

SDGsの限界と展望

Limitations of the SDGs and prospects

主催： 東洋大学

後援： 内閣府、総務省、国土交通省

2022年11月1日 東洋大学125記念ホール

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



登壇者への質問

Questions to speakers

<https://forms.gle/i55TcBc8n6piY8sk7>



プログラム

13:10 開会挨拶 東洋大学学長 矢口悦子

13:15 ビデオメッセージ「現代に求められるグローバルリーダーシップ」
マハティール・ビン・モハマド氏（前マレーシア首相）

13:25 基調講演1「SDGsの限界、達成への方策は？」

ペドロ・ネヴェス氏

コンサルタント、UNECEアドバイザー

13:55 基調講演2「激動の時代のPPPとSDGs」

ジアド・ハイェック氏

The World Association of PPP Units & PPP Professionals代表

14:25 休憩

14:35 基調講演3「People-first PPPとSDGs進展のための持続可能性、強靱性」

デイビッド・ドッド氏

コンサルタント、International Sustainable Resilience Center代表

14:55 基調講演4「復興におけるPPPへの期待、実際、これから」

難波 悠氏

東洋大学教授

15:30 パネルディスカッション

パネリスト：ネヴェス氏、ハイェック氏、ドッド氏、根本祐二（東洋大学教授）
（進行：サム田淵東洋大学名誉教授）

17:00 閉会

13:10 Opening Remarks by Etsuko Yaguchi President, Toyo University

13:15 Interview (video) “Global leadership in the modern world”
by Tun Dr. Mahathir bin Mohamad

13:25 Keynote speech 1 “Limitations of SDGs; How Can We Achieve Them?”
Pedro Neves, PhD.,

13:55 Keynote speech 2 “PPPs for the SDGs”
Ziad-Alexandre Hayek President, WAPPP

14:25 Break

14:35 Keynote speech 3 “Sustainable Resilience in furtherance of PfPPP and the
SDGs”

David A. Dodd.,

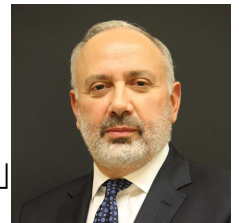
15:05 “PPPs and SDGs: fir for the purpose?”
Yu Namba Professor, Toyo Univiersity

15:30 Panel discussion

Panellists: Pedro Neves, Ziad-Alexandre Hayek, David Dodd, Yuji Nemoto
(Professor, Toyo University)

Moderator: Sam Tabuchi Professor Emeritus, Toyo Univresity

17:00 Closing





17th International PPP Forum
Toyo University _ Tokyo, November 1st 2022

Limitations of SDGs; How Can We Achieve Them?

UNECE PPPs for SDGs

Prof. Pedro Mateus das Neves, PhD

Founder and CEO of Global Solutions 4U

Advisor and Consultant to UNECE

pedroneves@globalsolutions4u.com



Harōjapan, harō Tōyōdaigaku

ハロージャパン、ハロー東洋大学



Americas

Brazil
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Pará
Paraná
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Rio Grande do Sul
Rio Grande do Norte
Santa Catarina
São Paulo
Sergipe
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Asia and Pacific

Azerbaijan
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Indonesia
Iraq
Israel
Japan
Kazakhstan
Kyrgyzstan
Macau
Malaysia
Palestine
Philippines
Qatar
Singapore
South Korea
Taiwan
Turkey
United Arab Emirates

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

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



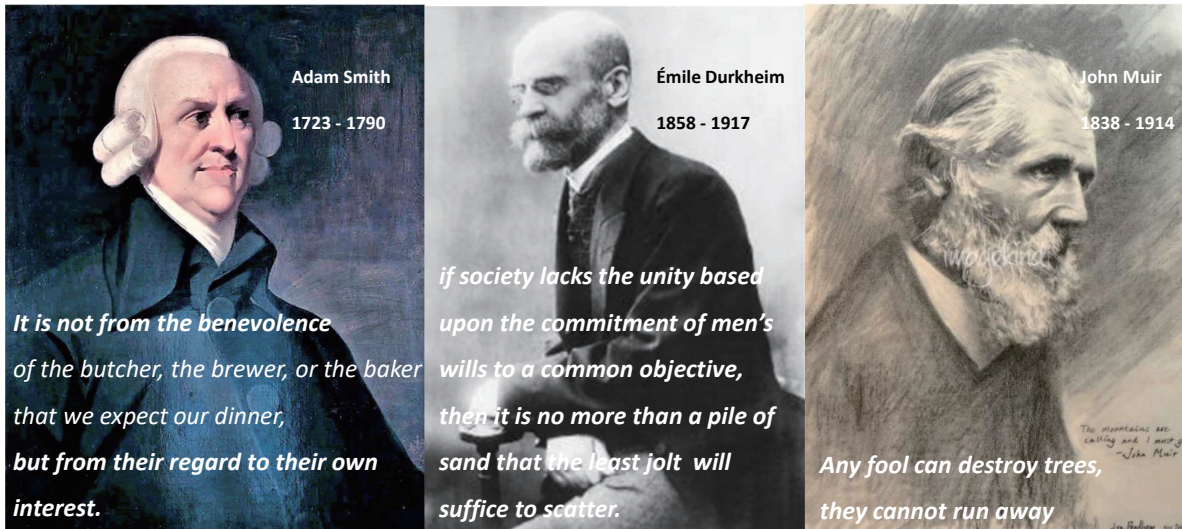
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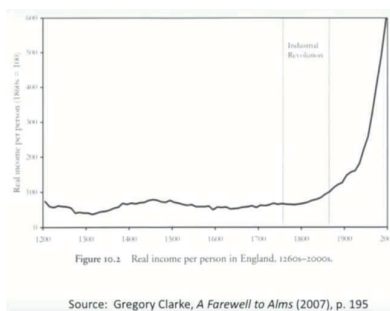
1. Evolution of Development
2. Finite and Infinite Games
3. SDGs Report 2022
4. The Cooperation Challenge
5. Implementing UNECE PPPs for SDGs



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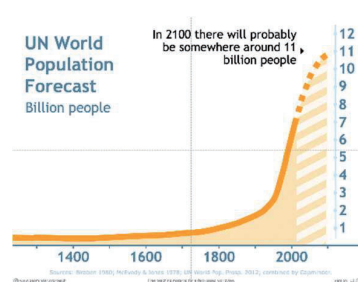
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Francis Fukuyama 1952 ..

Real Income per person in England, 1260s – 2000s
Source: Gregory Clarke: *A farewell to Alms* (2007), p.195
In: what is Development?

Economic Growth The Industrial Revolution changed economy based on growth based on productivity. For successful economies, growth went from zero to 1% rapidly.

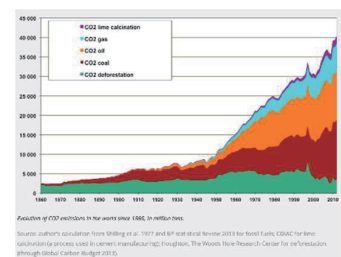


Hans Rosling 1948 - 2017

World Pin Code

2010	1	1	1	4
2050	1	1	2	5
2100	1	1	4	5

UN World Population Forecast_Bilion people
Sources: Biraben 1980; McEverdy & Jones 1978; UN World Pop. Prosp. 2012; Combine by GapMinder

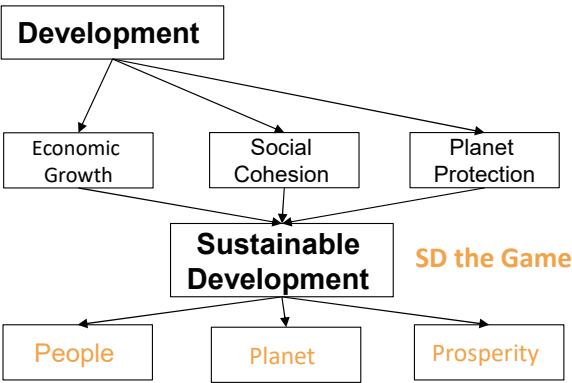
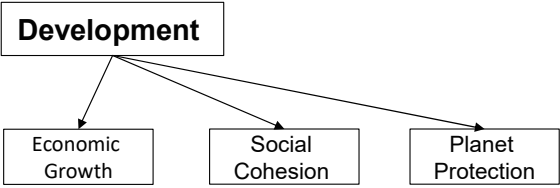


Jean-Marc Jancovici 1962 ..

A consequence of a never-ending fossil energy consumption (coal, oil, gas), CO2 emissions increase, and not only do they increase, but until recently they increased faster each year.

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2. Finite and Infinite Games



Zero Sum Game

A zero-sum game

is one in which

no wealth is created or destroyed.

So, in a two-player zero-sum game,

whatever

one player wins, the other loses.

in: cs.stanford.edu

Non Zero Sum Game

Zero Sum Game

Non-zero-sum games differ from

zero-sum games in that there is

no universally accepted solution.

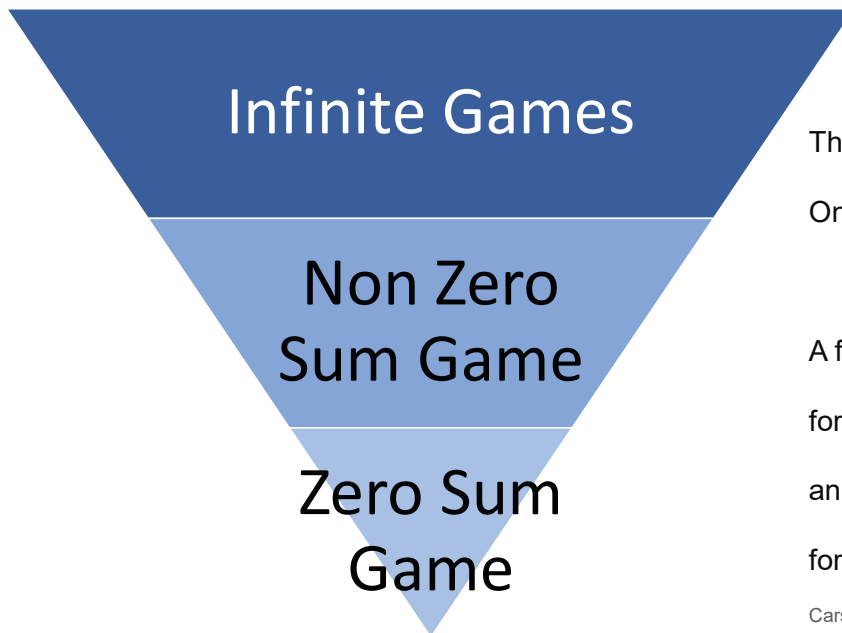
Players engaged in a non-zero sum conflict

have some complementary interests and

some

interests that are completely opposed.

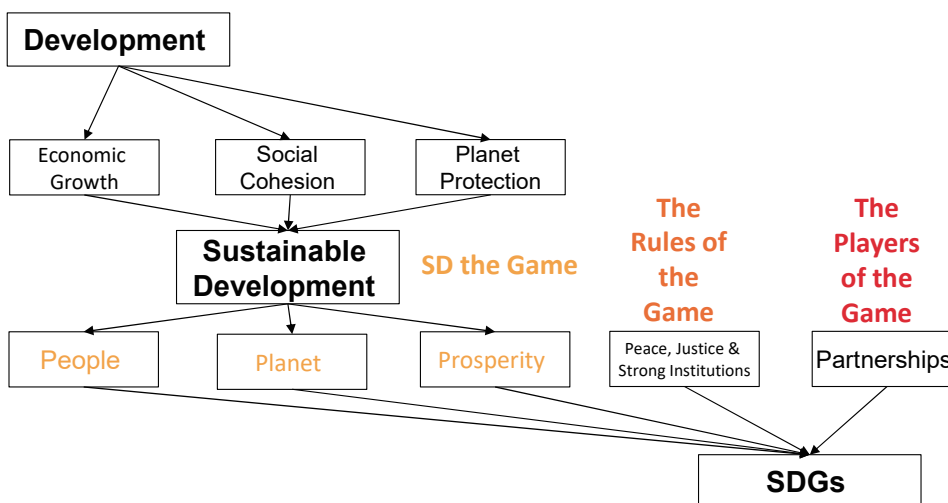
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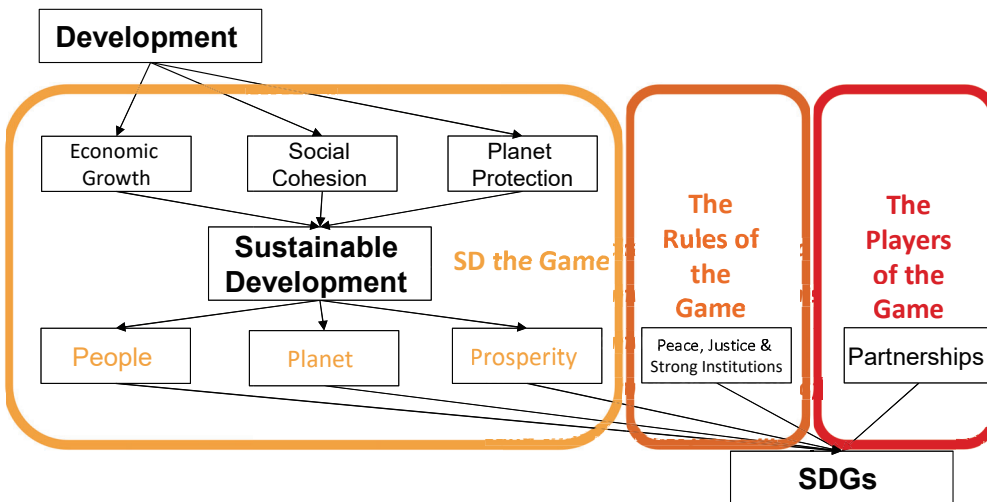


There are at least two kinds of games.
One could be called finite, the other infinite.

A finite game is played
for **the purpose of winning**,
an infinite game
for **the purpose of continuing the play**.

Carse, JP in Finite and Infinite Games (1986)





Neves, P.
SDGs Why?
and For Whom?(2020)



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3. SDGs Report 2022

Executive Summary (1/2)

Peace, diplomacy, and international cooperation are fundamental conditions for the world to progress on the SDGs towards 2030 and beyond.

A shift of focus towards short-term issues that threatens to slow down or even stall the adoption of ambitious and credible national and international plans but also squeezes available international funding for sustainable development.

Performance on **SDG 1 (No Poverty)** and **SDG 8 (Decent Work and Economic Growth)** remains below pre-pandemic levels.



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Executive Summary (2/2)

Ahead of the heads of state SDG Summit in 2023, **restoring and accelerating SDG progress in all countries, including the poorest and most vulnerable, should be a major priority of recovery plans and reforms to the international development finance system.**

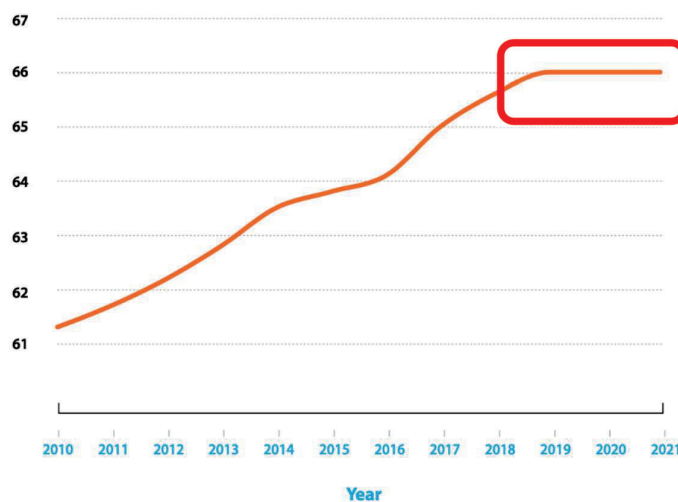
A global plan to finance the SDGs is needed. **Achieving the SDGs is fundamentally an investment agenda in physical infrastructure (including renewable energy) and human capital.**

Ambitious and sound national targets, strategies, and plans are crucial to turning the SDGs into an action agenda.

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SDG Index Score over time, world average (2010–2021)

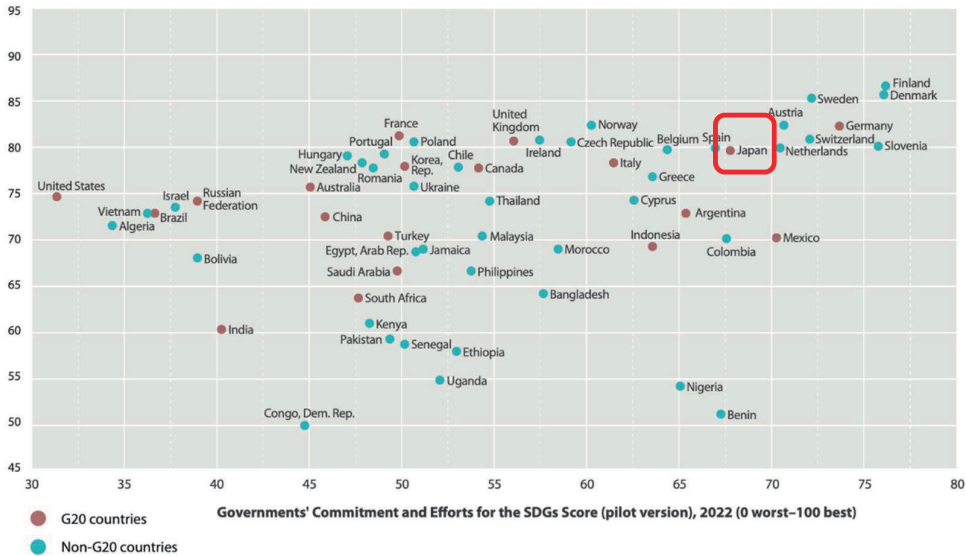


Source: Authors' analysis. Note: Population-weighted average



Governments' Commitment and Efforts for the SDGs Score (pilot version) versus SDG Index Score

SDG Index Score 2022 (0 worst–100 best)

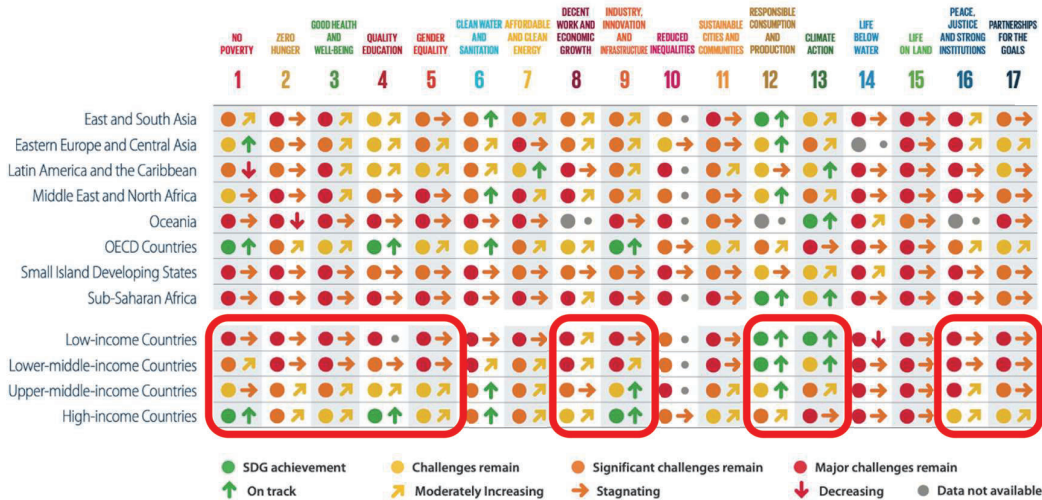


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Figure 2.8

2022 SDG dashboards by region and income group (levels and trends)



Note: Excluding OECD specific indicators. Population-weighted averages. Source: Authors' analysis



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The need for greatly expanded SDG financing:

1. **Education** and social protection to achieve universal secondary education (SDG 4) and poverty reduction (SDG 1)
2. **Health** systems to end the pandemic and to achieve Universal Health Coverage (SDG 3)
3. Zero-carbon energy and circular economy to **decarbonize and slash pollution** (SDG 7, SDG 12, SDG 13)
4. Sustainable **food, land use, and protection of biodiversity** and ecosystems (SDG 2, SDG 13, SDG 15)
5. Sustainable **urban infrastructure**, including housing, public transport, water, and sewerage (SDG 11)
6. Universal **digital services** (SDG 9) to support all other SDG investments, including online education, telemedicine, e-payments, e-financing, and e-government services.

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4. The Cooperation Challenge



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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”

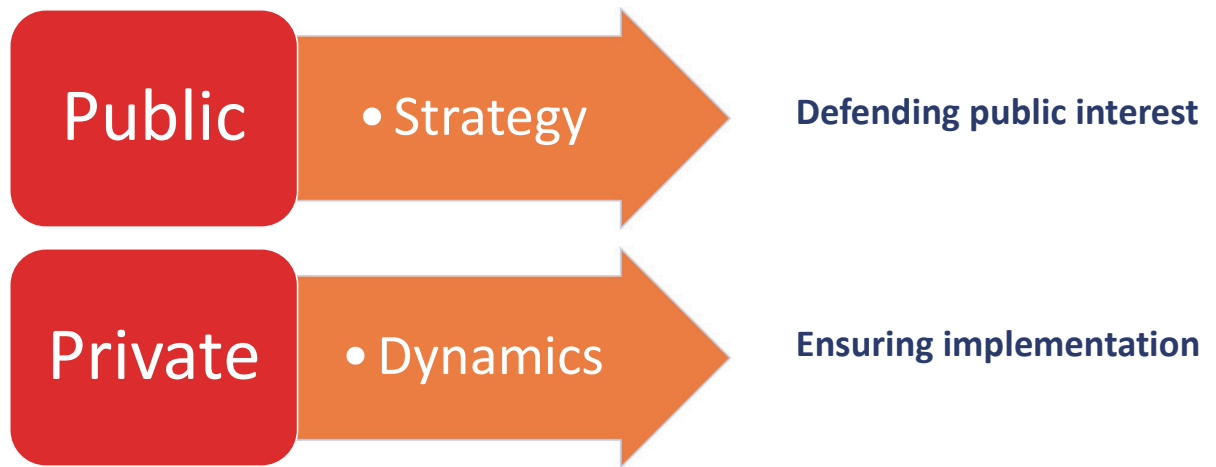
North, 1990

and The Challenge of Partnerships

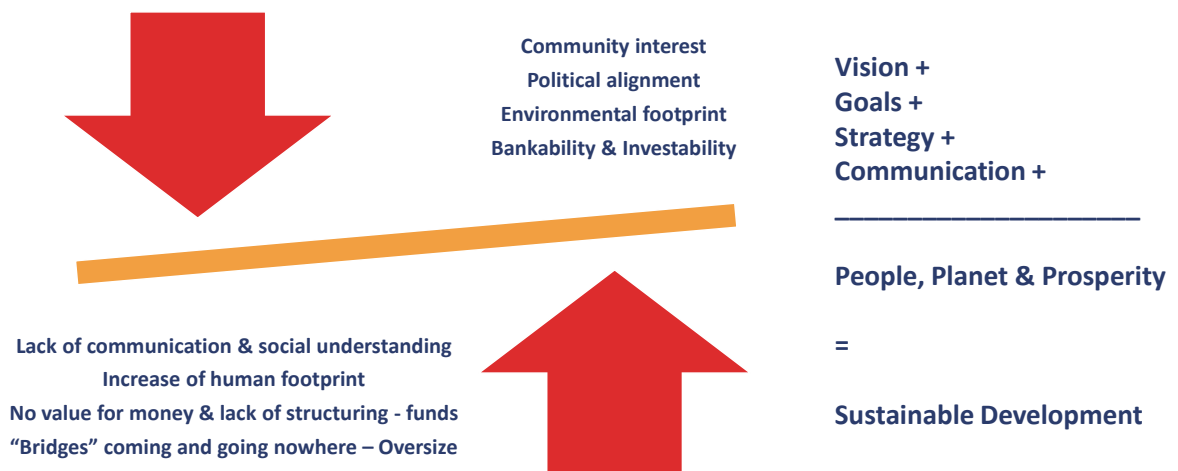
“ the sum is greater than parts”

McQuaid, 2009

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revised slide



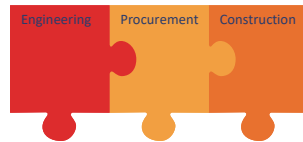


1st Generation



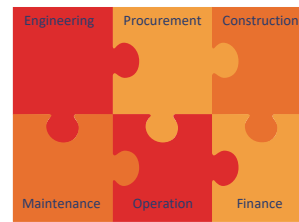
C - Construction

2nd Generation



E – Engineering
P – Procurement
C - Construction

3rd Generation



E – Engineering
P – Procurement
C – Construction
F – Finance
O – Operation
M – Maintenance

Integrated Solutions
 improve the chances of delivering better public services and better assets and therefore improve Value for Money

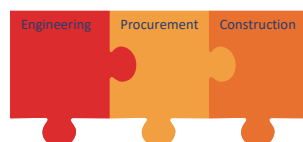


1st Generation



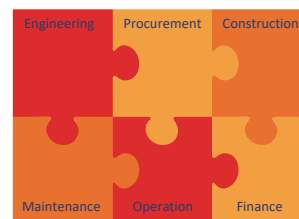
C - Construction

2nd Generation



E – Engineering
P – Procurement
C - Construction

3rd Generation



E – Engineering
P – Procurement
C – Construction
F – Finance
O – Operation
M – Maintenance

4th Generation



People,
 Planet,
 Prosperity,
 Peace &
 Partnerships



Construction Management

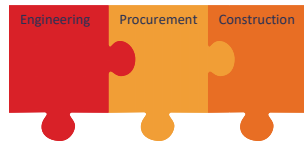
1st Generation



C - Construction

Project Management

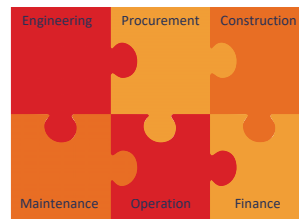
2nd Generation



E – Engineering
P – Procurement
C - Construction

Program & Investment Management

3rd Generation



E – Engineering
P – Procurement
C – Construction
F – Finance
O – Operation
M – Maintenance

new slide

Policy Development

4th Generation



People,
Planet,
Prosperity,
Peace &
Partnerships



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The Challenge of the Private Sector Delivering Public Assets and Services

2 deficiencies → 2 failures: funding insufficiency & low efficiency

Private sector unwilling to provide public goods & government is not doing well therein

Is it possible to combine a

government led equity and the enterprise-pursued efficiency

so that the two deficiencies and two failures could be tackled and

the quality and efficiency of public goods and services could be continuously improved?

Tianyi (2016)



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Challenges to make PPPs work

- | | |
|------------------------|---|
| power sharing | → power transfer from public to private managers |
| long term relationship | → assumptions & context change throughout the time |
| management complexity | → evolving from construction management to policy development |

requires

- | | |
|---------------------------|--|
| alignment in principles | → flexible geometry imply new rules and <i>improved</i> players |
| Common Good understanding | → institutional innovation leading to trust building |



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5. Implementing UNECE SDGs 4 PPPs



The campaign to reach
500 People-first PPPs for the SDGs case studies*

*End Poverty
Protect the Planet
and Leave No One Behind*

*A total of 37 case studies were received by the UNECE secretariat for the 6th UNECE International PPP Forum (Barcelona, Spain, 4-6 May 2022) and 18 were added to the UNECE database of case study material, 16 of which will be presented at the Forum. The case studies are being published as received directly from the contributors and were self-assessed using the UNECE People-first PPP Evaluation Methodology for the Sustainable Development Goals. The UNECE database contains case studies from all over the world that aspire to meet the UNECE five PPP desirable outcomes for the SDGs. The secretariat is grateful for the valuable contribution of Mr. Pedro Neves, PPP practitioner and university professor and researcher.



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International PPP Centre of Excellence

People First PPPs for the United Nations Sustainable Development Goals

Project:	City Regeneration Project - Parque das Nações in Lisbon, Portugal
Project Proponent:	Global Solutions _ Pedro Neves
Project Organization:	Parque Expo : 99% Portuguese State & 1% Lisbon Municipality

Public Organization: The Portuguese State and Lisbon Municipality created Parque Expo
Private Organization: Local (Portuguese) & International Developers

Capital Providers: Local & International Financial Institutions, (equity, mezzanine and debt providers)

Why is this project a Case Study for a People-First PPPs:

North & East Lisbon was probably the worse area in Lisbon, when considering a People and a Planet angles. The Portuguese State and the City of Lisbon Governments decided jointly, to create Expo 98 and Parque Expo to transform it into a living world landmark destination. For this it was decided to Invent a City, that would raise the self-esteem of the Portuguese, would bring PEOPLE back to Lisbon, would break the poverty path dependence of the area, and would transform this environmental nightmare into an example on how to protect the planet.

The vision, development policy, urban design and culture were managed by a public organization created specially for this purpose. As the Expo 98 finished the Urban project was developed and at this stage the Private Sector namely through explicit PPPs was invited to bring its dynamism and capital.

Nations Park (Parque das Nações) is a dream come true and the proof that People and Planet Agendas can be combined with Prosperity for all.

Pedro Neves designed the PPP Unit and managed all PPP projects of the SOE from 2000 to 2004, having presented the PPP Governance Model to the Court of Auditors of the Portuguese State; pictures and diagrams are from Parque Expo website.



UNECE 500 People First PPPs for the SDGs... ending poverty, protecting the planet, and leaving no one behind

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case studies 2022

https://unece.org/sites/default/files/2022-07/Case_Study_Database_PPP_Forum_2022_0.pdf

unece 2022 convite para 2023

<https://unece.org/ppp/forum7/award>

form

<https://forms.office.com/pages/responsepage.aspx?id=2zWeD09UYE-9zF6kFubccMuNSQ1xG1JCsgdqvj8xCHdUMUJYTEEyMk5GQ1hOUzkyN1RVUk9CTIJSSi4u>



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ありがとう
Arigatō

Obrigado

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<https://www.researchgate.net/profile/Pedro-Mateus-Das-Neves>

Global Solutions (Cascais _ Portugal)
Founder and CEO;
United Nations Economic Commission for Europe (Geneva _ Switzerland)
Business Advisory Board;
SDGs Task Force Leader for PPPs;
Tsinghua University (Beijing _ China)
Contributing Specialist for PPPs;
IESE Business School & Iberdrola (Barcelona _ Spain)
Business Advisory Board for SMART CITIES;
ESAI MBA Urban Renewal and Cities of The Future (Lisbon _ Portugal)
Founder and Coordinating Professor;
École des Ponts et Chaussées _ Paris Tech (Paris _ France)
Visiting Professor at the Advanced Masters in Infrastructure Project Finance;
Toyo University (Tokyo _ Japan)
Visiting Professor on People-first PPPs for Urban and Regional Development
Université de Genève (Switzerland)
Module Coordinator on How to Localize the SDGs
Escola Nacional de Administração de Políticas Públicas (Luanda _ Angola)
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;



PPPs for the SDGs

Ziad-Alexandre Hayek

WAPPP President

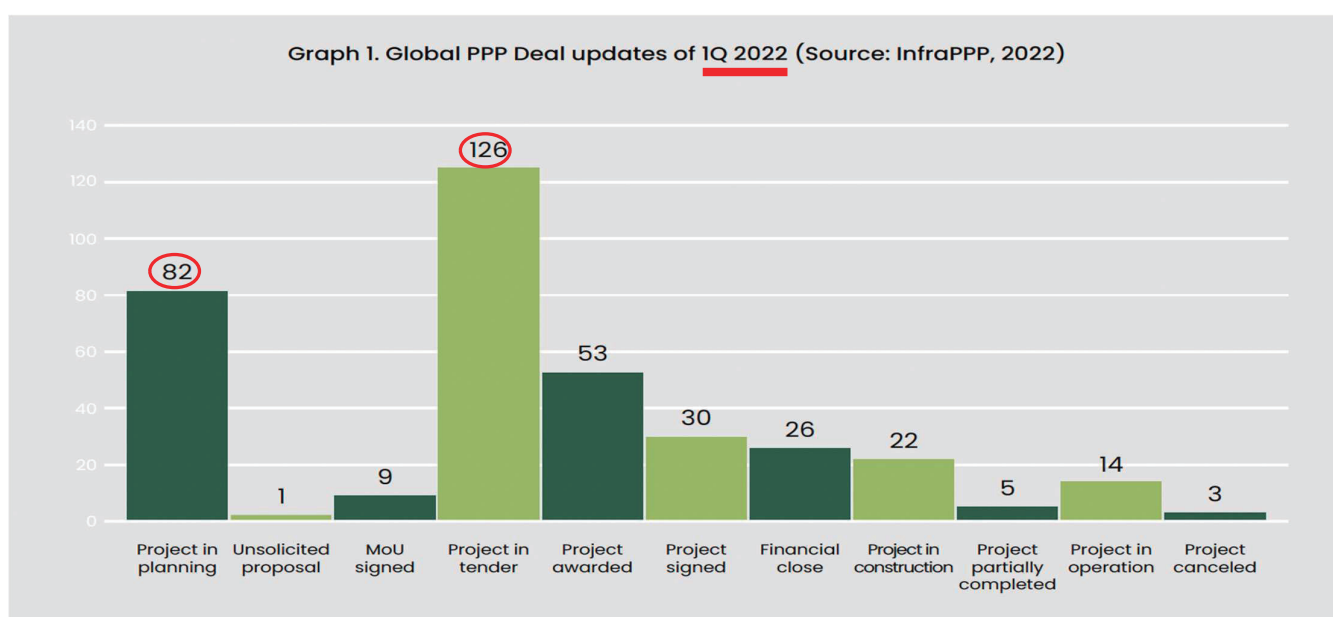
November 2022

PPP is key to achieving the SDGs

- It was always clear that achieving the SDGs was going to require huge investments to be made by the private sector. Yet very little effort has been put into this.
- The partnership between public and private is the most important type of partnership under SDG 17.
- Yet PPP projects have not become as common as one would have imagined, in spite of many countries passing PPP legislation, forming PPP units, and getting staff CP3P-certified.
- This presentation tries to shed some light on what have been some of the impediments.

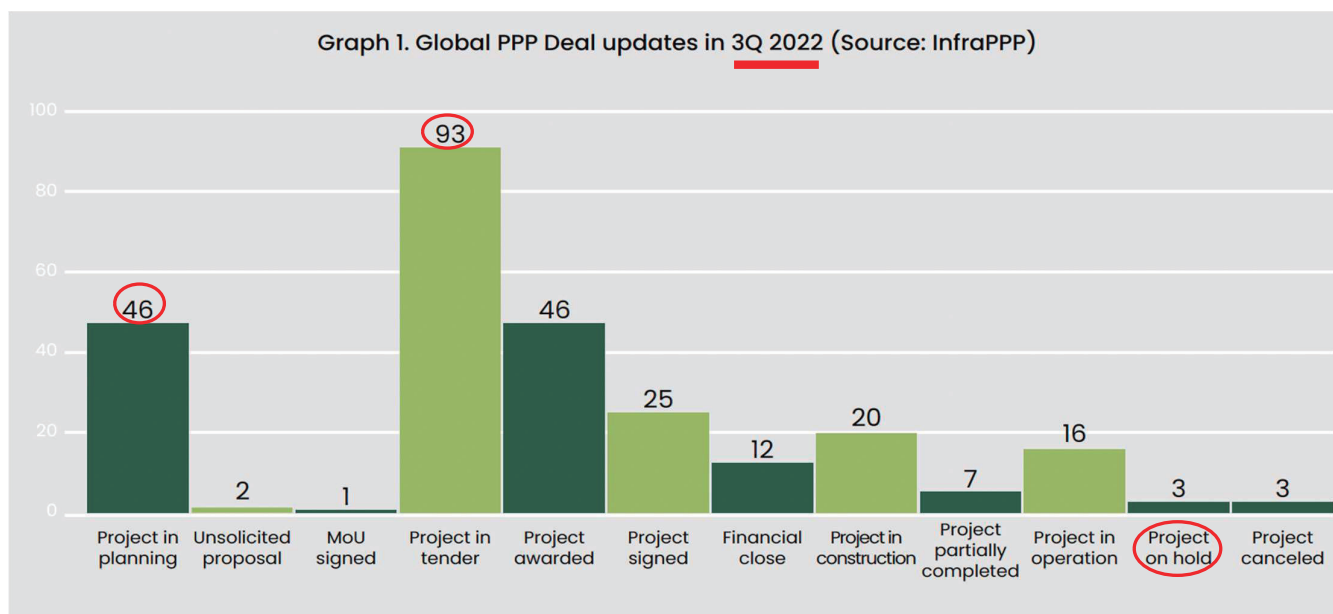
The State of PPPs in the World

Financial and geopolitical uncertainty has caused a sharp decline in PPP activity (Slide 1 of 2)



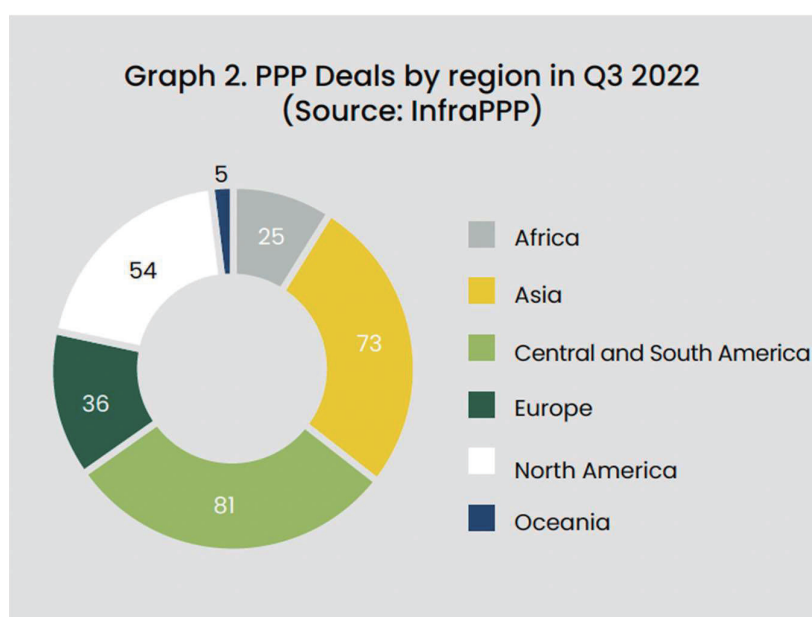
Source: WAPPP and InfraPPP Quarterly PPP Update – 3Q2022

Financial and geopolitical uncertainty has caused a decline in PPP activity (Slide 2 of 2)



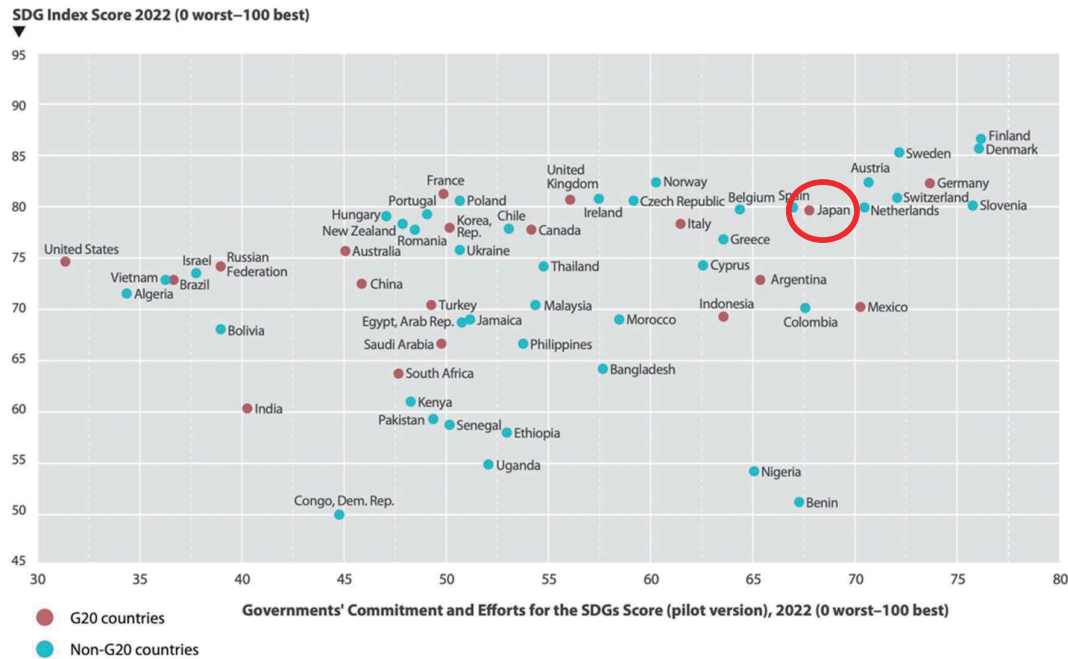
Source: WAPPP and InfraPPP Quarterly PPP Update – 3Q2022

PPPs are thriving mainly in Asia and Latin America



Source: WAPPP and InfraPPP Quarterly PPP Update – 3Q2022

Only few nations have adopted the SDGs as a base for their development programs



Main hurdles facing PPPs
(especially in emerging markets)

There is a great lack of awareness of PPP among political decision makers

- Political support is key for the success of PPPs.
- PPP is often misconstrued as joint ownership.
- Much opposition to PPPs is due to poorly executed past projects.
- Politicians typically lack patience. They push for corners to be cut.
- PPPs are regarded as a tool for public procurement, not as a tool to achieve the SDGs.
- Investors shy away from countries whose governments are not fully supportive of the PPP program.



Project execution continues to be plagued by limited transparency and stakeholder participation

- Poorly designed and poorly tendered projects are ultimately a waste of time and money.
- Stakeholder participation and commitment to the ESG and People-First principles are the indispensable complements to the technical, financial, and legal dimensions, when it comes to ensuring the success of a PPP project.
- Corruption and lack of transparency are major detriments to project success and can be mitigated by giving observer status to civil society NGOs and local communities, so they can accompany all stages of the project tendering.



The lack of experience and true expertise have impeded the growth of PPP

- University graduates are rarely (if ever) qualified to step immediately into senior positions. Yet it is expected that CP3P graduates can go out and undertake PPP projects.
- PPPs are complex undertakings that require multiple financial, legal, technical, environmental, social, political, policy, program, project, local and international perspectives.
- Large consulting firms typically win mandates because governments' tenders emphasize firm experience over team composition. Typically junior staff are asked to run with the project once awarded.
- True PPP experts are usually either priced out of the market or fail to satisfy the tenders' requirements.



High interest rates reduce flows of capital and investment to emerging markets

- Capital always seeks higher value for money. As central banks of developed countries increase interest rates to combat inflation, capital sees a better risk/return equation at home and capital flows to emerging markets dry up, making it more difficult to finance PPP projects there.
- This is the greatest risk facing PPP projects today and in the coming years.
- Diversifying sources of funds will play an important role, as will the better targeting of projects to certain pools, such as ESG funds, or green funds, or Islamic funds, etc.



Infrastructure in emerging markets is not an asset class for investors

- Investors (especially institutional investors) look at infrastructure as a public utility because it generates low-risk, small, steady returns.
- Emerging markets present a (real or perceived) high-risk environment.
- The two concepts (high risk and low returns) are incompatible.
- It is not possible to make such investments more profitable and still be affordable to users. It is therefore necessary to de-risk them to make them more attractive to investors.
- This has to be done carefully to make sure the public sector does not end up bearing all risks – which negates the purpose of PPPs.



De-Risking is key to engaging the private sector in financing emerging markets infrastructure

- A greater involvement by governments and multilateral development banks is needed.
- Governments have done little and have depended on multilateral development bank financing.
- And the multilateral development banks have all too often played an adverse role:
 - They have not pooled-in developed country investors; yet
 - They have squeezed out emerging markets institutional investors.
- These trends must be urgently reversed.



What de-risking measures to take?

- The COVID pandemic has highlighted the need to have an integral approach to de-risking that includes financial risks, operational risks, political risks, and demand-related risks.
- The absence of a defined “emerging markets infrastructure” asset class leads to a need to innovate in project design and financing on a case-by-case basis.
- Some design approaches (which also address demand risk) include the French concessions model (maybe coupled with a contingent liability fund) and the Chilean Least Present Value of Revenues (LPVR) model.
- Some finance approaches include the use of quasi-equity instruments, mezzanine financing, Islamic financing, guarantees, and other credit enhancements.



It is imperative to go “local”

- The development of local capital markets can play a very important role in providing funding for infrastructure projects, in providing an exit alternative for banks and foreign investors, and in addressing the foreign exchange risk, which is oftentimes the risk which is most difficult to mitigate. It can also kick start a virtuous cycle for the additional creation of pension-, insurance-, and other long-term funds.
- Achieving the SDGs can certainly be accelerated if local planners and project developers would use the SDGs to guide their infrastructure investment plans.



What can Japan do?

Japan is
among the
world leaders
in SDGs

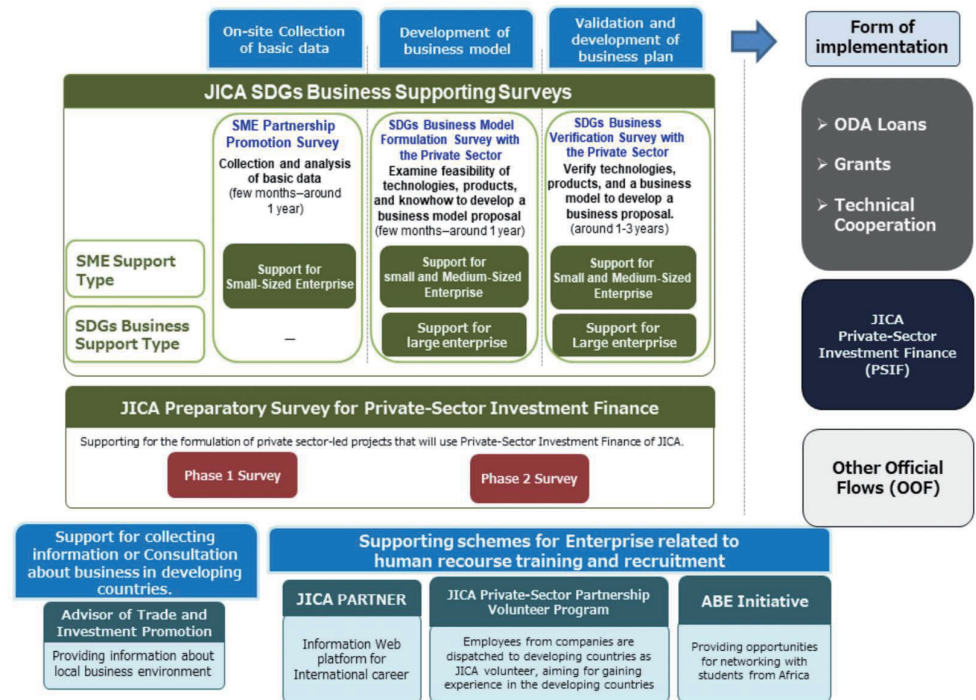
SUSTAINABLE DEVELOPMENT REPORT 2022
Jeffrey Sachs, Guillaume Lafortune, Christian
Kroll, Grayson Fuller and Finn Woelm



Rank	Country	Score
1	Finland	86.5
2	Denmark	85.6
3	Sweden	85.2
4	Norway	82.3
5	Austria	82.3
6	Germany	82.2
7	France	81.2
8	Switzerland	80.8
9	Ireland	80.7
10	Estonia	80.6
11	United Kingdom	80.6
12	Poland	80.5
13	Czech Republic	80.5
14	Latvia	80.3
15	Slovenia	80.0
16	Spain	79.9
17	Netherlands	79.9
18	Belgium	79.7
19	Japan	79.6
20	Portugal	79.2

It has taken a global leadership role through the Japan International Cooperation Agency (JICA)

Supporting menu for public private partnership by Japanese government



How can JICA contribute to better PPPs and to achieving the SDGs?

- Sharing Japan's experience in PPPs (especially municipal PPPs), including lessons learned – both positive and negative.
- Staying conscious of the valuable experience of other countries and sometimes their more appropriate applicability to certain contexts.
- Helping fund and carry out the recommendations of this presentation.

Recommendations

Recommended actions for JCIA, Japan, and PPP professionals everywhere:

- Help promote PPPs as a tool for development and achieving the SDGs.
- Help raise politicians' awareness of PPPs and encourage political leadership (not civil service leadership) of the PPP effort.
- Help governments tailor their consultancy tenders to favor expertise.
- Insist on consulting all stakeholders and on involving civil society NGOs as observers to enhance transparency.
- Help raise awareness about multiple sources of funding and access to them.
- Help raise awareness of the de-risking tools mentioned above and boost design and financing creativity.
- Help develop local capital markets and drive the SDGs down to the local government level.



PPPs for the SDGs

Ziad-Alexandre Hayek

WAPPP President

November 2022



Sustainable
Resilience in
furtherance of
PfPPP and
the SDGs

David A. Dodd, CEcD/FM/HLM
International Sustainable
Resilience Center, Inc.

International PPP Forum
Toyo University
November 1, 2022



Complimenting the SDGs—4 Additional 2015 International Disaster Risk-Centric Agreements

Sendai Framework
for Disaster Risk Reduction
2015 - 2030

All Of These Are
Interconnected



Between social, economic & environmental
pillars of development



Between each of the SDG's

Between development, climate change &
disaster risk



Interventions in one dimension can have
positive or negative impacts in another



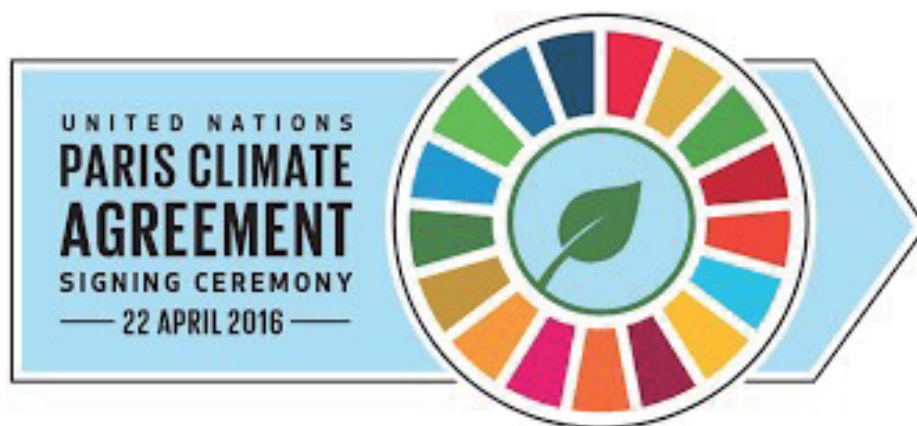
Increased resilience of societies,
economies, natural & built
environment can help countries &
communities withstand shocks,
manage risk and uncertainties



Strengthen national capacities
(government and stakeholders) to
manage risk and build resilience in
delivering intended products and
services.



Sustainable Development Goals



Paris Climate Agreement

HABITAT III – New Urban Agenda



Sendai Framework Priorities for Action

4 PRIORITIES FOR ACTION	Priority 1 Understanding disaster risk <i>Policies and practices for DRR should be based on an understanding of disaster risk in all its dimensions of vulnerability, capacity, exposure of persons and assets, hazard characteristics and the environment.</i>	National and local dimensions Regional and global dimensions
	Priority 2 Strengthening disaster risk governance to manage disaster risk <i>Disaster risk governance at the national, regional and global levels is of great importance for an effective and efficient management of disaster risk.</i>	
	Priority 3 Investing in disaster risk reduction for resilience <i>Public and private investment in DRR are essential to enhance the economic, social, health & cultural resilience of persons, communities, countries, their assets, as well as environment</i>	
	Priority 4 Enhancing disaster preparedness for effective response, and to “Build Back Better” in recovery, rehabilitation and reconstruction <i>Strengthened disaster preparedness for response, recovery, rehabilitation and reconstruction are critical to build back better</i>	

How is the Sendai Framework being interpreted?

Three new approaches to DRM:

- **Preventing and avoiding NEW** risk,
- **Reducing EXISTING** risks, and
- **Strengthening social and economic resilience** need to be combined in appropriate strategies (GAR, 2015).

Addis Ababa Action Agenda (AAAA) on Financing for Development

The Action Agenda serves as a guide for actions by governments, international organizations, the business sector, civil society, and philanthropists. It establishes a strong foundation to support implementation of the 2030 Agenda for Sustainable Development.

A comprehensive set of policy actions by Member States, with a package of over 100 concrete measures to finance sustainable development, transform the global economy and achieve the Sustainable Development Goals.

A new global framework for financing sustainable development that aligns all financing flows and policies with economic, social and environmental priorities and ensures that financing is stable and sustainable.

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Risk Drivers and Root Causes

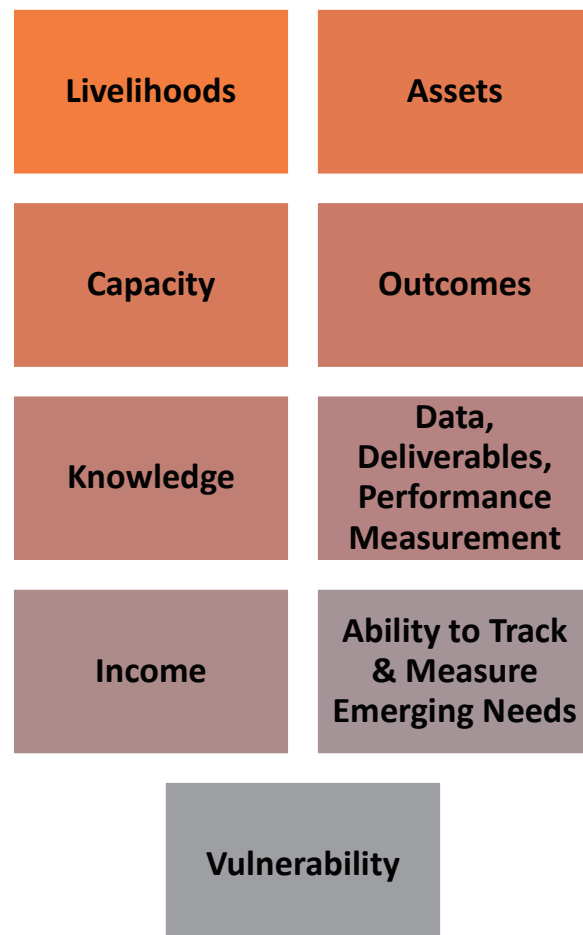
- The following factors are recognized as driving risk:
- Unequal levels of economic development,
- Poverty, inequality, vulnerability, lack of social equity and human security,
- Poorly planned and managed urban & mega-city development / lack of planning & zoning,
- Decline of regulatory eco-system services,
- Weak governance & local capacities,
- Where one lives & risk exposure is determined by income.

ISRC's Role in All PPPs



- To ensure efforts address risk and risk drivers
- To ensure adoption of latest research & science
- To envision Resilient Communities
- To address lack of DRR / Resilience /Development / CCA knowledge in PPP projects
- To push PPP thinking and present new approaches
- To ensure project-hosting communities remain viable and equitable for all residents, consider questions of sustainable livelihoods, and outcomes of rural/urban migration strategies.
- To ensure vulnerable and voiceless populations are not ignored and forgotten
- To recognize local capacity and local knowledge and assets and incorporate this knowledge in local projects
- To invest innovative strategies to help prepare people and projects for a changing climate and weather extremes.

Elements to Consider in Development of Resilient & Sustainable PfPPPs





Social & Environment Impact Analysis (SEIA)

SEIA in Resilient & Sustainable PfPPPs:

Analyzing the impact of the value of the effects on both macro economic, environmental (eco-system services) and human development variables and national development goals across all social sectors for the sectors in the short, medium and long term

Social & Environment Impact Analysis (SEIA)



Summary-The Enormous Cost of Not Investing in Resilience

- “With the total of last year’s disasters costing nearly the same as Denmark’s gross domestic product, we cannot simply react to disasters anymore, but embrace a world proactively built to mitigate and withstand the changes in our climatewithout the assurances of evidence-based research to guide the design, creation, and impact of new infrastructure, there is little hope for a sustainable future anywhere.” --Michelle Wyman, Executive Director, U.S. National Council for Science and the Environment
- A relatively small investment resilience may produce significant returns for PPP developers, operators, financiers, insurers, and most importantly, PEOPLE.
- ISRC stands ready to assist in facilitating infrastructure and programmatic PPPs that increase resilience such as flood protection and water management systems
- ISRC also has technology-based tools to project return on investment in financing integration of resilience and sustainability in any and all PPP projects
- Unless we act **NOW**, the effects of climate change will continue to cause untold pain and suffering. The message is simple: **ADAPT OR PERISH**.

第17回国際PPPフォーラム

PPPs and SDGs: fit for purpose?

復興におけるPPPへの期待、実際、これから

東洋大学 難波

ゴールではなくツールの問題 It's not about the Goals, but tools

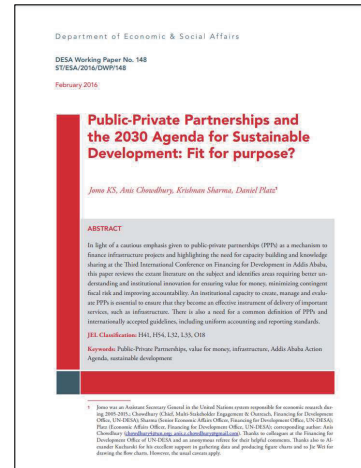
- SDGsにおいて、重要なツールの一つとして期待されたPPP（ゴール17）
- 「何か」が起こるたびにPPPへの期待が高まる
 - 大規模自然災害、人的災害
 - パンデミック
- PPP以外に道が無い国・地域も多い

しかし、現実はなかなか進まない

- High expectation to PPPs as a tool to realize the SDGs (Goal 17)
- PPPs always get attention when something happens (disaster, pandemic etc.)
- PPPs can be the only tool for some countries

But PPPs keep falling short

国連経済社会局のレポート
→People-first PPP検討のきっかけに
UNDESA report led to the People-first PPP discussion



Source: <https://www.un.org/en/desa/public-private-partnerships-and-2030-agenda-sustainable-development-fit-purpose>



なぜ有事にPPPが機能しないのか Why PPPs cannot live up to the expectations

そもそも平常時から...

- 経験、能力が無いから
- 人がいないから
- 制度的に手間と時間がかかりすぎるから

→毎回「地方（対象国）に能力が無い」という批判の繰り返し
PPPは誰でもが使えるツールではない

Even when nothing has happened...

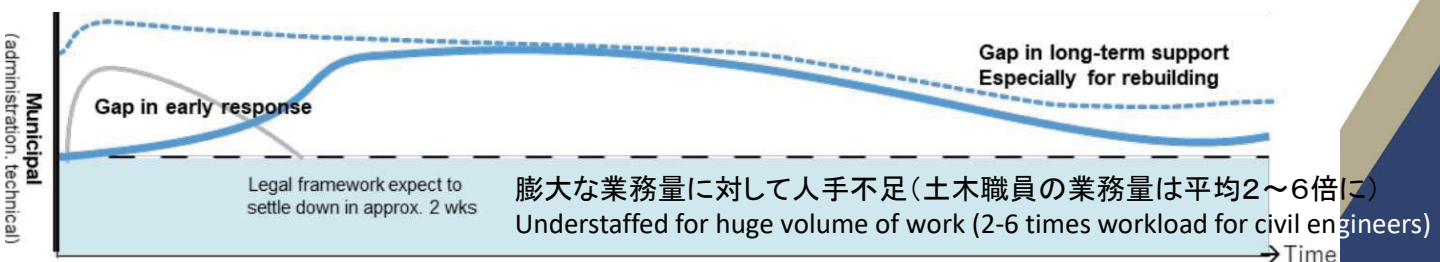
- Lack of experience and capacity/capabilities
- Lack of human resources
- Rigid PPP framework and time consuming & labor intensive to prepare

→Always end up criticizing local government/host government's lack of capacity
PPPs leave many people behind...



災害時には公務員も被災者になる They are also victims themselves

- 沿岸37自治体のうち22自治体で役所・災害対策本部が被災
- 22 of 37 LGUs had damages on city halls
- 14自治体で人的被害
 - 大槌町 町長含む33人が犠牲に
 - 陸前高田市 68人が犠牲に
- 14 of 37 LGUs had loss of workforce
 - In Otsuchi Town: 33 of 139 were lost
 - In Rikuzentakata City: 68 of 293 were lost
- 通信手段の喪失
- Lost communication
- データの喪失
- Lost data



経験、時間がなくてもできるPPPが必要

PPPs needs to be innovated to be usable w/o experience or time

- 復興CM (発注者支援)**
 - 技術者不足、業務量の確定が困難な事業を早期に実施する
 - URが自治体に代わって発注者となりCMR (コンストラクションマネージャー) に調査~施工を一括で
- Reconstruction Construction Management framework**
 - Technical assistance and substitution for LGUs w/o capacities
- スコットランド「Hub」**
 - 官民の共同出資会社が長期契約で発注者支援を行う
- Hub model(Scotland)**
 - Public and Private joint venture to support local authorities in long-term contract
- 事業促進PPP/ECI**
- Project acceleration (facilitation) PPP model/ECI**
- 民間提案型のPPP/緩やかなPPP**
- Privately-initiated PPPs (unsolicited proposals)/Soft PPPs**
- SIF「SOURCE」**
 - プロジェクト準備・管理を支援するプラットフォーム
- SOUCE by SIF**
 - A Web-based platform to help local governments prepare and manage projects



発注者を補完する仕組み

簡単ツール

主体はPublic-Privateだけである必要はない Not just Public-Private Partnerships

• Public-Public

- 自治体間
- 国—県—自治体間
- 国家間（国際的）

• Public-Private

- 民間の専門性
- 民間のデータ
- 民間のプラットフォーム

• Private-Private

- 多様な民間のパッケージ化
- 企業による国際的な支援

• Public-Civil society

• Private-Civil society

• Public-Public

- Among local governments
- Between National-Prefectural-Local
- Government-Government (international)

• Public-Private

- Use of private expertise
- Use of private data
- Use of private platform

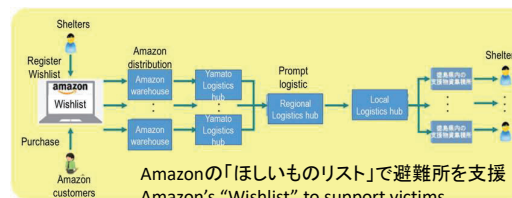
• Private-Private

- Packaging diverse businesses
- International supports by companies

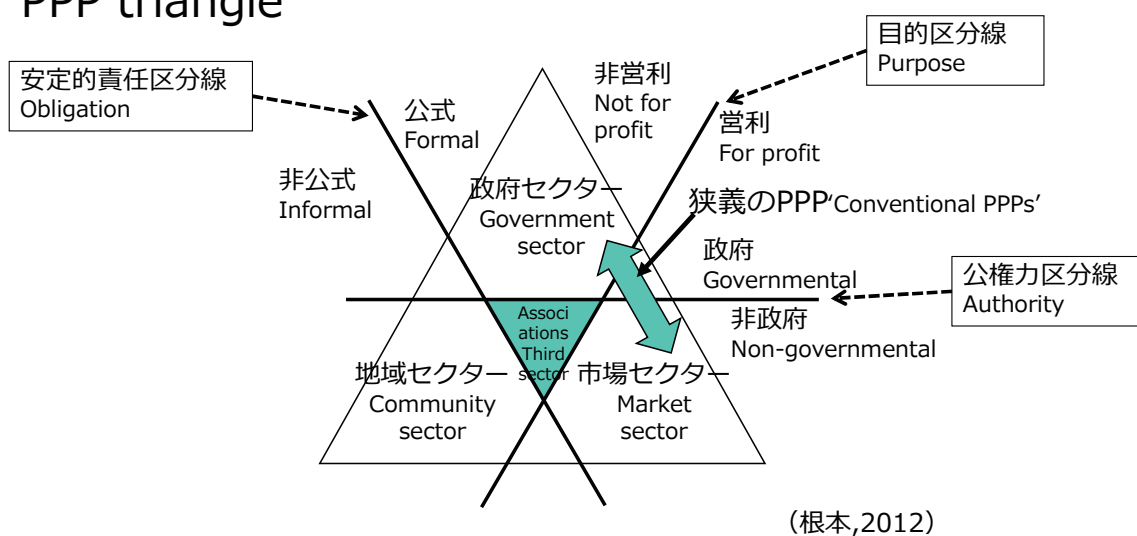
• Public-Civil society

• Private-Civil society

「PPP」のディスカッションでは
狭義のPPPばかりに着目しがち
PPP community tends to look
at rigid PPP frameworks



PPPのトライアングル PPP triangle



In provision of goods and services, there are three sectors—Government, Market and Community sector.

* In most definitions of PPPs, participation of community sectors are often neglected.

ただ、ゴールにも課題はある Yet the Goals themselves have challenges

- インフラ・モノに偏重
- 人々の生活・経済・コミュニティが後回し
- 異なるゴール間のつながり？

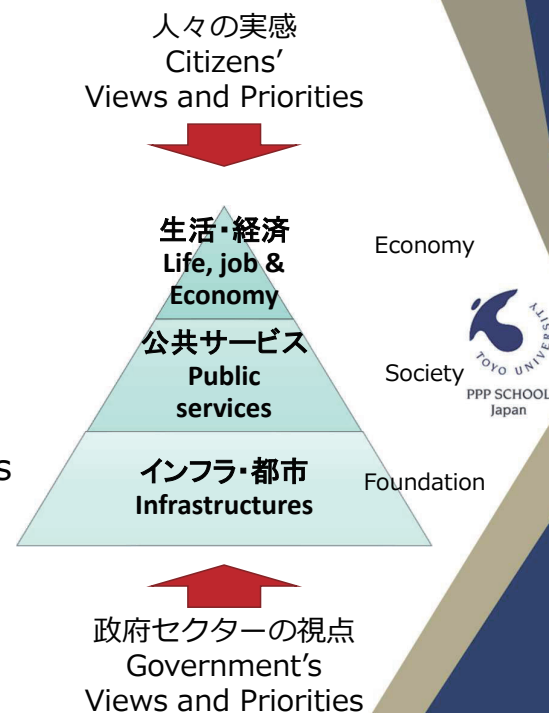
→100年前の関東大震災で指摘された課題「営生権」

※しかも人口減少局面

- Focus on infrastructures and tangible goods
- Community development/ livelihood/ economy come later
- Integration of goals?

→Same criticism in 100 years ago

*Plus, we have population decline



生活・雇用・経済に立脚したPPP PPPs for livelihoods, employments and economy

■岩手県紫波町 Shiwa, Iwate, Japan

公有地活用 (Soft PPP)

民間施設と公共施設の合築

多様な手法の活用

農業や林業が地域内循環する仕組み

- 100回の説明会「壊れたテープレコーダー」
- 自治体の圏域を超えた商圈の発見
- 官民双方に教育を受けた人材

Public asset utilization (Land value capture/Soft PPP)

Built public facility and private services together (Public facilities generate repeating visitors and customer base, private facilities add amenity and attractiveness)

Various methods used for individual projects

Local resource circulation (agricultural products and logging)

- 100+ times public meetings
- Not just to think about its jurisdiction
- Professional education for both public and private

■比・ブトゥアン市 Butuan, Philippines

民間提案型PPP事業の展開

基礎インフラ (小水力発電、水供給)

産業活性化 (養殖池再生、精米所)

工業化 (工業団地、輸送インフラ)

- 森林伐採→洪水頻発→ODAからPPPへの転換
- 地元企業にないノウハウを日本企業が補完
- 「PPP条例」でPPPのルール作り
- 「PPP委員会」自治体・企業・大学の組織
- Unsolicited PPPs for basic infrastructures, vitalizing industries, and industrialization
- Transformation of industries (logging (caused flooding), ODA-based constructions to PPPs)
- A Japanese company brought expertise which locals did not have
- PPP code and PPP committee

誰でも使えるPPPへのイノベーションを PPPs mustn't leave anyone behind

- SDGs達成の有効なツールとなるためには、PPPにも包括的で多様なやり方のための変革が必要
 - 従来のPPPでも能力が不足する主体を補完できる仕組み
 - 緩やかなPPP/民間提案型のPPP
- PPP needs to be innovated to contribute to the achievement of the SDGs
 - Mechanisms to supplement lack of capacities in local/host governments in PPPs
 - Soft PPPs/privately initiated PPPs



Research Questions of the Day 本日のリサーチ・クエスチョン

1 Are the SDGs universal values that should be common goals for all positions (race, religion, political system, etc.)? Or are they values for specific positions?

1 SDGsは、すべての立場（人種、宗教、政治体制など）にとって共通に目標とすべき普遍的な価値か？ あるいは、特定の立場にとっての価値か？

2 If they are (or should be) universal values, how can they be realized?

2 普遍的な価値であるとして（またはそうあるべきだとして）、どのようにすれば実現できるのか？

3 What role can PPPs play in realizing the SDGs as universal values?

3 普遍的な価値としてのSDGsを実現するために、PPPはどのような役割を担えるのか？

The SDGs wedding cake by Stockholm Resilience Center
SDGsのウェディングケーキ ストックホルム・レジリエンス・センター

17 PARTNERSHIPS パートナーシップ



ECONOMY 経済圏

8 ECONOMIC GROWTH 経済成長
9 INDUTRY/INNOVATION 産業・技術



10 INEQUALITY 不平等解消
12 RESPONSIBLE CONSUPTION/PRODUCTION
消費・生産者責任

SOCIETY
社会圏

1 NO POVERTY 貧困をなくす
7 ENERGY エネルギー
11 COMMUNITY まちづくり
16 PEACE/JUSTICE 平和・公正



2 ZERO HUNGER 飢餓ゼロ
3 HEALTH/WELL BEING 健康福祉
4 EDUCATION 教育
5 GENDER ジェンダー

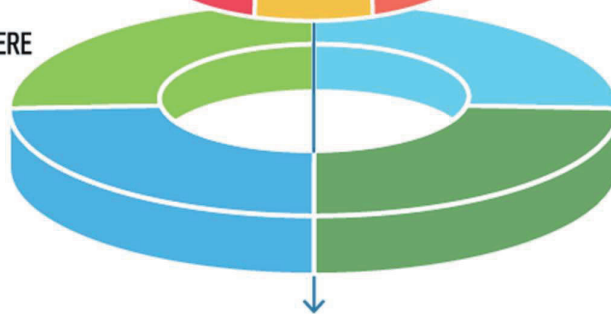
BIOSPHERE
生物圏



14 LIFE BELOW WATER 海の豊かさ
15 LIFE ON LAND 陸の豊かさ



6 WATER 水
13 CLIMATE 気候変動対策



Graphics by Jemini Sukumaran/Raina