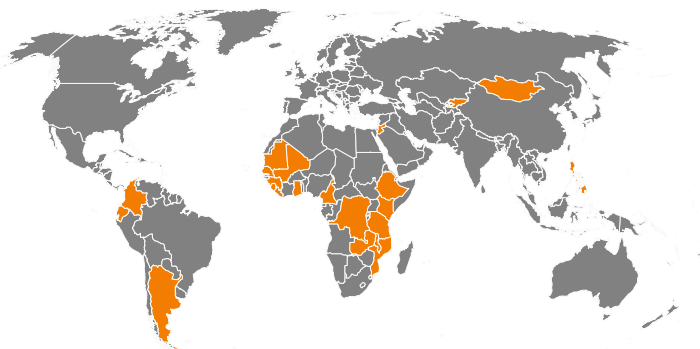


# Empowering governments to negotiate better deals

## Overview

The CONNEX initiative supports governments of emerging economies in the negotiation of large-scale investment contracts that future generations can be proud of. Initially focused on the extractive sector, CONNEX also provides negotiation support to governments in infrastructure and renewable energy.

Spurred on by African leaders such as Liberian President Ellen Johnson-Sirleaf, the G7 established CONNEX in 2014. In 2017, CONNEX became operational with funding from the German Federal Ministry for Economic Cooperation and Development (BMZ) and is now cofinanced by the European Union (EU) and the donor countries Norway and the United Kingdom. Since then, CONNEX's support has assisted 27 partner governments in 41 contract negotiations across Africa, Central Asia, the Caribbean and Latin America, strengthening domestic resource mobilisation and promoting sustainable investments.



Since then, CONNEX's support has assisted 27 governments in 41 projects across three continents.

## Rationale and Value Add

With its mission of empowering governments to negotiate better investment contracts, CONNEX's aim is to address knowledge and capacity gaps that often put governments of emerging resource and energy-rich countries at a significant disadvantage in state-investor negotiations.

In almost all of these economies, the extractive, energy and infrastructure sectors are important drivers for the country's economic development. Furthermore, the sustainable development of these industries plays a critical role for countries achieving their energy transition targets. Well-negotiated investment contracts are crucial to ensuring countries and their citizens socio-economic benefits in the short and long-term.

Better negotiated contracts not only encourage steady supply of and investment in minerals critical for the transition to a greener economy worldwide but promote responsible supply chains and supply security in various industries as well as local value creation. Investment contracts grounded in social and environmental standards can address issues such as energy poverty and security as well as lack of accessibility and traffic congestion. In addition, these contracts mobilise domestic resources and revenue and promote sustainable growth in the respective sectors (mining, renewable energy, infrastructure), enabling positive knock-on effects in other emerging economies. Finally, contracts that have been negotiated well from both sides – on an equal footing – act as an indirect insurance policy for both parties. Contracts which overly favor investors are often prone to renegotiation and potentially to arbitration.



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Learning by doing was an important aspect of working with CONNEX. So, it wasn't only about getting our team to obtain better negotiation skills generally, but we worked on a very practical case. Experts also helped us on the spot during the negotiation phase itself. After our experience with CONNEX, we will go into negotiations very differently in the future.

Rosaline Carlos  
Director General of Mining, Ministry of Mines and Geology, Senegal

## CONNEX's Offer

To enable governments to negotiate on an equal footing, CONNEX provides short-term, independent, multidisciplinary experts to partner countries on demand. These experts support local negotiation teams in the preparation of and during negotiations of a single, well-defined project. Advisory support is tailored to the specific needs of the partner country and the project can include strategic, legal, financial, environmental, social, and geological/technical assistance. CONNEX covers all costs related to the advisory support.

As an example, CONNEX supported the Government of Mongolia with legal, tax, financial and technical advice to strengthen its engagement with the Oyu Tolgoi copper and gold mega project. Financial experts reviewed complex models and debt risks, while technical specialists assessed environmental impacts of the underground mine. Senior legal and tax experts prepared ministerial teams for negotiations with the investor. This hands-on support helped Mongolia address tax and debt challenges, improve contractual outcomes, and secure higher long-term revenues from its largest mining investment (for more information see [Mongolia Impact Story](#)).

In Montserrat, CONNEX provided legal, financial and strategic advisory support to the government in the preparation and management of a public tender for a geothermal energy project. The experts helped structure a transparent and investor-ready procurement process, integrate climate objectives into the financing strategy and strengthen risk management and bid evaluation procedures. The support improved regulatory frameworks, enhanced investor confidence and enabled Montserrat to advance its goal of transitioning to 100% renewable electricity by 2030 (for more information see [Montserrat Impact Story](#)).

Another example showcases CONNEX's provision of legal, financial, strategic and geological support to the Government of Senegal in negotiating two major gold mining contracts following a mine acquisition and the planned expansion of an existing project. Experts analysed complex merger arrangements, verified resource claims, and reviewed multiple mining agreements. They supported the government through several rounds of negotiations, identified gaps in production data and contractual compliance, and strengthened the bargaining position. This helped secure financial compensation, avoid a potentially costly arbitration process and build lasting negotiation capacity within the Ministry of Mines (for more information see [Senegal Impact Story](#)).

### Some examples of our assistance include:



#### GEOLOGICAL / TECHNICAL

- » Assessing and analysing of geological data for a mining or (energy-) infrastructure site;
- » Valuing a mining project's reserves, including comparing existing estimations with international standards;
- » Evaluating the feasibility of a given project from an engineering perspective



#### FINANCIAL

- » Providing advice on critical issues in financial models, allowing for own simulations of various scenarios.



#### STRATEGIC

- » Strategic advice during the preparation and implementation phases of negotiations;
- » Provision of lessons learned and insights from other large-scale projects



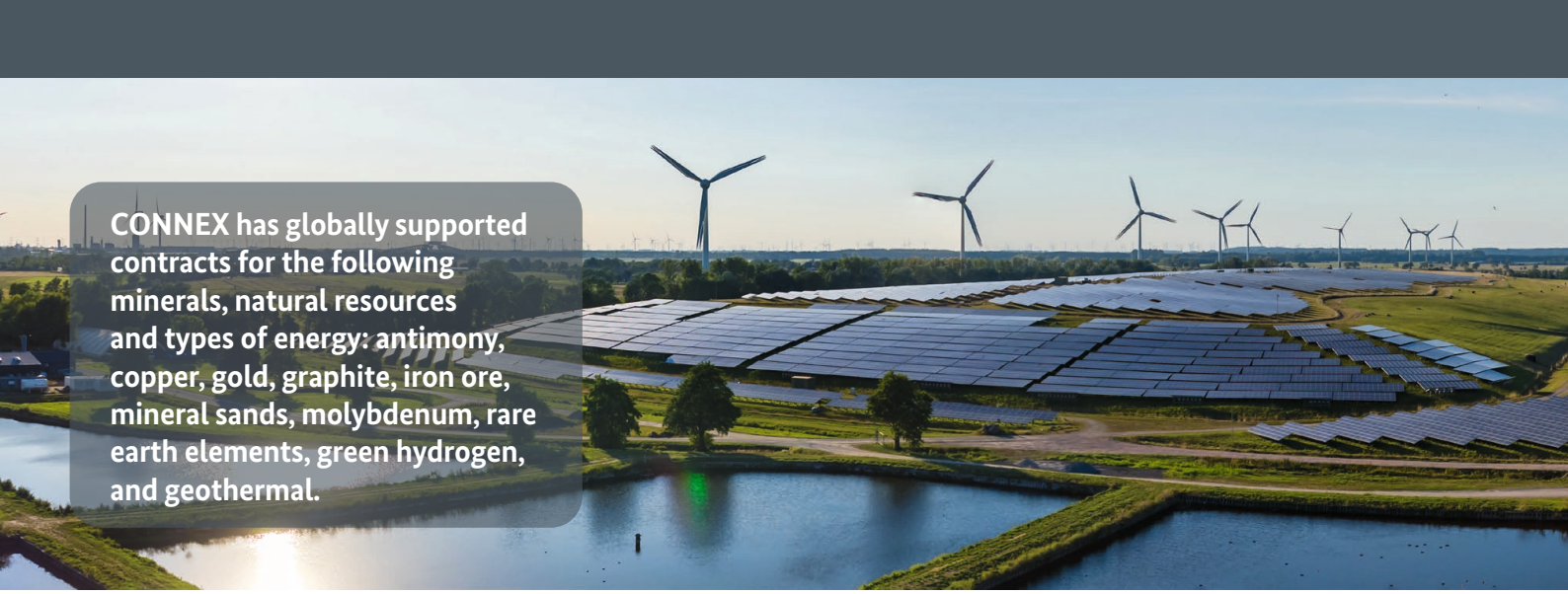
#### LEGAL

- » Legal navigation on specific legal issues and/or on contract drafting



#### ENVIRONMENTAL AND SOCIAL

- » Inclusion of international best practice and international standards (i.e. sustainability, human rights, environmental and social standards)
- » Advice on sustainable mine closure practices



CONNEX has globally supported contracts for the following minerals, natural resources and types of energy: antimony, copper, gold, graphite, iron ore, mineral sands, molybdenum, rare earth elements, green hydrogen, and geothermal.

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## Achievements

CONNEX has grown into an established and recognised service provider among developing countries as well as development partners, noting its short-term and practical impact. GIZ GmbH manages the Unit as part of Germany’s development cooperation.

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“ You have someone in your corner that provides the capacity or the information that you may not ordinarily have. CONNEX comes in and gives you advice on how to de-risk, also balance between public and private perspectives.  
Dennis Gatera (Head of Transactions Team, Rwanda Development Board, CONNEX High Level Forum 2022).

## Partners

To meet this growing demand, CONNEX has evolved to a multi-donor initiative.

Currently, CONNEX is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) and cofunded by the European Union (EU) as well as the donor countries Norway and the United Kingdom.

CONNEX avails itself of a global first-rate network of experts and works closely with the International Senior Lawyers Project (ISLP) and the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (IGF).

CONNEX’s unique approach of providing tailored, rapid and time-bound support complements existing assistance and advisory activities. The Covid-19 pandemic and the war in the Ukraine has placed governments under significant pressure to stem revenue losses and CONNEX-facilitated support helps countries better capitalise on their extractive resources and energy potential to the benefit of their citizens, now and into the future.

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## Other examples of CONNEX’s support:



### ARGENTINA

CONNEX supported the provincial government of Catamarca in evaluating the closure plan and financial guarantees for Argentina’s largest copper mine, helping to clarify investor responsibilities, strengthen environmental safeguards, and ensure a responsible and well-funded mine closure process.



### PHILIPPINES

CONNEX supported the Government of the Philippines in preparing the tender of a non-performing copper mine, providing technical, financial and legal expertise to structure the process, strengthen capacity and lay the groundwork for attracting investors and increasing future revenues.



### LIBERIA

CONNEX supported the Government of Liberia in reviewing and renegotiating an advance pricing agreement for an iron ore mine, helping to correct the tax formula, strengthen negotiation capacity, and increase government royalty revenues by 25%.

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It reminded us of what international cooperation should be like. It was not a soft project, with no definable results. It was like, here is a problem and let's tackle it together.

Santiago Perez Ospina,  
Director of Mining for Antioquia, Colombia



## Working with CONNEX

### ELIGIBILITY

CONNEX's advisory services are open to governments of developing countries and economies in transition which are seeking support in negotiating or renegotiating large-scale, complex investment contracts in mining, mining-led infrastructure and renewable energy.

Advisory services can be requested during the pre-negotiation phase and during negotiations themselves. The Secretariat assists interested parties to verify eligibility.

Government ministries or authorities responsible for the negotiation of large-scale commercial contracts or investment agreements send an initial email to CONNEX. The Unit then begins a dialogue with the authorities to better understand the government's needs.

### SUBMISSION OF FORMAL REQUEST

The official process starts with the submission of a formal letter (via email) from the requesting government and should include background information on the project, the specific services needed and a timeline for the support.

### ASSESSMENT

Each request is carefully assessed through due diligence procedures that assess potential human rights, environmental, legal and other risks. Engagement with other international partners working with the partner country is considered to identify potential synergies.

After the successful completion of the assessment, an official approval letter is sent to the requesting government. CONNEX then works with the government to identify the expertise needed which will best meet the government's advisory requirements.

For questions, please contact the CONNEX Support Unit Secretariat: [support@connex-unit.org](mailto:support@connex-unit.org)

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