Working Party on Public-Private Partnerships
First session

21-22 November 2017,
Palais des Nations, Geneva

Compendium of Presentations by
PPP Units and National Infrastructure Agencies*

*This material is being circulated by the secretariat as received from the contributors
<table>
<thead>
<tr>
<th>Country</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Croatia</td>
<td>3</td>
</tr>
<tr>
<td>Greece</td>
<td>11</td>
</tr>
<tr>
<td>Haiti</td>
<td>19</td>
</tr>
<tr>
<td>Morocco</td>
<td>29</td>
</tr>
<tr>
<td>Paraguay</td>
<td>40</td>
</tr>
<tr>
<td>Republic of Korea</td>
<td>47</td>
</tr>
<tr>
<td>Tajikistan</td>
<td>52</td>
</tr>
<tr>
<td>Turkey</td>
<td>60</td>
</tr>
<tr>
<td>Ukraine</td>
<td>65</td>
</tr>
</tbody>
</table>
Croatia
PPP in Croatia
Citizen oriented objectives

Content

- PPP projects in implementation
- Value-added transformation of education sector
- Value for money
- PPP Training and learning tools
- Bilateral cooperation and exchange of good practice
Assumption of successful PPP Implementation

- Political support
- Adopted strategies
- Aligned legal framework
- Institutional framework
- Centres of excellences
- Training and education programs
- Learning tools, manuals, guidebooks
- Standard documentation
- PPP market development
- Data collection

PPP projects

Zagreb International Airport

Varaždin County Palace
PPP projects in implementation

- Education
  - Ground Schools
  - High Schools
- Transport
  - Roads, airport
- Public buildings
  - County palace (Cultural heritage)
- Sport
  - Sport Halls (City arenas)
- Street Lighting

Case study - Schools

- Varaždin County
  - Ground Schools (33 parent-schools and 30 district schools)
  - High Schools (11 schools and 1 dormitory)

- City of Koprivnica
  - High School „Fran Galović“
Schools facilities

Value-added transformation 1/2

SCHOOL RELATED RESULTS:

1. Classes in one core session
   - Socialization, motivation, decreased number of negative ratings, decreased number of unexcused absences, no violence, no vandalism

2. Equal standard in all schools

3. New schools program network (Globe, eco-Schools, SEMEP (South-Eastern Mediterranean Environmental Project, Green projects etc.)
   - Vocational schools - sectors assignment
   - Various Grammar schools curricula

4. Centers of excellencies
   - STEM - Mathematics, Physics, IT, Chemistry, Entrepreneurship, Foreign languages

5. All schools are implementing EU funded projects

6. Energy efficiency
Value-added transformation 2/2

COMMUNITY RELATED RESULTS:

7. Long-life learning
8. Sports activities (sport clubs)
9. Cultural events
10. City landmark

Value for money process

Market sounding
- Needs for the project
- Affordability
- Investors interest
- Financial conditions

Ex-ante assessment
- WLC comparation

Market test
- Public procurement (MEAT, negotiation procedure)

Ex-post analysis
- Measuring of project outputs
- Contracted-real unitary charge comparation
- SPV financial statements
PPP capacity building

- EU funded Transition Facility Program
  - Project „Instruments for Combining EU Funds and PPP“, 2017.

- Strengthening of the Administrative Capacity of the Agency for the Public Private Partnership through:
  - TWL project IPA 2007
  - TWL project IPA 2008
  - SIGMA program – tailor made workshops from 2006 – 2012 and one regional conference
  - Attending the seminars and courses in respective institutions (EIPA, WIIW – JVI, JICA, US IVLP, etc.)
  - Internal vocational trainings

PPP Training program and learning tools

AIC is delivering:
- 3-days workshop program on PPP model implementation
- 1-day workshop on PPP for local government
- Thematic workshop on PPP aspects
- Thematic regional and international seminars on sectoral PPP project implementation

Learning tools:
- Manuals and methodological tools for project preparation
Bilateral cooperation and exchange of good practice

- Cooperation with the partner institutions in the WB countries (Kosovo, Serbia)
- Study visits (Ukraine, Kosovo, Belarus, WB countries)
- Providing technical assistance in Serbia in the framework of National Strategy of Development Programs and Humanitarian Aid (2014)
- Partner in Erasmus+ projects
  - Promotion of EE and development of training materials (in line with UNECE Strategy for Education for Sustainable Development)

Future activities

Policy level:
- New strategic PPP framework - „New partnerships”
- Improvement of monitoring and evaluation system

PPP project pipeline
- New schools in Varaždin County, Koprivnica, Bjelovar-Bilogora County, Istria, Dubrovnik

Capacity building:
- Two EU funded projects:
  - Development of Value for money methodology
  - Development of PPP standard documentation
Greece
Public-Private Partnerships in Greece

PPP Benefits

• Leveraging private funds for the implementation and provision of public services and infrastructure works.
  Private funds complement public resources and are utilized for the provision and implementation of public infrastructure works and services.

• Ensuring a predetermined time and cost for the implementation of the projects
  Payment of the contractor for the works is carried out only after the delivery of a project, which constitutes a strong incentive to comply with the timetable set.

• Single contract for design, construction and operation under the responsibility of a single contractor
  The public sector does not simply tender an infrastructure, but rather procures complete services. Synergies are achieved by integrating design, construction, operation and maintenance of the project in a (single) long-term contract with a private contractor who is totally responsible towards the public sector. In these projects, the final goal is to have works and services that operate efficiently under a contractor who has sole responsibility thus avoiding fragmentation of responsibilities.

• Linking contractor payment to the quality of service provided
  The contractor is repaid based on a detailed payment mechanism, which evaluates the quality of work and services provided throughout the project’s lifespan. Low quality of service leads to a reduction in payment, thus ensuring a strong incentive for long term preservation of a sound technical project and high quality services.

• Long term project repayment
  There is no requirement for immediate disbursement of public funds in order to pay off the project upon completion and receipt of the final product. The repayment is done gradually over time.
Greek PPP Practice
Framework-Law 3389/2005

Key Characteristics

- Clear approval process – centralized control by the Interministerial Committee for PPPs (ICPPP).
- Award procedures clearly drafted in line with European Directives.
- Specified contractual framework - minimum content of a PPP contract.
- Fast track provisions for the grants of authorizations and permits.
- Provisions include implementation of projects featuring both availability payments and users fees.
- Private sector responsible for DBFO. Financing could be covered partially by the State.
- Provisions for dispute resolution by arbitration.
- Continuous follow-up by the Special Secretariat for PPPs which facilitates and administers projects.
- A series of decisions by the Supreme Court in favor of the State, after appeals from bidders, highlights the legal certainty offered by the Hellenic framework.

Greek PPP Practice
Inter-Ministerial Committee

- The Inter-Ministerial Committee for Public-Private Partnerships (ICPPP) is the collective governmental body which set the general policy for PPPs and approve projects that should proceed to implementation through the PPP framework.

- ICPPP Members:
  - The Minister of Economy & Development (Head of Committee)
  - The Minister of Finance,
  - The Minister for Environment and Energy
  - The Minister for Infrastructure and Transport
  - The Minister(s) who supervise(s) each of the Public Bodies that are examining the implementation of PPP projects, under their competencies.

- The ICPPP is responsible for:
  - The approval of inclusion of PPP projects to the framework depicted in L/3389, as well as the cancelation of such approvals
  - The decision for the provision of the any contractual consideration to the private partner in the Public Investments Programme
  - The decision about the level of the public sector’s participation in the financing of a PPP project.
Greek PPP Practice
Special Secretariat for PPP

Keys to Successful PPPs
- Clear Legal Framework
- Strong Political Will
- Good Preparation/Support
- Affordability
- Funding

- The Special Secretariat for PPPs follows the structure and role of equivalent units in other Member States of the European Union for the promotion and implementation of PPPs.
- Its mission is to support and assist the Inter-Ministerial PPP Committee and public entities.
- Its main tasks involve the following:
  - Identification new PPP projects coherent to the PPP policy
  - Evaluation of the proposals submitted by public entities and their subsequent forwarding to the Inter-Ministerial PPP Committee for approval
  - Promotion of the Partnership framework
  - Facilitation and support of Public Entities in promoting and implementing PPP projects
  - Monitoring the implementation of Partnership Contracts

Greek PPP Practice
Affordability for availability-based projects

As the public sector pays for PPPs over the operational period of availability-based projects, we need to have a clear view on affordability.

- All projects receive a Inter-Ministerial Approval with specific budget, based on the NPV of future payments by the state.
- Future payments are part of the Public Investment Program.
- We have introduced a principle: future payments do not exceed 10% of total annual Public Investment Program.
Greek PPP Practice

Project funding

- In practice, the financial institutions fund 70%-80% of project funding needs, the rest 30%-20% is covered by private capitals.
- Financial crisis has caused a deterioration of funding terms and spreads for infrastructure projects.
- Blending EU Grants and private funds, together with private sector expertise, can contribute towards the optimization of resources:

“Better projects – More value for society”

12 PPP contracts of total cost 633 million euro _ Period 2009 - 2017

LOT 1: Project of rural broadband networks through PPPs in rural settlements
LOT 2: Project of rural broadband networks through PPPs in rural settlements
LOT 3: Project of rural broadband networks through PPPs in rural settlements
Digital recording, archiving and provision of court minutes with PPP
PPP for 7 Fire Stations
PPP for 14 new school buildings in the Region of Attica
PPP for 10 new school buildings in the Region of Attica
**International Award**

of Greek PPP projects in the best infrastructure projects worldwide

The PPP project for 24 Public Schools Infrastructure in Attica worth € 110 million, was named as Education Deal of the Year.

Design and implementation of a new funding structure combining for the first time in a European level Union finance by the European Investment Bank and through the JESSICA fund.

---

**International Award**

of Greek PPP Western Macedonia waste management project

Western Macedonia waste management PPP announced “Waste Deal of the Year”

During the awards mentioned:

“World Finance has recognized the commitment of the Greek government to developing waste infrastructure projects, and views the government's reforms, agenda, and PPP law as some of the most progressive in Europe.

The award is honoring the political will of the Greek government to initiating waste PPP’s, as evidenced through a number of projects that are in tendering process.

The award is also honoring the coordination of procedures of the Special Secretariat of the Ministry, together with the anticipated environmental targets of these projects.”
What has been achieved

**Synopsis 2017:**
Signed PPP projects:
1. Signed on July - **Epirus waste management project through PPP.**
2. Signed on June - **Central Macedonia waste management project through PPP.**

**Synopsis 2015:**
Signed PPP projects:
1. **“Digital recording, archiving and provision of court minutes with PPP of total cost 15 million euro”**
2. Signed on June the Western Macedonia waste management project through PPP, **It is the first project of integrated waste management in Greece.**
   ✓ **WORLD FINANCE** magazine **International award**: The Western Macedonia waste management project announced as **Waste Deal of the Year.**

**Synopsis 2014:**
✓ 7 PPP contracts were signed, **the first PPP contracts signed since 2009.**
✓ **Greece ranks 3rd in Europe**, with regard to the number of closed PPP deals
✓ PPP schools were the first project since 2009 finance by the European Investment Bank in project finance level.
✓ **WORLD FINANCE** magazine **International award**: 24 Public School Infrastructure in Attica PPP project, worth €110 million, **among the best infrastructure projects worldwide.**

**General:**
✓ **First time at EU level** that PPP funding was a combination of EIB funds and funds of JESSICA, state aid approval by DG Comp.
✓ The first PPP projects completed: **7 fire stations throughout Greece were delivered.** Benefit to the public sector: €6.2 million, due to construction delay, in a project of 26 million – high quality results.
✓ In total **14 projects with contractors (signed/preferred bidders).**
✓ **Strong competition:** In 14 competitions, 79 bidders expressed interest in Phase A, while 44 submitted final binding offers.
✓ **Social acceptance:** In a recent public opinion survey, **64% prefer implementing PPP projects** as compared to 21% who prefer public process.
✓ **Strong institutional framework:** more than 60 favorable decisions of the Hellenic Council of State, contracts approval by the Court of Audit.
✓ Financing by the **Greek banking system.**
✓ Financing: **EU funds alongside private capital** – More Investments with less public resources.
PPP Competitions of solid waste management

"High environmental value Projects"

01. Western Macedonia
- Processing Unit Capacity: 400,000 tonnes per year
- Technology: Anaerobic Digester
- Main Results:
  - DOE funds: 120 million €
  - EU funds: 30 million €
- Operation period: 30 years
- Diversification of biogas targets
- In-depth implementation: 300% more than the reference level

02. Serres
- Processing Unit Capacity: 300,000 tonnes per year
- Technology: Biogas
- Main Results:
  - DOE funds: 50 million €
  - EU funds: 15 million €
- Operation period: 30 years
- Diversification of biogas targets
- In-depth implementation: 300% more than the reference level

03. Epirus
- Processing Unit Capacity: 250,000 tonnes per year
- Technology: Anaerobic Digester
- Main Results:
  - DOE funds: 75 million €
  - EU funds: 50 million €
- Operation period: 30 years
- Diversification of biogas targets
- In-depth implementation: 300% more than the reference level

04. Peloponessse
- Processing Unit Capacity: 150,000 tonnes per year
- Technology: Anaerobic Digester
- Main Results:
  - DOE funds: 30 million €
  - EU funds: 20 million €
- Operation period: 30 years
- Diversification of biogas targets
- In-depth implementation: 300% more than the reference level

05. Elia
- Processing Unit Capacity: 100,000 tonnes per year
- Technology: Anaerobic Digester
- Main Results:
  - DOE funds: 15 million €
  - EU funds: 10 million €
- Operation period: 30 years
- Diversification of biogas targets
- In-depth implementation: 300% more than the reference level

MINISTRY OF ECONOMY, DEVELOPMENT & TOURISM
SPECIAL SECRETARIAT FOR PUBLIC-PRIVATE PARTNERSHIPS

PPP Public & Private Partnerships

Nikos Sergis - PPP Executive
SPECIAL SECRETARIAT FOR PUBLIC-PRIVATE PARTNERSHIPS
Haiti
Ministry of Economy and Finance (HAITI) (MEF)
CENTRAL MANAGEMENT UNIT FOR PUBLIC-PRIVATE PARTNERSHIPS (UCGPPP)

CARACOL POWER PLANT MANAGEMENT IN PPP MODE

November 2017

Haïti within the Caribbean

INDUSTRIAL PARK IN THE NORTHERN REGION
The Caracol Park

The Caracol Industrial Park

**Inauguration**
October 22, 2012

**Cost**
241.5 millions USD

**Total area**
252 acres

**Construction**
8 industrial buildings
11300 m³ (in 2012)

**Job creation**
10,400 jobs, 60% women (in 2016)

Energy

UCGPPP-PPP November 2017
The Caracol Power Unit

- Power plant with a capacity of 10 MW to 35 MW
- Requirement to use renewable energies (solar and/or wind)
- Billing rates: 100%
- Recovery (collection) rate: 95%

Goals
- Increase the access of the population to electricity
- Make the investment profitable by instilling a culture of payment into users
- Balancing the service
- Reaching international standards
- Transfer of knowledge

Population Serviced

- The industrial park
- Localities of
  - Limonade
  - Terrier Rouge
  - Trou du Nord
  - Sainte Suzanne
  - Caracol

Future prospects:
- Fort Liberté
- Ouanaminthe
PPP Decisions

For the purpose of:
- Production
- Transportation
- Distribution
- Commercialization

Benefits of PPP

In terms of:
- Technicity
- Commercialization
- Social Acceptance (Impact & Behavior)
Technicity

- Supply 24/7
- Stable network at 98%
- Technical crew available for maintenance tasks over the network
- Monitoring and maintenance of the infrastructures of generation, transportation, and distribution
- Use of smart meters and modern circuit breakers

Commercialization

- Regular billing
- Use of billing software and subscriber management
- Schedule of invoice issuing
- Home-based recovery
- Commercial outsourcing granted to neighborhood committees
- Dimunition of illegal connections of meters
- Fraud finding procedure by a judge, and file of legal action against fraudsters.
Commercialization

<table>
<thead>
<tr>
<th>LOCALITY</th>
<th>CLIENTELE</th>
<th>PENETRATION RATES</th>
<th>HOUSEHOLDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CARACOL</td>
<td>1 834</td>
<td>70 %</td>
<td>2 600</td>
</tr>
<tr>
<td>TROU-DU-NORD</td>
<td>2 569</td>
<td>28 %</td>
<td>9 204</td>
</tr>
<tr>
<td>SAINTE-SUZANNE</td>
<td>131</td>
<td>2 %</td>
<td>5 560</td>
</tr>
<tr>
<td>TERRIER-ROGUE</td>
<td>912</td>
<td>14 %</td>
<td>6 326</td>
</tr>
<tr>
<td>LIMONADE</td>
<td>1 846</td>
<td>17 %</td>
<td>10 840</td>
</tr>
<tr>
<td>TOTAL</td>
<td>7 280</td>
<td></td>
<td>34 530</td>
</tr>
</tbody>
</table>

Social acceptance

- Taking into account of the population’s ability to pay
- Communication and awareness-raising about sustainable features of provided services
- Survey and meeting with neighbourhood commitee
- Plan for raising tariffs
Social impact

- Access/Electricity supply in 5 localities:
  - Caracol, Trou du Nord, Terrier Rouge, Sainte Suzanne, Limonade
- 7,800 households supplied with electricity
- Creation of additional activities
- Creation and supply of 1,000 micro and small and medium businesses in various sectors (Hospitality, restaurants, shops, food storage and supplies)
- Business in agriculture, agri-industries
- Universities, vocational centers

Social impact

- Access/Electricity supply in 5 localities:
  - Caracol, Trou du Nord, Terrier Rouge, Sainte Suzanne, Limonade
- 7,800 households supplied with electricity
- Creation of additional activities
- Creation and supply of 1,000 micro and small and medium businesses in various sectors (Hospitality, restaurants, shops, food storage and supplies)
- Business in agriculture, agri-industries
- Universities, vocational centers
# Social impact (2)

<table>
<thead>
<tr>
<th>Label</th>
<th>Before 2012</th>
<th>After 2012</th>
<th>Projection 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tariff</td>
<td>Fixed</td>
<td>Adjusted</td>
<td>Adjusted</td>
</tr>
<tr>
<td>Number of hours supplied</td>
<td>4 hours</td>
<td>24 hours</td>
<td>24h</td>
</tr>
<tr>
<td>Stability</td>
<td></td>
<td>98%</td>
<td>100%</td>
</tr>
<tr>
<td>Penetration rate</td>
<td>2%</td>
<td>28%</td>
<td>70%</td>
</tr>
<tr>
<td>Recovery (collection) rate</td>
<td></td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Customers relationships</td>
<td>manual</td>
<td>electronic</td>
<td>electronic</td>
</tr>
<tr>
<td>Type of meter</td>
<td>traditionnal meter</td>
<td>smart meter</td>
<td></td>
</tr>
</tbody>
</table>

# Social impact (3)

<table>
<thead>
<tr>
<th>Label</th>
<th>Before 2012</th>
<th>After 2012</th>
<th>Projection 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Billing method</td>
<td>None</td>
<td>Meters</td>
<td>Meters</td>
</tr>
<tr>
<td>Billing rate</td>
<td></td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Commercial service</td>
<td>Unavailable</td>
<td>Active</td>
<td>Active</td>
</tr>
<tr>
<td>Technical service</td>
<td>Unavailable</td>
<td>Active</td>
<td>Active</td>
</tr>
<tr>
<td>Accounting service</td>
<td>Unavailable</td>
<td>Active</td>
<td>Active</td>
</tr>
<tr>
<td>Number of active suscriber</td>
<td>200</td>
<td>7800</td>
<td>21000</td>
</tr>
<tr>
<td>Supplied town</td>
<td></td>
<td>5</td>
<td>7 Fort Liberté Ouanaminthe</td>
</tr>
</tbody>
</table>
### Replicability

<table>
<thead>
<tr>
<th>Town</th>
<th>Companies</th>
<th>System</th>
<th>Clients</th>
<th>Population</th>
<th>Working</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jean Rabel</td>
<td>SIGORA</td>
<td>Hybrid</td>
<td>900</td>
<td>4500</td>
<td>Since...</td>
</tr>
<tr>
<td>Mole St Nicolas</td>
<td>SIGORA</td>
<td>Hybrid</td>
<td>1100</td>
<td>5500</td>
<td></td>
</tr>
<tr>
<td>Pico Islands</td>
<td>SIGORA</td>
<td>Solar</td>
<td>50</td>
<td>250</td>
<td></td>
</tr>
<tr>
<td>Les Anglais</td>
<td>Earth Spark</td>
<td>Hybrid</td>
<td>450 (20 commercials)</td>
<td>6000</td>
<td>To restore</td>
</tr>
<tr>
<td>Les Coteaux</td>
<td>ENRECA</td>
<td>Hybrid</td>
<td></td>
<td></td>
<td>To restore</td>
</tr>
<tr>
<td>Tiburon</td>
<td>Earth Spark</td>
<td>Hybrid</td>
<td>In progress</td>
<td>6000</td>
<td>To restore</td>
</tr>
</tbody>
</table>

---

**Ministry of Economy and Finance (MEF/Haiti)**

**Central Management Unit for Public-Private Partnerships (UCG PPP)**

ucgpppmef@yahoo.fr

(+509) 2992-1095
Morocco
Context encouraging the development of PPPs in Morocco

- Accelerate the rhythm of implementing economic and social development programs and developing infrastructure to enhance competitiveness, improve the quality of life of citizens and achieve a harmonious regional balance;

- Improving the business climate to increase the attractiveness of investors through the reinforcement of governance, transparency, the development of public-private partnerships and the improvement of alternatives for the settlement of disputes by relying on a complete legal arsenal of public procurement;

- Improve the quality of public services and facilitate access for all;

- Establish public governance based on results, cost control, performance improvement and increased profitability.
public investment: sustained rate of growth

- Investments made by Public Establishment and Enterprises (PEE) have increased from 32.3 billion dirhams in 2005 to 79.4 billion dirhams in 2015 and 72.7 billion dirhams in 2016 consequently attaining an average annual growth rate of 9.4%.
- In terms of Closing forecasts at the end of 2017, investments of PEE would exceed 80,000 MDH.

Need to develop mechanisms for partnership between public and private sectors as an alternative to realize, finance and operate public services and infrastructures
**Legal framework of PPP contracts in Morocco**

- **Signature of the Memorandum between the MEF and the IFU**: October 2011
- **Discussion and dialogue with certain public bodies and organizations**: June 2012
- **Transmission of the law formally to the GGS**: December 2012
- **Parliamentary Discussion**: December 2014
- **Publication of the law in the OIB**: January 2015

**Regulatory framework**

- **December 2010**: Technical assistance of EPEC to draft the Law
- **February 2012**: Consultation with the MEF departments to enrich and finalize the Law
- **November 2012**: Approval of the law by the Governing Council
- **February 2014**: Enactment of Law No. 86-12 relating to PPP contracts
- **January 2015**: Support from the IDB and the firm Dentons in the implementation of the decree
- **December 2013 - March 2014**: Publication of draft decree in the GGM website
- **June 2015**: Publication of the decree in the OIB

**Institutional Framework**

- **1st June 2015**: Decree No. 2-15-45 to set up a steering committee
- **21 September 2015**: Order No. 6397 to set up the PPP Commission
- **28 November 2015**: Decree No. 2-14-967 on National Commission of Public operations
- **15 February 2016**: Order No. 4075-15 to set up PPP Division

---

**Main contributions of the new law on PPP**

- **Risk Sharing**: Identify potential risks throughout the Project cycle, including Operations and allocating those risks to the partner judged best able to support their cost
- **Remuneration**: Possibility for the private partner to be remunerated by the public entity based on the service effectiveness and according to predefined performance indicators
- **Securities**: Granting securities to financial institutions over assets acquired or realized within the project in accordance with the regulations
- **Substitution**: Mechanism used in the case of a defaulting private partner, Firstly aims to ensure continuity of a public service, and secondly to reassure funders about the certainty of debt recovery
- **Disputes**: recourse to conciliation, mediation, arbitration and jurisdictional
PPP Governance

**PPP Commission**
- **(8) Members:**
  - (6) MEF, including the president;
  - (4) Line ministries
  - The report of the screening assessment to ensure the opportunity to realize the PPP project;
  - Any proposals or recommendations relating to PPP contracts;
  - All questions related to PPP contracts;
  - Any proposals / recommendations on improving PPP regulatory framework

**National commission of the public procurement (CNCP)**
- **(13) Members**:
  - (9) members chosen among the personalities known for their experience
  - (3) members named among the professionals.
  - Authority for administrative appeals within the SOE responsible for examining applications from candidates and contract awardees

**Steering committee of the PPP project**
- **(8) Members**:
  - (5) representatives of the project authority;
  - (2) representatives of the MEF
  - Created within the public entity in charge of the PPP project.
  - Supersession of the procurement procedure of the PPP contract;
  - Possibility to appoint sub-committees to carry out specific tasks.

**Assessment for PPP option diagram**

- Competent authority concerned
- Preliminary assessment report
- Minister of Finance
- PPP’s commission
- Procurement procedure:
  - Competitive dialogue
  - Tender process
  - Negotiated procedure
- Notification of decision

**Organization of PPP Division**

- Division of Public Private partnership
- Department of Monitoring
- Department of Assistance and PPP Project structuring
- Department of Studies and Assessment

**Legal, Institutional and Operational Framework for PPPs**

Dissemination of good practices through the development of guidelines and methodological notes which highlight the key elements of preparation and implementation of PPP projects

**Good Practice Guide**

**Assessment for PPP option Guide**

**Minimum Clauses Guide**

**Spontaneous Offer Plan**

**Note on Competitive Dialogue**

**Guide on VFM methodology**
Projects executed with the participation of private sector before the introduction of the new legal framework

Energy
- Jorf Lasfar
  - Power installed: 1,320 MW = 36% of energy
- Wind farm of Koubia Elbada
  - Power installed: 50 MW
- 1st tranche of the Ouarzazate solar energy project
  - Power installed: 384 MW = 8% of energy
- Tahaddirt thermal power station
  - Power installed: 700 MW

Transport
- Public transport Rabat/Sale
  - 391 bus
  - 719,000 users
- Tramway Rabat/Sale
  - 19 km
  - 35 stations

Irrigation
- Irrigation El Guerdane
  - 987 MDH
  - 10,000 ha
  - 45 Mm³ of water distributed for the benefit of 670 farmers

Distribution
- Water and Electricity supplies
  - Tangier/Tetouan
  - 700,000 people
  - 111,000 users

Morocco's successful PPP experience

Irrigation project El Guerdane (Out of scope of the law n°86-12)

Presentation of the perimetere El Guerdane
- El Guerdane sector is situated in the plain of Souss, near Taroudant;
- 14,000 ha which 80% constituted by orchards of citrus fruits;
- Modern sector where farms have reached very high technical levels;
- Provides 62% of the citrus production in the Souss region (60% of national production);
- Irrigation based on pumping from the groundwater;
- The importance of water withdrawals has led to a continuous decline in the water table (1.5 to 2 m per year).

The consistency of the project
The project consists in transferring 45 million m³ volume of water from the AOULOUZ dam to 10,000 ha of plantations in the area (670 farmers).
The main components of the projects:
- A 90-km underground pressure pipeline;
- An under pressure irrigation distribution network (2 bar) over 300 km;
- Setting up 430 of irrigation borders.
- The adopted irrigation system is a located irrigation (drip).

Main results
- Reduction of the global cost of the government financial support compared with a classic public plan;
- Reduction of the water price;
- Operation risks are transferred to the private partner.
PPP Projects in feasibility study stage

Irrigation by desalination of the sea water in the plain of Chouka Ait Baha

Purpose of the project: financing, design, construction and operation of the desalination infrastructure in the plain of Chouka Ait Baha.

Expected targets
- Secure the irrigation water supply of the zone of Chouka by the contribution of the water desalinated in substitution in the takings on the groundwater.
- Maintain the agricultural activity in place in particular export crops with high added value (greenhouses, localized irrigation, packaging stations...).
- Protect the aquifer and avoid the major environmental risks on all the zone.
- Maintain the rank of Morocco in the overseas markets.

Project cost
- The cost of the initial investments is estimated in approximately at 2,5 - 2,7 MMDH.
- Irrigable surface: 13,600 ha (ultimately).
- Project beneficiaries: 1000 farmers.

Institutional arrangements
The private operator will have in charge to finance, design, build and manage the infrastructures of desalination and irrigation during a period of 30 years.

Financial arrangements
Considering the high cost price of the desalinated water, the government will support a part of the cost of the infrastructures of desalination and irrigation to apply a price list covering operating charges acceptable by the farmers.

Status report
Contract awarded

Moroccan experience in Public Private Partnership

Zoom: Moroccan Agency for Sustainable Energy (MASEN) (Out of scope of the law nº86-12)

Noor I
First phase
Ouarzazate site:
Noor I
160 MW
Starting in February 2016
6,800 MDH
Noor II
200 MW
Starting in 2017
16,500 MDH
Noor III
150 MW
Starting in 2017
Noor IV

170 MW
- 80 MW in Laayoune
- 70MW in Ouarzazate
- 20 MW in Boujdour

Invitation to tender currently being finalized
2,030 MDH

MASEN started the qualification of several sites, especially Midelt site for a global capacity to reach 800 MW. Competitive tendering procedure and financing diligences has already started.
PPP Projects in feasibility study stage

**Purpose of the project:** The project aims to co-finance, design, build and operate a desalination plant and an infrastructure of irrigation in the area of the project.

**Expected targets**
- Creation of wealth with a production of about 500,000 tons of market gardening for an added value of 500 MAD per year;
- Job creation estimated about 10,000 permanent jobs;
- Contribution to the preservation and the sustainability of the groundwater.

**Project cost**
- The cost of the project is estimated at 1.7 MMDH, which includes:
  - The realization of the desalination station of sea water and its wind farm (1.4 MMDH) intended to meet its needs of energy;
  - Building and maintenance of irrigation network (300 MDH)

**Project beneficiaries**
- Farmers and private operators

**Irrigable surface**
- Estimated at 5000 hectares in Ed Dakhla Oued Eddahab’s area.

**Institutional and legal arrangements**
- **PPP contract** for financing, design, construction, operation, maintenance and management of the infrastructures of desalination;
- **Delegated management contract** for the delegation of the public service of the irrigation network.

**Contract term**
- 22 years of term (including 2 years for building)

**Status report**
- Decision MEF for notified PPP

---

International University of Rabat

**The financial setup**
- First public-private partnership in the field of higher education and research
- Private University under Law No. 01-00
- Conclusion of a development contract with the state as part of the emergency program
- Investment of 1.2 billion DH over 5 years
- Creation of 300 direct jobs over 5 years

**Donors**
- Moroccan State
- Caisse de Dépôt et de Gestion
- Banque Centrale Populaire
- MCMA (Assurance)
- Etc
PPP Projects in feasibility study stage

Zoom: Project of implementation of a pharmaceutical unit (under the law n°86-12)

Purpose of the project: Implementation of a pharmaceutical unit of production of serums, vaccines and organic products in Morocco within the framework of a Public Private Partnership (PPP), planned by the law n° 86-12 concerning the public-private partnership

Expected targets

- Ensure local production to satisfy the need for serums, vaccines and other biological products that comply with international safety and efficiency standards and regulations, and that remain accessible to the population.
- Respond, in the short term, to the national, medium and long-term needs of the region (Africa and the Middle East)
- To meet certain national needs in anti-venom serum (vipers and scorpions) because of the specificity of venomous species of the Moroccan fauna.

Production needs

- Serums (anti-tetanus serum, anti-rabies serum, anti-viperin serum, anti-scorpion serum ...),
- Vaccines (vaccines of the national immunization program, BCG vaccine, DT, rabies)
- And biological products (live BCG, tuberculin) which present a major public health issue.

Status report  Assessment for PPP option in progress.

Construction and Exploitation Project of the new Port of Kenitra Atlantic

First phase

- A main dam of 2660 ml at -20.5m / zh
- A secondary dam of 765 ml
- 1 quay for road traffic from 240ml to -14m / zh
- 1 quay for cereals 250ml - 16m / zh

5 billion DH financed by the BGE

Studies of the project

- Definition of forecast traffic and study of needs (completed)
- Mass Plan Study and Site Acknowledgments (completed)
- Summary Preparatory Study and Economic Feasibility Analysis (completed)
- Assessment for PPP option (in progress)

Second phase

- 2 quays for ores with a linear of 260m each at -16m / zh
- 1 quay for sugar of length from 250ml to -16m / zh
- 3 quays for various traffic making 200ml each - 12m / zh
- 1 port refined hydrocarbons at -16.5 m / zh
- A shipbuilding and ship repair yard
- Several protective riders, who will be transformed into additional docks

3 billion DH financed through the PPP

Cost of project

800 Millions EUR

Project site

- The site is located in Oulad Bel Assal, 24 km north of the mouth of Oued Sebou
- This site is characterized by: The availability of sufficient land ashore (2000 ha); the proximity of the railway line; the proximity of the A1 motorway along the coastline and the Bathymetric Line -20m to 2 km from the coast
Pipeline of PPP projects

**AIRPORT SECTOR (F-A)**
- Aerocity at the airport of Benslimane
- Airport for business aviation at Tiz Mellil
- Implementation of a platform any cargo
- New Marrakech Menara Airport

**AGRICULTURE SECTOR (L-A)**
- Desalination for irrigation in Dachla area
- Desalination for the irrigation in Ochouka area
- Building and operating irrigation infrastructures in Sais area

**ROADS SECTOR (A)**
- Testing and certification laboratory
- Management of the activity of the centers of registration
- Installation and management of stationary speed monitoring systems

**LOGISTIC SECTOR (F)**
- Logistic zone of Deroua
- Logistic zone of Oulad Saleh
- Logistic zone of Nouaceur
- Logistic zone of Lakhyayata

**MOTORWAY SECTOR (A)**
- Tanger-Tétouan
- Nadur et Nadar West Port
- Guerif-Nador
- Continental road Rabat-Casablanca
- Marrakech-Safi
- Marrakech-Beni Mellal
- East bypass of Marrakech
- Agadir-Guelmim

**HEALTHCARE SECTOR (F-A-I)**
- Production of serums, vaccines and biological products
- Radiology and diagnostic imaging
- Upgrading of reception areas of hospitals
- Dialysis centers

**RAIL SECTOR (L-F)**
- High-speed line (UGV)
- Khouribga-Beni Mellal line
- Tanger-Melloussa-Tétouan line
- Casablanca regional passenger transport (RER)

**PORT SECTOR (F-A)**
- Atlantic port of Kenitra
- Marinas
- Energy port of Jarf Laftar
- Atlantic port of Dachla

**Conclusion**

**PPP Key success factors:**

- Well-prepared project
- Thoroughness and clarity of concluded contract terms
- Convergence of expectations of concerned parties

There is no PPP project in itself, there is only public investment projects which can or not be designed using PPP mode

The PPP mode will not make better a not viable socially and economically project
Thanks for your attention

Tel.: 05.37.68.93.03 / 04
Fax: 05.37.68.93.47
Site Web: www.finances.gov.ma
Email: depp@depp.finances.gov.ma
Paraguay
Public Private Partnerships Working Party
People First PPPs, UNECE
Geneva, November 2017

PUBLIC INVESTMENT LEGAL FRAMEWORK—CONTRACT MODALITIES

- LAW 5.102/13 y 5567/15 PPP
- LAW N° 5.074/13 y 5.396/15 PROVIDER FINANCING
- LAW N° 3.009/06 INDEPENDENT PRODUCTION AND TRANSPORT OF ELECTRIC POWER
- LEY N° 2.051/03 TRADITIONAL PUBLIC WORK
- LAW N° 1.618/00 CONCESSIONS
- LAW N° 117/91 JOINT VENTURES
Legal Framework of PPPs in Paraguay

- Law 5102/2013 (The PPP Law)
- Regulatory Decree 1350/2014
- Constitution of Paraguay (1992)

PPP fit for purpose’s criteria

- Accessibility
- Equity
- Efficiency
- Effectiveness
- Sustainability
- Replicability

NATIONAL DEVELOPMENT PLAN
PARAGUAY 2030

PLAN NACIONAL DE DESARROLLO CONSTRUYENDO EL PARAGUAY DEL 2030

COMISIÓN ODS PARAGUAY 2030
HACIA UN DESARROLLO SOSTENIBLE E INCLUSIVO
## National Development Plan

### 2014 - 2030

<table>
<thead>
<tr>
<th>Strategic Axis</th>
<th>Cross Lines</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Equal opportunities</td>
</tr>
<tr>
<td>Poverty</td>
<td>Equitable social development</td>
</tr>
<tr>
<td>reduction</td>
<td>Quality social services</td>
</tr>
<tr>
<td>and social</td>
<td>Participatory local development</td>
</tr>
<tr>
<td>development</td>
<td>Adequate and sustainable habitat</td>
</tr>
<tr>
<td>Inclusive</td>
<td>Employment and social security</td>
</tr>
<tr>
<td>economic</td>
<td>Competitiveness and innovation</td>
</tr>
<tr>
<td>growth</td>
<td>Regionalization and productive</td>
</tr>
<tr>
<td></td>
<td>diversification</td>
</tr>
<tr>
<td>Placing</td>
<td>Foreign investments attraction,</td>
</tr>
<tr>
<td>Paraguay in</td>
<td>boost foreign trade and Contry</td>
</tr>
<tr>
<td>the world</td>
<td>image</td>
</tr>
<tr>
<td></td>
<td>Regional economic integration</td>
</tr>
<tr>
<td></td>
<td>Sustainability of global habitat</td>
</tr>
</tbody>
</table>

**NDP Paraguay 2030**

- Local Development Plans
- National Budget
- 92% SDG
### PPP Projects in Paraguay

#### Public Initiatives

<table>
<thead>
<tr>
<th>Description</th>
<th>Number of Projects</th>
<th>Preliminary Investment Amount USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signed Contract (Highways N. 2 &amp; 7).</td>
<td>1</td>
<td>507,000.000</td>
</tr>
<tr>
<td>Bid Evaluation of Offers (Airport Silvio Pettirossi).</td>
<td>1</td>
<td>132,000.000</td>
</tr>
<tr>
<td>In Study (Waterway, Highway N. 1 &amp; 6, Santitiation of Alto Paraná).</td>
<td>3</td>
<td>2,206,480.000</td>
</tr>
<tr>
<td>Redirected (not suitable for PPP) (2 Santitaios Projects, 2 Prisons, 1</td>
<td>5</td>
<td>-</td>
</tr>
<tr>
<td>Commuter Rail - through Law 5.074/14, so-called “Turnkey Projects”).</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td><strong>10</strong></td>
<td><strong>2,845,480.000</strong></td>
</tr>
</tbody>
</table>

#### Private Initiatives

<table>
<thead>
<tr>
<th>Description</th>
<th>Number of Projects</th>
<th>Preliminary Investment Amount USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>In study &amp; with Confidentiality Clause Art. 51 PPP Law.</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>Dismissed (Electricity Transportation, Prisons, Truck Weighing,</td>
<td>15</td>
<td>-</td>
</tr>
<tr>
<td>Highways, etc., for not begin suitable for PPP or not meeting presentation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>requirements).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Withdrawn Proposals by Benito Roggio &amp; Tape Porá (due to aspects of the</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>Economic-Financial Plan).</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td><strong>19</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>29</strong></td>
<td><strong>2,843,480.000</strong></td>
</tr>
</tbody>
</table>
Republic of Korea
Introduction to Korea’s Public-Private Partnership

History of the Korea’s PPP Act

- Legal framework is the most important government's support in reducing risks and uncertainties surrounding PPPs.
- Through revision of the PPP Act in 2005, the focus of PPP shifted from transportation facilities to social infrastructure.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The Act on Promotion of Private Capital into Social Overhead Capital Investment</td>
<td>The Act on PPP in Infrastructure</td>
<td>The Act on PPP in Infrastructure</td>
</tr>
</tbody>
</table>
| • Introduction of PPP legal framework | • Government support measures  
• Risk sharing mechanism  
• Unsolicited proposals | • Introduction of BTL  
• Diversification of PPP Project facility types  
• school, waste, sewage, military APT etc. |
Legal Framework of PPP system in Korea

- The PPP Act and its Enforcement Decree regulate PPP projects
- The Basic Plan for PPP gives direction to government policy.
  - Implementation procedures, rights and obligations, risk sharing mechanism
- The PPP Act is a special act that precedes other acts.
- Exempts PPP projects from strict regulation

PPP in Korea so far (1)

- 702 projects implemented (worth 100 bil $)
- PPP investments has contributed to overcoming economic crisis by bridging the funding gap for needed infrastructure.
### BTO & BTL

<table>
<thead>
<tr>
<th></th>
<th>Build-Transfer-Operate</th>
<th>Build-Transfer-Lease</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Applicable facility type</strong></td>
<td>Facilities where investment costs can be collected (recovered) by levying user fee (Express Road, Seaport, Subway etc.)</td>
<td>Facilities where investment costs can't be collected (recovered) thru levying user fee. (schools, military facilities, library etc.)</td>
</tr>
<tr>
<td><strong>Investment collection</strong></td>
<td>User fee (payment by beneficiary principle)</td>
<td>Government's rent (Burden on Public Finance)</td>
</tr>
<tr>
<td><strong>Risk</strong></td>
<td>High risk, high return (IRR &gt; 5.0%)</td>
<td>Low risk, low return (IRR &lt; 3.0%)</td>
</tr>
<tr>
<td><strong>Budget support</strong></td>
<td>&lt;during construction&gt;</td>
<td>&lt;during construction&gt;</td>
</tr>
<tr>
<td></td>
<td>• construction subsidy (30~50% of total investment cost)</td>
<td>&lt;during operation&gt;</td>
</tr>
<tr>
<td></td>
<td>• 100% of the land acquisition cost</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&lt;during operation&gt;</td>
<td>• government's rent (payment)</td>
</tr>
<tr>
<td></td>
<td>• MRG (Min. Revenue Guarantee) Payouts (abolished in 2009)</td>
<td>(equiv. to total investment cost)</td>
</tr>
<tr>
<td><strong>Results</strong></td>
<td>225 PJs, 71.5 Tril. KRW</td>
<td>452 PJs, 28.5 Tril. KRW</td>
</tr>
</tbody>
</table>
## BTO & BTL

<table>
<thead>
<tr>
<th>applicable facility type</th>
<th>Build-Transfer-Operate</th>
<th>Build-Transfer-Lease</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Image 1]</td>
<td>[Image 2]</td>
<td>[Image 3]</td>
</tr>
<tr>
<td>[Image 4]</td>
<td>[Image 5]</td>
<td>[Image 6]</td>
</tr>
<tr>
<td>[Image 7]</td>
<td>[Image 8]</td>
<td>[Image 9]</td>
</tr>
<tr>
<td>[Image 10]</td>
<td>[Image 11]</td>
<td>[Image 12]</td>
</tr>
</tbody>
</table>
Tajikistan
PUBLIC PRIVATE PARTNERSHIP IN TAJIKISTAN

Legal acts that have been adopted for the PPP development

PPP Law approved December 28, 2012

Government Regulation "On the determination of the authorized government body on PPP of the Government of the Republic of Tajikistan» № 250, June 3, 2013,

Government Regulation "On the establishment of the State Institution"Projects implementation Unit of PPP» July 2, 2013, № 289

Government Regulation "About Public-Private Partnerships Council» July 2, 2013, № 290
PUBLIC PRIVATE PARTNERSHIP IN TAJIKISTAN

INSTITUTIONAL MECHANISM OF PPP

GOVERNMENT OF THE REPUBLIC OF TAJIKISTAN

PPP COUNCIL

AUTHORIZED GOVERNMENT BODY-SCISPM-PPP CENTER

THE LINE MINISTRIES AND AGENCIES, WHICH IMPLEMENT PPP PROJECTS AND AGREEMENTS (CONTRACTING AUTHORITIES)

PUBLIC PRIVATE PARTNERSHIP IN TAJIKISTAN

KEY FUNCTIONS OF PPP COUNCIL

TO CONSIDER THE ISSUES ON THE PPP PROVIDED BY THE AUTHORIZED GOVERNMENT BODY

TO CONSIDER OF INITIAL PROJECT PROPOSALS SUBMITTED BY THE CONTRACTING AUTHORITIES

SUBMISSION TO THE GOVERNMENT SPECIFICATION OF THE LIST OF INFRASTRUCTURE FACILITIES AND SOCIAL SERVICES TO WHICH THIS LAW SHALL NOT BE APPLIED
PUBLIC PRIVATE PARTNERSHIP IN TAJIKISTAN

KEY FUNCTIONS OF PPP COUNCIL

TO HARMONIZE AND PROVIDE ASSISTANCE TO CONTRACTING AUTHORITIES ON PARTNERSHIP PROJECTS

TO DEVELOP TECHNICAL AND METHODOLOGICAL TOOLS FOR A PARTNERSHIP PROJECTS

TO REVIEW THE PRIMARY FEASIBILITY STUDIES PROVIDED BY THE CONTRACTING AUTHORITY

PUBLIC PRIVATE PARTNERSHIP IN TAJIKISTAN

Flow chart of procedures in the PPP Act

Abbreviations: PPP – Public private partnership; CA – contracting authority; AGB – Authorized governmental body; PPPC – Public Private Partnership Center; IPP – Initial project proposal; FS – feasibility study; BD – Bidding documents; PSB – Pre-selected bidders; EOI – Expression of interest; PS – Private sector

1. Ask the approval for undertaking or order Preliminary FS
2. Preparation of IPP Preliminary FS
3. Preparation of final feasibility studies
4. Approval for undertaking or order Preliminary FS
5. Review and making recommendations
6. Recommendations
7. Review
8. Move to the next stage
1. Reconstruction and Management of kindergartens in Dushanbe city. Agreement between the customer organization, Ministry of Energy and Water Resources and Private Partner LLC "Boychechak", mechanism of BOT (Build-Operate-Transfer) model, amount 8 million somoni, term 10 years.

2. Construction of Power Transmission to FEZ "Dangara" Agreement between customer organization, Ministry of Energy and Water Resources and Private Partner "Shanxi Coal Corporation" of Chinese People's Republic, the project term 8 years, and amount of cost $22.8 million.

3. "Establishment of the Center for Combating the Hepatitis Virus" Agreement between the Ministry of Health and Social Protection and LLC "Tajikinnovation" project timeline 15 years, and amount of project 20 million somoni.
PUBLIC PRIVATE PARTNERSHIP IN TAJIKISTAN

CURRENT ACTIVITIES OF PPP CENTER

- Development draft of bylaws on PPP implementation
- Identification of PPP pilot projects based on PPP selection criteria

PUBLIC PRIVATE PARTNERSHIP IN TAJIKISTAN

NEXT STEPS ON PPP IMPLEMENTATION

- Establishment of projects development fund
- Establishment of a register of potential projects
- Implementation of PPP pilot projects
PUBLIC PRIVATE PARTNERSHIP IN TAJIKISTAN

NEXT STEPS ON PPP IMPLEMENTATION

CAPACITY BUILDING OF GOVERNMENT SERVANTS, PRIVATE SECTOR ON PPP ISSUES THROUGH WORKSHOPS, AND EXPERIENCES SHARING WITH THE EMERGING PPP COUNTRIES

DEVELOPMENT OF PPP PROJECTS AND CAPACITY BUILDING OF PPP CENTER STAFF

PUBLIC PRIVATE PARTNERSHIP IN TAJIKISTAN

THANKS FOR YOUR ATTENTION!

STATE INSTITUTE «PROJECTS IMPLEMENTATION UNIT OF PUBLIC PRIVATE PARTNERSHIP»

E-mail: ppp@info.tj
web: www.ppp.tj

Tajikistan
Turkey
Turkey’s PPP Set-Up

- PPP projects approved by High Planning Council,
- Coherent with 5 Year Development Plan and strategic documents,
- Investments done by PPP if VfM provided,
- Economic, social, legal and financial feasibility study for PPPs,
- EIA needed for project approval.

PPP Investment/Public Investment Ratio

PPP Investments / Public Investments*

*Excluding local governments’ investments
### Turkey’s PPP Experience

<table>
<thead>
<tr>
<th></th>
<th>Project in Operation</th>
<th>Project in Financial Close or Under Construction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Projects</td>
<td>187</td>
<td>34</td>
<td>221</td>
</tr>
<tr>
<td>Project Investment Value</td>
<td>20.2 billion $</td>
<td>39.9 billion $</td>
<td>60.1 billion $**</td>
</tr>
<tr>
<td>Project Contract Value*</td>
<td>54.5 billion $</td>
<td>76.9 billion $</td>
<td>131.4 billion $**</td>
</tr>
</tbody>
</table>

*Investment Value + Transfer of Operating Rights Fees paid by the private sector ** In 2017 prices

---

### Recent Projects Serving SDGs

- [Image of a recent project serving SDGs]
- [Image of another recent project]
- [Image of a third recent project]
Eurasia Tunnel

- Model: BOT
- Investment cost $1.4 billion
- Capacity: 5,500 m tunnel, 20 km's in total
- Construction Period: 4.5 years; in operation by 2016,
- Operation Period: 24.5 years (bidding criteria).

Eurasia Tunnel

- Connecting the European and Asian sides of Istanbul under the Istanbul Strait (*Increases access* by easy and fast transport)
- Decreases CO. emissions (*Care with environment*, less traffic congestion, shorter distance, attracts traffic from the bridges)
- Resistant to earthquakes, where Istanbul is too risky in terms of *earthquakes (resilient infrastructure)*
- Time saving, economically feasible, provides value for money, has reached 2/3 capacity in a year (*economic effectiveness*)
Health Campuses

- Turkey aims to increase the quality of health services,
- Turkey aims to provide 28 beds per 10,000 people until 2018,
- There are totally 29 PPP (BLT) projects which are authorized by the High Planning Council,
- The 21 of 29 projects’ contracts are signed, 16 are financially closed.
- Total bed capacity is 37,741 for authorized 29 PPP projects.

Health Campuses

- 4 campuses are already in operation (4030 beds),
- Increases access and equity,
- Replicable and scalable (used for 29 projects),
- Resilient and environment friendly (trigeneration system, resistant to earthquakes, water recycling)
Ukraine
Strategies and Projects contributing to the UN Sustainable Developments Goals

UKRAINE

- The first draft of the national report “SDGs-Ukraine” (December 2016)
- Expert discussion of the draft national report (December 2016 - January 2017) and finalization of the national report “SDGs-Ukraine” (May 2017)
- Approval of the National Report “SDGs: Ukraine” at the high-level group meeting (July 18, 2017)
- Launching of the national report “C4R Ukraine” (June-July 2017)

Analysis of state strategic documents in terms of their sustainability by SDGs has been prepared by the Institute of Social & Economic Research under support of UNDP and presented to ministers, experts and Civil Society.

The first draft of the national report “SDGs-Ukraine” (December 2016)

- Sustainable Development Strategies up to 2030 based on SDGs was prepared by UNDP Ukraine, adopted by the City Council and presented at UNDP events in Barcelona & Hong Kong.
- “Sustainable and Smart Cities of Ukraine” has been established on the initiative of Chernihiv City

Current PPP Activities in Ukraine

- PPP Law: adopted
- Draft of the Concession Law: Methodological Recommendations on PPP Efficiency Analysis are under preparation
- New comprehensive version of the PPP Law was prepared by People’s Deputies with assistance of USAID Project “P3DP” and the Ministry of Economic Development & Trade and adopted by Verkhovna Rada. The Law came into force in May 2016
- Modern procedures of analysis of efficiency of PPP projects and Step-in-Rights were prepared by the Ministry of Economic Development & Trade with assistance of the World Bank and adopted by the Government in November 2016 and April 2017 respectively
- The draft of Concession Law replacing the current 4 special concession laws was prepared by the Ministry of Economic Development & Trade with assistance of EBRD. Amendments to Primary Legislation in the context of Concession Law are under preparation
# Ukraine

## Strategies and Projects contributing to the UN Sustainable Developments Goals

### ATTRACTIVENESS OF THE CURRENT PPP LEGISLATION

<table>
<thead>
<tr>
<th>Innovative approach</th>
<th>Guaranties to Private Partners</th>
<th>Stimulation of Private Initiatives</th>
<th>Opportunities to implement projects based on SDGs</th>
<th>Inclusivity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity to use different contract forms for PPP projects (including mix agreements).</td>
<td>International Arbitrage</td>
<td>Clear and transparent Procedure for Unsolicited Proposals</td>
<td>Opportunities for State Support of PPP projects:</td>
<td></td>
</tr>
<tr>
<td>Possibility for state and municipal enterprises to take part in the PPP agreement on a public partner’s side</td>
<td>Wide opportunities for a state support (should be further developed)</td>
<td>State Guarantees (procedure is under development):</td>
<td>Transparency of PPP project initiation and implementation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Possibility to have in private ownership the objects to be created (build) in the framework of PPP agreement (during its term)</td>
<td>Opportunity to compensate expenses of private business for unsolicited proposals preparation (up to 2.5% of the Project Cost)</td>
<td>Obligations to publish information on results of PPP initiatives consideration</td>
<td></td>
</tr>
</tbody>
</table>

### FIRST PPP PROJECTS

<table>
<thead>
<tr>
<th>Name</th>
<th>Initiators</th>
<th>Current state of consideration</th>
<th>Consultants / sponsors</th>
<th>Orientation on SDGs</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Energy Bridge: Ukraine - EU&quot; – EURO 249.5 mln</td>
<td>Polenergia (PL); ICF (US); IDL Trading; Westinghouse Electric Solution Sweden AB</td>
<td>Decision on implementation of PPP was adopted by the Ministry of Fuel and Energy Tenders is in the process of preparation</td>
<td>Deloitte &amp; Touche LLC, Baker McKenzie, Mastroianni, Academy of PPP, Fortum Power and Heat</td>
<td></td>
</tr>
<tr>
<td>Concession of Chornomorsk Ferry Terminal</td>
<td>Ministry of Infrastructure</td>
<td>Pre-Feasibility Study was prepared and approved</td>
<td>Atkins, EY, MDS Transmodal, Tebodin</td>
<td></td>
</tr>
<tr>
<td>Concession of SE &quot;SC &quot;Oliva&quot;</td>
<td>Ministry of Infrastructure</td>
<td>Pre-Feasibility Study was prepared and approved with assistance of BIRD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concession of SE &quot;Kherson Sea Commercial Port&quot; 3 variants (USD 30.85 mln; USD 24.85 mln; USD 44.15 mln)</td>
<td>Ministry of Infrastructure</td>
<td>Pre-Feasibility Study was prepared and approved with assistance of EBRD</td>
<td>Royal Haskoning, Rebel, Infomark, Jurimex</td>
<td></td>
</tr>
<tr>
<td>Construction of a new Lviv detention center facility and a hospital institution as part of the investment project for the transfer of Lviv penal facility - USD 21.7 mln</td>
<td>Pivataz Holdings Limited, LOG-TPF Group, Global Development</td>
<td>Unsolicited proposal was submitted to the Ministry of Justice of Ukraine and is under consideration</td>
<td>Initiator of the Project</td>
<td></td>
</tr>
<tr>
<td>Creation of a system of video-recording of traffic violations in the automatic mode in Kyiv – USD 2.37 mln</td>
<td>Safe Roads of Ukraine</td>
<td>Under consideration of Kyiv City Council</td>
<td>Academy of PPP</td>
<td></td>
</tr>
</tbody>
</table>

Some local PPPs are on the stage of preparation – need evaluation.
# Ukraine

## Strategies and Projects contributing to the UN Sustainable Developments Goals

### CANDIDATES TO PUBLIC FIRST PPPs

<table>
<thead>
<tr>
<th>Projects</th>
<th>Increasing access to essential services and lessen social inequality &amp; injustice</th>
<th>Enhance resilience and more care with the environment</th>
<th>Improve economic effectiveness</th>
<th>Promote replicability and the development of further projects</th>
<th>Fully involve all stakeholders in the projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Energy Bridge: Ukraine- EU”</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concession of Chornomorsk Ferry Terminal</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Concession of SE “SC “Olvia”</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Concession of SE “Kherson Sea Commercial Port”</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Livv detention center facility and a hospital</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>System of video recording of traffic violations in the automatic mode in Kyiv</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Pre Feasibility Studies

- **Concession of Chornomorsk Ferry Terminal**
  - The Terminal serves railway ferries and Ro-Ro vessels and handled 17 min tons in 2016.
  - It's a specialized terminal with diversified cargo flow mostly represented by perishable food products, wood, building materials and other cargos in small batches.
  - The analysis of Mediterranean and Baltic Sea ferry terminal operations showed that extra revenues are earned by additional services.
  - The Project aimed at improving the management with estimated CAPEX of 55 min needed to provide additional services.

- **Concession of SE “SC “Olvia”**
  - Existing in 2016 the Port generated cargo turnover of 2.2 mln tons divided approximately by 1/3 for 3 main cargo: metals, building materials and grain.
  - According to the market study, grain is the most promising cargo.
  - The Project assumes:
    1. Transfer of the land plot of 25.7 ha to the concessioner.
    2. Construction of new grain terminal and oil extraction plant by the concessioner.
    3. Construction of new berths financed jointly by concessioner and USPA.
    4. Operating the assets by the concessioner for the agreed period and hand-back.

- **Concession of SE “Kherson Sea Commercial Port”**
  - The Port handled 1.2 mln tons of cargo in 2016, which mainly represented by grain, construction materials and fertilizers.
  - It has 4 berths with 600 m total length, 15 ha area, port fleet and vehicles.
  - Grain is the most promising cargo according to Market study.
  - The Project assumes:
    1. Transfer of the land plot of 15 ha to the concessioner.
    2. Construction of new storage terminal facilities and modernization of handling operations.
    3. Operating the assets by the concessioner for the agreed period and hand-back.
UKRAINE
Strategies and Projects contributing to the UN Sustainable Developments Goals

System of video recording of traffic violations in the automatic mode in Kyiv

134 193 Accidents in 2015
25 365 Accidents with all infringements
3 970 Crew from Road Patrol
31 467 Reports from accidents
11 Accidents with death
16 Accidents with injury

Road accidents and death

1) Prioritizing infrastructure projects based on SDGs
- Implementing approach of Sustainable Development Strategies based on SDGs
- National Infrastructure Plan/Transport Strategy of Ukraine
- Municipal Infrastructure Plans
- Infrastructure Prioritization Framework (WBI)

2) Development of State Support Mechanisms:
- State (Municipal) Guaranties in the context of PPP Projects
- Availability PaymentsMechanisms
- Long-term budget obligations

3) Capacity building
- Training programs for Line-Ministries, Municipalities, Business, Civil Society
- Communication Strategies
- Small, but replicable PPP projects support

4) Improving coordination in PPPs field
- Strengthening and Developing Central PPP Unit
UKRAINE
Strategies and Projects contributing to the UN Sustainable Developments Goals

Ukraine: Where and how we see changes in the way PPP is done in our country that gives ground for optimism?

- Modern and attractive for private business legislative environment that is being improved now
- Huge demand in modern infrastructure
- Active participation of International Financial Institutions in PPP development
- Interest of private business in PPPs – unsolicited proposals
- Inclusivity - Ukrainian delegation at the Working Party meeting in Geneva: