



International PPP Centre of Excellence

Programme

Fourth International PPP Forum:

**“The Last Mile: Promoting People-first PPPs for the UN 2030
Agenda for Sustainable Development”**

7-9 May 2019

*Palais des Nations, Room XVIII
Geneva, Switzerland*

Organized in cooperation with the



**United Nations
Economic Commission for Africa**

Background

Since the adoption of the UN 2030 Agenda for Sustainable Development, a wide-ranging conversation is taking place on how to divert more public and private investment towards the sustainable infrastructure needed to meet climate change commitments and the UN Sustainable Development Goals (SDGs). Indeed, Public-Private Partnerships (PPPs) have been identified in SDG 17 as a preferred implementation tool.

However, not all PPPs meet the goals and objectives of the UN SDGs notably sustainable development or poverty eradication. In addition, a serious challenge to the use of PPP has been raised both in several developed countries as well as within the UN system. There is now clear and genuine scepticism whether PPP is 'fit for purpose' for the UN SDGs. Indeed, human right concerns have been raised about PPP as well. This criticism not surprisingly has already had an impact: the expected mobilization after 2015 of support for PPPs to advance the SDGs, especially in low income countries, has failed to materialize.¹

Given these developments, the UNECE has taken an initiative to make the PPP model 'fit for purpose' for the UN SDGs, broadening the scope of PPP from a primarily financial tool offering value for money, to a development tool with sustainable development as the objective and people at its core that is 'value for people'. Moreover, there has been some progress towards this goal to mainstream People-first PPPs and high-quality infrastructure for the UN 2030 Agenda for Sustainable Development (see Box).

Progress in Mainstreaming People first PPPs
Awareness raising <ul style="list-style-type: none">• Growing consensus that the People-first model is fit for purpose and not a buzzword and can be a new road by which the UN SDGs can be achieved.• View growing that women's empowerment should be an integral part of infrastructure development.
Guidance <ul style="list-style-type: none">• International standards on People-first PPP have been developed, e.g. a Zero Tolerance approach to Corruption in PPP procurement and a set of 10 Guiding Principles which sets down the institutional requirements for People-first PPPs.
China's Belt and Road <ul style="list-style-type: none">• China in its Belt and Road initiative is taking note of how People-first PPP models can be aligned with its supported projects.
UNECE International PPP Centre of Excellence for capacity building <ul style="list-style-type: none">• A network of Centres in specific sectors is collecting cases, data, best practices, and soon will be able to train officials if resources can be made available.
Evaluation Methodology for Projects <ul style="list-style-type: none">• A tool to distinguish between projects and genuine People-first PPP is being developed and can soon be rolled out to assess and eventually score and certify projects.

To a large extent though the 'last mile' in this journey to mainstream this new People-first PPP model is proving the most challenging:

People-first PPPs need to better address the new agenda of poverty eradication and inclusive infrastructure strategies

- Generally, the aim is to develop a model of PPP more propitious for low and middle-income countries where the infrastructure needs are huge. Accordingly, it is important to be clear as to the precise definition of People-first PPP. It should be recalled that SDG 17 did not propose one type of partnership rather three specific types were proposed: Public-Public, Public-Private, and Public-NGOs/civil society.
- A new definition of PPP may need to be more aligned with this broader, more heterogeneous model. For example, in some low-income countries where there has been recent experience of conflict, the types of partnerships required would typically involve public sector entities and NGOs. This may be a transitory situation as stability would increase the likelihood of private sector engagement in infrastructure in these countries later. But in the extreme conditions facing some countries, NGOs and civil society would be the natural partners of governments not the private sector.

¹ UNCTAD's World Investment Report on Infrastructure of 2014 called for SDG-related PPPs after the adoption of the SDGs as well as a PPP Action Plan, identifying a number of policies that would be required. This was the first and the last time such calls to date have been raised within the UN.

- Many traditional PPPs moreover also look as if they are not ‘fit for purpose’ for the social agenda of the UN 2030 Agenda for Sustainable Development. So, the scope of People-first PPPs for undertaking social infrastructure too needs to be clarified and the models in health and education, social housing, etc. must be discussed and come to the fore if PPP or rather People-first PPP is also suitable in the social sector.

Simplifying and standardising

- Traditional PPP is also basically too complicated and costly for low and middle-income countries, as preparation costs represent 5% to 10% of the total cost of a project.² Everything needs to be done to standardise procedures and processes and create an enabling environment to lower costs and make People-first PPP capacity building also simple and effective especially at the local levels. Guidance too should be made far easier and less encyclopaedic. Short precise easy to read tool kits should be on the current wish list. UNECE standards, recommendations, guiding principles, declarations etc. should also reflect a new approach: perhaps a People-first PPP toolkit, manual or an instrument that contains user friendly and concise guidance with case studies and illustrations.

Public and private sector collaboration

- Public and private sectors need to increase collaboration. The private sector is motivated to help prioritize projects and also to identify how each project is best served by either public or private capital or by both together. A “code of conduct” may be needed to inspire and give confidence to both public and private sectors; while standardization, good legal and regulatory frameworks, a zero-tolerance approach to corruption and an independent dispute resolution system would help.

Stakeholder engagement

- A particular area of focus in People-first PPP is stakeholder engagement. Fully involving all stakeholders in the projects is of paramount importance if projects are to meet the “real needs” of the people. Indeed, too many project proposals for infrastructure are not “really needed” from a development perspective. Beyond the economic dimension, all key stakeholders should be consulted on the social and environmental merits and demerits of projects, from design to implementation. But precisely how and for what? Clearly the “people” should have better access to project related information, be enabled to participate in decision-making processes and also be entitled to assess inclusiveness, equality, gender sensitivity, environment and other aspects of projects throughout the project lifecycle. They should, finally, be guaranteed the right of redress. All these outcomes can only be achieved if proper policy, legal and regulatory frameworks are designed and implemented to promote the People-first PPP agenda.

Mobilising the donors, the multilateral development banks, civil society and the UN behind better PPP capacity building

- PPP capacity building is not taking place to the scale required and, in some areas, it is totally absent. For example, line Ministries in the social sector are having to do PPP for the first time, without the necessary skills.
- For the donor community this new approach presents a challenge: donors wish that PPPs help with poverty eradication in low and middle-income countries; but, the chances of the traditional PPP model being operational in low income, post conflict, countries are rather slim.
- Moreover, the concept of an unadulterated PPP model still appears to be rather enshrined in the donor community’s lexicon. Of course, rather than PPP, some agencies prefer to use ‘participation in infrastructure’ as the ‘catch all’ phrase. But how to translate this generic term into actual policy guidance? Should, for example, privatization be recommended to low and middle-income countries? Obviously not.

² Source: Global Infrastructure Hub (GIH)

But the point is that the precise type of the PPP arrangements as well as the actual policy guidance need to be closely correlated.

Validating and operationalising the Project Impact Assessment Tool to score projects

- Finally progress in developing indicators for People-first PPPs to supplement the five outcomes needs to be supplemented by progress in making such a tool operational as soon as possible. Here cooperation with bodies such as CICA, ISO, OECD, SIF, UN Global Compact, UNOPS etc will be very important.

Purpose of the Forum

The Forum will examine the 'last mile' actions that will be needed to make the People-first PPP model mainstream, by *inter alia*, focussing on three areas:

Part I. Promoting further the concept of People-first PPP

- (i) Advancing the People-first PPP concept;
- (ii) Moving from policy to programmes and projects;
- (iii) The Project Impact Assessment Tool to score projects;
- (iv) Implementing the People-first PPP standards, recommendations, guiding principles and declarations;
and
- (v) People-first through Belt and Road projects

Part II. Increasing the collaboration between the public and private sectors

- (i) Mobilizing the bankers and impact investors; and
- (ii) Encouraging private operators to assist countries with smaller-scale projects.

Part III. Identifying ways in which stakeholder engagement can be increased in People-first PPP

Tuesday, 7 May 2019

Salle XVIII
(Morning session)

09:00-09:30 Registration	Light breakfast available to delegates in Salle XVIII from 8.45am
09:30-09:45 Opening Session: How do we make People-first PPPs fit for purpose for the SDGs?	- Olga Algayerova , Executive Secretary, UNECE
Part I. Promoting further the concept of People-first PPPs	
<p>09:45-11:30 High Level Debate: Advancing the People-first PPP concept: Does People-first PPPs address the shortfalls in the traditional PPP model?</p> <p>The aim of this debate is to:</p> <ul style="list-style-type: none"> - Assert the importance of the People-first PPP concept; - Identify and suggest ways to overcome the obstacles; and - Lay the stronger foundations with industry participation, other UN bodies, civil society and other stakeholders to go forward. 	<p>Moderator:</p> <ul style="list-style-type: none"> - Geoffrey Hamilton, UNECE <p>Panellists:</p> <ul style="list-style-type: none"> - Katie Dain, Chief Executive Officer, NCD Global Alliance - Zhifeng Han, Deputy Director-General, Investment Department of NDRC, China - Amanda Loeffen, Director General, WaterLex - Kerry Adler, President and CEO, SkyPower - Thomas Van Waeyenberge, Senior Advisor, AquaFed - Thibaut Mourgues, Managing Partners, 4IP <p>Documentation:</p> <ul style="list-style-type: none"> • Guiding Principles on People-first PPPs for the Sustainable Development Goals • Introduction to People-first Public-Private Partnerships in Support of the United Nations Sustainable Development Goals
<p>11:30-13:00 Session 1: Operationalizing the People-first concept: Moving from policy to projects - Presentations of People-first projects and programmes</p> <p>Challenge:</p> <p>The goal is to keep momentum in the UNECE campaign for the 500 projects that aspire to be People-first PPPs.</p> <p>This session will invite PPP units to present projects across all sectors – transport, energy health, education, IT, renewable energy, municipal and urban services – along the People-first outcomes and the SDGs for discussion, inspiration and key learnings. PPP units are also invited to promote their People-first programmes and policies.</p> <p>Outcome: A better understanding on how countries are putting in practice the People-first outcomes in their PPP programmes and projects.</p>	<p>Moderator:</p> <ul style="list-style-type: none"> - Pedro Neves <p>Presentations of PPP projects and programmes with components of the People-first PPP outcomes:</p> <ul style="list-style-type: none"> - Afghanistan: Ahmad Matin Zahid - China: Yanzhen Weng - Kyrgyzstan: Gulnara Kalikova - Uganda: Beatrice Ikilai <p>Discussant:</p> <ul style="list-style-type: none"> - Carlos Salle
13:00-14:30	Lunch Break

Tuesday, 7 May 2019

Salle XVIII
(Afternoon session)

14:30-16:30 Session 2: The Project Impact Assessment Tool

Challenge:

UNECE is in the process of developing an impact assessment tool to score PPP projects against the SDGs and the People-first outcomes. This project team who will be elaborating the tool will have to overcome some important challenges, including in identifying the metrics, ensuring that the tool is endorsed by key stakeholders, addressing implementation issues and scaling up the tool in a way that leads to significant SDG impacts.

Rather than an “academic” type of approach where we develop the metrics, validation and implementation and then work with projects to achieve results, it makes more sense to start with projects and develop the rights methods, validation, implementation using actual cases that give us a strong reality check as well as a tangible and significant benchmark. This entails working with governments and other stakeholders, including bankers, to select a representative sample of projects that are operational and that can be used in this process.

This session will debate how this tool can be a practical rather than an ‘academic’ exercise and how it can address the issues and weaknesses identified in existing methodologies.

Outcome: To select projects to initiate the development process taking into account the weaknesses of existing work as well as the best practices that can add value to the tool.

Moderator:

- **Melissa Peneycad**, Acting Managing Director and Director, Sustainable Projects, Institute for Sustainable Infrastructure

Panellists:

- **Felix Dodds**, Adjunct Professor in Environmental Sciences and Engineering, University of North Carolina
- **Bruno Lanvin**, Executive Director for Global Indices, Executive Director of the Global Talent Competitiveness Index, INSEAD
- **Angus Rennie**, UN Global Compact
- **Maria Tereza Zappia**, Chief Investment Officer, BlueOrchard Finance
- **Miquel Rodriguez**, IESE Business School
- **Jean-Patrick Marquet**, member of the WEF Global Future Council on Infrastructure
- **Oshani Perera**, Director, Public Procurement and Infrastructure Finance, IISD

UN Regional Commissions:

- **ECA:** **Eunice Ajambo** and **Yohannes Hailu**
- **ESCWA:** **Mohamed El Moctar Mohamed El Hacene** and **Yarob Badr**
- **ECLAC:** **Ricardo Sanchez**

IT Platform:

- **Pierre Serrat**, Sustainable Infrastructure Foundation
“Proposals on how the MDB’s ‘SOURCE’ IT platform could be tailored to host the project impact assessment tool”

Documentation:

[Project Proposal to develop the project impact assessment tool](#)

16:30-18:00 Session 3: UNECE Standards, Recommendations, Guiding Principles and Declarations: Setting the bar higher - Improving implementation and spread of People first models

Challenge:

This session will explore how the UNECE standards, recommendations and guiding principles can be used and implemented by countries both inside and outside the UNECE region.

Outcome:

Additional recommendations on the implementation of the UNECE PPP normative work for submission to the Working Party on PPPs.

Moderator: Alena Dadzerkina, Belarus

Presenters:

- **Beatrice Ikilai**, Team Leader PPPs, Ministry of Finance Planning and Economic Development, Uganda
- **Philippe Aime Palenfo**, Director of PPPs, Ministry of Economy and Finance, Burkina Faso
- **Raymond Saner**, Director, Centre for Socio-Economic Development (CSEND)
- **Mathieu Verougstraete**, DESA, United Nations
- **Ariel Ivanier**, UNCTAD

Documentation:

[Measuring and scaling up the implementation and impact of PPP standards, guiding principles, best practices, declarations and recommendations](#)

18:00-19:30

Cocktail Reception, Restaurant des Délégués, 8th Floor

Wednesday, 8 May 2019

Salle XVIII
(Morning session)

09:30-09:45 **EU strategy on connecting Europe and Asia**

09:45-12:30 **Session 4: The Belt & Road Initiative as a tool for development of People-first PPP in support of the UN SDGs**

Challenge:

The investment generated by the Belt and Road initiative presents a huge opportunity to help countries align their infrastructure plans with the SDGs. Many UNECE member States along the Belt and Road are signatories to multilateral/UNECE environmental agreements and have obligations in such areas.

The following session will examine several projects under this initiative using the five below-mentioned outcomes recommended for projects to be deemed People-first, namely:

- Access and equity;
- Replicability / the extent to which a transfer of skills has taken place as part of the projects, through training for example;
- Economic effectiveness and transformational impact;
- Stakeholder engagement; and
- Environmental sustainability and resilience.

Among the projects presented and discussed will be the:

- **Bangladesh:** Dhaka Stock Exchange
- **Belarus:** Special Economic Zone, Great Stone
- **Belgrade-Budapest** High-speed railway
- **Germany:** Duisburg Inland Port
- **Greece:** Piraeus Port, Athens
- **Italy:** Port of Trieste
- **Serbia:** Hesteel
- **Uzbekistan:** Kamchik Tunnel

Outcome: Consideration will be given to establishing a project facilitation hub that can assist governments to develop pipelines of People-first projects amongst BRI participating countries.

Presentation by:

- **Lucie Berger**, Delegation of the European Union, Geneva

Moderator:

- **Kaimeng Li**, Director General, CIECC, China

General discussion:

- **Zhifeng Han**, Deputy Director-General, Investment Department of NDRC, China
- **Sam Tabuchi**, Japan
- **Yohannes Hailu**, United Nations Economic Commission for Africa
- **Xiankun Lu**, LEDECO, Geneva

Presentation of projects:

- **Henry Tillman**, Chairman, Grisons Peak China Investment Research
- **Irina Kalenchak** and **Raman Aleinikau**, Belarus
- **Zeno D'Agostino**, President, Port of Trieste, Italy

12:30-14:30 **Lunch time Event:**

Masterclass: Fundamentals of People-first PPPs and their impact on improving access to essential services

Marc Frilet, Deputy General Secretary, International Specialist Centre in PPPs on Policies Laws and Institutions

Wednesday, 8 May 2019

Salle XVIII
(Afternoon session)

Part II. Increasing the collaboration between the public and private sectors

14:30-16:00

High-Level Debate:
Mobilizing the international banking community and impact investors behind the People-first PPP model

Challenge:

The challenge is how to mobilize private financing in viable projects with high social and environmental added value, and thereby overcome the insufficient financial flows that hinder progress on the SDGs. If the People-first PPP model is to help unlock the financing sources required for the Goals, it will have to be used by people drawn from the world of banking and impact investing (as opposed to taking a lead from the UN).

- How will lenders and investors be moved to use the project impact assessment tool in their lending and investing strategies?
- Can they play a role in this tool by acting as external advisors as to whether the People-first criteria are feasible?
- How can they be given the recognition they deserve by adopting People-first PPP approaches in their respective business strategies?

Moderator:

- **Ziad Hayek**, CEO, Hayek Associates

Panellists:

- **Prashant Sharma**, World Bank
- **Mike Salawou**, African Development Bank
- **Alexander Bazhenov**, InfraKap
- **Gavin Munro**, Société Générale
- **Michael Hoelter**, DWS Investments, Deutsche Bank
- **Matthew Sparkes**, BlueOrchard Finance
- **Melissa Peneycad**, Institute for Sustainable Infrastructure

16:00-16:15

Keynote speech:
PPPs to fill the financing gap for the SDGs

- **Vera Songwe**, Executive Secretary, Economic Commission for Africa

16:15-17:30

Session 5: Encouraging private operators to help countries deliver smaller-scale projects

Challenge:

The Confederation of International Contractors Association (CICA) has offered to work with the UNECE and other UN Regional Commissions to assist governments especially in low and middle-income countries to develop a comprehensive programme of small-scale infrastructure projects at local levels.

- What are the lessons learned with the development of small-scale infrastructure projects and People-first PPPs at the local level?
- How could CICA using its networks work with local authorities to develop small scale infrastructure projects?
- How could local authorities benefit from such guidance?
- How to avoid any possibility of conflict of interests?
- Before launching this initiative to further afield, what has been the experience of one such venture in Burkina Faso?

This session is organized with the **Confederation of International Contractors Association (CICA)** and the **UNECE-affiliated International Specialist Centre of Excellence on PPPs in Law, Policy and Institutions in France**.

Outcome: To launch a global capacity building programme on small scale People-first PPP projects at grassroots levels.

Speakers:

- **Roger Fiszelson**, Special Advisor to CICA's Secretary General
- **Marc Frilet**, Deputy General Secretary, International Specialist Centre in PPPs on Policies Laws and Institutions
- **Philippe Aime Palenfo**, Director of PPPs, Ministry of Economy and Finance, Burkina Faso
- **Pierre Sarrat**, Sustainable Infrastructure Foundation

Thursday, 9 May 2019

Salle XVIII
(Morning session)

Part III. Identifying ways in which stakeholder engagement can be increased in People-first PPP

09:30 – 12:30 **Policy Debate:**
**A New “Social Contract” for People-first PPP
Stakeholder Engagement³**

Challenge:

People-first PPP projects should be built on a “social contract” and should as such be wholly accountable to and serve citizens’ interests. This approach requires a more active involvement of stakeholders into the design and operation of critical services and in projects themselves. This is key to enhancing the quality, sustainability and long-term viability of projects.

The challenge is to identify and implement the appropriate measures that will mainstream stakeholder engagement in PPP projects to ensure that these projects result in improved outcomes for end users and citizens, through improved service quality, accessibility and affordability.

Panel I. The role of Governments, the private sector and NGOs in advancing stakeholder engagement in PPP

1. Are there good examples of stakeholder engagement?
2. What are the costs and benefits of stakeholder engagement?
3. Is stakeholder engagement a guarantee that projects will not undermine human rights of citizens? What international frameworks and instruments could be used to ensure that it is mainstreamed into national PPP policies and legal frameworks?
4. How to build the capacity of national and local governments in stakeholder engagement? (transparency rules, legislation on public participation in decision-making, people’s right of redress and being heard, etc.).
5. How to develop administrative guidelines for civil servants on empowering people and protecting their interests (disclosure of information to citizens, incorporation of accountability clauses directly into contracts, etc.).

Outcome:

Identify the main obstacles to mainstreaming stakeholder engagement in PPP and make recommendations on how to overcome them

Panel II. Towards a vision of stakeholder engagement in PPP – sector by sector - as well as the tools to achieve it.

The UNECE affiliated Specialist Centres have been established to support the People-first PPP programme covering different sectors. This session will show in several sectors how governments should address the stakeholder challenge and develop new key performance indicators to encourage stakeholder engagement.

Outcome:

Outline of a common strategy for the Centres to advance stakeholder engagement in PPP in a consistent and informed way.

Moderator:

- **Raymond Saner**, Director, Centre for Socio-Economic Development (CSEND)

Panellists:

- **Ziad Hayek**, Hayek Associates
- **Motoko Aizawa**, The Observatory for Sustainable Infrastructure
- **Prashant Sharma**, World Bank
- **Bernhard Mueller**, Germany
- **Emily Sims**, ILO
- **Fiona Marshall**, UNECE
- **Gabriele Pasquini**, Italy

Representatives of International PPP Specialist Centres affiliated to the UNECE:

- **France:** **Marc Frilet**, Policies, Laws and Institutions
- **Japan:** **Yu Namba**, Local Government
- **Portugal:** **André Costa**, Water and Sanitation
- **Spain:** **Miquel Rodriguez**, Smart & Sustainable Cities
- **United States:** **David Dodd**, Recovery and Resilience

12:30-14:30

Lunch break

Thursday, 9 May 2019

(Afternoon session)

Session 6

Feasibility of People-first PPP for low and middle-income countries and targeted groups such as women

This session will explore the full range of the People-first PPP outcomes and its feasibility for different sectors. The standards, recommendations, guiding principles and declarations will be discussed in breakout sessions

14:30 – 16:00

Salle XVIII	Salle XXII	Salle XXV
<p>Railways and metro rail</p> <ul style="list-style-type: none"> • What are the cases of PPP in this sector which most epitomize the People-first PPP approach? • How do Governments draft the 'output specifications' in contracts to achieve People-first outcomes in this sector? • Are these People-first projects also suitable for low and middle-income countries? 	<p>Roads</p> <ul style="list-style-type: none"> • What are the cases of PPP in this sector which most epitomize the People-first PPP approach? • How do Governments draft the 'output specifications' in contracts to achieve People-first outcomes in this sector? • Are these People-first projects also suitable for low and middle-income countries? 	<p>Policy, law and institutions in PPPs</p> <p>Traditional PPP is also basically far too complicated and costly for low income countries. Everything needs to be done to standardise procedures and processes to lower costs and make People-first capacity building also simple and effective especially at the local levels. Guidance too should be made far easier and less encyclopaedic. Short precise easy to read tool kits should be on the current wish list.</p> <p>To be organized by the Specialist Centre of Excellence on PPPs in Law, Policy and Institutions, Paris, France</p>
<p>Moderator:</p> <ul style="list-style-type: none"> - Naresh Bana <p>Speakers:</p> <ul style="list-style-type: none"> - Kaimeng Li - Anand Chiplunkar - Francesco Dionori <p>Documentation</p> <ul style="list-style-type: none"> - UNECE Standard on PPPs in Railways - Draft standard on PPPs in Urban Rail 	<p>Moderator:</p> <ul style="list-style-type: none"> - Alfredo Lucente <p>Speakers:</p> <ul style="list-style-type: none"> - Ziad Hayek - Javier Perez Fortea - Pedro Neves - Caroline Visser <p>Documentation</p> <ul style="list-style-type: none"> - UNECE Standard on PPPs in Roads 	<ul style="list-style-type: none"> - Marc Filet <p>Documentation:</p> <ul style="list-style-type: none"> - ZTC Standard - ZTC Declaration - Involving reliable and independent experts to develop People-first PPPs - List of essential clauses in concession contracts - PPP project planning and prioritization
<p>Outcomes:</p> <ul style="list-style-type: none"> - Collect comments to advance the work of the standard on PPPs in Urban Rail - Decide on ways to implement the railways standard 	<p>Outcome:</p> <p>Decide on ways to implement the roads standard</p>	<p>Outcome:</p> <p>Elements of a People-first PPP toolkit</p>

16:00 – 17:30			
Salle XVIII	Salle XXII	Salle XXV	CONCORDIA 4
<p>Implementing People-first PPPs in Africa: the role of PPP Units from African countries</p> <p>Organized by the Economic Commission for Africa (ECA)</p>	<p>Waste to Energy</p> <ul style="list-style-type: none"> • What are the cases of PPP in this sector which most epitomize the People-first PPP approach? • How do Governments draft the ‘output specifications’ in contracts to achieve People-first outcomes in this sector? • Are these People first projects also suitable for low and middle-income countries? 	<p>Women’s Empowerment</p> <p>At the last UNECE PPP Forum in May 2018, a four-point Action Plan was agreed to address the lack of women across the spectrum in employment in the infrastructure sector:</p> <ol style="list-style-type: none"> 1. More women should be in senior management; 2. Preference should be given to women led companies in ‘supply chains’; 3. Women should have a role in advising and designing critical social services; and 4. Companies might provide in the communities they are working in, entrepreneurship training to young women. <p>What has been the progress in these areas?</p> <p>‘Best practice’ case study</p> <p>This session will explore how Uganda is putting women’s empowerment in PPP into practice.</p>	<p>Water and sanitation</p> <ul style="list-style-type: none"> • What are the cases of PPP in this sector which most epitomize the People-first PPP approach? • How do Governments draft the ‘output specifications’ in contracts to achieve People-first PPP outcomes in this sector? • Are these People-first PPP projects also suitable for low- and middle-income countries? <p>To be organized in conjunction with the Specialist Centre on PPPs in Water and Sanitation, Lisbon, Portugal</p>
<p>Please see separate programme for this session</p>	<p>Moderator:</p> <ul style="list-style-type: none"> - Tony Bonnici <p>Message by:</p> <ul style="list-style-type: none"> - Xiao Ping Chen, Project team Leader, UNECE Guidelines on PPPs in Waste to Energy <p>Speakers:</p> <ul style="list-style-type: none"> - Athanasios Bourtsalas - Miquel Rodriguez - Jiangrong Yu - Lai Leng Tham <p>Documentation</p> <p>Draft PPP Waste to energy Guidelines</p>	<p>Co-moderators:</p> <p>Beatrice Ikilai and Geoffrey Hamilton</p> <p>Speakers:</p> <ul style="list-style-type: none"> - Tetiana Bessarab - Nurgul Djanaeva - Patricia Blankson Akakpo - Vidya Naidu <p>Case Study:</p> <ul style="list-style-type: none"> - Uganda <p>Documentation</p> <p>UNECE Forum Proceedings, May 2018 on Women’s Empowerment</p>	<p>Moderator:</p> <ul style="list-style-type: none"> - Andre Costa <p>Speakers:</p> <ul style="list-style-type: none"> - Anand Chiplunkar - Amanda Loeffen - Pedro Neves - Nataliya Nikiforova - Nicolas Lorne
	<p>Outcome:</p> <p>Identify the case studies to be included in the final guidelines</p>	<p>Outcome:</p> <p>Refine the 4-point strategy to increase the participation of women in the infrastructure sector and make recommendations on how to mobilize the private sector behind such a strategy.</p>	<p>Outcome:</p> <p>Decide on next steps needed to finalise the work on the draft PPP standard on water and sanitation</p>