

## **About PPPLRC (PPP Legal 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**



**Victoria Rigby Delmon**

Vicky is a Senior Infrastructure Lawyer in the World Bank Water Global Practice Group. She brings extensive private sector experience in water, transport and solid waste sectors. She also advises on the enabling environment for PPPs across sectors. Vicky has been a key driver of and contributor to the PPPLRC since its inception. She is fluent in French and German. Prior to joining the World Bank in 2006, Vicky worked in house as international counsel with the utility firm Veolia Environment and as an associate with the law firm Freshfields Bruckhaus Deringer. She has a MA in law from Oxford University and is a member of the Law Society of England and Wales.

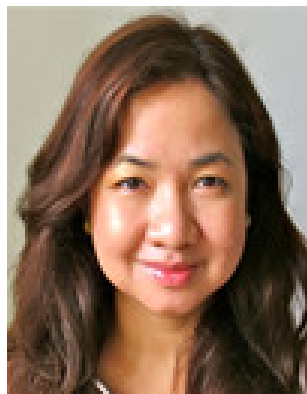


**Jenny Jing Chao**

Jenny is a PPP Specialist in the Singapore office of the World Bank. Jenny is a New York accredited lawyer who has over eight years of experience advising sponsors, lenders, governments and multilateral institutions

on the development and financing of infrastructure projects around Asia and the Middle East. Previous to joining the World Bank, she was a project finance associate at international law firms Hogan Lovells and Shearman & Sterling, specializing in large energy projects in emerging markets. She also held the role of resident coordinator at an advisory project to the Government of Timor-Leste on the sustainable investment of its oil revenues with the Earth Institute at Columbia University. She holds a B.S. in International Politics from Georgetown's School of Foreign Service and a J.D. from Columbia Law School.

## **Team**



### **Maria Agnes Evaristo**

Agnes is a Communications and Media Specialist supporting the day-to-day management, marketing, social-media and technical requirements of the PPPLRC. She brings extensive experience in marketing and advertising having worked on end-to-end communication efforts of several multinational and pan-asian brands, as well as part of several award-winning campaigns. 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.



### **Susanne Foerster**

Susanne is a senior infrastructure professional and works as a Consultant for the World Bank Group. She has over 15 years of experience advising governments 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 privatisation 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 privately financed infrastructure projects in fragile and conflict-affected states. 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 Göttingen in Germany.



### **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.

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## **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](mailto:ppp@worldbank.org).

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