

**MOSCOW STATE INSTITUTE OF INTERNATIONAL RELATIONS
(MGIMO UNIVERSITY),
MINISTRY OF FOREIGN AFFAIRS OF RUSSIA**

**B.A. in Government and International Affairs
School of Government and International Affairs**

Department of Economic Policy and Public-Private Partnership

«Approved»

Director, School of Government and International Affairs

_____ **M.Troitskiy**

«__» _____ 2017

Public-Private Partnership
Course syllabus

Syllabus developed by Oleg Ivanov, 2017

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This syllabus is designed in accordance with the MGIMO Educational Standard for the Bachelor Program in International Affairs (program track “Government and International Affairs”).

Author: Professor Oleg V. Ivanov

Director, MGIMO library _____ Marina Reshetnikova

The program is approved by the Department of Economic Policy and Public-Private Partnership on “ ” 2017

Department Head _____ Elena Zavyalova

**PART 1:
INSTRUCTOR INFORMATION, COURSE DESCRIPTION
AND TEACHING METHODS**

1.1 General information

Template

- Full course title: “Public-Private Partnership. Basics”
- Type of course: Compulsory
- Level of course: B.A.
- Year of study: 4th
- Number of ECTS credits allocated: 2
- Name of lecturer(s) and office hours:
Dr. Oleg Ivanov
Professor, Department of Economic Policy and Public-Private Partnership
Office hours: Thursday 1PM-4PM, office 3034
E-mail: Ivanov_ov@mail.ru

1.2. Course aims and learning outcomes

The aims of the course are to provide students with basic knowledge of key theoretical concepts of public-private partnership, to introduce students to forms and models, institutional environment and regulatory framework of PPP, to orient students in global and Russian PPP experience as well as the main problems of PPP development.

Learning outcomes:

By the end of this course students should be able to:

- understand the essence of public-private partnership and its theoretical roots
- classify PPP forms and models
- be familiar with world and Russian practices of PPPs
- analyze the institutional environment necessary for the development of PPPs
- make estimations of legal framework PPP and main risks of PPP projects
- structure the main stages of the PPP-project life cycle.

1.2 Course requirements and grading plan

Course requirements

Students will be required to attend not less than 90% of classes and be prepared for class discussions. Conscientious reading of the assigned materials is compulsory.

Grading plan

Choose from the options given below or propose your own grading components (to be approved by the School of Government and International Affairs):

- Class participation - 20%
Students are expected to attend all the lectures seminars and participate in class discussions; since the course is highly interactive, it is essential that students attend the seminars having read the materials for that day's class.
- In-class tests – 20%
Students will write three tests during the semester. Dates of test classes are defined by the instructor and communicated to the students at the first class of the respective course.
- In-class issue presentation.
Such a presentation (up to 10 minutes) is performed by each student at least once in the term. The presentation will be based on the week's additional readings. The presenter should supply a brief summary of the argument but offer a critical interpretation of the reading by drawing out

the key ideas of the text, linking them with others already covered, and registering agreements and disagreements.

- Written/oral exam – 60% (in class, 90 minutes).

PART 2. COURSE CONTENT

2.1 Types of work

Types of work	Academic hours
Total	36
Total for lectures, seminars and written exam	
Lectures	18
Seminars	16
Written tests and/or exam	2

2.2. Course content and readings by topic

Topic 1. What is a PPP. Theory of public-private partnership.

Lecture. Theoretical aspects of public-private partnership and its place in the system of economic and political sciences

Summary: Evolution of forms of interaction between government and business. Basic paradigms and models. Content analysis of the concepts of "collaboration", "cooperation" and "partnership". PPP *sensu lato* and PPP *sensu stricto*. New Public Management concept. PPP and privatization. Infrastructure challenges and how PPPs can help. Key sources of infrastructure funding.

PPP: "pro" and "cons".

- **Compulsory readings:**

The World Bank Group. *Public-Private Partnership. Reference Guide. Version 3*. Washington. 2017
<https://library.pppknowledgelab.org/documents/4699>

Yescombe, E. R. *Public-Private Partnerships: Principles of Policy and Finance*, 2nd edition, Elsevier Science, Oxford, 2013

- **Further readings:**

Asian Development Bank (2008) *Public-Private Partnership Handbook*, Manila
<https://www.adb.org/documents/public-private-partnership-ppp-handbook>

McKinsey Global Institute. *Infrastructure productivity. Yow to save 1 trillion a year*. 2013.
<http://www.mckinsey.com/industries/capital-projects-and-infrastructure/our-insights/infrastructure-productivity>

Delmon, Jeffrey. *Understanding Options for Private-Partnership Partnerships in Infrastructure*, Policy Research Working Paper 5173. World Bank, 2010

What is a P3?

<http://www.p3canada.ca/what-is-a-p3.php>

- **Internet resources:**

<http://ppp.worldbank.org/>

<http://ppi.worldbank.org/>

<http://infrappworld.com/>

<http://www.un.org/ru/>

Topic 2. Defining PPP. Approaches in international practices and in Russia.

Lecture/Seminar.

Summary. The interpretation of PPP in Russia and abroad. Definition of PPP.

Definitions of «Public-Private Partnership» used in different countries (USA, UK, Canada, etc.) and key economic organizations (World Bank, the International Monetary Fund, UN European Economic Commission, others).

PPP concept in the Russian legislation (Federal Law "On PPP, MPP in the Russian Federation").

Specific features of PPP. Comparing PPPs and conventional procurement. What PPP is not: Other types of Private Involvement.

Rationale for PPP. Benefits for state and for business.

Institutional principles of PPPs.

- **Compulsory readings:**

The World Bank Group. *Public-Private Partnership. Reference Guide. Version 3.* Washington. 2017
<https://library.pppknowledge.org/documents/4699>

United Nations Economic Commission for Europe (2008). *Guidebook on Promoting Good Governance In Public-Private Partnerships.* United Nations, New York and Geneva.
<http://www.unece.org/index.php?id=2147>

- **Further readings:**

United Nations Economic and Social Commission for Asia and the Pacific (2010). *A Guidebook on Public-Private Partnership In Infrastructure.* Bangkok.
<http://www.unescap.org/resources/guidebook-public-private-partnership-infrastructure>

Hong Kong Institute of Surveyors (2009). *Practical Guide to Public-Private Partnership (PPP) Projects.* Hong Kong SAR, China
<http://docplayer.net/10907771-Practical-guide-to-public-private-partnership-ppp-projects.html>

Asian Development Bank (2008) *Public-Private Partnership Handbook.* Manila
<https://www.adb.org/documents/public-private-partnership-ppp-handbook>

Delmon, Jeffrey (2010) *Understanding Options for Private-Partnership Partnerships in Infrastructure,* Policy Research Working Paper 5173, World Bank, Washington, D.C.

Australia, Infrastructure Australia (2008) *National PPP Guidelines: Overview,* Canberra
www.infrastructureaustralia.gov.au

- **Internet resources:**

<http://ppp.worldbank.org/>

<http://pppcenter.ru/>

<http://www.veb.ru/about/PPP/>

<http://www.economy.gov.ru/minec/activity/sections/sez/main/index>

<http://www.glossary.ru>

Topic 3. PPP Forms in world practices. Approaches in Russia

Lecture/seminar.

Summary. Classifications of PPP forms adopted by international organizations (World Bank, IMF, OECD, ESCAP), as well as in developed countries (USA, Canada, EU countries).

Management and lease contracts. Concessions. Greenfield projects. Divestiture. Potential strengths and weaknesses of each of the most broadly used forms of PPP.

The range of PPP Contract Types

PPP forms currently used in Russian practices. Classifications and specifics.

- **Compulsory readings:**

The World Bank Group. *Public-Private Partnership. Reference Guide. Version 3.* Washington. 2017
<https://library.pppknowledgelab.org/documents/4699>

- **Further readings:**

United Nations Economic and Social Commission for Asia and the Pacific (2010). *A Guidebook on Public-Private Partnership In Infrastructure.* Bangkok.

<http://www.unescap.org/resources/guidebook-public-private-partnership-infrastructure>

Hong Kong Institute of Surveyors (2009). *Practical Guide to Public-Private Partnership (PPP) Projects.* Hong Kong SAR, China

<http://docplayer.net/10907771-Practical-guide-to-public-private-partnership-ppp-projects.html>

- **Internet resources:**

<http://ppp.worldbank.org/>

<http://ppi.worldbank.org/>

<http://infrappworld.com/>

<http://www.un.org/ru/>

Topic 4. PPP legal framework.

Lecture/seminar.

Summary. PPP as a legal institution. Basic models of PPP legal framework in the world. Dedicated PPP Laws. Contents and effectiveness.

PPP legal framework in Russia. General legislation and special framework.

- **Compulsory readings:**

The World Bank Group. *Public-Private Partnership. Reference Guide. Version 3.* Washington. 2017
<https://library.pppknowledgelab.org/documents/4699>

European Bank for Reconstruction and Development. *Concession\PPP Laws Assessment 2011. Cover Analysis Report.* WS0101.14263639.1WS0101.14321938.1 May 2012.

- **Further readings:**

World Bank Group. *Legal and Regulatory Issues Concerning Public-Private Partnerships.* 2016
<https://ppp.worldbank.org/public-private-partnership/legislation-regulation>

United Nations Economic Commission for Europe (2008). *Guidebook on Promoting Good Governance In Public-Private Partnerships.* United Nations, New York and Geneva.

<http://www.unece.org/index.php?id=2147>

- **Internet resources:**

<http://ppp.worldbank.org/>

<http://ppi.worldbank.org/>

<http://infrappworld.com/>

<http://www.pppi.ru/laws>

Topic 5. PPP public governance.

Lecture/seminar.

Summary. UN PPP development model. Good governance principles on PPP. Basic PPP governance in the world. Advantages and disadvantages. The work of leading international organizations disseminating PPP experience. PPP policy. Strategic PPP goal-setting and long-term planning of infrastructure

Institutional framework. The role of specialized development institutions in the field of PPP (PPP Units) in the international practice, their place in the national public administration, basic types and functions. Pro and cons of PPP Units. Role of PPP centres.

Basic directions and tools of public support of PPP.

Key strengths and weaknesses of PPP governance in the world.

- **Compulsory readings:**

The World Bank Group. *Public-Private Partnership. Reference Guide. Version 3.* Washington. 2017

<https://library.pppknowledge.org/documents/4699>

Organization for Economic Co-Operation and Development. *Dedicated Public-Private Partnership Units: A Survey of Institutional and Governance Structures*. Paris, 2010

<https://ppp.worldbank.org/public-private-partnership/library/dedicated-public-private-partnership-units-survey-institutional-and-governance-structures-le>

- **Further readings:**

Australia, Infrastructure Australia (2008) National PPP Guidelines: PPP Policy Framework, Canberra

United Nations Economic Commission for Europe (2008). *Guidebook on Promoting Good Governance In Public-Private Partnerships*. United Nations, New York and Geneva.

<http://www.unece.org/index.php?id=2147>

Asia-Pacific Economic Cooperation (2015). *Guidebook on PPP Frameworks in APEC Region*. APEC Secretariat

Dutz, Mark, Clive Harris, Inderbir Dhingra & Chris Shugart. *Public Private Partnership Units: What Are They, and What Do They Do?*, Public Policy for the Private Sector 311, World Bank, Washington, D.C, 2006.

<http://documents.worldbank.org/curated/en/815321468328179143/Public-Private-Partnership-units-what-are-they-and-what-do-they-do>

European PPP Expertise Centre. *France: PPP Units and Related Institutional Framework*, Luxembourg, 2012

World Bank. *Public Private Partnership Units: Lessons for their Design and Use in Infrastructure*. 2007

<http://documents.worldbank.org/curated/en/220171468332941865/Public-private-partnership-units-lessons-for-their-design-and-use-in-infrastructure>

Organization of Economic Cooperation and Development. *Dedicated Public-Private Partnership Units: A Survey of Institutional and Governance Structures*, Paris, France, 2010

- **Internet resources:**

<http://ppp.worldbank.org/>

<http://ppi.worldbank.org/>

<http://infrappworld.com/>

Topic 6. PPP projects life cycle. Key phases in the delivery.

Lecture/seminar.

Summary.

Project development. PPP projects identification and screening. Expression of Interest (“EOI”) Phase. Prequalification of Tenderers. Key Criteria in Evaluating Expression of Interests. Request for Proposal Phase (RFP). Evaluation of Tender. Negotiation with Preferred Tenderers and Completion Phase. Contract management.

- **Compulsory readings:**

The World Bank Group. *Public-Private Partnership. Reference Guide. Version 3.* Washington. 2017
<https://library.pppknowledgelab.org/documents/4699>

United Nations Economic Commission for Europe (2008). *Guidebook on Promoting Good Governance In Public-Private Partnerships.* United Nations, New York and Geneva.
<http://www.unece.org/index.php?id=2147>

- **Further readings:**

United Nations Economic and Social Commission for Asia and the Pacific (2010). *A Guidebook on Public-Private Partnership In Infrastructure.* Bangkok.
<http://www.unescap.org/resources/guidebook-public-private-partnership-infrastructure>

Hong Kong Institute of Surveyors (2009). *Practical Guide to Public-Private Partnership (PPP) Projects.* Hong Kong SAR, China
<http://docplayer.net/10907771-Practical-guide-to-public-private-partnership-ppp-projects.html>

Australia, Infrastructure Australia (2008) National PPP Guidelines: Practitioners’ Guide (Vol. 2) Canberra

India, Ministry of Finance (2011) PPP Toolkit for Improving PPP Decision-Making Processes, New Delhi

South Africa, National Treasury (2004) Public Private Partnership Manual, Johannesburg

World Bank (2009) Online Toolkit for Public Private Partnerships in Roads and Highways (module 5 – unsolicited proposals)

World Bank (2011) PPP in Infrastructure Resource Center,
<http://ppp.worldbank.org/public-privatepartnership>

- **Internet resources**

<http://ppp.worldbank.org/>

<http://ppi.worldbank.org/>

<http://infrappworld.com/>

Topic 7. PPP-projects in international practices. Case Studies.

Lecture/Seminar.

Summary. Key tendencies and the scope of PPP development in the world. Classifications of countries by PPP development level. PPP sector priorities in developed and developing countries. Special features of «PPP mature countries». Failed and terminated PPP projects.

Cases of successful and failed PPP projects in world practices.

- **Compulsory readings:**

The World Bank Group. *Public-Private Partnership. Reference Guide. Version 3.* Washington. 2017
<https://library.pppknowledgelab.org/documents/4699>

European Commission (2004). *Resource Book on PPP Case Studies.* Brussels, 2004

Asia-Pacific Economic Cooperation. *Infrastructure Public-Private Partnership Case Studies of APEC Member Economies.* Beijing, China, 2014

- **Further readings:**

Guidebook on Promoting Good Governance in Public-Private Partnerships. United Nations Economic Commission for Europe. Geneva, 2008

- **Internet resources:**

<http://ppi.worldbank.org/>

www.apec.org

http://europa.eu.int/comm/regional_policy/sources/docgener/guides/pppguide.htm

Topic 8. PPP practices in Russia.

Lecture.

Summary. The main areas of application of PPP in Russia. Current state and key trends of PPP development in Russia. PPP projects in the field of transport infrastructure of Russia. PPP projects in the housing and communal utilities sector. Main reasons for explosive growth of PPPs. PPP projects in the social sphere (healthcare, education, culture).

- **Compulsory readings:**

The Law on Public-Private Partnership: Application Guide. PPP Development Center, Ministry of Economic Development of the Russian Federation. Moscow 2015 (in Russian)

The practice of concession agreements' application for regional infrastructure development in Russia. Centre for Development of PPP, Trade Chamber of the Russian Federation. Moscow 2014

- **Further readings:**

“PPP- journal” (in Russian). 2014-2017.

- **Internet resources:**

<http://www.pppi.ru/content/upravlenie-sferoy-gchp-1>

<http://pppcenter.ru/analitika/>

www.pppjournal.ru

<http://ppi.worldbank.org/>

Topic 9. Problems and tasks of PPP in Russia

Summary. Lecture.

PPP limitations, pitfalls and complementary measures needed. PPP pitfalls: using PPP to bypass public financial management controls. PPP pitfalls: fiscal risk. Poor Planning and Project Selection.

Routine and systematic problems of PPP. Current economic situation in Russia and its influence on PPP development. Need for strategic approach toward PPP. Qualification of public-sector officials. Quality of PPP projects. Problems of corruption. Weaknesses of the current state-business relationship model.

- **Compulsory reading**

Assessment of the PPP development in Russia. Business Opinion. PPP Development Center, Trade Chamber of the Russian Federation. 2013 (in Russian)

- **Internet resources:**

<http://www.pppi.ru/>

<http://pppcenter.ru/en>

www.pppjournal.ru

Topic 10. Risks in PPP projects.

Seminar.

Summary.

Classifications of risks. Optimal risk allocation principle. Key stages of risk management. Risk identification. Risk assessment. Risk allocation. Risk Matrix. Risk treatment.

- **Compulsory readings:**

Guidelines for Successful Public – Private Partnerships. European Commission, 2003

http://www.google.ru/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0ahUKEwjw5NjW2tLQAhXqCpoKHcz5BZkQFggbMAA&url=http%3A%2F%2Fec.europa.eu%2Fregional_policy%2Fsource%2Fdocgener%2Fguides%2Fppp_en.pdf&usq=AFQjCNFqEoGsoCn5IUT0C3ToJFHCJY4Iag&bvm=bv.139782543,d.bGs&cad=rjt

OECD (2008). Public-Private Partnerships. In Pursuit of Risk Sharing and Value for Money.

http://www.oecd-ilibrary.org/governance/public-private-partnerships_9789264046733-en

- **Further readings**

A Guidebook on Public-Private Partnership In Infrastructure. United Nations Economic and Social Commission for Asia and the Pacific. Bangkok, 2010.

Delmon, Jeffrey. *Public-Private Partnership Projects in Infrastructure: An Essential Guide for Policy Makers*. Cambridge University Press, 2011

Public Private Partnerships: Risk Management. Department of Finance and Administration, Australian Government, 2006
http://www.finance.gov.au/procurement/docs/FMG_Risk_Management_FINAL.pdf

Public Private Partnerships Guidance Material: Risk Management. Department of State Development Queensland Government, 2002
http://www.coordinatorgeneral.qld.gov.au/library/pdf/ppp/ppp_guide_risk_management.pdf

Risk Distribution and Balance Sheet Treatment Practical Guide. European PPP Expertise Centre, November 2014

Topic 11. PPP Financial mechanisms.

Lecture.

Summary. The key models of PPP projects' financing. Sources and tools of financing. PPP project bankability. The main financial covenants.

Project financing and PPP. Basic principles, features. Differences from traditional corporate financing mechanisms. Advantages for investors and government bodies.

- **Compulsory readings:**

Yescombe, E. R. *Public-Private Partnerships: Principles of Policy and Finance*, 2nd edition, Elsevier Science, Oxford, 2013

The World Bank Group. *Public-Private Partnership. Reference Guide. Version 3*. Washington. 2017
<https://library.pppknowledgelab.org/documents/4699>

- **Further readings**

OECD (2008). *Public-Private Partnerships: In Pursuit of Risk Sharing and Value for Money*. Paris: Organisation for Economic Co-operation and Development.

The World Bank Group (2012). *Best Practices in Public-Private Partnerships Financing in Latin America: The Role of Subsidy Mechanisms*. Washington, DC: World Bank

OECD (2015). *Recommendation of the Council for Budgetary Governance*. Paris: Organisation for Economic Co-operation and Development.

Topic 12. Assessing PPP Projects. Value for Money.

Lecture/seminar.

Summary

Assessing PPP Project Feasibility and Economic Viability. Definition and purpose of the Public Sector Comparator (PSC). Basic Components of a PSC. PSC and quantitative assessment. Qualitative and broader value for money considerations. Disclosure of the PSC. Refining the PSC during the RFP Phase

- **Compulsory readings:**

Value-for-Money Analysis—Practices and Challenges: How Governments Choose When to Use PPP to Deliver Public Infrastructure and Services. World Bank Institute (WBI) and Public-Private Infrastructure Advisory Facility (PPIAF). Washington, D.C.2013.

<https://www.google.ru/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0ahUKEwiz9L711dLQAhWnA5oKHYYI0BJoQFggbMAA&url=https%3A%2F%2Fopenknowledge.worldbank.org%2Fbitstream%2Fhandle%2F10986%2F17622%2F840800WPOBox380ey0Analysis00PUBLIC0.pdf%3Bsequence%3D1&usg=AFQjCNHatR75GkNQNrBJrFAsEaeJLdNRIA&bvm=bv.139782543,d.bGs&cad=rjt>

- **Further readings:**

Australia, Infrastructure Australia (2008) National Public Private Partnership Guidelines: Volume 4: Public Sector Comparator Guidance, Canberra

<https://www.google.ru/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0ahUKEwjzmJqj1tLQAhWkZpoKHYESDZgQFggbMAA&url=https%3A%2F%2Finfrastructure.gov.au%2Finfrastructure%2Fngpd%2Ffiles%2FVolume-4-PSC-Guidance-Dec-2008-FA.pdf&usg=AFQjCNGe8LkJU2agy2CSS9Wpk141HDT8Lg&bvm=bv.139782543,d.bGs&cad=rjt>

OECD (2008). *Public-Private Partnerships: In Pursuit of Risk Sharing and Value for Money.* Paris: Organisation for Economic Co-operation and Development.

Philippe Burger and Ian Hawkesworth. *How To Attain Value for Money: Comparing PPP and Traditional Infrastructure Public Procurement.* OECD Journal on Budgeting. Vol.2011\1. OECD 2011

2.3. Exam Questions

1. Infrastructure gap as a feature of the modern world economy.
2. Basic models of the government-business relationship
3. Content analysis of the concepts of "collaboration", "cooperation" and "partnership".
4. Public-private partnership in the broad and narrow sense.
5. Infrastructure. The concept and basic. The correlation with the economy. The quality of infrastructure. Features of infrastructure projects. Global demand for investment in infrastructure. Current situation and development trends in Russia.
6. The treatment of PPP in international organizations and individual countries.
7. Key elements of PPP.
8. Institutional principles of PPPs.
9. PPP Connection with scientific theories.
10. The political and economic nature of the PPP (the main beneficiaries of the connection with the privatization)
11. Potential benefits of PPP for the state.
12. Potential benefits of PPP for the private sector.
13. World Bank' s classification of PPP forms.
14. Decode and comment on the contractual PPP model (BTO, DBFO, BOO, BOOT, BLOT).
15. Classification of countries by the level of PPP development.
16. The distinctive features of the countries belonging to the "advanced" category of PPP.
17. The main trends of PPP development in the world.
18. The scope of PPP development in the world. PPP sector priorities in developed and developing countries.
19. Key models of PPP legal regulation in the world.

20. Special PPP laws in world practices. Key provisions and sections.
21. Directions and forms of state support of PPP projects.
22. PPP indicative model of the United Nations.
23. Basic models of PPP governance. Advantages and disadvantages.
24. The scope of PPP controls abroad. The main types and functions.
25. Current situation and key trends in the development of PPP in Russia.
26. The forms of PPP in Russia.
27. PPP governance in Russia.
28. The role of the Ministry of Economic Development in PPP development in Russia.
29. Key activities of the Russian PPP development Center.
30. "PPP-Start" rating of Russian regions. The main evaluation criteria.
31. Russia's leading regions in PPP development.
32. PPP projects in transport of Russia.
33. PPP projects in housing and communal utilities sector.
34. PPP projects in the social sphere.
35. Legislative framework of PPP in the Russian Federation. The general and specific legislation.
36. FZ-115 "On Concession Agreements". Partners. Objects. Forms of payment for concession.
37. Major amendments to the concession law adopted in 2014 (a private initiative, the board of the grantor, the plurality of objects, a plurality of persons on the side of the grantor, additional guarantees to the concessionaire).
38. Reasons for FZ-224 "On the PPP, MPP in the Russian Federation."
39. Basic provisions of FZ-224 (purpose definition of PPP, the parties, the validity of restrictions for the private partner, the concept of "direct agreement", authorized bodies)
40. Principles of PPP (as in FZ-224).

2.4. Exam timing

- Fall semester tests – last week of December; exams January 10-25
- Spring semester tests – last week of May; exams June 1-25

2.5. Consolidated reading list (in alphabetic order)

A Guidebook on Public-Private Partnership in Infrastructure. United Nations Economic and Social Commission for Asia and the Pacific. Bangkok, 2010

<http://www.unescap.org/resources/guidebook-public-private-partnership-infrastructure>

Concession\PPP Laws Assessment 2011. Cover Analysis Report. European Bank for Reconstruction and Development. WS0101.14263639.1WS0101.14321938.1 May 2012.

Dedicated Public-Private Partnership Units: A Survey of Institutional and Governance Structures. Organization for Economic Co-Operation and Development. Paris, 2010

<https://ppp.worldbank.org/public-private-partnership/library/dedicated-public-private-partnership-units-survey-institutional-and-governance-structures-le>

Delmon, Jeffrey (2010) *Understanding Options for Private-Partnership Partnerships in Infrastructure*, Policy Research Working Paper 5173, World Bank, Washington, D.C.

Guidebook on PPP Frameworks in APEC Region. APEC Secretariat. Asia-Pacific Economic Cooperation, 2015.

Guidebook on Promoting Good Governance In Public-Private Partnerships. United Nations Economic Commission for Europe. United Nations, New York and Geneva, 2008
<http://www.unece.org/index.php?id=2147>

Infrastructure Public-Private Partnership Case Studies of APEC Member Economies. Asia-Pacific Economic Cooperation. Beijing, China, 2014

Guidebook on Promoting Good Governance in Public-Private Partnerships. United Nations Economic Commission for Europe. Geneva, 2008

Legal and Regulatory Issues Concerning Public-Private Partnerships. World Bank Group. 2016
<https://ppp.worldbank.org/public-private-partnership/legislation-regulation>

Organization of Economic Cooperation and Development. *Dedicated Public-Private Partnership Units: A Survey of Institutional and Governance Structures*, Paris, France, 2010

Practical Guide to Public-Private Partnership (PPP) Projects. Hong Kong Institute of Surveyors. Hong Kong SAR, China, 2009
<http://docplayer.net/10907771-Practical-guide-to-public-private-partnership-ppp-projects.html>

Public-Private Partnership Handbook. Asian Development Bank. Manila, 2008
<https://www.adb.org/documents/public-private-partnership-ppp-handbook>

The World Bank Group. *Public-Private Partnership. Reference Guide. Version 3*. Washington. 2017
<https://library.pppknowledgelab.org/documents/4699>

Public Private Partnership Units: Lessons for their Design and Use in Infrastructure. World Bank. 2007
<http://documents.worldbank.org/curated/en/220171468332941865/Public-private-partnership-units-lessons-for-their-design-and-use-in-infrastructure>

Yescombe, E. R. *Public-Private Partnerships: Principles of Policy and Finance*, 2nd edition, Elsevier Science, Oxford, 2013

Final Remarks

- Plagiarism is considered as a severe violation and as an indication of incompetence in the course. Plagiarism is understood as making of one's text using compilation method for other people's publications, even connected with own phrases and sentences. Collective performance of individual tasks is also unacceptable. Proved plagiarism an F-mark is given regardless of the fulfillment of all other requirements.
- Assignments are to be handed in on the due date. Late submissions will translate into the lowering of the grade by 1/3 of a grade for each day of delay.
- Students are asked to keep a copy of all work submitted for evaluation.