Roads

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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. Roads PPP is a well-documented subject, both as it 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 to arrive at comprehensive standards serving as an effective tools for governments to successfully navigate through the complexity of PPP programs.

2.4. The sub-categories that will be considered will include national, local international roads and all types of contracts, such as DBFMO, Toll, Shadow Toll, BOT, BOOT and other. Depending on the characteristics and nature of roads (national, local and internationally) appropriate model(s) will be identified during the process of developing standards.

2.5. The Public Private Partnership (PPP) scope will use as a point of reference the United Nations’ definition of PPP, which can be found in the "Guidebook on Promoting Good Governance on PPP".

Project leader & editor

Position	Name
Project leader	Alfredo LUCENTE
Editor	

Project information

Stage status	ODP Stage	ODP Name	Stage start date	Stage end date	Meetings / Minutes	Relevant documents
✓	1	Project initiation	1 February 2015	28 February 2015		Project proposal
✓	2	Stakeholder mobilization	1 March 2015	31 March 2015		
✓	3	Developing initial draft	1 April 2015	31 May 2015	Meetings & minutes	

✓	4	Public review	December 2017	February 2018		**Draft for Public Review version 1.0 (November, 2017)** • MS Word / PDF **Comments Log** • Comments **Template for comments and observations** • Template
✓	5	Endorsement	20 November 2018	20 November 2018	Meetings & report	Version endorsed by the Working Party on PPPs (November 2018) - E / F / R
✓	6	Approval	27 March 2019	27 March 2019	Meetings & report	Version 1.0 (March 2019) - E / F / R
	7	Maintenance				

Extra budgetary resources

Trust Fund Amount	
Description	
Budget Summary	

Support

Country	Focal Point	Organization / Company
Belarus	Dzmitry Berazouski	Head of the PPP Unit, Ministry of Economy
Netherlands	Andri van Mens	Senior Policy Officer Infrastructure, Ministry of Foreign Affairs
Russian Federation	Hafiz Salikov	vice-Chairperson, TOS PPP

Meetings

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List of meetings

Relevant documents

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File	Locked By	Modified
PDF File P0006 Project_Proposal_Standards_on_Roads_PPP.pdf Project proposal		03 Mar, 2015 by Claudio MEZA
PDF File UNECE PPP Roads draft standard-Public Review Comments Log.pdf UNECE PPP Roads draft standard - Comments Log		05 Dec, 2017 by Claudio MEZA
Microsoft Word Document UNECE PPP Roads draft standard-Public Review v1.0.docx UNECE PPP Roads draft standard - v1.0		05 Dec, 2017 by Claudio MEZA
PDF File UNECE PPP Roads draft standard-Public Review v1.0.pdf UNECE PPP Roads draft standard - v1.0 PDF		05 Dec, 2017 by Claudio MEZA
Microsoft Word Document UNECE PPP Roads draft standard-Public Review Comments Template.docx UNECE PPP Roads draft standard - Comments Template		05 Dec, 2017 by Claudio MEZA

Download All

References

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- Guidebook on Promoting Good Governance on PPP
- National PPP Policy and Guidelines - Infrastructure Australia
- Partnerships Victoria guidance material - Victoria, Australia
- PPP Guidelines - New South Wales, Australia

Contacts and members

Project leader & editor

Project leader	Alfredo LUCENTE
Editor	

Team Members - Roads



Alfredo Lucente

Team Leader

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Experience:

Alfredo Lucente is an expert of all the main fields of law peculiar to the infrastructure, transportation, energy, oil&gas and petrochemical industry in Italy and abroad. His 32 years professional career in this field internationally is without equal.

Alfredo Lucente specializes in the representation of clients in the infrastructure, energy, transportation, oil&gas, petrochemical, defense and utilities sectors transactions throughout Southern Europe, other Mediterranean countries, Africa and the Middle East.

Alfredo worked from 1982 until 1988 at Technipetrol (now Technip Italy) legal department and from 1988 until 1994 at the law firm Carnelutti. He has developed a substantial practice in the areas of major projects, public procurement, privatizations, construction, international joint ventures and PPP / PFI projects with specific focus on transportation, petrochemical, power and energy projects (particularly in Middle East, Africa, Europe, Latin America). Since 1995 Alfredo Lucente was a lawyer at Baker & McKenzie and practiced internationally with focus in EMEA countries.

Alfredo Lucente advices clients on public law matters and represents clients before Administrative Courts and Arbitration Panels particularly in the field of engineering, transportation, energy and environment.

Solid experience gained by working in different places in different international countries and in complex environment including Nigeria, Algeria, Libya, Egypt, Morocco, Mozambique, Somali, Senegal, Iraq, Kuwait, Syria, Iran, Egypt, Qatar, Turkey, Greece, Albania, etc.



Naresh BANA

Area of Work:

Founder and Managing Director BBV Consultants LLP (www.bbvconsultants.com)

Founding Member and Executive Vice Chairman Indo – Sri Lanka Chamber of Commerce and Industry (www.iscci.org.in)

Country: India

Experience:

Naresh Bana, F.I.E., M.I.M.A., M.I.P.W.E., is an engineering professional with adequate industry experience. An Infrastructure man, his professional career can be divided into four distinct phases. The first twenty years spent in evolving into a self initiated, quality conscious, innovative and dependable senior engineer and leader. Next three years in leadership role in Kashmir Rail Project where his capacities got recognized not only at organizational but also at the National level. He then got a challenging assignment for two years as head of planning for a large road building company of India. Having excelled at the assigned responsibilities and further honing skills at Harvard Business School, he moved on to set up and lead an infrastructure consultancy in New Delhi. An engineer, businessman and leader, he has adequate reach in Government, Industry, IGO and NGO sector.



Doris Chevalier

Area of Work: Private Operator

Country: France

Experience:

A number of projects in France, Germany, Iraq, Iran, India, Kazakhstan, Spain, UK

Country	Year	Type of contract	Expertise provided
Australia	2014	PPP contract for construction, operation & maintenance of SYDNEY CBD LRT	Contractual and finance
France	2012 2015	Concession Contract Tours Bordeaux Concession Contract Reims LRT	Public finance and contractual, in charge of French state guarantee implementation Board member
Italy	2015	PPP contract for Milan L5 Metro	Contractual and finance



Pekka Leviakangas

Area of Work: Academia

Country: Finland

Experience:

Country	Year	Type of contract	Expertise provided
EU	2014-2016	H2020 research contract	Policy and business advice through railway PPP research analysis
Finland, Sweden, Germany	2013	Bothnian Green Logistic Corridor – consulting contract	Policy and business advice through research analysis
EU	2010-2014	Cost action research contract	PPP policy advice, financial advice through research analysis
Finland	2008-2011	National research contract	Governance, financial advice through research analysis
Finland, EU	2001-2011	European railway research contracts	Governance, financial, policy, liberalization advice through research analysis
Finland	1998-2001	Corporate Analyst, Finnish Railways' investments and corporate finance	Financial analysis



Sze Wai Pan

Chairman,CEO

Freetech Road Recycling Technology (Holding) Limited

Wan Chai, Hongkong

Email: banting-sze@freetech.com.hk

Mr. Sze is the founder, Chairman, CEO of Freetech Road Recycling Technology (Holdings) Limited, a company listed on HKEX main board (HK stock code: 6888). Mr. Sze is the chief engineer of Freetech Group, and the expert in asphalt pavement Hot-in-Place recycling technology R&D and engineering management, the pioneer of Green development in China road maintenance industry, and the inventor of approximately 200 national patents.

Mr. Sze obtained a Master of Science degree (with distinction) from University of Warwick, United Kingdom, and Master of Arts in Quantitative Analysis for Business in City University of Hong Kong. In May 2009, Mr. Sze was awarded the highest recognition in the field of science and technology as a Nanjing Science and Technology Achievement Award from Nanjing Municipal Government. In March 2013, he was nominated for the Young to Middle-aged Expert with Outstanding Contributions in Jiangsu Province. In March 2017, Mr. Sze received Outstanding ME Alumni Award from the Hong Kong Polytechnic University. Mr. Sze has participated in the State Council counselor meetings and made speeches and suggestions for the green recycling welfare.

Fred Amonya

Country: United Kingdom

Fred is Lead Advisor (Infrastructure Policy) at Lyciar and previously Senior Consultant (PPP) at Mott MacDonald. He has nearly 16 years of experience in infrastructure policy and investment management. This experience covers both research and practice. On the latter, he has advised governments, investment banks, lenders to infrastructure concessions, and infrastructure asset managers drawn from all around the world. While most of his work has been in the roads sector, he has also worked on ports, railways and airports - both developing and developed countries. To this end, he has done policy and institutional analysis, infrastructure deterioration modelling, traffic appraisal, and economic and financial modelling. In respect to research, he addresses the internalisation of science in policymaking, while challenging the existing macroeconomic [endogenous growth] models. In addition, Fred has published widely on the institutional economics of Public-Private Partnerships (PPP) and infrastructure asset management. He is a Chartered Engineer (UK).

Experience:

Countries	Type of contract: Service, management, lease, concession, BOT, others (please specify)	Expertise you provided: Policy & governance, contractual, finance, technical
UK	Management and Concession Contracts	Policy and Technical
Uganda	Pre-Contract	Policy and Institutions
Egypt	Management and Concession Contracts	Policy and Technical
Ghana	Pre-Contract	Policy and Institutions
UAE (Abu Dhabi)	Pre-Contract and Concession	Policy and Technical
Nigeria	Concession	Technical
France	Concession	Technical
USA	Concession	Technical
Indonesia	Concession	Technical



Vicky D. Kefalas

Greece-United States

Email: vkefalas@ccc.gr

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Experience:

Vicky possesses 22 years of broad finance and project development experience, of which the last 14 years have been mainly in corporate and project finance (concession, BOT and PPP type) projects. Vicky has led the structuring of several multi-million dollar infrastructure projects and has been an integral part in the successful financial closure of many of them.

Furthermore, Vicky has assessed over 300 projects and submitted over 150 proposals for investment, including Fire Brigade Stations, Police Headquarters, Motorways, Airports, Marinas, Car Parks, Waste to Energy and Solar plants, spreading across different countries, such as Greece, Romania, Cyprus, Russia, UAE, Kuwait, Egypt, Jordan, Uganda and Kenya.

Last, Vicky is an active participant in the PPP and Project Finance space, by attending sector events, undertaking speaking engagements and, overall, by regularly contributing on the positive development of the PPP model as a tool for infrastructure development and sustainable economic growth.

Master of Business Administration (MBA) in Finance 1994

Pace University, The Lubin School of Business - New York, USA

Bachelor in Economics (BA) 1991

The City University of New York - New York, USA



Champika Liyanage

Area of Work: Academia

Country: United Kingdom

Experience:

Country	Year	Type of contract	Expertise provided
UK	2010-present	All types of PPPs	Have carried out research relating to Public Private Partnerships since 2010. Have specifically got involved in two EU projects in PPPs in Transportation. Within these projects, have also carried out research relating to the Rail sector.



Svetlana MASLOVA

Area of Work: Academia

Country: Russian Federation

Experience:

Svetlana's experience covers many areas of legislation with a particular emphasizes on international law and public-private partnership. She has been working for 8 years as a Deputy Chairman of the Legal Committee of the Government of St. Petersburg on issues of legal expertise in the field of property relations and investment, including legislation in the field of PPP). During this period Svetlana took part in legal structuring of several large-scale PPP projects, particularly in construction and operation of Pulkovo Airport, Western High-Speed Diameter, Orlovski Tunnel, Perinatal Center, etc. She also was a member of the Working Group on development of the first regional Law on PPP in Russia No. 627-100 from 25.12.2006 "On Participation of St. Petersburg in Public-Private Partnerships". Other Svetlana's professional activities include the leadership of the Working Group on PPP in Coordination Council for the Development of the Transport System of St. Petersburg and Leningrad Region and the membership in the Working Group on Regulatory and Methodological Support of PPP Mechanisms Development in Healthcare in the Coordination Council for PPP of the Healthcare Ministry of the Russian Federation.

Currently, Svetlana Maslova pays more attention to the research and methodological activity in the field of PPP. Thereby, she is the developer of educational and professional training programs, head of research and expert projects in the field of PPP and the author of more than 30 academic publications and case studies on PPP published in Russian and international sources. During the last year Svetlana also has led the elaboration of UNECE PPP Best Practice Guide in Road Sector.



Suresh Chand Mittal

Area of Work: IL&FS Transportation Networks Ltd Private Operator

Country: India

Experience:

Country	Year	Type of contract	Expertise provided
India	7	Design, Build, Finance, Operation & Maintenance of Metro Rail system on PPP model	Technical



Mukund Gajanan Sapre

Country: India

Engineering graduate with close to 35 years of experience, of which the last 16 years have been

dedicated to privatization in the Country. Has worked with various governments (Central & State) in setting up legal frameworks in place enabling Private Sector Participation (PSP). Extensive interactions with lenders and multilateral agencies, which have participated in the projects, undertaken as Public Private Partnerships.

Also involved in international projects and led the bidding efforts of the company in countries like The Philippines, Indonesia, Mexico, Spain, South Africa, Kenya, Kazakhstan, Botswana, etc. Implementing high speed Rail project in Mexico and evaluating cargo airport project in Mexico. Recently, was instrumental in bidding for the Kathmandu-Tarai Fast Track road project, in Nepal where the company emerged as the Preferred Bidder in an ICB.

The key experience has been in delivering of projects from concept to commissioning involving setting up of sustainable legal, financial structures for non-recourse project financing. Presently handling varied responsibilities in multiple roles as Chief Executive Officer, Executive Director and Managing Director.

Employment Brief

Has been associated with Infrastructure Leasing & Financial Services (IL&FS) since 1992 and later as the head of its subsidiary which was created with a focus on PPP based road Concessions in India – IL&FS Transportation Networks Ltd. (ITNL) since 2000. Was appointed the Managing Director of Elsamex S.A (Spain), a Spanish company taken over by ITNL in 2009. Prior to IL&FS, was in Engineers India Limited (EIL) as Deputy Manager for 8 years. Worked with Gammon India Limited for 4 years before EIL as Assistant Engineer.

	Félix Villalba University of Central Lancashire Email: fvillalba@uclan.ac.uk / fvillalbaromero@hotmaill.com Experience with transport infrastructure PPPs in Spain and United Kingdom. Type of contract: BOT and research on others. Expertise: Policy and governance, contractual, and finance
	Alper Akar Turkey
	Yeva Akrachkova Kazakhastan
	Marcel Babczynski Czech Republic
	Daniel Bauer United States
	Anuj Chabra UAE
	Ekow Coleman
	Serdar Dayan Turkey
	Colin Duffield Australia
	Alma Issina Kazakhstan
	Romain Limouzin
	Aristeidis Pantelias United Kingdom
	Ozgur Pehlivan Turkey
	Mohammad Abu Rashed Bangladesh
	Athena Roumboutsos Greece
	Sholpan Sapargali Kazakhstan
	Sonal Shah United Kingdom
	Nikolay Stankov Bulgaria
	Lourdes Trujillo
	Andrey Yushkov Russian Federation

Position	Name
Project leader	Alfredo LUCENTE
Editor	
Members	User list not rendered as you do not have the privilege to view user profiles.

How to participate

To participate please contact TOS-PPP Secretariat