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Team of Specialists on Public-Private Partnerships

First session
Geneva, 28-29 February 2008

**REPORT OF THE TEAM OF SPECIALISTS ON
PUBLIC-PRIVATE PARTNERSHIPS ON ITS FIRST SESSION**

Summary

At its first session, the Team of Specialists on Public-Private Partnerships: elected Mr. Charles B. Solomon (Israel) as its Chairperson and Mr. Dmitry Amunts (Russian Federation), Ms. Boriana Pencheva (Bulgaria), Mr. Arthur Smith (United States of America) and Mr. James Stewart (United Kingdom) as Vice-Chairpersons; discussed training needs and experiences in public-private partnerships in the UNECE region; reviewed the work accomplished by the international network of experts on public-private partnerships; and adopted its Implementation Plan of the Programme of Work for 2008 and 2009.

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I. ATTENDANCE AND OPENING OF THE MEETING

1. The Team of Specialists on Public-Private Partnerships held its first session on 28-29 February 2008. Representatives of the following countries participated in the session: Belarus, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Finland, France, Germany, Greece, Hungary, Israel, Moldova, Montenegro, Netherlands, Poland, Russian Federation, Slovenia, Spain, Switzerland, The former Yugoslav Republic of Macedonia, Turkey, Ukraine, United Kingdom and United States of America.

2. Representatives of the United Nations Conference for Trade and Development (UNCTAD), United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), United Nations Institute for Disarmament Research (UNIDIR), United Nations Industrial Development Organisation (UNIDO), United Nations International Strategy for Disaster Reduction (UN/ISDR), Organisation for Economic Cooperation and Development (OECD), the World Bank and the European Community also participated in the session.

3. The following non-governmental organizations, experts and private companies took part in the session: All-Ukrainian Association of Social Organisations "Public Parliament" (Ukraine), Association of Women in Legal Careers (Moldova), BIP Group (Czech Republic), Centre for Science Research and Statistics (Russian Federation), Centre for the Study of Democracy (Bulgaria), Clifford Chance (Poland), Colodeiciuc Legal Practice (Romania), Currie R. Brown Ltd. (United Kingdom), Deloitte and Touche (Germany), DLA Piper (United States of America), Dublin Institute of Technology (Ireland), EC Harris PLC (Italy), Euro-Asian International Chamber of Commerce, European PPP Centre (Hungary), Farne Project Consultancy/Pinsent Masons (United Kingdom), Galaxy Management Services (France), Gide Loyrette Nouel (France), GVI Globalvia Infrastructures (Spain), Heritage Strategies International (United States of America), International Road Federation (IRF), Institute of Economy of the National Academy of Sciences (Belarus), Investment Support (Poland), Itinere Infraestructuras (Spain), "Juridichesky Consortium" Association (Russian Federation), Landman and Timmermans Advocaten (Netherlands), Management Analysis (United States of America), Marketing Research Foundation (Russian Federation), Moscow Institute of World Economy and International Relations (Russian Federation), Moscow State University (Russian Federation), Navigant Consulting (United Kingdom), Northcroft/IPFA (United Kingdom), PricewaterhouseCoopers SA (Switzerland), Standard and Poor's (United Kingdom), State University - High School of Economics (Russian Federation), Swiss Re (Switzerland), Trade and Investment/International Financial Services (United Kingdom), Uria Menendez y Cia, Abogados (Spain), VIFG (Germany), Yehuda Raveh and Co. Law Offices (Israel) and Youth Business Centre (Moldova).

4. Mr. Andrey Vasilyev, Director of the UNECE Division on Economic Cooperation and Integration, opened the meeting by introducing the work already done under the auspices of UNECE by international experts in this area as well as the main direction of work for the new Team of Specialists on Public-Private Partnerships (PPPs) set up by the Committee on Economic Cooperation and Integration (CECI) at its second session (5-7 December 2007). He emphasised the importance of the work the Team would be expected to accomplish during the session, namely creating mechanisms for effective exchange of information, taking stock of recent

developments in the area and agreeing on the modalities for the implementation of its work programme set out by CECI.

II. ELECTION OF OFFICERS (Agenda item 1)

5. The Team elected Mr. Charles B. Solomon (Israel) as its Chairperson and Mr. Dmitry Amunts (Russian Federation), Ms. Borianna Pencheva (Bulgaria), Mr. Arthur Smith (United States of America) and Mr. James Stewart (United Kingdom) as Vice-Chairpersons.

6. The Chairperson welcomed the participants by pointing out that the fact that the meeting attracted around 130 participants from over 25 countries, coming from both the public and private sectors, testified to the interest and commitment to the work of the Team. He then outlined the mandate of the Team, which covered the following three main areas of activity:

- (a) **Dissemination of best practice** through information sharing, promoting dialogue between the public and private sectors, advocacy of PPP development and awareness raising on benefits of PPPs;
- (b) **Training of public and private sector officials** through development of toolkits, training modules, elaboration of national-level capacity-building programmes, training workshops and seminars and facilitating knowledge transfer in this area; and
- (c) **Policy and project advice** by assisting governments in establishing PPP Units, improving coordination among different public institutions and agencies involved in PPPs, assistance in developing PPP policies and strategies, as well as identification of appropriate projects and their subsequent financing and implementation.

7. The Chairperson invited the participants to share their views on how to implement this mandate and emphasised the importance of engaging the private sector in the activities foreseen in the implementation plan. He also welcomed the participation of intergovernmental and non-governmental organizations in the work of the Team.

III. ADOPTION OF THE AGENDA (Agenda item 2)

8. The Team adopted the provisional agenda, as set out in document ECE/CECI/PPP/2008/1.

IV. POLICY DIALOGUE ON TRAINING NEEDS AND EXPERIENCES IN PUBLIC-PRIVATE PARTNERSHIPS IN THE UNECE REGION (Agenda item 3)

9. The policy dialogue was organised as a series of presentations by both government and private sector representatives on good practice examples and recent trends in public-private partnerships in various sectors, as well as challenges to implementation and government efforts to build capacities to overcome them. The discussion was moderated by the representative of the Galaxy Management Services (France).

10. The following key points emerged from the discussion:
- (a) Many countries with economies in transition introduced legislative and regulatory measures and created institutional mechanisms to facilitate public-private partnerships. However, implementation remained a challenge, mostly due to the lack of capacity of public authorities to deal with these types of projects. At the same time, the lack of institutional capacities to successfully implement public-private partnerships, as well as to protect existing public sector expertise in this area was equally identified as a challenge in developed countries;
 - (b) Countries that just entered the PPP market expressed the need to learn from those that led the way in this field. The best way to do this was in sharing of experiences and good practices as well as providing expertise from experienced project managers;
 - (c) Experience in certain UNECE subregions (such as Southeast and Central Europe) indicated the importance of ensuring support from all stakeholders, including direct beneficiaries, as well as local communities and public interest groups that may be either directly or indirectly affected by the project;
 - (d) The rate of success of public-private partnerships, in most general terms, is directly correlated with the existence of a well-defined legal and regulatory framework, high level of political commitment, financial support as well as effective allocation of risks;
 - (e) Recent experience in all countries suggested that developing viable business plan for public investment was crucial for success of public-private partnerships;
 - (f) A significant challenge was identified in the need to shorten the time of their implementation without simultaneously increasing the market risks; and
 - (g) Recent trends in PPP projects included their expansion into new areas, such as local-level infrastructure and not-for-profit projects, particularly in the area of culture and education. This, in turn, resulted in the creation of innovative financing solutions between banks and institutional investors.

11. In the course of presentations, some experts shared concrete ideas for activities that could facilitate information exchange and help governments address the capacity-building challenge. The representative of Bulgaria presented the proposal to create an international PPP centre in Sofia under the Regional Cooperation Council for Southeast Europe, while the Government of Spain proposed setting up bilateral mechanisms under the auspices of UNECE to support exchange of experiences between interested countries. The Government of the Netherlands offered their Design-Build-Finance-Maintain (DBFM) handbook and experience in organising DBFM simulation and games as a contribution to the preparation of training materials for the Team's capacity-building activities.

12. The Chairperson thanked the presenters for their valuable contributions and the Moderator for skilfully steering the discussion and making a valuable summary of its main conclusions.

V. REVIEW OF WORK ACCOMPLISHED BY THE INTERNATIONAL NETWORK OF EXPERTS ON PUBLIC-PRIVATE PARTNERSHIPS (Agenda item 4)

13. The Chairperson informed the Team that the Guide on Good Governance in Public-Private Partnerships was finalised and in the process of being published. He said that this publication would serve as an excellent basis for the development of capacity-building tools, as well as the implementation of other activities of the Team.

14. A Vice-Chairperson of the Team of Specialists reported on the progress in the preparation of a Comparative review of practical experiences in public-private partnerships in the market and transition economies. He invited experts to contribute to the finalisation of this work either by providing case studies or reviewing and commenting on drafts of this document.

15. The representative of UNIDIR reported on the progress in the implementation of a research project on creating a new dynamic for public-private partnerships for peaceful and sustainable development, which was the result of cooperation between UNECE and the Geneva International Academic Network (GIAN) and which contributed to the above-mentioned comparative review.

16. The Team of Specialists thanked the presenters and took note of these studies.

17. Following these presentations, the Chairperson invited participants to engage in a discussion on the priorities for the implementation of the future programme of work for the Team of Specialists. He invited selected experts to present their views on this topic, with a special emphasis to finding ways to develop more effective interaction between the public and private sectors at both national and international levels and using information and communication technologies to improve learning and interaction among experts.

18. In the course of discussion, it emerged that the creation of web-based information-exchange and training tools was seen as crucial for establishing and maintaining effective dialogue among public and private sector experts.

19. The Team agreed that it would need an interactive web portal that would provide entry points to a range of web resources on this topic, as well as technical support for emerging public-private partnerships. In this context, the secretariat presented the CECI virtual platform for exchange of information, an information-sharing tool created for experts in all programme areas of CECI, which could be further developed to serve as the proposed web portal for the Team. The representative of the Galaxy Management Services (France) kindly offered to take lead on this issue in order for the information platform to meet the requirements of the Team and serve the capacity-building purpose.

20. It was also pointed out that training of both public and private sector officials should be a priority area for the Team. At the same time, this support needed to be tailored to the specificities of each project and experts working on it. It was therefore proposed to establish, among the Team members, a pool of experts to offer targeted and demand-driven support to countries embarking on projects involving public-private partnerships.

21. The Team took note of this discussion and encouraged all interested experts to use the CECI information platform for sharing of information, posting comments and facilitating discussions on relevant topics and to propose ways to increase its usefulness as a communication and capacity-building tool.

VI. PROGRAMME OF WORK OF THE TEAM OF SPECIALISTS FOR 2008 AND 2009 (Agenda item 5)

22. The Chairperson reported on the results of the questionnaire which was distributed by the secretariat at the beginning of the session, in which members of the Team were asked to identify potential contributions to the main outputs of the envisaged activities. A total of 67 responses were received.

23. With respect to the contribution to the preparation of the comparative review of practical experiences of PPPs, a significant number of experts expressed interest to contribute to the finalization of this document by either sending relevant materials and information to the secretariat or reviewing the final draft. Similar level of interest was expressed in the preparation of the comparative review on legal aspects, as well as the synopsis of policy recommendations in this area. Experts also expressed clear interest the preparation of the Toolkit on “How to do PPPs”, with over 20 respondents willing to provide existing training materials and case studies (for proposed structure of the toolkit, please see Annex III).

24. With respect to the training modules, the highest level of interest was expressed for the elaboration of the following modules:

- (a) How to do a PPP road project through a “Design-Build-Finance-Manage” model? (Case studies, sample procurements documents, sample contracts, public briefing materials, risk assessment guidance, financial planning tools)
- (b) How to effectively organize a PPP programme within a government by improving coordination and enhancing cooperation amongst the relevant departments and ministries and between local, regional and national authorities?
- (c) How to finance a PPP?
- (d) How to design the best legislative, institutional and regulatory frameworks for successful PPPs?
- (e) How to achieve value for money from a PPP project?

25. It was indicated that existing toolkits often did not serve as training tools and that these modules would be designed specifically to enable PPP practitioners to develop or enhance the necessary skills in this area.

26. The results of the questionnaire also indicated a clear interest among the Team members in contributing to training and knowledge-sharing activities, with 24 respondents expressing interest in organizing national capacity-building events, 15 in hosting study tours and 18 in hosting international capacity-level events.

27. The Team took note of this information and then proceeded to discuss the Implementation Plan for 2008 and 2009 on the basis of an informal document prepared by the Chairperson with assistance of the secretariat.

28. It was agreed that, in 2008, the Team would primarily focus on the preparation of comparative reviews and a synopsis of good practices; elaboration of training toolkits on selected modules; and launching of the capacity-building programme. The Team agreed that those training modules for which the highest interest was indicated should be given higher priority in the forthcoming period. It agreed that the toolkits should include a glossary of key terms related to public-private partnerships.

29. It was proposed that informal task forces comprising interested members of the Team of Specialists should be created. Those could focus on the following areas of work: the development of a web portal for information exchange; and preparation of the toolkit. Another task force may focus on the legislative and regulatory framework. The Team agreed that these task forces should be demand-driven thematic networks of interested members of the Team who would interact mostly in the virtual environment and could also have informal meetings in the context of other, more formal, meetings organised under the auspices of the Team.

30. The Team agreed on the importance of tapping into the expertise of the private sector and proposed two ways to engage the private sector actively in the work of the Team. Firstly, it was proposed to further develop cooperation with the representatives of PPP industry associations, such as the International Road Federation (IRF) and the European International Contractors (EIC). Secondly, it was proposed to establish a small advisory board comprised of several high-level representatives of the PPP business sector in order to advise senior government policymakers on PPP policy and to support the elaboration of the PPP training toolkit, thereby ensuring its quality and relevance to the business world.

31. Following this discussion, the Team adopted its Implementation Plan for 2008 and 2009 along with a timetable of activities as set out in Annexes I and II of this report. The plan was adopted on the understanding that the Programme of Work for 2008 and 2009 of the Team of Specialists on PPPs would be reviewed by the Committee on Economic Cooperation and Integration at its third session (3-5 December 2008).

VII. PROPOSALS FOR COOPERATION ON CAPACITY-BUILDING ACTIVITIES, INCLUDING COOPERATION WITH INTERNATIONAL AND REGIONAL ORGANIZATIONS (Agenda item 6)

32. The Chairperson invited participants to express interests of their respective governments and organizations to host regional seminars and exchange of views, as well as capacity-building activities.

33. The representative of the Russian Federation announced that the Government would be organising an international conference on public-private partnership and a capacity-building event for public sector officials, tentatively scheduled for 6-7 October 2008 in Moscow.

34. The representative of Belgium offered to host an expert meeting on the preparation of the training toolkit in the early summer of 2008 at the University of Antwerp.

35. Representatives of international and regional organizations, including UNCTAD, UNESCAP, OECD and UN/ISDR, as well as representatives from other subprogrammes of UNECE (transport, sustainable energy and land administration) presented their activities and proposed ways to promote cross-cutting activities and enhance existing synergies with the Team.

36. The Team took note of the presentations and welcomed the invitation of the Governments of the Russian Federation to host the first capacity-building event within the work programme of the Team of Specialists on Public-Private Partnerships as well as other proposals for cooperation under this agenda item. It also invited the secretariat to facilitate the exchange of information on proposed study tours and other capacity-building events organised by governments and organizations within of the Team's programme of work.

37. The secretariat noted that the work of the Team, especially in the area of capacity-building, would require raising additional financial resources that could be channelled in the following ways:

- (a) Direct financial contribution to organise meetings and prepare products such as the toolkit; and
- (b) In-kind contributions in the form of hosting meetings, organising study tours and sending experts to capacity-building events.

VIII. OTHER BUSINESS (Agenda item 7)

38. The Team agreed that the secretariat would prepare a draft report on the first meeting and circulate it to the Chairperson and Vice-Chairpersons for approval no later than 10 days following the session.

39. The Chairperson thanked the participants for their active contribution that ensured success of the session and expressed hope that its results laid excellent ground for work in the future. He noted that that the Team should further encourage participation of the private sector, regional and local governments, as well as organizations representing regions and countries outside UNECE, such as UNESCAP. He then thanked the secretariat for high quality preparation and assistance during the meeting and closed the meeting.

* * * * *

Annex I

Implementation plan for 2008-2009

I. SUBSTANTIVE MODALITIES

1. The Team will have three main interrelated roles and functions:

(a) Communication of best practice:

- (i) Providing a clearing house of information, including the elaboration of comparative reviews;
- (ii) Information exchange promoting dialogue between public and private sectors;
- (iii) Advocating for PPP development with decision-makers at all levels of government; and
- (iv) Supporting conferences, events, and seminars designed to increase awareness on the benefits of PPPs.

2. As recognised at the International Conference on Knowledge Sharing and Capacity-Building on Promoting Successful Public-Private Partnerships in the UNECE region, organized by the Government of Israel and UNECE (Tel Aviv, 5-8 June 2007), the objective of building capacity would not be achieved by exchanges of information and best practice alone. An emphasis should therefore be placed on the 'delivery' side to create real results. This would be done first by a focus on training as outlined in (b) below.

(b) Training of public and private sectors (toolkits and training activities)

3. The Team will develop training materials, employing the latest techniques with the objectives of bringing the benefits of training to the largest possible number of participants. Cost-effective methods for distance learning will be sponsored and results evaluated with the intention of identifying what works best in the region then building on success applying the lessons learned. Training materials prepared by other bodies and international organizations related to PPPs should be used as much as possible in order not to 'reinvent the wheel' when not necessary.

4. The aim is to:

- (i) prepare training modules and toolkits;
- (ii) elaborate and introduce national PPP capacity-building programmes;
- (iii) organise training workshops and seminars; and
- (iv) encourage countries with experiences in PPPs to share their knowledge.

5. The Team will ensure that the training is not a 'stand alone' activity but linked to pursuing wider capacity-building goals. It will, for example, address some organizational issues in PPPs relating to creating institutions, providing government with the tools to develop projects and elaborate PPP policy, as set out in (c) below.

(c) Policy and project support

6. The strengths of the Team lie in its ability to access governments and its neutrality along with an ability to provide an objective advice and to increase the contribution of PPPs to sustainable development and the Millennium Development Goals.

7. The aim is to:

- (i) Assist governments in developing effective and dynamic PPP Units and similar bodies within public administrations;
- (ii) Improve coordination and cooperation amongst public institutions and agencies with responsibility for PPPs ;
- (iii) Assist PPP Units and other similar bodies in advising their respective governments in the formulation of appropriate PPP policies and strategies;
- (iv) Assist PPP Units and other similar bodies with project identification, financing and delivery; and
- (v) Prepare economic comparators to evaluate private versus public sector options.

II. ACTIVITIES IN 2008 – 2009

8. The main activities under each function for 2008 - 2009 in accordance with the Terms of Reference for the Team of Specialists on PPPs (ECE/CECI/2007/2, Annex I) and the CECI Programme of Work (ECE/CECI/2007/2, Annex II, Thematic Area D) will be as follows:

(a) Dissemination of best practice (elaboration of comparative reviews)

9. The Team will complete its comparative review on the performance of PPPs, which assesses the impact of the use of PPPs by the public sector across a number of different sectors with a view to recommending best practice. In 2008, the Team will launch a comparative review on PPP legislation to determine strengths and weaknesses, and whether new legislation is desirable to facilitate PPP. Based on this comparative review a synopsis of policy recommendations on improving the legal background for efficient PPPs will be prepared. This task will be undertaken in close cooperation with the EU and other relevant organizations.

10. A dedicated interactive website or ‘virtual platform’ has been established and will be used to communicate best practice amongst key stakeholders. It will be adapted to meet the requirements of the Team, as well as to serve for capacity-building purposes.

11. Case studies and best practices submitted by the members of the Team can be presented through the CECI information platform. Governments and the private sector can show projects according to a standard template. This facility will be providing opportunities for interested parties to solicit advice on PPP-related questions.

(b) Training of public and private sectors (toolkits and training activities)

12. Using the recently completed UNECE Guide on Promoting Good Governance in PPPs, the Team will elaborate a toolkit on ‘How to do PPPs?’ in order to provide the skills for carrying out the different functions required for PPPs. Additionally, it will develop the skills for undertaking PPPs in specific PPP sectors, such as roads, schools, etc.

13. Experts will elaborate such a toolkit, dealing with different types of financial, negotiation and legal skills. The Team will hold a first pilot training in Moscow in October 2008, using a preliminary version of the toolkit. It is suggested that a small informal expert meeting will be held in May-June for the preparation of the meeting in Moscow.

14. It is envisaged that the toolkit will use ICT, case studies and decision taking simulations. A draft structure of the toolkit is found in Annex III of the report.

(c) Policy and project support (consultations and visits of experts)

15. It is also understood that, given the scale of the challenge in identifying projects, governments may also need support in developing PPPs and to this end the interested governments and organizations with expertise may consider sending experts to help governments, especially in the start-up phase of the PPP programme. Recommendations from the Team are likely to be guided by the following categories of enquiry:

- (i) Serious barriers to long-term investment in PPP in the country exist and major work would need to be done on the legal and financial framework, transparency, governance or political commitment to the process;
- (ii) There is a reasonable potential for PPP to be applied if the government is prepared to tackle the issues that would be a discouragement to investors;
- (iii) There is a reasonable framework for investment but doubts that the particular project is suitable under PPP due to size, absence of support infrastructure or other factors. Distinctions would be drawn between service provided where the government would be expected to meet the whole-life cost e.g. schools, hospitals, prisons; and other forms of PPP where significant income might be generated, such as roads, bridges and public transport. Recommendations would be provided as to how/if the project could be recast. Sources of advice would be suggested; and
- (iv) Training needs for government or municipal officials could be suggested as in (b) above.

16. It is suggested that such activities will proceed after (a) and (b) and may commence in 2009, after having been discussed at the second session of the Team of Specialists. In the meantime, the Team will inform governments of its intention to provide policy advice and project support and invite requests for its services from relevant parties in this area.

17. The Team will work in cooperation with others, build on existing experiences and identify areas where it could add most value. The Team will also work at a subregional level in Central Asia within the SPECA and in South East Europe as part of the Regional Cooperation Council (RCC), the successor of the Stability Pact.

Annex II

Timetable of Activities

A. Communication of best practice (elaboration of comparative reviews and database)

Output	Activity	Events	Timeframe
A1. Comparative review (CR1) on the performance of PPPs	Finalise a CR1 through consultations with other experts Sending CR1 for publication	Finalising of the document will be done through e-mail exchange	March - May 2008
A2. Comparative review (CR2) on PPP legislation	Identify the experts Elaborate a questionnaire to collect information on legal aspects in various countries Elaborate the draft of the CR2 for expert comments and discuss it during the second session of the Team of Specialists Finalize the CR2 and send for publication	First session of the Team of Specialists Expert meeting as part of the second session of the Team of Specialists	February 2008 April 2008 May 2008 September 2009
A3. Synopsis of policy recommendations on improving the legal background for efficient PPPs	Elaborate the draft for experts comments Finalise the document	Finalising of the document will be done through e-mail exchange	June 2008 August 2008
A4. Establishment of an interactive website (Web Portal as part of the existing UNECE virtual platform) to communicate best practice case studies	Preparation of a template for case studies Request for case studies Establish a critical mass of case studies in user – friendly format Set up the website (as part of the UNECE virtual platform) and update with new case studies. etc.	Through e-mail correspondance, possible questionnaires etc.	Ongoing

B. Training of public and private sectors (toolkits and training activities)

B1. Prepare training toolkit on “How to do PPPs”	<p>Identify the experts who will be involved and undertaking inventory on existing relevant materials</p> <p>Work on the contents of the toolkit</p> <p>Elaboration of a draft of some of the modules of the toolkit</p> <p>Ongoing revision and expansion of the toolkit</p>	<p>First session of the Team of Specialists</p> <p>Through consultation and possible expert meeting</p> <p>Through consultation and possible expert meetings</p>	<p>February - March 2008</p> <p>March - June 2008</p> <p>June - September 2008</p> <p>September 2008- December 2009</p>
B2. Organise training and knowledge-sharing activities	<p>Launching PPP capacity-building programme and testing the toolkit by holding a first capacity-building event</p> <p>Organization of knowledge-sharing input through study tours and workshops at appropriate PPP Units in Europe for interested government officials from the UNECE region</p>	<p>Moscow, Russian Federation</p> <p>First session of the Team of Specialists (PPP Units and hosting countries)</p>	<p>6-7 October 2008</p> <p>November 2008 - November 2009</p>
B3. Elaborate and introduce the toolkit into national PPP capacity-building programmes	<p>Holding high-level consultations with several Governments of the ECE region interested in development of PPPs and capacity-building programme</p> <p>Collaboration with local ministries, institutions involved in PPP work to facilitate an adaptation of the toolkit to meet national requirements</p> <p>Inviting governments to request collaboration in getting started in launching PPP programme/projects</p>	Ongoing process	2009

C. Policy and project advice (consultations and visits of experts)

C1. Providing policy advice and project advice	<p>Inform the governments of intention to provide policy advice and project support and invite requests from relevant parties</p> <p>Establishment of a roster of experts to provide support in start up and developing PPPs to interested governments</p>	This activity will commence in 2009 after having been discussed at the second session of the Team of Specialists.	2009
C2. Establish a private sector advisory board to give visibility and authority to the toolkit and to participate in high-level consultations with policymakers	Elaborate term of reference and structure	Possible inaugural meeting during the Moscow event in October 2008	October 2008

Annex III

Structure of the Training Toolkit

I. GENERIC MODULES

TO BE DONE IN THE BEGINNING:

- Module 1.** How to identify PPP opportunities and to find the best private sector partners for a PPP?
- Module 2.** How to effectively organise a PPP programme within a government by improving coordination and enhancing cooperation amongst the relevant departments and ministries and between local, regional and national authorities?
- Module 3.** How to finance a PPP?
- Module 4.** How to design the best legislative, institutional and regulatory frameworks for successful PPPs?

TO BE DONE LATER:

- Module 5.** How to negotiate contracts, monitor private sector performance, ensure programmatic and contract compliance in order to protect the public interest?
- Module 6.** How to organise the selection process for the best bids in a PPP?
- Module 7.** How to select the best consultants?
- Module 8.** How to achieve value for money from a PPP project?
- Module 9.** How to be an effective manager and leader in a dynamic PPP Unit?
- Module 10.** How to allocate risk?
- Module 11.** How to engage public support for PPPs?
- Module 12.** How to perform benchmarking during the operational phase of a PPP project?
- Module 13.** How to structure standard PPP contracts?
- Module 14.** How to use international instruments to increase investor confidence?

II. SECTORAL MODULES

TO BE DONE IN THE BEGINNING:

- Module 15.** How to do a PPP road project through a “Design-Build-Finance-Manage” model? (Case studies, sample procurements docs, sample contracts, public briefing materials, risk assessment guidance, financial planning tools)

TO BE DONE LATER:

- Module 16.** How to do a PPP schools project? (Case studies, sample procurements documents, sample contracts, public briefing materials, risk assessment guidance, financial planning tools)
- Module 17.** How to protect and revitalise national heritage sites through a PPP? (Case studies, sample procurements documents, sample contracts, public briefing materials, risk assessment guidance, financial planning tools)
- Module 18.** How to do PPP hospital project? (Case studies, sample procurements documents, sample contracts, public briefing materials, risk assessment guidance, financial planning tools)
- Module 19.** How to do a PPP water and waste project? (Case studies, sample procurements documents, sample contracts, public briefing materials, risk assessment guidance, financial planning tools)
- Module 20.** How to transform waste into power through a PPP? (Case studies, sample procurements documents, sample contracts, public briefing materials, risk assessment guidance, financial planning tools)
- Module 21.** How to use PPPs to accelerate the commercialization of university/scientific research?
- Module 22.** How to use PPPs for projects in the area of tourism? (Case studies, sample procurements documents, sample contracts, public briefing materials, risk assessment guidance, financial planning tools)
- Module 23.** How to use PPPs for brownfield regeneration projects? (Case studies, sample procurements documents, sample contracts, public briefing materials, risk assessment guidance, financial planning tools)
- Module 24.** How to use PPPs for renewable energy projects, such as solar power plants? (Case studies, sample procurements documents, sample contracts, public briefing materials, risk assessment guidance, financial planning tools)