



# WAPPP Quarterly Magazine

Special edition: PPPs and Covid-19



Spring 2020



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# Foreword



*Ziad Alexandre Hayek*  
*President*

This year 2020 will most certainly go down in the annals of history, alongside the likes of 1492 (the discovery of the New World), 1945 (the use of the atom bomb in war) and 1991 (the release of the World Wide Web for public usage), as a seminal moment in the march of human civilization. It is still too soon to tell whether this stressful period will change our world for the better or for the worse. What is clear, however, is that a new reality is upon us. Already, the Web and social media connected the globe like never before and if there was still any doubt about how small a village we live in, Covid-19 came to remind us in a most elemental way of our shared destiny on this planet.

Much has been written and much can be found in this issue of our quarterly magazine about the effect of the pandemic on PPP programs, PPP projects, PPP contracts, public budgets, private finances, the healthcare sector, and other sectors.

What perhaps stands out from all of that is that no country, no company, no sector is an island. Everything and everyone is intertwined in a three-dimensional mesh. In the same way,

public policy, planning, financing, and service delivery will be even more intertwined with private initiative, management, financing, and service delivery. Partnerships between the public and private sectors will become more critical, especially as a way to leverage the resources of both parties. If nothing else, the sheer volume of the dependence on private financing, following the swelling of public sector indebtedness to unprecedented levels, will limit the independence of public infrastructure from the private sector. Indeed, no country, region nor municipality can ignore any longer the need for engaging the private sector in designing and carrying out its policies and programs; and demand on the time and resources of private companies will be severely tested.

This will lead companies to insist on the standardization of the rules of engagement. Large parts of PPP contracts, once routinely re-invented and written from scratch, are likely to be replaced by internationally accepted clauses, governance, and risk management schemes. Uncommon, non-transparent, too-smart-for-their-own-good procedures will be replaced by best practices. There will be no room for white elephants. Sustainable, ESG-compliant, People-First PPPs will become more prevalent. Countries that ignore this reality will be doing so at their own risk. Of course, there will always be bidders on tenders of all sorts, but the quality of the bidders, the capacity building of the PPP units, procurement transparency and competitiveness, and the ultimate success of the PPP projects and programs will all depend on how professionally and efficiently such projects and programs are run.

We, at WAPPP, are conscious of these realities. We hear about them from multiple directions, as WAPPP is a global hub of PPP practitioners, be they public or private; institutional or individual; generalists or sector focused; investors, businesses, consultants, or public servants. We see these shifts taking place and are happy to provide a network and a platform for sharing experience, providing guidance, tools, thought leadership and interacting to advance the initiatives of our institutional members and the careers of our individual members.

We are delighted by the strong interest shown in WAPPP and fast growth of our membership and all the exciting initiatives we are working on. Despite the global Covid-19 pandemic, WAPPP has experienced tremendous growth during this year so far. We cannot wait to see what a hopefully better 2021 for everyone will be bringing our way!



*Jean-Christophe Barth-Coullaré*  
*Executive Director*

## PPPs and COVID-19 : WAPPP Solution paper

*This solution paper has been produced following to a webinar jointly designed with APMG and WAPPP and held on April 29.*



*PPPs and Covid-19: overview, by David Baxter*

Governments were unprepared by Covid-19. However PPP projects cannot be allowed to fail. Governments will need to cumulatively leverage the resources of the private sector to augment recovery efforts. With decreased economic activity PPP projects are going to experience considerable revenue challenges in the coming weeks, months, and (possibly) years. To ensure a pragmatic recovery, the private sector must be given assurances that as soon as problems arise, they can approach their public sector partners openly and honestly to share what is happening. Punitive environments where unfair blame is placed on any party must be avoided. Pragmatic recovery plans must be harmonized with national strategic priorities, with private sector needs recovery goals which are inclusive of the interests of both. Governments must immediately develop short-, medium-, and long- term strategy driven plans that focus on a collaborative partnership. During recovery planning, project vulnerabilities must be identified,

risks (+ new ones) monitored and managed. Among specific actions, Governments should avoid penalizing underperformance in the short term. Planning and design of future PPPs should be reconsidered and people-first PPPs be prioritized. SPVs should mitigate labor shortage and supply chain breakdown, revisit construction timeline, pay special attention to small contractors and explore recovery steps. Concerning O&M, the impact of the current situation should be assessed; Operational expenses should be prioritized. Sensitive infrastructure that is shut down should not be degraded. O&M reactivation plan should be prepared, and strong recovery plans aligned with national priorities should be developed.

In conclusion, Governments should proactively engage with their private sector partners to mitigate impacts to PPP projects as soon as they become apparent. Decisions making in a vacuum must be avoided.



*Covid-19 legal issues, by Marc Frilet*

Covid-19 may generate 3 qualification options: force majeure, hardship or "fait du prince".

### **Force majeure:**

Definition: unforeseeable event, and impossibility to perform the obligation  
Consequence: Excuse for non-performance of the obligation(s) rendered impossible and provided that then aggrieved party has taken reasonable steps to mitigate; Each

party bears all others economic and legal consequences (the loss lies where it falls); The contract is not terminated unless subject matter is destroyed or after a long time period.

### **Hardship:**

Definition: unforeseeable change of economic circumstances; performance not impossible but excessively onerous  
Consequence: Right to reinstate up to a certain level the economic balance of the contract (several ways to do it); When applicable much better remedy than Force majeure; Contract not terminated unless specific clause.

### **Fait du prince:**

Definition: unforeseeable event; impossibility to perform an obligation and duty to mitigate

Consequences: two situations - General adverse Government action (e.g. general containment declared by law or executive order); same consequence as force majeure; performance excused but no indemnity; or Adverse action from the Contracting Authority; indemnity possible depending of situation of privity of contract

In practice, disruption or the service for COVID 19 should not entail termination. The Private partner should be excused for not performing its obligations impacted by COVID but has a duty to mitigate. If the impact of COVID destroys the economic balance of the contract it is equitable to reinstate the initial economic equilibrium within limits. When the contract does not provide sufficient relief, consider renegotiations within certain limits. In the future, consider how to avoid hazardous renegotiation through "contractual regulation" that the practice has developed over the years for modern Concession PPP. This "regulation" is made of an inclusive set of clauses comprising Force Majeure, Hardship and Adverse Government action.



*PPPs to combat Covid-19, by Natalia Korchakova-Heeb*

Covid-19 pandemic needs to be addressed through all available means. Governments need urgently to close the gap in delivery of healthcare services and healthcare infrastructure. PPPs can play a major role in these regards. Businesses, NGO and academia can collaborate to develop PPPs that go beyond infrastructure, and include also service delivery, project delivery and product development. Here are some examples:

**Australia:** The Australian government will partner with the private sector to secure 30,000 hospital beds and 105,000 nurses and staff. The government will offer agreements to 657 private and not-for-profit hospitals to ensure their viability, in return for maintenance and capacity.

**India:** The Ministry of Electronics and IT of India launched through a PPP a mobile app called Aarogya Setu which will help people in identifying the risk of getting affected by the Corona Virus.

**EU:** The EU is backing a new €90 million public private partnership to develop a vaccine against the COVID-19 coronavirus. The €90 million will be channeled through the Innovative Medicines Initiative, a partnership between the EU and the pharmaceutical

industry.

**USA:** The US government, academia and industry struck a PPP called the COVID-19 High Performance Computing Consortium to allow researchers tackling COVID-19 and to access to high performance computing resources.

**Germany:** In case of health emergencies, it is critical to mobilize quickly all PPP actors: public sector, private sector, donors. When PPP actors and stakeholders are organized in an ecosystem, it is easier to place calls for actions, initiate new PPPs and to receive a response in a coordinated way, through traditional procurement but also using unsolicited proposals. This is the objective of PPP Health 4 all.



*Impact of Covid-19 crisis on PPP planning, by Thibaut Mourgues*

The Covid-19 crisis is a pivotal moment. Planning is all the more crucial in a period of high uncertainty. PPP policy response will have to be adaptative, reactive and proactive at the same time.

**Short term impact (2020):** supply chain disruption, liquidity crisis, credit crunch, limited appetite for equity risk.

#### **Short term recommendations:**

For existing contracts, review force majeure clause; for on-going tenders, special flexibility required; for

rescheduled tenders, market sounding, postponement or even cancellation depending on the circumstances.

**Medium term impact (2021):** debt and fiscal crisis; low demand; increased political instability (pressure on euro zone included).

**Medium term recommendations:** Review fiscal sustainability issues and amend projects financial structuring accordingly; use PPPs as Keynesian stimulus when possible; use PPPs for foundations of long-term growth: promote social inclusiveness.

**Long term impact (2022 and beyond):** new economic models; more emphasis on national autonomy and sovereignty; uncertainty on the energy transition.

**Longer term recommendations:** Review project assessment criteria; integrate resiliency in the planning; review sector allocations; promote more balanced global development.

#### **Conclusions:**

(i) Continued adjustments are necessary as we learn more on the short term and long-term impacts of the crisis. (ii) More than ever, PPPs are all about risks (risk transfer, risk management and mitigation). Resiliency will play a major role in sustainability assessment. (iii) Developing countries are fragilized and will need even more support (either bilateral or institutional) for the benefit of global stability. (iv) In a context of weakening of Governments, the PPP approach more required than ever but must show flexibility and be integrated into a coherent and encompassing strategy.



## The Need for Pragmatic Approaches to PPP Project Mitigations During and After the Covid-19 Pandemic

*By David Baxter, member of the WAPPP Steering Committee.*

As governments ramp up their efforts to mitigate the impacts of the Covid-19 pandemic on PPP projects, they should seek ways to proactively expedite, leverage, and mobilize the resources of both the public and private sectors in economic recovery strategies.

It is my conviction that it is in the interest of both parties to pragmatically seek common ground. The underlying commitment should be a focus on not allowing PPP projects to fail because of bad decisions that only serve the interests of one of the parties involved in PPP partnerships. Strong recovery strategies supported by pragmatic actions should include the following – Embracing regulatory environments that enhance incentives that will ensure PPP project's survival

Insisting on recovery decisions that demand greater efficiency, sustainability, and resilience across the full project life cycle

Revisiting risk allocation between public and private partners, especially in the area of force-majeure provisions.

solutions to short-, medium-, and long-term project challenges that are identified

Promoting trusting environments where concessionaires can approach the public sector as soon as problems surface, to collaboratively seek solutions without punitive actions being sought for project delivery failures

Promoting round table discussions where partners can enter into a proactive dialogue on what can be done to ensure the survival of a PPP project Keeping public sector partners briefed on all impacts and expected consequences continuously

One difficult question has to be asked – Which projects deserve the allocation of resources that will ensure their survival? I suggest that projects should be separated into (and candidate projects) into three groups: projects that cannot be expected to survive even with an economic stimulus treatment; those who will recover without an economic stimulus treatment, and those who will not survive without an economic stimulus treatment. This will allow a subjective mitigation approach where scarce resources are decisively allocative, thereby promoting decisions that are economic and commercial. It will be critical that no competition for scarce resources is allowed between government agencies. Above all, new value for money assessments; people first considerations; project

sustainability; and resilience should add weight to project triage decisions for current PPP projects and for reprioritizing procurements of future PPP projects

Hard and decisive decisions must be made as we systematically move towards economic national recovery using PPPs as a tool. We will need to be future forward looking and not trapped in past decision metrics as we move into an unknown “new normal” in the post Covid-19 world. We must face the reality that events like this pandemic have a high probability of reoccurring. Let's not repeat mistakes in the search for future PPP projects which must be sustainable, resilient and regenerative.

## UNECE - affiliated International PPP Specialist Centres of Excellence Offer Governments a 'helping hand' to fight the COVID-19 pandemic and Build Back Stronger



*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 .*

**UNECE-affiliated International PPP Specialist Centres of Excellence will pool their resources and work together to launch a programme to**

## build back stronger in the face of the COVID-19 pandemic.

Addressing the COVID-19 pandemic crisis will cost Governments trillions of dollars that will be a huge burden on the taxpayer for many years to come, especially if economic growth does not return quickly. How can Public-Private Partnerships (PPPs) putting people first, help Governments practically to lessen the burdens placed upon them. This was the question that experts from five of the eight International PPP Specialist Centres of Excellence – affiliated to the UNECE – sought to answer in an extraordinary meeting held virtually on 4 May 2020.

While it is up to Governments to deal with the pandemic, experts noted that there was nevertheless a critical role which the private sector could play based on their skills, management capability and technology especially in IT and broadband (telemedicine), healthcare and innovation (vaccines and treatments) and in high standards of hygiene and water. But it was recognised that translating the goodwill from the private sector into concrete projects 'on the ground' would be far from automatic and several challenges would have to be addressed:

- Lack of knowledge and expertise in project design and delivery especially on what works (and does not work);
- Concern that pipelines of projects, including the 'big projects' that are desperately needed, are not something Governments, especially from low income countries, have the capacity to deliver;
- Aware that many victims of this crisis are the poor and vulnerable – the tragedy of old people's homes – and their voices too, have to be heard in the design of the new infrastructure projects,

not to mention finding work on these projects for a new legion of unemployed. New projects need to build community resilience; and,

- Conscious that addressing the pandemic is one half of the battle; the world needs to address the other existential threat, namely climate change, at the same time. Pandemics do not stop natural and man-made disasters from happening.

Centre of Excellence experts, in view of these challenges, argue that the time is right to offer Governments 'a helping hand'. They argued that the People-first PPP program on which they are working with UNECE is now the ideal moment to put into high gear, and deliver the pipelines of projects which could bring the countries to a new level in their development and in support of People-first PPPs, and as well making sure that these projects are developed and designed in such a way as to offer local people the high value jobs that the COVID19 crisis has taken away.

### Building back stronger

The Centres propose a three-point plan: First, collect information on the necessary projects for the post pandemic recovery that would integrate resilience into projects, and the necessary guidelines on the enabling environments that are needed for these partnerships to flourish.

Second, working with Member States by consulting with them and their communities on these projects to find ways in which such projects can be

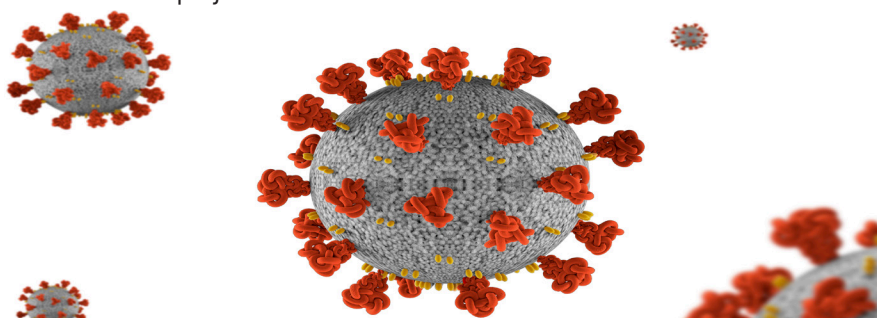
adapted to their needs and designed accordingly.

Thirdly, offer expertise – to help Governments deliver these in the form of a 'helping hand' to promote these to the Multilateral Development Banks and other investors for their financial support.

At the meeting, Mr. David Dodd, CEO of the International Specialist Centre on PPPs in Sustainable Resilience based in New Orleans, United States, and current chair of the Centres, stressed that "this global emergency is consistently reminding us that cooperation among countries is the best way to tackle the pandemic and to build back stronger". He further expressed his satisfaction "that all the Centres participated and showed their full commitment to this work programme to build back stronger. All the Centres, located in China, France, Japan, Lebanon, Portugal, Spain and the U.S., agreed to pool resources to ensure quality products that will help UN Member States, especially in the UNECE region, to get out of the pandemic through supportive People-first PPPs."

The International PPP Specialist Centres of Excellence affiliated to the UNECE are vital instruments located all over the world, focusing on specific issues and sectors such as Smart Cities; Policies, Laws and Institutions; Local government; Ports; Public Transport Logistics; Recovery and Resilience; and Water and Sanitation.

More information on the Centres is available at <http://www.unece.org/ppp/centres.html>



## Involve Women in PPP Projects Design and Contract Management with Intentional Gender Lense to Achieve Greater Equality Amidst Covid-19 Recovery Packages



By Beatrice Florah Ikilai Africa Coordinator WAPPP Co-President Africa PPP Network (AP3N)

Worldwide over 1 billion people lack access to roads, 884 million do not have access to safe drinking water, 1.6 billion have no reliable sources of energy, 2.6 billion lack satisfactory sanitation facilities and 4 billion are without modern communication services. It is a well-known fact that women account for over 51% of the population and women are catalysts for meaningful change on the African continent.

Gender is an important but largely neglected aspect of infrastructure planning and provision especially under the PPP. Rural women pay a particularly high price for the lack of infrastructure, in time spent accessing water for domestic or agricultural uses, processing and marketing food and other agricultural or non-farm products, collecting firewood, and reaching health services for themselves and their families. Rural infrastructure programmes especially under a PPP

arrangement can enhance women's participation and benefits – as workers during construction and as beneficiaries of the asset(s) created.

Women in leadership positions will be critical in leading the African continent and the World into the new wave of future Economic development by ensuring women are included in PPP projects and transactions. It is therefore important to create opportunities that promote African Women's participation in PPP projects if Africa is to experience its predicted growth within the next few decades.

During my interaction with the Rt. Hon. Rebecca Alitwala kadaga the first Speaker of the Ugandan Parliament at a Women in Infrastructure Forum held on March 2, 2020 at the Kampala Sheraton Hotel, she emphasised the importance of women's participation in local and international PPP contract design and management in a bid to grow the Africa's economy. Referring to a meeting with the former Managing Director of the International Monetary Fund, Christine Lagarde, Speaker Rebecca Kadaga said she had asked the IMF boss at the time to build structures in the PPP projects funded by the institution where women could fit in.

Women have a critical role in Bridging the Infrastructure Gap in Africa under the PPP arrangement. Women need to be involved in Government decision making processes, contracts and availing them suitable funding opportunities. With women constituting about 51 – 56 per cent of the population, it is prudent for every company dealing with infrastructure development to put women at the centre of decision making.

It is important to ensure women's equal representation in all COVID-19 response planning and decision-

making especially for all PPP projects, for them to be effective. It is therefore critical to drive transformative change for equality by addressing through PPPs the care economy, paid and unpaid jobs, and infrastructure projects taking into account people first principles and UNSustainable development Goals.

Finally, application of an intentional gender lens to the design of PPP fiscal stimulus packages and social assistance programmes to achieve greater equality, opportunities, and social protection will be very critical. Consideration of some of these issues will form a rock-bottom in addressing the plight of women in the context of COVID 19 and Women's Role in Bridging the Infrastructure gap especially under PPP arrangements.

### WAPPP Peer Recognition Scheme

WAPPP is pleased to announce the launch of its "PPP Peer Recognition Scheme".

#### Purpose

The WAPPP Peer Recognition Scheme aims to create a quality standard of distinguished PPP professionals who can mentor each other and whom third parties can trust for the quality and depth of their PPP expertise.

#### Structure

Those wishing to be recognized as a peer candidate should reach out to existing WAPPP peers for consideration. The candidates will be interviewed by a board of peer recognized WAPPP members to determine whether they meet the peer recognition criteria.

The Peer Recognition scheme would not be time limited. However, in certain exceptional circumstances (such as



breach to ethics), WAPPP is entitled to withdraw the recognition.

## Criteria Overview

All applicants for WAPPP peer recognition should fulfill the following criteria:

- Be a WAPPP member in good standing.
- Demonstrate 10 years of PPP experience.
- Submit an original article for the WAPPP weekly blog site.

## PPP Experience

- 10 years of general professional experience substantiated by documented proof.
- 8 years of which PPP activity represents at least 50% of the professional working time.
- Stipulations as per the framework endorsed by UNECE for the selection of PPP experts, may be applied.
- Applicants for the WAPPP recognition should be recommended by minimum two WAPPP members.

## Interview

- The interview board will consist of three peer recognized members of WAPPP. One of them would be designated as convener for the purpose of internal coordination and result submission. The first board will be nominated by the current President of WAPPP.
- Composition of the board above will change each month. Executive Committee Member who shoulders responsibility for 'Member Relations' will coordinate the 'Peer Recognition Scheme'. She/He will prepare a roster of such board members for each month, to be published for the ensuing quarter, based on availability.

Interviews for peer recognition would invariably be held using the video conferencing tool of WAPPP. Duration of interview would normally not exceed 60 minutes.

- Interviews could be held in person as well provided the board members happen to be at the same place along with the interviewee. No separate travel is advised for conduct of any such interviews.
- Board Members may have their own assessment sheet for their

own reference. A suggested assessment table is attached as Appendix A. In case the interviewee is not recommended the board will record the reasons thereof.

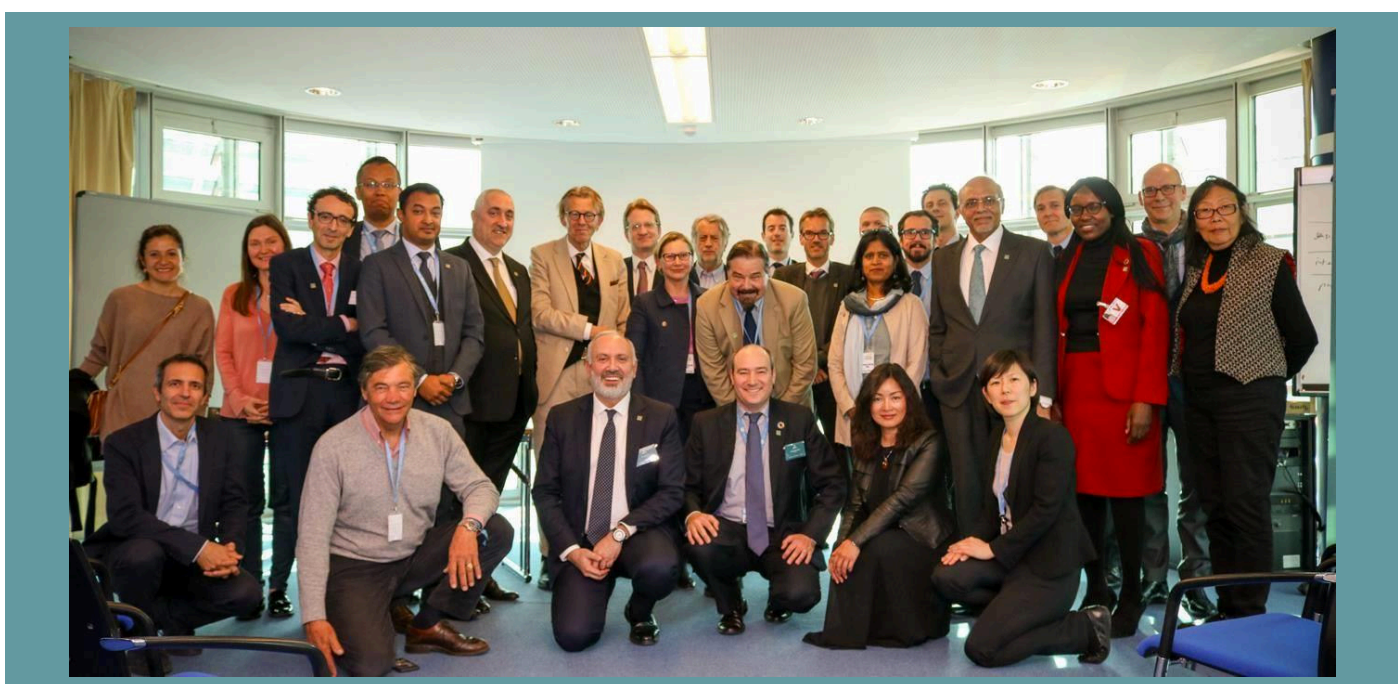
## Article

The applicant will submit to WAPPP an original article on PPP issues which may be published on WAPPP website. WAPPP Editorial Committee may reject the article or request improvements if necessary. The applicant should demonstrate excellent written communication skills and insights on PPP issues.

## Conclusion

Peer recognition is a prevalent norm among professional bodies worldwide. WAPPP is evolving into a self-sustaining, credible and versatile organization. Laying down a framework for peer recognition is thus apt and timely. While it will provide an opportunity to members to validate their capacity the countries/corporations/third parties would benefit by having a pool of peer recognized, pre-assessed professionals.

*Adopted by the WAPPP Steering Committee on 26 May 2020*





## Best of PPP Times

We publish below a selection of articles on PPPs since January 2020 curated by Naresh Bana, Member of WAPPP Executive Committee, and published on the weekly WAPPP newsletter "PPP Times".

### HALVING COSTS, DOUBLING INCOME: AN ANALYSIS OF PPP IN KISAN RAIL



With the ambitious plan of doubling the farmers' income by 2022-23, Finance Minister, Nirmala Sitharaman in her budget speech introduced Kisan Rail scheme.

<https://thepubliceconomist.com/?p=125525>

### WHY INFRASTRUCTURE GOVERNANCE MATTERS

People everywhere want good infrastructure, such as smooth and safe roads and timely and reliable trains that move passengers and freight across a wide range of destinations.

<https://blogs.adb.org/blog/why-infrastructure-governance-matters>



### HEALTH PPPS AND PANDEMIC

Actually not everybody agrees on the meaning of the term "PPPs". It could also refer to all sorts of cooperation between public and private sector. NGOs can be swiftly mobilized at the local or international level for first aid intervention when the public sector is either overwhelmed or even non-existent in underdeveloped areas.

<https://www.wappp.org/index.php/newsroom/blogs/330-health-ppps-and-pandemic>



### FOUR WAYS MOBILITY STARTUPS CAN ACCELERATE PUBLIC-PRIVATE



**PARTNERSHIPS** Private companies and government players need each other to navigate the heavily regulated industry of mobility, whether it's to introduce new automotive models, fund transportation infrastructure or launch new initiatives. A Deloitte report found that just 16% of public...

<https://www.forbes.com/sites/forbestechcouncil/2020/02/25/four-ways-mobility-startups-can-accelerate-public-private-partnerships/#45b930e21b70>

## HOW TO INCREASE THE SUCCESS RATE IN PPP PROJECTS

Public Private Partnerships (PPPs) have been hailed as the antidote for the perennial insufficiency of public funds to finance infrastructure projects.

<https://www.businessdailyafrica.com/analysis/ideas/How-to-increase-the-success-rate-in-PPP-projects/4259414-5427832-6ra2axz/index.html>



## HOW PUBLIC PRIVATE PARTNERSHIPS MUST EVOLVE TO CREATE SOCIAL IMPACT



Every human being has the right to water, sanitation, economic growth, education and health. These are some of the goals that the United Nations has envisaged in the form of the 17 Sustainable Development Goals, which it wants nations and governments to achieve by 2030.

<https://www.weforum.org/agenda/2019/11/how-public-private-partnerships-must-evolve-to-create-social-impact/>

## WASTEWATER? FROM WASTE TO RESOURCE

An important paradigm shift is necessary at multiple levels to advance sustainable sanitation services toward a circular economy in which wastewater is considered a valuable resource rather than a liability.



<https://www.worldbank.org/en/topic/water/publication/wastewater-initiative>

## FISCAL RISK IN PPPS—WHAT'S THE PROBLEM & WHAT TO DO?



The world is spinning around the coronavirus; who has capacity to care about fiscal risk, especially as it relates to public-private partnerships (PPPs)? Actually, a pandemic is a perfect moment to look at this more closely. COVID-19 brings infrastructure service disruption.

<https://blogs.worldbank.org/ppps/fiscal-risk-ppps-whats-problem-what-do>

## COVID-19: PLANNING FOR A SUSTAINABLE RECOVERY FOR THE WORLD'S AIRPORTS

The COVID-19 pandemic and the upheaval it has caused represents an existential threat to the global airport industry. Global traffic is expected to be reduced by 38% by the end of 2020, and aviation trade associations such as sector.

<https://blog.aci.aero/covid-19-planning-for-a-sustainable-recovery-for-the-worlds-airports/>



## WAPPP Partnership with InfraPPP



**By Jose de la Maza**  
**General Manager IMCW Europe (Aninver)**

InfraPPP, as one of the leading global market intelligence platforms focused exclusively on Public-Private Partnerships (PPP), is proud to partner with the World Association of PPP Units and Professionals (WAPPP). Since its creation in 2012, InfraPPP has strived to keep PPP professionals informed, maintaining, and enhancing complete databases of PPP projects, M&A transactions, investors, companies, and jobs in the PPP space. Our approach to market intelligence is differential: we are not only a sector-focused news portal, but a sophisticated tool based on the value of data and its usefulness for our broad range of clients, from business development professionals of PPP sponsors to PPP units professionals bankers financing PPP projects.

Through this partnership with WAPPP we will offer to WAPPP's members a customized discount to all InfraPPP's subscriptions and services, and valuable content to be published in the different WAPPP's communications. We are also happy to announce, as part of this agreement, our incorporation to the WAPPP family, where we expect to contribute to WAPPP's mission of «exchanging lessons, experiences and ideas, with the aim of enhancing the PPP delivery of services to communities

and users around the world, thus contributing to the successful achievement of the UN Sustainable Development Goals.»

InfraPPP, and its mother company, IMC Worldwide, are collaborative organizations by nature. We frequently work and partner with some of the most relevant names in the PPP space globally. We are sure that this partnership will create lots of value for both WAPPP's current and future members and our professional network (composed by +15,000 PPP professionals).

InfraPPP is a business owned and managed by IMCW Europe S.L., a Spanish company 100% owned by IMC Worldwide Holdings Ltd. (UK).

## APMG and WAPPP working together to support best practice



**By Alicia Holbrook, Head of Marketing, APMG**

APMG and WAPPP have signed a memorandum of understanding with the joint goal of equipping professionals around the globe with best practice knowledge and skills.

Two joint webinars have already been delivered, with an engaging question and answer session and are available on YouTube:

How to build capacity and governance

in PPPs

PPP and Covid-19

“This is a great partnership which will help deliver shared goals to build capacity and knowledge access of professionals working in PPP programs. The Certification Program and WAPPP will connect PPP professionals around the globe and promote private sector understanding and confidence in PPP programs, especially in developing economies,” says Richard Pharro, CEO, APMG International.

The CP3P credential presents a great opportunity for people looking to prove their proficiency working within a PPP team and to map out their career progression.

The PPP Certification Program Guide is at the core of the APMG PPP Certification Program, and is authored by many of the world's top PPP experts with contributions from the Multilateral Development Banks.

The PPP Guide's lead author, Andrés Rebollo said, “The PPP Guide is built on the basis of the description of a PPP process cycle which intends to reflect and capture most of the phases and tasks that are usual in the majority of existing process. It explains a number of potential variations and recognizes the diversity and particularities that depend on traditions and legal frameworks.

The PPP Certification Guide identifies the underlying principles and good practice elements that are applicable in most circumstances for emerging markets and developing economies, while recognizing local variations.

Since the inauguration of the scheme in June 2017 over 5500 candidates from 125 countries have taken an APMG PPP Certification Program exam. One of the main goals of the program is to share best practice knowledge and make it freely available to everyone. The PPP guide is available in eight languages

to make it accessible to even more PPP practitioners.

Over 2 million visitors have downloaded or accessed the PPP Guide online, which uses principles and models to convey knowledge across a range of subjects including planning and funding, tendering, contracts, operating and maintaining projects.

The APMG Public-Private Partnerships Certification program (CP3P) is designed to deliver a common minimum level of knowledge infrastructure projects to improve the success rate of PPPs. The PPP Certification Guide is an innovation of the Asian Development Bank (ADB), the European Bank for Reconstruction and Development (EBRD), the Inter-American Development Bank (IDB),

the Islamic Development Bank (IsDB), the World Bank Group (WBG) and part funded by the Public-Private Infrastructure Advisory Facility (PPIAF) with a shared vision of enhancing PPP performance globally.

For more information visit [www.ppp-certification.com](http://www.ppp-certification.com)

## New members welcome

The following PPP experts joined WAPPP in Q1 2020:

Eiad wasef Omaish  
Bhodir Ibodullaevich Amonov  
Greg Binkert  
Omon Ukpoma Olaiya  
Richard Wenu  
Rohit Pathak  
Kennedy Ikonya  
Muhammad Sindhu  
Nufi Barnabas Yohanna  
Fernando Cabero Colin  
Erjon Murataj  
Domingo Penalver Rojo  
Ricardo Mcklmon  
A.m Al Amin  
Arianna Barilario  
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