






Terms of Reference for the Evaluation of the UNECE project “Capacity Development to Support the Implementation of Public-Private Partnership (PPP) in Belarus”

Evaluation Title:	Evaluation of the UNECE project “Capacity Development to Support the Implementation of Public-Private-Partnership (PPP) in Belarus”		
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Terms of Reference for the Evaluation of the UNECE project “Capacity Development to Support the Implementation of Public Private Partnership (PPP) in Belarus”

I. Background

The UNECE project “Capacity Development to Support the Implementation of Public Private Partnership (PPP) in Belarus” was funded by the European Union and was jointly implemented with UNDP in Minsk from August 2013 to November 2015, with Belarus as the beneficiary member State. The main objective of the project was to strengthen the capacity of Belarus to deliver infrastructure projects and public services using the PPP mechanism. The project aimed at increasing the capacity of the public and private sectors, and society at large in Belarus, in the PPP process with a view to promote, develop, deliver, operate and manage PPP projects for infrastructure development.

The major achievements/outputs of the project are:

1. The creation of a fully trained professional PPP Unit under the Ministry of Economy of Belarus;
2. The setting up of an Interministerial Infrastructure Board (IIB) composed of senior policy makers from line ministries and regional authorities to lead and coordinate the PPP programme in Belarus;
3. The drafting of a PPP law, its approval by the Government and its enactment by Parliament; and
4. The identification and appraisal of pilot PPP projects.

II. Purpose

The purpose of this evaluation is to assess the relevance of the project for the UNECE PPP programme, its impact in terms of policy changes and PPP development brought in Belarus and the sustainability of the above-mentioned outputs after the project’s conclusion.

III. Scope

The evaluation process will engage international and Belarusian experts, senior policy makers from lead ministries in Belarus (Ministries of Finance and Economy), the PPP Unit in Belarus, members of the Interministerial Infrastructure Board of Belarus, members of Parliament of Belarus, representatives of international organizations (European Union, EBRD), UNDP, as well as any other subjects involved in project implementation. The main outputs and their impact and usefulness will be assessed.

The evaluation will cover the contribution of UNECE throughout the project period from August 2013 to November 2015.

Gender and human rights aspects will be also covered by the evaluation, taking into account guidance provided by the United Nations Evaluation Group on the matter (available at <http://www.uneval.org/document/detail/980> and <http://www.uneval.org/document/detail/1452>)

IV. Issues

The evaluation will seek to report on the relevance, impact and sustainability of the project. Key questions that the evaluation seeks to answer include:

Relevance

1. To what extent were the project's major achievements consistent with the UNECE mandate to support member States in building their capacity to deliver infrastructure projects and public services through the PPP model?
2. To what extent did the project serve the needs of its main beneficiaries and Belarus's society at large?
3. To what extent were the project's objectives achieved? To what extent were the project outputs relevant to strengthen the capacity of Belarus to undertake PPP projects?

Impact

4. To what extent did the project activities contribute to raising awareness in Belarus of the PPP model for infrastructure development?
5. To what extent did international technical assistance mobilised by the UNECE in the framework of the project contribute to building and strengthening the institutional environment for PPP development in Belarus (including the establishment of new bodies such as the PPP Unit and Interministerial Infrastructure Board (IIB))? How did these bodies support the advancement of the PPP model in Belarus? Are there areas for improvement?
6. To what extent did international legal technical assistance mobilised by the UNECE in the framework of the project contribute to the development of an enabling PPP legal and regulatory framework in Belarus since 2012 (including in the process of drafting, approval and enactment of the PPP law in Belarus)?
7. To what extent did the UNECE expertise and hands-on technical cooperation and policy advisory activities, spearheaded by the UNECE PPP Business Advisory Board, contribute to the identification of priority PPP projects in Belarus (including pilot projects targeted for implementation)? What was the investors' (eg EBRD, IFC, Eurasian Development Bank) response to this policy advisory work?

Sustainability

8. To what extent are the institutional bodies for PPP support in Belarus developed with technical support under the project (the PPP Unit and the IIB) fit for self-sustained performance? To what extent do these new institutional bodies continue to perform in accordance with the guidelines developed in the context of project activities?
9. To what extent are the pilot PPP projects identified under guidance from the UNECE PPP Business Advisory Board being pursued by the responsible Belarusian bodies towards implementation after the completion of the project? In particular, what is the present status of the following two projects:
a) M10 toll road; and b) Oncology healthcare project in Grodno?
10. How are the PPP development practices which were promoted in the context of the project being followed in Belarus at present?

V. Methodology

The evaluation will be carried out using a questionnaire and targeted interviews.

A tailored **questionnaire** will be sent to all participants of the project meetings and the UNECE staff involved in the project. The questionnaire will be prepared by the evaluation consultant, and will be

reviewed by the UNECE project manager. It will seek information that would allow addressing the questions listed in section IV.

The **interviews** will take place via phone and skype. The UNECE project manager will provide the list with contact details.

The UNECE project manager will provide support and further explanation to the evaluation consultant when needed.

The evaluation consultant will write a **report** on the results of the evaluation based on these terms of reference.

VI. Evaluation Schedule

Develop a timetable for the following phases of the evaluation:

A. Preliminary research: September 2016 (by evaluation consultant)

B. Data Collection: questionnaire and interviews by evaluation consultant (by evaluation consultant): October 2016.

C. Data Analysis: November 2016 (by evaluation consultant)

D. Draft Report: November 2016 (by evaluation consultant)

E. Final Report: December 2017 (by evaluation consultant)

VII. Resources

An external evaluation consultant identified through the UNECE evaluation roster will be hired and receive support from the UNECE project manager. The UNECE Programme Management Unit will provide guidance on the process for the preparation of the evaluation.

VIII. Intended Use/Next Steps

The evaluation will be consistent with the UNECE evaluation policy. The results will be used in the planning and implementation of new capacity building projects in Eastern Europe, the Caucasus and Central Asia in the future and also beyond the region.

IX. Criteria for Evaluators

The evaluator should have:

- Good knowledge and experience of evaluation, project management, social and demographic statistics
- Demonstrated methodological knowledge of evaluations, including quantitative and qualitative data collection and analysis for end-of-cycle project evaluations
- Proficiency of written and spoken English
