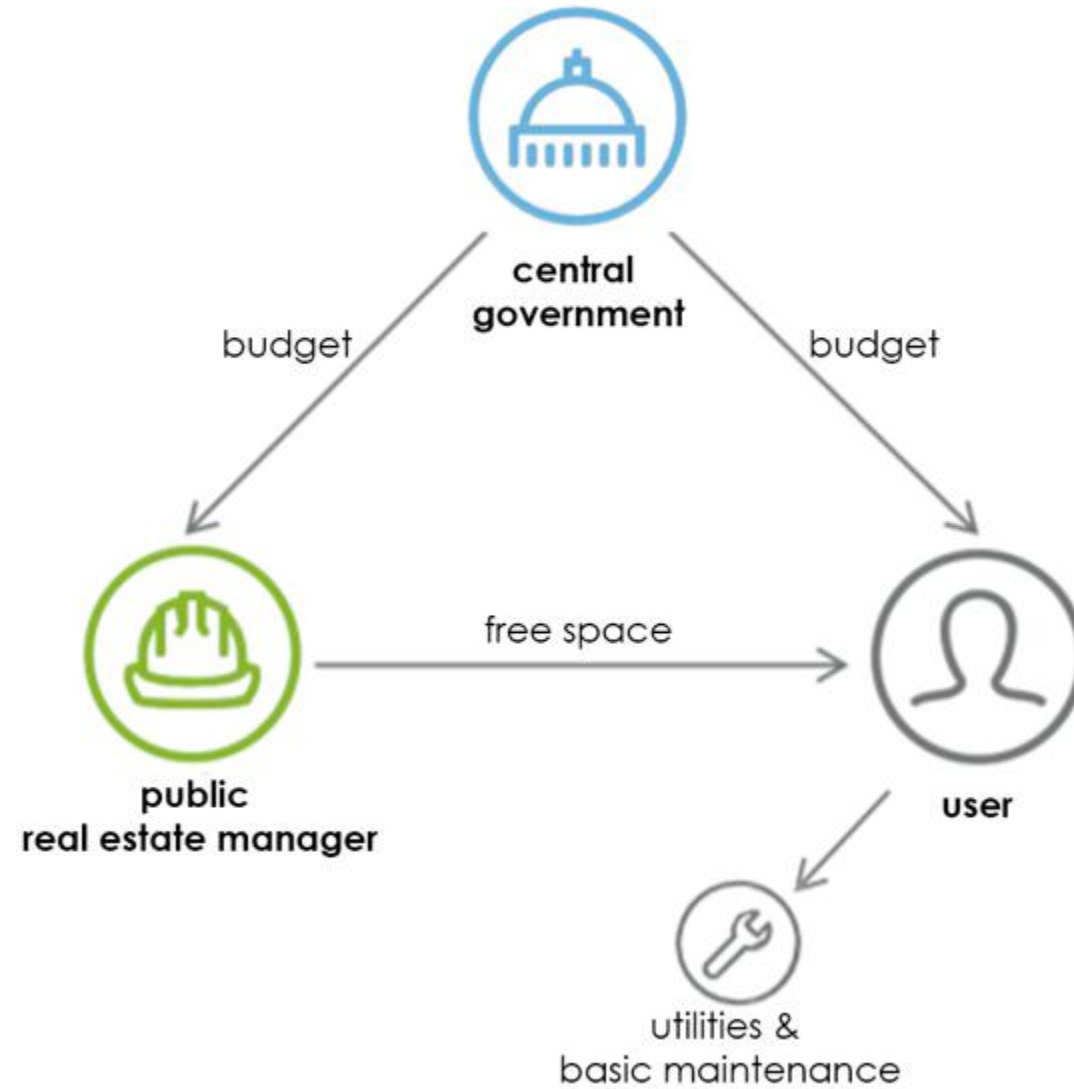
1,150 building complexes

Office accomodation
for 70,000 federal
civil servants

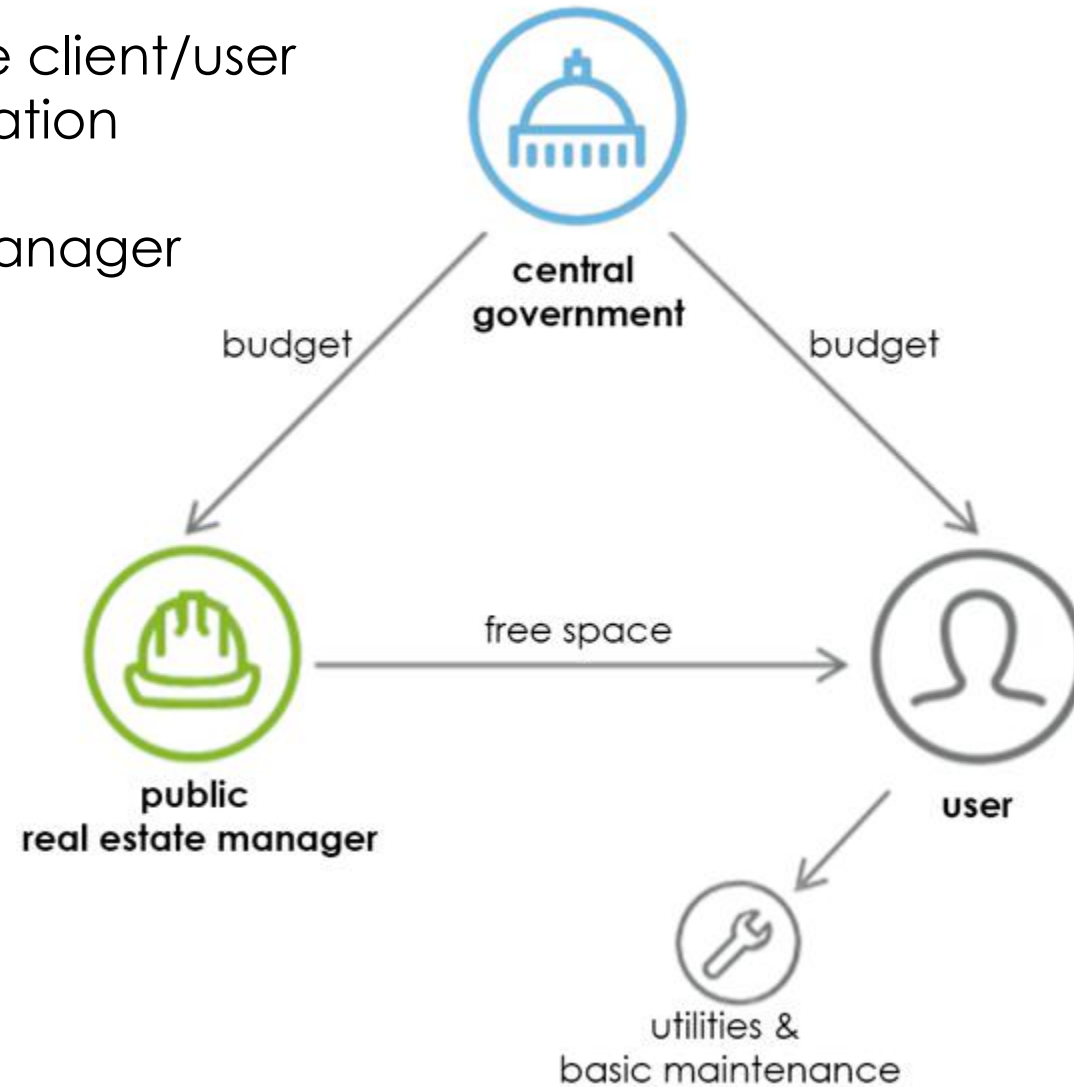


- “total cost of ownership”-model
- minimising TCO
- development and implementation of estate standards
- efficiency targets





- fulfills demands of the client/user
- annual budget allocation
- limited benchmarks
- admin rather than manager



masterplan
'Detention in humane conditions'

2 main problems

shortage of detention space

- 2008 | demand 9.869
| available 8.358
| Δ 1511

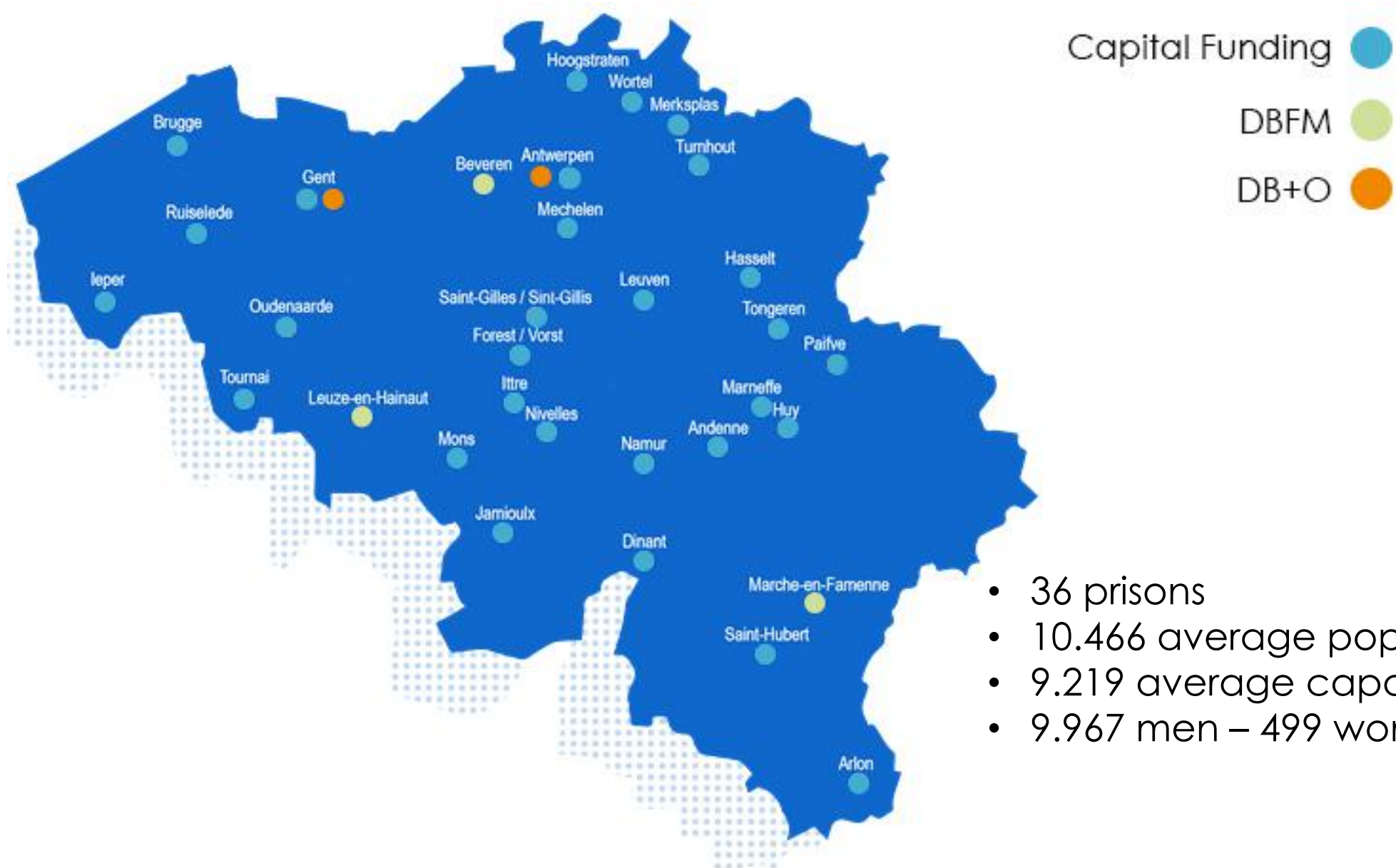
outdated prisons (20 prisons
dating from the 19th century)

- bad state
- not enough facilities
- security problems



4 part solution

1. expand existing prisons
→ *capital funding | classic procedure*
2. renovate existing prisons
→ *capital funding | classic procedure*
- 3. construct new prisons and small-scale projects**
→ *PPP | DBFM*
- 4. replace outdated prisons**
→ *PPP | DBFM*



- 36 prisons
- 10.466 average population
- 9.219 average capacity
- 9.967 men – 499 women

PPP

several advantages

- rapid implementation of processes
- accountability of the private partner
- transfer of risks to the private partner
- single procurement procedure
- development of a balanced remuneration mechanism
- duration = 25 years
- focus on the business – private partner covers logistic matters

downsides

- higher interest rate for the private partner than for the public government
- complex procedure | contractual and financial structure → large-scale projects
- limited flexibility | long-term planning | changes
- deferral of actual spending beyond political decision making

- legal changes
- incorrect or incomplete provided data
- unexpected terms in permits or annulment / suspensions of permits or annulment / suspension of the award
- abnormal use or damage of the prison and vandalism or rebellion within the prison
- uninsurable risks

- protected species or archaeological findings or obstacles or unknown cables / pipes or late displacement of cables / pipes
- protest actions
- not fulfilling any obligations of the contract

- any other risk:



obtaining permits



in time completion of the prison



availability of the prison



exceeding budget

- ...

- explicitly excluded from risks of public partner:
 - pollution
 - earth moving and disposal
 - adverse weather conditions

Phase	Justice Department	Buildings Agency	Consultant
Prepping	program of needs	site choice urban planning site investigation procuring consultant	financial model
Procurement	security specs jury	performance specs jury award	contract financial analysis award
Execution	follow-up	follow-up	contract issues
Exploitation < 25 years	follow-up SLA's	follow-up SLA's	contract issues

realised projects

Marche-en-Famenne

312
° 2013



Marche-en-Famenne

312
° 2013



Beveren

312

° 2014



Beveren

312

° 2014



Leuze-en-Hainaut

312

° 2014



Leuze-en-Hainaut

312

2014



current projects



Haren

1190

2022



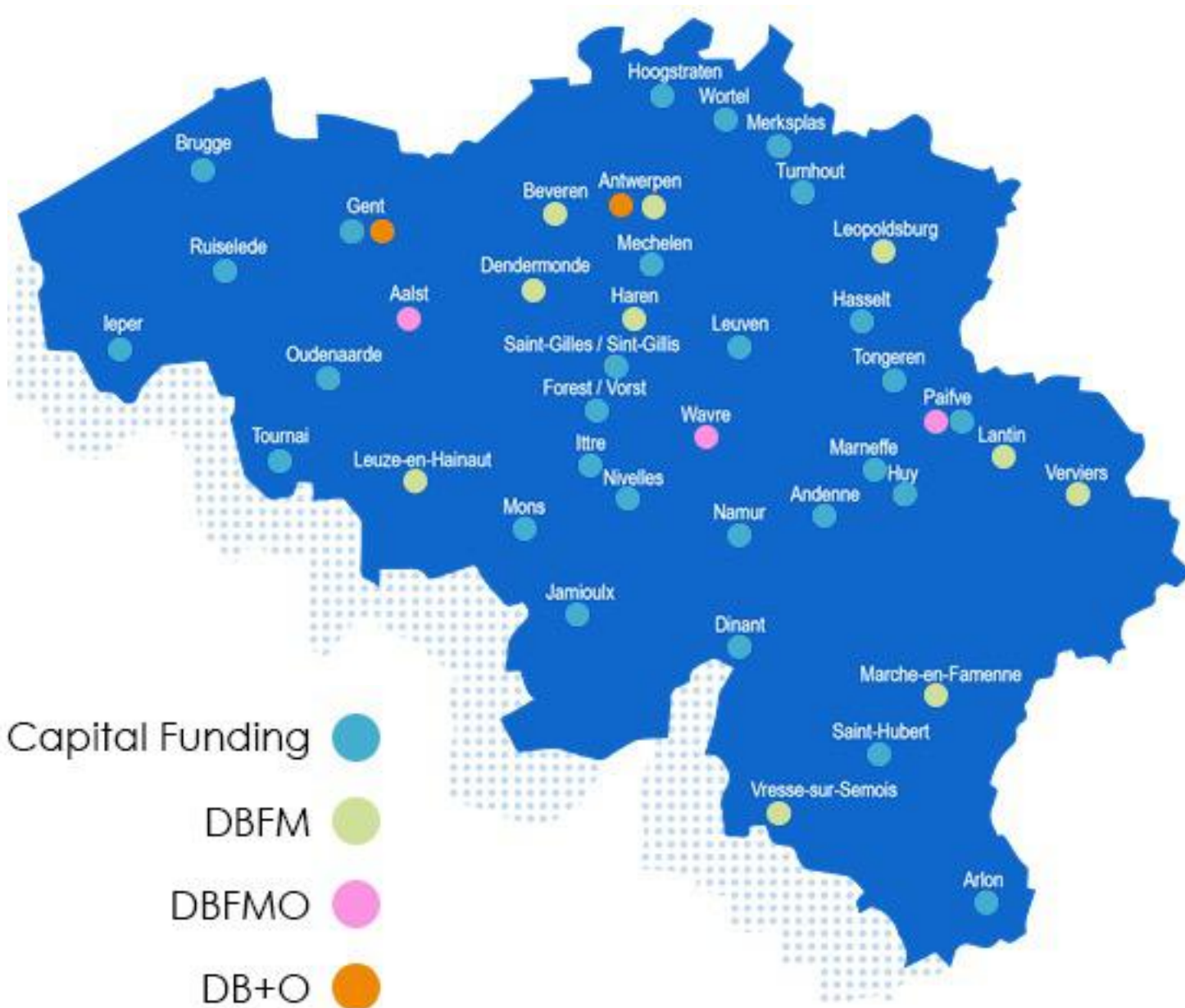
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° 2022

planned projects

planned PPP projects



DBFM

Dendermonde		👤 444		° 2022
Antwerp		👤 440		° 2024
region of Liège		👤 312		° 2025
Verviers		👤 240		° 2025
Vresse-sur-Semois		👤 312		° 2025
Leopoldsborg		👤 312		° 2025

DBFMO

Aalst		👤 120		° 2025
Wavre		👤 250		° 2025
Paifve		👤 250		° 2025

lessons learned

- Belgian planning and permit procedures (& politics)
- combining DBFM and procurement procedures
- prepping the project
- specifying the specifications
- quality of the offer compared to execution

- differences in speed
- the balance between D, B and M
- different partners, different partnerships
- reducing / extending requirements vs. cost
- creating a standard
- public-public projects

- increased role of Justice Department
- contract specialists needed
- collaborating – exploitation
- vandalism

- reliability of the calculation of the availability fees
- no available management tools that allows comparison between DBFM and 'classic' projects
- short period and ending of facility services
- vague specifications or goals for maintenance

- improving and standardizing the follow-up of maintenance
- evolving needs and dealing with changes
- dispersion and reliability of the monitoring provided by each individual private partner
- no structural follow-up of maintenance by the public partner

- analysis of the vague specifications
- better dealing with and analyzing change requests
- analysis of the registration of divergences
- development of 1 monitoring system and management method for all DBFM-projects
- 1 method of price revision (determined by the public partner)
- 1 transversal DBFM-team (for DoJ and BA)
- qualified personnel for contract management
- ...

- as much detailed spec sheets as possible and unambiguous formulations in texts
- analysis and implementation of management systems and SLA's
- standardization of contracts
- creation and expansion of the PPP Teams

questions