

# SOURCE

The multilateral platform  
for sustainable infrastructure



# Success Stories



# Introduction

The multilateral platform SOURCE for sustainable infrastructure, led and funded by the MDBs, has been designed and developed to bridge the investment gap by improving the quality of preparation of infrastructure projects, supporting the definition of infrastructure as an asset class, and promoting a common understanding between public project developers and domestic and international bidders and investors. It embeds standardized sector-specific templates divided into eight stages and structured around the entire project decision cycle.

It thereby captures the relevant information and steps required to make an informed decision in the project cycle. SOURCE's templates have been developed over 10 years with inputs from MDBs, international organizations, and the private sector. Templates are regularly updated and can be extended to capture additional indicators (e.g., from the UN or G20 agenda) promoted by the MDBs and endorsed by the SOURCE Council).

In March 2019, the SOURCE Council has endorsed SIF's proposed strategy for deploying SOURCE in their member countries via an integration process. As of May 2021, SOURCE is being integrated in 13 countries, and 33 countries expressed an official interest in benefiting from SOURCE integration at national level. Based on SIF's experience promoting and managing SOURCE platform on behalf of multilateral development banks, the provision of appropriate institutional and technical support to government agencies is central to the successful implementation of the software. As for the integration of any new system in an organization, change management has indeed to be carefully considered, and the "integration process" enables SIF to operationalize the platform – originally designed to be a universal tool and knowledge dissemination vehicle – to fit the regulatory framework and project cycle of each country.

As part of the integration process, SIF customizes SOURCE to the countries' respective regulatory context and project cycle (e.g., to integrate specific approval steps, permits and licenses, etc.), develop bespoke reporting functionalities, and provide training to all concerned agencies. One of the key aspects of the approach is to ensure the political support and commitment of the country to the integration to ensure its successful implementation.

This report presents a list of the first success stories from the countries where SOURCE is currently been integrated.

# Successful Projects

**Two projects in Ukraine, entered into SOURCE at the project preparation stage, have met contractual close in 2020.** The first project, the Kherson Sea Commercial Port (KSCP), was published on SOURCE's pipeline in 2018. In 2014 a detailed assessment of the concession of the KSCP was carried out and in April 2017, a pre-feasibility study was completed with the support of the World Bank, concluding the viability of a PPP transaction/concession.

**The Kherson Sea project was created in SOURCE December 2017 by EBRD with the objective to provide a standard framework for the structuring of the PPP transaction (see Figure 1). The project was published in SOURCE in September 2018 aiming to attract private sector interest. In June 2020 the first-ever concession project in Ukraine, structured in line with best international practice, was signed.**

The consortium of RISOIL, Ukraine's leading stevedoring and agro-industrial company, and the Georgian Industrial Group, the largest industrial holding in Georgia, was awarded a 30-year concession for the seaport following an open international tender. Leveraging on the successful piloting of SOURCE for these two Port projects, the integration process of SOURCE in Ukraine started in 2019 with the support of EBRD and is currently entering its implementation stage.



Figure 1 – KSCP project in SOURCE

Figure 2 – EBRD's announcement

# Successful Projects

**Rampura Amulia Demra Toll Road project in Dhaka Bangladesh was created in SOURCE in March 2017 and published in 2018. The project is led by the PPP Authority of Bangladesh and the Roads and Highways Department (RHD) of the Ministry of Road Transport and Bridges of Bangladesh and received support by the Asian Development Bank (ADB).**

PPPA has engaged ADB to serve as the Transaction Advisor to PPPA and RHD in the development, structuring and tendering of the Improvement of the Hatirjheel-Rampura-Sheikherjaiga-Amulia-Demra Highway into 4-lanes (including link to Chittagong road intersection and access to Tarabo) through Public Private Partnership. **The project was approved by the Cabinet Committee on Economic Affairs and is currently in procurement stage with the RFP evaluation ongoing.**

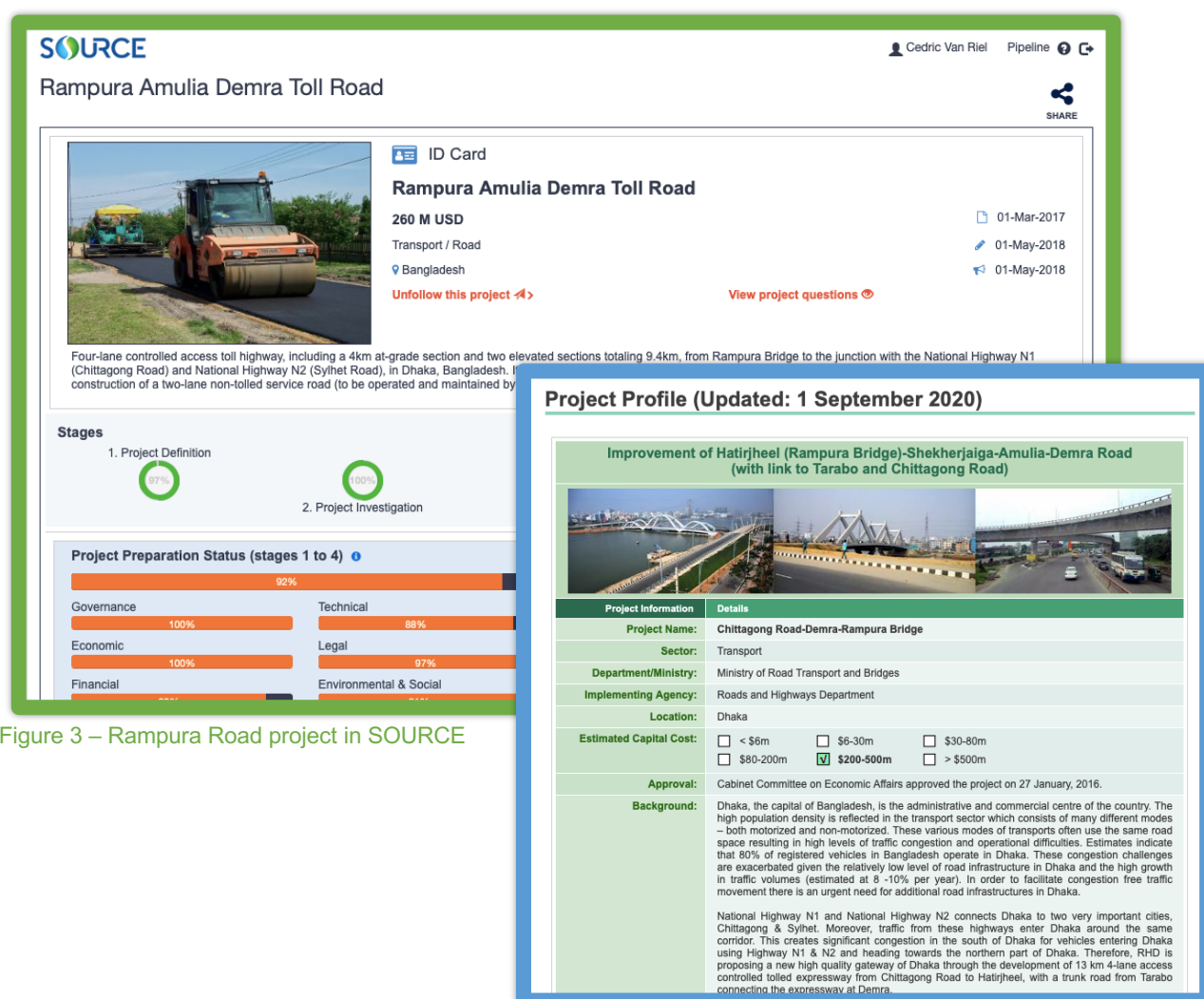


Figure 4 – Rampura Road project on the PPPO website



## Successful Integrations



**Mr. Golib Kholjigitov, former Deputy Minister of Finance and Head of the Public-Private Partnership Development Agency (PPPDA) of Uzbekistan**, is leading the integration of SOURCE *“to provide better standardization and predictability of Public-Private Partnership processes as part of the enforcement of Uzbekistan’s new PPP law”*. As part of the integration assistance, supported by the Asian Development Bank, SIF has supported the digitalization of the new PPP Law

into SOURCE, translated the whole platform in Russian language, and organized several trainings to the central PPPDA and implementing agencies. The development phase was completed in November 2020 and participating agencies have started the piloting of the platform with real projects.

**Ferdinand Pecson, Executive Director of the PPP Center of the Philippines**, adopted SOURCE *“to bring transparency and accountability across all government agencies involved in the Philippines’ project cycle, while benefiting from a robust and fully customized project information management system and industry’s best practices”*. SIF has completed the integration process in the Philippines and has entirely digitized the PPP cycle into SOURCE. The role of each agency has been mapped, and several training programs have been conducted. The PPP Center aims to roll-out the solution by the end of the year.



**In Mauritius, where SOURCE is being piloted by the government with the support of DBSA, SOURCE proved to be “very helpful to facilitate coordination and sharing of information across agencies, and the evaluation of project readiness from the Ministry of Finance and Economic Development (MOFED)”**. I supported the

*integration of SOURCE in Mauritius, to standardize our preparation processes, especially for PPPs, with a better alignment with investors requirements and ESG criteria, for creating pipelines of quality infrastructure projects”* mentioned Mr. Salim Oozer, former senior analyst at the MOFED. As part of a first phase, Mauritius’ key steps have been integrated into SOURCE to facilitate the piloting of the platform and prepare the full integration process in 2021. Currently 6 pilot projects are prepared in SOURCE facilitating access to international best practices, better structuration of the preparation and an easier coordination with the ministry of finance.

# Successful Integrations

In Peru, SOURCE is being integrated via the Private Investment Promotion Agency, ProInversion, with the support of the Ministry of Finance and the Inter-American Development Bank aiming “to provide better standardization and predictability of Public-Private Partnership processes in order to generate new portfolio of projects.” After an initial phase of needs assessment, the second phase of the integration was approved this year with a focus on improving project readiness to better incorporate at the early stage the G20 recommendations and evaluate projects documentation against international standards.



In Paraguay the first phase of the integration launched in 2019 allowed the Ministry of Finance to identify the benefits of SOURCE as the project preparation management system enabling the implementing agencies to better structure PPP and improve risk allocation in complementarity with other existing IT systems. The second phase of integration is now in preparation to start pilot projects in Q3 2021.

In Ecuador, SOURCE is currently being integrated with the support of EUROCLIMA+, financed by EU, to foster access to climate financing and private investment to implement the priorities defined in the Nationally Determined Contributions (NDCs) of the country. The government of Ecuador expressed a strong interest to implement SOURCE to better incorporate the international ESG standards inside project preparation documentation and to translate their NDCs into bankable pipelines of projects.



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## Successful Cities



**SOURCE is also used at the subnational level as part of the FELICITY initiative from EIB and GIZ.** The first pilot phase in Mexico and Brazil was dedicated to support the preparation of 5 municipal projects. SOURCE answers the main challenges faced by municipalities, i) the lack of access to knowledge by providing project preparation templates guiding the users in all the key aspects of preparation to take

into account and offering tooltips ii) scarcity of resources by reinforcing the coordination with technical assistance and offering a digital tool to promote well-structured pipeline of projects internationally. The second phase of the initiative started this year supporting 5 cities in Ecuador and Indonesia through stronger alignment with the integration strategy of SOURCE, including the definition of specific project timelines aligned with national frameworks and dedicated supports from local consultants.

**The C40-Climate Finance Facilities (CFF) is also using SOURCE to support the preparation of 20 projects in 5 countries** enabling better coordination, access to international guidance and facilitating progress monitoring. These pilot projects highlighted that SOURCE can also be used outside of national integrations helping to better structure project documentation thanks to the 40 subsector templates and using the standardized timeline that cities can adapt to their own approval procedures.



In addition, SIF is in advanced discussions with G20 countries such as **France and Germany to launch pilot projects** in view of preparing the adoption of the tool at the subnational level.

# Successful Partnerships

**Support to the roll out of ADB's Green, Resilient, Inclusive and Sustainable (GRIS) indicators.** SIF has integrated ADB's GRIS methodology into SOURCE's Project Assessment component, to digitalize the assessment of ADB's projects. A successful pilot has been conducted with a set of 2019 projects, and the scoring of 2020 projects is on-going. As part of the collaboration, SIF has mapped SOURCE's existing question to GRIS methodology's criteria, which proved to be a very *"useful and helpful process [to refine] the indicator: this is really going to strengthen and improve the GRIS framework immensely"*, according to Smita Nakhooda, Senior Results Management Specialist.

## Memorandum of Understanding (MoU) with APMG on the PPP Certification Program.

APMG's PPP Certification Program and the SOURCE platform will foster the capability of governments to fill the global infrastructure gap, not only by empowering public officials and their advisors to develop efficient and sustainable PPPs, but also by promoting private sector understanding and confidence in PPP programs, especially in developing economies.

## SOURCE showcases the Delivery Challenges from the Global Delivery Initiative (GDI).

Delivery challenges are the non-technical problems that hinder development interventions and that prevent practitioners from translating technical solutions into results on the ground. GDI, a partnership of over 50 organizations with its Secretariat housed at the World Bank, conducted extensive work to compile challenges faced by project teams in implementation. *"We are excited to be collaborating with SIF to highlight delivery challenges for users of the SOURCE platform,"* said [Debra Ladner](#), GDI team lead at the World Bank. *"The showcase on SOURCE puts GDI's data and insights in front of government officials who can use it. We hope that SOURCE users indeed find this timely and helpful."*

## Deployment of UNCITRAL's Legislative Guide on Public-Private Partnerships :

*UNCITRAL Secretariat has joined SOURCE, a very user-friendly digital platform, to better disseminate UNCITRAL legislative guidance on PPPs, with tooltips available in 8 languages supporting governments across the world to well prepare their infrastructure projects and thereby allow successful private participation in those projects.*

## **EBRD provided support to SIF by contracting a gender expert to reinforce the aspects of gender equality and inclusivity the preparation of infrastructure projects.**

*"We are happy to partner with SOURCE to support governments in applying a gender perspective in the preparation of infrastructure projects, such as transport, social, urban services, waste and water, that will have positive benefits both for the service providers and their customers to better achieve and sustain gender equality".* Sunita Pitamber, Associate Director, Gender Mainstreaming and Access to Services, EBRD.

## **GIH PPP Risk Allocation Tool available in SOURCE:**

The PPP Risk Allocation Tool, developed in collaboration with the Global Infrastructure Hub (GIH), provides a high-level summary of the key risk allocation of the project, resulting from the project structuring as described in the SOURCE stages.





[www.public.sif-source.org](http://www.public.sif-source.org)

