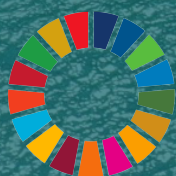


# WAPPP Quarterly Magazine

DOSSIER:  
PPP for Ports resilience



Autumn 2020



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# Foreword



Ziad Alexandre Hayek  
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We're proud to report that WAPPP is growing and gaining new members by the week. The interest from PPP professionals from around the world to exchange and learn from each other's experiences is even stronger in times when the global economy is severely disrupted by the magnitude and the ripple effects of COVID-19, and in particular when exploring innovative partnership models to build forward better.

WAPPP professionals stand ready to improve the implementation of sustainable and resilient PPPs on the ground in this unprecedented economic crisis.

This quarter, two Government PPP Units joined WAPPP as members: the Tunisia Instance Générale de Partenariat Public-Privé (IGPPP) and the Ministry of Foreign Affairs and Human Mobility of Ecuador (MREMH).

IGPPP President, Atef Majdoub, said that "IGPPP is pleased to join WAPPP and looks forward to working with other WAPPP members to benefit from their experience and to help attract investor attention to its activities".

MREMH Non-governmental International Cooperation Director, Cristina Fuentes, said that "The Ministry of Foreign Affairs and Human Mobility is pleased to join WAPPP and looks forward to working with other WAPPP members to promote alliances and join forces to contribute to the development of the public private sector in Ecuador".

After the first series of four very successful webinars (all can be viewed on the WAPPP Secretariat

YouTube channel), we're preparing a webinar on "Strengthening socially influenced infrastructure to build forward better with PPPs" with exceptional speakers from the Asia Pacific region.

Moreover the WAPPP Peer Recognition Scheme which gives appreciation to distinguished PPP professionals has been released. We encourage female PPP professionals to join the ranks as peers.

Investing in ESG-compliant and resilient PPPs is an imperative to deliver inclusive benefits and limit investor risk. In September, the tragic port explosion in Beirut showed the dire consequences stakeholder misalignment and governance failures. The current challenges motivate us to upskill for the future, strengthen PPP governance, and be better prepared to face climate change. Only if all stakeholders work together can we build more resilience into our system for future generations.

The Steering Committee has analysed the Strategic Action Agenda Survey from earlier this year and created a 5 year plan with key objectives, including:

- Bringing SDG-related PPP projects and investors together;
- Forging partnerships with regional and international public and private sector organizations;
- Providing technical insights to PPP units and private sector;
- Building capacity of institutions to implement PPP projects successfully;
- Advocating for PPP and becoming the voice of the PPP profession;
- Attracting young professionals; and offering substantial opportunities for members, including mentorship.

We're pleased our collective effort in promoting better PPP implementation is getting a boost from intrinsically motivated PPP professionals and are looking forward to bringing actors together to improve best practices in the PPP industry.

# Webinar in Spanish

On 23 July 2020 WAPPP had the pleasure to convene the first webinar in Spanish “Aseguramiento de sostenibilidad y resiliencia de proyectos de asociaciones público-privada” (Ensuring sustainability and resilience in public-private partnerships) with the aim of providing both civil servants in PPP Units and PPP professionals a number of recommendations and tools recently developed that can be useful to foster more sustainable and resilient PPP projects.

The panel encompassed an interesting mix of academic, civil engineering, legal and international cooperation backgrounds from five different countries.

Antonin Ménégau from the United Nations Economic Commission for Europe Working Party on Public-Private Partnerships presented the work on the People first PPP Impact Assessment Tool that is useful to carry out a preliminary “basic screening” analysis of certain aspects, tangible and intangible, that are important to evaluate if the PPP project is aligned with the sustainable development goals (SDGs) included in the UN 2030 Agenda for sustainable development. Dr. Domingo Peñalver, Researcher at CENIT and member of the Editorial Board of WAPPP presented his groundbreaking work on the modelization of the Value for People and Value for Future concept. Oscar Alberto Cortés Reyna, Vice President International Relations of the Mexican College of Civil Engineers (FEMCIC) and WAPPP member gave an introspective view of the operation and good practices of PPP projects in Mexico, and which

tools and procedures are useful to prevent disputes between the public and private partner once the project is underway.

Jaime Li, Legal Advisor specialized in the administration and execution of concession contracts in ports and waterways of the Government of Peru’s General Direction of Transportation Programs and Projects under the auspices of the Ministry of Transportation and Communications; his presentation focussed on the sustainability and resilience of PPPs from the perspective of the government authority in charge of managing projects in the contract execution stage.

Alejandro Pérez Arellano, Partner at the law firm Jurídico Flor & Hurtado in Quito, Ecuador spoke about the bankability criteria that need to be taken into account by investors, developers and public entities to ensure viable project financing.

The webinar was very well received with over 170 registrations who engaged in a lively discussion after the presentations part . Public-Private Partnerships (PPPs) have proven to be useful instruments to stimulate economic growth and social progress, especially in less developed countries.

In countries with a higher degree of development, PPPs are especially suitable to ensure the economic efficiency of projects that require a plus of innovation.

To watch the webinar recording please refer to the WAPPP YouTube channel at <https://www.youtube.com/watch?v=7psYS7ud2RQ>



# Webinar in French



Thibaut Mourgues  
Webinar moderator

WAPPP organized on Sept 2 its first francophone webinar. The event proved successful as it attracted a wide international audience (over 100 participants had registered) with panelists from Morocco, Madagascar and Tunisia as well as from EIB (see for full replay. <https://www.youtube.com/watch?v=XHskfO3Jb4w&feature=youtube>).

The first panelist, Hary Razanarisoa, Head of Madagascar PPP unit, described the institutional set-up of PPPs in Madagascar.

The law governing PPPs was adopted in 2015; it was followed by two implementing decrees, one of which is institutional and the other on the procedures for processing any project submitted or to be processed as a PPP.

However the PPP unit responsible for its implementation was only operational in 2019. As it stands, the PPP Unit undertakes structuring missions which consist in in:

- Assistance of public actors in the implementation of PPP projects including project identification, preparation of project sheets, and preparation of various studies
- Development and Promotion of PPP projects in the territory with the launch of tenders and their award
- Monitoring and control of the execution of PPPs because it is necessary to ensure good management

and performance.

But just as powerful as the texts are, they have constraints and limits. The texts are very restrictive and moreover taken from the experiences of other countries, not necessarily the best for the local actors.

Limited public resources hamper the implementation of projects and more particularly to conduct studies. Consequently, it is necessary to resort to the donors' support, which delays the projects. The implementation of PPPs may encounter reluctant participation from the administration, whereas they need a strong public commitment with the capacity to plan and prioritize projects, implement them and monitor them.

PPPs have strong political support from the Presidency as all projects relate to the Plan Emergence Madagascar (PEM); the regulatory framework, even if constraining is clear and transparent. Some modifications to make it more efficient are contemplated.

Lastly, the PPP unit is currently working on a preparation fund which will guarantee that PPP will play an active part in the country economic development in the years to come.

The second panelist was Atef Majdoub, president of the IGPP, the Tunisian PPP unit. He introduced the audience as well to the institutional set-up of PPPs in Tunisia. The various bodies include the PPPs strategic council, headed by the Prime Minister and the IGPP which plays the role of a PPP unit; A review of the PPP experiences in Tunisia and the need to adapt the legal framework to international standards and good practices aroused the interest of the body for a complete overhaul of the legal framework for concessions through the promulgation of the Government Decree. n ° 2020 316 of May 20, 2020 setting the conditions and procedures for granting concessions and the follow-up law. The latter is promulgated to overcome the shortcomings and improve the provisions of Decree No. 2010-1753 of

July 19, 2020.

Indeed, the new post-Covid provisions introduced by Government Decree n ° 2020- 316 essentially consist in adopting specific measures for concessions relating to small projects which are subject to simplified procedures. These concessions, which are among other things dedicated to young promoters, are exempted from carrying out a preliminary opportunity study concerning the feasibility of the project in the form of a concession, from having the prior opinion of the IGPPP and this for all the stages to the exception of that relating to the award of the concession and to provide the provisional bond for all bidders.

In addition, these provisions also consist of promoting private initiative through the adoption of incentive provisions for the initiators of unsolicited offers through the allocation of a margin of preference at the stage of evaluation of offers up to 20% during the call for competition, or the granting of concession contracts by direct negotiation if the spontaneous offer does not imply direct or indirect financial commitments to the State.

This Decree also encourages the participation of Tunisian SMEs through the granting of a minimum percentage of subcontracted activities which must not be less than 15%, strengthens the support and technical assistance mechanisms for the benefit of the granting authorities. for the preparation of projects, and sets up a pre-contractual administrative referral mechanism.

A Decree-Law of the Head of Government n ° 2020-24 of May 28, 2020 establishing specific provisions relating to cases of extension of concession contracts was also promulgated. The latter came to support the possibility of extending concessions for more than once and in cases relating to the continuity of public service or force majeure.

With regard to measures to support economic recovery, the four levers of economic recovery consist of the adoption and focus on new generations of PPPs, particularly for the health and agriculture sectors, in addition to encouragement of digital PPPs.

Concessions are also seen as a means of mobilizing

new resources for public bodies and for the public budget in general through the reverberations received by the concessionaires. And finally, the provision of a PPP support fund to the IGPPP makes it possible to support public authorities, in particular with regard to technical assistance to carry out preliminary opportunity studies concerning the feasibility of projects. in the form of a concession.

The third panelist, Najat Saher, Deputy Director at the Ministry of Finance of Morocco and in charge of the PPP program described the current situation of PPPs in Morocco. In view of the crisis induced by the Covid-19 pandemics, the Government is preparing recovery plans. One of the key steps in this regards is the creation of a Strategic Investment Fund to be financed for 15 bn DH by the Government and 30 bn DH by international investors.

The Fund will invest in strategic projects such as social infrastructure, digitalization and notably PPPs. Regarding PPPs, 11 projects are in prefeasibility study stage for a total amount of 43 bn DH. They involve: 4 logidtics zones, energy port of Jorf Lasfar, train line Khouribga-Beni Mellal; 5 toll highways, desalination plant of Safi, Upscaling of Mokhtar Soussi dam, reuse of waste water in Marrakech.

5 projects are at the stage of preliminary assessment (évaluation préalable) for a total of 11 bn DH : Kenitra port, yachting ports, business airport in Tit Mellil, construction of 5 prisons, and summer camps As for legal issues, the 86-12law has been revised (law 46-18) to improve its efficiency, with the key measures being:

- Widen the scope of application to regions and cities, their groups and legal persons governed by public law.
- Applicability of certain provisions of the law for projects governed by sectoral laws
- Create a National PPP Commission (CNPPP) under the Head of Government whose main mission is to put in place a national PPP strategy and to adopt, among other things, an annual and / or multi-year national PPP program
- Set up a Permanent Committee with the CNPPP
- Thelawlimitsrecoursetothenegotiatedprocedure



but exemptions can be granted by the CNPPP

- Use of the negotiated procedure if the unsolicited proposal is deemed to be technically, economically and financially competitive
- If the unsolicited proposal is deemed to be economically, financially and technically competitive, the public entity may resort to the Negotiated Procedure with prior authorization from CNPP

The fourth panelist, Axelle Bourreau, Senior Loan Officer at the European investment Bank, described the activity of the EIB in the PPP area in Africa.

The Bank targets the following priority areas, in line with the objectives of the European Union: climate and environment, innovation and skills, small and medium enterprises, infrastructure and cohesion, development.

The climate dimension is a very high priority at the EIB. In 2019, 30% of funding was dedicated to climate action, and this share is set to reach 50% by 2025. The activities of the EIB are typically loans (to the private, public, banking sector), guarantees, technical assistance and equity investments.

In 2019, EIB action outside the EU amounted to EUR 7.9bn, or 12% of total EIB financing. The EIB is very present on the African continent, with an investment of EUR 3 billion for the year 2019, of which 60% benefited the private sector. The main sectors are transport, energy and water related services.

The EIB's operations in Africa are governed by 3 distinct mandates: one for the countries of North Africa, the other for Sub-Saharan Africa (within the framework of cooperation between the EU and ACP countries) and the last for South Africa.

One of the EU's development priorities in the ACP area is the development and strengthening of the private sector. As part of EIB mandate for the ACP zone, the Bank uses an envelope intended for riskier, high impact projects. Finally, in terms of response to the COVID pandemic, the EIB was heavily involved in preparing the response of the 'Team Europe', it thus contributed to

the release of funds for Africa.

PPPs have many advantages (risk allocation and transfer, predictability in terms of timing and budget, discipline and efficiency provided by the private partner, delayed impact on public finances, limited defaults).

Unfortunately these benefits are too rarely seen, due to the difficulties encountered in the development of PPPs in Africa (in other words, considering the estimated infrastructure needs, relatively few PPP projects spring from the ground on the continent). The pitfalls are linked to:

1. Soundness and stability of legal, regulatory and institutional frameworks. What is sometimes missing: that the ecosystem of sectoral institutions is well established with a clear and respected matrix of roles and responsibilities; a solid, transparent and reliable regulatory framework; sound infrastructure planning. These elements are key to ensuring good governance of PPPs and creating a climate of trust.
2. Procurement: many PPP projects being studied in Africa cannot be the subject of EIB financing due to a concessionaire selection procedure that does not meet EIB standards, as the Bank has to follow EU guidelines in this regard, and the EU strongly believes that an open and transparent selection process, in particular, leads to better results for the contracting authority. Likewise, for a PPP to be implemented while respecting the environment and the people, it is important to take into account, from the preparation phase and then the development phase, the environmental and social aspects.
3. Political risk (expropriation, inconvertibility, war, civil unrest, etc.): The EIB can assume political risk in the countries in which it operates under mandate; there are also collateral instruments to cover this risk, even if this increases the cost.
4. Financial soundness of the public contribution. In addition to the organizational solidity of the public counterpart, its financial health is an absolutely key element, typically in the financing of renewable energy projects developed by independent entities (IPP) with income security via electricity purchase contracts (PPA, power

purchase agreement,) concluded with the national electricity company (the offtaker). This ability to pay for purchased electricity is a key factor in ensuring the sustainability of the project. This is a relatively classic difficulty, and it is one of the main challenges when structuring the project. It is very often necessary to put in place risk mitigation instruments (typically partial risk guarantees from the World Bank or the African Development Bank). But structural sectoral reforms are sometimes necessary.

5. Expected bankability clauses: typically a state guarantee against the offtaker's payment obligations, an acceptable dispute resolution process, realistic and balanced risk allocation etc. Projects must be selected with care, because of the interest they represent for the population. It is at this stage that the link with the United Nations Sustainable Development Goals must be made, in combination with the classic Value

for Money analysis. Projects must unite around them not only local support but also strong political support.

Finally, the importance of the preparation phase of PPP projects should be recalled because it is a fundamental element. In conclusion, the EIB remains mobilized to finance resilient PPP infrastructure projects in Africa, to enable the continent to develop its full potential.

The presentation was followed by a lively Q&A session where all panelists could fine tune the presentation of their perspective. An important (although non official) intervention from Frédéric Bobay, a French civil servant, allowed to provide for an international perspective. A general consensus of the importance of PPPs and the need to strengthen resources allocated to the project preparation emerged from the panelists.



## DOSSIER: PPP and PORTS

After the dramatic August 4 Beirut port explosion, WAPPP is convinced that PPPs are part of the answer to contribute to build a better future for ports at local and global level. In this dossier, our experts propose you several case studies of successful ports PPP programmes.



Beirut port's explosion



Beirut's port after explosion



# WAPPP's concept brief for rebuilding Beirut port and certain other infrastructure in Lebanon

By the World Association of PPP Units & Professionals (WAPPP)

Could the tragic August 4<sup>th</sup> event that caused Lebanon over 150 human lives, several thousand people injured and billions of dollars in damages while deepening the already severe financial, economic, political and, above all, moral crisis of the country have been avoided? While the catastrophe has been caused by a complex constellation of causes and consequences, we are of the opinion that a private management of the Port of Beirut would have been better positioned to prevent this tragedy from happening.

## Poor governance, the main cause that led to the catastrophe.

Regardless of what the causes of the explosion were, it is undeniable that officials within the Lebanese Government were aware of the presence of the large stock of ammonium nitrate in Hangar 12 of the Port, yet no action was taken to move it out to a safe location. Lower level officials who were familiar with the danger posed by the ammonium nitrate did not have the authority to make the decision to move it out. Repeated warnings from port security officials were ignored without accountability mechanisms in place. Higher level officials had no appreciation of the danger and urgency of the situation and were otherwise distracted by whatever was the political flavor of the day.

That there was and there still is no delegation of authority within the Lebanese Administration is at the root of the problem. All decisions are centered in the Council of Ministers, whose members have to deal with everything, from granting a water well license to dealing with terrorism or the refugee crisis.

Furthermore, an accumulation of mistakes took place and there was no proper handling of hazardous materials. A court judgement authorized unloading from ship subject to appropriate storage, but the authorities stored the hazards in a hangar at the port that also contained other explosives.

The decision-making process of a private company is much more streamlined. Authority is delegated down the chain of command to facilitate taking prompt decisions. The layers of management are not as numerous as in the public sector. A private company would not store such large quantities of materials for free and for so long in such prime real estate as the waterfront of one of the busiest ports of the Eastern Mediterranean. A private company would not be storing explosive material without carrying proper insurance and an insurance provider would not let explosives be stored the way they were.

This is not to say that private companies do not make mistakes. From time to time they do. But this is to compare normal private sector management with normal public sector management.

## A country in shatters

The explosion has had a devastating impact on the political and social scenes as well. Under pressure from widely supported demonstrations, the Government had to resign. The political system born from the 1943 confessional pact and the 1990 Taef agreements seems to have lost any relevance and need to be completely revised. In the same time the financial and monetary crisis has reached new levels. The International community, despite strong goodwill, is experiencing donor fatigue, facing an apparent case of Danaids' barrel.

The port itself has suffered immense damage. Almost one fourth of the berthing capacity is destroyed and almost the entire port has suffered destruction due to blast effects. The financial investment requirement could amount to over USD 3 billion, which seems beyond the reach of the Lebanese Treasury.

## Private or public management?

In this situation, what are the available actions? An immediate Budgetary Allocation appears not feasible due to the failing economy and the lack of resources.

Furthermore, it would not solve the governance issues that are at the root of the problem. On the other hand, private port management appears more realistic: it may mobilize immediate capital, equipment and human resources to quickly rebuild

the Port of Beirut. The advantages of private port management include:

- **Flexibility:** Port governance specialists are well aware of the variety of schemes that are available based on the level of private partner commitment: Between the 100% public and the 100% private port, the most common options are the tool port (the private party is in charge of the operations but the equipment remain owned by the public body) and the landlord port (the public body owns the superstructure while the private party owns and operated the operating equipment). A growing trend favours more implication of the private party at the financial and operational level.
- **Specialising each partner into what they do best.** Public sector is usually better at designing long term strategy and protecting all stakeholders' interest, while the private sector is normally more efficient in the operational sphere.
- **Implementing strong incentives and sanctions (in monetary terms) to incite high performance.** As the remuneration of the private partner directly depends on its performance, which is not only related to financial parameters such as an increase in public revenues beyond pre-reconstruction levels, but to wide ranging Key Performance Indicators, such as an increase in jobs and average wages, to be defined in the PPP contract. These incentives to perform are stronger than in a purely public framework.
- **Bringing-in international expertise and know-how following to a competitive tender.** While it should not be the only factor to select a PPP procurement, ensuring the financial capacity of the selected partner allows funding for all necessary investment (by contrast to lack of public funding in the public management model) without fiscal sustainability concern.
- Lastly, especially with regards to the Lebanese context, private management following a fair competitive tender allows to depoliticize port management and to strengthen the chance that all decisions are taken based on technical

and operational rather than on political ground where they do not belong.

### Best practice examples of port concessions

The current trend in port management is largely in favour of growing private sector roles. Many examples of port concessions are success stories, both in developed and developing countries from UK ports to Malaysia, Hong-Kong and some Chinese ports.

UNECE International Centre for Expertise for ports is based in Beirut and has conducted numerous case studies. This does not mean that PPPs always work. Academic studies have found a series of critical factors that enable success, one of them being the political support and the quality of the overall framework.

### How to overcome the Challenges?

The reform of port governance in Lebanon will necessarily be confronted with huge challenges. The most pressing issue will be politics: popular discontent shows that the current political organization does not answer the needs of the people. In that context, what legitimate authority can take the political decision in favor of reconstruction of the port through PPP? Reforming port governance also means reforming the port sector, which requires long term stability and political will to carry out the reforms. How to create a long-lasting consensus that will not rely on the existing divisions and community factionalism? How to give more say to sector experts that will provide a strong rationale to all technical decisions?

Then, once the PPP road is decided upon, technical issues will take precedence: how to manage the political risk to attract investors? How to ensure a fair and transparent competitive process without political interference? Management of time is crucial for the whole process: reformers should take advantage of the advantage of the need for urgent action while acknowledging that careful preparation and full involvement of all stakeholders cannot be by-passed.

### Roadmap for Beirut port reconstruction

Beyond the emergency steps, WAPPP suggests the following actions that should be based on the principles of People First PPPs developed by the UNECE International PPP Centre of Excellence, and rely on strong involvement of all stakeholders.

The major objective will be to maximize the benefits of the port reconstruction in favour of the Lebanese society and economy:

- Engagement with reputable expert to assess damages and examine technical issues but confronting experts opinions with a diversity of stakeholders
- Coordination of the involvement of civil society
- Implementation of a non-partisan technical body in charge of reconstruction with strong participation of civil society
- Extensive assessment of all potential options before choice of preferred option
- Integration of the port reconstruction into an economic and social development plan
- Building a robust “de-politicized” project governance that provides for a neutral and international standing dispute board to avoid misunderstandings and political games as well as technical or commercial disputes.

### **Toward a new start for Lebanon?**

The impact of a successful reconstruction of the Beirut port could be tremendous for Lebanon in creating a positive dynamic that would extend to other much needed infrastructure sectors (including energy and urban transport). UN Sustainable Development Goal-driven public-private collaboration can create the bedrock for sustainable development and contribute to overcome the current multifaceted crisis. In partnership with donors and the international community, WAPPP, as a neutral organization with global outreach, stands ready to prepare and discuss solutions, offer technical support, bring in best practices that benefit the Lebanese people, and ultimately create a new reality in Beirut.

## **Ukraine has re-ignited its journey towards concession-based PPP's - Three Seaports selected as pilot projects**



By Erik Wehl | WAPPP Port PPP Specialist & Senior Financial Advisor, Seaport Group

### **Introduction**

Ukraine is the second-largest country by area in Europe after Russia. The Black Sea stretches along its Southern coastline giving Ukraine access to sea-transportation.

Ukraine has a vast transportation infrastructure, particular roads and rail-networks, albeit the transportation infrastructure is getting dated and in need for modernization. Ukraine has therefore embarked on a journey to re-vitalize its transport infrastructure.

### **Ukraine's immediate and longer-term infrastructure development needs are significant**

GDP per capita in Ukraine ranks amongst the lowest in Europe. The ‘orange revolution’ back in 2004-2005, followed by the global financial crisis, and the Euromaidan movement in 2014-2015 and protests by Russia-backed anti-government separatist groups in the ‘Donbass’ region, have all taken their toll and caused economic stagnation and macroeconomic challenges.

In the past, Ukraine has also seen wasteful public spending because of poor governance, which had eroded public trust in government institutions. At the same time, corruption and deterioration in the protection of property rights and contract enforcement have significantly weakened the investment climate and deterred both foreign and domestic private investment.

Investments in infrastructure are important for fostering economic growth, and in particular, effective



transport infrastructure is generally understood as an enabler for growth. The Government of Ukraine ('GoU') estimate that at least USD 8 billion annually is required for infrastructure reconstruction and development.

The motivation for pursuing PPP's seems clear. With a view to reduce the financing gap, GoU is keen to establish a sound foundation for PPPs as a possible mechanism for procuring and financing infrastructure projects in the public sector.

### **Getting the legal and regulatory framework right for concession based PPP's**

A stable legal framework is pivotal in attracting foreign Investors, as PPP's in infrastructure are long term commitments for both the Concession Grantor and the Concessionaire.

A World Bank Study in 2015 however identified a number of deficiencies in Ukraine's Public Investment Management, most importantly a fragmentation of the legal and institutional framework that surrounds the subject of PPP and Concessions 1).

The PPP Law provides for a robust process for the project preparation and evaluation involving a full technical and economic appraisal of PPP projects, including concessions. On the other hand, neither the general concession law nor the sectoral concession laws have the same strict requirements.

Thus, there was a strong incentive not to use the PPP Law when implementing a new project. The ministry, municipality or other implementing body chose the path without recourse to any other ministry.

The concession mechanism in Ukraine did not work properly for the above reasons; at least no single larger infrastructure project had been implemented this way.

The World Bank thus recommended that the fragmented legal and institutional framework needed to be strengthened in a more coherent way and identified a number of priority areas, the government needed to address. If implemented correctly, and with the right level of political and institutional support, this would also boost Ukraine's attractiveness to both domestic and foreign investors

in infrastructure.

### **A new concession law approved by Parliament**

In October 2019, the Rada adopted the long-awaited concession bill that allows for private investment in infrastructure projects. Under preparation for two years, the new bill includes amendments to the Law of Ukraine 'On Public-Private Partnership' and various other laws of Ukraine related to PPP-projects.

The Law provides for a number of innovations and amendments to the legislation, which should revive the concession mechanism, creating favorable conditions for investments, primarily those into the sea and river ports, highways, and airports.

The initiative was financed by EBRD, who also provided technical assistance for the preparation of the law jointly with a team of local and international advisors and experts.

The Law defines, per example, a unified procedure for initiating and deciding on the implementation of PPP in the form of a concession, and it introduces transparent procedure for the selection of a Concessionaire. Clauses important in relation to securing project financing, such as step-in rights for Lenders, have also been introduced. All to increase the level of legal certainty and protection of Investors and Lenders in such arrangements.

### **Public operated ports chosen as pilot concession projects**

Reasons for selecting port projects as PPP- pilots in Ukraine include positive outcome of pre-feasibility studies, which determined the projects to be bankable. The selected projects are also reasonably large, thereby making a PPP-procurement model a possible option from a project development cost perspective.

Modern well-managed port infrastructure is crucial for effective supply chains. Each of these three port upgrade and modernization projects will facilitate and expand export possibilities of mainly bulk cargo (grain) and other cargo and passenger services.

## **Modernization of its port governance is however required**

A large number of private cargo operators and stevedores currently operates within the physical limits of the main 13 Ukrainian Seaports. Most of these operations are lease-based arrangements under the Law on State and Communal Property Leasing.

Historically, the ports sector has favored the use of such lease arrangement for projects. Whilst these contracts seem to work commercially, they are per example not optimal in terms of securing project finance. The setup generally also implies rather limited rights and capabilities of the lessee to improve and modernize the port facilities. The procedure for obtaining consent of the State Property Fund for planned investment proposals is usually yearlong. The combined effects have resulted in a significant deterioration of port assets in Ukraine over time.

The Ukrainian Sea Ports Authority was established in 2013 as a part of a wider port industry reform. Recently, it adopted a new strategic development plan, which includes the goal of pursuing a Landlord port setup for its ports under administration, which is the World Bank's recommended port governance model for Ukraine, and in general.

The World Bank argues that this will promote integrated port planning and development, improve the conditions for attracting private investments and strengthen Ukraine's position as an exporting country.

The Law of Ukraine 'On Concessions' paved the way for these pilot port-concession projects with the aim of bringing in private port and terminal operators, and the three projects will be structured and implemented following the principles of a Landlord port model.

## **EBRD and World Bank to provide financing and technical assistance during the process**

In countries in transition, attracting foreign Investors can be challenging. Access to financing is typically limited, and the investment climate might be considered challenging. Therefore, bankable PPP projects often require support of multilateral

financial institutions ('MFI').

In November 2017, the government of Ukraine and the EBRD signed an agreement that mandates the EBRD to work jointly with the World Bank on the bankable project preparation for the Black Sea ports Olvia and Kherson, two of the three projects.

The aim is to prepare feasibility studies and initiate a tender process if the feasibility studies confirm the economic and financial viability of the projects.

## **The efforts has paid off**

On 31 January 2020, announcements were made on Ukraine's first two port concession projects. Swiss company Risoil S.A., together with Partners, won the competitive tender on a 30- year port concession for the Kherson Seaport.

The company plans to create a regional logistic hub in the Kherson Port, taking into account the economic potential of the Dnieper River.

QTerminals, which is a leading port operator of the State of Qatar, was selected for its bid to develop the Olvia Stevedoring Company, located in Mykolaiv, and to establish a grain hub with a capacity of 2 million tons under a 35-year concession. The Qatari company will invest more than USD 124 million in port facilities. This is one of the largest foreign direct investments in the Ukrainian port industry.

Other key obligations by the Concessionaires include annual concession payments, volume commitments and social and environmental responsibilities as per international standards.

Reaching successful closure of the two concession agreements, where the financial bids far exceeded the minimum-amounts indicated in the tender documentation, is indeed an achievement.

## **Way forward**

In August 2020, GoU launched a new concession project in the Chornomorsk Seaport (ferry complex). A further number of seaport, and airport concessions, are in the pipeline.

As the Chornomorsk project will be receiving

much less direct support from MFI's, a successful process resulting in signing a balanced concession agreement will indeed be a litmus test for further implementations of concession-based PPP's in Ukraine going forward.

Comment: A longer note is available on request.  
Contact info: E-mail: [e.wehl@seaportgroup.eu](mailto:e.wehl@seaportgroup.eu)  
or at [e.wehl@wehlassociates.com](mailto:e.wehl@wehlassociates.com)

Notes:  
Assessment «Public-Private Partnership in the Context of Public Investment Management in Ukraine»; - World Bank – 2015

## Private Participation in Indian Ports: Reforms Driving the Success



By Naresh Bana  
Treasurer, Chair of Editorial Committee and member of the  
WAPPP Executive Committee

Port development is an essential factor in the economic growth of any country. India as a large country has enormous trading potential which is best realized by having enough, enduring, and efficient ports. Port infrastructure is a catalyst for development of business and economy which in turn affect the society and their living standards.

Development of ports involves imaginative planning, robust policy framework, deft procurement, unfailing construction, and smooth operations. Post liberalization in 1990s it was a farsighted decision by Indian government to invite private participation through 'Public Private Partnership (PPP)' in development of Ports. PPP in Indian ports continues to invite investors as against other infrastructure i.e. railways and highways where either there have been less success or implementation of radical policy modifications to rescue the private participation

pipeline.

In the port sector as well, there have been many reforms and policy modifications to support the PPP and continue the development drive. In January 2018 the union government modified the model concession agreement and constituted a committee to provide policy support to delayed port PPP projects (India - Revises the Model Concession Agreement for PPP Projects in Ports | Investment Policy Monitor | UNCTAD Investment Policy Hub, 2018).



The projects are since moving ahead. The total projects awarded during the 12 th Five Year plan (2012-17) are projected to add an almost 500 million tons per annum (MTPA) capacity which is more than 2.5 times the capacity created during the preceding plan (NITI Brief5.Pdf, n.d.) . By 2025 the port capacity in India is likely to reach 2500 MTPA and the roadmap is ready to take it further to 3000 MTPA in view of growing traffic (Sood, 2018) .

The modified MCA has primarily addressed the following issues:-

- The land lease rents have been standardised to make the expansion of port less costly.
- Many a times the port was unable to start commercial operations due to small deficiency in completion formalities. That has been duly addressed and ports can start commercial operations after meeting revised criterion.
- To ensure viability of the project, provision has been made to compensate the port operators for any change in taxation, environmental law or other such laws which are brought in by the State Government and are beyond port operator's control.



- The royalty payment is now based on ‘Per million tons of cargo handled’ and not on percentage of gross revenue. So, the port operator will pay royalty based on actuals.
- The port developers can liquidate their 100% equity and exit after two years of commencement of commercial operations. That will allow freeing up the liquidity with developers to aid their participation in new port development projects.
- The refinancing feature makes it possible for the developers to utilise low cost, long term funds and be able to sustain the project financially.
- A dispute resolution mechanism has been set up for new and existing projects and changes to ‘change in law’ provisions have been provided to give an impetus to investment sentiment in port sector. (Cabinet Approves New Concession Agreement for Port Projects, 2018)

In addition to the standardization of lease rent for port expansion there would also be need for simplification of land acquisition process for new and existing ports. While there is emphasis on the construction period, it is also needed to have modern information technology-based system to track cargo, custom clearances etc. and provide periodic reports for decision making purpose. The failure to insure has been included as a serious default with

no compensation payable on termination due to any circumstance. It needs to be aligned with reality on ground as there may not be any market for that type of insurance. Further, the compensation payable for force majeure event is higher in case of political event but lack of clarity prevails on whether such compensation is admissible while such political event prevails. There is also lack of provision for third parties such as freight forwarders, shipping lines etc. need for office and other premises at the port. (Indian Ports Model Concession Agreement | Public Private Partnership, 2019).

The progress made in Indian Port development sector with PPP is appreciable and appears to be on right track to achieve the 3000 MTPA capacity in coming years.

While there is scope for improvement the government appears firm to address the impediments in right perspective. Whether it is the issue of tariff anomaly between major and non-major ports or dredging, the public authorities would need to constantly deliver the policy support to expedite the port capacity creation (NITI Brief5.Pdf, n.d.). At the end of the day PPP is a partnership and being pro-active is always beneficial in any long-term association. Indian port PPP route has some of the most practical, workable, and farsighted contracts with an elaborate policy framework which can be suitably adopted by many a country for their own port development.

# When PPPs go Wrong

## The Maryland PPP Light Rail Project



By David Baxter  
PPP Navigator and International Sustainable Development  
Consultant

Mega PPP projects are complex and require considerable oversight and clear communication between the partners to ensure that they stay on track and on budget. Unfortunately, there are epic failures that serve as cautionary warnings about the need to treat PPPs with the respect that they need.



## Purple Line Project Background

The Purple Line PPP Project in Maryland (USA) is an example where poor project management has led to a project teetering on the edge of an epic failure.

The 36-year, 16.2-mile light rail project was launched by the Maryland Department of Transportation (MDOT) and the Maryland Transit Administration (MTA). It was envisioned as a loop connector that would improve connectivity for public transportation users of already existing public transit systems such as the Metropolitan Metro System. The completion date was set for 2022 for the eastern sector of the project.

A shortage of public funds led to the decision that a PPP procurement would benefit from alternative private sector financing and innovative delivery that would result in an on-time delivery of the multi-billion-dollar project. The competitively bid contract was awarded to a construction consortium called the Purple Line Transit Constructors (PLTC) - a partnership of Fluor, Lane Construction, and Taylor Brothers. Under the PPP agreement, PLTC held the larger \$5.6 billion Purple Line design-build, and operating contract with the PPP consortium partners PLTP (Purple Line Transit Partners - not to be confused with PLTC) which includes Meridiam, Fluor, and Star America Infrastructure Partners.



## Early Flaws

Even before the project was launched, there were detractors who felt that the project contract was flawed. Concern was expressed that financial risk had been disproportionately assumed by the state.

Additionally, the acceptance of a low-bid construction contract selection - due to state pressure for a “best value contract” - left the project vulnerable from the onset. Soon problems surfaced that should have been immediately addressed. Project delays, environmental challenges, construction costs overruns, delays in resolving responsibility, and poor communication led to an adversarial approach. Opportunities to resolve disputes and to mitigate challenges were missed. By the end of December 2019, the resulting disputes led to negotiations breaking down.

At the beginning of 2020, serious disagreements between PLTC and MDOT / MTA threatened the project’s completion and PLTC sought ways to exit the project which was facing a 2.5-year delay and an additional \$519 million in cost.

## Mixed Messages and Breaking Point

In May PLTC stated in its defense that it had experienced 976 days in delays caused by legal battles, right-of-way (ROW) acquisition challenges, and ongoing design changes. It felt it was entitled to cost and time relief from MDOT / MTA. In April PLTC had notified the state that it needed an additional \$187.7 million and an extra-five months to complete construction of the east phase.

Negotiation breakdowns then resulted in PLTC then announcing that it would vacate the projects construction sites after a 60 to 90 days transition. This decision to withdraw would place the PPP consortium partners PLTP in a difficult position as they would have to scramble to find new construction firms to replace PLTC.

## Different Scenarios

Scenarios were considered which included cancelling the project; the state taking over the project and becoming the de facto operator; finding a new private partner who could take over the project; or reaching an agreement with PLTC. No matter the scenario, Maryland would still have find unbudgeted money for the distressed project, without a clear outcome.

## Ongoing Lawsuits Further Challenge the Project

In May project opponents appealed a federal judge’s

decision to throw out a third environmental which lawsuit had delayed construction on the project by almost a year became a major concern for PLTC.

Maryland's transportation chief then negotiated with the project companies to keep them from quitting. There was a real concern that if the project failed all stakeholders and partners would be losers.

### **Project Mismanagement and Transparent Oversight**

Project delay concerns were further exacerbated by the realization that the extent of the delays and cost overruns could have potentially been avoided if there had been sufficient oversight by the state.

Political leadership particularly was concerned that the lack of oversight that had led to delays and cost overruns being ignored would have a negative impact on tax payers.

### **MDOT / MTA on the Hook for Millions?**

In June 2020 the lead construction company – Fluor –under considerable financial pressure considering walking off the job. The ramifications of this decision were forbidding as it would require new companies being recruited, would contribute to hemorrhaging of costs, and lead to ongoing legal battles over unpaid costs.

Maryland was facing the possibility of a resulting budget deficit for years and political fallout. Problems escalated when the Purple Line Transit Partners filed a notice saying that it would terminate the PPP if no solution was reached. Meanwhile, PLTC announced that it would lay off workers on August the 23rd, one day after the deadline for an agreement being reached.

MDOGT / MTA announced that it was holding the Purple Line partners to their contractual obligations and would pursue all legal options available to the state.

### **Maryland Managing the Purple Line?**

By August the 5th Maryland transit authorities were preparing to manage the project if the PPP dissolved. Maryland's transit authorities still indicated that a

negotiated resolution was preferable. However, by the beginning of August an impasse was reached.

On the 11th of August, a judge issued a temporary restraining order requiring project construction companies to stay on the job while negotiations continued. The week of September, the 6 th , saw a judge deciding that the contractor could walk away from the project. This placed the project in a precarious situation. It now seems that the unfinished project in all likelihood will revert to the state. The question remains – Will Maryland be up totaking over the project?

### **What Could have been done better?**

The following mitigations would have prevented the crises –

- Avoiding overt political procurement interference would have prevented risky decisions.
- Environmental concerns should have been addressed from the onset.
- Better stakeholder consultation would have helped alleviate tensions.
- MDOT/MTA should have been more assertive in its project monitoring.
- Legal action should have been a last resort.
- Project risks should have been more astutely allocated.

I will leave you to reach your own conclusions. However, we can only hope that this project is saved otherwise the future of PPPs in Maryland will be iffy at best.



# WAPPP Strategic Action Agenda

## WAPPP Defines and Implements its Future with Comprehensive Strategic Action Agenda



By David Dodd  
Member of WAPPP Executive Committee, CEO of the International Specialist Centre on PPPs in Sustainable Resilience and Current Chairman of UNECE PPPs Centers of Excellence.

### Background

In June 2000, WAPPP set on a course to define and implement its future through development and implementation of a strategic action agenda. After Steering Committee members completed a comprehensive survey designed to identify and prioritize values and aspirations, plus Strengths, Weaknesses, Opportunities and Threats (SWOT) and a vision for WAPPP five years into the future.

The survey results were compiled and used as the basis for a strategic session in which Steering Committee members created a framework for the Action Agenda.

Using that framework, Steering Committee member Ricardo McKlmon prepared an initial draft that has subsequently been built upon by a team of Steering Committee members.

The Agenda is in final steps of completion, and will first be presented to the Steering Committee before it will be validated in the association's General Meeting at the beginning of December.

Then it will be presented to members and used as

input for a Work Plan that will create very specific steps, place those steps in priority and provide opportunity for members to assume leadership to implement them.

### Structure

The Action Agenda is structured like a pyramid. The Values, Vision, and Mission are at the top, representing what WAPPP aims to be. These Aims were then stated and used as a foundation for a SWOT analysis that identified WAPPP's strengths, weaknesses, opportunities, and threats. The SWOT resulted in six major dimensions, commonly known as strategies, each of which were then broken down into 4-6 Key Priorities. These Priorities served as the basis for SMART (strategic, measurable, actionable, realistic, and time-sensitive) Goals, typically 4-8 in number.

Each Goal was then turned into 4-8 Initiatives, each of which is very specific. For example, the draft Membership Dimension has 4 Key Priorities, resulting in 6 Goals, each of which has 4-6 Initiatives. Initiatives will be further broken down into specific actions, i.e. gathering information, holding meetings, planning events, etc. in the Work Plan. It too will be approved by the Steering Committee then distributed to members within the month.

### Summary

Implementation will be guided by the Steering Committee, and all members are encouraged to become involved by leading or participating in one or more implementation committees.

The Action Agenda will lay out a bold future for WAPPP. That bold future can only be realized with the full engagement of all WAPPP members.

# First PPP peers recognized!

WAPPP is actively engaged in promoting international best practices in PPP project design, tendering, and implementation, as well as the highest standards of professionalism among PPP practitioners. To that end, and noting that there is a need to distinguish true expertise in the domain of PPP acquired in the field, working on all the different aspects of PPP projects over a number of years, from theoretical knowledge of the subject acquired through training courses, WAPPP has decided to establish a Peer Recognition scheme and adopted the WAPPP Peer Recognition Guidelines, which can be found on WAPPP's website.

Under these Guidelines, WAPPP members can propose PPP practitioners for such recognition. Candidates are then interviewed by members of the Peer Recognition Board. If they meet the criteria set

in the Guidelines, they are recognized as "Peers" and are welcomed into the highest ranking of the PPP profession.

Acting under the referenced Guidelines, Ziad Alexandre Hayek, President of WAPPP, recognized three members of WAPPP as peers. They are Naresh Bana, David Baxter, and Thibaut Mourgues.

Hayek congratulated the three recognized peers and reminded them that "they will be expected to mentor other PPP practitioners and embrace the highest ethical standards, which are at the core of WAPPP's drive for excellence in the PPP profession."

The four peers now constitute the initial Peer Recognition Board, which will be entrusted with recognizing additional peers in the months to come.

To register in advance for this year's WAPPP General Assembly, which will be held online on 3 December 2020, please register by email at: [contact@wappp.org](mailto:contact@wappp.org)

After registering, you will receive a confirmation email containing information about joining the meeting.

## News from our chapters

### The Young Professional Chapter



By Jinane Gosh  
WAPPP Coordinator Young Professional

The WAPPP Young Professionals Chapter is

a dedicated network platform for young PPP practitioners, under the age 35, to connect, engage, develop and advance their careers.

This Chapter introduces its members to a substantial pool of expertise in WAPPP, encompassing recognized PPP leaders and experts, to enrich their knowledge by benefiting from exchange of information while keeping up with latest industry trends and best practices.

We understand our role as being a PPP knowledge hub, spanning borders and cultures, and recognize our contribution in making a difference in PPP communities, in particular among pro-active young professionals.

## Young Professional Mentorship Initiative

We strongly believe the importance of launching a new initiative that targets the members of this chapter, by offering exclusive mentoring opportunities. Our senior PPP experts referred to as “Mentors” will guide young professionals “Mentees” for a professional career development in public private partnerships and getting them ready to tackle today’s market needs and challenges. Selection of mentees will highly depend on demonstrated motivation, developmental goals and other criteria depending on the mentorship objectives.

This mentorship program will focus on early career professional skills development to help young members navigate their career path, together with helping them with growing effectiveness, interpersonal and leadership skills.

Ultimately, WAPPP’s vision reveals in creating a culture that will inspire young individuals to challenge conventional standards with innovation. At WAPPP, we pledge the right inspirational triggers that young PPP professionals would base their success on.

### We must continually learn and grow

While working on infrastructure projects, specifically in the transportation sector, I was concerned in understanding how PPP projects can help governments meet their critical transport challenges, how private investment and expertise can make a measurable difference in delivering transport projects and how PPPs can contribute in achieving the sustainable development goals. Additionally, I completed my theoretical approach by earning the APMG Public-Private Partnerships Certification to align my PPP skills with international best practices.

I thrive in an environment that fosters knowledge, empowerment and continuous improvement and trust that, by joining WAPPP, every young professional would have a more successful and meaningful career.

## Internship of a young PPP professional/student



By Daniel Henein

Daniel will be starting his final year in his Economics undergraduate degree at the University of Warwick in the United Kingdom. He is a passionate reader and is open to learning all the time; he will be using his experiences with the ISRC and the WAPPP as the basis of his dissertation, with particular focus on PPP investment in developing countries.

In August 2020, I had the fabulous opportunity to engage in an internship with the International Sustainable Resilience Center (ISRC), whose mission is to “bring global expertise in disaster resilience, sustainability, and public private partnerships together to help offset the growing threat of disasters around the world”.

During the internship, I enriched my knowledge of PPPs by conducting research on 21 MENA countries, particularly learning about and reporting back the official PPP laws and guidance in each of those countries. I swiftly followed this up by highlighting successful PPP projects in each country and explaining the reasons behind their success, as well mentioning potential barriers to the success of future PPPs.

Very quickly, I moved onto more advanced research topics, which were completed through the two LinkedIn blogs I published; the first blog I wrote was based on research I did on the importance of PPPs in Bahrain’s bid to achieve economic diversity. This was then followed up by the second blog, which analysed

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Islamic Finance as a tool for sustainable investment in PPPs within the GCC.

Between completing these tasks, I was also lucky to have the chance to personally connect with PPP practitioners who are global experts in their countries, namely Mr. Abdulsalam Abdulaal, who created the first PPP guidebook in Saudi Arabia; Dr. Irfan Al Hasani, who served key roles in PPP government entities in Dubai, and Dr. Domingo Peñalver, who is a world leader in Value for People (VfP) and Value for Future (VfF) PPPs.

In addition, I undertook a challenge from the World Association of PPP Units & Professionals (WAPPP) to collect data on each of the 68 PPP Units listed on the World Bank's website; this task was issued by Ziad Hayek, the President of the WAPP, and Jean Christophe Barth- Coullaré, the Executive Director of the WAPPP.

More specifically, I compiled as much information as possible on the contact details of each of the PPP Units as well as the contact information of the Head of each of the Units. The swift completion of this task was crucial in order to assist the WAPPP in its objective of contacting all the Units at once – necessary for coordinating unified responses (to the

pandemic) across the globe.

Throughout this internship, I was privileged to be mentored and encouraged by two very knowledgeable PPP practitioners: David Dodd, the Founding President and Chief Executive Officer of the ISRC, and David Baxter, a Senior Vice President and the Chief Operating Officer of the ISRC.

From this experience, I recognized that the network which WAPPP possess is very powerful, meaning that the WAPPP's initiatives are necessary for helping young people thrive. This is especially critical in the current times of the global health crisis, as there is very large demand for restructuring and developing infrastructure in a more sustainable manner, in order to increase resilience against future force majeure events.

Moreover, the WAPPP's leading efforts to ensure the fulfilment of the UN Sustainable Development Goals 2030 highlights their focus on supporting young professionals to prosper. In order to remain on track though, there needs to be more emphasis on measuring the Value for People (VfP) and Value for Future (VfF) metrics – core components of People-first PPPs (PfPPPs).

## Membership contribution to the QM

The World Association of PPP Units & Professionals has started to build a crosscutting international network for PPP professionals from both public and private sector.

We continue to bring PPP Units and PPP practitioners on the same platform to learn from each other on neutral ground and benefit from casual peer-to-peer discussions and lessons learned on the design and implementation of PPP programs from around the globe.

“We are happy to announce that we reached 100 members from 47 countries. WAPPP has a professionally diverse population. Members have five to 40 years of experience in in different phases, sectors and aspects of Public-Private Partnerships:

- ‘40 years of Railway Operations Management, M&A, design, construction and development. He was tasked with the development of the Mineral Line Railway that would be developed without government subsidies or guarantees under a PPP model.’
- ‘30 Years in all types of PPP related to economic development and disaster resilience including concessions, infrastructure development for industry location and job creation, and co-investment in disaster risk mitigation infrastructure projects’
- ‘25 years track record of successful strategic and tactical management leadership positions in PPP, PFI and major portfolio, programs and projects in LATAM and China within the transport, health, water, buildings, energy, mining and oil & gas industries’

- ‘20 years of experience providing a wide range of infrastructure PPP transaction advisory services on large-scale infrastructure projects in multiple sectors and knowledge spanning all phases of the project lifecycle including procurement, bid management, planning, design, development, finance/investment.’
- ‘15 years of experience in structuring PPP Projects across infrastructure and social sector’
- ‘Infrastructure investment professional with 20 years of experience in the US and Latin America across project life cycles, including project development, evaluation, negotiation, execution, and exiting private, public and PPP investments’.
- ‘Skills in business management and development, and experienced on facilitating foreign direct investment, trade, and international collaboration.’
- ‘Advisory services to various Ministries and Departments to deliver sound PPP Projects to realize their Governmental program’.
- ‘Master of International Affairs and International Economics with a Thesis: «Best Practices for Sustainable Infrastructure PPPs in Western Countries’.
- ‘Organizer of various capacity building exercises for various governments’.

During this period of Sanitary Crisis and Lockdown, WAPPP has made it very easy for PPP Professionals Family to gather, work together and learn from each other regionally and globally through virtual meeting, home café and webinars.

Our membership offers YOU an opportunity to:

- Receive a Peer Recognition by fellow WAPPP Members
- Participate to WAPPP events and webinars

## Some TEMOIGNAGE New member’s motivation to join WAPPP

Ms. Tsay Irina, South Korea

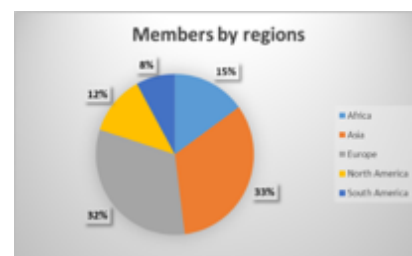
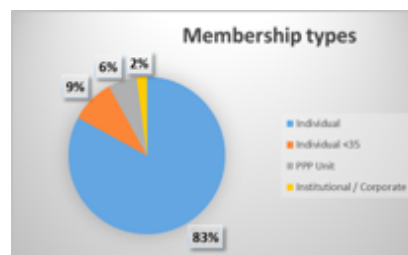
“My motivation to join WAPPP is to become a part of PPP ecosystem, capacity building, and to search of PPP professionals for further People-First PPP projects developed by SOS Children’s Villages International in 136 countries”

- Access to the “Members area on our website
- Access to our advertised job openings
- Share experience,
- Give and receive advice
- Find partners and Investors...

## We are growing!

We are happy that this Quarter has seen the membership of Five PPP Units (Netherlands, Rwanda, Bhutan, Ecuador and Tunisia).

They joined WAPPP to expand their network of professional connections in the PPP field and to learn from the experience of each other.



## We are spanning the globe!

Members come from more than 47 different countries and speak different languages with more than 50 different professional background. We have Policy Makers, Associates, Managers, Bankers, Advisors, Project Developers, Consultants, Financials, Lawyers, Trainers, Professors, Researchers, Students and so.

Mr. Carlos Tapia Benavente, Peru  
PPPs team leader at NPG Abogados

“I’m very interested to join WAPPP because I’m constantly looking for new trends on PPPs and the best practices to develop projects so that I could promote more projects in my country and help to reduce the infrastructure investment gap”

Mr. David Alvarez, USA  
Infrastructure PPP consultant

"My professional interests are strongly aligned with the vision of WAPPP. I Will like very much to help contribute with the accomplishment of WAPPPs vision and mission in the Americas"

Mr. Olubunmi Folayan, Nigeria  
PPP transaction advisory services

"My motivation to join WAPPP is to network with other PPP professionals, - an opportunity to engage in educational activities - an opportunity to share my experience in PPPs"

Mr. FOLLAIN Jacques, France  
Consultant specialized in Airport Infrastructure PPPs

'After having spent the last 22 years working actively in the Transportation Infrastructure area around the world, I am looking for an opportunity to share my experience and network with other specialist worldwide. I strongly believe that benefiting from various experiences in PPP from different region and infrastructure sectors can be helpful to both PPP Units and companies wish to develop their PPP activity'.

Ms. Julie Marie Stöever, Italy

"I believe that I am an excellent candidate for WAPPP's young PPPs professional group because this opportunity is the perfect intersection of my prior work experience, graduate studies and professional ambition to work in PPP consulting. I would bring to WAPPP over 5 years of professional experience supporting global supply chains and cross-industry collaborations. A self-starter by nature who is determined to deliver impact for both business and society through PPPs"

## Meet this Q2 2020's new members

Luis Fukunaga  
Maria Cristina Magdalena F. Villanueva  
Alan Yogi Lau  
Eva Bufi  
Max Carneiro  
Jiangrong YU  
Sumanta Kausik Sharma  
Christopher Nixon  
Oscar Cortes  
Follain Jacques  
Olubunmi Folayan  
Tsay Irina  
Nasser Massoud  
Jinane Ghosh  
Fadi Najdi  
Philip Marquis  
Bruna de Fraga Tomé  
Jonathan L. Gifford  
Wilson Akhator-Eneka

Carlos Tapia Benavente  
Hidayathullah Baig Meyan  
Ahmed Al-Kalawy  
Ilkwon Chae  
Iykay Onyemaobi  
Nicos Giannakopoulos  
Stephan M. Schwolgin  
Thierry Rakotoarison  
Edward Odiwuor Odek  
Nathaniel Munetsi  
Andrew Kinloch  
Garshasb khazaeni  
David Alvarez  
Waleska Guerrero  
Julie Marie Stöever  
Wassim Ayoubi  
Ismail Hassanien  
Joshua Hurwitz

**Welcome on board for an amazing Journey Together!**

### Orientation ceremony

On the 25th of June 2020, WAPPP held its first Virtual Orientation Ceremony. It was an excellent opportunity to gather Executive members, regional chapter's coordinators, old and new members on one platform to share their experiences and their areas of interests and to know more about WAPPP and how they want to contribute into it. We were more than 30 members representing different countries and diverse fields of expertise.





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# PPP PROJECTS



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