

# **Project Proposal**

## **PPP Standards for Airports**

Providing modern infrastructures and efficient airport services is crucial for growth and economic development. Given the high cost of infrastructure construction and maintenance, airports are bound to remain one of the most common spheres for PPP across the globe.

### **1. Project purpose**

- 1.1. The purpose of this project is to develop a UNECE standard reflecting international best practices in PPP programs with the objective of creating a policy document guiding governments in the selection process of a PPP model and in general achieving a) increased confidence in PPP as a viable procurement option and b) high success rates of airport PPP projects worldwide.

### **2. Project scope**

- 2.1. Governments have been confronted with the difficulty to identify the right projects or the right PPP models from successful international PPP experience that can be used as a basis for their own programs. Access to best practices is a remedy against repeating common mistakes and building efficiency into national PPP programs.
- 2.2. Airport PPP is a well-documented subject, both what concerns best practices and case studies authored by private and public entities, and multilateral finance institutions, specifically. However, what has largely been absent in the documentation are the ‘bad practices’: well-intended, but counter-productive practices or ill-intended practices which have achieved their objective, often exploiting loopholes in legislation, tender procedures or PPP agreements. The primary reason for the absence of analyses of bad practices is that many reports are conceived as success stories celebrating achievements – bad practices leading to sub-optimal outcomes or outright failures are preferred to be left untold.
- 2.3. This project aims to rally support from both public and private PPP practitioners, the academic society and major stakeholders to document best practice in order to arrive at comprehensive standards serving as an effective tools for governments to successfully navigate through the complexity of PPP programs.
- 2.4. The categories of Airport schemes to be considered will include national, local airports and international hubs. Depending of the characteristics and nature of airports (national, local and/or hub) appropriate model(s) will be identified during the process of developing standards.

2.5. The Public Private Partnership (PPP) scope will be the United Nations' definition of PPP, which can be found in the 'Guidebook on Promoting Good Governance on PPP' (<http://www.unece.org/fileadmin/DAM/ceci/publications/ppp.pdf>).

### **3. Project deliverables**

The project deliverables are:

- 3.1. An analysis of representative airport PPP programmes including, but not limited to: jurisdiction; airport size; PPP model; choice of procurement method; tender procedures and practices; communications; training and awareness; etc.
- 3.2. A standard establishing best practice in the conception, development, implementation and monitoring of airport PPP programmes.

#### **3.3. Standards**

The aim of the team is to provide a policy document with a clear guidance of the best standard in airports.

### **4. Geographical focus**

- 4.1. The focus is on airport PPPs across the globe.

### **5. Project Team membership and required functional expertise**

- 5.1. Membership is open to experts with broad knowledge in the areas of airport PPPs and in particular those with experience in low and middle-income countries in particular.
- 5.2. Project Leader: Thomas Frankl ([tfrankl@adp.aero](mailto:tfrankl@adp.aero))

### **6. Resource requirements**

- 6.1. Participants in the project shall provide the resources for their own participation. The existence and functioning of the project shall not require any additional resources from the UNECE secretariat.

### **Timetable**

February 2015	Project approval by the ToS PPP Bureau
April 2015	First draft available for review by key stakeholders
June 2015	Publication of draft standard on UNECE website for public review
October 2015	Endorsement of draft standard by ToS PPP Bureau
November 2015	Draft standard submitted to CECI