

Acknowledgments

Benchmarking Infrastructure Development 2023 is a product of the World Bank's Infrastructure Finance, PPPs, and Guarantees (IPG) Group. It was prepared by a team led by Fernanda Ruiz Nuñez and Mikel Tejada Ibañez. Guangzhe Chen, Imad Fakhoury, Sebastian Molineus, Fatouma Ibrahima Wane, Aijaz Ahmad, and Maria Vagliasindi provided overall guidance during the preparation of this report. The core team members included Iana Djekic, Isabela Franco Emerick Albergaria, and Maroi Kouka. Alejandro Sicra and Khasankhon Khamudkhanov provided data analysis. Jyoti Bisbey assisted with the preparation of country case studies. The team would like to offer special thanks to the formal peer reviewers of this report, including Mazen Alsad, Daron Bedrosyan, Henri Blass, Bekele Debele, Vivien Foster, Antoni Albert Nogues Comas, Victoria Hilda Rigby Delmon, Edgar Saravia, Stephane Straub, Tea Trumbic, and Namoos Zaheer.

The Public-Private Infrastructure Advisory Facility (PPIAF) provided financial support for the report's PPP regulatory reform analysis.

The team is indebted to the following individuals for the pro bono feedback and guidance at the various stages of the project, particularly during the development of the survey document. Among them are colleagues from *the World Bank Group (WB)*, including Federico Antoniazzi, Daron Bedrosyan, Daniel Alberto Benitez, David Bloomgarden, Jenny Jing Chao, Enzo de Laurentiis, Jeffrey John Delmon, Victoria Hilda Rigby Delmon, David Duarte, Lincoln Flor, Tania Ghossein, Tania Priscilla Begazo Gomez, Felipe Goya, Junglim Hahm, Ian Hawkesworth, Jay-Hyung Kim, Enzo de Laurentiis, Julien Morel, Giulia Motolese, Graciela Miralles Murciego, Philippe Neves, Daniel Pulido, Jinan Shi, and Satheesh Kumar Sundararajan; *colleagues from the International Finance Corporation (IFC)*, including Pierre A. Pozzo di Borgo, Javier Calvo (retired), Carla M. N. Faustino Coelho, Emmanuel B. Nyirinkindi and Michael Opagi; and *colleagues from the International Monetary Fund (IMF)*, including Rui Monteiro and Isabel Rial.

Non-World Bank Group colleagues who provided similar feedback include Pablo Pereira Dos Santso (Inter-American Development Bank), Maude Vallee (African Legal Support Facility), Andrew J. Kline and Sonja Walti (American University School of Public Administration), Trevor Lewis (Asian Development Bank), Cao Fuguo (Central University of Finance and Economics, Beijing), Joel Moser (Columbia University School of International and Public Affairs, SIPA), Vishwas Udgirkar (Deloitte India Tohmatu India Private Limited), Bill Banks (Ernst and Young), Claudine Lim, Matthew Jordan-Tank (European Bank for Reconstruction and Development, EBRD), Chris Blades (European Investment Bank, EIB), Ed Farquharson (European PPP Expertise Centre, EPEC), Marc Frilet (Frilet Societe d'Avocats United Nations Economic Commission for Europe, UNECE), Christopher Carrigan and John Forrer (George Washington University Trachtenberg School of Public Policy and Public Administration), Deborah DeMasi (George Washington University Law School), Jonathan Halpern (Georgetown University),

Jack Handford (Global Infrastructure Hub), Joao Ribeiro (Hague Conference on Private International Law), Henry Lee (Harvard Kennedy School), Pradeep Singh (Indian School of Business), Alex Katon (InfraCo Africa), Allard Nooy, Jeremy Saw, Prabaljit Sarkar, Raghav Koshik, and Shalabh Singhania (InfraCo Asia Development Pte. Ltd.), James Ballingall (Infrastructure UK), David Baxter (independent consultant), Gerardo Reyes-Tagle, Marcos Siqueira and Rocio Medina (Inter-American Development Bank), Walid Abdelwahab (Islamic Development Bank), Michael Klein (Johns Hopkins School of Advanced International Studies), Andrés Rebollo (K-Infrastructure), James Stewart (KPMG), Francois Olivier Bergere (Long-Term Infrastructure Investors Association, LTIIA), David van Slyke (Maxwell School of Citizenship and Public Affairs), Anthony Coumidis (McBains), Stephen Gaul (Millennium Challenge Corporation), Cleodan Mandri-Perrott (Partners Group), Jennifer Brake, Kylee J. Anastasi and Richard Abadie (Pricewaterhouse Coopers), Caroline Nicholas and Joao Ribeiro (United Nations Commission on International Trade Law, UNCITRAL),

Geoffery Hamilton (United Nations Economic Commission, UNECE), Lawrence Martin (University of Central Florida), Stephane Saussier (University of Paris-Sorbonne), José Luis Guasch (World Bank and University of California, San Diego) and Nicolas J. Firzli (World Pensions Council).

The team would also like to thank many of our colleagues for their invaluable support and assistance at the different stages of the project, including: Zarrina Abdulalieva, Anabela Abreu, Alphonsus Nji T Achomuma, Gabi G. Afram, Kiran Afzal, Aijaz Ahmad, Ruzita Binti Ahmad, Yesim Akcollu, Anna Akhalkatsi, Jamal Al-Kibbi, Valentina Aleksic, Aymen Ahmed Osman Ali, Abdulmuhsen Saad Alkhalaf, Khalid Sulaiman A. Alkhudairy, Waleed Alsuraih, Saltanat Alymkulova, Carmen Amaro, Bolormaa Amgaabaza, Daniel Amponsah, Tomas Anker, Preeti Arora, Vusala Mamed Asadova, Rakhymzhan Assangaziyev, Mark Austin, Ahmad Hafiz Bin Abdul Aziz, Lulu Baclagon, Zhadyra Baibosynova, Samra Bajramovic, Trichur K. Balakrishnan, Andre A. Bald, Julia Barrera, Raul Antonio Barrios, Bernardo Weaver Barros, Paolo Belli, Mustapha Benmaamar, Jyoti Bisbey, Pierre Xavier Bonneau, Denis Boskovski, Angelica Maria Toro Botero, Raymond Bourdeaux, Mazen Bouri, Oliver Braedt, Virginia Brandon, Thomas Buckley, Odeta Bulo, Veasna Bun, Alfonso Abel Loureiro Caamano, Alessandra Campanaro, Elisabetta Capannelli, Caroline Cerruti, Jasmin Chakeri, Antonio L. Chamuco, Abid Hussain Chaudhry, Moez Cherif, Cordelia Chesnutt, Tasane Chokwatana, Ibrahim Saeed Chowdhury, Nestor Coffi, Brett E. Coleman, Luciana Guimaraes Drummond E Silva Luis Constantino, Andrea Coppola, Maria Caridad Gutierrez Cordoba, Elena Corman, Souleymane Coulibaly, Vickram Cuttaree, Adja Mansora Dahourou, Ibrahim Khalil Dajani, Chappell Danvers, William Chappell Danvers, Laurent Debroux, Joelle Dehasse, Ruth Delgado, Fei Deng, Allen Dennis, Sebastien C. Dessus, Magueye Dia, Bailo Diallo, Ousmane Dione, Dung Do, Francisco Javier Winter Donoso, Catherine Doody, Arnaud Dornel, Mihaela Dumitrascu, Eric Raoul Philippe Dunand, Jane Olga Ebinger, Sebastian Eckardt, Moustafa Baher El-Hefnawy, Simon David Ellis, Caroline Chema Eric, Fatou Fadika, Abdulaziz Faghi, Eneida Fernandes, Lincoln Flor, Achim Fock, Xavier Furtado, Paula Garcia, Carolin Geginat, Petrus Benjamin Gericke (Ben), Coralie Gevers, Mariam Ghambashidze, Lela Ghongadze, Mark Giblett, Pierre Graftieaux, Andrew Goodland, Errol Graham, Alina Gres, Corina Mirabela Grigore, Lixin Gu, Andrea C. Guedes, Marta Mueller Guicciardini, Sumila Gulyani, Dereje Agonafir Habtewold, Faris H. Hadad-Zervos, Mohamadou Hayatou, Shughla Hellali, Hassan Mohamed Hirsi, Johanna Emelie Elisabeth Hoegstedt, Towfiqqa Hoque, Wedex Ilunga, Mika Iwasaki, Jane Jamieson, Serdar Jepbarov, Sashikala Krishani Jeyaraj, Saroj Kumar Jha, , Erik Caldwell Johnson, Aknur Jumatova, Patrick Kabuya, Takafumi Kadono, Hadija Rahama Diba Kamayo, Yuji Kano, Suhail Kassim, Farik Khan, Isfandyar Zaman Khan, Qaiser M. Khan, Dongjin Kim, Maria Deborah Kim, Jakob Kopperud, Alexander Kremer, Keiko Kubota, Laura Kullenberg, Sergiy V. Kulyk, Smita Kuriakose, Eric R. Lancelot, Bernado Langa, Pierre Laporte, Luc Lecuit, Iona Lee, Alessandro Legrottaglie, Elan Liang, Da Lin, Andrea Liverani, Mirlinda Gorcaj Llallosi, Mark Lundell, Shireen Mahdi, Sabina Vagif Majidova, Chanin Manopiniwes, Augustin Maria, James Robert Markland, Sunil W. Mathrani, Benjamin McDonald, Lorena Meco, Carole Megevand, Jimena Jesus Mejia, Kouami Hounsinou Messan, Sarah G. Michael, Andrei Mikhnev, Christopher David Miller, Merci Miyang, Masato Miyazaki, Beatrix Allah-Mensah, Nadir Mohammed, Shabih Ali Mohib, Anna Lena Mohrmann, Jacques Morisset, Peter Mousley, Joyce Msuya, Nyda Mukhtar, Emanuel Salinas Munoz, Martin Naegele, Arvind Nair, Naomitsu Nakagawa, Renato Nardello, Mamadou Ndione, Bekele Debele Negewo, David Bot Ba Njock, Serah Njere Njoroge, Anne Njuguna, Jakhongir Normukhamedov, Camille Lampart Nuamah, Erwin De Nys, Adah Sylvia Olando, Kadar Omar, Valentin Onofriciuc, Jaime R. Díaz Palacios, Agata E. Pawlowska, Pak Budi Permana, Cveta Peruseska-Joncevska, Christian Peter, Laure de Petiville, Doina Petrescu, Tu-Oanh Phan, Bjorn Philipp, Tatyana Ponomareva, Paul Procee, Idah Z. Pswarayi-Riddihough, Firas Raad, Madhu Raghunath, Lira Hariravaka Rajenarison, Shakhnoza Rakhmankulova, Kailash S. Ramnauth, Fena Ravula, Binyam Reja, Helene Carlsson Rex, Hugh Riddell, Alberto Rodriguez, Pedro Rodriguez, Michel Rogy, Rajesh Rohatgi, Rolande Simone Pryce, Rodrigo Rojo, Joao Reye Sabino, Mehnaz S. Safavian, Tarik Sahovic, Yannick Saleman, Taimur Samad, Mahaman Sani, Cristina Isabel Panasco Santos, Elena Savinova,

Katherine M. Scott (Kinnon), Renaud Seligmann, Abdoulaye Seck, Saleh Musa Asvat Shaikh, Katrina M. Sharkey, Sabin Raj Shrestha, Shyamala Shukla, Lia Sieghart, Alex Sienaert, Chitambala John Sikazwe, Deva De Silva, Alphonse Soh, Hoon Sahib Soh, Celia Ortigas Sotes, Richard Jeremy Spencer, Sanjay Srivastava, Javier Suarez, Craig Douglas Sugden, Tamara Sulukhia, Hua Tan, Elvis Teodoro, Thato Thipe, Loungo Lolo Tibone, Rakesh Tripathi, Anne Tully, Erik Von Uexkull, Charles Undeland, Dr. Maria Vagliasindi, Paul Vallely, Rainer Stefan Venghaus, Thomas A. Vis, Mara K. Warwick, Puteri Natalie Watson, Barbara Weber, Warwick White, Andri Wibisono, Yuan Xu, Yutaka Yoshino, Gregor Wolf Namoos Zaheer, Wei Zhang, Johannes Zutt.

Erin Scronce and Alia Nankoe manage the report's media and outreach strategy. The report was edited by Luba Vangelova.

Benchmarking Infrastructure Development 2023 would not have been possible without the generous contributions of a network of almost 1,200 local public-private partnership (PPP) legal experts, private sector operators, academics, government officials, and other professionals administering or advising on PPP procurement processes in the 140 economies surveyed. The names of those wishing to be acknowledged individually are listed at the end of the report and are made available at <http://bpp.worldbank.org>.