

Successful Public Private Partnerships From Principles To Practices

Análise comparativa sobre parceria público privada e contrato de serviço social nos seguintes locais: Reino Unido, Estados Unidos, Suécia, Dinamarca, Alemanha, Austrália, Ásia.

Public-private partnerships (PPPs) are long-term contracts between a private party and a government agency that strive to provide a public asset or service in which the private party bears both some risk and some management responsibility. If implemented well, PPPs can help overcome inadequate infrastructure that constrains economic growth, particularly in developing countries. The use of PPPs has increased in the last two decades; they are now used in more than 134 developing countries, contributing about 15-20 percent of total infrastructure investment. The World Bank Group has expanded its support to PPPs through a wide range of instruments and services. During the last 10 years, its support has increased about threefold, to nearly \$3 billion per year. The Independent Evaluation Group (IEG) assesses how effective the World Bank Group has been in helping countries use PPPs. In the evaluation, IEG examines the relevance of Bank Group support, how successful projects were, how the Bank Group coordinated support among its business lines (support to the public sector versus the private sector), and how it compares with the experience of other multilateral development banks with PPP support. IEG distills lessons to apply to the Bank Group's support of PPPs. Finally, IEG presents six recommendations that apply to both the organizational and the operational aspects of this work.

Public-Private Partnership (PPP) is a channel through which the public sector can seek alternative funding and expertise from the private sector to procure public infrastructure. Governments around the world are increasingly turning to Public-Private Partnerships to deliver essential goods and services. Unfortunately, PPPs, like any other public procurement, can be at risk of corruption. This book begins by looking at the basics of PPP and the challenges of the PPP process. It then conceptualizes the vulnerability of various stages of Public-Private Partnership models and corruption risk against the backdrop of contract theory, principal-agent theory and transaction cost economics. The book also discusses potential control mechanisms. The book also stresses the importance of good governance for PPP. It outlines principles and procedures of project risk management (PRM) developed by a working party of the Association of Project Managers. Finally, the book concludes by proposing strategies and solutions to overcome the limitations and challenges of the current approach toward PPP.

Public sector funding and resources are often inadequate to meet increasing demands for investment and effective management, and a growing case history shows increasing involvement by the private sector in provision of infrastructure and services through PPP arrangements. The objective of this book is to determine, and make recommendations on, means of optimizing the use of Public Private Partnerships (PPP) in development of infrastructure whilst ensuring the sustainable long term provision of water and waste water services. The focus is on providing detailed recommendations on contractual issues and contract structures to achieve this objective. Public Private Partnerships in the Water Sector - Innovation and Financial Sustainability: Identifies

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what is needed to establish effective and sustainable water and wastewater service reform when using a PPP arrangement, and importantly how those issues can be addressed contractually. Provides specific recommendations of a comprehensive and detailed approach to contract drafting to ensure effective, sustainable and long term provision of water and wastewater services, including an approach for adaptation of public procurement procedures for PPP arrangements. Recommends a proposed approach to dealing with the influence of imperfect or unavailable data on the long term effectiveness or sustainability. This is a practical and pragmatic book in which the authors share their considerable experience on devising and implementing PPPs in the water sector. It is aimed primarily at practitioners working with developing countries but its recommendations will also be suitable for application in developed countries. It is also a useful reference for postgraduates and academics studying infrastructure development.

This book discusses Public-Private Partnerships (PPPs) and their potential to protect and maintain critical infrastructure in a variety of global governmental settings. Critical infrastructure is defined as essential services that underpin and support the backbone of a nation's economy, security, and health. These services include the power used by homes and businesses, drinking water, transportation, stores and shops, and communications. As governmental budgets dwindle, the maintenance of critical infrastructure and the delivery of its related services are often strained. PPPs have the potential to fill the void between government accounting and capital budgeting. This volume provides a survey of PPPs in critical infrastructure, combining theory and case studies to provide a comprehensive view of possible applications. Written by a diverse group of international experts, the chapters detail PPPs across industries such as transportation, social infrastructure, healthcare, emergency services, and water across municipalities from the US to New Zealand to Hong Kong. Chapters discuss objectives and legal requirements associated with PPPs, the potential advantages and limitations of PPPs, and provide guidance as to how to structure a successful PPP for infrastructure investment. This book is of interest to researchers studying public administration, public finance, and infrastructure as well as practitioners and decision makers interested in instituting PPPs in their communities.

The conservation of cultural heritage requires the involvement of multiple actors from across the public, private, and nongovernmental, or third, sectors, not only to initiate and carry out conservation but also to sustain heritage places. The conservation of the historic urban environment poses specific and urgent challenges that require a multidisciplinary approach in which conservation actions are embedded within economic, social, and environmental development strategies. Increasingly, the private and third sectors are playing a pivotal role in these processes. Public-private partnerships (PPPs) are contractual arrangements in which the private and/or third sector assists in delivering a public facility or service by providing funding or operating leadership. The third sector, which may include heritage-related NGOs, as well as people living near a heritage site, is of particular relevance to PPPs used for heritage conservation. This publication focuses specifically on the use of PPPs for historic buildings and historic urban areas, and is targeted to those working in the cultural heritage sector. It draws on existing literature, which it aims to make more accessible to those interested in cultural heritage conservation. While providing information on the

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basic concepts of public-private partnerships and the roles and responsibilities of the partners in a PPP, this is not a guide to the use of PPPs. It discusses the types of PPPs that have been used to conserve historic buildings and historic urban areas, provides specific examples of where and how they have been used, and demonstrates ways in which PPP mechanisms have met conservation goals. This publication also makes some limited observations on the aims of PPPs drawn from the literature, from published case studies, and from a few further case study investigations. This publication draws on English-language works produced between 1992 and 2012, but concentrates on the more recent literature. Much of this material is from the Australia, the United Kingdom, and other European nations that have been the most active in conducting PPPs for heritage resources and in publishing information about these projects. This overview includes an extensive bibliography and provides some suggestions of topics for further research.

Voluntary sustainability standards (VSS) and other private governance instruments (e.g., Fair Trade, Forest Stewardship Council, Fair Wear Foundation, GLOBALGAP) are increasingly regulating global production processes and economic activities. VSS verify the compliance of products or production processes with sustainability standards. The importance of voluntary sustainability standards is now widely recognized. After being operational for more than two decades, they have established themselves as private governance instruments. This recognition is also exemplified by their integration in public regulatory approaches. Governments and international organizations are partnering with voluntary sustainability standards to pursue sustainable development policies. We witness the integration of VSS in the regulatory approaches of local and national governments in countries around the world, the integration of VSS in trade policies, the emergence of public-private initiatives to govern global supply chains, and the inclusion of private initiatives in experimentalist governance regimes. This Special Issue seeks to bring together research on the interface between private and public governance. We welcome contributions which analyze specific case studies on the emergence and development of these private-public interactions, the design of public-private governance, the effectiveness of these governance arrangements, and critical perspectives on the possibilities and limitations of such public-private forms of governance. We welcome multi-disciplinary perspectives including contributions from economics, political science, law, sociology, geography, and anthropology. Papers selected for this Special Issue are subject to a peer review procedure with the aim of rapid and wide dissemination of research results, developments, and applications. This book highlights good practices and summarises what countries should consider before entering into public-private partnerships (PPPs).

at African public sector officials who are concerned about the delivery of infrastructure projects and services through partnership with the private sector, as well as staff in donor institutions who are looking to support PPP programs at the country-level."

--Book Jacket.

This book describes the nature of public-private partnerships (PPPs) in the health sector in Vietnam. It defines health-related PPPs, describes their key characteristics, and develops a taxonomy of the different types of PPPs that exist in practice, illustrated by international examples. It also assesses the regulatory and institutional framework for the health PPP program in Vietnam, as well as financing and accountability

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mechanisms for PPPs at its national and subnational levels. It provides an overview of the PPP project pipeline in Vietnam and analyzes important issues in the health PPPs' design, preparation, and implementation, using eight case studies involving projects in different phases of the project cycle. This book also examines barriers that have hampered the successful design and implementation of health care PPPs in Vietnam. These barriers may be broadly categorized as barriers in the PPP policy and regulatory framework, in the public sector, in the private sector, and in the financial sector. It proposes feasible and actionable recommendations so that the government can consider tackling the identified barriers and advance the successful design and implementation of health PPPs.

The book offers an overview of international examples, studies, and guidelines on how to create successful partnerships in education. PPPs can facilitate service delivery and lead to additional financing for the education sector as well as expanding equitable access and improving learning outcomes.

By merging public and private tangible and intangible capitals, Public Private Partnerships contracts (PPP) are fundamental to generate public value and to support economic and social development; in the aftermath of Covid-19 pandemic, they prove critical to pave the way for the recovery. This book is intended to support the co-evolution of the main public and private players involved in PPP contracts for infrastructure and service delivery, by providing principles, based on the academic and professional experience of the authors, that can be applied across sectors and jurisdictions. Drawing on the framework of public-private collaborations at macro, meso and micro level, this book provides a practical perspective on the most relevant legal, financial and contractual issues of PPP contracts for infrastructure and service delivery. Over the last decade or so, private-sector financing through public-private partnerships (PPPs) has become increasingly popular around the world as a way of procuring and maintaining public-sector infrastructure, in sectors such as transportation (roads, bridges, tunnels, railways, ports, airports), social infrastructure (hospitals, schools, prisons, social housing) public utilities (water supply, waste water treatment, waste disposal), government offices and other accommodation, and other specialised services (communications networks or defence equipment). This book, based on the author's practical experience on the public- and private-sector sides of the table, reviews the key policy issues which arise for the public sector in considering whether to adopt the PPP procurement route, and the specific application of this policy approach in PPP contracts, comparing international practices in this respect. It offers a systematic and integrated approach to financing PPPs within this public-policy framework, and explains the project-finance techniques used for this purpose. The book deals with both the Concession and PFI models of PPP, and provides a structured introduction for those who are new to the subject, whether in the academic, public-sector, investment, finance or contracting fields, as well as an aide memoire for those developing PPP policies or negotiating PPPs. The author focuses on practical concepts, issues and techniques, and does not assume any prior knowledge of PPP policy issues or financing techniques. The book describes and explains: * The different types of PPPs and how these have developed * Why PPPs are attractive to governments * General policy issues for the public sector in developing a PPP programme * PPP procurement procedures and bid evaluation * The use of project-finance techniques for PPPs *

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Sources of funding * Typical PPP contracts and sub-contracts, and their relationship with the project's financial structure * Risk assessment from the points of view of the public sector, investors, lenders and other project parties * Structuring the investment and debt financing * The key issues in negotiating a project-finance debt facility. In addition the book includes an extensive glossary, as well as cross-referencing.

*Reviews the PPP policy framework and development from an international perspective

*Covers public- and private-sector financial analysis, structuring and investment in PPPs *No prior knowledge of project financing required

The authors provide a summary of the main lessons learned from the past twenty-five years regarding public-private partnerships.

This book looks at what drives effective management of public-private partnerships (PPPs). It examines widely cited Singaporean cases pertaining to successful PPPs as well as those in failure (and subsequently contracted back in the public-sector provision) in diverse areas of public service, such as water services, educational services, trade and logistical data services, residential services, acquisition and maintenance of military systems, research and development services, infrastructure, and sport services. The book begins each case with an overview (e.g., project goals (motivators), types of PPPs, stakeholders, time period, assigned budget, and capital planning) and then specifically discusses critical success factors and/or risk factors pertaining to the decisions to proceed with ongoing PPPs or to return to self-operation (in-house public production) of services later, respectively. The book concludes with a discussion of lessons learned from Singaporean cases and contexts of PPPs and suggests more feasible strategies and conditions toward successful collaborative governance between public agencies and private counterparts for the new century. This book will appeal especially to public policymakers.

'Public-Private Partnerships for Urban Water Utilities: A Review of Experiences in Developing Countries' analyzes the market growth of Public-Private Partnerships (PPPs) in the developing world since 1990, and the performance of more than 65 large water PPP projects representing more than 100 million people for access, service quality, operational efficiency, and tariff levels. Although a relatively small portion of the water utilities in the developing world are operated under PPPs (about 7 percent in 2007), the urban population served by private water operators has grown every year since 1990. Despite many difficulties encountered by PPP projects and a few contract terminations, a large majority of contracts awarded since 1990 are still in place. The track record for improving service and efficiency reaffirms the value of PPPs to help turn around poorly performing water utilities, even though the level of private financing did not match initial expectations. Over time, a more realistic market has developed, the number of private investors from developing countries has grown, and contract designs have become more pragmatic concerning risk allocations between partners. The water sector has many features that set it apart from other infrastructure sectors. This book suggests the need for careful consideration of those specificities to successfully involve private operators. Although concessions with private financing have worked in a few places, contractual arrangements that combine private operation with public financing appear to be the most sustainable option in many countries. Policy makers, stakeholders, and donors need to remain heavily engaged in the water sector, especially in the poorest countries and during a global financial crisis. This book

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contributes to a better understanding of the various options to tackle the many challenges of providing water and sanitation services to urban populations in the developing world.

Infrastructural investment is critical to economic growth, quality of life, poverty reduction, access to education, health care, and the achievement of many of the goals of a robust economy. But infrastructure is difficult for the public sector to get right. Public–private partnerships (PPPs) can help; they can provide more efficient procurement, focus on consumer satisfaction and lifecycle maintenance, and provide new sources of investment, in particular through limited recourse debt. But PPPs present challenges of their own. This book provides a practical guide to PPPs for policy makers and strategists, showing how governments can enable and encourage PPPs; providing a step-by-step analysis of the development of PPP projects; and explaining how financing works, what contractual structures look like, and how risk allocation works in practice. It includes specific discussion of each infrastructure sector, with a focus on the strategic and policy issues essential for successful development of infrastructure through PPPs. This second edition includes new sections on institutional frameworks, mechanisms for leveraging public financing, small scale PPP projects and more.

The terrorist attacks of September 11, 2001, and Hurricane Katrina in August 2005, generated a great deal of discussion in public policy and disaster management circles about the importance of increasing national resilience to rebound from catastrophic events. Since the majority of physical and virtual networks that the United States relies upon are owned and operated by the private sector, a consensus has emerged that public–private partnerships (PPPs) are a crucial aspect of an effective resilience strategy. Significant barriers to cooperation persist, however, despite acknowledgment that public–private collaboration for managing disasters would be mutually beneficial. *Managing Disasters through Public–Private Partnerships* constitutes the first in-depth exploration of PPPs as tools of disaster mitigation, preparedness, response, and resilience in the United States. The author assesses the viability of PPPs at the federal level and explains why attempts to develop these partnerships have largely fallen short. The book assesses the recent history and current state of PPPs in the United States, with particular emphasis on the lessons of 9/11 and Katrina, and discusses two of the most significant PPPs in US history, the Federal Reserve System and the War Industries Board from World War I. The author develops two original frameworks to compare different kinds of PPPs and analyzes the critical factors that make them successes or failures, pointing toward ways to improve collaboration in the future. This book should be of interest to researchers and students in public policy, public administration, disaster management, infrastructure protection, and security; practitioners who work on public–private partnerships; and corporate as well as government emergency management professionals and specialists.

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Over the last ten years public private partnerships have become ever more popular worldwide, expanding the body of experience among construction professionals, government agencies, and industry. In these economically challenging times, PPP has emerged as a crucial framework for providing infrastructure, and also to boost construction industry activity, while shielding the taxpayer from some of the cost. Understanding the lessons learnt is essential to ensuring the success of future projects, and this timely book will prepare the reader to do just that. Starting by defining PPP itself, part one is designed to help the novice to get to grips with the basics of this topic. Part two tackles the practicalities of PPPs, including successful implementation, managing the risks involved, and how to assess the suitability of a project for the PPP route. Part three presents detailed case studies from Asia, Africa, and Australia to illustrate how PPPs should be managed, how problems emerge, and how PPPs can differ across the world. Drawing on extensive internationally conducted research, from both industry and academia, the authors have written the essential PPP guide. Taking into consideration the perspectives of those in the public sector and the private sector, as well as built environment professionals, it is essential reading for anyone preparing to work on public private partnerships in construction. The recent international financial crisis has significantly affected Governments' ability to invest in infrastructure in Europe and Central Asia, with no counterbalancing effects by the private sector. The study identifies the issues dampening private participation in infrastructure in the region and recommends possible practical solutions.

In a time of diminished resources, the public sector is facing new challenges ranging from meeting the needs of aging baby boomers and the massive millennial generation to coping with a national infrastructure deficit to fostering economic competitiveness. Addressing these challenges requires a collaborative effort by the public and private sectors to use the skills and resources of each to shape and carry out developments that respond to these challenges. As a result, public private partnerships (PPPs) in development, infrastructure, and public facilities are ever more essential. This book will arm public and private sector representatives with an understanding of the obstacles and opportunities inherent in PPPs, as well as provide a toolkit of best practices and lessons learned for the creation of effective PPPs. The material in this book is applicable to a wide range of communities, and is designed to help members of the public and private sectors understand each others needs, expectations, and resources. At a time when the practice of PPPs is rapidly evolving, this reports examines many recent case studies and covers news trends, such as using PPPs to deliver infrastructure that can support future development."

Over the last thirty years Public Private Partnerships (PPPs) have been used to deliver transport capital projects and services. PPPs are complex arrangements that require a multi-disciplinary approach in order to assure their success, though research on the subject has been fragmented. This book fills the gap in existing

literature by providing insight into these complex arrangements at their various stages of development. *Public Private Partnerships in Transport: trends and theory* is structured to follow the life-cycle of a PPP project and strikes a balance between theory and practice. Divided into four parts, each section highlights major concerns and offers an array of views and policy recommendations. Parts include context for national implementation, decision models, performance measures and efficiency standards. This book includes an expanded discussion on the findings presented, discussed and analysed at the closing event of the COST Action TU1001 network on the topic of PPPs in transport. The result will be of significant interest to the academic community, policy makers and practitioners.

The purpose of this guide is to enhance the chances of effective partnerships being developed between the public and the private-sector by addressing one of the main obstacles to effective PPP project delivery: having the right information on the right projects for the right partners at the right time.

This publication highlights how public–private partnerships (PPPs) can be effective to meet Asia's growing infrastructure needs. It shows how governments and their development partners can use PPPs to promote more inclusive and sustainable growth. The study finds that successful PPP projects are predicated on well-designed contracts, a stable economy, good governance and sound regulations, and a high level of institutional capacity to handle PPPs. It is the result of a collaboration between the Asian Development Bank, the Korea Development Institute, and other experts that supported the theme chapter "Sustaining Development through Public–Private Partnership" of the Asian Development Outlook 2017 Update.

Four new cities have been created in Georgia in the past three years. The author was responsible for the implementation of Sandy Springs, the first new city to be incorporated in Georgia in fifty years. His previous book, *Creating the New City of Sandy Springs*, was published to serve as a guide for other communities considering incorporation. The book introduced the concept of a broadly based Public/Private partnership. Subsequently, the author served in an advisory role to the other three new cities, all of which adopted the Public/private partnership model. A fifth new city that the author is advising is expected to be formed late in 2008. It too, is moving toward the adoption of the model. The record of success in these cities is outlined in this new book. Success is defined as the provision of more efficient government services and providing the maximum level of responsiveness to the citizens. Based on the experience of these new cities, this book strongly urges that existing cities which have followed the traditional organizational structure, for too long, give strong consideration to converting their services to the Public/Private partnership model. The Public/Private partnership model is gaining interest on a national level and recently has attracted international interest. The author was invited to participate in a number of large symposia and meetings in Japan with government, business and academic leaders, to explain the model, and its benefits. Traditional methods of providing local government services have in many cases resulted in levels of bureaucracy and waste that are unacceptable. It is time that elected officials consider new and better methods. The Public/Private partnership model as described in this, and the author's first book, provides a roadmap for introducing improved government services that should be studied by all local officials.

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This Handbook aims to support policy-makers, national governments, national and regional public administrations, PPP officers, practitioners and academia in the design, implementation and assessment of appropriate responses to foster PPPs' uptake in the context of developing and emerging economies.

Examples of Successful Public-private Partnerships
Public-Private Partnership Projects in Infrastructure
An Essential Guide for Policy Makers
Cambridge University Press

Levy demystifies public-private partnerships as an innovative solution to the challenges of designing, financing, building, and operating major infrastructure projects.

Public-Private Partnerships for Infrastructure - Principles of Policy and Finance, Second Edition explains how public private partnerships are prepared, procured, financed, and managed from both the public- and private-sector perspectives. As the use of public private partnerships continues to develop world-wide, both in the area of public policy and private financing and contracting, the Second Edition of this leading textbook: Captures and explains the latest approaches, providing a comprehensive all-round guide for those on both the public- and private-sector sides of the table Emphasises a step-by-step approach within a comprehensive, cross-referenced format Includes clear explanations of PPP evaluation, structuring and financing concepts for the benefit of those new to the topic: no prior knowledge is assumed or required Provides detailed reference points for more experienced practitioners Draws from the authors' experience and practice in PPP markets worldwide to provide a perspective on practical application of the key underlying principles Includes an extensive glossary of technical and financial terms used in the PPP sector Includes more technical information and a stronger legal perspective than other books Emphasizes a step-by-step approach within a comprehensive, cross-referenced format Expands and updates the historical backgrounds and political contexts of public-private partnerships

Broadly, a Public-Private Partnership (or PPP) is any collaboration between the public and private sector, but research in the UK has tended to focus on those that have been used for major infrastructure projects, such as roads, schools, and hospitals. This book compares and contrasts PPP research in the UK with that of cases in the USA, including interviews with some of the key stakeholders (decision makers in the public sector, contractors, and users) of PPPs in North America, and observations of PPPs in action (such as schools and roads). No prior major studies have compared the UK and USA when it comes to the development and operation of PPPs, and this book fills a gap in the literature, addressing a number of key questions, including: Is the private sector viewed with less suspicion in the USA when it comes to projects that would normally fall under the aegis of the public sector? How do politics affect PPPs? How do key players in the PPP process define project success, determine the merits and drawbacks of the initiative, and deal with controversial elements of the scheme such as value for money and risk transfer? The result is a volume that offers practical advice for the future development of PPPs in the UK.

This path-breaking book considers the recent trend for governments to look increasingly to private sector finance, provided by private enterprises constructing and managing public infrastructure facilities in partnership with government bodies. 'The boundaries between the public and private sector are the most important political issue of our time.'

This report highlights the promise and the pitfalls of different models of public private partnerships (PPPs) in the UK. It makes proposals on where, when and how partnerships have a role to play in improving public services.

America's cities are increasingly acknowledged as sites of renewal and economic opportunity—but how can city leaders facing physical and financial constraints harness this positive energy to create sustainable development? The story of Cleveland in the early 1980s provides the necessary roadmap. Mayor George V. Voinovich, by drawing on the combined strengths of the public and private sectors, took Cleveland from financial default to becoming

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“America’s Comeback City,” and he later used the best practices he developed there to tackle state-level challenges as governor of Ohio. The public-private partnership model that Voinovich pioneered has since become the gold standard for cities seeking to maximize resources. Using lessons from Cleveland, Voinovich developed this handbook for governments and private entities seeking a mutually enriching partnership. It is his legacy to those who will guide America’s cities to new growth and vitality.

This volume presents the history and current state of the public-private partnership (PPP) sector in Russia. It analyzes the legal and institutional framework of PPPs as well as approaches and best practices for public administrations at federal and regional level to promote PPPs. Special attention is given to the management of PPP projects in different phases of their life cycle and to the legal and financial structuring of PPP projects. In addition, the contributions highlight best PPP practices in various sectors - from transport infrastructure to information technology - and also discuss international aspects of PPP. The volume is aimed at scholars in economics and public administration as well as public decision-makers interested in modern trends in the Russian economy and the development of successful business development.

Large infrastructure projects often face significant cost overruns and stakeholder fragmentation. Public-Private Partnerships (PPPs) allow governments to procure long-term infrastructure services from private providers, rather than developing, financing, and managing infrastructure assets themselves. Aligning public and private interests and institutional logics for decades-long service contracts subject to shifting economic and political contexts creates significant governance challenges. We integrate multiple theoretical perspectives with empirical evidence to examine how experiences from more mature PPP jurisdictions can help improve PPP governance approaches worldwide.

The Government of Pakistan strongly supports public–private partnership (PPP) initiatives. From 1990 to 2019, Pakistan witnessed 108 financially closed PPP projects, with a total investment of approximately \$28.4 billion. About 88% of these projects are in the energy sector, attracting more than \$24.7 billion, followed by investments in the port sector. In early 2021, Parliament approved the amendments to the 2017 PPP Law, enacting the Public Private Partnership Authority (Amendment) Act 2021. This further strengthens the enabling legal and regulatory framework for developing and implementing PPPs, thereby promoting private sector investment in public infrastructure and related services.

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