



Note prepared by the Secretariat November 2015

UNECE Standards, Project Teams and Specialist Centres of Excellence – guidance to Project Team Leaders and members of the PPP Business Advisory Board

1. The United Nations Economic Commission from Europe (UNECE) is developing international PPP standards for governments planning to use Public-Private Partnerships (PPPs) to achieve the UN Sustainable Development Goals (SDGs). The guidance will take the form of “UNECE PPP Standards”, short published documents offering concise policy recommendations to governments considering PPP programmes.

UNECE PPP Standards

2. UNECE PPP Standards are non-mandatory guidance to UN member States on the implementation of measures to improve the livelihoods of the world’s population. They are drafted by specialists from the public and private sectors and including representatives from civil society and NGOs reporting to the UNECE Team of Specialists on PPPs via the UNECE PPP Secretariat based in Geneva (the Secretariat). The role of the Secretariat is to commission and oversee the development of the Standards, and once they have been drafted, are formally accepted through an intergovernmental approval process. The Secretariat takes an active role in establishing Specialist Centres of Excellence whose role is to provide backstopping support to the standard making process by identifying international best practices as the empirical basis for the standards.
3. There is a list of Standards currently in preparation at Appendix 1. Adherence to the Standards is not compulsory for member States, but standards do represent international best practice and in time are likely to be adopted as such by multilateral investment banks and other lenders. The UNECE has an understanding with the Multilateral Development Banks under which they will review each of the draft standards before final Governmental approval.

Project Teams, Team Leaders and Rapporteurs

4. Each Standard will have a ‘Project Team’ led by a ‘Project Team Leader’ who will lead the development of the Standard overall. The Project Team Leader will have one or more ‘Rapporteurs’ who are specialists in aspects of the sector or field that the Standard covers. For example, the PPP Health Policy Standard had a Team Leader and a Rapporteur with experience of the use of PPP projects in developing countries, and the reconfiguration of health insurance systems to complement the infrastructure PPP project expertise of the Team Leader. The Team Leader will

work with the Rapporteur(s) and the Secretariat to assemble a representative Project Team with experience in PPP from the private and public sector perspective, and with experience of developed, emerging and transition economies.

5. Once they have identified the team, the Secretariat will formally invite the team members to participate and ask them to confirm that they will comply with certain regulations and conditions of participating in a UN project team (code of conduct and intellectual property rights' policy). Once they have accepted, it is the role of the Team Leader to define how the team will go about its work; how they will communicate; the schedule for completing the work; any other stakeholders they need to engage; and what support they will need from the Specialist Centres of Excellence, the Secretariat and any external parties. They may also choose to publicise their work through the Secretariat.
6. The evidence supporting the recommendations in the Standard should be saved on a UNECE website by the Project Team. When the Standard is formally adopted, maintenance of the website (and the addition of any new case studies, best practice, published audit data etc.) will be managed by the Secretariat and/or the Specialist Centre of Excellence.
7. When a draft Standard has been completed to the satisfaction of the Project Team, the Team Leader should send it to the Secretariat confirming that is the case, and the Secretariat will then obtain comments from a variety of stakeholders that include: the Specialist Centre of Excellence; the Business Advisory Board; and any other relevant UN agencies. Their comments will be fed back to the project team, who are responsible for tracking the comments by identifying what they will do in response to them (whether or not they propose to make any changes to the Draft Standard as a result). Once all the comments have been addressed, the Project Team Leader will confirm that is the case to the Secretariat who will formally launch the 60-day public review period. Again, public comments will be addressed (and tracked) by the Project team after the 60-day period is complete, and the Standard will then begin the governmental adoption process.

Specialist Centres of Excellence

8. UNECE is establishing 'Specialist Centres of Excellence' to providing backstopping support to the standard setting process. There are now seven centres around the world at different stages in their development. The role of the Specialist Centres of Excellence is to:
 - Identify international best practices to serve as the empirical basis for the standards;
 - be 'responsible' for a number of standards in their field. This entails working closely with the Project Team Leaders and actively support the standard setting work;
 - have a network of government contacts in countries across the world who can call them for advice or guidance on the implementation of their PPP programme in their specialist field;
 - have a network of private sector specialists in their specialist field, willing to offer advice free of charge (within reason) to governments who seek it;
 - maintain a website containing good examples of documentation, case studies, evidence and other published information that might be helpful to governments developing a PPP programme in their specialist field;
 - act as a learned body, clearly explaining to stakeholders in PPP programmes ranging from politicians and public bodies to members of the public what PPP is, how PPPs can help achieve the

- SDGs, why projects are structured and governed as they are and what the benefits and expected outcomes of PPP programmes will be; and
- promote the standards and the use of PPP in their specialist field through articles, seminars, conferences etc.
9. To be effective, the Specialist Centres of Excellence must be properly funded in a long term way and include PPP specialists who will contribute to these activities. They are accountable to the Secretariat but funded by a variety of sources, including their national governments. Each Specialist Centre of Excellence has a governing council. One of their tasks is to provide the UNECE secretariat with a report of its activities that will be consolidated with other Centres' reports into an Annual UNECE report on PPPs and the SDGs that will be published and widely disseminated.
 10. Working with the Specialist Centres of Excellence, the Secretariat may commission multiple Standards in any particular field. For example in relation to the Specialist Centre of Excellence for renewable energy there may be Standards relating to wind, solar, tidal and hydroelectric power; Standards for generation and transmission infrastructure; Standards for domestic and industrial generation; and several others. For each of these, a Standard will be developed by a Project Team of specialists.
 11. There is a list of current Specialist Centres of Excellence listed in Appendix 2. Each Standard is allocated to a Specialist Centre of Excellence.

Business Advisory Board

12. The UNECE PPP Business Advisory Board has been established by the UNECE Executive Committee to provide a pool of private sector specialists in the field of PPP, which advises the Secretariat on the PPP Standard programme and their implementation in countries. The Board has around 30 members and is currently chaired by James Stewart (U.K.).

Annex I: Table of Standards by Sustainable Development Goals

Standard / SDG	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Airports	√							√	√								
Certification scheme for PPP Units: - Criteria and mechanism for awarding PPP units with certification.	√									√					√		
Certification scheme for PPP Units: -An evaluation tool to assess PPP Units.	√									√					√		
Charter on Zero Tolerance to Corruption in PPP	√									√					√		
Controllable on-grid renewable energy (Hydroelectricity and Biomass)	√		√				√		√		√	√	√				
Developing a 'Last Building' standing facility to coordinate relief in natural disasters	√							√	√		√						
Diagnostics via Telemedicine	√		√							√							
Education	√			√				√		√	√						
Empowering women through PPPs	√				√					√							
Energy Efficiency in Buildings	√		√				√		√		√	√	√				
Hospitals	√		√					√	√	√							
ICT and broadband	√			√													
Increasing food security through PPPs involving the water, energy and agriculture nexus	√	√	√							√		√					
Models for developing smart and sustainable cities	√		√						√	√	√	√	√				
Off-grid rural electrification	√		√				√		√	√	√	√	√				
Ports	√							√	√								
PPP in Health Policy	√		√														
PPP Procurement	√									√					√		
Primary Care/Polyclinics	√		√					√	√	√							
Railways	√							√	√								
Renovation	√						√		√								
Roads	√							√	√								
Rural Water	√	√	√			√			√	√	√						
Social housing/urban regeneration	√								√	√	√	√	√				
The role of pension funds in financing infrastructure projects (water, energy, transport, etc.)	√							√	√		√						
Variable on-grid renewable energy (Solar and Wind)	√		√				√		√		√	√	√				
Water and Sanitation	√		√			√				√							
Water Management	√					√			√	√	√						
Total	28	2	12	2	1	3	4	9	16	16	11	7	6		4		

UN Sustainable Development Goals

Goal 1	End poverty in all its forms everywhere
Goal 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Goal 3	Ensure healthy lives and promote well-being for all at all ages
Goal 4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
Goal 5	Achieve gender equality and empower all women and girls
Goal 6	Ensure availability and sustainable management of water and sanitation for all
Goal 7	Ensure access to affordable, reliable, sustainable and modern energy for all
Goal 8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
Goal 9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
Goal 10	Reduce inequality within and among countries
Goal 11	Make cities and human settlements inclusive, safe, resilient and sustainable
Goal 12	Ensure sustainable consumption and production patterns
Goal 13	Take urgent action to combat climate change and its impacts
Goal 14	Conserve and sustainable use the oceans, seas and marine resources for sustainable development
Goal 15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainable manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
Goal 16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Goal 17	Strengthen the means of implementation and revitalize the global partnership for sustainable development

Annex II: List of Specialist Centres on PPP

Signed MoU		Under Discussion	
The Philippines	Health	China	Public Transport Logistics
France	Law, Policy and Institutions	Brazil	tbc
Spain	Smart and Sustainable Cities	Russian Federation	CIS Countries
Japan	Local Government	Lebanon	Ports
India	Roads	Morocco	Energy Efficiency and Sustainable Development
		Aruba	Small Island States