

社会的価値とPPP

Value for society of PPPs

主催：東洋大学

後援：内閣府、総務省、国土交通省

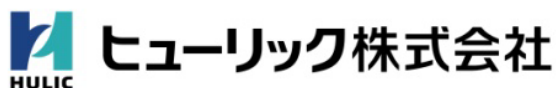
特別後援：



子どもたちに誇れるしごとを。



想いをかたちに 未来へつなぐ





Toyo University _ Internationnal PPP Forum
Tokyo, January 26th 2022 (15m)

Value for Society (People) and PPPs

Applying the Spirit of SDGs to Cities **How People-first PPPs can leverage VLRs**

Pedro Mateus das Neves, PhD
Founder and CEO of Global Solutions 4U
Advisor and Consultant to UNECE
University Professor and Researcher



Harōjapan, harō Tōyōdaigaku

ハロージャパン、ハロー東洋大学





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India
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Kazakhstan
Kyrgyzstan
Macau
Malaysia
Palestine
Philippines
Qatar
Singapore
Turkey
United Arab Emirates

Pedro Mateus das Neves working experience in tranformational projects, investment programs and development policies.

Global footprint in over 80 countries and 250 cities across the world.



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Index

- 1. Breathing the Spirit of SDGs**
- 2. The Cooperation Challenge**
- 3. VLRs to promote SDG Cities in 2030**
- 4. SDG Qualitative Equations**



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The Spirit of SDGs

Why are SDGs a Game Changer for Society ?



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The Spirit of SDGs

Why are SDGs a Game Changer for Society ?

- . they are fully global
- . they are integrated and indivisible blending exact and social sciences
- . they bring in the subnational governments, the civil society and the private sector
- . they are an action plan with goals, targets and indicators
- . they require the involvement of the resources
- . they measure, outputs, outcomes and impact



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The Spirit of SDGs

Why are SDGs a Game Changer ?

- . they are a new language and
- . represent a new development paradigm



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*If all the insects were to disappear from the Earth, within fifty years
all life on Earth would end.*

*If all human beings disappeared from the Earth, within fifty years
all forms of life would flourish.*



Dr. Jonas Salk
virologist
sept13, 2018

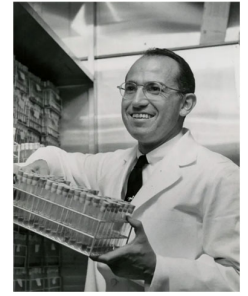


If all the insects were to disappear from the Earth, within fifty years all life on Earth would end.

If all human beings disappeared from the Earth, within fifty years all forms of life would flourish.

Planet B is a People concern

SDGs are People Centric



Dr. Jonas Salk
virologist
sept13, 2018





The Challenge of Cooperation

“the central focus is on the problem of human cooperation”

North, 1990



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The Challenge of Cooperation

“the central focus is on the problem of human cooperation”

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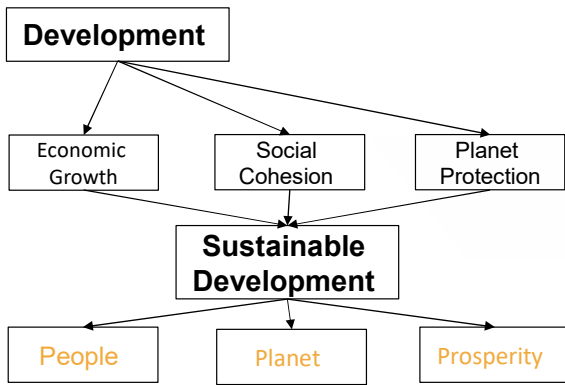
and The Challenge of Partnerships

“ the sum is greater than parts”

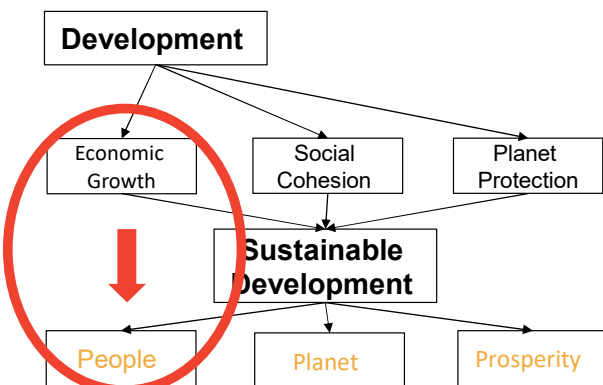
McQuaid, 2009



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People-first

People =The End Clients



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Development

Economic Growth

Social Cohesion

Planet Protection

Sustainable Development

SD the Game

People

Planet

Prosperity

The Rules of the Game

Peace, Justice & Strong Institutions

The Players of the Game

Partnerships

SDGs



People-first

People =The End Clients

People-first

People =The Players of The Game





VLRs to promote SDG Cities in 2030

growth & pollution, jobs & unemployment

Cities are at the heart of today's economic, environmental and social challenges.

More than 70% of EU citizens live in urban areas while about 85% of the EU's GDP is generated in cities.

These urban areas are the engines of the European economy and act as catalysts for innovative sustainable solutions promoting the transition to a low-carbon and resilient society.

However, they are also places where problems, such as unemployment, segregation, poverty and pollution are at their most severe.

(European Commission 2016a)



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The European Commission has put the delivery of the 2030 Agenda for SDGs on top of its political agenda for the years to come, shaping a sustainable Europe for future generations and striving for competitive sustainability.

A Voluntary Local Review is a tool that allows cities to assess their achievement of the SDGs and their contribution to the 2030 Agenda.

For the city, the value is in the journey as much as in the product !



Charlina Vitcheva

Director-General (Acting)
European Commission
Joint Research Centre

EU SDGs VLR (2020)



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The SDGs took us away from the comfort zone

they made us have a vision of the future

that goes beyond 4 years,

to think 15 and 20 years ahead

and helped us to create a culture of excellence.



Rosália Dantas
Veruska Carvalho

Vice Prefeita
Secretária Municipal de Meio Ambiente e Planejamento

Reunião VLR (2021) em Santana de Parnaíba, Brasil
(5ª cidade a apresentar um VLR)



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Institutional Innovation

Qualitative equations means that

rather than testing quantitative outputs,

is the group of variables and their alignment that is being evaluated.

Neves, 2020



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Neves, 2020

SDG Qualitative Equations for Cities challenges us to use

the SDG language and design urban development solutions for 2030.



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possible SDG Qualitative Equations for Cities



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possible SDG Qualitative Equations for Cities



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possible SDG Qualitative Equations for Cities



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possible SDG Qualitative Equations for Cities



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possible SDG Qualitative Equations for Cities



possible SDG Qualitative Equations for Cities



possible SDG Qualitative Equations for Cities

The Sustainable Development Game



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possible SDG Qualitative Equations for Cities



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possible SDG Qualitative Equations for Cities



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ありがとう
Arigatō

Obrigado

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Business Advisory Board;
SDGs Task Force Leader for PPPs;
Tsinghua University (Beijing _ China)
Contributing Specialist for PPPs;
IESE Business School & Iberdrola (Barcelona _ Spain)
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ESAI MBA Urban Renewal and Cities of The Future (Lisbon _ Portugal)
Founder and Coordinating Professor;
École des Ponts et Chaussées _ Paris Tech (Paris _ France)
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Toyo University (Tokyo _ Japan)
Visiting Professor on People-first PPPs for Urban and Regional Development
Université de Genève (Switzerland)
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Visiting Professor Modern Economy _ Cooperation ad Public Private Partnerships

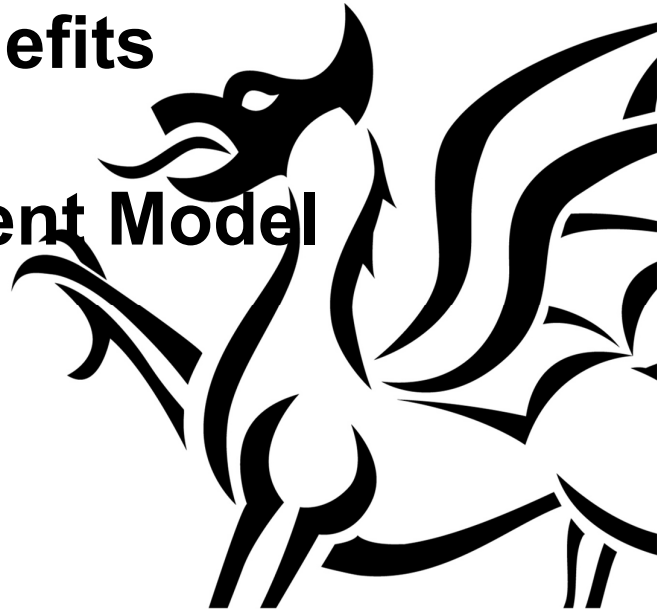


Universidade de Lisboa
PhD Development Studies _ SDGs Why? and For Whom?
Harvard Business School (Cambridge)
Private Equity & Venture Capital;
TCN Academy (Utrecht)
Asset Management & Asset Development;
Universidade Católica Lisboa
Business Administration;
Bouygues Academy (Paris)
Project Management;
Imperial College (London)
Petroleum Engineering;
Faculdade Engenharia Universidade do Porto
Mining Engineering;



Community Benefits and the Mutual Investment Model

Steve Davies
Welsh Government



Procurement Policy and the Wellbeing of Future Generations Act



Wales Procurement Policy Statement

- ◆ Apply Community Benefits to all public sector procurements where such benefits can be realised

Well Being of Future Generations Act

- ◆ A Prosperous Wales
- ◆ A Healthier Wales
- ◆ A More Equal Wales



Community Benefits



Types of community benefits:

- ◆ Job and training opportunities for economically inactive
- ◆ Retention and training opportunities for existing workforce
- ◆ Promotion of open and accessible supply chains that provide opportunities for existing workforce
- ◆ Promotion of open and accessible supply chains that provide opportunities for SMEs to bid for contracts and promote social enterprises



Community Benefits in MIM schemes



MIM Community Benefits Categories:

- ◆ Authority Community Benefits Requirements (ACBR) – minimum required or baseline
- ◆ ACBR Enhancements - enhancements offered to the baseline
- ◆ Additional Community Benefits: Project



Community Benefits in MIM schemes



Contractualised commitments

Monitoring and reporting obligations

- ◆ Construction phase – quarterly monitoring reports
- ◆ Operational phase – annual operations monitoring reports

Financial remedies:

- ◆ Construction phase deductions
- ◆ Operational phase deductions



Community Benefits in MIM schemes



What types of community benefits will we see from MIM schemes?

- ◆ Creation of WEP Academy
- ◆ Planting of 30,000 trees
- ◆ Training for social enterprises





Llywodraeth Cymru
Welsh Government



Thank you!

Promotion of PPP / PFI in Japan

26th Jan, 2022



FUKUNAGA Shinichi, Director
PPP/PFI Promotion Office, Cabinet Office
Government of Japan

Challenges to overcome in Japan

Social / Economic Environment

(1) Population decline / aged society

- Low total fertility rate and the highest level of elderly ratio in the world

(2) Severe financial situation

- Japan has the worst debt-to-GDP ratio among major developed countries.

(3) Deterioration of public facilities

- High Percentage of social infrastructure that is 50 years old or more after construction

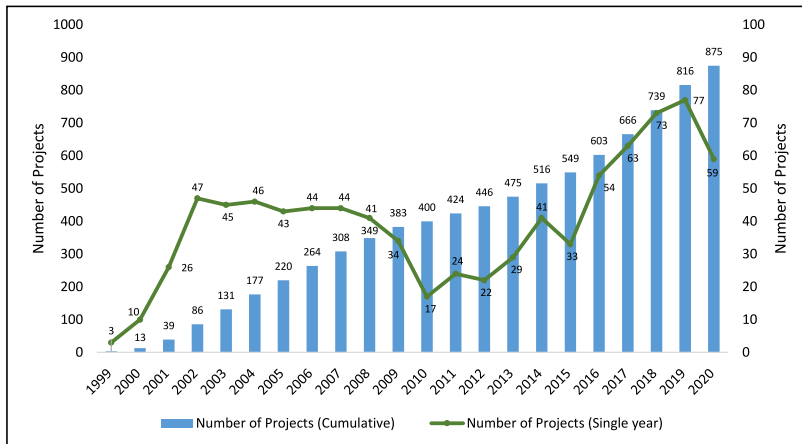
PPP/PFI Experiences in Japan (1)

➤ **History** **over 21 years** (Since PFI act enacted in 1999)

➤ **PFI Projects implemented** **875 Projects**

- Total PFI projects being implemented from **FY1999 to FY2020**
- PPP projects (not compliance with PFI act) other than PFI is not included

Number of PFI projects implemented **875** (FY1999-FY2020)



➔ PFI project is **an upward** trend for these 10 years

3

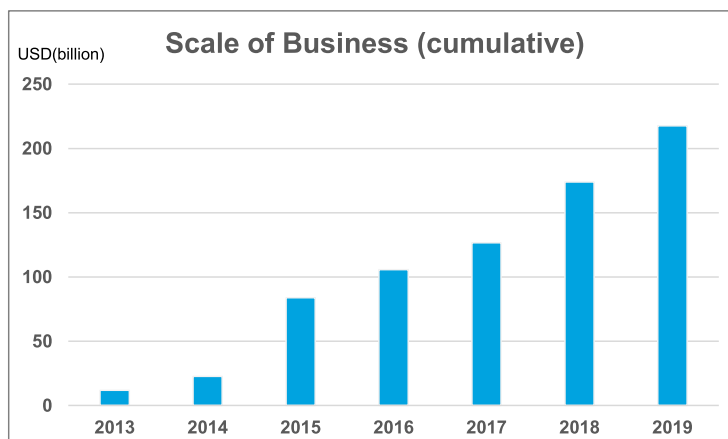
PPP/PFI Experiences in Japan (2)

➤ **Scale of Business** **USD 218 billion**

- Contract amount implemented from **FY2013 to FY2019**.
- Total of PPP/PFI including Concession revenue for duration of the Project.

➤ **Expenditure reduction and revenue increase effect** **USD 15.9 billion**

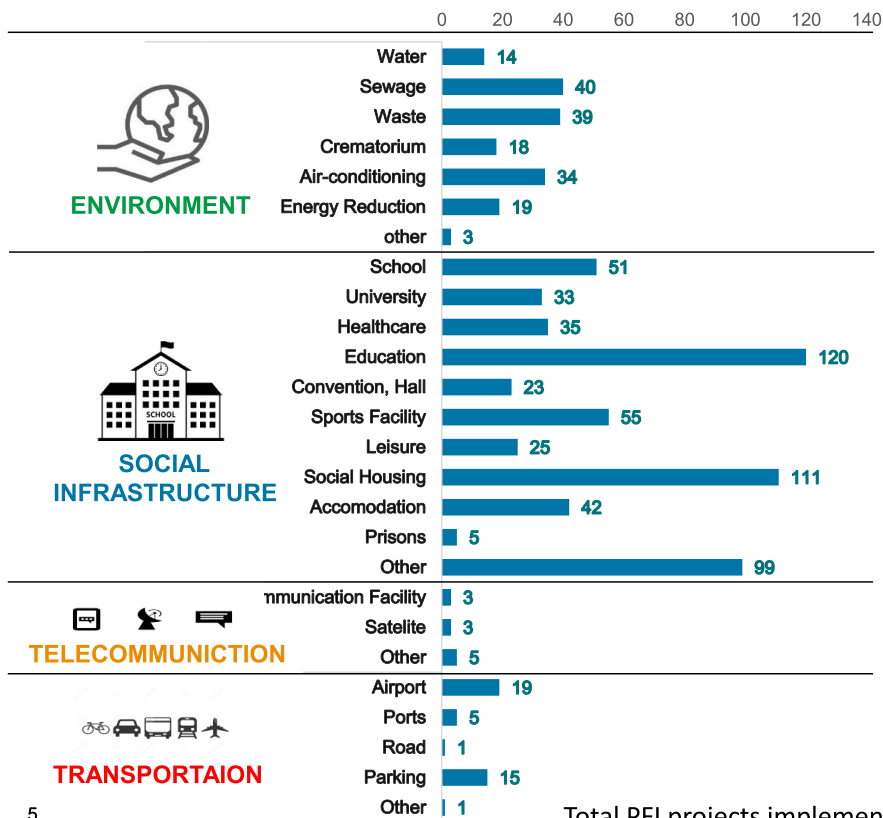
- Contract amount implemented from **FY2013 to FY2019**.
- Lump-sum accounting of the effects of expenditure reduction and revenue increases during the contract period



4 • Contract amounts are converted using the closing exchange rate of US dollar/Japanese yen as of June 2, 2021 (USD 1=JPY109.79).

PPP/PFI Experiences in Japan (3)

Number of PFI projects by business field and contractor



By contractor:

- Central Gov.: 10%
- Local Gov.: 83%
- Other: 7%

Total PFI projects implemented from FY1999 to FY2019

Cabinet Office

Main Supports to Local Governments

1 Various Guidelines and manuals

Process guideline, Risk guideline, VFM guideline, Contract guideline, the Right to Operate the Public Facility Guideline etc,

2 PPP/PFI regional platform

Formed by local enterprises, financial institutions, and local governments.

Framework for improving know-how and project formation capabilities of PPP/PFI projects in the region

3 PPP/PFI priority consideration principles

Principles that give priority to considering whether PPP/PFI can be used for the public works projects (Introduced in 194 local governments)

4 Support for feasibility study

Subsidizing for feasibility study which held by local governments before implementing PFI project

5 Dispatch specialist

In response to requests from local governments, CAO dispatches administrative practice experts to local governments

Photos of PPP/PFI Projects in Japan

(1) Education

※Supply center of school meals



(2) Social Housing



(3) Complex Facility



Cabinet Office

Direction of future plans

Set new goals (including new KPI) in the following directions

1 Promotion of utilization in local governments

Increase the number of PFI projects in each local governments and promotion of PFI projects in local governments that have no PFI experiences

2 Expansion of utilization in business fields with little utilization record

Aiming for longer facility life and efficient facility maintenance

3 Promotion of projects that generate new revenue

Promote projects that generate new revenue by utilizing the ingenuity of the private sector

4 PDCA of promotion measures

Set appropriate KPI and verify the impact of PFI policy

Thank you !



FUKUNAGA Shinichi, Director
(shinichi.fukunaga.h3x@cao.go.jp)
PPP / PFI Promotion Office
Cabinet Office, Government of Japan

 Cabinet Office

日本のPPPプロジェクトの事業者決定基準における社会的価値の評価方法

Evaluation method of social value in the criteria for determining the business operator of the PPP projects in Japan

2022/1/26 根本祐二 東洋大学

Jan. 26, 2022, Yuji Nemoto, Toyo University

1 日本のPPPプロジェクトの事業者決定基準

determining the business operator of the PPP projects in Japan

	価格(経済的価値) Price(economic value)	提案内容(社会的価値) Proposal content(social value)
価格競争 Price competition method	○	×
提案競争 Proposal competition method	×	○
総合評価 Comprehensive evaluation method	○ 【提案内容の評価点÷価格】または【提案内容の評価点+価格点】 “evaluation point of proposal content ÷ price” or “evaluation point of proposal content + price point”	

PFIのすべて、大半のPPPプロジェクトでは総合評価方式が採用されている

Comprehensive evaluation method is adopting in all the PFI projects and almost all of PPP projects.

2 日本のPPPプロジェクトの社会的価値の計測方法

How to measure the social value of PPP projects in Japan

1 その社会的価値を生み出すのに必要な費用(LCC)の占める割合 Percentage of the cost (LCC) required to create that social value
2 類似事例の決定基準の微修正 Minor modifications from other similar project decision criteria
3 学術的裏付けのある計算方法 Academically supported calculation method
4 自治体職員、地域住民の投票 Polling of local government officials and local residents

LCCウェイト
LCC weight

類似事例の決定基準
similar project
decision criteria

学術的裏付け
Academic background

投票 polling

