



UNECE

United Nations Economic Commission for Europe

Annex 1: Terms of Reference

Terms of Reference for the Evaluation of the UNECE project: “Public-Private Partnerships (PPP) Initiative: PPP Toolkit and International PPP Centre of Excellence”

I. Background

The UNECE project “Public-Private Partnerships (PPP) Initiative: PPP Toolkit and International PPP Centre of Excellence” was funded by the Development Bank of the Russian Federation (“Vnesheconombank”), the Dutch Ministry of Infrastructure and Environment (in-kind contribution through a gratis personnel for 3 years) and Toyo University of Japan. The project was implemented by UNECE from February 2012 to July 2017. The main objective of the project was to provide member States with innovative PPP delivery and financing options, strategic advice and support, and assistance in developing their PPP capabilities.

To achieve the project’s objective, the following activities were implemented:

1. The creation of the UNECE International PPP Centre of Excellence in Geneva (ICoE) as an instrument to improve knowledge and understanding about PPPs in member States and within the UN system as a whole;
2. The setting up of a number of International PPP Specialist Centres of Excellence affiliated to the ICoE to collect case studies and best practices;
3. The setting up of the UNECE PPP Business Advisory Board to assist member States with PPP implementation and the promotion of a broader concept of PPPs, including its social and environmental impacts; and
4. The overall upgrading and evolution of the UNECE PPP work in support of achieving the UN SDGs: from preparing training modules and organising ad hoc capacity building activities to developing international PPP standards for the UN SDGs and organising targeted capacity building and project training programmes.

II. Purpose

The purpose of this evaluation is to assess the project’s achievement of its stated objectives, and the extent to which the project contributed to the enhancement of the UNECE PPP work programme 2012, with a focus on the relevance, effectiveness, efficiency, and sustainability of the project’s results. An assessment of the sustainability of partnerships with member States and other stakeholders, including the Multilateral Development Banks (most notably, the World Bank Group and the EBRD) developed from the project should also be considered.

III. Scope

The evaluation will cover the full period of the project implementation from February 2012 to July 2017,

and the project as defined by the project document.

The evaluation will engage international PPP experts, representatives of international organizations (World Bank Group, EBRD), and all stakeholders involved in project implementation. UNECE member states will also be a key stakeholder in the evaluation design.

Gender and human rights aspects of the project's design and results will be considered in 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 relevance, effectiveness, efficiency, 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/outputs 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: the member States?
3. To what extent were the project outputs listed above relevant to strengthen the capacity of UNECE secretariat and its network of PPP experts to assist member States to undertake PPP projects?

Effectiveness

1. To what extent were the expected accomplishments of the project achieved?
2. What were the challenges/obstacles to achieving the project objective and expected accomplishments?
3. Give advice (if any) on how the expected accomplishments of the project could have been more effectively achieved?
4. To what extent did implementation of the project support the overall objectives of the UNECE regular programme of work? What were the tangible measures that can be attributed to supporting or enhancing the regular programme?
5. To what extent did the creation of the UNECE International PPP Centre of Excellence (ICoE) in the framework of the project contributed to the evolution and upgrading of the UNECE PPP work leading to the development PPP standards and guidelines for the UN SDGs?
6. How successful was the ICoE to motivate countries to host affiliated Specialist PPP Centres? How are the Specialist Centres contributing to the UNECE PPP work? What are the risks involved in creating PPP specialist centres? Did the UNECE ICoE successfully mitigate these risks?

Efficiency

1. Were the available resources appropriate to the scale of the project and the needs identified by member States?

2. Were the human and financial resources allocated to the project used efficiently and commensurate to the project results?

Sustainability

1. To what extent will the major achievements/outputs of the project continue after its completion?

2. How likely is the stakeholders' engagement and partnerships forged as a result the project to continue after its completion, be scaled up, replicated or institutionalized?

3. How will the achievements/outputs of the project pave the way for future work on PPPs?

4. To what extent did the UNECE PPP Business Advisory Board contribute to build and strengthen the PPP enabling environment and project development capabilities of member States (including the establishment of new institutions, enactment of laws, and identification of projects)?

Partnerships

1. Were the partners brought together by the project relevant to promote PPPs, including in the context of the SDGs? – who are all partners??

2. How well are responsibilities and competencies delineated and employed among the partners in a complimentary fashion?

3. Has this partnerships strategy been effective to achieve the desired achievements/outputs?

4. Partnerships with different bodies such as the World Bank Group, EBRD, ADB, EIB etc., were identified as centrally important to achieve the ICoE's goals. How far should the ICoE play a role in (a) educating other UN bodies about PPPs; and (b) assisting partners to better understand the significance of the UN SDGs?

V. Methodology

The evaluation will be conducted by an independent consultant. The evaluation will be carried out using a review of all relevant documents, a survey and targeted interviews of key project stakeholders and UNECE staff.

A tailored **survey** will be sent to all participants of the project meetings and the UNECE staff involved in the project. The survey will be prepared by the evaluation consultant. 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, and ensure that all information needed is provided to the consultant

The evaluation consultant will write a **report** on the results of the evaluation based on these terms of reference. The structure, length and quality elements of the evaluation report should follow the guidelines outlined in the UNECE evaluation policy.

VI. Evaluation Schedule

Develop a timetable for the following phases of the evaluation:

A. Preliminary research: September 2017 (by evaluation consultant)

B. Data Collection: questionnaire and interviews by evaluation consultant (by evaluation consultant): September 2017.

C. Data Analysis: September 2017 (by evaluation consultant)

D. Draft Report: 15 October 2017 (by evaluation consultant)

E. Final Report: 31 October 2017 (by evaluation consultant)

VII. Resources

An external evaluation consultant identified through the UNECE evaluation roster will be hired to conduct the evaluation. The evaluation will be managed by a P4 Economic Affairs Officer in the PPP Team (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. The results of the evaluation, and the UNECE management response will be made publicly available on the UNECE website.

IX. Criteria for Evaluators

The evaluator should have:

- At least 5 years of 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
