

# ***XIVth Training Course for Railway Personnel***

***Vadodara, March 2013***

PPP Capacity Building in  
Asia and the Pacific

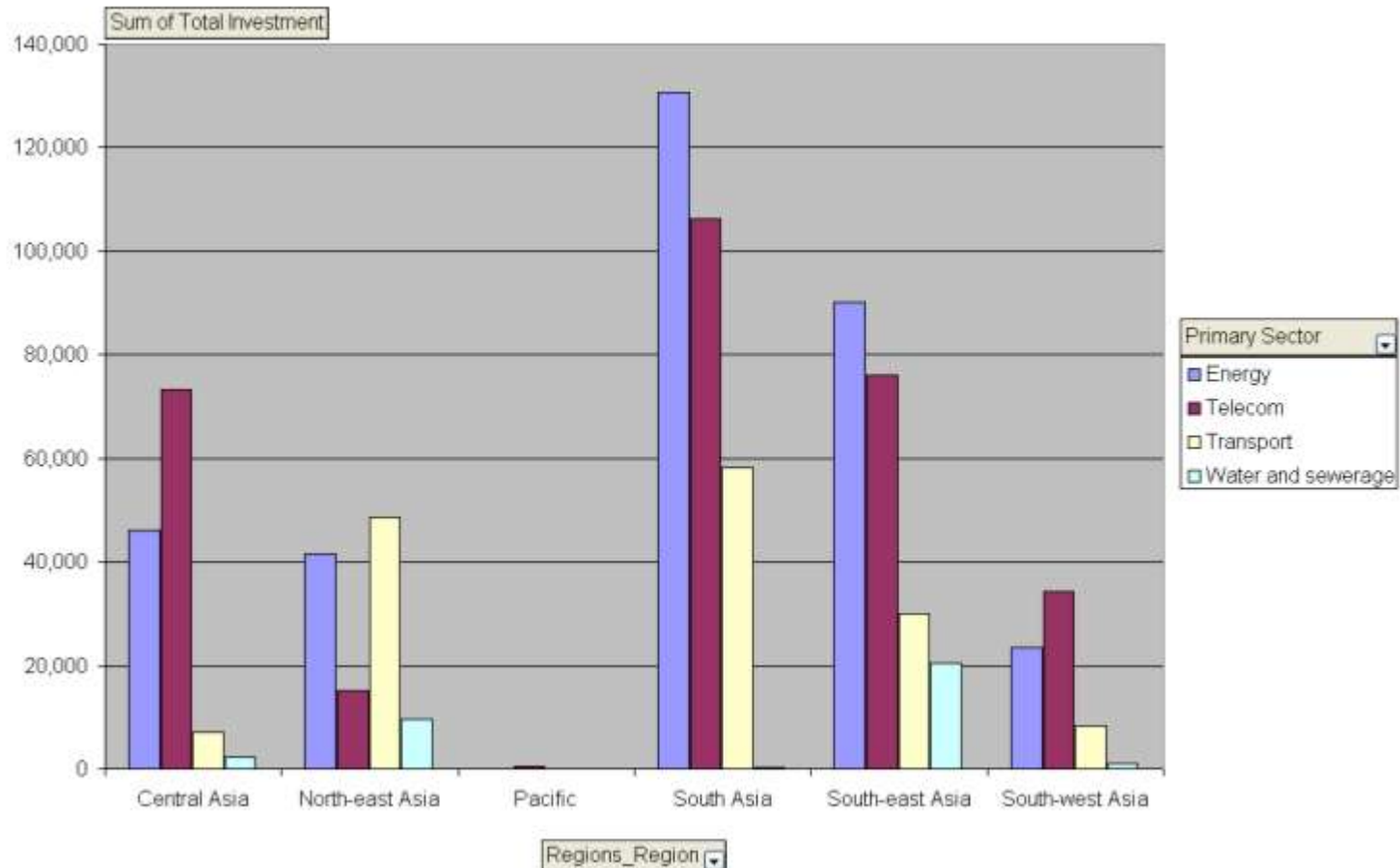
John Moon

# Investment in PPPs (1990-2011) (million US \$)

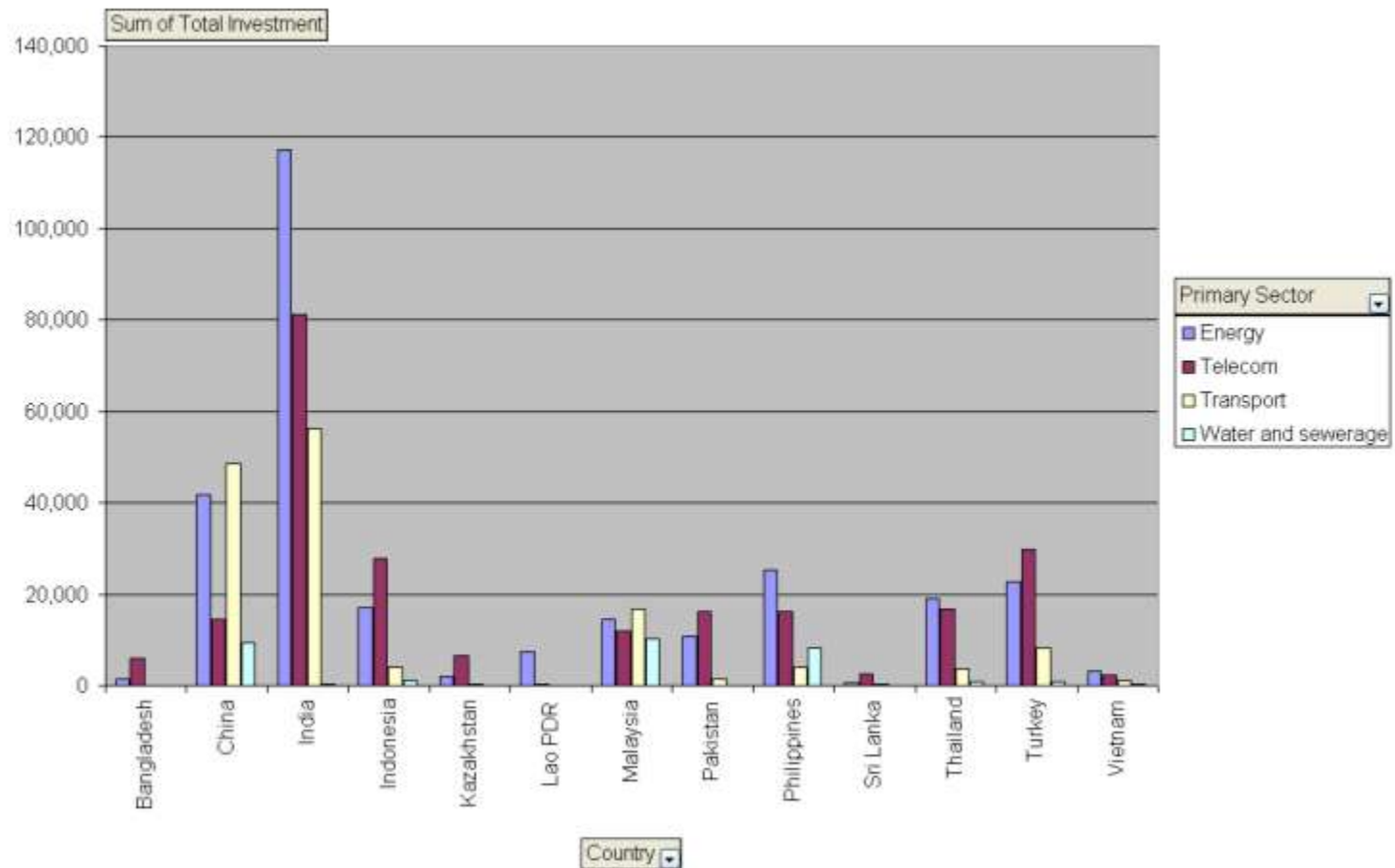
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Region	Primary Sector				
	Energy	Telecom	Transport	Water & sewerage	Grand Total
Central Asia	45,956	73,172	6,954	2,320	128,402
North-east Asia	41,650	15,036	48,566	9,492	114,744
Pacific	84	469		71	624
South Asia	130,672	106,359	58,271	355	295,656
South-east Asia	90,127	75,938	29,927	20,398	216,390
South-west Asia	23,498	34,336	8,190	942	66,966
<b>Grand Total</b>	<b>331,986</b>	<b>305,310</b>	<b>151,908</b>	<b>33,578</b>	<b>822,781</b>

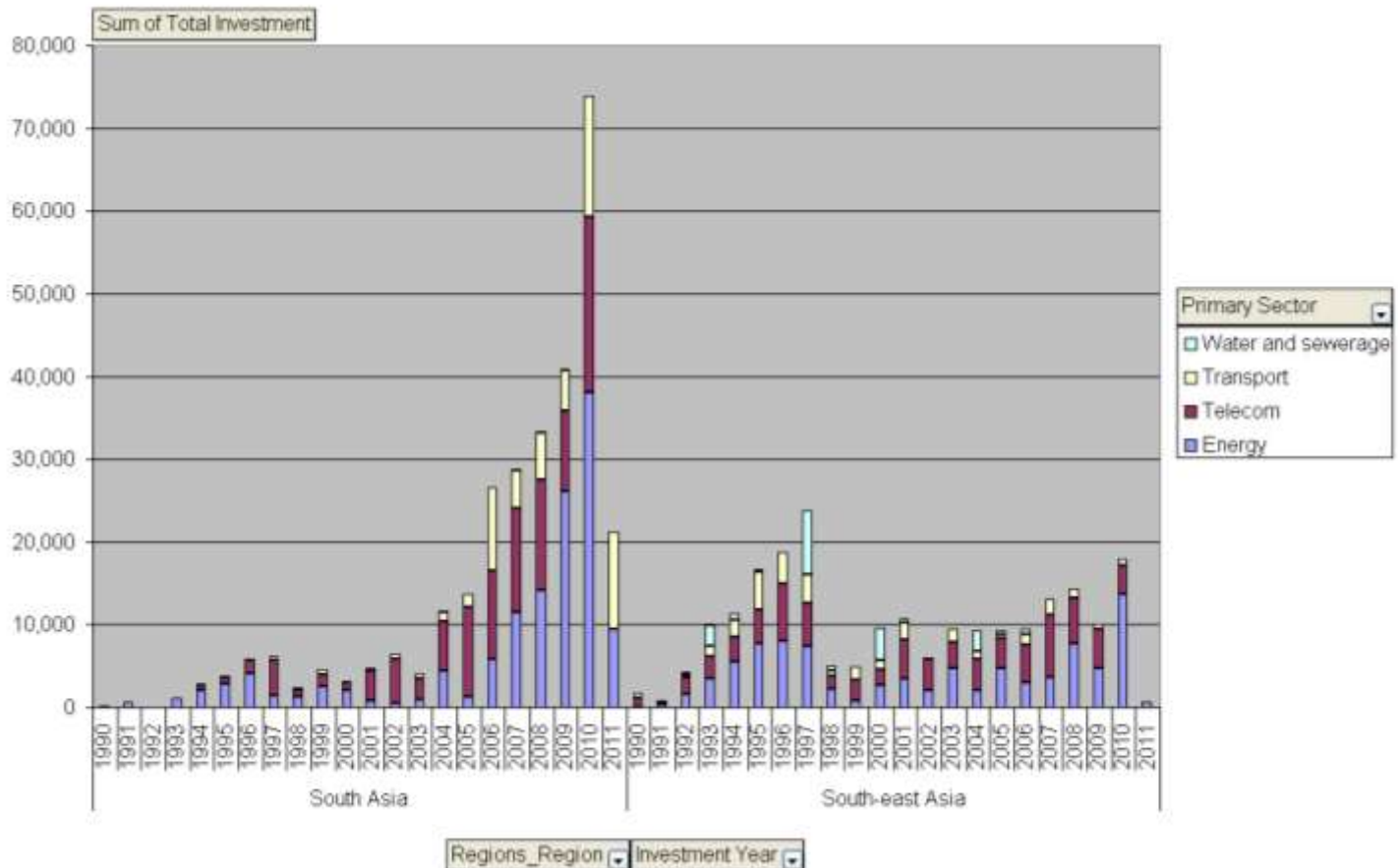
# Investment in PPPs (1990-2011) by sector and region



# Investment in PPPs (1990-2011) by sector and principal countries



# Investment in PPPs (1990-2011) by year and region



# What have Countries been doing to Build Capacity in PPPs

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- PPP Policy and Position Papers
- PPP Laws
- PPP Units/ Programmes
- Model Concession Agreements
- Training
- Regional and International Cooperation
- Stream of Projects
- Guidelines
- Technical Assistance
- Transactions Advisors
- Finance for PPPs
- Streamlining PPP Processes
- Small Scale and Pro-Poor PPPs

# PPP Policy and Position Papers

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- India
- Bangladesh

# PPP Policy and Position Papers India

## National Public Private Partnership Policy

Draft for consultation



Department of Economic Affairs  
Ministry of Finance  
Government of India

2011

Draft National Public Private Partnership Policy

## Contents

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1. Defining Public Private Partnerships	4
2. Principles governing implementation of Public Private Partnerships	8
3. The PPP process	11
4. Enabling Frameworks	20
5. Institutional & Governance Mechanism	24

# PPP Policy and Position Papers Bangladesh

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*Invigorating Investment Initiative  
Through Public Private Partnership*  
A Position Paper



Finance Division, Ministry of Finance  
**Government of the Peoples' Republic of Bangladesh**

Website: [www.mof.gov.bd](http://www.mof.gov.bd) E-mail: [info@mof.gov.bd](mailto:info@mof.gov.bd)

June 2009

# PPP Laws

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- Republic of Korea
- Philippines
- Gujarat State, India
- Viet Nam
- Mongolia
- Thailand
- Indonesia

# PPP Laws Republic of Korea

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*Law and Regulations of  
Public-Private Partnerships in Infrastructure for 2010*

▶  
**ACT ON PUBLIC-PRIVATE  
PARTNERSHIPS IN INFRASTRUCTURE**

# PPP Laws Philippines

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## The Philippine BOT Law

An Act Amending Certain Sections of Republic Act No. 6957, entitled "An Act Authorizing the Financing, Construction, Operation and Maintenance of Infrastructure Projects by the Private Sector, and for Other Purposes"

View and download **R.A. 7718 and its Implementing Rules and Regulations** (PDF File)



Posted by [webmaster](#)



January 20, 2011



Category: [Legal Framework](#)



No Comments

# PPP Laws Gujarat, India

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Government of Gujarat

**THE GUJARAT INFRASTRUCTURE DEVELOPMENT  
(AMENDMENT)  
ACT, 2006**

Gujarat Act No. 18 of 2006

[As published in the part IV of  
The Gujarat Government Gazette,  
on dtd 31<sup>st</sup> March - 2006]

# PPP Laws Viet Nam

## Laws of Vietnam

**PROMULGATING THE REGULATION ON INVESTMENT IN FORMS OF BUILD-OPERATE-TRANSFER CONTRACTS, BUILD-TRANSFER-OPERATE CONTRACTS AND BUILD-TRANSFER CONTRACTS APPLICABLE TO FOREIGN INVESTMENT IN VIETNAM**

**PROMULGATING THE REGULATION ON INVESTMENT IN FORMS OF BUILD-OPERATE-TRANSFER CONTRACTS, BUILD-TRANSFER-OPERATE CONTRACTS AND BUILD-TRANSFER CONTRACTS APPLICABLE TO FOREIGN INVESTMENT IN VIETNAM**

THE GOVERNMENT		SOCIALIST REPUBLIC OF VIET NAM
No: 62/1998/ND-CP		Independence - Freedom - Happiness ----- oOo ----- <i>Ha Noi, Day 15 month 08 year 1998</i>

DECREE No. 62/1998/ND-CP OF AUGUST 15, 1998 PROMULGATING THE REGULATION ON INVESTMENT IN FORMS OF BUILD-OPERATE-TRANSFER CONTRACTS, BUILD-TRANSFER-OPERATE CONTRACTS AND BUILD-TRANSFER CONTRACTS APPLICABLE TO FOREIGN INVESTMENT IN VIETNAM

### THE GOVERNMENT

Pursuant to the Law on Organization of the Government of September 30, 1992;

Pursuant to the Law on Foreign Investment in Vietnam passed on November 12, 1996 by the National Assembly;

In order to encourage the investment in construction and development of infrastructure projects in Vietnam;

At the proposal of the Minister of Planning and Investment,

# PPP Laws Mongolia

## LAW OF MONGOLIA ON CONCESSIONS

### CHAPTER ONE. GENERAL PROVISIONS

#### Article 1. Purpose of the law

1.1. The purpose of this law is to regulate relations concerning the organization of tenders for granting to investors the rights of possession, operation, creation and renovation of state and local own properties under concession agreements, conclusion, modification and termination of concession agreements and settlement of disputes.

#### Article 2. Concession legislation

2.1. Legislation on concessions shall consist of the Constitution of Mongolia, Civil Code, Law on Government, Law on Foreign Investment, Law on State and Local Property, this law and other legislative acts enacted in conformity therewith.

2.2. If any international treaty to which Mongolia is a party is inconsistent with this law, the provisions of the international treaty shall prevail.

2.3. This law shall not apply to relations concerning transferring for possession, operation, new creation and renovation under a concession agreement of state and local public property respectively specified in 4.2 and 34.2 of the Law on State and Local Property.

2.4. Relations pertaining to the registration and inclusion into the state registry of properties newly created in accordance with the procedure stated in this law and properties possession, operation and ownership rights of which have been transferred as state and local property shall be regulated by the Law on State and Local Property and the Law on State Registration of Property Ownership Rights and Related Property Entitlements.

2.5. If the concession includes land as an integral part, such land shall be granted for possession and use according to procedures set forth in the Law on Land, Law on Subsoil and Law on Land Fees.

#### Article 3. Definitions of the law

3.1. The terms used in this law shall have the following meanings:

3.1.1. "Concession" shall mean a special right to transfer into possession and operation, new creation and improvement of state and local own property assets for the purpose of rendering basic social and infrastructure services to the public on the basis of an agreement according to conditions and regulation specified in this law;

3.1.2. "Concession item" shall mean items of the list stated in 10.1 and 10.2 of this law;

3.1.3. "Concession agreement" shall mean an agreement made in a written form for the implementation of a concession between the authorized entity and a concessionaire;

3.1.4. "Concessionaire" shall mean a Mongolian or foreign legal entity or their consortium that has obtained a concession according to the procedures set forth in this law;

3.1.5. "Concession financier" shall mean an entity which renders financial services for the activities the concessionaire such as giving loans or issuing guarantees;

# PPP Laws Indonesia

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## Indonesia's Parliament passes land acquisition law

**AP** Associated Press AP - Fri, Dec 16, 2011



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JAKARTA, Indonesia (AP) — Indonesia's Parliament has passed a long-awaited law allowing the government to acquire land for public projects by paying compensation.

The law approved Friday is aimed at speeding up infrastructure development.

Poor infrastructure, legal uncertainties, corruption and red tape have hampered the country's efforts to attract foreign investment.

The law's passage comes a day after Fitch Ratings lifted Indonesia's sovereign credit rating from junk status to triple-B-minus, citing steady economic growth, low government debt and strong macroeconomic policy.

Under the law, the government can take land by providing monetary compensation, resettlement or an ownership share in public projects.

The law must be signed by the president within 30 days before taking effect.

# PPP Units/ Programmes

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- Public-Private Partnerships in India, Ministry of Finance
- Private Infrastructure Investment Management Center (PIMAC), ROK
- Public-Private Partnership Center (PPP Center), Philippines
- Directorate of Public-Private Partnership (PPP), Bappenas, Indonesia
- Infrastructure Investment Facilitation Centre (IIFC), Bangladesh
- Infrastructure Project Development Facility (IPDF), Pakistan
- PPP Unit, Board of Investment, Sri Lanka
- Gujarat Infrastructure Development Board (GIDB), Gujarat, India (also in some other states)
- Partnership Victoria (Australia; similar in other states)

# PPP Units/ Programmes India (Central Government)



**Public Private Partnerships  
IN INDIA**  
Ministry of Finance, Government of India

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[Public Goods](#)

[Online PPP Toolkit](#)

[Online PPP Database](#)

[India Opportunities](#)

PPP Headlines

- Finance ministry questions delay in highway projects - 10 Jan 2012 - Times of India
- NHAI says it can meet 20km a day target in next three years - 27 Dec 2011 - LiveMint.com
- Govt plans to set up coordination body to speed up stalled PPP projects - 26 Dec 2012 - MyDigitalFC.com

[More](#)

Draft National PPP Policy 2011



Total estimated investment opportunity of US\$ 15-17 billion in 5 years

**Public Private Partnership (Preparation, Procurement and Management) Rules 2011 - Draft For Consultation**

**National PPP Policy 2011 - Draft For Consultation**

The Union Finance Minister, in the Budget speech for the year 2011-12 has announced that it is our endeavor to come up with a comprehensive policy that can be used by the Centre and the State Governments in further developing Public-Private Partnerships.

Pursuant to this announcement, Department of Economic Affairs, Ministry of Finance has prepared the draft National PPP Policy and solicits views / suggestions from all stakeholders by 15th October, 2011.

Please [click here](#) to view the draft National PPP Policy and to give comments and suggestions.

Public Private Partnerships

- Overview
- Projects
- Approval Committee
- Guidelines & Policy
- Reports and Policy Documents
- Structuring of Public Private Partnerships
- Database
- Case Studies
- Financing
- Developers and Investors
- Events
- Discussion Papers
- PPP Toolkit
- Useful Links

PPP News

- Review of ADP Technical Assistance on Structuring of Public Private Partnerships

CENTRE



Sector  
Highways | Polhous | Ports | Rajput | Telecom | Power

Proposals/Status: CIL, In critical/initial work in execution, Proactive



Central Sector PPP  
PPP Development project, whether in the initial/Start

NHAI Contact: 081 807 77443  
Toll Free Project: 1800000



PPP Model Offices at the Centre  
PPP Offices at Central Government Ministries

Agriculture | Corporate | Chemicals & Petrochem | Civil Aviation

# PPP Units/ Programmes Philippines

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 PUBLIC-PRIVATE PARTNERSHIP CENTER  
Investing & Financing in Public-Private Partnership Projects

PPP Portfolio | PPP Policy | PMF | PPP Units | PPP Cases



PPP SCHOOL INFRASTRUCTURE PROJECT  
Invitation to Pre-Qualify to Bid

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- PPP for School Infrastructure Project

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**PROJECTS APPROVED FOR PMF SUPPORT**

DA | DepEd | DCH | DOTC | PRSS

- Establishment of Cold Chain Systems Covering Strategic Areas in the Philippines

[Next](#)

# PPP Units/ Programmes Bangladesh



*Infrastructure Investment Facilitation Center* **IIFC**

Click here for Webmail

*IIFC, a government owned company, provides professional services to line ministries and agencies of the Government of Bangladesh to develop infrastructure projects for private sector participation*

Please click here for IIFC Publications

**menu**

- Home
- About Us
- Our Staff
- Our Services
- Our Clients
- Our Strengths
- Our Experience
- List of IIFC Projects
- Career Opportunity
- Useful Links
- Contact Us

**Infrastructure Investment Facilitation Center**

Bangladesh, a country of 160 million people, offers an attractive investment climate. It is a liberal democratic country, which has a largely homogeneous population living in peace and harmony. There is a broad non-partisan political support for market-oriented reform. It has soft handed regulatory regimes compared to other South Asian countries. There is abundant supply of trainable, hardworking and low-cost labor force.

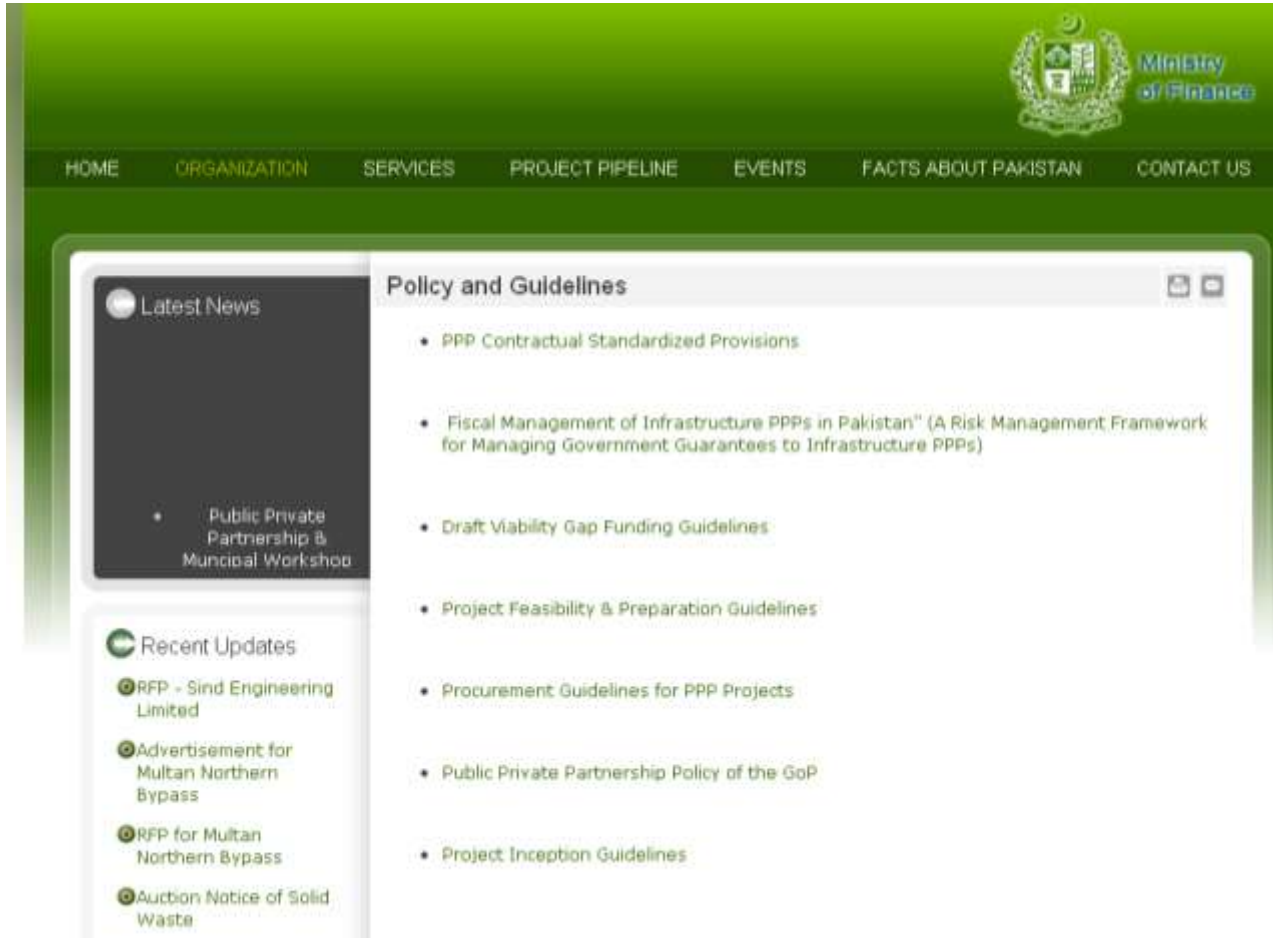
The infrastructure sector of Bangladesh, which was pre-dominantly public sector oriented even a few years ago has now been opened to the private sector. The country's energy sector has seen an influx of foreign investment with foreign companies setting up power generation plants and there are now opportunities for investment in all the physical infrastructure sectors- power, gas,

**IIFC events**

The latest IIFC events are as follows:

- ▶ Workshop on Launching Ceremony of the Second Phase of Investment Promotion and Financing Facility (IPFF) Project
- ▶ Consultative Workshop on "PSDSP Economic Zone Final Feasibility Reports"
- ▶ Workshop on "Public-Private Partnerships (PPP) for Infrastructure Projects"
- ▶ Training on "Bangladesh Private Sector infrastructure Guidelines"

# PPP Units/ Programmes Pakistan



The screenshot displays the website of the Ministry of Finance, Pakistan, with a green header and navigation menu. The main content area is divided into two columns. The left column features a 'Latest News' section with a bullet point for a 'Public Private Partnership & Municipal Workshop' and a 'Recent Updates' section with four items: 'RFP - Sind Engineering Limited', 'Advertisement for Multan Northern Bypass', 'RFP for Multan Northern Bypass', and 'Auction Notice of Solid Waste'. The right column is titled 'Policy and Guidelines' and contains a list of seven items: 'PPP Contractual Standardized Provisions', 'Fiscal Management of Infrastructure PPPs in Pakistan" (A Risk Management Framework for Managing Government Guarantees to Infrastructure PPPs)', 'Draft Viability Gap Funding Guidelines', 'Project Feasibility & Preparation Guidelines', 'Procurement Guidelines for PPP Projects', 'Public Private Partnership Policy of the GoP', and 'Project Inception Guidelines'.

Ministry of Finance

HOME ORGANIZATION SERVICES PROJECT PIPELINE EVENTS FACTS ABOUT PAKISTAN CONTACT US

Latest News

- Public Private Partnership & Municipal Workshop

Recent Updates

- RFP - Sind Engineering Limited
- Advertisement for Multan Northern Bypass
- RFP for Multan Northern Bypass
- Auction Notice of Solid Waste

Policy and Guidelines

- PPP Contractual Standardized Provisions
- Fiscal Management of Infrastructure PPPs in Pakistan" (A Risk Management Framework for Managing Government Guarantees to Infrastructure PPPs)
- Draft Viability Gap Funding Guidelines
- Project Feasibility & Preparation Guidelines
- Procurement Guidelines for PPP Projects
- Public Private Partnership Policy of the GoP
- Project Inception Guidelines

# PPP Units/ Programmes Gujarat, India

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**Public Private Partnership**

**Public Private Partnership**  
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**GIDB has also commenced the feasibility study:** GIDB has also commenced the feasibility study for.....

**12 new SIRs planned in state Gujarat:** No less than 12 more Special investment Regions (SIR) are planned for the state.

**Videos**  
Gujarat : Buzzing with Growth  
Dholera SIR : Acts Ahead of Time

**Important Links**  
www.Dholerasir.com  
The Trend of Economy in Gujarat - July-2011.  
Right to Information  
List of Empanelled Consultants  
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Gujarat 2011  
Sukshma Kalpana

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# **Model Concession Agreements**

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- India
- Pakistan

# Model Concession Agreements India



**भारतीय राष्ट्रीय राजमार्ग प्राधिकरण**  
**National Highways Authority Of India**  
 (Ministry Of Road Transport & Highways Government Of India)

Home About Us RTI/ACT Road Network IHDP Programmes Procurement News Center NHAI Bonds Internal Mail

**Concession Agreement Signed by NHAI**

Concession Agreement for Private Sector participation

Concession Agreement	Download file	
Concession Agreement for projects Rs.100 Crores and above: Updated version as on 23.03.2000	<a href="#">concession.doc</a> (MS Word Document)	<a href="#">fwb.pdf</a> (PDF Document)
Model Concession Agreement For Small Road Projects upto Rs.100 Crore	<a href="#">smallconcession agreement.doc</a> (MS Word Document)	<a href="#">smallconcession agreement.pdf</a> (PDF Document)
Model Concession Agreement For Annuity Based Project - developed as a sample for Panagarh - Palsit project	<a href="#">ANNUITY.PDF</a> (PDF File)	
Concession Agreement for Conversion of Delhi-Gurgaon Section of NH-8 into an access controlled eight/six lane highway from km 14.30 to km 42.00	<a href="#">Concession Agreement</a>	

Home Indian Road Network Mandate Government Policy Incentives Programmes Project Maps Concession Agreement Procurement Organizational Structure Contact Piv

# Training

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- India
- Republic of Korea
- Bangladesh

# Training India



## Public Private Partnerships IN INDIA

Ministry of Finance, Government of India



## PPP TOOLKIT for Improving PPP Decision-Making Processes



### Welcome to the online PPP toolkit

The PPP Toolkit is a web-based resource that has been designed to help improve decision-making for infrastructure PPPs in India and to improve the quality of the PPPs that are developed.

The Toolkit is for use by PPP practitioners across India in both the public and private sectors. It has been designed with a focus on helping decision-making by Project Officers at the Central, State and Municipal levels. Other users, including PPP practitioners in the private sectors, will also find the material useful.

A brief [User Guide](#) to the toolkit is available here.

### Toolkit sectors

The toolkit covers five infrastructure sectors

- **State highways**
- **Water and sanitation (W&S)**
- **Ports**
- **Solid waste management (SWM)**
- **Urban transport (Bus Rapid Transport Systems)**

### Enter the Toolkit

Please select a sector before entering the toolkit

Sector Selector

[Go directly to My Tools](#)

# Training Republic of Korea

KOREAN | ENGLISH

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**KDI** PUBLIC & PRIVATE INFRASTRUCTURE  
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INVESTMENT



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## TA 7540-THA: Mainstreaming Public-Private Partnerships

Korean, August 1-11, 2011

Based on the request from the Asian Development Bank (ADB) as its initiative to improve and to create enabling environment for Public-Private Partnerships (PPP) for the Government of Thailand through Technical Assistance entitled "Thailand: Mainstreaming Public Private Partnerships," a two-week capacity building program will be held by KDI PIMAC as the case study for best practice.



## Public Private Partnerships for Infrastructure Development in Bangladesh

July 8, 2011

Based on the Investment Promotion and Financing Facility (IPFF) Project, a World Bank funded project for PPP development in Bangladesh, for assisting Bangladesh to design and implement a PPP program aimed at improving PPP systems and processes...

## NOTICE

Reannouncement of Tender for Project Contract: 2009 Second Half Fast-Track Preliminary Feasibility Study  
2010/07/08

Announcement of Tender for Project Contract: 2009 Second Half Fast-Track Preliminary Feasibility Study  
2010/06/30

Registration for Participation in 2009 Second Half Preliminary Feasibility Study  
2010/06/30

As a gatekeeper to the procurement of economic and social infrastructure, PIMAC evaluates public and private infrastructure investment, helping to enhance efficiency and transparency in infrastructure procurement.



## SEMINAR AND EVENTS

PPP Knowledge Sharing & Capacity Development: TA

# Training Bangladesh



## PRIVATE SECTOR INFRASTRUCTURE GUIDELINES (PSIG) Capacity Building

### BACKGROUND AND OBJECTIVE



Government of Bangladesh has taken the policy to encourage private sector investment in infrastructure through public-private partnership (PPP). Towards this policy, the country has adopted Private Sector Infrastructure Guidelines (PSIG), in October 2004, through a gazette notification. The Guidelines lay out detail procedure and conditions for releasing infrastructure projects to private sector applicable for the country. It is being used as a basis by a number of relevant Ministries and Executing Agencies in releasing infrastructure projects to private sector. The Private Infrastructure Committee (PICOM) has been formed to oversee the implementation of the Guidelines. The Board of Investment (BOI) is acting as Secretariat of PICOM.

PICOM, through BOI, engaged Infrastructure Investment Facilitation Center (IIFC) in June 2005 for providing technical advisory services in implementing the Guidelines.

### Capacity Building under PSIG

PSIG has specific provision for Capacity Building for the Line Ministries and the Executing Agencies for developing skills of government officials for BOT, BOO, BOOT projects particularly in the following areas:

- Technical
- Financial and Commercial
- Legal and Regulatory
- Negotiation

### THE NEED FOR CAPACITY BUILDING

Implementation of the Guidelines requires large-scale capacity building of relevant government officials as provided in Section 3.9 of the Guidelines. Investment Promotion and Financing Facility (IPFF) created by the Government under Bangladesh Bank, for lending in private sector infrastructure projects, also has specific provisions for such capacity building.



Capacity building and skill development for professionals would be critical for the success of PSIG and success of private infrastructure projects. There are issues that need to be addressed in a professional manner like concession agreements, negotiations, financing process and legal, technical and commercial issues. These are skills that are urgently required to expedite private sector investment in infrastructure. Officials also need to be updated with international developments in this area.

IIFC's agreement with BOI mandates for Capacity Building in a detailed and structured manner. IIFC is addressing this component from both short term and long term perspectives. Organizing workshops and seminars for the Government and other related officials is a core part of the capacity building strategy.

### STRATEGIES FOR CAPACITY BUILDING



IIFC is in the process of consultation with stakeholders, local experts and institutions in forming strategy for capacity building and developing a curriculum for such capacity building. The strategies are to be formed for

the following broad issues.

- Institutional setup for carrying out capacity building plan
- Resource persons and institutions
- How to conduct training courses
  - training modules
  - modality of using training institutions and resource persons
  - modes of providing training
- Funding

### SUPPORT FROM LOCAL AND INTERNATIONAL INSTITUTIONS



IIFC is keen to interact with local training institutions like Bangladesh Public Administration Training Center (BPATC) and other local similar training institutions in Bangladesh for implementing the capacity building plan.

From regional and international perspective, the South-Asian expertise could be a valuable support due to similarity in socio-economic and development growth needs. Networking with The Energy Research Institute (TERI) in India for resource sharing and knowledge transfer could be prospective.

There are other institutions like Melbourne University in Australia, the Institute for Public-Private Partnerships (IP3) in the USA and others who could make significant contribution to this effort.

Support from the visiting mission experts of the World Bank, the Asian Development Bank and other donor agencies could be approached for their rich knowledge bank and expertise.

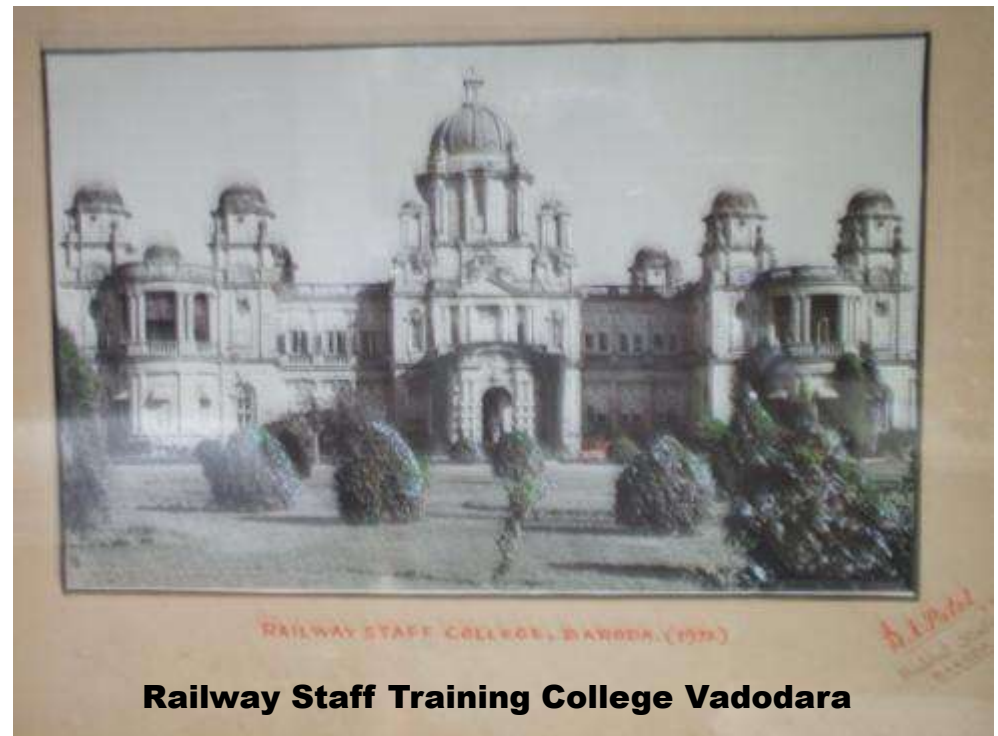
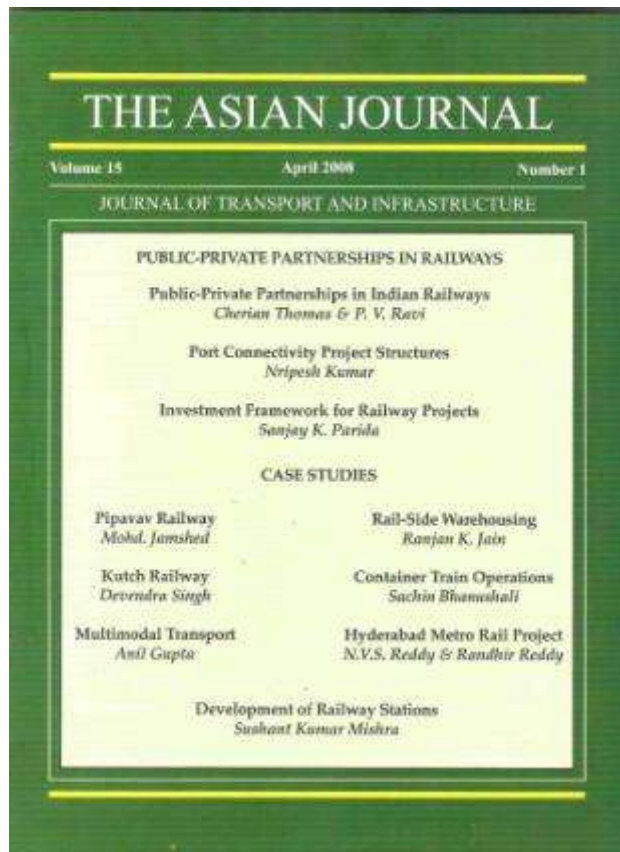
# **Training**

## **Regional and International**

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- Asian Institute of Transport Development
- United Nations ESCAP
- United Nations ECE
- World Bank
- Asian Development Bank
- PPIAF

# Asian Institute of Transport Development



# United Nations ESCAP

**Public Private Partnerships**

**Public-private partnerships (PPP) and financing for infrastructure development**

What? PPPs are a policy option available to Governments for the provision of public services (e.g. health, transportation), which seeks to involve the private sector. As such, they are an alternative to traditional for public provision of those services, particularly where the services are those of their nature and government resources are limited. For an overview of trends in Asia and the Pacific, see chapter 9 and chapter 6 of the Transport Review 2011.

How? To be successful, the risks and responsibilities associated with service provision need to be appropriately allocated between the public and private sectors. UN/ESCAP's efforts have focused on this area, particularly in the identification and testing of good practices that can be replicated as models in other countries, and in strengthening institutional capacities to manage the implementation of PPPs.

**Recent activities:**

- High-level Expert Group Meeting on Infrastructure Public-Private Partnerships for Sustainable Development, 11-12 November 2011, Taipei
- High-level Expert Group Meeting on Public-Private Partnerships for Infrastructure Development, 12 April 2010, Jakarta
- Asia-Pacific International Conference on Public-Private Partnerships (PPP) for Infrastructure Development, 17 April 2010, Jakarta
  - Organized by the Government of Indonesia and supported by ESCAP
- Asia-Pacific University Conference on Public-Private Partnerships (PPP) for Infrastructure Development, Manila, Republic of the Philippines, 2-9 October 2007
  - Co-organized by UN/ESCAP and hosted by the University of Planning and Budget
  - High-level Expert Group Meeting (24-26 Oct), Asia-Pacific Business Forum (24-26 Oct) and the International Meeting (3 Oct 2007)
  - Study Declaration on Public-Private Partnerships for Infrastructure Development in Asia and the Pacific, 8 Oct 2007 (PDF)
  - Presentations, documents and outputs here
  - Report of the conference, PDF
- Project: Public-Private Partnerships: A New Paradigm for Capacity Building in Infrastructure Development and Provision of Basic Services, UN Development Account, 2007-2008, co-organized by ESCAP, ECA and ECLAC
  - International Expert Group Meeting on Public-Private Partnerships in Infrastructure Development, Bangkok, 17-18 November 2008
- First session of the ECE Team of Specialists on Public-private partnerships, Geneva, 20-21 February 2008 (ESCAP presentation)
- ESCAP Commission resolution 64.6 entitled "Implementation of the Study Declaration on Public-Private Partnerships for Infrastructure Development in Asia and the Pacific" was adopted on 30 April 2008 (PDF) (note)
- Public-Private Partnerships in 128 Member Countries: Challenges and Opportunities, Jakarta, 1 June 2008 (ESCAP presentation)
- National Consultative Workshop on Public-Private Partnership Delivery of Basic Services in Mongolia, Ulaanbaatar, Mongolia, August/September 2008, co-organized by UN/ESCAP, UN/ESCAP, and UN/CEP
- Five online courses on PPPs (1) trends in public-private partnerships, (2) financing arrangements, (3) legal arrangements, (4) standard concession contracts in the road sector (starting on 23 April 2011),
- ECE conference on PPPs, hosted by the Russian Federation, Moscow, 5-7 October 2008
- ESCAP Commission on Transport 26-11 Oct 2008
- National workshops on PPP-feasibility assessment and PPP project development in 2008

Note: This website is maintained by the Transport Division of ESCAP

**Model Concession Contracts**

**Model Concession Contracts**

This training series is designed for PPP practitioners and provides valuable insight into a potential template for small concession contracts. Offering model contracts to practitioners is an effective way to promote the use of standard contract terms and conditions or model agreements.

The model text examined in this training series looks at the main facets of a Concession Agreement for a small road contract (less than US\$10 million) and is predominantly derived from templates originally developed by the National Roads and Highway Authority of India (NHAI). Nevertheless, we believe that many of the aspects of this contract template are transferable to other types of PPP projects.

Following an introductory chapter, the training has been divided between 5 concession contract-based modules (modules 2 to 6) which cover specific sections of the contractual text. One extra module (schedules) covers addendums to the actual contract text.

Each module is structured in the following way to provide consistency for readers:

- 1) Introduction** broadly presents the topics to be covered in the module.
- 2) Session Structure** outlines the topics covered.
- 3) Learning Objectives** outline the focus of the module.
- 4) Background** provides some initial discussion points for readers to consider.
- 5) Model Clauses** represent the bulk of the module, each section of the contractual text is usually composed of a brief introduction and a selection of most relevant articles, often accompanied by green explanatory boxes; a reflection on a related subject might be added.
- 6) Lesson Summary** recaps the main topics covered in the module.
- 7) Test your knowledge** allows readers to evaluate their understanding of the topics covered.

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Transport Policy and Development Section, United Nations Economic and Social Commission for Asia and the Pacific

# United Nations ECE

The screenshot displays the UNECE website interface. At the top, the UNECE logo and name are visible, along with a search bar and navigation links. The main content area is titled "PPP Home" and features a large image of a highway. To the right of the image is a text block describing the main objective of CECl in this area. Below the image is a section titled "UNECE Roster of PPP Experts" with a paragraph of text. To the left of the main content is a sidebar menu with various categories. To the right is a "Meetings and Events" section with a calendar for March 2013 and a link to "Information for delegates". At the bottom right, there are two promotional images: "Guidebook on Promoting Good Governance in Public-Private Partnerships" and "Newsletter on PPPs".

**UNECE**  
United Nations Economic Commission for Europe

Home > About UNECE > Main areas of work > Information resources >

UNECE > Economic Cooperation and Integration > Areas of Work > Public-Private Partnerships (PPP) > PPP Home

**PPP Home**

The main objective of CECl in this area is to increase the expertise of governments to identify, negotiate, manage and implement successful public-private partnership projects (PPPs). This will be done through exchange of knowledge and experiences of PPPs by member States, including experts from public and private sectors, particularly in the identification and testing of best practice. The activities will result in guides on best practice, studies and innovative tools that can be used in capacity-building programmes and training. To achieve its objectives, CECl organizes meetings and conferences, drawing on the expertise of an international network of experts in the area of Public-Private Partnerships. It incorporates the work of the former PPP Alliance.

**UNECE Roster of PPP Experts**

The UNECE Roster of PPP experts is a compilation of PPP experts willing and ready to contribute to the implementation of the TOS PPP programme of work. The roster is divided into 3 categories, as decided by TOS PPP at its fourth session in February 2012.

This database was compiled by the UNECE secretariat on the basis of the information provided by individual roster members. The latter remain entirely responsible for the information included in this database. The information in this database does not necessarily reflect the views of the UNECE or of the member States.

Membership in the roster is open to PPP practitioners with relevant experience in delivering PPP programmes, and will be maintained and updated regularly by the secretariat. If you are interested to join the [roster](#), please fill out the [registration form](#) and send it to [ppp@unece.org](mailto:ppp@unece.org).

**Meetings and Events**

March 2013

M	T	W	T	F	S	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

[Information for delegates](#)

[Guidebook on Promoting Good Governance in Public-Private Partnerships](#)

[Newsletter on PPPs](#)

# World Bank



**THE WORLD BANK**  
Working for a World Free of Poverty

 GO ▶

- Home
- ABOUT
- DATA
- RESEARCH
- LEARNING**
- NEWS
- PROJECTS & OPERATIONS
- PUBLICATIONS
- COUNTRIES
- TOPICS

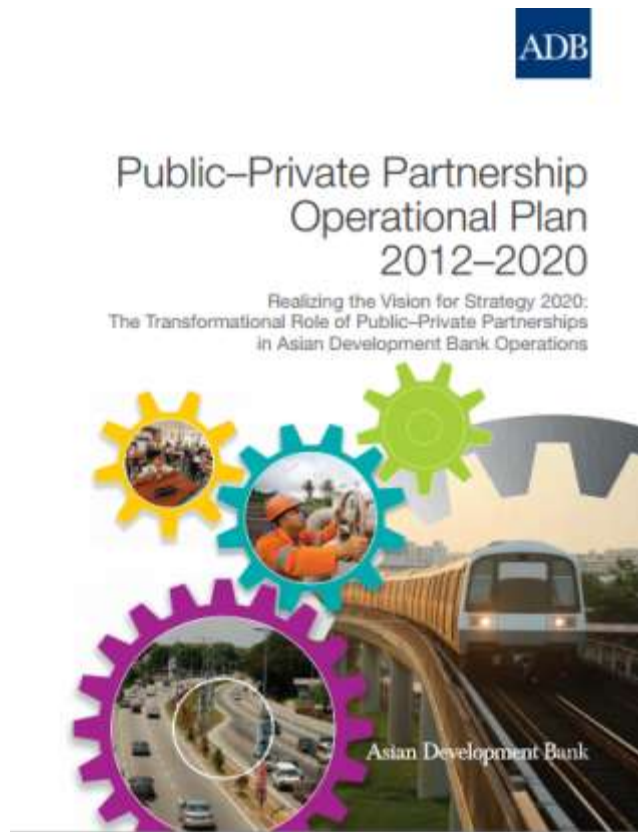
The World Bank Institute +

A photograph of a busy multi-lane highway with many cars and a bus, viewed from an elevated perspective.

**Global PPP Network**  
Peer learning and knowledge-sharing platform to connect, share, and learn

A row of six red icons: a hand holding a globe, a factory, a medical symbol, a person, a gear, and a wheel.

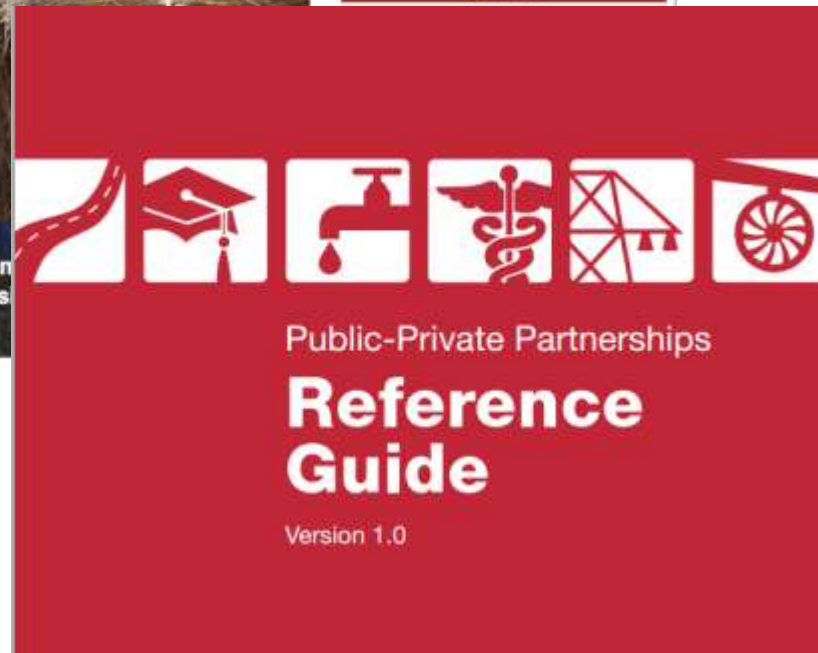
# Asian Development Bank



# Public-Private Infrastructure Advisory Facility (PPIAF)



In Senegal, PPIAF's support to the policy-enabling environment led to the structuring of rural electrification concession sector participation.



# Stream of Projects

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- Indonesia
- India

# Stream of Projects Indonesia

DIREKTORAT PENGEMBANGAN KERJASAMA PEMERINTAH DAN SWASTA  
BADAN PERENCANAAN PEMBANGUNAN NASIONAL

[PORCH](#) • [INSTITUTION](#) • [PUBLICATION](#) • [INFRASTRUCTURE PROJECTS](#) • [POLICIES AND REGULATIONS](#) • [CONTACT US](#)

Welcome Come On Official Website of PPP

**PPP Book**  
Is a list of projects to be developed in cooperation scheme the Government and Private. This effort is part of the government's commitment and active participation of the stakeholders in the implementation of national development plans.

[read more](#)

# Stream of Projects India

 **Public Private Partnerships  
IN INDIA**  [Home](#) | [Contact](#) | [Sitemap](#)

Ministry of Finance, Government of India [Online PPP Toolkit](#) [Online PPP Database](#) **India Opportunities**

### PPP Headlines

- Finance ministry questions delay in highway projects - 10 Jan 2012 - Times of India
- NHAI says it can meet 20km a day target in next three years - 27 Dec 2011 - LiveMint.com
- Govt plans to set up coordination body to speed up stalled PPP projects - 26 Dec 2012 - MyDigitalFC.com

[More](#)

### Public Private Partnerships

- Overview
- Projects
- Approval Committees
- Guidelines & Forms
- Reports and Policy Documents
- Mainstreaming of Public Private Partnerships
- Database
- Case Studies
- Financing
- Developers and Investors
- Events
- Discussion Papers
- PPP Toolkit
- Useful Links



**PPP Policy and to give comments and suggestions.**  
**Projects**  
[PPPAC Projects](#) | [VGF Projects](#) | [IIFCL Projects](#) | [IIPDF Projects](#) | [State Level Projects](#)

**PPPAC Projects**

Project Category :   
Sector :   
State :   
Name of Project :

---

**Viability Gap Funding Projects**

Project Category :   
Sector :   
State :   
Name of Project :

### STATES

- Andhra Pradesh
- Assam
- Chhattisgarh
- Gujarat
- Haryana
- Himachal Pradesh
- Jammu & Kashmir
- Karnataka
- Kerala
- Madhya Pradesh
- Maharashtra
- Orissa
- Punjab
- Rajasthan
- Tamil Nadu
- Uttaranchal
- West Bengal

### SECTORS

- Highways
- Railways

# Guidelines

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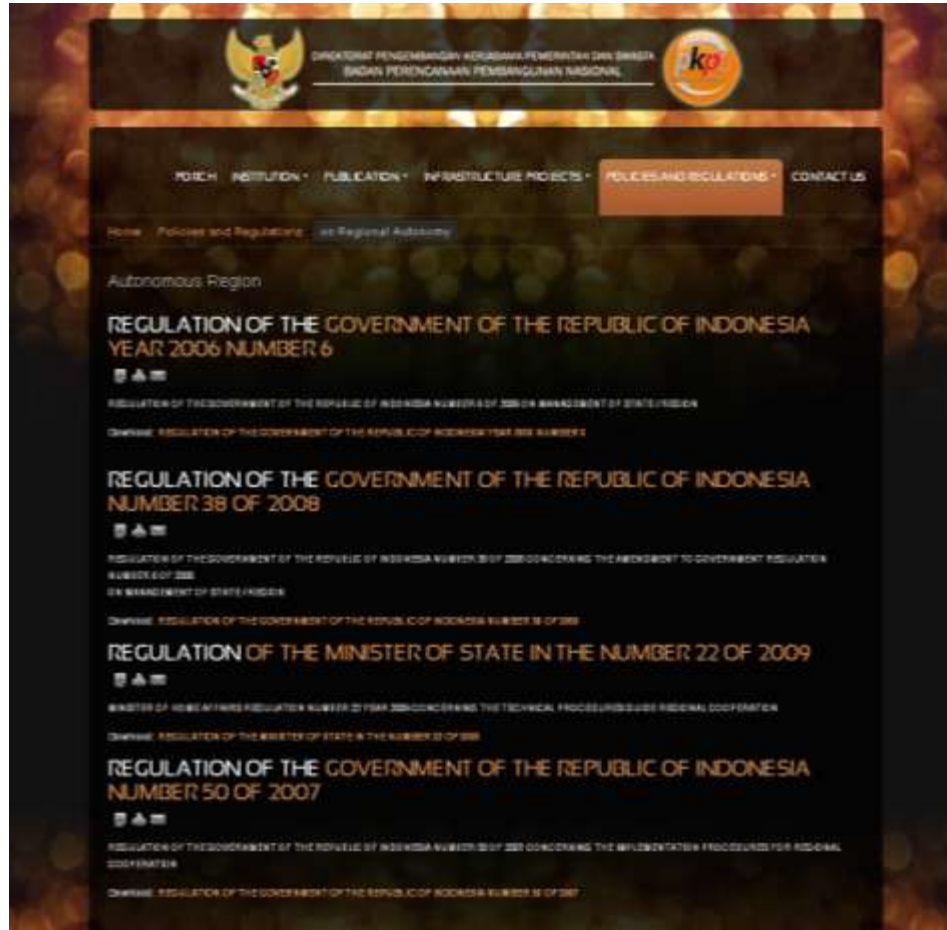
- India
- Pakistan
- Republic of Korea

# Guidelines Central Support to State Level Projects, India

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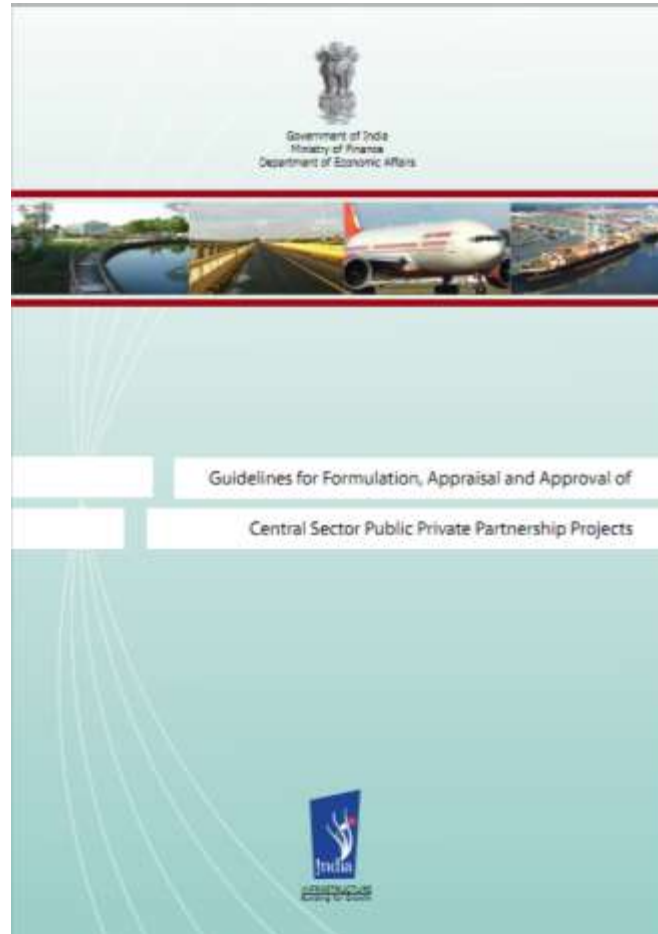


# Regulation of the Government of the Republic Of Indonesia Number 50 Of 2007 Concerning the Implementation Procedures for Regional Cooperation



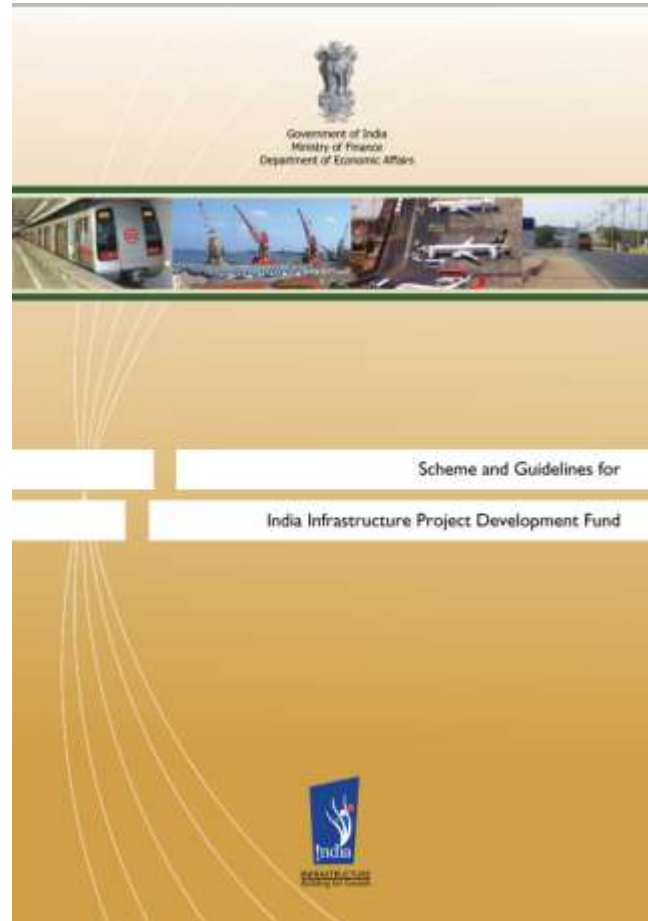
# Guidelines for Formulation, Appraisal and Approval, India

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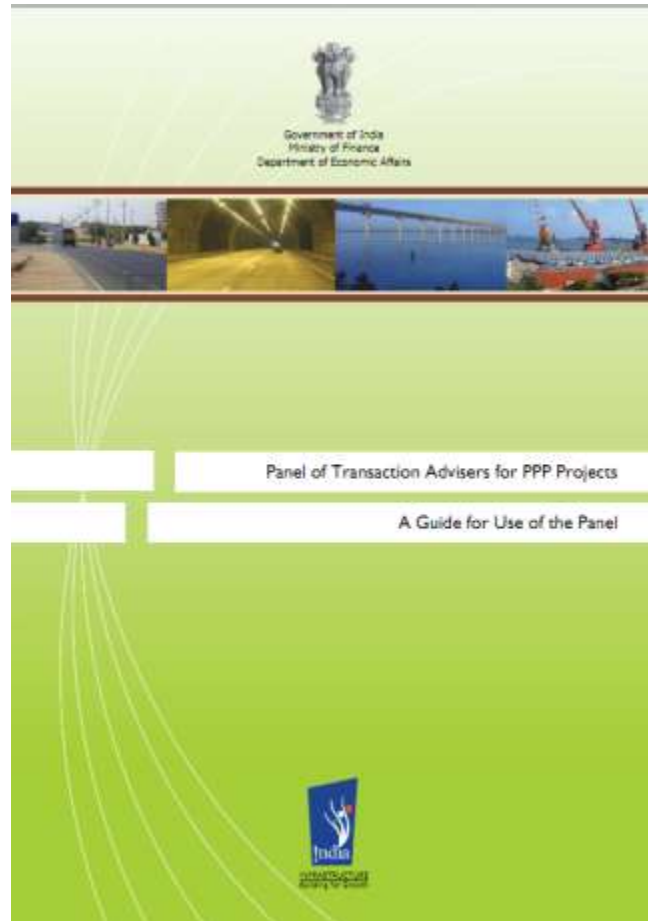
# Technical Assistance Project Development Funds

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# Transactions Advisors

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# Guidelines Finance for PPPs

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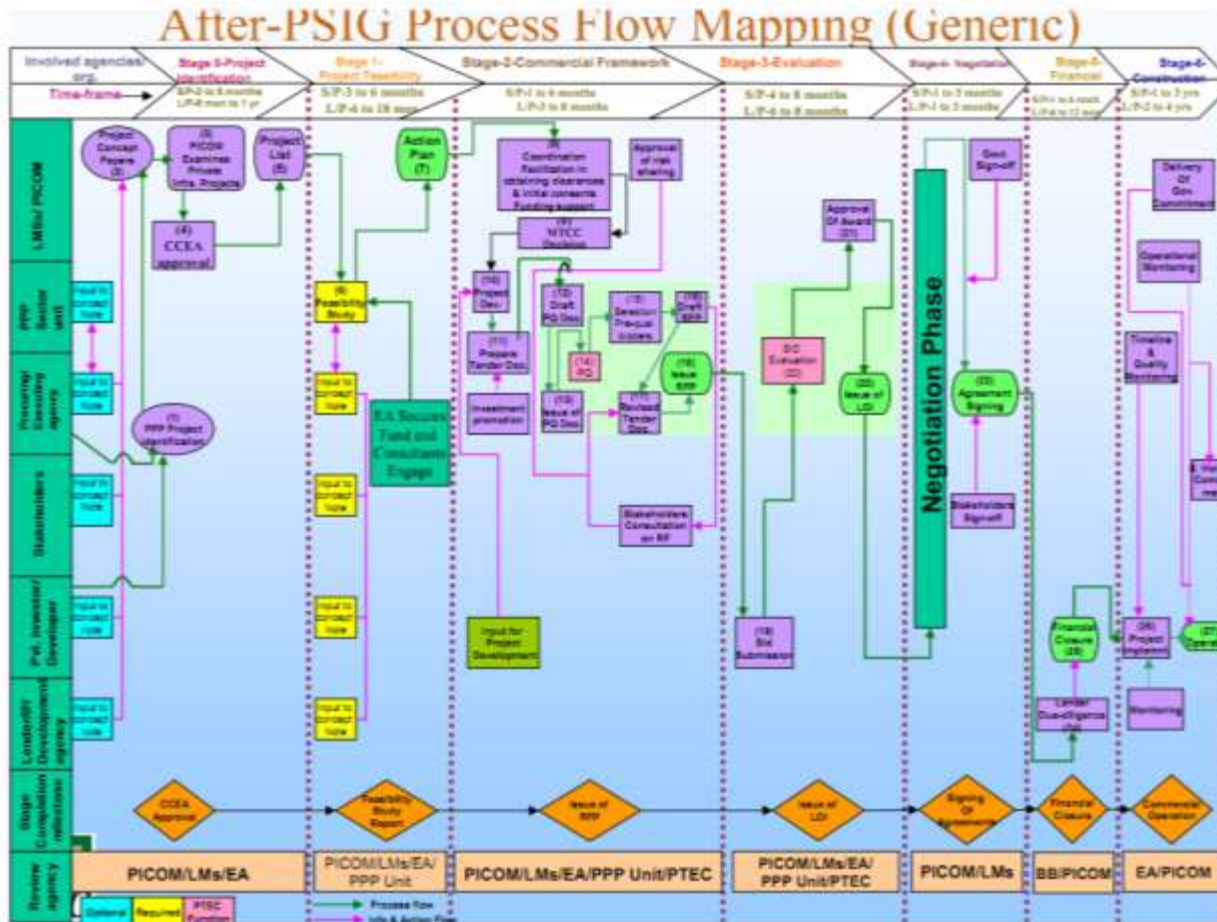


# Streamlining PPP Processes

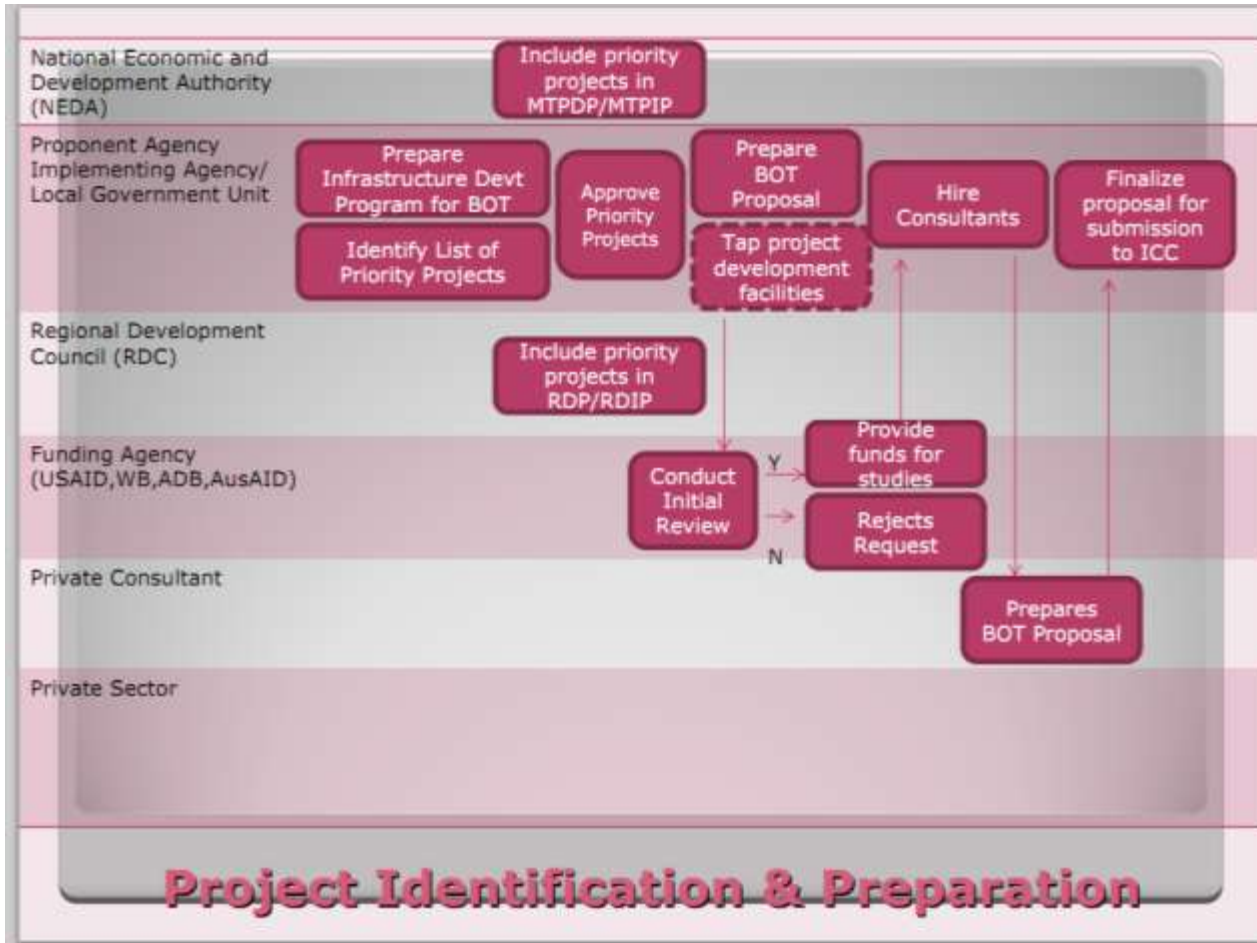
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- India
- Bangladesh
- Philippines

# Streamlining PPP Processes Bangladesh



# Streamlining PPP Processes Philippines



# Small Scale and Pro-Poor PPPs UNDP Training (1)

Tools for pro-poor municipal PPP

Public-private Private Partnerships for the Urban Environment



Welcome

Acknowledgements

About UNDP

About the Toolkit

Imprint information

Dear Colleague,

Thank you for your interest in the UNDP Public Private Partnerships for the Urban Environment programme. I am pleased to present the toolkit which has been produced by the PPPUE programme to develop capacity for pro poor PPP at the municipal level. PPPUE is the global facility that developing countries use to obtain support in their efforts to define, promote and implement Public Private Partnerships to reduce poverty by increasing the access of the urban poor to basic services. The programme offers a flexible portfolio of demand driven services built on the basis of a strong partner network and results at the country level.

The rationale underlining PPPUE's services is to help develop a conducive environment for partnerships and to build adequate capacity for local partners to bring all stakeholders into the development process and improve the access by disadvantaged communities to basic services. The goal is to facilitate the creation of a constructive environment with respect to reform; one which will allow community organisations and other civil society groups to advocate for their needs and preferences and contribute their skills and capacity through sustainable partnerships with governments and the private sector.

The **Tools for Pro Poor PPP** at the local level are aimed at members of local level government, business and community organisations interested in an innovative approach to the problems of service delivery, especially to the poor. The tools have been developed through a participatory process involving PPPUE's programmes and projects in 14 countries and more than 50 municipalities around the world ensuring that they are applicable and useful globally but able to be localised rapidly. We hope that they are beneficial to you in your efforts to support tripartite partnerships and will welcome any comments you may have.

Should you have any queries regarding the programme or the toolkit the PPPUE Management Unit will be delighted to provide you with any additional information you require. Please feel free to e-mail <[pppue@undp.org](mailto:pppue@undp.org)>.

Regards  
Maleye Diop  
PPPUE Programme Manager

## Acknowledgements ▲

UNDP gratefully acknowledges the many different people who have willingly contributed their knowledge, opinions and time to the development of this work.

We want this toolkit to be used as a working book rather than an encyclopaedic reference for occasional use. The structure, design and content of this toolkit are an outcome of a long consultative process with potential users. It took many workshops, reviews, interviews, discussions and meetings to come up with the structure of this toolkit. The toolkit content and structure is designed to ensure that the tools were useable globally so there are lots of people to thank. It is very difficult to provide an exhaustive list, but the following is an indicative list of organizations and/ or people who have provided support:

**Dr. M.Sohail** (WEDC, Loughborough University for overall management, authoring and editorship and **Ms Olena Maslyukivska** (University of Kyiv-Mohyla Academy, Ukraine) for assistance and authoring certain tools.

**Professor Bradford Gentriv** (Yale University) for sharing ideas on the structure and feedback.

Access to the Modules:

– STARTPAGE –

01-Starting out

02-Strategic Planning

03-Planning & Organising

04-Collecting Information

05-Identifying Constraints

06-Defining Objectives

07-Defining Parameters (Scope)

08-Establishing Principles

09-Identifying Partners

10-Establishing Partnership

11-Selecting Options

12-Financing (Investment)

13-Financing (Cost Recovery)

14-Preparing Business Plans

15-Regulating the PPP

16-Tendering & Procurement

17-Negotiating & Contracting

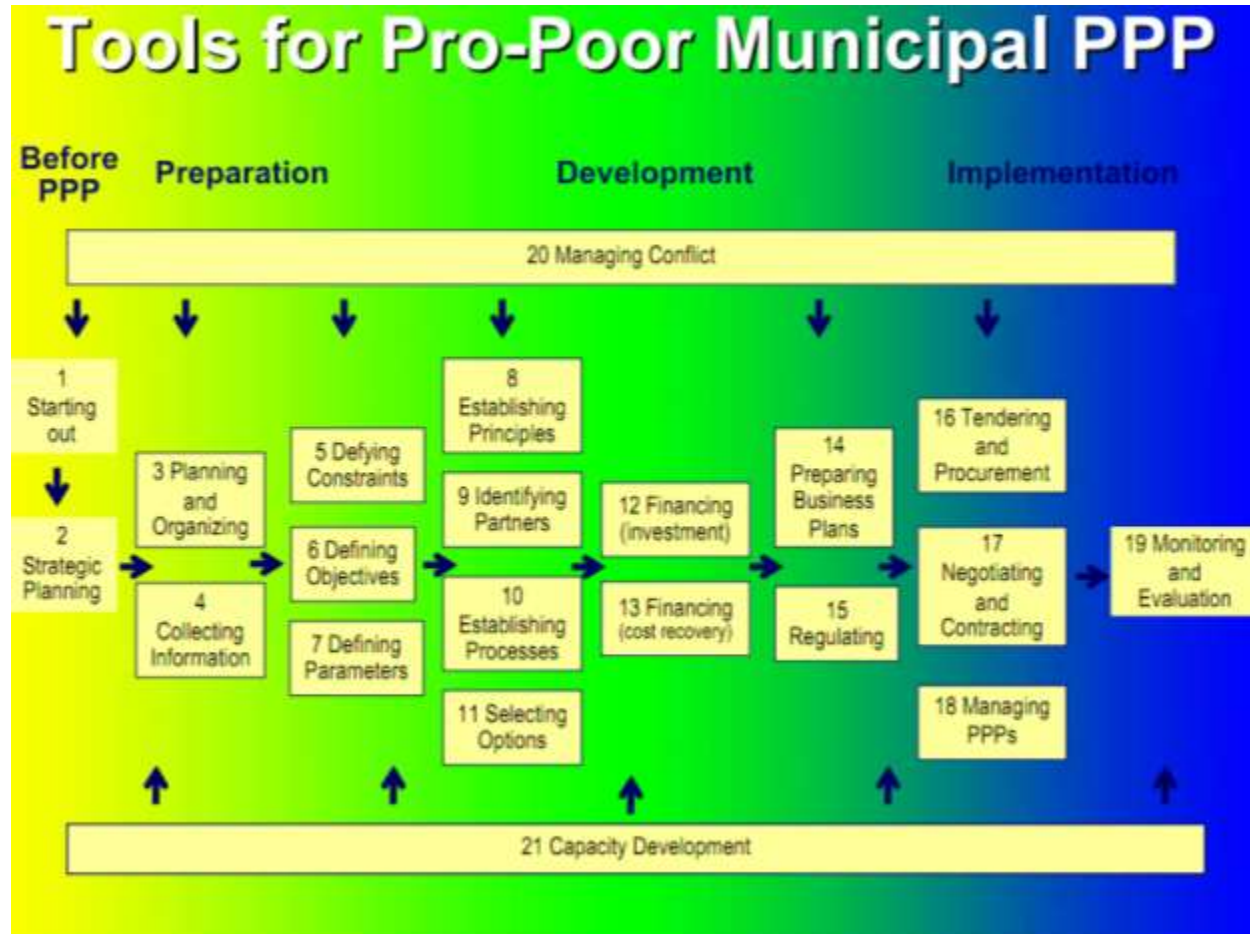
18-Manging PPPs

19-Monitoring & Evaluation

20-Managing Conflict

21-Building Development

# Small Scale and Pro-Poor PPPs UNDP Training (2)



# Conclusions

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- PPP is now recognized as a viable option to meet the current gaps in infrastructure investment needs.
- Progress has been made. But most countries are still in the learning stage.
- Much to learn from more successful countries rich experience on PPPs.
- Regional and international cooperation an important element of human resources development in PPPs.

# **Thank you**

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**John Moon**