

WAPPP Quarterly Magazine



INAUGURAL EDITION



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Foreword by the WAPPP President & the Executive Director

We are delighted to issue our very first WAPPP quarterly member magazine.



Ziad Alexandre Hayek, President

It's been an exciting and productive first year since WAPPP's launch in November 2018. We have started to build partnerships with PPP training providers, business angel networks, impact investors, and have started helping Government PPP officials to strengthen their knowledge on Risk Management etc.

We are grateful to Norman Anderson from CG/LA and Dr Lai Leng Than from Meinhardt for their generous contribution to support WAPPP launch event.

Of course setting-up a non-for-profit initiative is a challenge but we have had routine coordination meetings, set-up a Strategic Committee and are now ready to scale up the outreach and help interested members in capacity building.

Webinar series with APMG the certification provider. WAPPP member.



WAPPP6 May 2019 event at ThinkTankHub Geneva.

Our aim is to secure a core funding for the next 3 years to be able to travel to capacity building events, conferences on behalf of WAPPP, build up a small communication team to spread awareness for the people first PPP and Human Rights in Business concept and have a WAPPP Secretariat in Geneva that is able to manage the member relations and onboarding.



Jean-Christophe Barth, Executive Director

We would like to thank Naresh Bana, Member of the Executive Committee and Treasurer for his constant effort to bring the The PPP Times every Monday since December 2018. Please subscribe at https://paper.li/WAPPPgeneva/1543680054# and share your PPP-related articles, news, events with naresh@wapp.org

With regard to facilitating member onboarding we're projecting to finding

a tool that will allow each member to have an online profile where PPP experiences and professional details can be shared.

We are looking into strengthening the great work that the WAPPP chapters are doing in the regions. Under the umbrella of WAPPP we foresee in the near future the establishment of several geographical chapters.

Going forward we are also going to be looking into Cyber PPPs and how to build resilience, give guidance on Human Rights in Business and Dispute Avoidance in Sustainable PPPs.

Come on board and help make PPP become more sustainable and successful!



David Baxter

Trends that will drive Global PPPs in 2020 and Beyond.

In 2019, I participated in PPP initiatives across the globe where I had the opportunity to engage with PPP thought leaders from the public and private sectors.

This included events in Turkey, Saudi Arabia, Oman, Uganda, Egypt, Malaysia, Sri Lanka, and the United States where I engaged with PPP thought leaders from the public and private sectors about trends they saw evolving that would impact the practice of PPPs in the next year or two.

These are trends that I have identified from their feedback that I believe will shape the implementation of PPPs in 2020 and in the near future .

A focus on «people-first» PPPs:

There is growing consensus that PPPs need to become more about people. As a consequence, proponents of PPPs and governments are increasingly subscribing to strategies to incorporate the people elements of the Sustainable Development Goals (SDGs) into their

PPP policy and planning documents and project procurements.

Growing interest in sustainable, resilient, and regenerative PPPs:

In a world faced with the limited financial resources caused by a possible global recession, PPPs need to factor in sustainability and resilience to be considered bankable and viable. This renewed awareness is also driven by concerns about building projects in environments prone to increasingly acute risk because of extreme weather from climate change.

A surplus of maturing PPP projects:

Many countries face the reality that projects initiated in the enthusiastic first wave of PPPs launched in the 1990s are maturing. Many governments lack the resources to manage these projects and are concerned about being inundated by a wave of projects they are incapable of managing. This offers great opportunities for PPP investors.

E-procurement and demands for competitive, transparent procurements:

One of the biggest concerns of potential developers of and investors in PPPs in emerging markets has been rigged procurements and corruption. Governments are increasingly adopting measures to create an environment of transparent and competitive procurement. One approach has been to adopt e-procurement platforms that ensure the playing field is leveled and that cash-strapped governments are not being exploited by unscrupulous public

and private sector players focused on profiteering instead of building feasible and sustainable infrastructure that benefit all.

Decreasing appetite for unsolicited PPPs:

As governments become increasingly aware of private sector concerns about nepotism and corruption, there is a growing awareness of the challenges that unsolicited proposals pose. Consequently, there are steps underway in many countries to better regulate unsolicited proposals to ensure that only bankable projects that are economically and commercially viable are considered. It's important the private sector becomes aware of the new regulatory expectations concerning unsolicited proposals that require greater scrutiny and competitive bidding.

PPP under the guidance of best practitioners are constantly evolving to accommodate change. I believe this will continue in 2020 and beyond.

Events

WAPPP in international PPP events

Uganda

Tremendous success for this event organized by Beatrice Florah-Kilai, head of WAPPP Africa network with the participation of Yoveri Museveni, President of Uganda. Ziad Hayek, WAPPP President and Naresh Bana, WAPPP treasurers delivered much appreciated keynotes interventions. Conference focus: people first principles in support of sustainable development goals.



Uganda, High level inaugural PPP conference, 16-18 September 2019

Kazakhstan

Kazakhstan Government organized a PPP investment forum centered on ESG factors. People First PPPs were presented as they key to PPP development. Ziad Hayek, WAPPP President, and Thibaut Mourgues, WAPPP Executive Committee member delivered keynote interventions. Ziad Hayek signed a Cooperation Memorandum of Understanding on behalf of WAPPP with Kazakhstan PPP Center.



Kazakhstan, PPP and ESG Forum 30 Oct-1 Nov 2019

Monte Carlo, Monaco

WAPPP and the World Free and Special Economic Zones Federation (FEMOZA), have agreed a declaration of intent for the two Geneva-based organisations to cooperate on matters related to PPP

and Economic Zones and to establish a common chapter for that purpose, which will include members from both entities.

WAPPP President Ziad Alexandre Hayek and FEMOZA President Juan Torrents made the announcement at the World Free & Special Economic Zones Summit held in November 2019 in Monte Carlo, Monaco.



Kazakhstan, PPP and ESG Forum 30 Oct-1 Nov 2019

PPP Times

The PPP Times' our weekly newsletter aims to be a mouthpiece of WAPPP towards creating a credible advisory platform for project information, facilitation, financing, execution, control and management of various

infrastructure projects being developed on PPP mode, around the world. The newsletter was conceived with an aim to keep a regular connect with the subscribers. It is free of cost to subscribers. Each weekly issue contains 10 news items from around the world related to PPP or Infrastructure as a whole, curated and presented in a user-friendly format. Editorial Board comprises WAPPP members from various continents. Fresh articles can also be published after first publishing those on our WAPPP blogpost. First published on 03 December 18 we have been able to maintain the weekly publishing schedule till date. Archived editions can also be accessed when required. Additionally, there is an Excel sheet containing all the published titles for search and reference.

52 Editions Published Since First Edition came out on 03 Dec 2018. A total of 529 Articles published till date. The newsletter is fully compliant to intellectual property regulations and other statutory laws. The editorial board headed by Mr. Naresh Bana is working purely on voluntary basis. Interested professionals may join the editorial team in capacities to cover hitherto unrepresented geographies. PPP Times plans to publish project wise analysis of certain key projects worldwide. We are looking at having job advertisements as part of PPP Times in near future.



Naresh Bana



Thibaut Morgues, member of Executive Committee.

PPPs and SDGs: what tools for PPP Units?

Adequate infrastructure is the basis to reach nearly all SDGs. For instance, SDG3 (good health) require hospitals, SDG4 (quality education), schools, SDG6 (water and sanitation), water treatment plants, SDG7 (affordable energy), power plants... A significant stretch in infrastructure investment is clearly necessary for most developing countries to reach the SDGs at the 2030 horizon. For this purpose, and despite all risks and potential shortcomings, Governments cannot afford not to maximize the input of private finance in infrastructure, which in practice means optimizing the use of PPPs.

One of WAPPP main role is to provide maximum support to PPP units in reaching these objectives. By networking and communicating on international best practices, WAPPP can help PPP to make the best use of the tools that are available. But how

much aware are all PPP Units of these tools at their disposal? Here are some of them:

The first stage of the infrastructure cycle should consist in the assessment of the infrastructure gap necessary to reach the SDGs. We recommend a look at the SDG Index led by J. Sachs, which publishes on a yearly basis the Sustainable Development Report (<https://sdgindex.org/reports/sdg-index-and-dashboards-2018/>).

The second stage would refer to the identification of the country financial strategy in connection with the availability of public and private finance. The IMF can play a supportive role by participating in the SDG costing process, and can also provide an assessment of Public Investment Management (PIMA). We strongly recommend as well a tool currently developed by UNDP with EU support: the Integrated National Development Financing Framework (INFF) which can help ministries of Planning and Finance to gain visibility on how and what financial flows can be mobilized to reach the SDGs.

In the third stage, projects are to be adequately selected while ensuring a maximized development impact. In a world of limited resources and competing requirements, smart prioritization is one of the keys to success. The World Bank has worked on initiatives such as the Infrastructure Prioritization Framework (IPF) that WAPPP

experts can help you implement in practice.

Taking into account the PPP dimension in this exercise is surely one of the main challenges. Once projects are selected, you need to make sure they will be effective. In cooperation with UNECE, WAPPP actively promotes the concept of People First PPPs. This new generation of PPPs takes into account the criticisms often addressed to the PPP model and develops a strategy intended to make sure that PPP projects directly contributes to SDGs. For this purpose a number of general and sector standards have been developed and are in the final stage of elaboration by UNECE (<http://www.unece.org/ppp/standards.html>). Further work on impact measurement metrics is also on-going and will greatly ease the work.

Lastly PPPs units can strengthen their capacities by mobilizing technical assistance funds and make sure their staff have the necessary degree of understanding of the PPP concepts. To contribute to this effort, WAPPP has established a partnership with APMG as one potential provider of PPP skills certification.

The above are just of a few examples of instruments and tools that WAPPP can help mobilize to support member PPP Units to continuously improve the way they operate. Let's continue working together to make it happen!



PPP in Health, Head of Chapter - Natalia Korchakova-Heeb

PPP in Health

The purpose of the chapter is to mainstream best practices in design and implementation of PPP healthcare projects by the members of the WAPPP.

The following activities are planned:

- To identify members of WAPPP that are working and are interested to work with PPP in the healthcare sector.
- To identify their needs and challenges faced during their professional activities and to try to see how WAPPP could address those needs/ challenges.
- To see how the PPP projects in the healthcare sector are contributing to the Sustainable Development Agenda.
- To establish communication channels and to update the members of the WAPPP about forthcoming events and training, forthcoming projects; published reports/ project documents related

to PPPs in the healthcare sector.

- Organisation of events/ training by WAPPP in affiliation with members and external partners.
- To promote WAPPP within PPP health community and to recruit new members.
- To liaise with professional associations-peers of WAPPP with regard to coordination of activities with regard to PPP healthcare.



Resilience in PPPs, Head of Chapter - David Dood

Resilience in PPPs

The importance of integrating resilience into all PPPs cannot be overstated. Resilience is not a cost, it is an investment, with identified returns. The importance of “future-proofing” infrastructure and systems is increasing rapidly as disasters of all types, both natural and man-made, continue to grow in both number and intensity. As a case in point, in the U.S. state of Louisiana, hurricane Katrina decimated a large healthcare facility causing it to become inoperable just as it was needed most to treat

victims of the storm. In its place, a new design, build, and co-operate public private partnership was structured that produced a super- resilient emergency care unit that is elevated 10 meters and can accommodate 200 intensive care patients, with reserve power, redundant equipment, plus water and food, all of which can last for 30 days. Whether a health facility, a road, a port, or a water treatment facility, integrating resilience will reduce downtime, save maintenance and repair, potentially lengthen the life of the asset, and may even save lives.



Women in PPPs, Head of Chapter - Irina Unkovski

Women in PPPs

Purpose of Women in PPPs stream:

1. To strengthen the network of women in both infrastructure sector and PPPs.
2. To increase participation of women in infrastructure PPPs sector.

3. To empower women on various levels in diverse environments to deliver their skills and knowledge to infrastructure and PPP sector.

4. To improve overall living status, position and give voice to women in infrastructure and PPPs.

Steps towards achieving KPIs:

Connect to relevant high-profile women (and men) throughout Africa.

Connect to event organisers and high-profile institutions.

Setting up country specific targets for women.

Connecting with academic institutions, other NGOs and IFIs to promote women agenda.



PPPs under 35, Head of Chapter - Waleska Lemus

PPPs under 35

The aim of this working group is to gather an international network of young professionals with academic and professional background on PPPs or related fields of

infrastructure development.

The objective of this working group is to support capacity building programmes for PPP Units - from PPP policy development to project operations across different infrastructure sectors, while at the same time

fostering the skills of young professionals in the field. PPP Units worldwide can thus benefit from the knowledge and creative thinking of young PPP/infrastructure practitioners worldwide to foster innovative solutions that promote sustainable infrastructure for making an impact on the UN SDGs.

AGENDA 2020

Date	Event / Venue	Convencer / Organizer	WAPPP Interface
Q1/2020	Joint webinar with APMG (topic to be defined), via gotowebinar	APMG & WAPPP Michael Dallas, Alicia Holbrook	Hossein Nourzad & JCB
4-5 Feb 2020	Driving FDI through PPPs, Uzbekistan	PPP Experts	
17-18 Feb 2020	WBAF annual conference	WBAF	JCB round table on PPPs
undated	Airport Investment Summit 2020, Istanbul	PPP Experts	
2-4 Mar 2020	PPP MENA Forum, Dubai	Forum Management	Supporting agreement signed
	Rencontres PPP, Pavillon Dauphine, Paris	Club des PPPs	ZAH & JCB
16-18 Jun 2020	International PPP Finance Summit 2020, London		
31 Aug - 4 Sep 2020	Africa PPP: Financing, Projects and Contracts, Johannesburg, South Africa	Infocus International	
6 Oct 2020	Public Policy Projects 2020 Annual Conference	Eventbrite	
18-19 Nov 2020	Canadian Council for PPP Annual Conference, Toronto, Canada	Canadian Council for PPP (CCPPP)	
23-27 Nov 2020	APAC Public Private Partnership: Financing, Projects & Contracts, Singapore	Infocus International	
end of every Quarter	WAPPP quarterly magazine	WAPPP	Thibaut



Hani Awad, CEO

Upskill with WAPPP and its partners: Today in focus Toraza Zenith

Toraza Zenith Inc. is a professional training and advisory firm offering specialized P3 and infrastructure development training.

As a premier P3 resource, Toraza is the only Canadian company accredited to deliver the "Certified PPP Professional"(CP3P®) program, an initiative led by the World Bank and other Multilateral Development Banks. Toraza is proud to offer unique training courses that are designed to improve the skills of both young and seasoned professionals in infrastructure development

projects related to Public-Private Partnership delivery models. Toraza offers more than 15 courses in three categories: P3 Training & CP3P Certification, Infrastructure Development and Strategy & Management.

Toraza and the World Association of PPP Units & PPP Professionals are currently in discussions regarding a collaboration to deliver capacity building programs to members of the WAPPP.

Together, Toraza and the WAPPP hope to encourage PPP professionals to learn, grow and share their experiences with fellow individuals in the industry.



THE WORLD ASSOCIATION OF PPP UNITS & PROFESSIONALS

Application for membership:

- as an institution CHF 2'000 p.a.
- as an individual CHF 100 p.a.
- as young PPP professional below 35 CHF 50 p.a.

To join the World Association of PPP Units & Professionals (WAPPP), please fill in the following application with diligence. Once signed, kindly send a scan of this page to the Membership Committee at membership@wappp.org

Prefix	First Name	Middle Name	Last Name
.....

Title or Role Organization

Email	Direct Phone Number (with international country code)
.....

Full Address

.....

.....

Please explain your motivation to join WAPPP, how you expect to benefit and how you think you way be able to (or wish to) contribute to its activities:

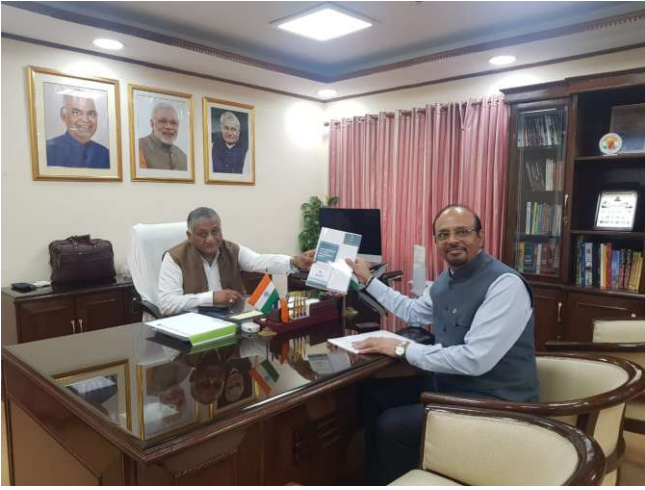
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In submitting the application, I certify with my signature that the information I have provided is true and correct. I hereby authorize WAPPP to collect and store and manage my personal identifiable information (PII) within the scope of the privacy laws of Switzerland.

Place	Date	Signature (stamp if available)
.....







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