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About PPP Resource Center

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The **Public-Private Partnership Resource Center (PPPRC)** is the World Bank's global hub for navigating public-private partnerships. As a key initiative supported by the **Infrastructure Finance Department (IFD)** within the World Bank, it promotes private sector engagement, support capital mobilization efforts, and shares key knowledge to drive infrastructure development and job creation.

Evolving from the Public-Private Partnership Legal Resource Center (PPPLRC) and the Public-Private Partnership in Infrastructure Resource Center for Contracts, Laws and Regulations (PPPIRC), the site has consistently delivered expertly curated guidance on PPP project development, enabling environments, and sector-specific insights.

Today, the PPPRC's expanded scope reflects the IFD's innovative approach to global development. Beyond legal resources, it now covers emerging topics like Asset Recycling, Emission Reduction Credits, Innovative Revenues, and features 100+ case studies, offering practical solutions to today's challenges and advancing sustainable, transparent development.

Another cornerstone of the PPPRC is the **Online PPP Reference Guide** and the new **Infrastructure Finance Learning**. The Guide, a key resource since 2012, provides comprehensive resources across the PPP project life cycle, with an updated version (4.0) coming soon. Infrastructure Finance Learning features curated global knowledge, an AI-driven chatbot, and a curriculum generator, reflecting the IFD's commitment to practical, accessible resources for PPP professionals worldwide. These invaluable tools offer highly relevant examples and resources on key PPP topics, empowering professionals globally to confidently navigate the vast body of knowledge generated by governments, international development institutions, academia, and the private sector. The PPPRC Library remains a leading source of PPP knowledge, offering annotated agreements, policy research, tools, and key legislation. Advanced search filters by sector, country, type, and language help users quickly find what they need.

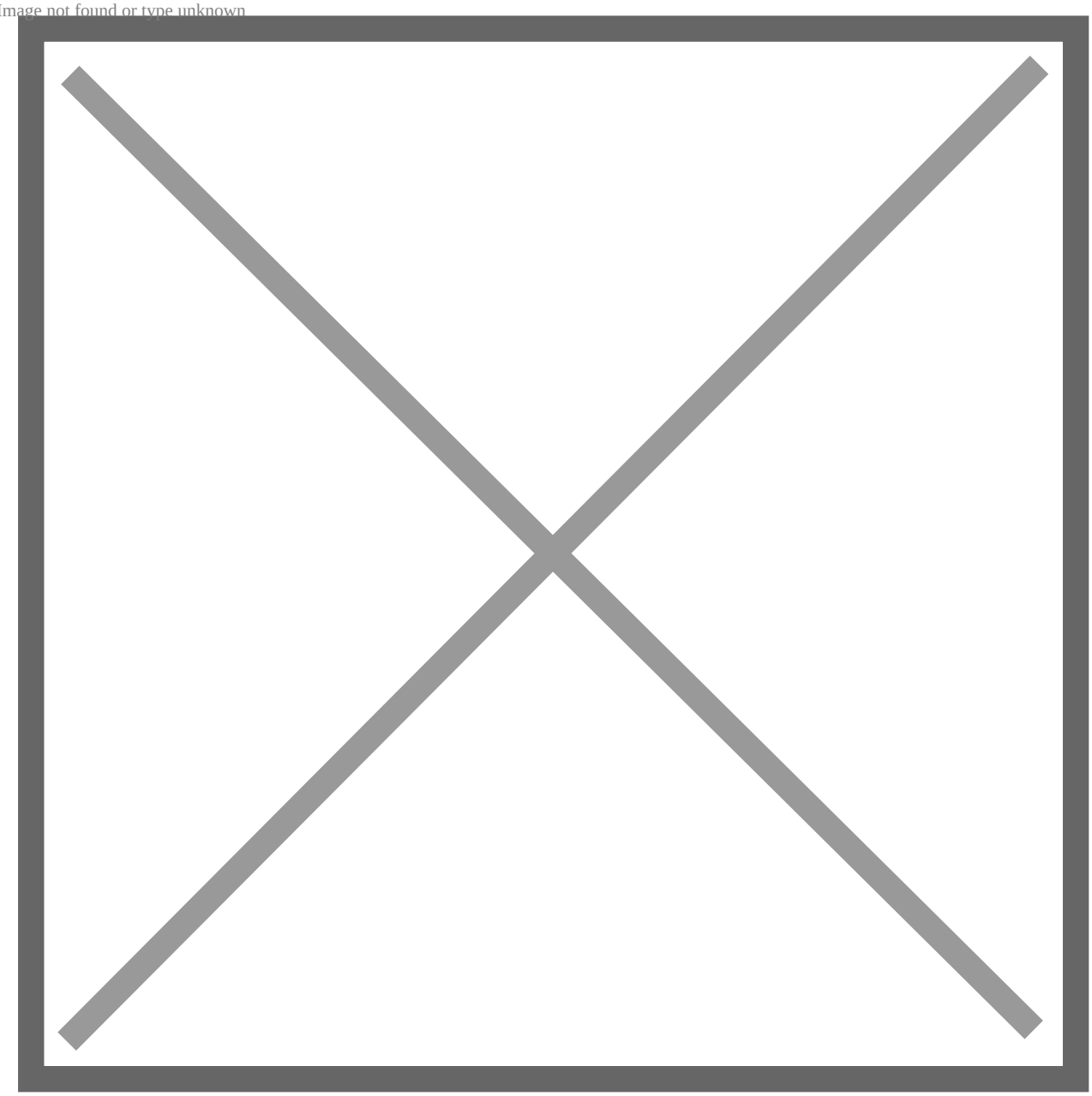
The PPPRC reflects the Infrastructure Finance Department's mission to empower effective public-private partnerships, driving progress, stimulating job creation, and shaping a more sustainable future for all. It invites users to explore its resources and join in advancing vital infrastructure development through innovative collaboration.

The Development Team

A core team of lawyers and infrastructure specialists at the World Bank helped to create this site and will continue to advise on its maintenance and expansion. The team's members draw upon many years of varied legal, project and private sector experience. They have consulted extensively with lawyers (both internal and external), and World Bank staff to find sample legal materials useful in the planning, design and legal structuring of infrastructure projects.

Task Leaders

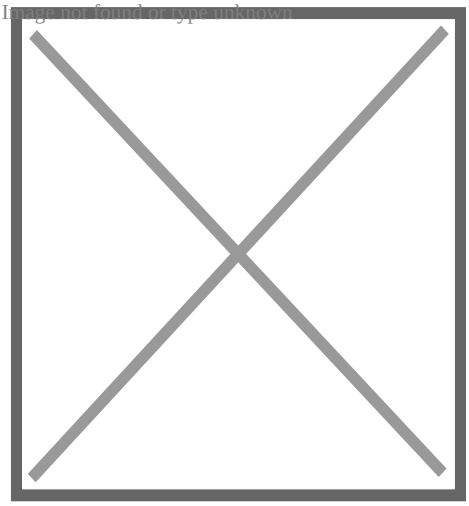
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Junglim Hahm

Junglim is a Senior Infrastructure Specialist working in the Infrastructure Finance Department (IFD) at the World Bank. She has 20 years of experience in the field of PPPs and infrastructure. She currently focuses on the World Bank Group's Maximizing Finance Development approach, particularly private capital mobilization. She has worked in various parts of the Bank Group including the Public-Private Infrastructure Advisory Facility (PPIAF), and the Multilateral Investment Guarantee Agency (MIGA). She also worked at the Korea Development Bank and the Korea Development Institute.

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Jeff Delmon

Jeff is a Senior Infrastructure Specialist in the Infrastructure Finance Department (IFD) at World Bank since 2005, advising globally on infrastructure finance and PPP. He is currently based in Singapore. Prior to joining the World Bank, Jeff spent 11 years in Paris and London advising on infrastructure and PPP projects globally at the law firms of Allen & Overy and Freshfields. He is author of numerous books and articles on PPP; his most recent books include: Innovative Funding and Financing for Infrastructure: Addressing Scarcity of Public Resources (Cambridge University Press, 2024) and Private Sector Investment in Infrastructure: Project finance, PPP projects and PPP programs (4ed Kluwer International 2021).

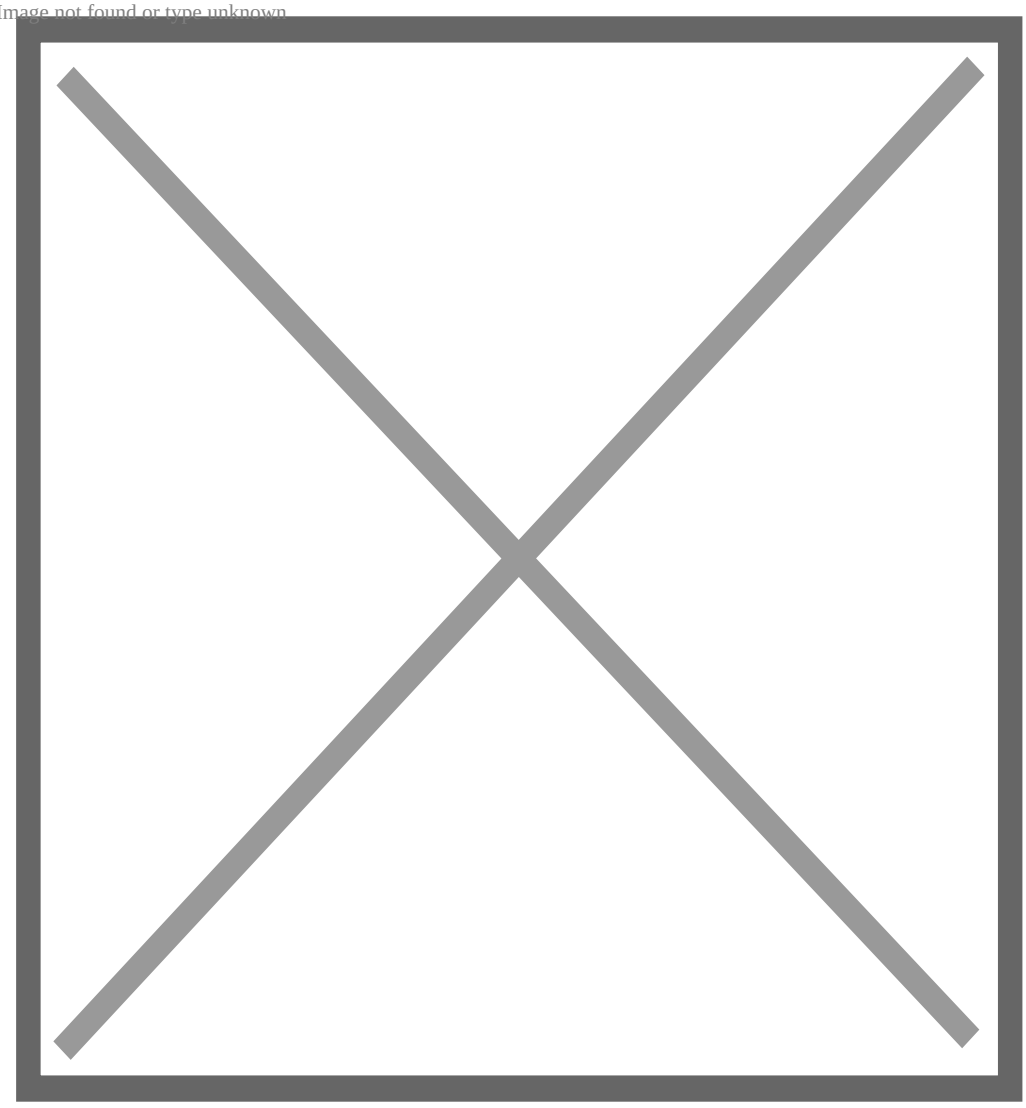
Team

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Maria Agnes Evaristo

Agnes is a communications and data strategist supporting the day-to-day management and technical requirements of the PPPRC. She brings extensive experience in marketing and advertising having worked on end-to-end communication efforts of multinational and pan-Asian brands, as well as part of several award-winning campaigns. She is C3P Certified and trained in Microcomputer Applications at John Cabot University as well as Data Science and Analytics at the National University of Singapore. Prior to joining the World Bank in 2014, Agnes worked with prominent advertising firms as a Senior Project Manager and a Senior Creative and had pursued her M.A. in Cultural Studies focusing on Digital Anthropology and Linguistics. She is passionate about the environment, keen on current affairs and volunteers her free time to various causes.

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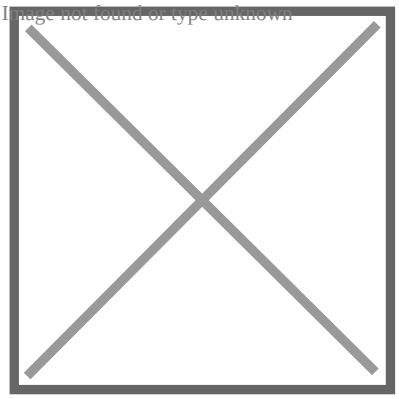


Sofie Beck Petersen

Sofie is a dual-qualified lawyer in Civil and Common Law, admitted to the Bar in Denmark and as a Solicitor of the Supreme Court of England and Wales. With strong project management skills, she specializes in managing international projects focused on building sustainable, long-term partnerships to enhance accessibility and the quality of knowledge for impactful development. Before joining the World Bank Group as a Consultant in 2018, she served as Senior Legal Counsel at a FTSE100 company. She holds a Master of

Law from London School of Economics and the University of Copenhagen. Passionate about gender equality, Sofie actively mentors female entrepreneurs.

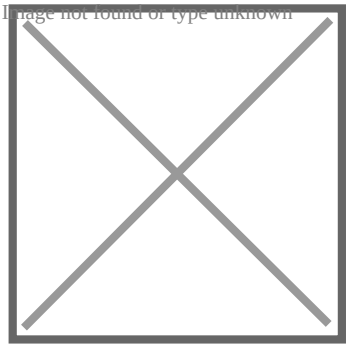
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Luo Xia

Luo Xia is a lawyer focusing on PPP legislation database and legal analysis of PPP laws for PPPRC. He is admitted to the bar in China and has extensive experience working in Africa on various project sectors, i.e. textile, ICT and mining. He also provides consultancy to the Centre for International Law of the National University of Singapore. He holds a B.A. in Swahili Literature from Beijing Foreign Studies University and a LL.M. in International Economic Law from Chinese University of Hong Kong.

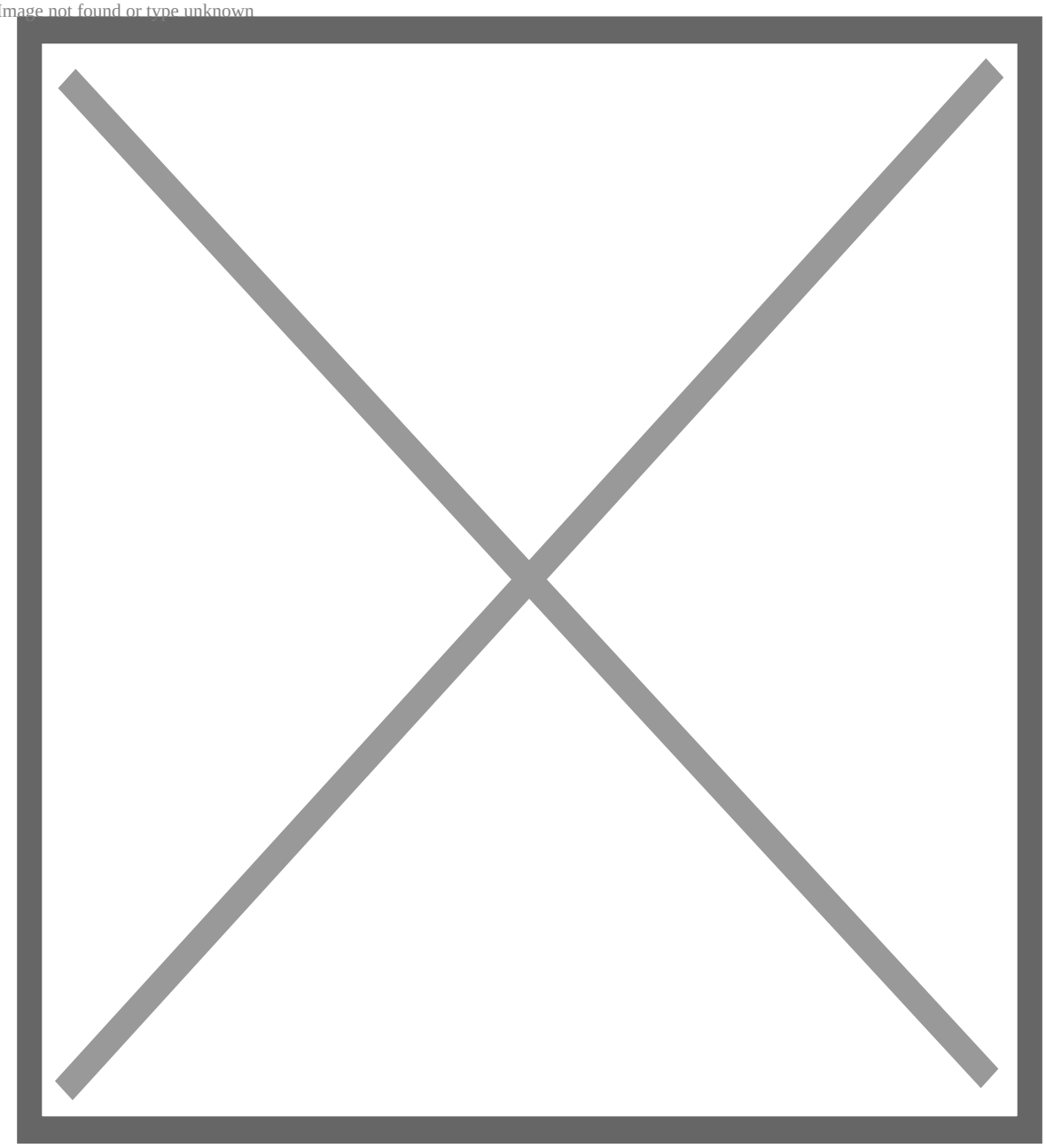
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Susanne Foerster

Susanne is an infrastructure and PPP specialist and works as a Consultant for the World Bank Group. She has over 15 years of experience advising governments, international organizations, and the private sector on policy, legal and regulatory aspects related to infrastructure development and operation. Her areas of expertise include PPP transactions, restructuring and privatization of SOEs, and economic regulation, in particular in the transport and energy sector. Her current focus is on low-carbon, resilient infrastructure, the integration of gender equality into PPP infrastructure projects, as well as the impact of disruptive technology on PPPs. Prior to joining the World Bank Group in 2013 Susanne was working as an associate for an international law firm and as an in-house legal counsel for a major international railway and logistics company. Susanne is admitted to the Bar in Germany and holds a law degree from Humboldt University in Berlin, Germany, a LL.M. degree from the University of Cape Town in South Africa and a German Dr. jur. degree in law (Ph.D. equivalent) from the University of Goettingen in Germany.

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Devender Singh

Dev is a Technical Application Architect with 24+ years of experience in Information Technology, specializing in Drupal, Open Source technologies, and application architecture. He has worked across Insurance, Media, and Non-Profit sectors, delivering scalable and sustainable technology solutions.

With strong technical expertise, architectural thinking, and problem-solving skills, Dev excels at simplifying complex challenges and translating business requirements into effective technical solutions. His collaborative approach and ability to work across teams enable him to drive meaningful outcomes and long-term value.

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