



Sustainable Infrastructure Foundation

SOURCE Success Stories

March 2024

1. 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 standardised 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 organisations, and the private sector, enabling a common language with these stakeholders. 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.



Countries where the integration of SOURCE is being conducted.

Based on SIF's experience promoting and managing the SOURCE platform on behalf of multilateral development banks, providing 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 organisation, change management has indeed to be carefully considered, and the "integration process" enables SIF to operationalise 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 of April 2024, SOURCE has 4,812 users involved in 2,432 projects, in 50 countries. It was **fully integrated into Angola, Ecuador, Panama, South Africa, Ukraine, and Uzbekistan's national legislations or processes; 12 countries** are currently undergoing this one-year process.



As part of the integration process, SIF customises SOURCE to the countries' respective regulatory context and project cycle (e.g., to integrate specific approval steps, permits and licenses, etc.), develops bespoke reporting functionalities, and provides 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 integration to ensure its successful implementation.

This report presents a selection of success stories from the countries where SOURCE has achieved a complete integration.

2. Selection of successful integrations

Integration of SOURCE in Uzbekistan



Context

In 2019, the Ministry of Finance of Uzbekistan requested support from the Asia Pacific Project Preparation Facility to develop an integrated IT solution to support the development and operationalisation of the PPP Development Agency. The objective was to develop an integrated IT solution to support the preparation of PPP projects, and their effective promotion through a centralised website for both national agencies and potential investors. The technical solution was built on the full integration of SOURCE, connected to a standalone PPP website to facilitate publication of projects and information,¹ and increase visibility of Uzbekistan's PPP framework. SOURCE's public pipeline was entirely redesigned for this purpose.

INTEGRATION FEATURES

Focal Agency

PPP Development Agency

Other key Agencies

Ministry of Finance
Implementing Agencies

Supporting international financial institution

Asian Development Bank (Asia Pacific Project Preparation Facility)

Scope

As part of the first deployment phase, SOURCE will be used for PPP projects only.

Rationale for requesting SOURCE integration

- Need for a solution to enforce the PPP project development procedure under new legislation among implementing agencies.
- Poor capacity and lack of experience in PPP project development by implementing agencies.
- Need for an online platform to increase the visibility of Uzbekistan's PPP framework and promote opportunities to a wider marketplace.

Integration features

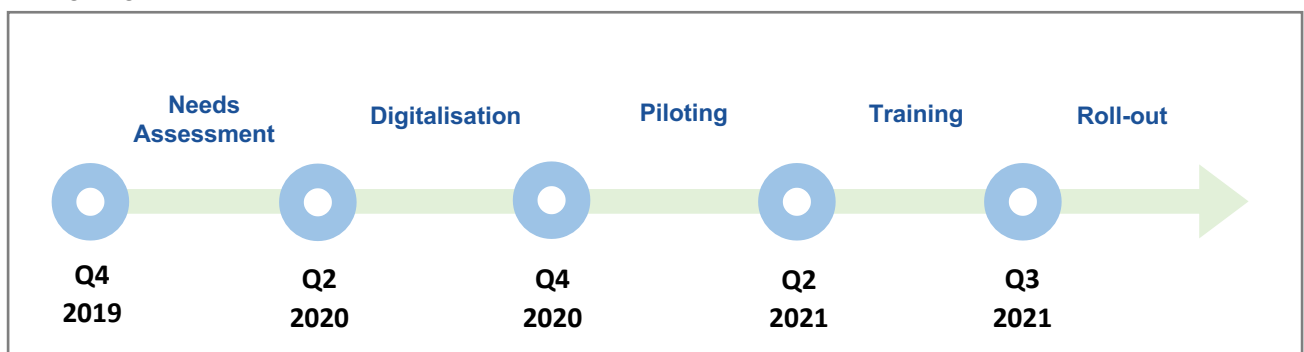
- **Policy workstream:** Support in the definition of the process to initiate projects into SOURCE and identification of the role of each agency. Discussions on the institutionalisation of SOURCE to facilitate its deployment and enforce its use across all implementing agencies.
- **Process workstream:** Development of a country-specific timeline for PPP projects (12 main branches based on project origination, project threshold [capital expenditure]

¹ See <http://pppd.uz/pipeline>.

and tender process), for a total of 272 predefined tasks. Mapping of SOURCE questions against Uzbekistan's Project Concept Form structure to enable an extract of SOURCE's data at appropriate local format via the newly developed "project assessment" module of SOURCE.

- **IT workstream:** Development of the public PPP website, deployment of SOURCE's public pipeline on the website, with a filter to only display Uzbek projects.
- **Implementation:** Organisation of a series of trainings for 20+ staff from the PPP Development Agency and implementing agencies. Organisation of train-the-trainer sessions, and specific training to launch pilot projects and upload data on SOURCE templates.

Timeline



Lessons Learned

- **Importance of a well-defined institutional framework.** One key feedback from the initial piloting phase was the need for a PPP Development Agency to enjoy a legal or regulatory framework to enforce the use of the platform as part of the project cycle across implementing agencies to ensure effective and sustainable deployment of SOURCE.
- **Potential of the project assessment tool in the framework of SOURCE's integration.** In 2021, the Sustainable Infrastructure Foundation deployed a new feature on SOURCE, the "project assessment" module, allowing the gathering of a selection of data points from the templates into customisable categories and using it to derive an evaluation or a score (optional). While this module was initially designed to integrate internationally recognised standards or multilateral development banks' evaluation tools (the module was first used for the Asian Development Bank's GRIS evaluation method), it proved extremely relevant to facilitate the generation of bespoke reports or implement national prioritisation/screening methodologies as part of the integration of SOURCE.



Meeting being held with the Public-Private Partnership Development Agency (PPPDA) of Uzbekistan

This provides a strong incentive for users to upload data onto the platform.

- **Importance of a centralised public window to increase visibility.** The identified solution combining SOURCE with a public website, including macro information related to the PPP framework, provides a complementary solution for the government and investors with access to standardised, reliable and up-to-date information in one location.

Results

- SIF adjusted SOURCE to facilitate the use of the platform by the PPPDA and line ministries. These adjustments include but are not limited to:
 - The adaptation of SOURCE's new Project Assessment Module to facilitate the preparation of Uzbek's Project Concept Form (PCF) by using SOURCE's data points.
 - The preparation of a model Excel spreadsheet to enable the automatic population of the PCF in Russian and English, based on SOURCE's export.
 - A local SIF consultant conducted SOURCE training sessions for the Uzbek line ministries and registered their first users. To support the effort, the PPPDA sent an official invitation requesting line ministries to take the SOURCE training.
 - Translation of training material (and possibly of SOURCE's data points mapped with PCF information), and conduction of several trainings in Uzbek.
- Building on these successes, the Uzbek government took the initiative of including the use of SOURCE into its secondary legislation when preparing infrastructure projects.

*"A key value of SOURCE is its full adaptability to the institutional context of each country. **The full integration of SOURCE in Uzbekistan has allowed to create a transparent environment at the national level where all stakeholders can interact and contribute jointly to the projects thanks to SOURCE digital access to the various steps of decision making of the institutional framework.**"*

Syed Uddin, PPP Policy Advisor, Ministry of Finance and PPP Development Agency (PPPDA) of Uzbekistan

Integration of SOURCE in Ecuador

Context

In 2019, the Ministry of Environment and Water and the Ministry of Economy and Finance of Ecuador requested support from the EUROCLIMA+ program to adapt SOURCE to Ecuador's needs as part the Advisory Mechanism on National Determined Contribution Financing in Latin America. The technical assistance aimed to achieve the following:

- Ensure SOURCE template compatibility with EUROCLIMA+ requirements for nationally determined contributions.
- Integrate the use of SOURCE in Ecuador by adjusting the project preparation timeline according to national processes and milestones and to connect SOURCE with existing IT tools.
- Facilitate the use of SOURCE by involved agencies by providing training and technical assistance.

Rationale for requesting the integration of SOURCE

- Need for a project information management system including nationally determined contributions.
- Lack of national infrastructure project pipeline including nationally determined contribution monitoring.
- Need for a PPP projects registry and to enforce new regulations and processes.
- Lack of interagency coordination and project pipeline at the subnational level
- No practical solution to manage knowledge and lessons learned within organisations.

Integration features

- **Policy workstream:** Systematize the use of SOURCE for PPPs and for public investment infrastructure projects involving nationally determined contributions at the national and subnational level by including the use of the platform in the internal processes.
- **Process workstream:** Development of country-specific timeline for PPP and concession projects as well as for public investment for national and subnational government agencies based on project origination, applicable legal framework and tender process. Integration within the SOURCE project assessment functionality of three national project evaluation methodologies.



INTEGRATION FEATURES

Focal Agency

Secretariat for Public-Private Partnerships

Other key Agencies

Ministry of Economy and Finance
Ministry of Environment
National Development Bank
Implementing Agencies

Supported by

EUROCLIMA+ financed by the European Union (National integration)

GIZ local coordination

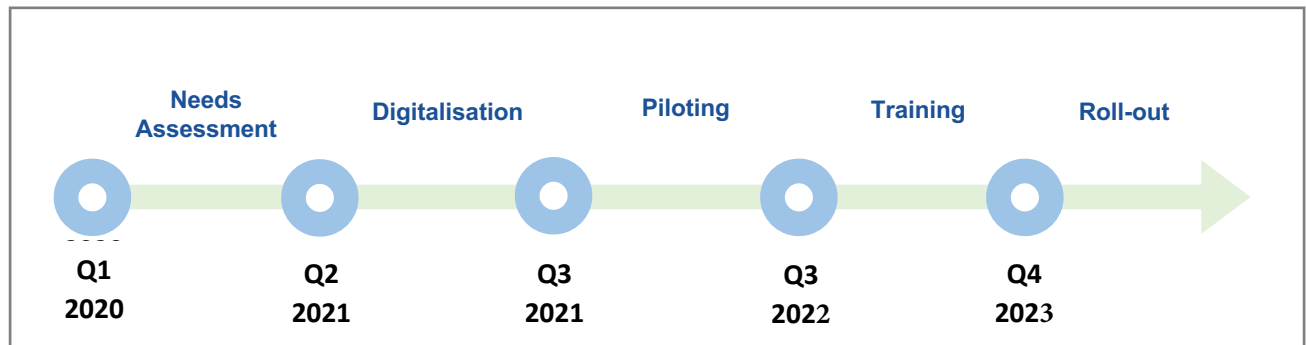
FELICITY (GIZ and European Investment Bank / Subnational trainings of 3 cities)

Scope

PPP and Public Investment infrastructure projects at national and subnational levels.

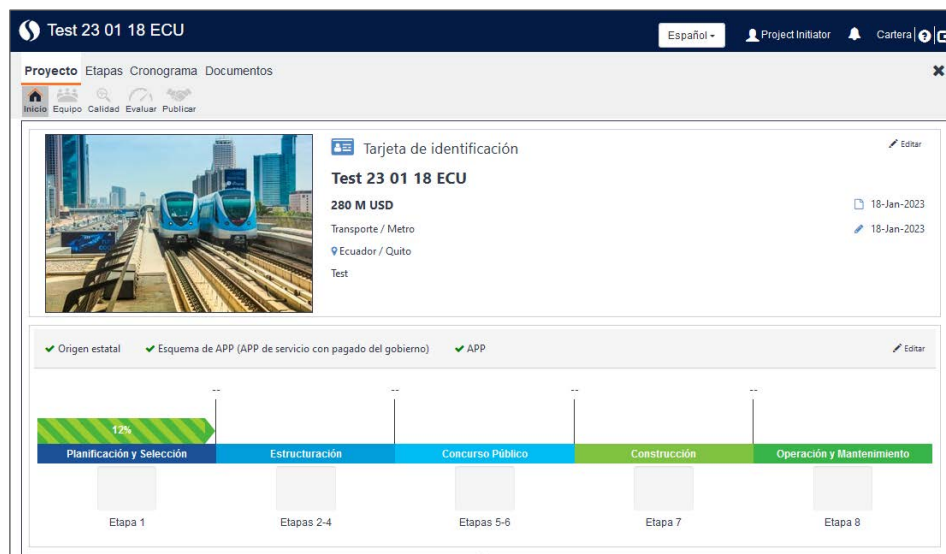
- **IT workstream:** Development of a dedicated climate section for all templates with the support of FELICITY. Mapping of three existing systems in process (public investment, planification, and national development bank) to facilitate SOURCE interoperability.
- **Implementation:** To date, training of 50+ staff in 4 government agencies, registration of all identified organizations and users on platform, preparation and update of a user guide in Spanish.

Timeline



Lessons Learned

- **Importance of GIZ and MDB coordination as well as US Treasury support:** The integration of SOURCE took place around national elections, and the coordination of the integration activities with the the GIZ local was a key factor in the successful implementation of SOURCE throughout this period and ensuring continuity of political support for the initiative. The coordination with the Inter-American Development Bank's country office was also a facilitating many key meetings. Finally the US treasury technical assistance support the definition of the initial PPP process and its digitalisaiton in SOURCE.
- **National and subnational approach:** The integration of SOURCE and the definition of the timeline was conducted in parallel at the national and subnational levels. Two piloting initiatives were launched together and fed on each other's results. The outcome of the integration process is therefore a framework adapted to the two levels of governance, for both public-private partnerships and traditional procurement. Good coordination with the central government for the deployment of SOURCE sub-nationally is key to its efficient and sustainable integration.
- **Online integration.** The assignment started with the pandemic of COVID-19 in the second quarter of 2020, and the Sustainable Infrastructure Foundation's (SIF) team could not travel for the entire period of the assignment. All workshops and discussions were therefore conducted at distance, via videoconferences and exchanges of emails. SIF developed new procedures to facilitate this new approach and take into consideration the fatigue that multiple videoconferences generate. The role of the local coordinator, based in Quito, was extremely important to maintain the momentum and conduct initial trainings in Spanish.



Project overview on SOURCE translated into Spanish. A customised project timeline was designed to fulfil the needs of the Ecuadorean government.

Results

- **Adoption of the use of SOURCE in the secondary legislation:** Following the integration process financed by EUROCLIMA+ from the European Union, the Ecuadorian Interinstitutional Committee of Public-Private Partnership officially established SOURCE as the National Registry of Public- Private Partnership.
- **Need for customization: alignment of SOURCE with Ecuador's NDC financing mechanism:** The integration of SOURCE in Ecuador was the first in the context of an NDC financing mechanism enabling to further align the SOURCE templates to facilitate access to climate finance and measure their GHG reduction impacts. The government's need to assess project readiness against specific criteria was answered by the integration of national methodologies in SOURCE project assessment.
- **Strong political commitment to use SOURCE:** The integration process involved the ministry of environment, ministry of finance and benefited of support from the American Treasury for the definition of processes and workflows. The fact that the ministry of finance defined in its processes that the PPP project approval should be obtained using SOURCE is key. Also, the project preparation training program delivered to governmental agencies by INCAE reinforced the relevance of SOURCE as a tool to support project preparation.

*"SOURCE strengthens the capacity of implementing agencies by **facilitating access to information on best international practices**, guarantee the alignment of projects with **climate, environmental, social and governance aspects**, improve the implementation and monitoring of PPP processes and promote projects to attract the private sector and investors."*

Vanessa Medina, Director, PPP technical secretariat

Integration of SOURCE in Ukraine

Context

In 2019, Ukraine was identified as a first pilot country among European Bank for Reconstruction and Development (EBRD) countries of operation, where the integration of SOURCE was set to take place at the national level. Ukraine has been going through systemic reforms to build a coherent and effective institutional and legal environment for implementation of public-private partnerships and overall improvement of public infrastructure delivery.

The integration of SOURCE has been conducted in two phases: A first phase conducted the integration of SOURCE for public-private partnership (PPP) and concession projects only, and a second phase included the connection of SOURCE with Ukraine's e-procurement platform and the roll-out of the tool to all infrastructure projects.

Due to the war in Ukraine, the SOURCE integration process has been paused. However, **SOURCE will play a key role in Ukraine's reconstruction plans.** The platform will enable Ukrainian authorities to structure projects and road show its needs to MDBs, donors and investors.



INTEGRATION FEATURES

Focal Agency

PPP Unit of the Ministry of Economic Development and trade

Other key Agencies

Ministry of Infrastructure
PPP Management Unit (SPILNO)
Other Procuring Authorities

Supporting international financial institution

European Bank for Reconstruction and Development

Scope

As part of the first phase of implementation: PPP and concession projects. In second phase, all infrastructure projects.

Rationale for requesting the integration of SOURCE

- Need for an end-to-end IT platform (to complement the e-procurement system in operation prior to the integration of SOURCE) to support the institutional reform conducted with the support from the EBRD.
- Digitalization of the full project cycle to reinforce standardization and transparency of processes.
- Capacity strengthening of implementing agencies, particularly at subnational level.

Integration features

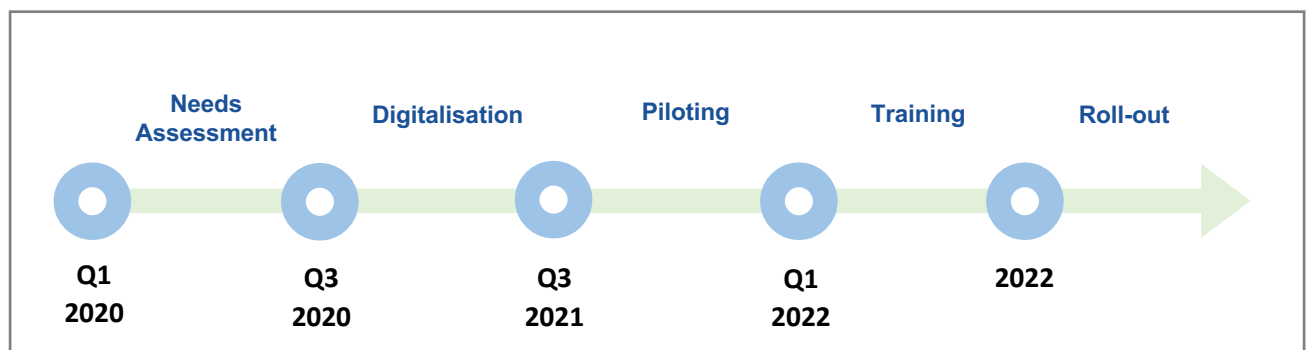
Policy workstream: targeted at verifying that SOURCE was compatible with national laws and legislations. A review of the primary and secondary legislation in Ukraine was conducted. This aimed to determine whether the implementation of SOURCE would potentially conflict with the existing legislation and to generate recommendations on regulatory amendments. After this first analysis, SOURCE templates and milestones were reviewed to ensure compliance with the requirements of Ukrainian legal frameworks.

Process workstream: centred on identifying and mapping current processes within the project cycle in Ukraine, with a particular focus on procurement. This process informed the development of a roadmap for optimizing project processes based on the use of SOURCE.

Gender and inclusion aspects and the inclusiveness of procurement processes were also assessed.

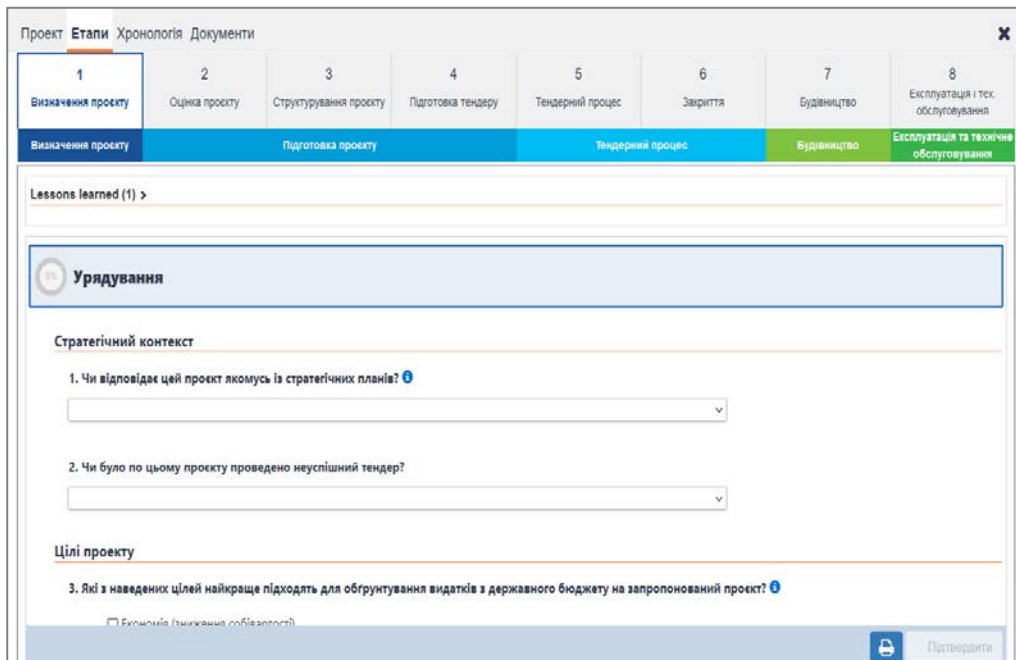
IT workstream: included a focus on the technical integration of the SOURCE platform and connections to existing Ukrainian IT systems, including the e-procurement platform, thanks to an alignment of the SOURCE API with Open Contracting Data Standard. A translation into Ukrainian, testing and user training were also conducted. Piloting SOURCE in two local contexts is also planned, which will assess project technical scope and help prepare for the technical assistance phase, including a roll-out to a broader number of projects.

Timeline



Lessons Learned

- **Importance of data standardization:** The integration of SOURCE in Ukraine has required the restructuring of SOURCE's templates for the platform to collect data on contractual management and procurement processes. This was done to standardize data collection and align SOURCE with the Open Contracting Data Standard to facilitate use of SOURCE's API by all platforms using the same standard (e-procurement platforms, CoST transparency dashboards, etc.). SOURCE has a wider role to play to extend the scope of the Open Contracting Data Standard to the whole project cycle, from definition to implementation.
- **API strategy:** The integration of SOURCE in Ukraine confirmed the relevance of the API strategy which had been decided with the SOURCE Council. Rather than trying to capture all the digital needs from governments throughout the project cycle into SOURCE, the most efficient approach proved to maintain the scope of SOURCE's services unchanged, and develop a comprehensive IT system by connecting SOURCE to third party applications (either pre-existing, or developed as part of the integration) via SOURCE's API.
- **Importance of policy approach:** As part of the integration in Ukraine, EBRD supported a wider legal reform that allowed including the use of SOURCE in the regulation. This proved a key factor in successful integration and was replicated in other countries.



SOURCE project preparation templates in Ukrainian

Results

- **Embedded in the legislation:** The use of SOURCE to prepare infrastructure projects is now binding in Ukraine, as it was integrated into the secondary national legislation.
- **Specific process mapping:** The exercise conducted by SIF, in collaboration with SPILNO, the PPP Management Office of the Ministry of Infrastructure, led to over 20 scenarios that addressed a range of phases, from project definition to financial close. These scenarios are specific depending on: i) project origin ii) applicable legal framework iii) government support iv) project sector v) contractual arrangements vi) type of tender.
- **Better coordination between agencies and customisation of SOURCE to the Ukrainian regulatory framework:** SIF worked with government counterparts through its local consultant and the EBRD to customise an efficient timeline management that (i) reflects the government's regulatory requirements and procedures within the identified project cycles to customise project milestones on timelines for PPP and concession schemes, and (ii) maps key project milestones to critical considerations like gender and inclusion and customised reporting at the project and portfolio level. SIF has translated the full process map and individual milestones into SOURCE's process. All workflows were reviewed by technical experts from EBRD and confirmed with SPILNO.
- **Transparency and greater alignment with the Open Contracting Data Standard (OCDS), which facilitates interoperability, including with Prozorro:** SIF worked with its local consultant, a gender expert and the Ukrainian government to map data fields on inclusive procurement. This also ensures the replicability of the approach with other similar e-procurement platforms based on the Open Contracting Partnership (OCP) standards.

- **Capacity-Building:** Staff training was organised with the assistance of SIF's local consultant. Several workshops were conducted, covering SOURCE's features, practical exercises and case studies. These helped SIF and the Ukrainian government to identify pilot projects and enter their details into SOURCE.



Workshops being held for local practitioners.

“As an IT tool, SOURCE supports us in preparing well-structured projects in PPP, concessions and standard procurement. SOURCE also improves coordination between agencies by accessing best practices, prioritizing transparency, and promoting the infrastructure pipeline in Ukraine”

Taras Boichuk, Head of SPILNO PPP Office, Ukraine

Integration of SOURCE in South Africa



Context

ISA approached SIF in November 2020 to implement SOURCE to facilitate the management of their pipeline of projects. The Agence Française de Développement (AFD) agreed to sponsor this implementation to aid South Africa's renewed efforts to grow its economy through infrastructure development.

SOURCE has been configured to suit ISA's context by digitalising its processes according to the PPP and concessions, 5 Case Model (5CM) public and private, and Traditional Procurement frameworks. Furthermore, SIF digitalised South Africa's project assessment methodology based on the 5CM i.e. the SIDS methodology, as captured in the Infrastructure Development Act of 2014, as amended: IDA Regulations 2022.

In addition, SOURCE was connected via API with ISA's new system to screen projects and will be embedded in ISA's public pipeline. On May 9th, 2023, ISA officially launched the SOURCE platform as the project development tool, benefiting from SOURCE's common framework with MDBs and investors.

INTEGRATION FEATURES

Focal Agency

Infrastructure South Africa (ISA)

Other key Agencies

Presidency of the Republic of South Africa
Ministry of Finance
Other Procuring Authorities

Supporting international financial institution

Agence Française de Développement (AFD)

Scope

Digitalisation of all South African processes and framework into SOURCE: PPPs/concessions, 5 Case Model (5CM), and traditional procurement. In addition, connection to ISA's system and website.

Rationale for requesting the integration of SOURCE

- ISA requested the implementation of SOURCE to support the government objectives to deliver ±\$1Bn of infrastructure projects by 2030.
- The SOURCE platform provides a collaborative platform to support all sectors or technical working groups (TWGs) in standardising and monitoring project development processes.
- The SOURCE assessment functionality allows for the streamlining and digitalisation of the SIDS methodology.
- In addition, SOURCE is used to collect data to generate industry insights and benchmark reports, promote projects to investors, and manage project information and documents.

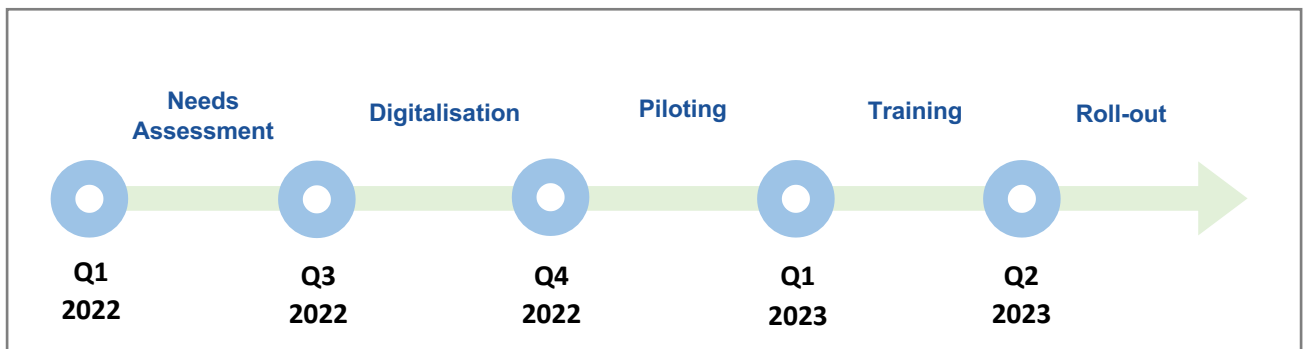
Integration features

Process workstream: Digitalisation of 5CM methodology as a project assessment for South Africa, digitalisation of 4 specific timelines according to South Africa's processes – traditional procurement, PPPs and concessions, 5CM private and 5CM public.

IT Workstream: SIF team mapped ISA's new system to connect to SOURCE enabling the automatic creation and registration of a project, once it is approved on ISA's system.

Policy workstream: SOURCE was confirmed in ISA's internal processes as it is a software that facilitates the development of infrastructure projects across all priority sectors, in alignment with the National Infrastructure Plan 2050 (NIP2050).

Timeline



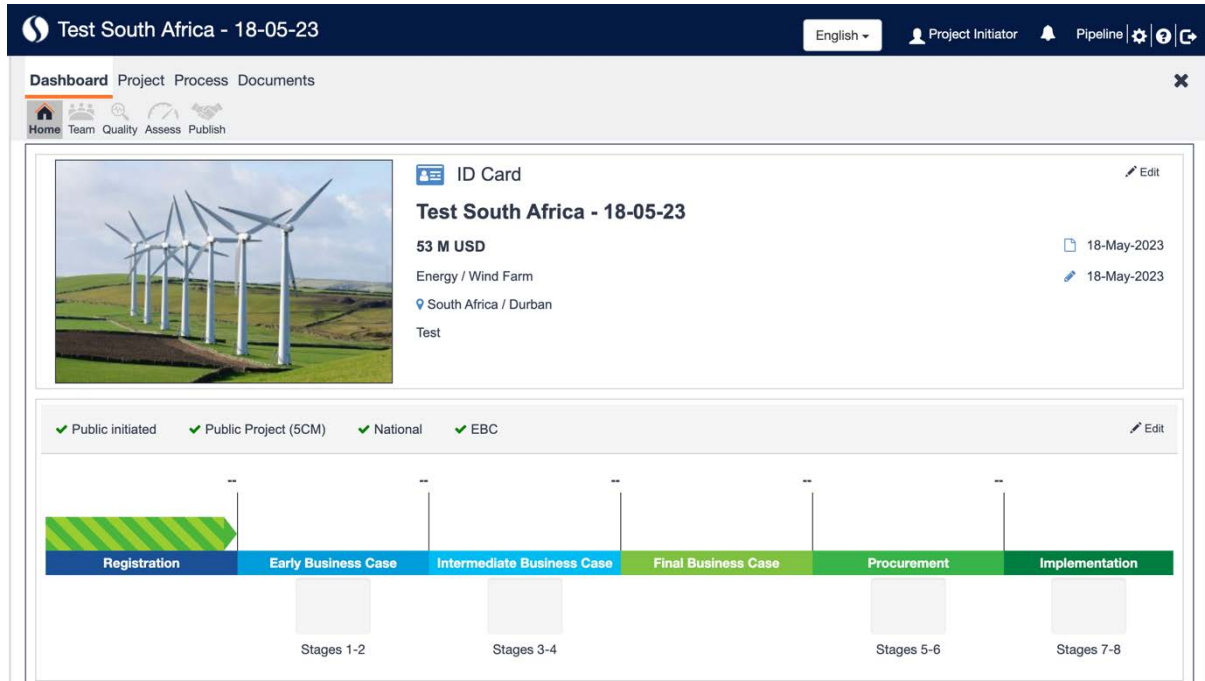
Results:

- **Adoption of SOURCE as the Project Development software of ISA:** ISA's executive committee approved the SOURCE platform as its official project development system.
- **Digitalisation of South Africa's processes:** SIF team digitalised South Africa's framework and processes according to 4 types of projects: i) PPPs and concessions; ii) traditional procurement; iii) 5CM public initiated projects; and iv) 5CM private projects. This will allow ISA to monitor the country's pipeline and portfolio inside SOURCE.
- **5CM Project Assessment Methodology:** SIF's team digitalise the 5CM project assessment methodology inside SOURCE. The ISA team will assess their projects on SOURCE and this will allow publishing the assessment, if they decide to do so, when the project is made public to investors.
- **Interoperability of systems:** SIF and ISA connected via API the SOURCE platform with ISA's recently launched internal system. This will allow ISA to run project screening on its platform, and when the project is approved to be structured, it will automatically be created inside SOURCE.



SOURCE launch in South Africa

Figure 1 – South Africa’s customised platform



“We are proud to be the first country on the African continent to implement SOURCE. This digital platform will enable us to, inter alia, create confidence in the national infrastructure pipeline and strategic integrated projects by monitoring their progression and develop their funding solutions in collaboration with institutional investors and the National Treasury amongst others. Infrastructure South Africa is responsible for coordinating and driving a national infrastructure investment programme, with the intent of improving infrastructure investment and delivery. By enhancing the quality and efficacy of the preparation phases of major public infrastructure projects, which will be made visible through SOURCE, ISA will help create greater accountability and transparency in respect of the national project pipeline and SIPs and help mobilise both domestic and international private sector investments. We are convinced that this is only the beginning of a long-term partnership and a proud advocate of SOURCE.”

Ms. Mameetse Masemola, Deputy Director-General: Infrastructure Investment Planning, ISA, South Africa

Integration of SOURCE in Angola



Context

The Angolan government has undertaken a gigantic financial effort, translated into the rehabilitation and construction of roads, railways, airports, water supply and electricity, and sanitation infrastructure, among others, with budget resources or resorting to debt. It was in this context that the Government approved its PPP law in 2011, which would improve private investment in infrastructure in the country.

The former Cabinet for PPPs (GPPP) of the Ministry of Economy was the body responsible for implementing the PPP Law and the PPP Decree, and for supervising the country's PPP infrastructure project pipeline. Since the advent of the new PPP Law, the GPPP has led its implementation process, in which, among other things, various training and technical assistance activities were organised for government agency staff in cooperation with international organisations. In one of these activities, organised in cooperation with the Transport & Logistics component of the EU-UNCTAD Joint Program for Angola: Train for Trade II, it was suggested that the GPPP evaluate the possibility of integrating SOURCE platform preparation of PPP projects and management

INTEGRATION FEATURES

Focal Agency

National PPP Directorate (DNPPP),
Ministry of Planning (MINPLAN)

Other key Agencies

Ministry of Finance
Ministry of Transportation
Ministry of Public Works

Supporting international financial institution

Agence Française de
Développement (AFD)

Scope

Digitalisation of all Angola
processes and framework into
SOURCE: PPPs, public
investment, and concessions.

in Angola as an official trading
of the country's PPP pipeline.

The launch of the integration of the SOURCE platform in Angola, with the financial support of the French Development Agency (AFD) and the coordination, within the scope of the Government of Angola, of the Ministry of Planning (MINPLAN), was carried out on the November 16th, 2022.

SOURCE has been configured to suit Angola's context by digitalising its processes according to the PPPs, public investments and concessions. Furthermore, SIF digitalised DNPPP's new project assessment methodology (Project Concept Note), which aims to evaluate and prioritise PPP projects.

On February 2024, SIF received the Acceptance Letter, signed by the Minister of Planning, officialising that the SOURCE implementation finished.

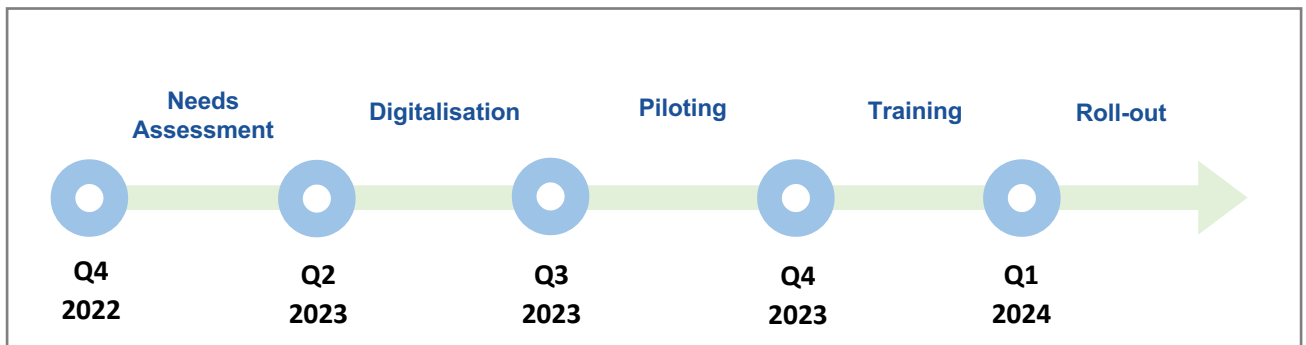
Rationale for requesting the integration of SOURCE

- DNPPP requested the implementation of SOURCE to support the government objectives to deliver PPP projects in Angola.
- The SOURCE platform provides a collaborative platform to support all government authorities to work and collaborate in standardising and monitoring project development processes.
- The SOURCE assessment functionality allows for the evaluation and prioritisation of PPP projects.
- In addition, SOURCE is used to collect data to generate industry insights and benchmark reports, promote projects to investors, and manage project information and documents.

Integration features

Process workstream: The technical objective of the integration was to adapt SOURCE to the Angolan context in full alignment with the rules defined by Law nº 11/19, of 14 May (PPP Law) and the processes defined by Presidential Decree nº 316 /19 of 28 October (Regulation of the PPP Law), as well as the procedure established in Presidential Decree nº 36/10, of April 12, for public investment projects, and in Law nº 41/20, of December 23 (Public Contracts Law), which deals with concessions for public works and public services.

Timeline



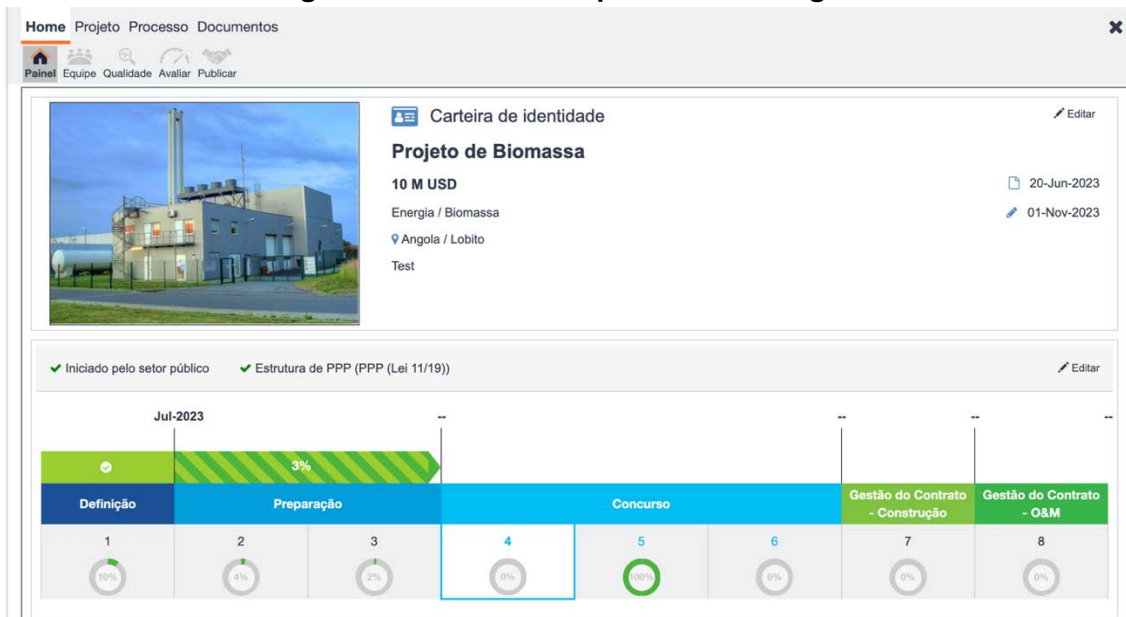
Results:

- **Digitalisation of Angola's processes:** SIF team digitalised Angola's framework and processes according to 3 types of projects: i) PPPs; ii) Public Investment; and iii) Concessions. This will allow the government of Angola to monitor the country's pipeline and portfolio inside SOURCE.
- **Angola's PPP Project Assessment:** SIF's team digitalise the Angola project assessment methodology inside SOURCE.



Christophe Dossarps, SIF CEO, and Victor Hugo Guilherme, Minister of Planning of Angola

Figure 1 – Customised platform for Angola



SOURCE launch in Luanda

"The adoption of the SOURCE platform arises from the need to materialise Law No. 11/19, of 14 May, the law on public-private partnerships, conducive to more efficient management and structuring of the PPP project portfolio, as well as through it, guarantee the development of infrastructure necessary for the economic and social growth of Angola."

Mr. Ivan Emanuel Marques dos Santos, Secretary of State for Public Investment, Ministry of Planning of the Republic of Angola

Integration of SOURCE in Panama

Context

The implementation of SOURCE in Panama began with the need for a PPP data repository and monitoring system for the Governing Body with support of the PPP National Secretariat (SNAPP). In addition, the recently approved PPP regulation required enforcement by the contracting agencies and the public procuring entities in Panama lack the capacity to access international best practices.

The full integration was financed by IADB and started in July 2022, following fact-finding work that began in March 2021. The Panama government designed the PPP regulation and the project assessment criteria (with the support of Multilaterals and Deloitte), in parallel with the integration of SOURCE.

Rationale for requesting the integration of SOURCE

- Governing Body in need of a system to monitor and use as a database of projects.
- New PPP regulation needed enforcement to the contracting entities.
- Access to international best practices.

Integration features

Process workstream: SIF digitalised Panama's PPP regulatory framework into SOURCE, including the recently developed project assessment methodology.

IT Workstream: Development by external consultants of an IT system based on MS365 for managing internal processes and monitor CoST transparency indicators interoperable with SOURCE.

Policy workstream: SOURCE integration concluded with a pilot phase successfully conducted by the Ministry of Public Work, announcement made during LATAM Climate Week and the launch of SOURCE Community chaired by Panama.



INTEGRATION FEATURES

Focal Agency

National Secretariat of Public-Private Partnerships (SNAPP)

Other key Agencies

National Agency of Digitalisation, Ministry of Public Works, and Implementing Agencies

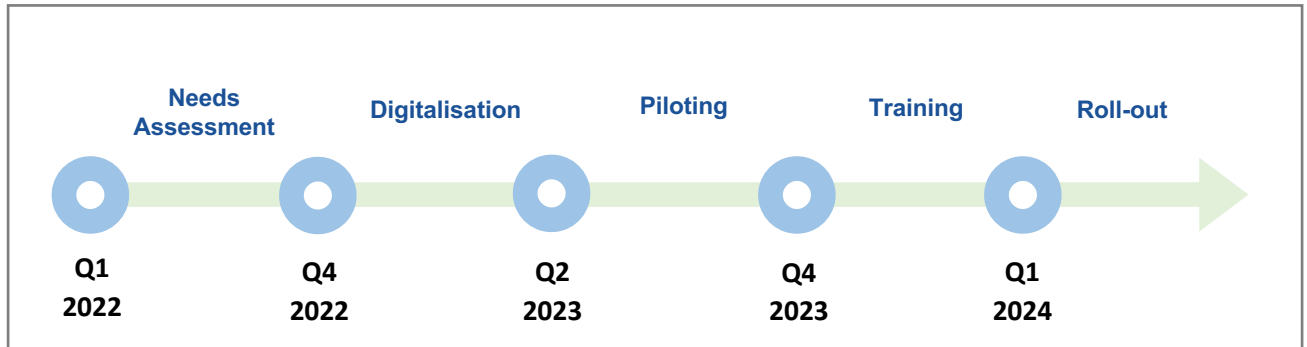
Supporting international financial institution

Inter-American Development Bank (IADB)

Scope

Mapping and digitalisation of Panama processes and framework into SOURCE, as well as digitalisation of the project assessment methodology (Analysis Multicriterios)

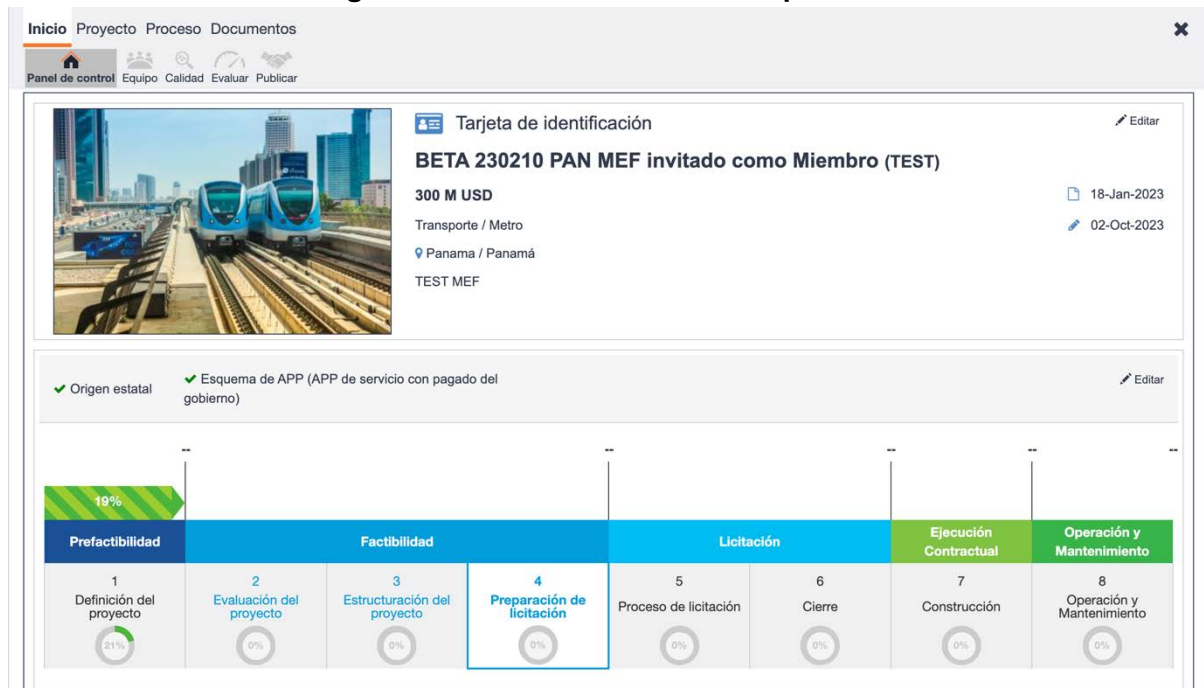
Timeline



Results:

- **Digitalisation of national PPP process:** SIF team digitalised Panama's PPP process into the platform.
- **Digitalisation of the national project evaluation methodology:** SIF did the mapping and digitalisation of the national project evaluation methodology "evaluacion multicriterio" into SOURCE and alignment with the data required by CoST.
- **Interoperability with national system:** SOURCE connection to SNAPP internal IT monitoring system, based on MS365, to automatically transfer status, approvals, and documents.

Figure 1 – Panama's customised platform



“During the implementation of SOURCE, SNAPP worked with SIF to adapt the platform to reflect Panama's PPP legal framework. This was key to support the institutions in the process of structuring PPP projects in an orderly manner, guaranteeing the application of international best practices, traceability of activities, transparency, and adequate follow-up throughout the life cycle of the projects. We are confident that SOURCE will help institutions plan and implement projects that attract the interest of national and international investors, strengthen the country's competitiveness, and develop positive benefits for the society.”

Mr. Saleh Asvat, National Secretary of PPP, National Secretariat of Public-Private Partnerships (SNAPP) of Panama



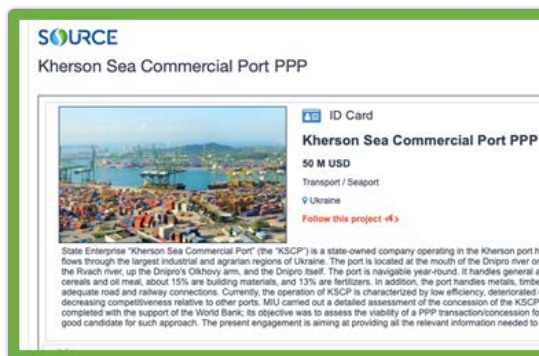
Launch of the pilote phase



Launch of the SOURCE Community

3. 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.



KSCP project in SOURCE



EBRD's announcement

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. The project was published in SOURCE in September 2018 with the objective of attracting the interest of the private sector.

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.

The **Rampura Amulia Demra (RHD) Toll Road project** in Bangladesh was published in SOURCE public pipeline in 2018. This PPP was created to update the current road system in the country's capital city, Dhaka, suffering from heavy congestion. The Asian Development Bank (ADB), convinced by the potential of SOURCE, decided to finance its implementation in the project to support all its stages. **Using the secure and collaborative SOURCE environment, including its PPF Finder functionality, opened the door to technical assistance from other MDBs which acted as a Transaction Advisor to help the PPP authority of Bangladesh.** SOURCE therefore served as a tool to monitor all KPIs and make sure the budget was well allocated and sustainable.



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