

UNITED NATIONS ECONOMIC COMMISSION FOR EUROPE

Guidebook on Promoting Good Governance in Public-Private Partnerships



UNITED NATIONS

United Nations Economic Commission for Europe

GUIDEBOOK

ON

PROMOTING

GOOD GOVERNANCE

IN

PUBLIC-PRIVATE PARTNERSHIPS



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NOTE

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FOREWORD

Public-private partnerships (PPPs) in the delivery of public services have become a phenomenon which is spreading the globe and generating great interest. But why is a concept, barely mentioned a decade ago, now attracting such interest? Overall, the answer is that PPPs avoid the often negative effects of either exclusive public ownership and delivery of services, on the one hand, or outright privatization, on the other. In contrast, PPPs combine the best of both worlds: the private sector with its resources, management skills and technology; and the public sector with its regulatory actions and protection of the public interest. This balanced approach is especially welcome in the delivery of public services which touch on every human being's basic needs.

There are lots of good reasons, therefore, why governments in the UNECE region and around the world favour PPPs and plenty of evidence that they work well. But they do present a severe organizational and institutional challenge for the public sector. They are complex in nature, requiring different types of skills and new enabling institutions and they lead to changes in the status of public sector jobs. To work well they require well-functioning institutions, transparent, efficient procedures and accountable and competent public and private sectors, i.e. 'good governance'. To address the challenge, the UNECE has elaborated this Guidebook for policymakers, government officials and the private sector. We hope that all the parties to PPPs will benefit by examining closely the principles contained in the Guidebook and ensuring their implementation.

It is widely recognized within the UN system that there is a need to increase the capacity of governments at all levels to implement PPPs successfully. The Guidebook is a beginning. The UNECE will use it as a basis for the elaboration of training modules that will contribute further to the capacity-building task. We hope in this way that the Guidebook will be of practical help in realizing the UN goals in economic and social development.



Marek Belka
Executive Secretary
United Nations Economic Commission for Europe

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ABBREVIATIONS

BBO	Buy – Build – Operate
BLOT	Build – Lease – Operate – Transfer
BOO	Build – Own – Operate
BOOT	Build-Own-Operate-Transfer
BOT	Build – Operate – Transfer
DB	Design – Build
DBFO	Design – Build – Finance – Operate
EBRD	The European Bank for Reconstruction and Development
EIB	European Investment Bank
EIA	Environmental Impact Assessment
IDA	International Development Association
IFC	International Finance Corporation
IPP	Independent Power Producer
IRP	Independent Review Panel
O&M	Operation and Maintenance
PFI	Private Finance Initiative
PPP	Public-Private Partnerships
PPTA	Public-Private Transportation Act, State of Virginia, USA
PSC	Public Sector Comparator
SEA	Strategic Environment Assessment
STB	State Transportation Board
UNCITRAL	UN Commission on International Trade Law
VDOT	Virginia Department of Transportation

Preface

The Public-Private Partnership (PPP) Alliance of the United Nations Economic Commission for Europe (UNECE) was established in 2001 to improve the awareness, capacity and skills of the public sector in developing successful PPPs in Europe. To this end, the Alliance prepares guidelines on best practices in PPPs, as well as preparing other PPP-related educational and training materials, and sponsoring PPP conferences and workshops. At its last meeting, the PPP Alliance agreed, in light of the lack of information available on the topic, to prepare guidelines on the subject of good governance in PPPs.

Following UNECE reform, a new Committee on Economic Cooperation and Integration has been established to promote competitiveness. This Committee takes over the previous work of the former Alliance. The Guidelines were reviewed at an International Conference organized by UNECE and the Government of Israel with the participation of experts from different countries to provide their experience and best practice in creating good governance conditions for PPPs¹. A network of experts has also been established, incorporating the experts from the former Alliance group, to implement a work programme on PPPs. The Committee has requested the Secretariat to prepare a Guidebook on Promoting Good Governance in PPPs and to use this to undertake PPP capacity-building programmes especially in the transition economies.

Avant Propos

Over the past fifteen years governments have been struggling to achieve economic development and competitiveness through improving their basic infrastructure. Increasingly governments are turning to the private sector for the financing, design, construction and operation of infrastructure projects. Once rare and limited, these public-private partnerships (PPPs) have emerged as an important tool for improving economic competitiveness and infrastructure services. They are increasingly being considered as a mechanism to fill an infrastructure 'deficit' in many UNECE countries.

Challenges and Key Questions

预览已结束，完整报告链接和二维码如下：

https://www.yunbaogao.cn/report/index/report?reportId=5_2215

