

## Tools & Resources

### INVESTMENTS IN INFRASTRUCTURE

#### STAGE 1: SETTING THE LEGAL AND POLICY FRAMEWORK

NAME	DESCRIPTION	SOURCE
<a href="#">A Framework for Disclosure in Public-Private Partnerships</a>	<p>The World Bank Group recommends a systematic structure for proactively disclosing information through this Framework for Disclosure in <a href="#">Public-Private Partnership</a> Projects. The Framework is embedded in the findings of a global review of PPP disclosure frameworks and practices in identified jurisdictions in transacted PPP contracts.</p> <p>There is a dearth of literature and guidance on policy and practice in PPP disclosure and a wide gap in the understanding of the mechanics of disclosure by practitioners within governments and the private sector. The Framework seeks to fill this gap along with its companion volumes on Jurisdictional Studies and Good Practice Cases. Apart from its potential usefulness to practitioners in the public and private sectors, the Framework is also intended for WBG and other MDB operational teams in PPP related projects who would have a tremendous opportunity not only to educate stakeholders on the technicalities associated with disclosure but to also take on an advocacy role to promote better disclosure practices. With this broader approach in mind, professionals in the above categories from different social and infrastructure sectors have been consulted widely during the preparation of the Framework as well as the two companion volumes.</p>	<a href="#">World Bank</a>
<a href="#">Attracting Investors to African Public-Private Partnerships: A Project Preparation Guide</a>	<p>This publication is an earlier version of the book above on "How to Engage with the Private Sector in Public-Private Partnerships in Emerging Markets". This book was aimed at African public sector officials while the updated version focuses beyond Africa with a wide range of case studies from several regions and sectors to show a more global perspective and experiences.</p> <p>The publication is also available in French.</p>	<a href="#">PPIAF</a>

<a href="#">Body of Knowledge on Infrastructure Regulation (BoKIR)</a>	<p>The BoKIR summarizes some of the best thinking on infrastructure policy. This site provides links to more than 500 references, an extensive glossary and self-testing features to facilitate learning. The references include publications and decisions by regulatory agencies and other governmental bodies; policy advisories by think tanks, consultants, donor agencies, and others; and research by academics, consultants, and other experts.</p>	<a href="#">Public Private Infrastructure Advisory Facility (PPIAF)</a>
<a href="#">Draft PPP Policy Outline</a>	<p>This note provides an outline of a proposed PPP policy, which covers the following topics: definition and scope; objectives of the PPP program; principles of PPP agreements; risk allocation in PPP projects; establishment of a PPP unit; PPP procedures; and auditing the PPP program.</p>	<a href="#">PPIAF</a>
<a href="#">Framework to Approach Shared Use of Mining-Related Infrastructure</a>	<p>The framework aims to provide guidance to policy makers on how to approach the question of shared use of mining-related infrastructure (rails, ports, power, water, and ICT), highlighting the operational models that are necessary for implementation, the key-success factors, the enabling conditions and how to ultimately better coordinate major investments in physical infrastructure by privately-owned natural resource concessionaires with national infrastructure development plans. The framework also equips policy makers with a set of questions that should help conduct the negotiations on shared use with companies. The goal of the framework is to include shared infrastructure use as part of the planning and negotiation stages of extractive industry investments.</p>	<a href="#">Columbia Center on Sustainable Investment</a>
<a href="#">Freight Transport for Development: A policy toolkit</a>	<p>The Freight Transport toolkit is a user-friendly website that provides information and examples on how to improve the efficiency and lower the cost of freight transport for trade and development. The toolkit provides an overview of key issues and developments in the field of freight transport, freight transport policy, with examples of policy measures. All information and tools provided are supported by evidence from real life cases. Including 28 case studies and many case examples where appropriate, the toolkit also provides relevant transport mode-specific information for rural transport, urban transport, road, rail, ports and air transport. The content is presented in a modular approach that quickly orientates users to key information that will help them make better informed decisions.</p>	<a href="#">PPIAF</a>
<a href="#">Guidebook on Promoting Good Governance in Public-Private Partnerships</a>	<p>Public-private partnerships (PPPs) in the delivery of public services have become a world wide phenomenon and are generating great interest. PPPs combine the best of both worlds, but they also present a severe organizational and institutional challenge for the public sector. To address the challenge, the UNECE has elaborated this guidebook for policymakers, government officials and the private sector in the hope that all the parties to PPPs will benefit by examining closely the good governance principles contained in the Guidebook and ensuring their implementation.</p>	<a href="#">UNECE</a>

<a href="#">Guiding Principles on Business and Human Rights: Implementing the United Nations "Protect, Respect and Remedy" Framework</a>	<p>In June 2011, in an unprecedented step, the United Nations Human Rights Council unanimously endorsed a set of Guiding Principles on Business and Human Rights. The Guiding Principles establish an authoritative global standard on the respective roles of businesses and governments in helping ensure that companies respect human rights in their own operations and through their business relationships.</p> <p>The Guiding Principles were developed by the Special Representative of the UN Secretary-General for Business and Human Rights, Professor John Ruggie of Harvard Kennedy School, over the six years of his UN mandate from 2005 to 2011. They elaborate on the three pillars of the UN "Protect, Respect and Remedy" Framework that Prof. Ruggie proposed to the Human Rights Council in 2008. The three pillars of the Framework are:</p> <p>The state duty to protect against human rights abuses by third parties, including business, through appropriate policies, regulation, and adjudication;</p> <p>The corporate responsibility to respect human rights, that is, to act with due diligence to avoid infringing on the rights of others and address adverse impacts with which they are involved; and</p> <p>The need for greater access by victims to effective remedy, both judicial and non-judicial.</p>	<a href="#">United Nations Human Rights Council</a>
<a href="#">IFC Performance Standards on Environmental and Social Sustainability</a>	<p>The IFC's Performance Standards on Social and Environmental Sustainability are considered to be the gold standard in achieving sustainable development.</p>	<a href="#">IFC</a>
<a href="#">Legal and Regulatory Issues Concerning Public-Private Partnerships</a>	<p>The Legal Framework Assessment provides a summary of key areas of a host country's existing laws that will need to be reviewed when a government embarks on an infrastructure project, particularly one involving the private sector.</p> <p>In addition, checklists, model bid documents, examples of legislative provisions relevant to infrastructure PPP projects, and financing mechanisms for PPP projects are provided.</p>	<a href="#">PPIAF</a>
<a href="#">OECD Policy Framework for Investment: A Review of Good Practices</a>	<p>This Review of Good Practices in OECD and non-OECD economies is published as a companion volume to the OECD Policy Framework for Investment (PFI) and provides analytical background material on each of the ten chapters of the PFI. These include investment policy, investment promotion and facilitation, trade policy, competition policy, tax policy, corporate governance, policies for promoting responsible business conduct, human resource development policy, infrastructure and financial sector development, and public governance.</p>	<a href="#">OECD</a>
<a href="#">Policy Guidance for Investment in Clean Energy Infrastructure</a>	<p>Policy guidance which aims to provide host country governments with policy options to maximize investment opportunities in clean energy infrastructure.</p>	<a href="#">OECD</a>

<a href="#">Port Reform Toolkit: Effective Support for Policymakers and Practitioners</a>	<p>Provides policy makers and practitioners with effective decision making support in undertaking sustainable and well-considered reforms of public institutions that provide, direct and regulate port services in developing countries.</p>	<a href="#">PPIAF</a>
<a href="#">PPP in Infrastructure Resource Center for Contracts, Laws, and Regulation (PPIRC)</a>	<p>A website that provides practical guidance and best practice in the planning, development and legal structuring of infrastructure projects, especially those involving the private sector. The website includes sample documents, clauses and legislation from the power, water and sanitation, telecom, and transport sectors. It also includes standard procurement and bidding documents. Materials are available in English, French and Spanish.</p>	<a href="#">Public Private Infrastructure Advisory Facility (PPIAF)</a>
<a href="#">Principles for Responsible Contracts: Integrating the Management of Human Rights Risks into State-Investor Contract Negotiations: Guidance for Negotiators</a>	<p>A guide that sets out and explains 10 principles that can help guide the integration of human rights risk management into contract negotiations.</p>	<a href="#">UN Human Rights Council</a>
<a href="#">Public-Private Partnerships Reference Guide: Version 2.0</a>	<p>The PPP Reference Guide is a comprehensive resource for PPP practitioners worldwide, drawing from global approaches and experiences. The PPP Reference Guide seeks to provide advice on what PPP practitioners should know, rather than provide advice on what to do. The Guide sets out the main topics, looks at the key issues that must be addressed, and provides some of the most important references that PPP practitioners can turn to for answers and to enhance their own knowledge and understanding. It is structured into separate sections that focus on three main areas: What are PPPs, when might they be used and what are the advantages and disadvantages relative to public provision; What kind of policy, legal and institutional frameworks should be put into place to help improve their effectiveness; and What are the ways in which PPP projects can be developed and implemented. A diverse range of case studies and institutional solutions, from all parts of the world, are presented in the PPP Reference Guide.</p>	<a href="#">Public Private Infrastructure Advisory Facility (PPIAF)</a>

<a href="#">Railway Reform: Toolkit for Improving Rail Sector Performance (2011)</a>	Provides an easy-to-use resource on the rail industry—what it is and what it does best—and provides an experience-based set of best practices to aid in the planning and execution of railway reforms. Professionals and practitioners who could benefit from this toolkit include government policy makers, legislators, regulators, railway management personnel, international financial institutions, and other stakeholders—including railway customers and employees—who seek improvements in railway financial and operational performance. The toolkit is now available in French and Russian.	<a href="#">PPIAF</a>
<a href="#">Toolkit for Public-Private Partnerships in Roads and Highways</a>	Assists transport sector policy makers in low- and middle-income countries in implementing procedures to promote private sector participation and financing in the development of their road and highway sector.	<a href="#">PPIAF</a>
<a href="#">Tripartite declaration of principles concerning multinational enterprises and social policy (MNE Declaration) - 4th Edition</a>	The principles laid down in this universal instrument offer guidelines to MNEs, governments, and employers' and workers' organizations in such areas as employment, training, conditions of work and life, and industrial relations. The prominent role of MNEs in the process of social and economic globalization renders the application of the principles of the MNE Declaration as timely and necessary as they were at the time of adoption. As efforts to attract and boost foreign direct investment gather momentum within and across many parts of the world, the parties concerned have a new opportunity to use the principles of the Declaration as guidelines for enhancing the positive social and labour effects of the operations of MNEs.	<a href="#">ILO</a>
<a href="#">UNCITRAL Legislative Guide on Privately Financed Infrastructure Projects</a>	A guide is to assist in the establishment of a legal framework favorable to private investment in public infrastructure. The advice provided in the Guide aims at achieving a balance between the desire to facilitate and encourage private participation in infrastructure projects, on the one hand, and various public interest concerns of the host country, on the other.	<a href="#">UNCITRAL</a>

## STAGE 2: PRE-NEGOTIATION

NAME	DESCRIPTION	SOURCE
<a href="#">A Framework for Disclosure in Public-Private Partnerships</a>	<p>The World Bank Group recommends a systematic structure for proactively disclosing information through this Framework for Disclosure in <a href="#">Public-Private Partnership</a> Projects. The Framework is embedded in the findings of a global review of PPP disclosure frameworks and practices in identified jurisdictions in transacted PPP contracts.</p> <p>There is a dearth of literature and guidance on policy and practice in PPP disclosure and a wide gap in the understanding of the mechanics of disclosure by practitioners within governments and the private sector. The Framework seeks to fill this gap along with its companion volumes on Jurisdictional Studies</p>	<a href="#">World Bank</a>

	and Good Practice Cases. Apart from its potential usefulness to practitioners in the public and private sectors, the Framework is also intended for WBG and other MDB operational teams in PPP related projects who would have a tremendous opportunity not only to educate stakeholders on the technicalities associated with disclosure but to also take on an advocacy role to promote better disclosure practices. With this broader approach in mind, professionals in the above categories from different social and infrastructure sectors have been consulted widely during the preparation of the Framework as well as the two companion volumes.	
<a href="#">Attracting Investors to African Public-Private Partnerships: A Project Preparation Guide</a>	This publication is an earlier version of the book above on "How to Engage with the Private Sector in Public-Private Partnerships in Emerging Markets". This book was aimed at African public sector officials while the updated version focuses beyond Africa with a wide range of case studies from several regions and sectors to show a more global perspective and experiences. The publication is also available in French.	<a href="#">PPIAF</a>
<a href="#">Body of Knowledge on Infrastructure Regulation (BoKIR)</a>	The BoKIR summarizes some of the best thinking on infrastructure policy. This site provides links to more than 500 references, an extensive glossary and self-testing features to facilitate learning. The references include publications and decisions by regulatory agencies and other governmental bodies; policy advisories by think tanks, consultants, donor agencies, and others; and research by academics, consultants, and other experts.	<a href="#">Public Private Infrastructure Advisory Facility (PPIAF)</a>
<a href="#">EPEC PPP Guide</a>	The EPEC PPP Guide has been designed as tool gathering "good practice" sources of information. It seeks to identify the "best of breed" guidance available from PPP guidelines worldwide and from selected professional publications. It is designed to assist public officials responsible for preparing, launching and implementing PPP projects and to facilitate their understanding of the key issues and steps involved in the delivery of PPP arrangements. The EPEC PPP Guide can be used in a number of ways. For example: As a broad guide to procurement and implementation issues in PPPs; As an introduction to the information public procuring authorities should request from their advisers; and As a starting point to learn more about specific aspects of PPP design.	<a href="#">The European Expertise PPP Centre</a>
<a href="#">Freight Transport for Development: A policy toolkit</a>	The Freight Transport toolkit is a user-friendly website that provides information and examples on how to improve the efficiency and lower the cost of freight transport for trade and development. The toolkit provides an overview of key issues and developments in the field of freight transport, freight transport policy, with examples of policy measures. All information and tools provided are supported by evidence from real life cases. Including 28 case studies and many case examples where appropriate, the toolkit also provides relevant transport mode-specific information for rural transport, urban transport, road, rail, ports and air transport. The content is presented in a modular approach that quickly orientates users to key information that will help them make better informed decisions.	<a href="#">PPIAF</a>

<a href="#">Guidebook on Promoting Good Governance in Public-Private Partnerships</a>	<p>Public-private partnerships (PPPs) in the delivery of public services have become a world wide phenomenon and are generating great interest. PPPs combine the best of both worlds, but they also present a severe organizational and institutional challenge for the public sector. To address the challenge, the UNECE has elaborated this guidebook for policymakers, government officials and the private sector in the hope that all the parties to PPPs will benefit by examining closely the good governance principles contained in the Guidebook and ensuring their implementation.</p>	<a href="#">UNECE</a>
<a href="#">Guiding Principles on Business and Human Rights: Implementing the United Nations "Protect, Respect and Remedy" Framework</a>	<p>In June 2011, in an unprecedented step, the United Nations Human Rights Council unanimously endorsed a set of Guiding Principles on Business and Human Rights. The Guiding Principles establish an authoritative global standard on the respective roles of businesses and governments in helping ensure that companies respect human rights in their own operations and through their business relationships.</p> <p>The Guiding Principles were developed by the Special Representative of the UN Secretary-General for Business and Human Rights, Professor John Ruggie of Harvard Kennedy School, over the six years of his UN mandate from 2005 to 2011. They elaborate on the three pillars of the UN "Protect, Respect and Remedy" Framework that Prof. Ruggie proposed to the Human Rights Council in 2008. The three pillars of the Framework are:</p> <ul style="list-style-type: none"> <li>• The state duty to protect against human rights abuses by third parties, including business, through appropriate policies, regulation, and adjudication;</li> <li>• The corporate responsibility to respect human rights, that is, to act with due diligence to avoid infringing on the rights of others and address adverse impacts with which they are involved; and the need for greater access by victims to effective remedy, both judicial and non-judicial.</li> </ul>	<a href="#">Business &amp; Human Rights Resource Centre</a>
<a href="#">ICMM Land Acquisition and Resettlement: Lessons Learned</a>	<p>The publication provides recommendations for managing the resettlement of local communities who have been displaced or whose livelihoods have been impacted due to the presence of mining. This includes ensuring adequate compensation and development opportunities.</p> <p>The document is structured around 10 modules that cover planning, stakeholder engagement, compensation, livelihood restoration and monitoring impacts among other topics.</p> <p>It is targeted primarily at companies, but also contains information and guidance relevant for all stakeholders, including government representatives.</p>	<a href="#">International Council on Mining &amp; Mining</a>
<a href="#">Legal and Regulatory Issues Concerning Public-Private Partnerships</a>	<p>The Legal Framework Assessment provides a summary of key areas of a host country's existing laws that will need to be reviewed when a government embarks on an infrastructure project, particularly one involving the private sector.</p> <p>In addition, checklists, model bid documents, examples of legislative provisions relevant to infrastructure PPP projects, and financing mechanisms for PPP projects are provided.</p>	<a href="#">PPIAF</a>
<a href="#">NRGI Reader   Extractives-Linked Infrastructure: Exploring Options for Shared Use of Infrastructure Projects</a>	<p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p>	<a href="#">Natural Resource Governance Institute</a>

<a href="#">OECD Procurement Toolbox</a>	<p>This Toolbox is an on-line resource that captures emerging good practice to enhance corruption prevention and good management in public procurement in OECD and non-OECD countries. The tools contained in this website have been compiled from practices which have been successfully tested in a number of countries.</p> <p>The tools are classified according to their use in the procurement cycle (pre-tendering phase, tendering phase, post-award phase, or entire procurement cycle) and also by theme according to the pillars underlying the OECD Recommendation (transparency, good management, prevention of misconduct, or accountability and control.)</p>	<a href="#">OECD</a>
<a href="#">Open Contracting</a>	<p>A collaborative online platform for public procurement practitioners, this online platform seeks to provide a space where interested stakeholders from civil society, government, the private sector, media, academia, and others can share, learn, connect and collaborate around experiences in open contracting.</p> <p>Open Contracting seeks to help ensure broader consensus around the importance of enhanced disclosure and participation in public contracting, at all stages of the contracting process and across all sectors. This community is used to support knowledge exchange between countries, identifying challenges and proposing solutions needed to address those challenges.</p> <p>The Open Contracting Resources section contains a list of monitoring resources and a database of tender information from countries around the world.</p>	
<a href="#">PPP in Infrastructure Resource Center for Contracts, Laws, and Regulation (PPPIRC)</a>	<p>A website that provides practical guidance and best practice in the planning, development and legal structuring of infrastructure projects, especially those involving the private sector.</p> <p>The website includes sample documents, clauses and legislation from the power, water and sanitation, telecom, and transport sectors. It also includes standard procurement and bidding documents. Materials are available in English, French and Spanish.</p>	<a href="#">Public Private Infrastructure Advisory Facility (PPIAF)</a>
<a href="#">Principles for Responsible Contracts: Integrating the Management of Human Rights Risks into State-Investor Contract Negotiations: Guidance for Negotiators</a>	<p>A guide that sets out and explains 10 principles that can help guide the integration of human rights risk management into contract negotiations.</p>	<a href="#">UN Human Rights Council</a>

<a href="#">Public-Private Partnerships Reference Guide: Version 2.0</a>	<p>The PPP Reference Guide is a comprehensive resource for PPP practitioners worldwide, drawing from global approaches and experiences.</p> <p>The PPP Reference Guide seeks to provide advice on what PPP practitioners should know, rather than provide advice on what to do. The Guide sets out the main topics, looks at the key issues that must be addressed, and provides some of the most important references that PPP practitioners can turn to for answers and to enhance their own knowledge and understanding.</p> <p>It is structured into separate sections that focus on three main areas:</p> <p>What are PPPs, when might they be used and what are the advantages and disadvantages relative to public provision;</p> <p>What kind of policy, legal and institutional frameworks should be put into place to help improve their effectiveness; and</p> <p>What are the ways in which PPP projects can be developed and implemented.</p> <p>A diverse range of case studies and institutional solutions, from all parts of the world, are presented in the PPP Reference Guide.</p>	<a href="#">Public Private Infrastructure Advisory Facility (PPIAF)</a>
<a href="#">Railway Reform: Toolkit for Improving Rail Sector Performance (2011)</a>	<p>Provides an easy-to-use resource on the rail industry—what it is and what it does best—and provides an experience-based set of best practices to aid in the planning and execution of railway reforms. Professionals and practitioners who could benefit from this toolkit include government policy makers, legislators, regulators, railway management personnel, international financial institutions, and other stakeholders—including railway customers and employees—who seek improvements in railway financial and operational performance. The toolkit is now available in French and Russian.</p>	<a href="#">PPIAF</a>
<a href="#">Stakeholder Engagement: Feasibility studies and project planning</a>	<p>A guide that details how to engage project stakeholders in environmental and social impact assessment (ESIA) studies, as well as describing actions that must be taken to ensure that all stakeholders are listened to and included in the project's feasibility assessment.</p>	<a href="#">International Finance Corporate</a>
<a href="#">Stakeholder Identification and Analysis</a>	<p>Contains guidance questions, case studies and brief explanations to lead the user through the process of identifying stakeholders who are affected by a project, to what degree and how they can influence the project. This guidance will then help to build a stakeholder engagement process.</p>	<a href="#">International Finance Corporate</a>
<a href="#">Strategic Infrastructure Steps to Prepare and Accelerate Public-Private Partnerships</a>	<p>This report covers four best practice areas concerning Public-Private Partnerships, namely: (i) managing a rigorous project preparation process, (ii) conducting a bankable feasibility study, (iii) structuring a balanced risk allocation and regulation, and (iv) creating a conducive enabling environment.</p> <p>For each of these best practice areas the report identifies and explores six critical success factors that governments should be aware of and seriously consider when preparing an infrastructure project to be delivered as a Public-Private Partnership.</p>	<a href="#">World Economic Forum</a>

<a href="#">Toolkit for Public-Private Partnerships in Roads and Highways</a>	Assists transport sector policy makers in low- and middle-income countries in implementing procedures to promote private sector participation and financing in the development of their road and highway sector.	<a href="#">PPIAF</a>
<a href="#">Unsolicited Infrastructure Proposals: How Some Countries Introduce Competition and Transparency</a>	This paper looks at how governments can manage "unsolicited proposals" for PPPs--that is, proposals for PPP projects that originate from private companies, without being specifically requested by governments. The paper sets out the main challenges of dealing with such proposals--how to maintain private sector interest in coming up with project ideas, while ensuring competition and transparency in how these projects are developed and procured. The paper describes the various systems adopted by different countries to try to to address these.	<a href="#">PPIAF</a>

### STAGE 3: CONTRACT NEGOTIATION

NAME	DESCRIPTION	SOURCE
<a href="#">A Framework for Disclosure in Public-Private Partnerships</a>	<p>The World Bank Group recommends a systematic structure for proactively disclosing information through this Framework for Disclosure in <a href="#">Public-Private Partnership</a> Projects. The Framework is embedded in the findings of a global review of PPP disclosure frameworks and practices in identified jurisdictions in transacted PPP contracts.</p> <p>There is a dearth of literature and guidance on policy and practice in PPP disclosure and a wide gap in the understanding of the mechanics of disclosure by practitioners within governments and the private sector. The Framework seeks to fill this gap along with its companion volumes on Jurisdictional Studies and Good Practice Cases. Apart from its potential usefulness to practitioners in the public and private sectors, the Framework is also intended for WBG and other MDB operational teams in PPP related projects who would have a tremendous opportunity not only to educate stakeholders on the technicalities associated with disclosure but to also take on an advocacy role to promote better disclosure practices. With this broader approach in mind, professionals in the above categories from different social and infrastructure sectors have been consulted widely during the preparation of the Framework as well as the two companion volumes.</p>	<a href="#">World Bank</a>
<a href="#">Attracting Investors to African Public-Private Partnerships: A Project Preparation Guide</a>	<p>This publication is an earlier version of the book above on "How to Engage with the Private Sector in Public-Private Partnerships in Emerging Markets". This book was aimed at African public sector officials while the updated version focuses beyond Africa with a wide range of case studies from several regions and sectors to show a more global perspective and experiences.</p> <p>The publication is also available in <a href="#">French</a>.</p>	<a href="#">PPIAF</a>
<a href="#">Energy Charter Model Agreements for Cross-Border</a>	The Energy Charter Conference welcomed the work of the Energy Charter Secretariat, with the valuable assistance of the Legal Advisory Task Force in preparing and updating Model Agreements as a set of non-legally-binding guidelines for the negotiation of cross-border projects.	<a href="#">Energy Charter</a>

<a href="#">Pipelines and Electricity Projects</a>	<p>These have been developed with a view to providing interested parties to energy-related projects with a neutral and non-prescriptive starting point for negotiations, and thus, facilitating project-specific talks. This work was done with the help of a professional consultant and with the valuable assistance of the voluntary Legal Advisory Task Force. The Model Agreements were prepared based on best international practices and with the aim of reflecting as much as possible the interests of the different parties concerned.</p> <p>This work began with the preparation of Model Agreements for Cross-Border Pipelines (Pipeline Model Agreements, or PMAs), which were released in 2004 following the approval of the Energy Charter Conference. Subsequently, the PMAs were revised and updated; this second edition was published in 2008.</p> <p>The Secretariat then developed Model Agreements for Cross-Border Electricity Projects (Electricity Model Agreements, or EMAs) and, as a supplement to EMAs, the Market and System Inter-Operability Agreement Guidelines for Cross-Border Electricity Projects (Guidelines to Electricity Model Agreements, or GEMA).</p> <p>Currently, the Secretariat is working on an Investment Model Agreements (IMAs).</p>	
<a href="#">Framework to Approach Shared Use of Mining-Related Infrastructure</a>	<p>The framework aims to provide guidance to policy makers on how to approach the question of shared use of mining-related infrastructure (rails, ports, power, water, and ICT), highlighting the operational models that are necessary for implementation, the key-success factors, the enabling conditions and how to ultimately better coordinate major investments in physical infrastructure by privately-owned natural resource concessionaires with national infrastructure development plans.</p> <p>The framework also equips policy makers with a set of questions that should help conduct the negotiations on shared use with companies. The goal of the framework is to include shared infrastructure use as part of the planning and negotiation stages of extractive industry investments.</p>	<a href="#">Columbia Center on Sustainable Investment</a>
<a href="#">Freight Transport for Development: A policy toolkit</a>	<p>The Freight Transport toolkit is a user-friendly website that provides information and examples on how to improve the efficiency and lower the cost of freight transport for trade and development. The toolkit provides an overview of key issues and developments in the field of freight transport, freight transport policy, with examples of policy measures. All information and tools provided are supported by evidence from real life cases. Including 28 case studies and many case examples where appropriate, the toolkit also provides relevant transport mode-specific information for rural transport, urban transport, road, rail, ports and air transport. The content is presented in a modular approach that quickly orientates users to key information that will help them make better informed decisions.</p>	<a href="#">PPIAF</a>
<a href="#">G20 Report on Recommended PPP Contractual Provisions</a>	<p>Public-Private Partnerships (PPPs) are now being used in many countries to develop infrastructure projects. Typically, PPP transactions are based on a network of complex legal agreements – however, at the center of each transaction there is normally a PPP Contract, in the form of a <a href="#">concession agreement</a> or similar document, between a government or other public entity (the Contracting Authority) and a private company or a consortium of companies (the Private Partner).</p> <p>Given the variety of PPP transactions globally, the different legal systems which exist in various countries, and the need to have ‘tailor-made’ provisions to deal with the individual characteristics of specific projects, it follows that the development of comprehensive PPP agreements on an international basis is likely an unrealistic goal. However, there may be merit in focusing on certain contractual provisions dealing with particular legal issues encountered in virtually every PPP Contract, such as the</p>	<a href="#">World Bank</a>

	issues of force majeure, termination rights, dispute resolution, etc. The purpose of this Report is to present and discuss 'recommended' language in respect of a selection of these typically encountered provisions.	
<a href="#">Guiding Principles on Business and Human Rights: Implementing the United Nations "Protect, Respect and Remedy" Framework</a>	<p>In June 2011, in an unprecedented step, the United Nations Human Rights Council unanimously endorsed a set of Guiding Principles on Business and Human Rights. The Guiding Principles establish an authoritative global standard on the respective roles of businesses and governments in helping ensure that companies respect human rights in their own operations and through their business relationships.</p> <p>The Guiding Principles were developed by the Special Representative of the UN Secretary-General for Business and Human Rights, Professor John Ruggie of Harvard Kennedy School, over the six years of his UN mandate from 2005 to 2011. They elaborate on the three pillars of the UN "Protect, Respect and Remedy" Framework that Prof. Ruggie proposed to the Human Rights Council in 2008. The three pillars of the Framework are:</p> <ul style="list-style-type: none"> <li>• The state duty to protect against human rights abuses by third parties, including business, through appropriate policies, regulation, and adjudication;</li> <li>• The corporate responsibility to respect human rights, that is, to act with due diligence to avoid infringing on the rights of others and address adverse impacts with which they are involved; and</li> </ul> <p>The need for greater access by victims to effective remedy, both judicial and non-judicial.</p>	<a href="#">Business &amp; Human Rights Resource Centre</a>
<a href="#">Legal and Regulatory Issues Concerning Public-Private Partnerships</a>	<p>The Legal Framework Assessment provides a summary of key areas of a host country's existing laws that will need to be reviewed when a government embarks on an infrastructure project, particularly one involving the private sector.</p> <p>In addition, checklists, model bid documents, examples of legislative provisions relevant to infrastructure PPP projects, and financing mechanisms for PPP projects are provided.</p>	<a href="#">PPIAF</a>
<a href="#">NRGI Reader   Extractives-Linked Infrastructure: Exploring Options for Shared Use of Infrastructure Projects</a>	<p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p>	<a href="#">Natural Resource Governance Institute</a>
<a href="#">PPP in Infrastructure Resource Center for Contracts, Laws, and Regulation (PPPIRC)</a>	<p>A website that provides practical guidance and best practice in the planning, development and legal structuring of infrastructure projects, especially those involving the private sector.</p> <p>The website includes sample documents, clauses and legislation from the power, water and sanitation, telecom, and transport sectors. It also includes standard procurement and bidding documents. Materials are available in English, French and Spanish.</p>	<a href="#">Public Private Infrastructure Advisory Facility (PPIAF)</a>

<a href="#">Principles for Responsible Contracts: Integrating the Management of Human Rights Risks into State-Investor Contract Negotiations: Guidance for Negotiators</a>	A guide that sets out and explains 10 principles that can help guide the integration of human rights risk management into contract negotiations.	<a href="#">UN Human Rights Council</a>
<a href="#">Public-Private Partnership Infrastructure Resource Center</a>	This resource provides: A summary of each type of PPP arrangement; Sample agreements and clauses; and Checklists of issues to consider when preparing or reviewing PPP project documents. Some documents are also available in Spanish.	<a href="#">Public-Private Partnership Infrastructure Resource Center</a>
<a href="#">Understanding Power Purchase Agreements</a>	This handbook is intended to provide an overview of PPAs and the obligations, risks, and remedies that are found within them.	<a href="#">Commercial Law Development Program</a>

#### STAGE 4: IMPLEMENTATION & MONITORING

NAME	DESCRIPTION	SOURCE
<a href="#">A Framework for Disclosure in Public-Private Partnerships</a>	<p>The World Bank Group recommends a systematic structure for proactively disclosing information through this Framework for Disclosure in <a href="#">Public-Private Partnership</a> Projects. The Framework is embedded in the findings of a global review of PPP disclosure frameworks and practices in identified jurisdictions in transacted PPP contracts.</p> <p>There is a dearth of literature and guidance on policy and practice in PPP disclosure and a wide gap in the understanding of the mechanics of disclosure by practitioners within governments and the private sector. The Framework seeks to fill this gap along with its companion volumes on Jurisdictional Studies and Good Practice Cases. Apart from its potential usefulness to practitioners in the public and private sectors, the Framework is also intended for WBG and other MDB operational teams in PPP related projects who would have a tremendous opportunity not only to educate stakeholders on the technicalities associated with disclosure but to also take on an advocacy role to promote better disclosure practices. With this broader approach in mind, professionals in the above categories from different social and infrastructure sectors have been consulted widely during the preparation of the Framework as well as the two companion volumes.</p>	<a href="#">World Bank</a>

<a href="#">Attracting Investors to African Public-Private Partnerships: A Project Preparation Guide</a>	<p>This publication is an earlier version of the book above on "How to Engage with the Private Sector in Public-Private Partnerships in Emerging Markets". This book was aimed at African public sector officials while the updated version focuses beyond Africa with a wide range of case studies from several regions and sectors to show a more global perspective and experiences.</p> <p>The publication is also available in <a href="#">French</a>.</p>	<a href="#">PPIAF</a>
<a href="#">EPEC PPP Guide</a>	<p>The EPEC PPP Guide has been designed as tool gathering “good practice” sources of information. It seeks to identify the “best of breed” guidance available from PPP guidelines worldwide and from selected professional publications. It is designed to assist public officials responsible for preparing, launching and implementing PPP projects and to facilitate their understanding of the key issues and steps involved in the delivery of PPP arrangements.</p> <p>The EPEC PPP Guide can be used in a number of ways. For example:</p> <ul style="list-style-type: none"> <li>As a broad guide to procurement and implementation issues in PPPs;</li> <li>As an introduction to the information public procuring authorities should request from their advisers; and</li> <li>As a starting point to learn more about specific aspects of PPP design.</li> </ul>	<a href="#">The European Expertise PPP Centre</a>
<a href="#">Freight Transport for Development: A policy toolkit</a>	<p>The Freight Transport toolkit is a user-friendly website that provides information and examples on how to improve the efficiency and lower the cost of freight transport for trade and development. The toolkit provides an overview of key issues and developments in the field of freight transport, freight transport policy, with examples of policy measures. All information and tools provided are supported by evidence from real life cases. Including 28 case studies and many case examples where appropriate, the toolkit also provides relevant transport mode-specific information for rural transport, urban transport, road, rail, ports and air transport. The content is presented in a modular approach that quickly orientates users to key information that will help them make better informed decisions.</p>	<a href="#">PPIAF</a>
<a href="#">Guidebook on Promoting Good Governance in Public-Private Partnerships</a>	<p>Public-private partnerships (PPPs) in the delivery of public services have become a world wide phenomenon and are generating great interest. PPPs combine the best of both worlds, but they also present a severe organizational and institutional challenge for the public sector. To address the challenge, the UNECE has elaborated this guidebook for policymakers, government officials and the private sector in the hope that all the parties to PPPs will benefit by examining closely the good governance principles contained in the Guidebook and ensuring their implementation.</p>	<a href="#">UNECE</a>
<a href="#">Guiding Principles on Business and Human Rights: Implementing the United Nations "Protect, Respect and Remedy" Framework</a>	<p>In June 2011, in an unprecedented step, the United Nations Human Rights Council unanimously endorsed a set of Guiding Principles on Business and Human Rights. The Guiding Principles establish an authoritative global standard on the respective roles of businesses and governments in helping ensure that companies respect human rights in their own operations and through their business relationships.</p> <p>The Guiding Principles were developed by the Special Representative of the UN Secretary-General for Business and Human Rights, Professor John Ruggie of Harvard Kennedy School, over the six years of his UN mandate from 2005 to 2011. They elaborate on the three pillars of the UN "Protect, Respect and Remedy" Framework that Prof. Ruggie proposed to the Human Rights Council in 2008. The three pillars of the Framework are:</p> <ul style="list-style-type: none"> <li>• The state duty to protect against human rights abuses by third parties, including business, through appropriate policies, regulation, and adjudication;</li> <li>• The corporate responsibility to respect human rights, that is, to act with due diligence to avoid</li> </ul>	<a href="#">Business &amp; Human Rights Resource Centre</a>

	<p>infringing on the rights of others and address adverse impacts with which they are involved; and The need for greater access by victims to effective remedy, both judicial and non-judicial.</p>	
<a href="#">ICMM Land Acquisition and Resettlement: Lessons Learned</a>	<p>The publication provides recommendations for managing the resettlement of local communities who have been displaced or whose livelihoods have been impacted due to the presence of mining. This includes ensuring adequate compensation and development opportunities.</p> <p>The document is structured around 10 modules that cover planning, stakeholder engagement, compensation, livelihood restoration and monitoring impacts among other topics.</p> <p>It is targeted primarily at companies, but also contains information and guidance relevant for all stakeholders, including government representatives.</p>	<a href="#">International Council on Mining &amp; Minerals</a>
<a href="#">IFC Performance Standards on Environmental and Social Sustainability</a>	<p>The IFC's Performance Standards on Social and Environmental Sustainability are considered to be the gold standard in achieving sustainable development.</p>	<a href="#">IFC</a>
<a href="#">NRGI Reader   Extractives-Linked Infrastructure: Exploring Options for Shared Use of Infrastructure Projects</a>	<p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p>	<a href="#">Natural Resource Governance Institute</a>
<a href="#">PPP in Infrastructure Resource Center for Contracts, Laws, and Regulation (PPPIRC)</a>	<p>A website that provides practical guidance and best practice in the planning, development and legal structuring of infrastructure projects, especially those involving the private sector.</p> <p>The website includes sample documents, clauses and legislation from the power, water and sanitation, telecom, and transport sectors. It also includes standard procurement and bidding documents. Materials are available in English, French and Spanish.</p>	<a href="#">PPIAF</a>
<a href="#">Principles for Responsible Contracts: Integrating the Management of Human Rights Risks into State-Investor Contract Negotiations: Guidance for Negotiators</a>	<p>A guide that sets out and explains 10 principles that can help guide the integration of human rights risk management into contract negotiations.</p>	<a href="#">U.N. Human Rights Council</a>
<a href="#">Public-Private Partnerships</a>	<p>The PPP Reference Guide is a comprehensive resource for PPP practitioners worldwide, drawing from global approaches and experiences.</p>	<a href="#">PPIAF</a>

<a href="#">Reference Guide: Version 2.0</a>	<p>The PPP Reference Guide seeks to provide advice on what PPP practitioners should know, rather than provide advice on what to do. The Guide sets out the main topics, looks at the key issues that must be addressed, and provides some of the most important references that PPP practitioners can turn to for answers and to enhance their own knowledge and understanding.</p> <p>Also available in English, French, and Spanish.</p> <p>It is structured into separate sections that focus on three main areas:</p> <ul style="list-style-type: none"> <li>• What are PPPs, when might they be used and what are the advantages and disadvantages relative to public provision;</li> <li>• What kind of policy, legal and institutional frameworks should be put into place to help improve their effectiveness; and</li> <li>• What are the ways in which PPP projects can be developed and implemented.</li> </ul> <p>A diverse range of case studies and institutional solutions, from all parts of the world, are presented in the PPP Reference Guide.</p>	
<a href="#">Rights-Compatible Grievance Mechanisms</a>	<p>An effective <a href="#">grievance mechanism</a> is an essential addition for any responsible company to its tools for monitoring, auditing and stakeholder engagement. But what exactly makes a grievance mechanism effective? This guidance aims to help answer that question. It provides a tool for companies and their local stakeholders jointly to devise rights-compatible, effective grievance mechanisms that maximise the opportunities to achieve sustainable solutions to disputes. A rights-compatible mechanism integrates human rights norms and standards into its processes and is based on principles of non-discrimination, equity, accountability, empowerment and participation. It can deal with most kinds of grievances (bar those raising criminal liability), including – but by no means limited to – those that reflect substantive human/labour rights concerns. Ensuring it is rights-compatible in both its process and outcomes is vital to the mechanism’s credibility and legitimacy, both locally and internationally, as well as to its potential success in practice.</p>	<a href="#">John F. Kennedy School of Government, Harvard University</a>
<a href="#">Tripartite declaration of principles concerning multinational enterprises and social policy (MNE Declaration) - 4th Edition</a>	<p>The principles laid down in this universal instrument offer guidelines to MNEs, governments, and employers’ and workers’ organizations in such areas as employment, training, conditions of work and life, and industrial relations.</p> <p>The prominent role of MNEs in the process of social and economic globalization renders the application of the principles of the MNE Declaration as timely and necessary as they were at the time of adoption. As efforts to attract and boost <a href="#">foreign direct investment</a> gather momentum within and across many parts of the world, the parties concerned have a new opportunity to use the principles of the Declaration as guidelines for enhancing the positive social and labour effects of the operations of MNEs.</p> <p>Available in Arabic, Bahasa Indonesian, Chinese, English, French, German, Italian, Japanese, Portuguese, Russian, and Spanish.</p>	<a href="#">International Labour Organization</a>