

About PPP Resource Center

Full Description

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



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.



Jeff Delmon

Jeff is a Senior PPP 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



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.



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.



Luo Xia

Luo Xia is a lawyer focusing on PPP legislation database and legal analysis of PPP laws for PPPLRC. 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.



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.



Devender Singh

Dev is a Consulting Technical Application Architect and has expertise in Drupal & Open Source technologies. He has over 24 years of experience in Information Technology and teaching Data Structures. He has worked in multiple domains like Insurance, Media, Non Profit Organisations during his long career. He has done his Masters in Computer Applications from New Delhi. His Technical knowledge, critical thinking & Interpersonal skills are good value addition in understanding and resolving problems quickly and efficiently.

Terms and Conditions

This website contains legal and other materials drawn from many sources. Materials provided on this site are provided "as is" without warranty of any kind, either express or implied, including without limitation, warranties of merchantability, fitness for a particular purpose, currency and non-infringement. The [World Bank](#) and its affiliates (together, the "World Bank Group") specifically does not make any warranties or representations as to the accuracy, authenticity, completeness or currency of any such materials. The inclusion of, or reference to, any materials on this site does not mean that they are in any way approved, endorsed or recommended by the [World Bank Group](#). The [World Bank Group](#) periodically adds, changes, or updates the materials on this site without notice.

The materials are reference materials for information ONLY and should not be relied on as a substitute for specific legal advice. Any sample wording or other materials contained or referred to in this website are not to be used as "models".

Under no circumstances shall the [World Bank Group](#) be liable for any loss, damage, liability or expense incurred or suffered which is claimed to have resulted from use of this site, including without limitation, any fault, error, omission, interruption or delay with respect thereto. Use of this site is at user's sole risk. Under no circumstances, including, but not limited to, negligence, shall the World Bank Group be liable for any direct, indirect, incidental, special or consequential damages, even if the World Bank Group has been advised of the possibility of such damages.

Links to third party websites are made for your convenience and do not imply that they are endorsed by the World Bank Group. The World Bank Group is not responsible for the content of any third party website or any link contained in a linked site. The linked sites are not under the control of the World Bank Group.

Expanding the website

The legal materials included in this website will be supplemented as additional interesting samples become available — especially from World Bank staff who are working on current infrastructure projects. Ideas or suggestions for additional legal materials are always welcome. Please contact ppp@worldbank.org.

Related Content

[About Public-Private Partnerships](#)

[World Bank Group's Role in PPPs](#)

[Our Donors and Partners](#)

3RD Party Related Content

[About PPP Resource Center and PPPs](#)