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PPPIRC is now

PPPLRC

PUBLIC-PRIVATE PARTNERSHIP LEGAL RESOURCE CENTER

2018 REPORT



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“The PPPIRC (PPPLRC) website is terrific, and I recommend it to my students.
You and colleagues have really done a fabulous job”

Attorney and Independent Development Finance Consultant
Specializing in financing in emerging markets

Principal Counsel (Retired 2010) IFC - International Finance Corporation

“Several people asked to get access to more resources about PPP-arrangements, including for example sample bidding/contract documents. For this I would like to refer you to my colleague Vicky Delmon ...and point you to a great resource available on-line for free.

“The PPP Infrastructure Resource Center website (now PPP Legal Resource Center) contains guidance and sample bidding documents, especially for small-scale PPP in rural water. You will also find a toolkit on the website,...Information on water regulation and small water providers can also be found there.”

Sr. Water and Sanitation Specialist
World Bank Water Group





Public-Private Partnership Legal Resource Center (**PPPLRC**)

2018 REPORT

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EXECUTIVE SUMMARY

We are excited to bring to you the 2018 Report for the renamed PPP Legal Resources Center (formerly known as PPPIRC). This change in name was driven by a recognition that the site's focus is primarily around legal resources such as precedent laws, regulations, policies and contracts. The name change also allows PPPLRC to stand out and differentiate itself from other PPP online resources that have come into being in recent years.

The team made an effort to ensure that the name change did not disrupt the services that the site provides. In 2018, the site continued to get high traffic, including 1,400,736 views over 596,584 unique visitors. Close to 210,000 visitors had an "interaction" with the site, such as downloading a document, or visiting multiple pages, and over 230 countries or regions were represented.

With regards to new content, 2018 saw the full launch of the Small-and-Medium Enterprises (SMEs) and PPPs page, which showcases legal frameworks, procurement criteria, contractual obligations, local content rules and promotion of SMEs by larger investors. 2018 also saw the release of a new Legal Issues in Pro-Poor PPPs section, which includes a discussion of different mechanisms to ensure that PPPs serve the poor, such as subsidies, pro-poor connection policies, output-based aid, innovations in billing and collecting, and ways to bring in community involvement. In recognition of increasing interest in PPPs in China, the PPPLRC translated several key sections into Chinese. Finally, the renewable energy section was significantly updated, and the information there will eventually comprise part of the upcoming section on Climate Smart PPPs.

Also coming in 2019 is a new section on PPPs in Fragile and Conflict-Affected States, and refreshed sections on gender and PPPs and on financing and ancillary agreements. The PPPLRC secured multi-year support from the Public-Private Infrastructure Advisory Facility (PPIAF) and additional partnerships, such as with the ALSF Academy, are currently being explored.

WEBSITE PERFORMANCE HIGHLIGHTS:

Pageviews

1,400,736

Visits

791,125

Unique Visitors

596,584



The name change provided an opportunity for the team to take a critical assessment of the site from a usability perspective. A technical audit was conducted to understand where there may be issues with navigation, searches, and presentation, so that users can find similar documents more easily. The technical audit will also improve the back-end content development so that pages can be uploaded more efficiently.

The PPPLRC would like to take this opportunity to thank its partners and readers for their support. We look forward to another successful year.

Warmest regards,
Victoria Delmon and Jenny Chao
TTLs of PPPLRC

NA: 144,990

ECA: 154,302

MENA: 37,314

EAP: 147,113

SSA: 95,613

SA: 104,062

LAC: 106,474

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OVERVIEW OF PROJECTS

Development of Section on Community & Pro-Poor PPPs



Without explicit performance targets or innovative approaches, service providers, and in particular private sector providers, often fail to focus on access to services for the poor. In 2018, the PPPLRC launched a new section that outlined mechanisms and solutions that can support services delivery to the poor. The section covers the key issues in services delivery to the poor - such as monopoly of service providers, legal status of informal settlements, ad hoc delivery of services, tariffs, billing and collection, inappropriate engineering standards, and other issues. The section also discusses solutions, including through laws, policies, and performance based contractual clauses, as well as through other mechanisms such as subsidies, output-based aid, and innovations in billing and collection.

Development of the PPPLRC's New Chinese Section



Given the increased interest in PPPs in China and the flurry of new legislation relating to PPPs in China, the PPPLRC continued its translation of selected key pages into Chinese to promote increased accessibility to the site. Currently approximately 44 pages have already been translated in Chinese and more are being added in the PPPLRC website over the course of 2019. The website likewise saw a 93% increase in visits from China during the Reporting Period. *(Please refer to the Annex for more details on the translated sections.)*

Launch of the Country Legal Snapshot with ALSF



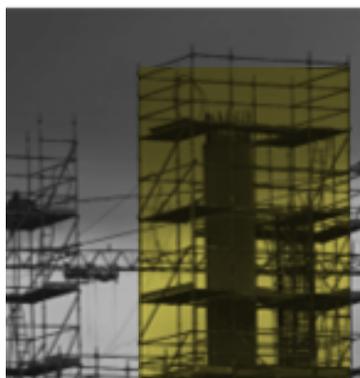
Starting from 2017, the PPPLRC has been collaborating with the African Legal Support Facility (ALSF) to develop summaries of the PPP legal framework in countries around the world. 2018 saw continued promotion of these pages as well as the addition of new countries. All snapshots are showcased on the "Public-Private Partnerships Laws / Concession Laws" page of the PPPLRC. Each snapshot features a 2-3 page summary of the key components of the PPP legal framework in a given country, including definition of PPP, key principles, institutional framework, procurement and approvals process, rights and obligations of each party, applicable law and disputes resolution, which allow the reader to gain a quick understanding of the basic PPP legal framework. The snapshots provide cross-referencing to the specific sections of the law for further information, and are available in two languages, English and French.

Collating Materials on Clean Technology & Climate Smart(Climate Resilient) PPPs



The field of renewable energy and climate resilient infrastructure continues to evolve rapidly as technological change drive costs down while advances in our understanding of climate science increases the urgency of the situation. While the PPPLRC has had a renewable energy and clean technology section for many years, it is important to keep it updated and relevant. In 2018 the renewable energy pages were completely redone with dozens of new links and resources. Over the next FY, the team will expand the section to include sample documents and clauses on incentivizing climate resilience for PPPs in all sectors, cumulating in a new section on Climate Smart PPPs to be launched in 2019.

Development of Page on Supplemental & Ancillary Legal Agreements



Through Maximizing Finance for Development (MFD), the World Bank Group has committed to conserving scarce public resources and leveraging private sector investment where feasible. The PPPLRC is well-placed to provide resources guiding practitioners relating to MFD projects. The site already provides an overview of project financing mechanisms and the related legal structures and documents. A suite of sample documents on supplemental and ancillary documents to a PPP contractual package, including direct agreements, leases, and guarantees are being developed by the team. These will soon be available online, along with term sheets for direct agreements and guarantees that have also been specially developed for the site. In addition, more materials on issues such as government guarantees and debt sustainability will be added in 2019.

Development of Pages on PPPs in FCS



Fragile and Conflict-Affected States could benefit from PPPs, especially in light of the fact that the Government often is not able to provide basic infrastructure services. However, such PPPs face some unique challenges - such as an insecure operating environment, which must be addressed for the PPP to be successful. This new section of the PPPLRC developed in 2018 and to be launched in 2019 will examine some of these challenges and discuss ways to mitigate them. Topics to be considered include the role of multilateral development banks or other bilateral or non-profit actors, the role of local sponsors, security concerns and unique aspects of risk allocation in the contract. The new section will also draw on examples and case studies of PPPs in FCS countries.

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CONTENT DEVELOPMENT & COLLABORATIONS

Document Uploads



Over **600 documents** were uploaded/updated in the PPPLRC between July 1, 2017 to June 30, 2018. These newly uploaded/updated resources included **56 sample agreements, 168 draft laws and regulations, 34 checklists and toolkits, and 326 PPP references.**

Site Maintenance



PPPLRC received a total of **1,510 queries** through the PPPLRC helpdesk for 2018. The team continues to respond to them or refer them to relevant parties. Fixing broken links systematically, improving site functionalities as well as reviewing the user-ability and responsiveness of PPPLRC's mobile site continue to be priorities for the group. A thorough audit of the site was initiated during the end of 2018 and the findings from this exercise along with the feedback the team received during user engagement will serve as a good point of reference for the enhancements planned for the site during 2019.

Partner Collaboration & Initiatives



The team continues to collaborate with the Knowledge Lab on its content development, and to find linkages between the two sites, such as sharing information on the country pages. PPPLRC also likewise continues to work closely with PPIAF in linking relevant documents to each other's site. With PPIAF continued generous support, more materials focused on fragile and conflict states and PPPs, as well as climate smart PPPs will be developed and added to the site. The PPPLRC remains grateful for the continued financial support as well as support in-kind from ALSF. Discussions are currently underway for ALSF and PPPLRC to collaborate on the ALSF Academy, a platform for capacity building around PPPs.

Linking to IPG & Other Partners



Besides our collaboration with internal sites such as the Knowledge Lab and the new MFD site, the PPPLRC have also linked to the outputs of our key supporters such as PPIAF and ALSF. The site had also been linking to and supporting the work of the broader Infrastructure, PPPs and Guarantees (IPG) Group such as on the Standard Contractual Provisions initiative and Benchmarking PPP Procurement. Finally, the PPPLRC remains in close collaboration with the Global Infrastructure Hub (GIH) on their flagship products such as Risk Allocation in PPPs.

LOOKING FORWARD

PARTNER COLLABORATION & INITIATIVES



In 2019, PPPLRC is planning to launch new thematic sections on Climate-Smart PPPs, incorporating the renewable energy section that was updated recently along with additional materials relating on how to include resilience and climate mitigation in PPPs. 2019 will also see the launch of the new PPPs in Fragile and Conflict-Affected States section, a revamped Gender and PPPs section, and the launch of additional documents on the Financing Documents section of the site.

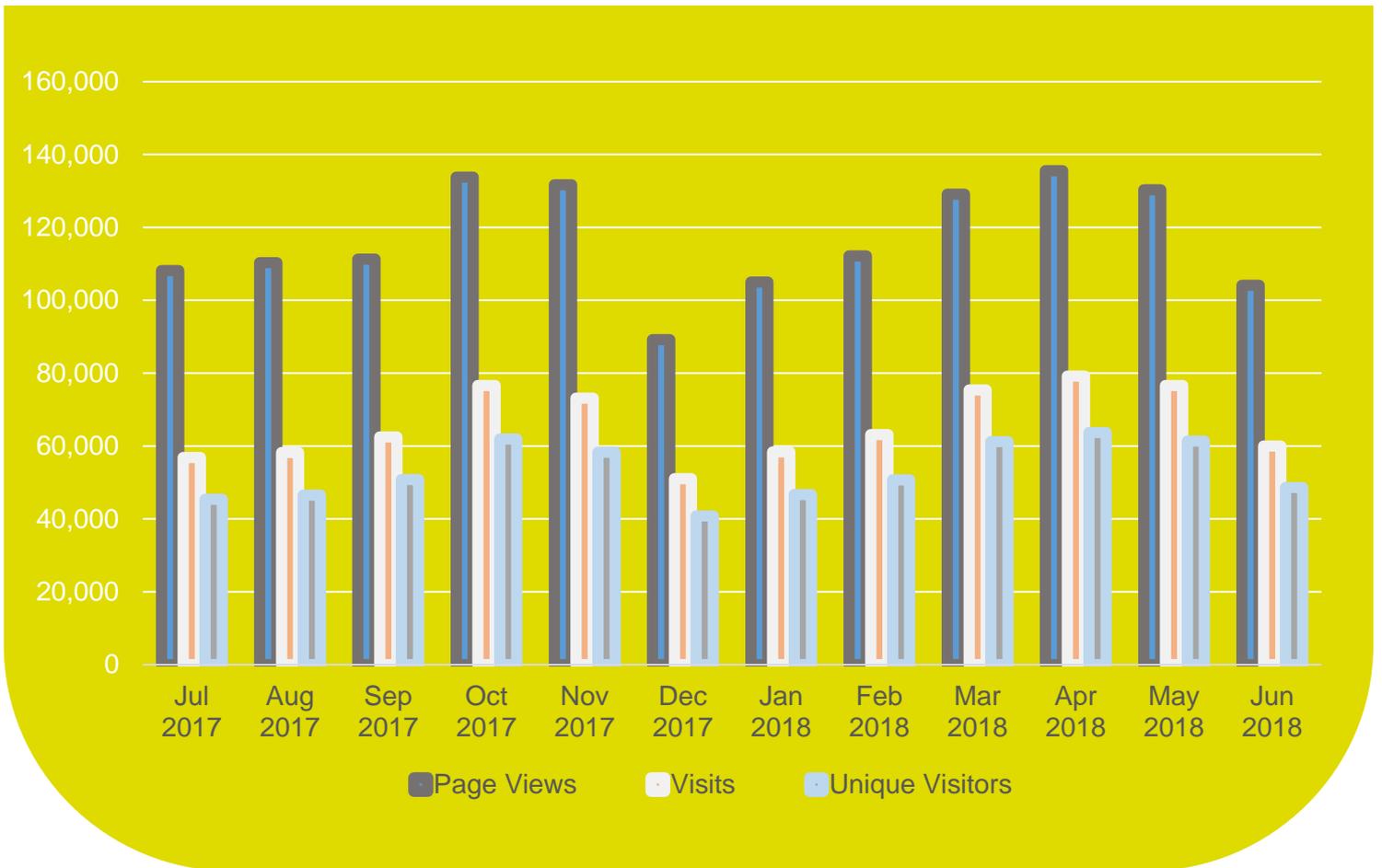
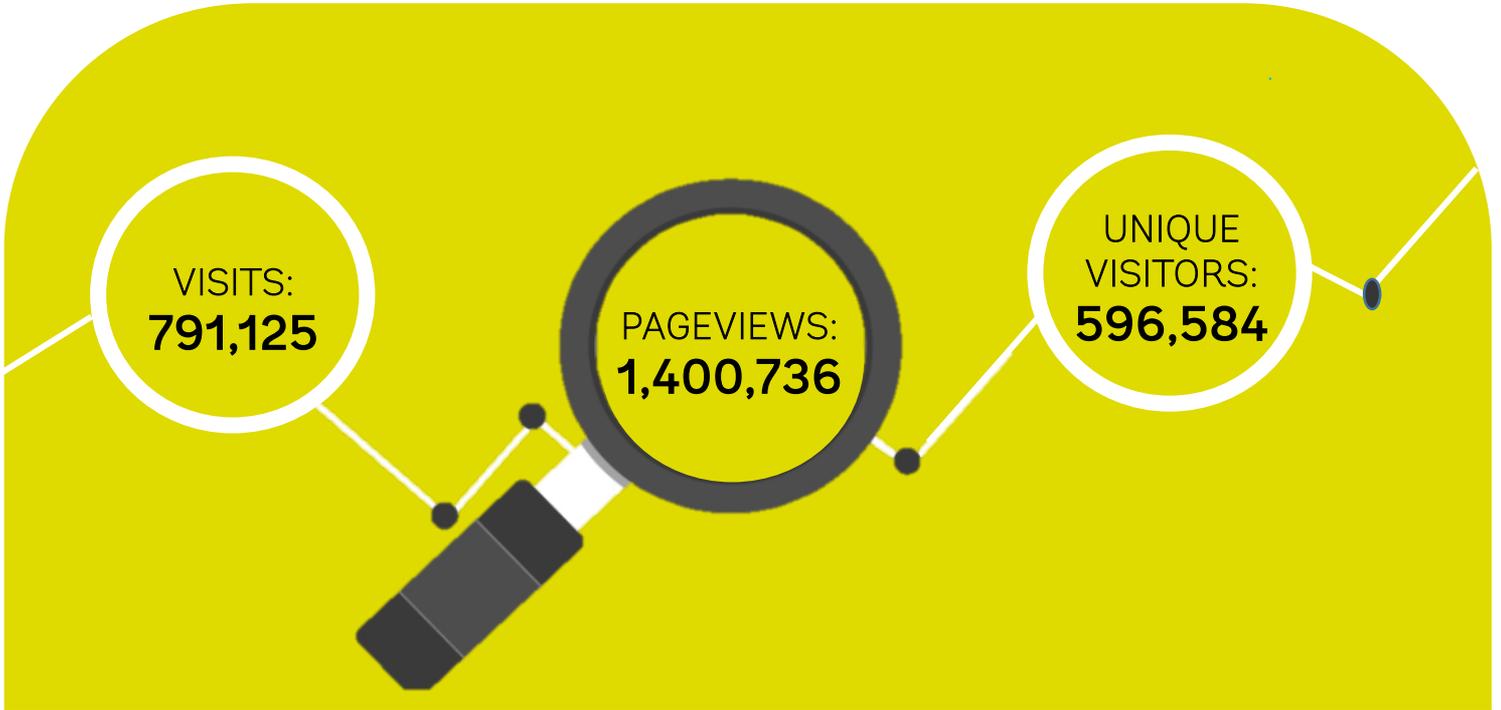
Going forward, the PPPLRC will be updating the telecommunications and ICT pages to reflect advances in this field in recent years, as well as enhancing the arbitration and disputes resolution section of the site.

The team will continue to pursue initiatives with our partners, such as potential contributions to the ALSF Academy. The team also plans to collaborate more within WBG, in particular with the Climate and FCS teams, aligning with PPIAF initiatives and the Knowledge Lab on cross-promotion and potentially, while continuing to develop and promote materials from our existing partners.



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KEY METRICS



WEBSITE ENGAGEMENT

How frequent do users return to the PPPLRC?

26%↑

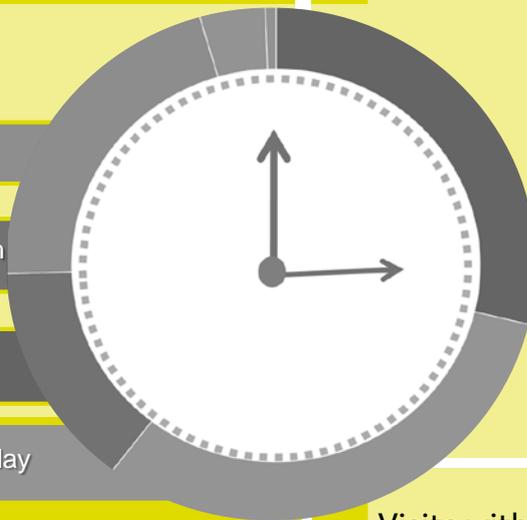
of total visits to the site were return visits

15% within the year

14% within the month

23% within the week

48% Return within the same day



How & how long do they remain engaged?

Time Spent:

- 61% of visitors stay on the site for up to 5 minutes
- 14% remain logged on for 5 to 10 minutes
- While 25% of users are continuously logged on for up to 30 minutes to over an hour.

What devices do they use to access the site?

82%

of total views in 2018



2%

of total views in 2018



16%

of total views in 2018



- Upgrades are being implemented to make PPPLRC more mobile-friendly to cater to the increasing number of users who are accessing the site through mobile devices

Visits with Events:



207,198

total visits with events for 2018.

- The PPPLRC saw **493,056 downloads**, a 6% increase and surpassing overall expectations for 2018.
- 17,498 of the websites total events led to PPIAF pages, and almost 7,000 referred to ALSF

Engagement via Email:

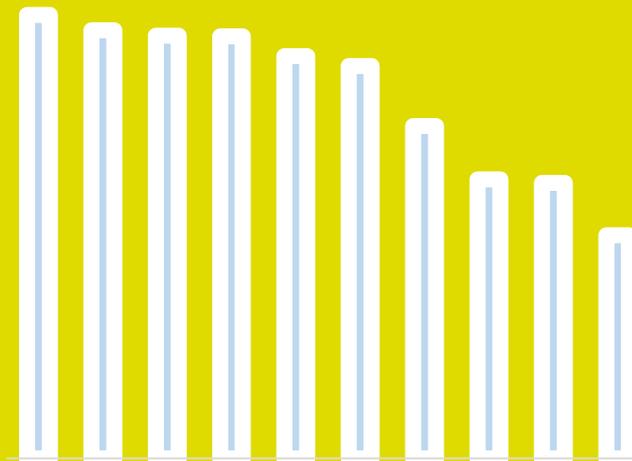


- The PPPLRC team received over **1,510 emails** during the Reporting Period.
- Majority of these emails are enquiries and feedback on specific content found in the website, suggestions on additional content, or even submission of new content and resources. The team had also received several subscription requests to the PPPIRC's mailing list.

Where do our users go?

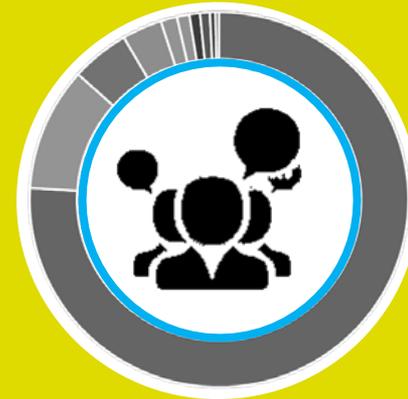
Most Viewed Pages:

- **12%** of these most visited sections were pages in languages other than English, mostly Spanish.



Sample Force Majeure Clauses | Public private partnership
 Key Features of Common Law or Civil Law Systems | Public private...
 Power Purchase Agreements (PPAs) and Energy Purchase...
 Concessions Build-Operate-Transfer (BOT) and Design-Build-Operate...
 Características Claves entre los Sistemas de Common Law y Derecho...
 What are Public Private Partnerships? | Public private partnership
 Government Objectives: Benefits and Risks of PPPs | Public private...
 PPP Arrangements / Types of Public-Private Partnership
 ¿Qué son las asociaciones público-privadas? | Public private...

Which language are they using?



Languages Report:

English:	958,723
Spanish:	119,239
French:	62,384
Chinese:	54,203 (↑)
German:	15,030
Portuguese:	12,309
Japanese:	10,324
Italian:	10,179
Dutch:	5,124
Russian:	3,963

*The Languages Report captures the default browser language setting and displays those most used or preferred language by visitors to a website.

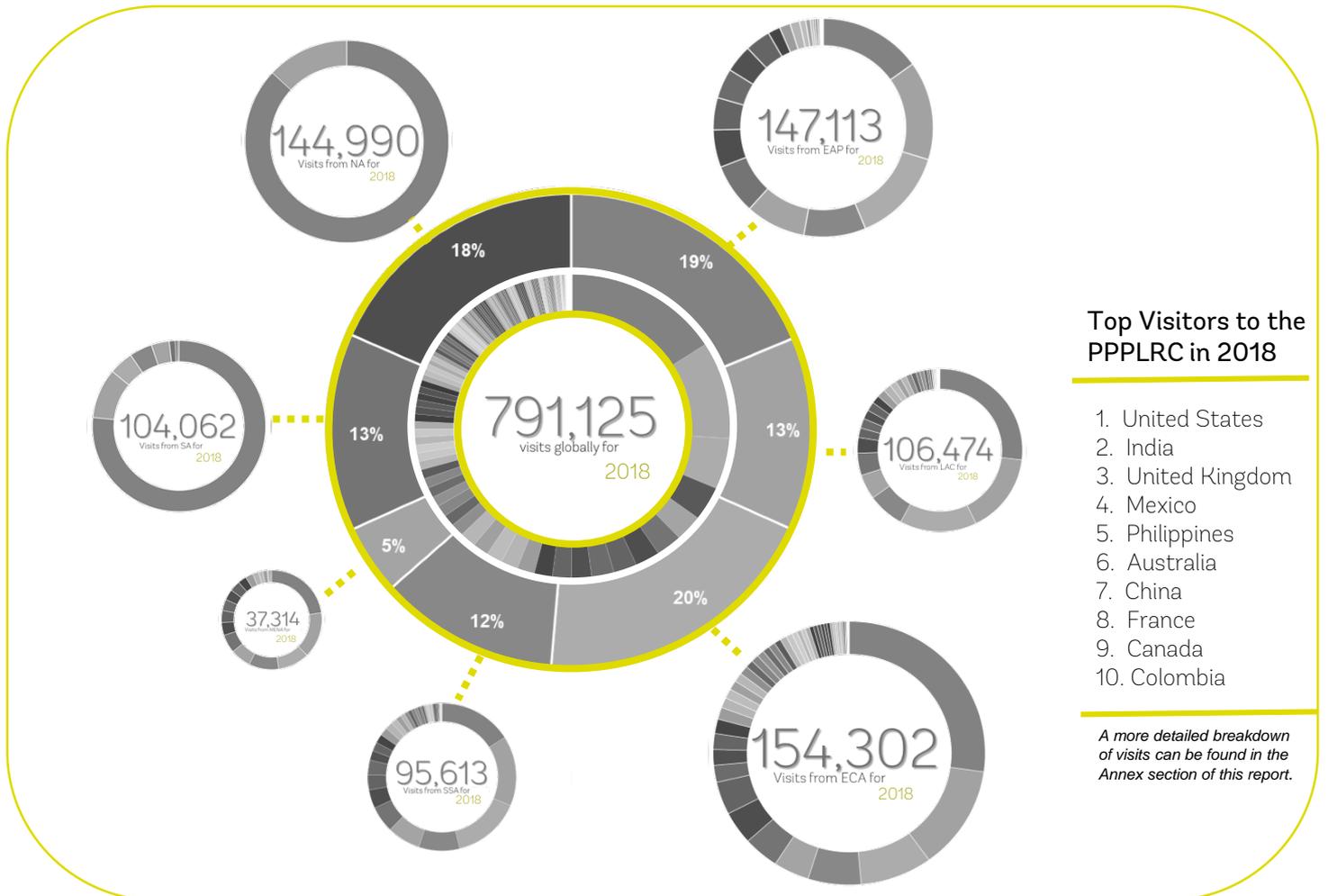
How do they get to the site?

Top Referrer

- While in most instances (86%), visits to the site were referrals from search engines, particularly through Google (93% of total search engine referral to the site), the number of loyal users directly typing out the URL or had the PPPLRC bookmarked still remained at a healthy rate of 12% (↑ from 10% in 2017).



DEMOGRAPHIC PROFILE



VISITS FROM EAST ASIA PACIFIC (EAP) : 147,113 or 19% of total visits

- The Philippines (22,215 visits) led the list of EAP countries with the highest traffic to the site in 2018 slightly surpassing Australia (21,527). They were followed by China (↑: 20,569, a notable 93% increase from the 10,655 visits in 2017), Malaysia (↑:13,409), and Singapore (13,042). These countries have consistently topped the list of visitors from EAP in the past four years.
- Indonesia (↑:10,920), Hong Kong (8,174), South Korea (6,999), Japan (6,522), Vietnam (6,015), Thailand (5,511), remained among the 10 top sources of website traffic from the region during the Reporting Period.

VISITS FROM SOUTH ASIA (SA) : 104,062 or 13% of total visits

- India continued to top the list of visits from South Asia in 2018 (↑:79,707). Pakistan (9,787), Bangladesh (4,760), Sri-Lanka (↑: 4,422) and Nepal (↑:3,497) completed the list of top contributor from the region.

VISITS FROM EUROPE AND CENTRAL ASIA (ECA): 154,302 or 20% of total visits

- The United Kingdom (↑: 42,090) led the list of visitors from the ECA region, followed by France (↑:19,661), Spain (13,231), Germany (9,727) and the Netherlands (6,547).

VISITS FROM SUB-SAHARAN AFRICA (SSA): 95,613 or 12% of total visits

- Nigeria (15,270), Kenya (14,693), South Africa (14,234), Tanzania (↑:8,446), Ghana (↑:6,977) and Uganda (↑: 5,513) continued to top the list of visits from the region in 2018. While Zambia (↑: 3,852), Ethiopia (↑:3,171), Zimbabwe (↑:3,100) and Cameroon (2,007) remained strong.
- Continued growth was likewise seen in Rwanda, Namibia, Cote d'Ivoire, Mauritius, Burkina Faso

VISITS FROM THE MIDDLE EAST & NORTH AFRICA (MENA): 37,314 or 5% of total visits

- UAE (8,475) had the most visits from the MENA region during the Reporting Period. Saudi Arabia (5,552), Iran (3,813), Egypt (3,568) and Morocco (↑:2,472), followed the United Arab Emirates in the list of countries with most visits from the region in 2018.

VISITS FROM LATIN AMERICA AND THE CARIBBEAN (LAC): 106,474 or 13% of total visits

- Mexico continued to top the visits list from LAC during the Reporting Period with 28,650 visits in 2018.
- Colombia (16,919), Peru (↑:16,070), Argentina (↑: 7,655), Ecuador (5,264) and Brazil (4,695) continued to be strong.

VISITS FROM NORTH AMERICA (NA) : 144,990 or 18% of total visits

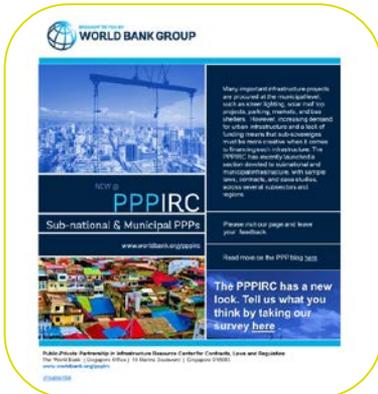
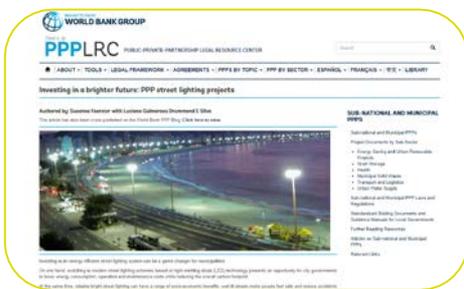
- A great majority of visits from the region come from the United States. U.S. remained the top overall contributor of traffic to the site with 126,011 visits in 2018.
-

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OUTREACH & PROMOTION

The PPPLRC team continued to collaborate within IPG team and other colleagues in the bank, as well as law firms on its publications and blogs. The team also remained active in the digital space, connecting with the site's users through emailers/e-newsletters .

The PPPLRC was also promoted at events, forums and discussions, including the recent International Project Finance Association Asia's MFD event, Asia Water Week, as well as the Singapore Infrastructure Finance Summit – during which the Singapore IPG team hosted a booth to promote various IPG Resources, including the PPPLRC. Marketing materials promoting the site were likewise disseminated during the Global Infrastructure Connectivity Alliance First Annual Meeting held in Paris, France.





ANNEX



ANNEX 1

Overall Visits to the PPPLRC in 2018:



- United States : 126,011
- India : 79,707
- United Kingdom : 42,090
- Mexico : 28,650
- Philippines : 22,215
- Australia : 21,527
- China : 20,569
- France : 19,661
- Canada : 18,897
- Colombia : 16,919
- Peru : 16,070
- Nigeria : 15,270
- Kenya : 14,693
- South Africa : 14,234
- Malaysia : 13,409
- Spain : 13,231
- Singapore : 13,042
- Indonesia : 10,920
- Pakistan : 9,787
- Germany : 9,727
- United Arab Emirates : 8,475
- Tanzania : 8,446
- Hong Kong : 8,174
- Argentina : 7,655
- South Korea : 6,999
- Ghana : 6,977
- Netherlands : 6,547
- Italy : 6,545
- Japan : 6,522
- Turkey : 6,221
- Russian Federation : 6,221
- Viet Nam : 6,015
- Saudi Arabia : 5,552
- Uganda : 5,513
- Thailand : 5,511
- Ecuador : 5,264
- Bangladesh : 4,760
- Brazil : 4,695
- Sri Lanka : 4,422
- Zambia : 3,852
- Iran (Islamic Republic of) : 3,813
- Egypt : 3,568
- Nepal : 3,497
- Chile : 3,284
- Switzerland : 3,196
- Ethiopia : 3,171
- Zimbabwe : 3,100
- Belgium : 3,002
- Ukraine : 2,969
- Ireland : 2,756
- Myanmar : 2,670
- Morocco : 2,472
- New Zealand : 2,358
- Poland : 2,260
- Lebanon : 2,225
- Trinidad and Tobago : 2,166
- Taiwan : 2,076
- Dominican Republic : 2,035
- Cameroon : 2,007
- Greece : 1,928
- Jamaica : 1,919
- Panama : 1,918
- Rwanda : 1,858
- Namibia : 1,828
- Sweden : 1,820
- Denmark : 1,759
- Cote D'Ivoire : 1,726
- Costa Rica : 1,711
- Bolivia : 1,706
- Portugal : 1,703
- Austria : 1,665
- Guatemala : 1,642
- Mauritius : 1,559
- Qatar : 1,547
- Oman : 1,461
- Romania : 1,452

- Romania : 1,452
- Kazakhstan : 1,407
- Venezuela : 1,389
- Israel : 1,365
- Cambodia : 1,333
- Finland : 1,313
- Tunisia : 1,301
- Jordan : 1,280
- Luxembourg : 1,279
- Albania : 1,251
- Serbia : 1,248
- Senegal : 1,219
- El Salvador : 1,219
- Norway : 1,215
- Puerto Rico : 1,166
- Afghanistan : 1,163
- Honduras : 1,162
- Georgia : 1,157
- Botswana : 1,136
- Kuwait : 1,024
- Paraguay : 1,009
- Mongolia : 985
- Czech Republic : 951
- Algeria : 926
- Burkina Faso : 909
- Haiti : 833
- Somalia : 825
- Hungary : 808
- Uzbekistan : 804
- Uruguay : 801
- Sierra Leone : 784
- Bulgaria : 774
- Lithuania : 766
- Malawi : 731
- Bahrain : 728
- Barbados : 714
- Armenia : 703
- Latvia : 630
- Madagascar : 630
- Papua New Guinea : 625
- Azerbaijan : 594
- Cyprus : 561
- Croatia : 555
- Nicaragua : 522
- Iraq : 514
- Malta : 513
- Fiji : 482
- Slovakia (Slovak Republic) : 474
- Brunei Darussalam : 471
- Belarus : 463
- Liberia : 462
- Sudan : 449
- Benin : 428
- Mozambique : 421
- Lao Peoples Democratic Republic : 415
- Maldives : 414
- Swaziland : 408
- Palestinian Territories : 401
- Slovenia : 390
- Guyana : 382
- Democratic Republic of The Congo : 379
- Bosnia and Herzegovina : 371
- Estonia : 356
- Bahamas : 328
- Macedonia : 319
- Bhutan : 312
- Kyrgyzstan : 311
- Angola : 308
- Guinea : 300
- Gambia : 298
- Lesotho : 284
- Togo : 267
- Mali : 267
- Saint Lucia : 231
- Moldova : 226
- Gabon : 223
- Belize : 199

- Iceland : 193
- Suriname : 186
- Vanuatu : 161
- Cayman Islands : 161
- Libyan Arab Jamahiriya : 158
- Macau : 156
- Djibouti : 150
- Seychelles : 142
- Reunion : 140
- Niger : 133
- Yemen : 130
- Mauritania : 124
- Congo : 124
- Solomon Islands : 116
- Syrian Arab Republic : 112
- Burundi : 110
- Cuba : 110
- Antigua and Barbuda : 109
- South Sudan : 108
- Montenegro : 95
- Timor-Leste : 89
- Saint Vincent and The Grenadines : 86
- Cape Verde : 85
- Bermuda : 82
- Tajikistan : 81
- Jersey : 77
- Grenada : 76
- Aruba : 70
- Curacao : 67
- Guam : 58
- Martinique : 54
- Samoa : 49
- Guernsey : 48
- Monaco : 48
- Dominica : 46
- Anguilla : 41
- Isle of Man : 40
- Chad : 38
- Guadeloupe : 37
- Tonga : 32
- Gibraltar : 32
- Andorra : 31
- US Virgin Islands : 29
- Equatorial Guinea : 29
- Cook Islands : 29
- Turkmenistan : 29
- Sint Maarten : 29
- New Caledonia : 28
- French Polynesia : 24
- Kiribati : 23
- Central African Republic : 21
- Federated States of Micronesia : 20
- Sao Tome and Principe : 18
- Palau : 18
- Turks and Caicos Islands : 16
- Saint Kitts and Nevis : 16
- British Virgin Islands : 14
- French Guiana : 12
- Guinea-Bissau : 12
- Liechtenstein : 10
- Europe (Unknown Country) : 9
- Northern Mariana Islands : 9
- Unspecified Countries / Territories : 9
- Comoros : 7
- Mayotte : 6
- Nauru : 6
- American Samoa : 6
- Bonaire/Sint Eustatius/Saba : 5
- Montserrat : 4
- Holy See (Vatican City State) : 4
- Marshall Islands : 4
- San Marino : 4
- Faroe Islands : 3
- Saint Barthelemy : 2
- Eritrea : 2

ANNEX 1.1

ANNEX 2

Visits from East Asia Pacific (EAP) in 2018:



■ Philippines:	22,215
■ Australia:	21,527
■ China:	20,569
■ Malaysia:	13,409
■ Singapore:	13,042
■ Indonesia:	10,920
■ Hong Kong:	8,174
■ South Korea:	6,999
■ Japan:	6,522
■ Vietnam:	6,015
■ Thailand:	5,511
■ Myanmar:	2,670
■ New Zealand:	2,358
■ Taiwan:	2,076
■ Cambodia:	1,333
■ Mongolia:	985
■ Papua New Guinea:	625
■ Fiji:	482
■ Brunei Darussalam:	471
■ Lao Peoples Democratic Republic:	415
■ Vanuatu:	161
■ Macau:	156
■ Solomon Islands:	116
■ Timor-Leste:	89
■ Guam:	58
■ Samoa:	49
■ Tonga:	32
■ New Caledonia:	28
■ French Polynesia:	24
■ Kiribati:	23
■ Federated States of Micronesia:	20
■ Palau:	18
■ Northern Mariana Islands:	9
■ Nauru:	6
■ Marshall Islands:	4
■ Tuvalu:	1
■ North Korea:	1

ANNEX 2.1

Visits from South Asia (SA) in 2018:



- India: 79707
- Pakistan: 9787
- Bangladesh: 4760
- Sri Lanka: 4422
- Nepal: 3497
- Afghanistan: 1163
- Maldives: 414
- Bhutan: 312

ANNEX 2.2

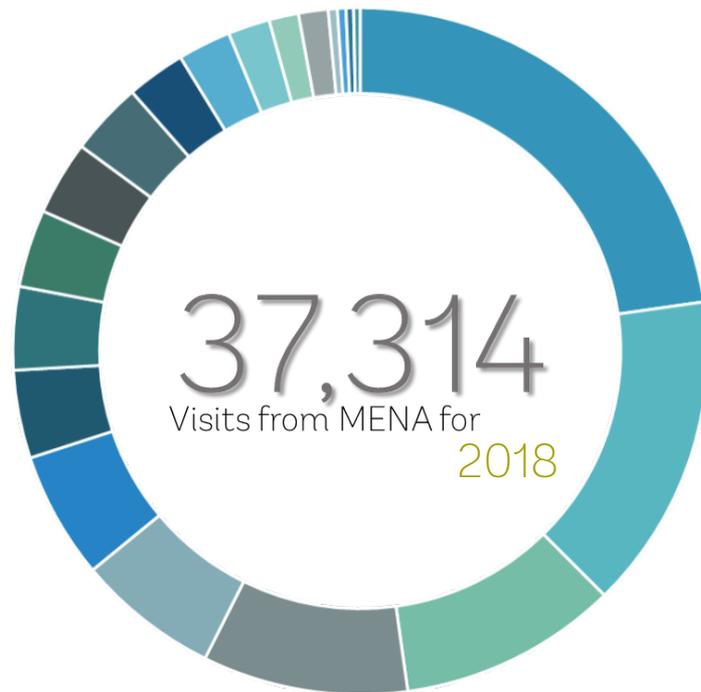
Visits from Sub-Saharan Africa (SSA) in 2018



■ Nigeria : 15,270	■ Democratic Republic of The Congo : 379
■ Kenya : 14,693	■ Angola : 308
■ South Africa : 14,234	■ Guinea : 300
■ Tanzania : 8,446	■ Gambia : 298
■ Ghana : 6,977	■ Lesotho : 284
■ Uganda : 5,513	■ Togo : 267
■ Zambia : 3,852	■ Mali : 267
■ Ethiopia : 3,171	■ Gabon : 223
■ Zimbabwe : 3,100	■ Africa (Unspecified/ Other Territories) : 147
■ Cameroon : 2,007	■ Seychelles : 142
■ Rwanda : 1,858	■ Niger : 133
■ Namibia : 1,828	■ Congo : 124
■ Cote D Ivoire : 1,726	■ Mauritania : 124
■ Mauritius : 1,559	■ Burundi : 110
■ Senegal : 1,219	■ South Sudan : 108
■ Botswana : 1,136	■ Cape Verde : 85
■ Burkina Faso : 909	■ Chad : 38
■ Somalia : 825	■ Equatorial Guinea : 29
■ Sierra Leone : 784	■ Central African Republic : 21
■ Malawi : 731	■ Sao Tome and Principe : 18
■ Madagascar : 630	■ Guinea-Bissau : 12
■ Liberia : 462	■ Comoros : 7
■ Benin : 428	■ Eritrea : 2
■ Mozambique : 421	
■ Swaziland : 408	

ANNEX 2.3

Visits from the Middle East and North Africa (MENA) in 2018



- United Arab Emirates: 8,475
- Saudi Arabia: 5,552
- Iran (Islamic Republic of): 3,813
- Egypt: 3,568
- Morocco: 2,472
- Lebanon: 2,225
- Qatar: 1,547
- Oman: 1,461
- Israel: 1,365
- Tunisia: 1,301
- Jordan: 1,280
- Kuwait: 1,024
- Algeria: 926
- Bahrain: 728
- Iraq: 514
- Malta: 513
- Libyan Arab Jamahiriya: 158
- Djibouti: 150
- Yemen: 130
- Syrian Arab Republic: 112

ANNEX 2.4

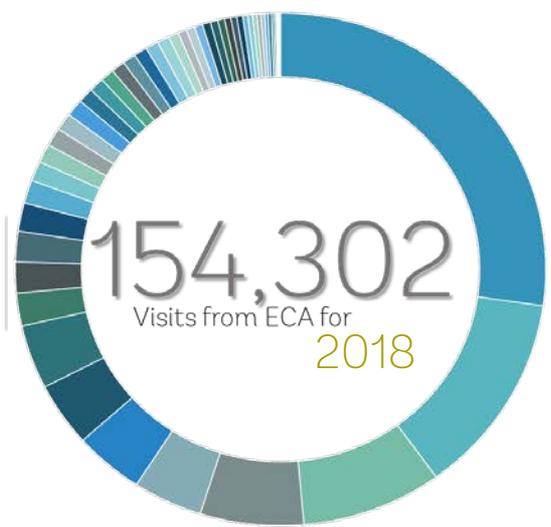
Visits from Latin America and the Caribbean (LAC) in 2018:



- Mexico: 28,650
- Colombia: 16,919
- Peru: 16,070
- Argentina: 7,655
- Ecuador: 5,264
- Brazil: 4,695
- Chile: 3,284
- Dominican Republic: 2,035
- Dominican Republic: 2,035
- Jamaica: 1,919
- Panama: 1,918
- Costa Rica: 1,711
- Bolivia: 1,706
- Guatemala: 1,642
- Venezuela: 1,389
- El Salvador: 1,219
- Puerto Rico: 1,166
- Honduras: 1,162
- Paraguay: 1,009
- Haiti: 833
- Uruguay: 801
- Barbados: 714
- Nicaragua: 522
- Guyana: 382
- Bahamas: 328
- Saint Lucia: 231
- Belize: 199
- Suriname: 186
- Cayman Islands: 161
- Cuba: 110
- Antigua and Barbuda: 109
- Saint Vincent and The Grenadines: 86
- Grenada: 76
- Aruba: 70
- Curacao: 67
- Dominica: 46
- US Virgin Islands: 29
- Sint Maarten: 29
- Saint Kitts and Nevis: 16
- Turks and Caicos Islands: 16
- British Virgin Islands: 14
- Saint Martin: 1

ANNEX 2.5

Visits from Europe and Central Asia (ECA) in 2018



United Kingdom: 42,090	Albania: 1,251	Macedonia: 319
France: 19,661	Serbia: 1,248	Kyrgyzstan: 311
Spain: 13,231	Norway: 1,215	Moldova: 226
Germany: 9,727	Georgia: 1,157	Iceland: 193
Netherlands: 6,547	Czech Republic: 951	Montenegro: 95
Italy: 6,545	Hungary: 808	Tajikistan: 81
Russian Federation: 6,221	Uzbekistan: 804	Monaco: 48
Turkey: 6,221	Bulgaria: 774	Guernsey: 48
Switzerland: 3,196	Lithuania: 766	Isle of Man: 40
Belgium: 3,002	Armenia: 703	Gibraltar: 32
Ukraine: 2,969	Latvia: 630	Andorra: 31
Ireland: 2,756	Azerbaijan: 594	Turkmenistan: 29
Poland: 2,260	Cyprus: 561	Liechtenstein: 10
Greece: 1,928	Croatia: 555	Europe (Unspecified Countries/ Territories): 9
Sweden: 1,820	Slovakia (Slovak Republic): 474	San Marino: 4
Denmark: 1,759	Belarus: 463	Faroe Islands: 3
Portugal: 1,703	Slovenia: 390	
Austria: 1,665	Bosnia and Herzegovina: 371	
Romania: 1,452	Estonia: 356	
Kazakhstan: 1,407		
Finland: 1,313		
Luxembourg: 1,279		

ANNEX 2.6

Visits from North America (NA) in 2018



■ United States: 126,011

■ Canada: 18,897

■ Bermuda: 82

ANNEX 2.7

ANNEX 3

List of PPPLRC Pages Translated into Chinese During 2018:

Agreements Section: Utility Restructuring, Corporatization, Decentralization, Performance Contracts • Civil Works and Service Contracts • Management/Operation and Maintenance Contracts • Leases and Affermage Contracts • Joint Ventures/Government Shareholding in Project Company • Full Divestiture/Privatization • Standardized Agreements, Bidding Documents and Guidance Manuals • Contract Plans / Performance Contracts

PPP by Topic Section: PPPs for the Poor • Small and Medium Enterprises and PPPs • Water and Sanitation Concession/BOT/DBFO • PPPs in Irrigation • Gender & Water and Sanitation Projects

Legal Framework Section: Regulation of Sectors and Regulatory Issues Impacting PPPs • Key Issues in Civil Law Systems That May Impact PPP Projects • Sources of Law • Finding Solutions to Constraints in Host Country's Legal Environment • Contract Law – Limitations on Freedom of Contract • Dispute Resolution Systems Available • Gender-Responsive PPP Legal and Contractual Framework • The Impact of Government Organization on PPP Projects • Health and Safety Laws • Insolvency Laws • Availability and Terms of Insurance • Labor/Labour Law & Employment Issues • Land, Environmental and Social Issues • Lender Issues - Taking Security/Step-in Rights/ Government Support • Mechanisms Enabling Legal Challenges against PPP Projects/Programs • Procurement Restrictions • Restrictions on Foreign Investors/ Currency Exchange Controls • Environmental Standards and Engineering Standards • Tariff Setting and Funding Constraints • Taxes and Taxation Issues • Constraints in the Law on Scope of PPP Projects

Finance Section: Sources of Financing and Intercreditor Agreement • Key Issues in Developing Project Financed Transactions • Government Support in Financing PPPs • Government Risk Management

Practical Tools Section: Concession Contracts Questionnaire and Checklist between Public and Private Sector • Construction Contracts Checklist • Benchmarking Period Checklist and Sample Wording • Dispute Resolution Checklist • Sample Terms of Reference (TORs) for PPP Advisors • Transportation PPP Toolkits



“I find the PPP website really helpful – many thanks!”

Principal Specialist, Economics & Private Sector Development
Office of Evaluation and Oversight
Inter-American Development Bank

Thank you for sharing this report. This has been one of the best PPP knowledge investments that FOMIN/IDB has done. Well done.

Multilateral Investment Fund (FOMIN) of the Inter-American development Bank

“Bravo for a job well done. This knowledge has been missing for long (was often found fragmented or in the head of a few people only). This site is very rich with materials and case studies. Well done!”

Lead Urban Specialist
The World Bank Group



Prepared by:
Victoria Delmon
Jenny Chao
Maria Agnes Evaristo

