

ISSUE 3 - 2025

WAPPP MAGAZINE

THE SMALL BUT MIGHTY

SPECIAL DOSSIER: SMALL-SCALE PPP'S

- Annual Report Unpacked
- Blended Finance Unlocked
- Philanthropy in PPPs Chapter

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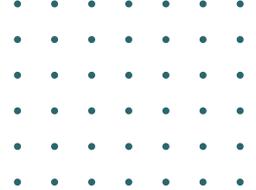
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EDITOR'S NOTE

THIBAUT MOURGUES

Unlocking the Potential of Small-Scale PPPs: A New Framework for Sustainable Development



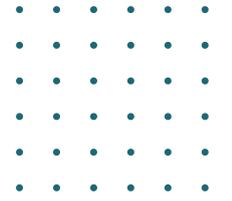
WAPPP is more convinced than ever that public-private partnerships constitute a critical mechanism for achieving the United Nations Sustainable Development Goals, particularly as traditional international development aid flows continue to contract. Mobilizing private capital has become increasingly essential to bridge financing gaps in global development initiatives.

To contribute to this effort, following a year-long research program, WAPPP has completed an extensive analysis of small-scale public-private partnerships (SSPPPs), addressing what we identify as a significant gap in current PPP frameworks. While conventional PPP models have primarily focused on large-scale infrastructure projects requiring substantial capital investment, WAPPP's research demonstrates that smaller-scale partnerships possess untapped potential to amplify development impact.

Small-scale PPPs cannot be implemented using traditional large-scale methodologies. Instead, they require specialized approaches throughout the project lifecycle, from initial conception through contract management and asset transfer phases. Previously, limited documentation existed regarding the critical success factors for SSPPPs, including regulatory frameworks, implementation processes, legal and financial structuring, and capacity building requirements. To fill that gap, WAPPP conducted a comprehensive consultation process involving more than 25 webinars and workshops, engaging experts from diverse geographic regions and technical specializations.

Eighteen of these sessions have been made publicly available online, providing accessible resources for practitioners and policymakers worldwide. You will find in this issue a summary of each of these sessions, as an invaluable source of SSPPPs documentation.

The culmination of WAPPP research effort resulted in the publication of SSPPP guidelines, which have garnered international recognition within the development finance community. The document represents the first comprehensive synthesis of best practices for policymakers and PPP practitioners seeking to implement small-scale partnerships effectively.



Several national governments and PPP units have already begun adapting their regulatory frameworks and internal procedures to incorporate these guidelines into their operational protocols.

WAPPP's general assembly, convened in July, reported significant expansion in organizational activities and membership. The association has experienced growth across multiple metrics, including increased participation from PPP units, individual members, and programmatic activities. We have initiated a new webinar series focusing on blended finance mechanisms, designed to enhance the catalytic function of public sector funding in development projects. Despite operational expansion, WAPPP maintains its volunteer-based structure and continues to seek additional funding support from member organizations and corporate partners. We appeal to existing or potential members to leverage our PPP-related value propositions.

Finally, as always, the current publication includes supplementary articles examining various aspects of public-private partnership implementation and policy development

Enjoy the read!

Thibaut Mourgues
Head of Editorial Board



Ayesha Ifthikhar
Copy Editor

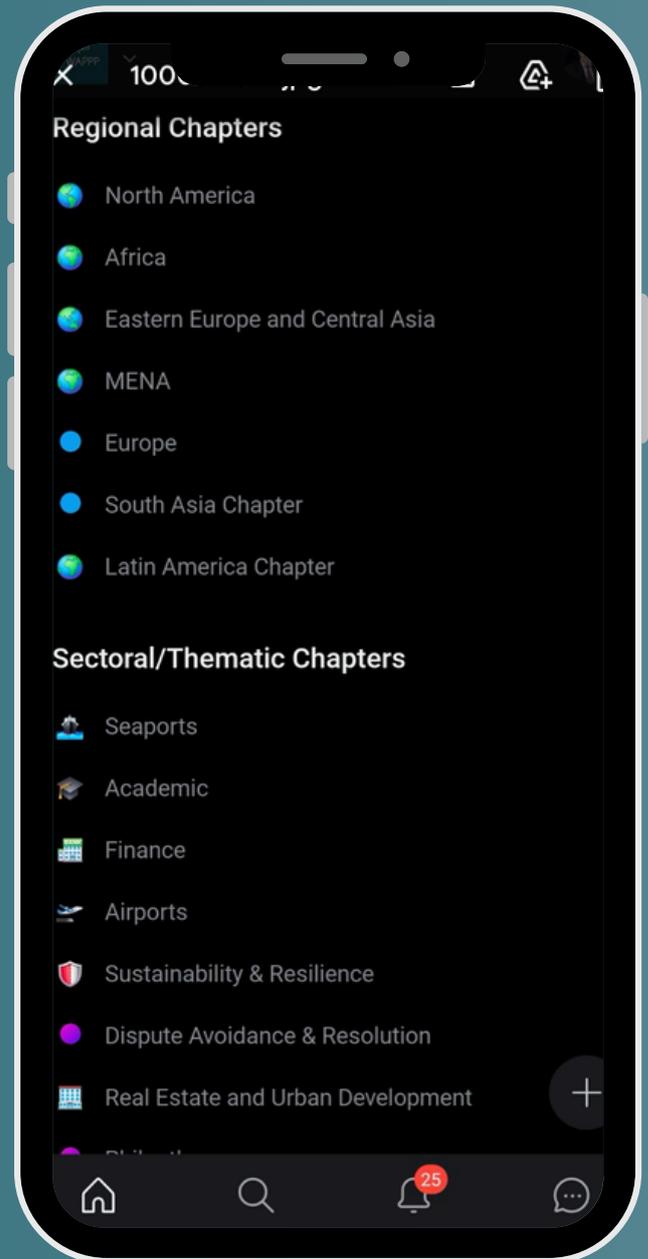
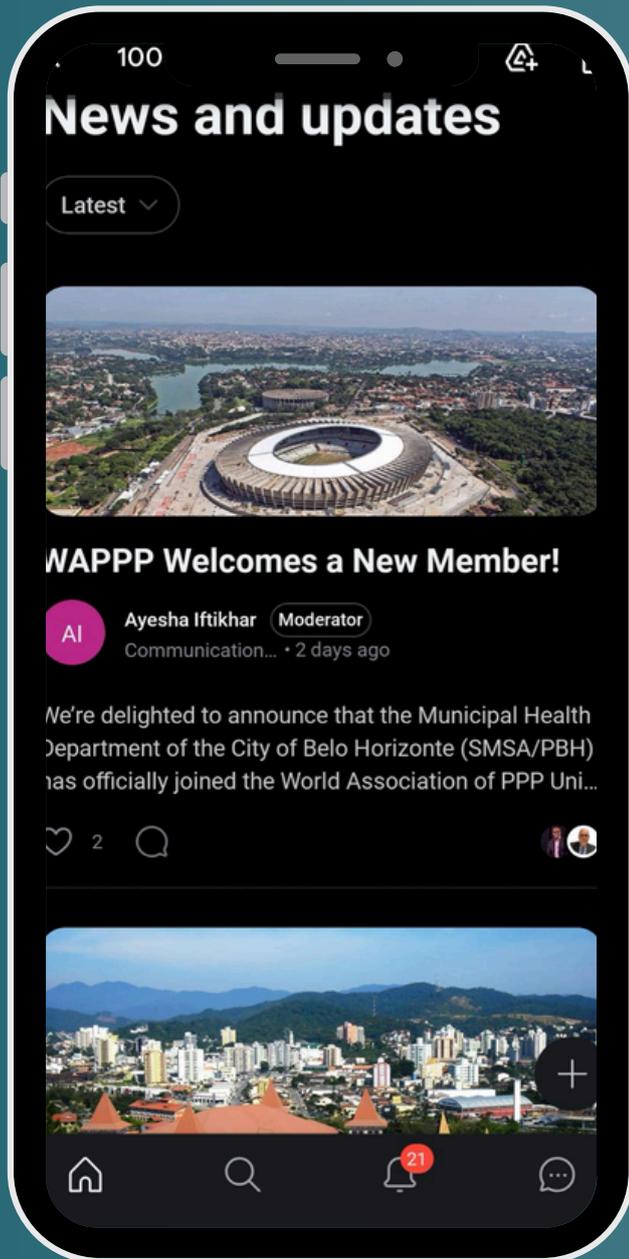


Vuyokazi Mnyengeza
Creative Director



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<https://community.wappp.net>



**ANNUAL
REPORT
SUMMARY
2024-2025**

Expanding Global Reach, Driving PPP Innovation

The World Association of PPP Units & Professionals (WAPPP) has marked a transformative year. With new guidelines, expanded membership, and a strong presence on the global stage, WAPPP continues to shape the future of public-private partnerships worldwide.

1. Shaping the PPP Agenda

2024 placed **Small-Scale PPPs (SSPPPs)** at the center of WAPPP's work. The release of the first-ever global SSPPP Guidelines has already sparked adoption by governments and PPP units across the world.

WAPPP also launched the **Technical Assistance Facility (TAF)** to help bridge infrastructure finance gaps and mobilize private investment. For 2025, Blended Finance is the central theme with new guidelines due for publication by year-end.

2. Global Engagement & Partnerships

WAPPP strengthened its role as a global convener, co-hosting more than 50 events, including:

- 25 sessions with UNECE on Small-Scale PPPs
- Major forums in Istanbul, Paris, Malta, Cyprus, Kuwait, and the Americas

The association also delivered quarterly market updates, blogs, and webinars on climate finance, healthcare, housing, and technology. Strategic partnerships with Convergence, CLDP, and AIIB's MCDF expanded WAPPP's reach into blended finance and innovation.

3. Membership & Global Reach

Despite platform disruptions, WAPPP closed 2024 with ~400 members across continents, including:



ANNUAL REPORT SUMMARY 2024-2025

Membership growth was strongest in **Africa, South Asia,** and **Latin America**, while **Europe** maintained steady engagement.



2025 Targets

01

Double individual membership to 152

02

Expand PPP units to 69

03

Increase institutional members to 5

4. Finance & Strategic Outlook

WAPPP's volunteer-driven model generated ~€1.65M in in-kind contributions during 2024, underscoring the value of its global network.

2025–26 Priorities

- Strengthen IT tools for member engagement
- Launch first TAF missions
- Build contingency reserves tied to recruitment goals
- Establish a Permanent Secretariat
- A new *WAPPPCast* podcast series, research grants, and regional workshops will continue to position WAPPP as a thought leader in PPPs.



WAPPP ANNUAL REPORT SUMMARY

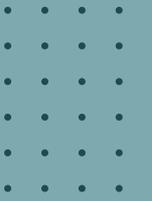
2024–2025

Next level PPPs!



Interviewing decision makers in PPP

WAPPP



Chapter Highlights

- **MENA:** Bilingual webinars and blended finance PPPs
- **Eastern Europe & Central Asia:** Russian-language policy sessions
- **North America:** Private sector outreach and open-house events
- **Africa:** Hosted Africa PPP Roundtable, strong UNECE engagement
- **Philanthropy:** Advocacy at Istanbul PPP Week & UN Climate Week
- **Sustainability & Resilience:** Climate adaptation research for COP29
- **Academic:** AI-based analysis of 310 PPPs aligned to SDGs
- **Technology & AI:** Explored digital tools in PPPs
- **Social Sector:** Health, housing & education PPPs, GITEX Africa presence
- **Gender Equity:** Focus on climate-resilient agriculture
- **Water & Infrastructure:** Water security research and workshops
- **Ports & Airports:** Contributed to World Bank toolkits on green transition

By the Numbers

- 400 members across 5 continents
- 50+ events in 2024–25
- €1.65M in in-kind contributions
- 11 new PPP units

Conclusion

Our report illustrates a rapidly expanding, collaborative, and future-focused organization. Our strategic priorities in research, blended finance, membership engagement, and technical support mark a maturing phase of operational growth. With global representation, strong partnerships, and content leadership, WAPPP is well-positioned to continue driving innovation in the PPP ecosystem through 2026 and beyond.

“Stay tuned. The best is yet to come.”
– Ziad-Alexandre Hayek, President



WAPPP ANNUAL REPORT SUMMARY 2024–2025

Blended Finance Structures in PPPs: Unlocking Capital for Sustainable Development

Back in October 2017, 17 of the 30 DAC (developed and advanced countries) members of OECD approved the OECD DAC Principles for Unlocking Commercial Finance for SDGs. The application to PPP financing is gradually gaining pace, as funding is made more appealing by mitigating some risks that typically prevent efficient access to financial resources in emerging and frontier markets.

KEY POINTS

- The deals under the OECD framework aim to support developing countries in achieving social, economic and environmentally sustainable development
- The intervention of traditional concessional funding in blended finance is a way to foster commercial capital mobilization
- Blended finance does not target only the funding of a project but also the development of a local financial market
- Risk sharing is allocated appropriately and sustainably among the funding partners to support the finalization of the deal
- Transparency and accountability are key given the intervention of multiple partners

Traditionally, PPP projects in emerging markets face barriers such as long payback periods, high upfront capital needs, and political or regulatory risk which often lead private investors to require higher returns. Blended finance in fact is one way to mitigate these risks by sharing the funding through different lenders, with a first layer of funding covering the junior tranche that absorbs initial losses, improves project creditworthiness, or provides guarantees.

Lenders like philanthropic institutions, development banks, development finance institutions, and multilateral development banks act in fact as so-called catalytic funding, enhancing the financial viability and credibility of the project.

On top of that, mezzanine funding is usually provided by development banks while commercial lenders are called in to participate only in senior tranches, which carry a risk-return profile more compatible to market pricing.

In PPPs, blended finance mechanisms can be integrated during project structuring. Viability gap funding, results-based financing, and guarantees are common instruments. These tools not only improve the crowding in of private capital in PPPs but also enhance the delivery of social returns aligned with SDG.

However, success requires transparent governance, strong regulatory frameworks, and clear alignment of interests between all stakeholders. When applied thoughtfully, blended finance can make PPPs more inclusive, sustainable, and impactful.

One aspect, finally, that cannot be overlooked is the marketability of such deals: the combination of a layering of different investors on top of a very specific nature of PPP projects make these deals very atypical, which limits their market appeal. A lot of work still has to be done in the standardization of the deals, and the common use of this kind of funding.

The role of WAPPP is to accelerate the use of PPPs for sustainable and development goals, and like in 2024 the focus was on small-scale PPPs, in 2025 we focus on blended finance in collaboration with external partners like Convergence, holding seminars, tutorials, presenting case studies and blueprints on the topic.

“
Blended finance
can make PPPs
more inclusive,
sustainable, and
impactful when
applied
thoughtfully.”

Source:



Monica Bertodatto is a WAPPP member and an experienced macroeconomist with more than 25 years of international experience.

Her career spans across fixed income research, country risk management, sovereign rating assessments, public-private partnerships, and environmental, social and governance (ESG) analysis.

She has developed deep expertise in emerging markets, which have been the primary focus of her work.

 mbertodatto@wapp.net

From Innovation to Impact: Introducing WAPPP's Philanthropy in PPPs Chapter

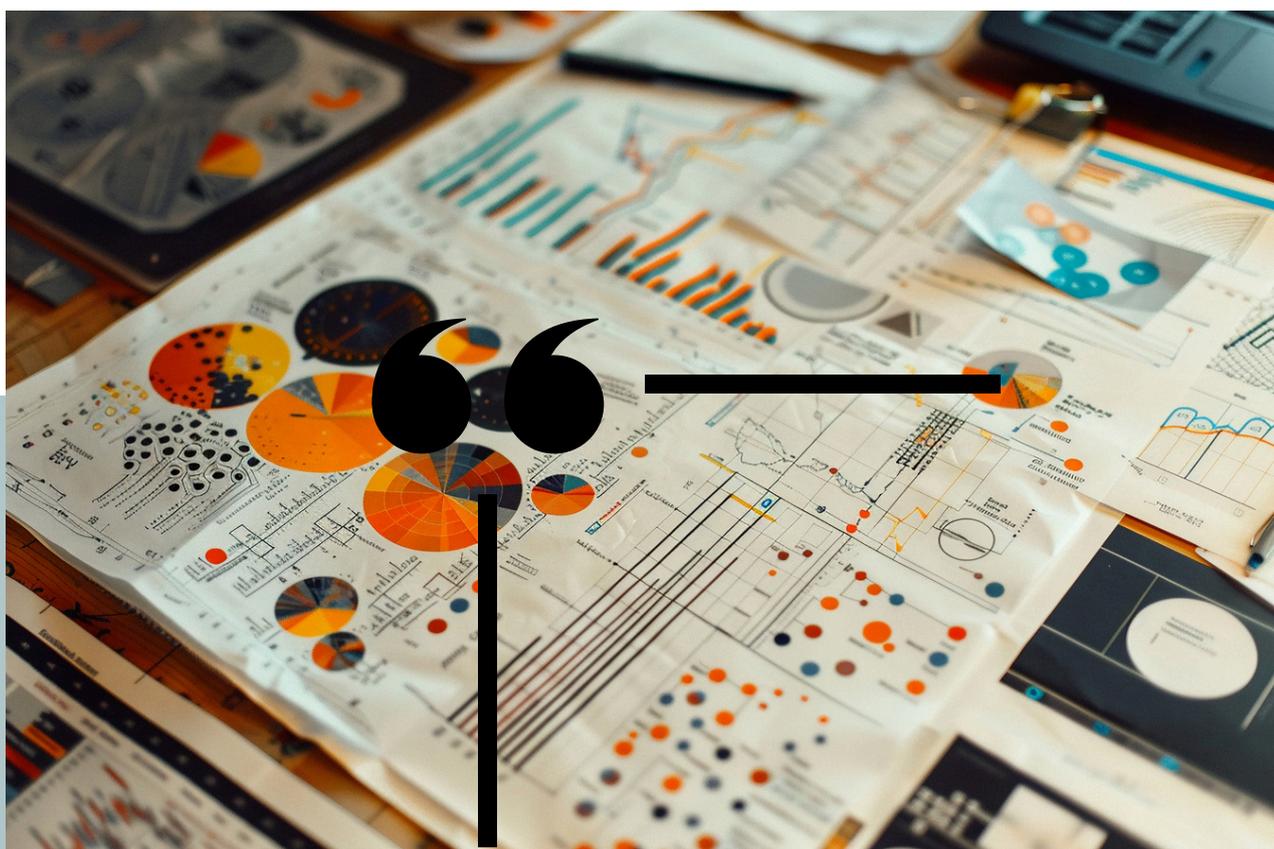


Image: Canva

In the buzzing ecosystem of infrastructure and sustainable development, a new group of actors is gathering momentum. It's something more collaborative, more experimental — and potentially, more transformative. Meet the Philanthropy in PPPs Chapter of the World Association of PPP Units & Professionals (WAPPP), a pioneering initiative bringing the catalytic role of philanthropy into the world of public-private partnerships.

Set up in 2023, the Chapter is designed as an action space for inspiring and supporting what insiders call PPPPs — Public-Private-Philanthropy Partnerships. The idea is simple yet disruptive: philanthropy, with its appetite for piloting innovative approaches, early-stage risk and social innovation, can help unlock systemic transformation when teamed up with governments and private investors. And the Chapter's mission? To make this collaboration real, relevant, and replicable.

INTRODUCING PPPPS – THE FUTURE OF COLLABORATION



Traditionally PPPs deliver infrastructure. PPPs + philanthropy deliver transformation.” PPPs partnering up with philanthropy is an emerging model for addressing humanity's most pressing challenges – including climate change, inequalities, and societal polarisation - especially where the return on investment is measured in societal impact. Join us on the transformation journey.

The Chapter's Advisory Panel is exactly the kind of diverse group of thought leaders and doers from across sectors and continents, that one needs to drive this transformational change. It includes leadership representatives of the ESSEC University, OECD netFWD, TPI, UNICEF, WINGS, WT Partnership and WAPPP. This group functions like an international sounding board, ensuring the Chapter stays plugged into global trends while remaining focused on impact for people and planet.

Philanthropy in PPPs Chapter



Advisory Panel



Max von Abendroth
WAPPP & The Partnering Initiative
Chapter Chair



Bathylle Missika
OECD netFWD
France



Uwe Steckhan
UNICEF
Switzerland



Jyoti Bisbey
WAPPP
United States



Matt McCleary,
WT Partnership
United States



Darian Stibbe
The Partnering Initiative
United Kingdom



Ziad Alexandre Hayek
WAPPP
Lebanon



Sameera Mehra
WINGS
United Kingdom



Clare Woodcraft
ESSEC University
France

Members of the Advisory Panel of WAPPP's Philanthropy in PPPs Chapter (July 2025)

At the heart of this initiative lies a distinguished Leadership Committee: Mpumi Zabele Mazibuko (WAPPP), David Dodd (WAPPP & International Sustainable Resilience Center), Facundo Etchebehere (Ambition Loop) and Max von Abendroth (WAPPP & The Partnering Initiative). Together, they represent the Chapter's guiding compass, translating its ambitions into concrete initiatives.

Philanthropy in PPPs Chapter



Leadership Committee



Max von Abendroth
WAPPP & The Partnering Initiative
Chapter Chair



David Dodd
WAPPP & International Sustainable Resilience Center
United States



Mpumi Zabele Mazibuko
WAPPP
South Africa



Facundo Etchebehere
Ambition Loop
(previous Danone)
France

Members of the Leadership Committee of WAPPP's Philanthropy in PPPs Chapter (July 2025)



But what does the Chapter actually do?

For starters, it's not a talking shop. It's a convening platform, a sandbox for experimentation, and a bridge-builder between actors that traditionally speak different languages. The Chapter curates cutting-edge conversations, contributes to global debates, and scouts for breakthrough examples where philanthropy has catalyzed bold public-private action. Think: a philanthropic foundation helping de-risk energy transition investments in Sub-Saharan Africa, or co-designing resilient social infrastructure in Latin America, such as social housing.



The PPPP panel at 2024 Istanbul PPP Week with Secil Kınay (Projects Manager, Vehbi Koç Foundation), Jyoti Bisbey (Executive Committee Member, WAPPP), Liana Varon (Head of Collective Intelligence and Action, WINGS) and Max von Abendroth (Chair of WAPPP's Philanthropy in PPPs Chapter)

The Chapter is rolling out concrete workstreams. These include mapping good practices and “activation energy” models for PPPPs, incubating a repository of real-world case studies, and fostering collaboration with multilateral development banks, DFIs, corporations and local foundations. Its work is informed by studies and concrete ground work done by The Partnering Initiative (TPI), OECD, WINGS, the World Economic Forum's GAEA initiative, Climate KIC and others, who have called for more transparency, joint learning, and above all, a safe space to speak frankly about challenges and failures.

The Chapter doesn't shy away from these hurdles. In fact, it leans into them. Whether it's the risk of philanthropic efforts being reduced to the role of an ATM - “just funding” - or the difficulty of getting the public, private, and philanthropic actors to co-own a shared agenda - these are the issues the Chapter is tackling head-on.

Importantly, this is not a closed circle. The wider PPP community is invited and encouraged to engage. Practitioners can connect through curated convenings, thematic deep-dives, and cross-sector collaborations. They can contribute to the growing PPPP library, propose pilot initiatives, or simply tap into the Chapter's network and knowledge base. As the Chair of the Philanthropy in PPPs Chapter, Max von Abendroth, puts it: “Transformational PPPs won't happen without philanthropy. And philanthropy won't succeed alone. This Chapter is where we work it out — together.”

As the world grapples with intersecting crises - climate, inequality, polarization - the old siloed models of development are fading. In their place, something new is forming. The WAPPP Philanthropy in PPPs Chapter is not just following this trend. It's shaping it.

Watch this space — or better, join it.

To connect with the Philanthropy in PPPs Chapter, contact Max von Abendroth at max@wapp.net

Beyond Grants: The Untapped Potential of Philanthropy in Blended Climate Finance

by Max von Abendroth, Chair of WAPPP's Philanthropy in PPPs Chapter & Lucia Fuselli, Chair of WAPPP's Energy Chapter

On June 5, 2025, a unique group of public, private, and philanthropic leaders, including leading experts from the European Investment Bank, Convergence, BlueOrchard, Mirova, SCALED, Climate KIC and Tech for Net Zero as well as foundations including CIFF, Kühne Climate Centre, Robert Bosch Stiftung, and UBS Optimus, gathered in Berlin for a conversation that went far beyond usual debates on climate finance. As a side event to the Expert Forum Climate Finance at the European School of Management and Technology (ESMT), the Philanthropy Expert Session offered a rare moment of collective reflection, bringing together voices that don't often sit at the same table. What unfolded was more than a dialogue — it was a shared recognition of untapped potential.

Co-hosted by the Philanthropy in PPPs Chapter of WAPPP, the Energy Resilience Leadership Group (ERLG) and the ESMT, this interactive “World Café” format invited investment professionals, foundation leaders, and public finance experts to confront a fundamental challenge: despite increasing commitments to blended finance for climate, partnerships involving philanthropy remain the exception rather than the norm. And yet, philanthropy may well be the catalytic force that systemic climate finance so urgently needs.



Participants of WAPPP's Philanthropy Expert Workshop, held on June 5th at the ESMT in Berlin

Kicking off the session was an impulse presentation by Sébastien Duquet of Mirova, who introduced the Gigaton Fund as a real-world case of philanthropic capital de-risking early-stage climate investment. His message was clear: philanthropy, if deployed strategically, can do more than just fill gaps. It can shift the rules of the game.

INTRODUCTION TO BLENDED FINANCE
What is blended Finance?

Blended finance is the use of catalytic capital from public or philanthropic sources to increase private sector investment in sustainable development.

It is a structuring approach that mobilizes capital from various investors, with different risk-return profiles.

MIROVA'S TRACK RECORD, PARTNERS AND INITIATIVES
Examples of foundation support

DONATION	COVERAGE OF THE FUND'S LAUNCH OR DEVELOPMENT COSTS GRANT COVERED FIRST LOSS	The Rockefeller Foundation	Shell Foundation
INVESTMENT	CATALYTIC FUNDING SENSE INVESTMENT	IKEA Foundation	VISA Foundation
		Shell Foundation	Robert Family Foundation
		VISA Foundation	ImpactAssets
		Fondation de France	Concordia
			Packard Foundation

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Impulse by Mirova's Sebastien Duquet related to philanthropy's role in blended finance approaches – presented at the Philanthropy Expert Forum on 5 June 2025 in Berlin

This idea gained traction throughout the event, which used the WAPPP “Ideas Paper” as its north star — a document proposing five transformational shifts that could unleash philanthropy’s true potential in systemic finance.

As participants started discussing in small, professionally facilitated groups, a deeper picture began to emerge. Many foundations remain hesitant to engage in joint investing with public or private actors, not for lack of interest, but because of internal and external blockers. Risk aversion, rigid governance, and the artificial divide between programmatic work and endowment management all surfaced as structural barriers. Some participants spoke of the legal frameworks that constrain investment flexibility, while others pointed to a persistent narrative that still sees foundations primarily as donors or, as one participant bluntly put it, “an ATM.”



EIB's Gunter Fischer in discussion with foundation representatives from ClFF, Robert Bosch Stiftung and UBS Optimus at a working table hosted by WAPPP's Lucia Fuselli

But frustration quickly gave way to vision. Building on a powerful systems-thinking impulse by Dr. Kirsten Dunlop, CEO of Climate KIC (the leading European PPPP in the climate space bringing public, private and philanthropy together), the second round of conversations focused on bold innovations. What if foundations built joint impact departments specifically to work with investors and governments? What if European philanthropic capital were pooled into an impact fund designed from the outset to accommodate the governance needs of foundations? What if the sector created a coalition of legal experts and fund managers to tackle the regulatory bottlenecks that so often deter action?

The energy in the room made one thing clear: there is no shortage of creativity or commitment. What's needed now is structure, intention, and trust — and that is precisely where the Philanthropy in PPPs Chapter comes in. As the session drew to a close, participants didn't merely share conclusions; they sketched out a roadmap for future collaboration. From joint capacity-building initiatives to new convening formats co-hosted potentially by the EIB Institute, Philea and Impact Europe, the aim is to turn this dialogue into a living platform for action.

The broader relevance of this session cannot be overstated. The climate crisis is not a finance problem alone — it is a systems challenge that demands collaboration across sectors, mandates, and mindsets. Philanthropy's unique combination of patient capital, risk tolerance, and mission alignment makes it a vital, if still underutilized, actor in the climate finance space.



Some key takeaways from the Philanthropy Expert Session in Berlin

What the Berlin session made clear is that we are standing at a pivotal moment. Philanthropy is ready to move beyond grants — but it cannot do so alone. It must be invited to the table not just as a funder, but as a strategic partner in designing, governing, and scaling solutions. WAPPP's Philanthropy in PPPs Chapter is committed to providing that platform: a space for learning, experimentation, and joint action.

If you are working on climate finance, systems transformation, or cross-sector collaboration and want to help shape the next generation of partnerships, this is your invitation. The conversation has started — and the door is wide open.

To connect with the Philanthropy in PPPs Chapter, contact Max von Abendroth at max@wapp.net or visit www.wapp.net



Where Public and Private Partnerships Meet Success

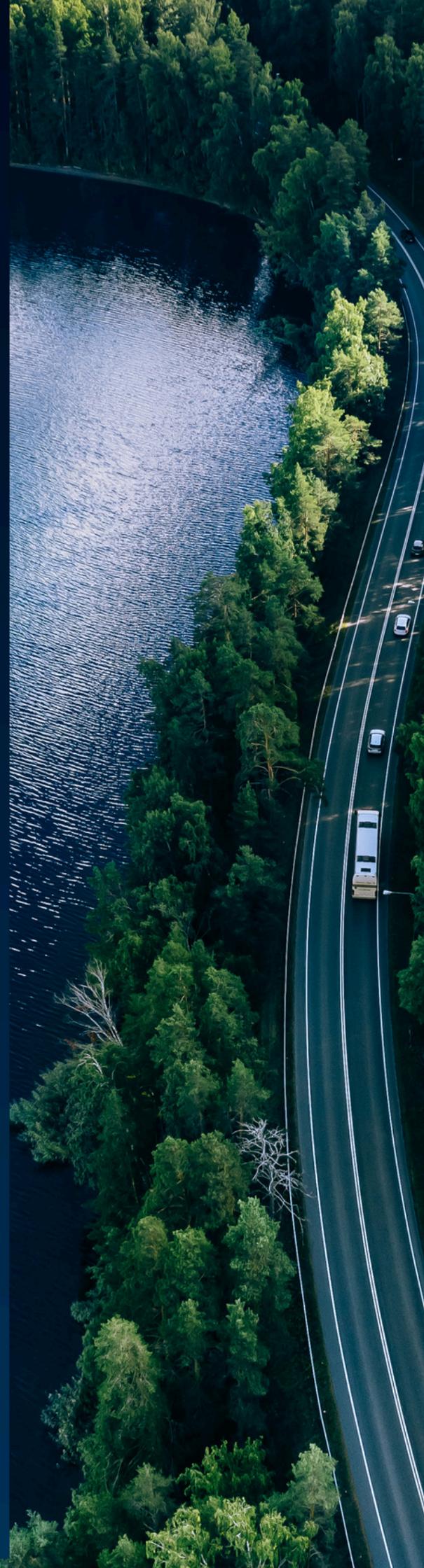
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DOSSIER: SMALL-SCALE PUBLIC-PRIVATE PARTNERSHIPS

In this dossier you will find a summary of the webinar sessions exploring all aspects of SSPPPs conducted by WAPPP throughout 2024.

For those wishing to access the details of the conversations, the video recordings are available on WAPPP's YouTube channel.

1. How are small-scale PPPs defined?

SMALL-SCALE PPPs SERIES DISCUSSION #1: WHAT ARE SMALL-SCALE PPPs?

FRIDAY, JANUARY 19
14:30 - 16:00 (CET)
REGISTER NOW

MODERATOR
Jyoti BISBEY
WAPPP Member of the Executive Committee

WAPPP

Speakers:

- Ziad-Alexandre HAYEK**, WAPPP President
- Syed M. Ali ZAIDI**, Chairperson of UNECE, Bureau of the Working Party on PPPs
- Senida MESI**, Former Deputy Prime Minister and Member of Parliament, Albania
- Marc FRILET**, WAPPP Chair of the Legislative Framework Chapter
- Nathaniel MUNETSI**, WAPPP Member & Ambassador of ImPPPact
- Peter KABUKI**, Chief Executive Officer at Streamstone Africa
- Jan VAN SCHOONHOVEN**, WAPPP Chair of the European & Balkan Chapter

OVERVIEW OF THE SESSION

Recognizing that national PPP megaprojects alone could not deliver the Sustainable Development Goals, WAPPP’s 2024 program opened with a webinar on small-scale PPPs in Sub-Saharan Africa. Speakers showed that “small-scale” extended beyond a capex cut-off: while some laws set thresholds (for example, Tanzania around US\$4.5 million), a rounded definition also weighed project complexity, preparation timelines, and the sub-national tier from which projects originated. Core PPP principles still applied—clear risk allocation, bankable finance, and dependable service quality—but approaches required right-sizing for municipal realities.

Sustainability and community impact anchored the discussion. Success was framed as place-based improvements aligned with the SDGs, delivered through early public participation, life-cycle affordability, and fiscal prudence within debt limits. Funding patterns differed from megaprojects, leaning toward local commercial debt and equity; governments co-invested to lower the cost of capital and catalyze markets.

Because transaction and preparation costs easily overwhelmed municipal budgets, the panel advocated standardized documentation, shorter timelines, targeted incentives or fee waivers, and bundling multiple local projects to reach scale. Regulated avenues for unsolicited proposals were useful where capacity was thin, provided transparency and competition safeguards were strong. Overall, participants called for streamlined, policy and regulatory frameworks that democratized PPP know-how for local authorities and enabled faster, context-fit delivery.

KEY TAKEAWAYS

- Definition spans scale and context
- City-led projects aren’t automatically “small”
- Preparation timelines influence classification across diverse sectors and geographies
- SDGs will not be met by a handful of megaprojects—but by thousands of capable, community-level partnerships

LINK TO THE WEBINAR



2. Issues faced by small-scale PPPs

SMALL-SCALE PPPs SERIES DISCUSSION #2: WHAT ARE THE ISSUES FACED BY SMALL-SCALE PPPs

FRIDAY, FEBRUARY 02
14:30 - 16:00 (CET)

REGISTER NOW

MODERATOR
Nayef AL HADDAD
WAPPP Chair of the MENA Chapter & Member of the Steering Committee

WAPPP

OVERVIEW OF THE SESSION

The second webinar in WAPPP’s “NextLevelPPPs” series examined the multifaceted challenges of small-scale PPPs in Sub-Saharan Africa. Speakers showed obstacles across financing, capacity, risk, legal preparation, and community impact. Financing proved difficult: water and basic services were seen as low-cost, pressuring tariffs and requiring blended models; equity sought higher returns; transaction, diligence, and legal costs discouraged participation.

Large banks preferred bigger, simpler deals, while the creditworthiness of subnational entities constrained terms. Risk management still demanded sophistication, as long-term, performance-based contracts applied even where municipal monitoring capacity was thin and sectors were new. Expertise gaps persisted: many municipalities lacked in-house skills for needs assessment, business cases, procurement, and contract management; practical, standardized guidance proved essential.

Legal frameworks designed for national megaprojects had slowed local delivery on the ground. The panel emphasized streamlined rules, shorter checklists, SME-tailored provisions, transparent avenues for unsolicited proposals, localization, and dedicated local PPP units. Bundling projects and careful accounting for PPP-related debt improved viability. Community outcomes anchored success. The session concluded that progress depended on simpler processes, stronger public readiness, innovative private participation, and clear government support.

KEY TAKEAWAYS

- Funding scarce; low bank appetite for small tickets
- Sub-national capacity gaps across the PPP cycle
- Risk allocation unclear; public side retains heavy risks
- Legal misalignment, slow approvals, weak data hurt bankability

LINK TO THE WEBINAR



3. Solutions for issues faced by small-scale PPPs

SMALL-SCALE PPPs SERIES DISCUSSION #3: WHAT ARE SOME POSSIBLE SOLUTIONS TO THE ISSUES FACED BY SMALL-SCALE PPPs?

Ziad-Alexandre HAYEK
WAPPP President

Yu NAMBA
Public-Private Partnership Researcher & Professor

David A. DODD
WAPPP Chair of the Sustainability & Resilience Chapter, CEO of ISRC

Jacques FOLLAIN
WAPPP Chair of the Airport PPPs Chapter

MODERATOR

WAPPP

Nasser MASSOUD
WAPPP Chair of the Social Sector PPPs Chapter, Founder & MD of Concept Realisation

Martin FINNIGAN
Managing Director of Caledonian Economics and Chair of Tیره Renewable Energy Ltd

Jekaterina ŠARMAVIČIENĖ
Head of the PPP Competence Center, Lithuania

FRIDAY, FEBRUARY 16
14:30 - 16:00 (CET)

REGISTER NOW

OVERVIEW OF THE SESSION

The third webinar in WAPPP’s “NextLevelPPPs” series examined fixes for small-scale PPP bottlenecks. Financing constraints were addressed. International banks showed limited appetite for small tickets, practitioners reported using on-balance-sheet corporate finance, disaggregating projects into financeable components (e.g., builder finance, leasing equipment), and leveraging public assets to strengthen revenues. Proposals included specialized funds for small-scale PPPs, guarantee programs for SMEs, and reframing “value for money” toward “value for people and future generations” to mobilize ESG and impact investors. AI was cited for cutting transaction and preparation costs.

To channel investment to weaker regions, governments had increased transparency, offered incentives and tax relief, deployed national infrastructure funds to absorb risks, and simplified and standardized procedures. Project Development Funds and template documents supported municipalities with thin capacity. Regional platforms convened local financiers, authorities, and suppliers to build pipelines.

Delivery capacity grew through federating municipalities to bundle projects, establishing central competence support, prioritising sectors with clear KPIs, and rolling out off-the-shelf contracts for clinics and schools. Regulatory enablers included empowering PPP units, clarifying municipal powers for joint projects, streamlining legal steps, and strengthening monitoring, independent audits, and community co-ownership models. The discussion concluded that these measures jointly improved bankability, sped delivery, and deepened local impact.

KEY TAKEAWAYS

- Unlock small-ticket financing mechanisms
- Build sub-national PPP capacity
- Clarify and rebalance risk allocation
- Align legal frameworks and preparation
- Center community engagement and equity

LINK TO THE WEBINAR



4. Tried, succeeded or failed

SMALL-SCALE PPPs DISCUSSION SESSION #4: WHAT HAS BEEN TRIED, SUCCEEDED OR FAILED?

Abraham Akkawi
Advisor to the PPP Unit,
Ministry of Finance,
Sultanate Oman.

Jyoti Bisbey
Executive Committee
WAPPP

Dapo Oduwole
Director-General
Nigeria PPP Unit

Jean-Christophe Barth
Executive Director of WAPPP

Moderator

WAPPP

Marios Tannousis
CEO invest Cyprus and BoD
Member EFAMA/CIFA

Ravi Suri
Global Head : Sustainable
Finance & impact
investing

Arthur Smith
USA Representative
UNECE Bureau of the
Working Party on PPPs

FRIDAY, MARCH 1

14:30 - 16:00 (CET)

REGISTER NOW

OVERVIEW OF THE SESSION

Session four of WAPPP’s “NextLevelPPPs” series reported on what small-scale PPPs tried, what worked, and what failed. Participants reaffirmed the focus on subnational projects with modest capex but outsized socioeconomic returns, often financed by SMEs and lenders.

Successes included quasi-governmental charitable vehicles (e.g., Jamaica’s education trust) that channelled donations to clear backlogs off-budget; social PPPs in Nigeria where political stability and steady funding supported health and education; community–charity hybrids that unlocked international expertise for mental-health and healthcare services; programmatic bundling in Kazakhstan using standard documents and longer tenors; and repeatable rooftop-solar pipelines with government off-take, SME participation, local bank finance, and templates that cut costs.

Failures clustered around unrealistic business cases, poor risk allocation, lenders shifting ultimate risk to the public partner, thin local markets and weak off-takers in semi-urban and rural areas, limited municipal capacity for monitoring and O&M, and fast-moving pilots (e-scooters, chargers) that left stranded assets.

Adjustments discussed included streamlined, LGU-specific frameworks; devolved authority and joint-project powers for municipalities; independent audits and external monitoring; specialised small-PPP funds, SME guarantees, ESG/impact capital, and selective use of idle public assets; AI to lower development costs; federating municipalities to bundle pipelines; readiness checks on both sides; and structured community co-ownership to secure legitimacy and durability.

KEY TAKEAWAYS

- Small-ticket financing and blended models mattered most
- Sub-national capacity deficits limited execution
- Clearer risk allocation reduced contingent liabilities
- Legal alignment and faster approvals enabled bankability
- Early, inclusive engagement protected affordability and trust

LINK TO THE WEBINAR



5. Regulatory frameworks

SMALL-SCALE PPPs DISCUSSION SESSION #5: WHAT REGULATORY FRAMEWORK ELEMENTS ARE NEEDED?

The graphic features seven circular portraits of speakers arranged in two rows. The top row includes Marc Filet, Amandeep Singh Virk, Jyoti Bisbey, and David A. Dodd (labeled as MODERATOR). The bottom row includes Felix Rwang-Dung, Christine D'sa, and Steven Van Garse. The WAPPP logo is on the right, along with the date and time: FRIDAY, MARCH 15, 14:30 - 16:00 (CET). A 'REGISTER NOW' button is at the bottom right.

Marc Filet
Chair of the Legislative Frameworks Chapter, WAPPP

Amandeep Singh Virk
Senior Consultant, World Bank

Jyoti Bisbey
Member of the WAPPP Executive Committee

David A. Dodd
Member of the WAPPP Executive Committee
Founding President & CEO, ISRC

Felix Rwang-Dung
Director General, PPP Unit, Nigeria

Christine D'sa
Head of Infrastructure Policy and Regulation, Water.org

Steven Van Garse
Vice Dean of the Faculty of Law, Hasselt University

WAPPP

FRIDAY, MARCH 15

14:30 - 16:00 (CET)

REGISTER NOW

OVERVIEW OF THE SESSION

Session five of WAPPP’s “NextLevelPPPs” series reported on regulatory scaffolding enabling small-scale PPPs. Framed around risk allocation and management, the discussion treated regulation as enabler: clear, proportionate rules letting subnational projects with modest capex deliver outsized value.

Participants highlighted proportionality: tiered thresholds, lighter procedures, and model documents calibrated to size and complexity reduced costs without weakening safeguards. They stressed clarity on risk: statutes and standard forms assigned construction, operational, revenue, political/regulatory, force-majeure, and financing risks to the party best placed to manage them. Where needed, government support—capped guarantees, minimum-payment obligations, viability-gap instruments—was defined ex ante.

Regimes enforced performance discipline via KPIs, availability-linked payments, step-in rights, and remedial plans. To close capacity gaps, they established central competence units, model risk matrices, procurement toolkits, and lawful use of external advisors. Strong fiscal oversight—affordability tests, contingent-liability reporting, and finance-ministry sign-offs—contained cumulative risks across many small projects. Frameworks mandated accountability and inclusion via contract publication, third-party audits, independent monitoring, early community consultation, and grievance redress. They enabled innovation: digital procurement, data reporting, AI-assisted diligence, streamlined variations, SME access rules, local-content pathways, and clear dispute-resolution forums. Collectively, these elements improved bankability, sped delivery, and strengthened long-term outcomes.

KEY TAKEAWAYS

- Clear PPP legislation and delegated authority are essential
- Standardized processes and model documents improved consistency
- Proportionate procurement and disclosure rules reduced burden
- Predictable tariffs/subsidies and fiscal clarity supported bankability

LINK TO THE WEBINAR



6. Presentation of case studies: 1

UNECE & WAPPP SMALL-SCALE PPPs PROGRAM
DISCUSSION SESSION 6: PRESENTATION OF CASE STUDIES 1

Samantha de Castro Schuber
Civil Engineer, CP3P
Executive Director,
Caixa Econômica Federal

Natascha Schmitt
Co-Chair of the Latin
America Chapter, WAPPP

Alexandre Pessatte
Secretary of Concessions and
PPP, City of Recife, Brazil

Andreas Opelt
COO, Saubermacher
Dinstleistungs AG

MODERATOR

FRIDAY, APRIL 5
14:30 - 16:00 GENEVA TIME (CET)

WAPPP
Public-Private Partnerships
for the Sustainable Development Goals

OVERVIEW OF THE SESSION

This session translated theory into practice through three concise cases. First, **Brazil's Caixa Econômica Federal** demonstrated how a national public bank can structure municipal PPPs via a dedicated support fund. In São Simão (≈20,000 residents), a multi-utility bundle—water supply, wastewater, and solid waste—was procured as a single, tariff-based PPP. Bundling raised viability, enabled metering, improved service quality, advanced environmental education, and drew two competitive bids.

Second, **Austria's Saubermacher** illustrated a joint-venture model for solid waste in three villages. Ownership split 50/50 between municipalities and the operator safeguarded local jobs, upgraded technology, streamlined billing, and reduced public capex. A modern waste yard served 16,000 people; viability typically improved above ~15,000 population.

Third, **Recife, Brazil**, used a DBFOM healthcare PPP to refurbish and build 41 Family Health Units. The private partner financed and delivered non-clinical services—facilities, equipment, maintenance, utilities, cleaning, waste, security—while clinical care remained public. A 25-year concession, awarded on lowest annual payment, linked government payments to KPIs for availability and quality, and aligned with IFC performance standards.

Together, the cases highlighted practical levers: bundling services, JV ownership to align incentives, focusing PPP scope on non-clinical functions, tariff-based revenue where feasible, and performance-linked payments to drive outcomes. Replication needs proportional rules and municipal capacity.

KEY TAKEAWAYS

- Early community engagement reduced delivery risk
- Balanced risk-sharing minimized disputes
- Output-based, modular contracts enabled scaling
- Strong local champions sped approvals.
- Lean KPIs allowed timely course corrections

LINK TO THE WEBINAR



7. Presentation of case studies: 2

UNECE & WAPPP SMALL-SCALE PPPs PROGRAM
DISCUSSION SESSION 7: PRESENTATION OF CASE STUDIES 2

Jelena Tadić
PPP Investment Ltd-Executive Director and PPP Consultant, Serbia

Jekaterina Šarmavičienė
Head of the PPP Competence Center, Lithuania

Prof. Pedro Mateus das Neves
PhD, Professor of Sustainability and Entrepreneurship, Universidade Nova de Lisboa

Tony Bonnici
Chief of the Public-private partnerships Section at UNECE Public-Private Partnerships
MODERATOR

FRIDAY, APRIL 12
14:30 - 16:00 GENEVA TIME (CET)

WAPPP
Public-Private Partnerships for the Sustainable Development Goals

OVERVIEW OF THE SESSION

This session translated prior theory into practice through three small-scale PPP cases across education, energy efficiency, and urban regeneration.

1) Lithuania – Grouped Educational PPPs. A bundled program upgraded pre/primary schools, expanded secondary schools, modernized sports facilities, and improved energy performance in small towns. Investment totaled €13.5m, financed ~75% by bank loans and 25% by the investor. KPIs covered technical standards, systems performance, safety, and maintenance. Challenges included diffuse ownership, legacy-asset risks, uneven municipal capacity, and political turnover. Lessons: strong municipal support, rigorous due diligence and asset inventories, differentiated standards, and deploying PPPs where savings potential and risks are relatively homogeneous.

2) Serbia – Požega Public Lighting. A 13-year contract tied municipal payments to verified energy savings. The private partner financed LED upgrades, O&M, financing costs, and insurance (~€1.9m). Financial fluctuation risk sat with the private party; regulatory change with the municipality. Outcomes: lower electricity spend, improved safety, jobs, reduced CO₂, and less light pollution. NPV proved the key value discriminator in bid evaluation.

3) Portugal – Lisbon Urban Transformation. Real-estate SPVs (49–51% public-private) cross-subsidised roads, metro, health, and education. A state-owned enterprise coordinated stakeholders; a “call for partners” replaced tenders, cutting transaction costs. Results: €90m private equity (€37m returned), €54m city land receipts, €28m national taxes, €12m municipal revenue. Lessons: clear public-value vision, business-friendly rules, empowered PPP teams.

KEY TAKEAWAYS

- Bundling across municipalities increased efficiency, standardization, and bankability for small educational upgrades.
- Mixed financing—75% loans, 25% investor—enabled €13.5m investment with enforceable KPIs.
- Savings-backed lighting PPP tied payments to measured reductions, cutting electricity spend and emissions.

LINK TO THE WEBINAR



8. Presentation of case studies: 3

UNECE & WAPPP SMALL-SCALE PPPs PROGRAM
DISCUSSION SESSION 8: PRESENTATION OF CASE STUDIES 3

Samantha de Castro Schuber
Civil Engineer, CP3P
Executive Director,
Caixa Econômica Federal

David Dodd
Member of WAPPP Executive
Committee,
Founding President & CEO, ISRC

Nasser Massoud
WAPPP Chair of the Social
Sector PPPs Chapter, Founder
& MD of Concept Realisation

Kiran Mali
Impact Investment
Professional

MODERATOR

FRIDAY, APRIL 26
14:30 - 16:00 GENEVA TIME (CET)

WAPPP
Public-Private Partnerships
for the Sustainable Development Goals

OVERVIEW OF THE SESSION

This session highlighted three small-scale PPP approaches that overcame typical bottlenecks.

United States – 4P disaster-recovery housing. A 4P model piloted convertible shelters that became permanent homes for low-income hurricane survivors in Texas and Louisiana. It secured a FEMA shift from ~\$125,000 mobile homes to units costing ~\$20,000 to deploy and ~\$76,000 post-conversion. Twenty families attained homeownership; a decade later, all units remained occupied.

Kazakhstan – Program PPPs for primary healthcare. A national program scaled PHC via three standardized modalities: build-operate new clinics, refurbish-operate existing clinics, and operate completed facilities. Standard documents and financial models enabled replication by local health departments. Capitation paid per enrollee, plus regulated tariffs for uncovered services, aligned incentives for prevention. Challenge: sustaining government engagement in a “less glamorous” yet high-impact sector.

Brazil – Ceará municipal consortium for solid waste. Eight municipalities pooled demand into one PPP, achieving scale, lower unit costs, and bankability. Development-bank support (e.g., Caixa) bridged technical gaps; user-charge acceptance improved via co-billing with water utilities; informal recyclers were integrated via just-transition measures. Despite election-cycle sensitivities, outcomes informed 14 similar projects nationwide.

Across cases, key levers were philanthropic flexibility, programme standardisation, and municipal federations—reducing transaction costs, clarifying risks, and mobilising local capital.

KEY TAKEAWAYS

- Early stakeholder mapping reduced delays
- Balanced risk-sharing minimized disputes
- Output-based, modular contracts enabled scaling
- Simple, transparent KPIs improved course-correction
- Local champions and capacity strengthened delivery

LINK TO THE WEBINAR



9. Technology for small-scale PPPs

UNECE & WAPPP SMALL-SCALE PPPs PROGRAM
DISCUSSION SESSION 9: HOW CAN TECHNOLOGY HELP SMALL SCALE PPPs?

Ziad-Alexandre Hayek
WAPPP President

Nasser Massoud
WAPPP Chair of the Social Sector PPPs Chapter, Founder & MD of Concept Realisation

Andy Potter
Director, Ansarada

Dr. Naresh Bana
Co Founder, Member of Steering Committee WAPPP

MODERATOR

FRIDAY, MAY 10

14:30 - 16:00 GENEVA TIME (CET)

WAPPP

Public-Private Partnerships for the Sustainable Development Goals

OVERVIEW OF THE SESSION

The session showed how targeted tech cuts prep costs and improves lifecycle delivery in small-scale PPPs.

Cutting transaction costs: Cloud SaaS standardized workflows, approvals and document control, turning repeat steps into templates and shared checklists. Teams used dashboards to spot bottlenecks, track clarifications, and curb duplication; secure workspaces with encryption, e-signatures, audit trails, and remote access revocation protected integrity while enabling early, controlled disclosure to investors.

AI and analytics: AI integrated GIS, satellite, climate, demand and cost data to speed prefeasibility and ESIA scoping, supported financial modelling and bid drafting, and helped insurers quantify risk. Participants stressed a “trust-and-verify” approach to counter LLM hallucinations.

Risk and performance management: Performance portals linked KPIs and availability to payments, triggered alerts, and documented remedial actions, strengthening accountability and step-in readiness.

Legal/compliance enablement: Clause libraries and rules-based drafting accelerated fit-for-purpose contracts; digital registers supported contingent-liability tracking and proportionate oversight. Updating statutes to recognize e-signatures, digital records, and lighter regimes for small projects was flagged as essential.

Community and capacity: MOOCs, micro-learning, and virtual studios built municipal capability; structured digital engagement surfaced issues early and improved legitimacy.

Conclusion: when applied deliberately, technology reduces cost and time, raises accountability, and makes pipelines replicable—unlocking scale for small-scale PPPs aligned with the SDGs.

KEY TAKEAWAYS

- Digital procurement and contract management increased transparency and sped oversight
- Geospatial mapping and digital twins improved asset planning and O&M
- IoT sensors and remote monitoring raised uptime and enabled preventive maintenance.

LINK TO THE WEBINAR



10. Useful financing approaches

UNECE & WAPPP SMALL-SCALE PPPs PROGRAM
DISCUSSION SESSION 10: WHAT ARE SOME USEFUL FINANCING APPROACHES?

Prakash Seshadri Nathan
CEO and Executive Director,
Kathari Water Management

Johnson Killangi, ENV SP
Member of Steering Committee,
Co-Chair of PPP Finance Forum, WAPPP

Ziad-Alexandre Hayek
WAPPP President
MODERATOR

Doris Chevelior
Founder, Infraboost
Project Finance Expert

Dr. Raghu Dharmapuri Tirumala
Senior Lecturer, Faculty of Architecture,
University of Melbourne

FRIDAY, MAY 10
14:30 - 16:00 GENEVA TIME (CET)

WAPPP
Public-Private Partnerships
for the Sustainable Development Goals

OVERVIEW OF THE SESSION

Defined by prep costs >3–4% of capex, small-scale PPPs (~\$50k–\$50m) require flexible, fit-for-purpose financing.

Keep innovating the capital stack. Smaller projects typically need smaller equity tickets (e.g., ~€10m for <€50m projects) and investors who may be new to PPPs. Financing must reconcile textbook PPP requirements with private financing codes and practical bankability.

Use crowdfunding—upstream. Crowdfunding works best for early, seed-stage needs (~€200k–€1m) before complex documentation kicks in. Examples included village-financed solar in Lebanon and diaspora-backed tourism assets in Kerala. It is rarely suitable for late-stage capex.

Deploy Project Development Funds (PDFs). Government/DFI-backed PDFs de-risk preparation, pay for studies, and convert concepts into bankable pipelines (e.g., India’s national/State vehicles).

Build local financing markets. Prioritize local-currency debt and tailored bank products to avoid FX risk and raise sustainable capacity. In India, many small PPPs run on higher equity shares (~50%) and corporate-finance debt rather than classic project finance.

Remove friction and protect developers. Tackle high prep costs and short timelines (3–6 months) with simpler documentation/approvals. Create predictable rules that guarantee recovery of development costs, boosting private participation.

Address systemic constraints. Re-examine Basel III reserve requirements for infrastructure loans; consider working-capital funds to smooth cash-flow gaps.

Tap catalytic capital. Philanthropic funds can close viability gaps in social infrastructure, if project goals align.

KEY TAKEAWAYS

- Blended finance and guarantees crowded in private capital
- VGF and output-based subsidies preserved affordability
- Local-currency and pooled vehicles mitigated FX and scale constraints
- Escrows, waterfalls, and mobile payments secured revenues

LINK TO THE WEBINAR



11. Small-scale PPPs in water & wastewater

UNECE & WAPPP SMALL-SCALE PPPs PROGRAM
DISCUSSION SESSION 11: SMALL-SCALE PPPs IN WATER AND WASTEWATER SECTOR

Janita Ferentinos
PPP strategic advisor,
CP3P Trainer

Pilar Castrosin
LAC PPP Evaluation Network

Amanda Loeffen
Chair of Water Chapter, WAPPP
CEO of Human Right 2 Water

MODERATOR

Liliana Clara Alves
Project Manager,
National Water Directorate

Pedro Simone
Chief of Party of USAUD
Transform WASH, Mozambique

FRIDAY, JUNE 21
14:30 - 16:00 GENEVA TIME (CET)

WAPPP

Public-Private Partnerships
for the Sustainable Development Goals

OVERVIEW OF THE SESSION

Facing a vast water infrastructure gap—2.2 billion without safe household water and most of the world without connected sanitation—the webinar examined how small-scale PPPs can mobilize finance for rural and peri-urban systems with thin returns. Angola showed management contracts used to stabilize young utilities: rigorous KPIs with incentives/penalties, metering, and staff upskilling lifted billed water and revenues, while highlighting the need for utility-specific planning and longer horizons. Mozambique proposed a blended facility with two windows—viability-gap grants that require private co-investment, and output-based subsidies for pro-poor connections—administered by a competitively selected private manager; clustering small utilities created bankable scale. Tanzania reported a simplified small-PPP regime (sub-\$20 m) and municipal capacity building, including embedded advisors and learning visits. From Latin America, Peru’s unsolicited-proposal route (often needing viability payments) and the Bahamas’ NRW-reduction management contract demonstrated that performance contracts can deliver efficiency even outside conventional PPPs. Cross-cutting lessons stressed performance-based payments, clear risk allocation, tariff and collection reform, independent verification, and using local-currency finance to reduce FX risk. Overall, starting small—while standardizing documents, aggregating demand, and protecting early-stage developers—offered a practical path to crowd in private participation and expand safe, affordable services.

KEY TAKEAWAYS

- Management contracts built capacity and raised revenues
- Clustering improved scale for small utilities
- Output-based subsidies unlocked low-income connections
- Streamlined approvals accelerated municipal PPPs

LINK TO THE WEBINAR



12.Small-scale PPPs in healthcare

UNECE & WAPPP SMALL-SCALE PPPs PROGRAM
DISCUSSION SESSION 12: SMALL-SCALE PPPs IN HEALTHCARE SECTOR



Gazmir Vehbi
Former Director,
PPP Unit Albania



Arun Kumar
Principal Investment Officer,
AFDB



Nasser Massoud
Chair of the Social Sector PPP
Chapter, WAPPP
Founder & MD, Concept
Realisation

MODERATOR



Dr. Dhawal Jhamb
Principal Markets Development
Advisory Specialist, ADB



Varun Goyal
Managing Partner,
Garnet Global Consultants LLP

 **FRIDAY, JULY 05**

 **14:30 - 16:00 GENEVA TIME (CET)**

OVERVIEW OF THE SESSION

This webinar shared pragmatic ways to make small-scale healthcare PPPs deliver real outcomes, not just assets. Multilaterals framed the space differently: the AfDB prioritized health and aims to invest \$3 billion by 2030 while mobilizing \$6 billion more, pairing capital with policy dialogue, feasibility grants, and local-currency credit enhancements. The ADB focused on end benefits for patients, supporting even “zero-capex” PPPs when clinical outcomes justify them.

Case evidence showed what works. Albania’s National Laboratories PPP converted public labs into a privately operated service with only \$2–3 million in capex but a 10-year, \$16–18 million service envelope; available tests jumped from 60–80 to 164, proving that service quality—not capex—should drive decisions. India moved from piecemeal deals to scale via model concession agreements, the Free Diagnostics initiative (expanding panels from 63 to 235 tests), hub-and-spoke logistics, and large strategic-purchasing schemes (PM-JAY).

Persistent challenges included limited government capacity, small private partners lacking audited statements, brain drain, affordability and FX risk, and weak monitoring. Digital tools—telemedicine, teleradiology, AI-assisted diagnostics, and machine data for remote contract monitoring—offered cost-effective reach. Financing remained hybrid: PDFs and TA funds to de-risk preparation; guarantees, subsidies, and availability payments to protect access for vulnerable groups. The throughline: choose the PPP form that solves the real health problem, then govern it tightly.

KEY TAKEAWAYS

- Primary-care-led platforms improved reach
- Output-based contracts aligned incentives with quality
- Reliable logistics reduced stock-outs and waste
- Telemedicine expanded access but required strong data governance

LINK TO THE WEBINAR



13. Small-scale PPPs in education

UNECE & WAPPP SMALL-SCALE PPPs PROGRAM
DISCUSSION SESSION 13: SMALL-SCALE PPPs IN EDUCATION SECTOR

Sumaya Azam
Head of PPP Department, Ministry of Education, Jordan

Alexandre Pessatte
Secretary of Concessions and PPP, City of Recife, Brazil

Nasser Massoud
Chair of Social Sector PPP Chapter, WAPPP

MODERATOR

Thiago Grego
Vice President, Institute of Planning and Management of Cities

Salman Ahmad
Director Finance, PPP Node, Sindh School Education Department

FRIDAY, JULY 13
14:30 - 16:00 GENEVA TIME (CET)

WAPPP
Public-Private Partnerships for the Sustainable Development Goals

OVERVIEW OF THE SESSION

This session examined how small-scale PPPs can expand and improve education services below university level—where needs are local, units are small, and outcomes hinge on execution. Speakers contrasted aggregation successes in advanced economies with hurdles in LMICs: difficult land assembly, thin municipal capacity, high construction costs, and affordability of availability payments. Case experiences showed workable paths. In Brazil (Belo Horizonte), close MoE–city coordination, standard designs, light-steel framing, and monthly/advance payments cut costs and timelines. Recife’s daycare PPP focused on delivering and operating facilities only, leaving pedagogy public. Jordan cancelled a large multi-school tender after high bids and is pivoting to a “build-and-maintain” model. Pakistan’s Sindh EMO program moved from single-school to bundled packages; parallel voucher and per-child-subsidy models expanded access while tying payments to performance.

Finance and risk enablers included project development/viability-gap funds, robust contingent-liability forecasts, clear “change-in-law” clauses, and credit enhancements; scale matters (typically 500–1,000 pupils per school) for affordability. Performance-based contracts, independent verification, escrowed payments, and strong stakeholder engagement addressed resistance (e.g., reassuring teachers that PPPs free time for pedagogy). Digital tools—EMIS, connectivity, smart boards, biometrics—can narrow learning gaps, but require connectivity and teacher training, and contracts flexible enough to accommodate rapid tech change. The throughline: tailor the PPP form to the education problem, then govern tightly.

KEY TAKEAWAYS

- Standardized bundling plus predictable payments enabled bankability
- Service/management PPPs often outperformed full DBFOM in LMICs
- Output-based contracts aligned incentives with learning outcomes
- Guarantees, VGF, and local-currency options stabilized financing

LINK TO THE WEBINAR



14. How can banks get involved

UNECE & WAPPP SMALL-SCALE PPPs PROGRAM
DISCUSSION SESSION 14: HOW CAN BANKS GET INVOLVED

Doris Chevelior
Founder, Infraboost
Project Finance Expert

Dr. Eyüp Vural Aydın
Co-Chair Eastern Europe
& Central Asia Chapter,
WAPPP
MODERATOR

Eng. Nayef Al-Haddad
Chair, MENA Chapter,
WAPPP

Ziad-Alexandre Hayek
President, WAPPP

FRIDAY, AUGUST 16
14:30 - 16:00 GENEVA TIME (CET)

WAPPP

Public-Private Partnerships
for the Sustainable Development Goals

OVERVIEW OF THE SESSION

This session unpacked how banks can become effective enablers of small-scale PPPs. The anchor concept was bankability: projects must reliably service debt, provide a fair equity return, and sit within robust local governance where authorities honor contracts. Unlike “too-big-to-fail” megaprojects, small PPPs (<€50m, often <€10m) **struggle to attract lenders**: documentation is complex, collateral is thin, revenue certainty is lower, sponsors are smaller, and syndication options are limited. Many banks also evaluate these deals like SMEs, heightening perceived demand risk.

Speakers proposed a practical playbook. **Simplify and standardize**: plain-English contracts, model risk matrices, and clear KPIs/availability regimes reduce diligence time and legal cost. Design for resilience: show credible revenue (or availability payments), include rendezvous clauses, dispute boards, and performance committees to adapt over time. **Shift to a volume model**: treat small PPPs like retail portfolios—profitability through pipelines, not single tickets. **Blend capital**: pair commercial debt with MDB guarantees, project development funds, and viability-gap instruments; allow off-balance-sheet treatment where appropriate, especially for strong-ESG programs. **Localize finance**: favor local-currency lending to mute FX risk and work through regional bank branches that know municipal counterparts.

Technology can compress costs and build confidence: AI-assisted screening and forms, blockchain for transparent disbursement/repayment, and selective crowdfunding for very small assets. Finally, governments should fund programs, not one-offs—with dedicated envelopes, realistic affordability plans, and capable counterparts—so banks see repeatable structures that meet real community needs.

KEY TAKEAWAYS

- Standardized docs and data rooms sped credit decisions
- Guarantees and blended finance de-risked early stages
- Local-currency lending and hedging reduced FX exposure
- Escrows and revenue waterfalls secured repayment

LINK TO THE WEBINAR



15. Small-scale PPPs in municipal services

UNECE & WAPPP SMALL-SCALE PPPs PROGRAM
DISCUSSION SESSION 15: SMALL-SCALE PPPs IN MUNICIPAL SERVICES SECTOR

OVERVIEW OF THE SESSION

This session examined how small-scale PPPs can upgrade core municipal services—sanitation, lighting, mobility, heritage assets—especially in underserved cities.

A programmatic lens dominated: the U.S. NEVI scheme demonstrated how a national objective (EV charging) can be delivered through thousands of small, standardized projects with uptime KPIs and API-based reporting.

From Brazil, IPGC’s portfolio showed both scale and friction: strong results across 120+ city projects, but persistent capacity gaps in small municipalities. Case snapshots contrasted a large-capex sanitation PPP in Palhoça with Garopaba’s “smart city” bundle (LED lighting, PV for public buildings, fiber/monitoring/Wi-Fi) that attracted a local operator. Tunisia’s Fort Karaka illustrated heritage regeneration via blended finance and revenue-sharing; a West African car-pool/parking concession highlighted user-pay economics, short tenors, and the need for flexible tariffs and central-government support where municipal capacity is thin.

Cross-cutting themes: define “small-scale” by local impact and performance KPIs, not only capex; manage unsolicited proposals with transparent, competitive steps; and spread know-how through municipal peer learning. Bankability hinged on plain-English contracts, credible revenues or availability payments, proportionate risk allocation, and model documents that lower legal cost. Finally, technology—AI for prep and screening, open APIs for performance data, blockchain for transparent flows, and selective crowdfunding—can compress transaction costs and build trust.

The throughline: standardize, bundle, and replicate to turn one-off wins into pipelines.

KEY TAKEAWAYS

- Service/management contracts outperformed full concessions
- Bundling and standardization cut costs and drew bidders
- Output-based subsidies preserved affordability
- Simple KPIs with independent verification sustained results

LINK TO THE WEBINAR



16. Small-scale PPPs in the airport sector

UNECE & WAPPP SMALL-SCALE PPPs PROGRAM
DISCUSSION SESSION 15: SMALL-SCALE PPP PROJECTS IN AIRPORT SECTOR



Jorge Roberts
Chief Executive Officer,
Avports



Rogerio Prado
Chief Executive Officer,
Pax Aeroportos



Jacques Follain
Chair of Airport Chapter,
WAPPP

MODERATOR



Patrick Lucas
Principal & Founder,
Airport Economics
Consulting



Alexandre Leigh
Global Sector Lead for Airports,
IFC PPP Transaction Advisory

 **FRIDAY, OCT 4**

 **16:00 - 17:15 GENEVA TIME (CET)**

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for the Sustainable Development Goals

OVERVIEW OF THE SESSION

This session examined how PPPs can make small airports—typically under 1 million passengers (sometimes up to 3 million for domestic)—viable despite thin traffic, high unit costs, and limited non-aeronautical income. Panelists agreed that bankability hinges on realistic scopes, disciplined capex, and balanced risk, with government support calibrated to attract private skill without overdesign. Operators described workable pathways: start with management/O&M contracts that cut losses and professionalize operations, then graduate to full concessions as traffic and governance mature. Bundling was a recurring solution—networks that mix large and small airports to enable cross-subsidy—alongside phasing development to demand and prioritizing safety, IFR upgrades, and revenue diversification (real estate, business aviation, hangars, VIP/FBOs, advertising, events). Case experience showed non-aeronautical streams can reach ~70% of revenues at niche, business-aviation-heavy fields. For regions with scarce capacity and funding, hybrid models prevail: public or donor money for airside works; the private partner focuses on terminals, commercial areas, and service quality. Sector-wide planning and clustered tenders help avoid cherry-picking and reduce bid costs. To make tenders investable and faster, speakers urged output-based specifications (service levels over prescriptive designs), plain-English contracts, robust data rooms, clear selection on capability, and flexibility tools (dispute boards, rendezvous clauses). Finally, community engagement and airline development were flagged as make-or-break: small airports deliver outsized regional connectivity and can “graduate” if programs—rather than one-off projects—build repeatable pipelines.

KEY TAKEAWAYS

- Most small airports ran losses but delivered vital socio-economic value
- Bundling/network models, grants, and hybrid finance improved viability
- Phased development via O&M/PSD to concession reduced risk
- Outcome-based tenders, good data rooms, and fast decisions cut bid costs

LINK TO THE WEBINAR



17. Small-scale PPPs & concessions in France



CONCESSIONS/PPP EN FRANCE : RETOUR D'EXPÉRIENCE SUR DES MILLIERS DE SMALL-SCALE PPP



Table Ronde WAPPP & CEE-ONU



Marc Frilet

Secrétaire Général du Centre d'Excellence CEE ONU spécialisé Bonnes Pratiques, Lois et Institutions et directeur du chapitre législatif du WAPPP



Doris Chevalier

DG, Infraboost et membre du Working Party CEE ONU



Gérard Cabri

Premier adjoint chargé des finances de l'économie, Ville de Cuers, France



MODERATION

Olivier Ginepro
Directeur de projet, Fin Infra Trésor français

Scan to register



VENDREDI, 29 NOVEMBRE 2024
 14:30 – 16:15, Genève CET

OVERVIEW OF THE SESSION

France has run small-scale PPPs for more than a century. Most are service concessions: a private company runs a public service and gets paid by users or the city. Clear civil-law rules help these deals work. Courts expect good faith, delivery of results, and fair adjustments when big shocks happen. This makes long contracts safer and more predictable.

France has over 10,000 small-scale PPPs. A big reason is local power. There are 36,000 communes with their own budgets. They choose practical projects—water and wastewater, school meals, after-school care, even crematoria—and follow a standard, open process to pick operators and track results.

The town of Cuers showed both options: four concessions for services, and a €13m school renovation done with normal public procurement because grants and flexible design made that better. Lesson: use the tool that fits the problem.

Financing is done through a special project company (SPV) that borrows based on the project's future income. Lenders want a solid business plan, clear risk sharing, strong maintenance duties, and fair exit clauses. Small-scale PPPs often close faster and attract local investors; returns are modest but steady. France's model—simple rules, strong local capacity, and shared know-how—is now shaping practice in other countries.

KEY TAKEAWAYS

- Stable rules and fair courts keep long contracts on track
- Local communes drive many, repeatable small PPPs that meet real needs
- Finance with SPVs, clear risks, life-cycle maintenance, and profit-sharing
- Pick PPPs or public works case-by-case; standardize to cut time and cost

LINK TO THE WEBINAR



18. Small-scale PPPs in Central Asia

ВЕБИНАР WAPPP: 'МАЛЫЕ' ПРОЕКТЫ ГЧП ОПЫТ РЕАЛИЗАЦИИ В СТРАНАХ ЦЕНТРАЛЬНОЙ АЗИИ



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QR-код для регистрации



ПЯТНИЦА, 13 ДЕКАБРЯ 2024
 10:30 – 12:15 Женева CET

OVERVIEW OF THE SESSION

This webinar argued that small-scale PPPs matter—especially in Central Asia—even if many people still equate PPPs with big “mega-projects.” A dollar cap (e.g., <\$50m) is not the best test of “small.” What really matters is whether preparation, advisory and monitoring costs are disproportionately high versus the project’s value. Below about \$1m, standard PPP processes can swamp benefits unless they are simplified.

Common hurdles: high transaction costs, hard-to-get finance (only ~30–40% secure external debt), limited local capacity and data, rigid legal steps, and weak risk allocation. Practical fixes: apply proportionality (lighter processes, right-sized documentation), use simpler funding (corporate loans, self-finance, blended grants), standardize contracts and KPIs, centralize expertise, deploy digital tools for monitoring, and share risks to the party best able to manage them. Clustering and bundling can also help reach scale.

A standout case was Kazakhstan’s programmatic PPP for school canteens: 674 small, repeatable contracts (avg. ~\$24k; 5–7 years) that modernize kitchens, ensure hot meals, and transfer equipment to the state at term end. Model documents unlocked rapid rollout in 2019; COVID slowed operations but contracts were extended. The program cuts budget strain, attracts local entrepreneurs, and shows how many tiny projects can deliver big social impact when rules and costs match the scale.

KEY TAKEAWAYS

- Proportionality first: simplify processes so costs fit project size
- Finance pragmatically: corporate loans, self-finance, blended grants over complex project finance
- Standardize and cluster: model docs & bundling reduce time, cost, and risk
- Programmatic PPPs scale impact: many tiny, repeatable deals beat one big project

LINK TO THE WEBINAR



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