

Terms of Reference **Consultants to Assist with Establishment of PPP Unit**

INTRODUCTION

The Government of [COUNTRY] (GOV) through its Planning Agency (Agency) requires a Technical Assistance (TA) to assist in the establishment of a public-private sector partnership (P3) central unit and its network. These Terms of Reference (TOR) describe the objectives and scope of the assistance, consultants services requirements, the schedule of work and the proposed arrangement, reporting requirements, and supports from the government to the consultants for the duration of the consultancy assignment.

Since the outset of the economic crisis, changes in the economic profiles, the structure of government, and the social fabric of [COUNTRY] have been dramatic. The country is struggling with these changes to adopt greater democratic practices, as well as more transparent process of decision making and higher levels of public participation in a decision making process. At the same time, GOV has been seeking ways to improve the economic climate and introducing the economy with policy initiatives that will increase investments, create jobs and lift the economic well being of its citizens. It has been long recognized that one of the major impediments to economic growth is the insufficient infrastructure services across the country. Therefore, to achieve a higher level of growth and to improve the well-being of its citizens, [COUNTRY] must accelerate the development of infrastructure and eliminate any barriers to the potential or feasible infrastructure investments.

In the past, infrastructure development and service was under the domain of government. Even up to this day, infrastructure services for water, electricity, telephone, transport, roads, bridges, rail, etc. were still provided by the government and or its state-owned companies (SOEs). As revenues were insufficient to provide for appropriate level of running costs, new investments were subject to [COUNTRY]'s ability to borrow and not based on economic criteria. As the economic crisis come out, this model became unsustainable and as a result, [COUNTRY] is seeking ways and means to alter the economic paradigm.

[In the period between [DATE] and [DATE], [COUNTRY]'s infrastructure providers entered into numerous contracts with private sector actors to increase the level of investment, expand coverage to meet demand and provide for new sources of capital for the market. While the process was generally encouraged by donor organizations, there was the general concern that directly negotiated contracts with politically connected parties that bring inherently lacked of transparency, competitive prices and even encouraged corruption. [COUNTRY] sought to correct this deficiency by creating legislation [LEGISLATION] to tighten the framework under which projects were bid, tendered and negotiated.]

[Unfortunately, since the [LEGISLATION] has come into force very few, if any; projects have been pursued following the guidelines set forth under this [LEGISLATION]. Investors by and large have sought opportunity elsewhere and most potential investors have been taking a wait and see attitude. Investors have been excessively cautious about investing in [COUNTRY]. To encourage investors to return, [COUNTRY] must now seek ways to alter the landscape to make [COUNTRY] attractive to potential investors once more.]

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With a population of over [] million and economy projected to grow at in average [] percent annually in the next [five] years, [COUNTRY]'s infrastructure needs are massive. Recent analysis indicates the magnitude of investment that is required in order to maintain such a level of economic growth during the next five years [DATE]. It is projected that [AMOUNT AND CURRENCY] will be needed on new infrastructure development, to add to the national road network of []KM, to generate approximately [] MW electricity power, to install about [] million fixed-line telephones as well as [] million subscribers of cellular telephones, to provide drinking water to [] million people, and to serve [] million people with sanitation system. The number could be considerably higher if other infrastructures, such as toll roads, ports, housing, energy, and irrigation, are included. Of the total, it is estimated that government resources would only be able to provide []% or [AMOUNT AND CURRENCY] (approximately [AMOUNT AND CURRENCY] per annum during the next five years) equivalent to [] percent of the country's GDP, leaving a financing gap of about [AMOUNT AND CURRENCY].

[The [COUNTRY] economy has been consistently improving for the last [] years. The banking industry is finalizing its restructuring, operating deficits are now shrinking, and subsidies are being removed. Supported by more democratic processes, [COUNTRY] is now in a position to welcome investors in an effort to kick-start its economy. A key step in that direction is to improve the climate for investment in infrastructure development, as a fundamental component of the country's strategy to open the economic gateway to [REGION] and the rest of the world, while assuring improvement of infrastructure services at desirable level.]

To accomplish the goal of improved infrastructure services, GOV realizes that it can no longer support ad-hoc initiatives to promote individual efforts by operating units who do not have the experience, know-how or financial acumen to sign agreements with such important economic consequences. GOV understands the need to maintain a coordinated effort to promote, facilitate, detail and negotiate agreements that will be of maximum benefit to the economy and the people of [COUNTRY].

With this in mind, GOV is making an all out effort to assist various ministries and operating units to define and develop policies, programs and projects for infrastructure development. One of the key effort is the creation of Private Provision of Infrastructure Technical Assistance (PPITA) project (sponsored by the World Bank), to assist GOV in: (a) developing and implementing its policy and regulatory reform relating to private participation in infrastructure; and (b) building the institutional and social foundation to enable, promote and facilitate efficient and sustainable large-scale private investment in infrastructure.

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GOV has been, for some time, looking at successful models of Public-Private Partnership. In particular three models are noteworthy to be considered. First, under Malaysia's Economic Planning Unit the first successful full-scale Public Private Partnership (P3) models began to develop. Second, the Private Infrastructure Investment Center of Korea (PICKO) emphasizing on development of required institutional setting to attract potential private investment into infrastructure projects. Finally, South Africa's P3 Unit has a very-successful program of non-core type projects in all facets of P3 including health and environmental projects. [COUNTRY] believes that it can learn much from following these examples and must develop its own P3 Central Unit to coordinate, promote and provide incentives for private provision of infrastructure services, These Terms of References are designed to assist GOV define the institutional framework for the first one-stop shop for promoting infrastructure services to private investors.

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ROLE OF THE P3 CENTRAL UNIT

The TOR will focus on the development and establishment the P3 Central Unit and its network. The P3 Central Unit is envisaged as a service organization to coordinate, promote, facilitate and assist P3 projects throughout [COUNTRY]. While there are precedents for P3 developing without the help of a P3 Central Unit, it is understood that a coordinating agency that can not only provide technical help but policy development is needed. In taking a cue from other countries like the South Korea and Malaysia, central government planning, coordination and promotion will level the playing ground for both government ministries and interested private sector partners.

The P3 Central Unit is expected to function as follows:

- 1) Take a lead role in facilitating [COUNTRY]'s program to promote private sector as a major provider of infrastructure services. Their role would include coordinating and liaising with donor initiatives to develop the cross-sector framework
- 2) Develop and distribute guidelines on P1
- 3) Develop a priority list of potential projects for referral to the Board of Supervisors for selection as candidates P3,
- 4) Promote infrastructure investments worldwide to both domestic and international investors through promotion materials and overseas mad shows.
- 5) Promote projects that will make effective use of P3. Work closely with implementing agencies to promote and facilitate agreements providing, where necessary, incentives and financing through both a Project Development Fund and a Infrastructure Development Facility
- 6) Provide assistance and oversight to formulate government policy, support and provide incentives to unbundled activities and projects that can be made attractive to Private Sector actors.
- 7) Facilitate information dissemination and dialogue with potential investors and financiers,
- 8) Provide a one-stop shop for investor relations, incentives, government risk analysis and financial policy.

The P3 Central Unit is expected to be housed and staffed by members of the Planning Agency but will by necessity include staff from other agencies and disciplines. It is uncertain how many staff will be needed initially and what function each will be assigned.

Finally, the P3 Central Unit must be the place where all information concerning projects is evaluated. This will ensure that procedures for all projects follow a set of guidelines. It will support competitive processes and eliminate the need for developing multiple units thereby increasing efficiency. To ensure that each Ministry with operating responsibility is

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consulted and included, the Supervisory Board must be carefully structured. The TOR is aimed at determining guidelines for establishing, structuring and operating the Supervisory Board as well. Another important aspect is assisting the government in designing P3 Network, namely defining framework of relationship among the Central Unit and P3 Units within sector agencies as well as regional nodes, and utilization of critical enablers to promote information flow among parties such as effective utilization of and common operating procedures.

Once a core structure can be determined the TOR must focus its attention toward developing a clear legal basis for P3. Past legislation needs to be revised and a comprehensive P3 umbrella law needs to be promulgated. The TOR will be aimed at developing legal and regulatory umbrella legislation to ensure both clear procedures and actualize the P3 Central Unit.

PROJECT OBJECTIVE

The overall objective of this technical assistance is to assist the Government of [COUNTRY] develop and establish a P3 Central Unit as a one-stop shop for Private Sector assisted infrastructure development and management.

The objective is limited to establish the P3 Central Unit in the Planning Agency and its network, including establishment of five regional nodes, with the emphasis in the development of P3 Central Unit's attributes, including parameters, guidelines and working arrangements to make the P3 Central Unit effective. A secondary objective is to assist in developing legislation that provide both legal authority for the P3 Central Unit and operating guidelines for working relations with broader organization, including proposed Project Development Facility (PDF) and Infrastructure Development Fund (IDF) arrangements.

PROJECT DESCRIPTION

The primary activity of the consultants is to assist GOV to develop and establish P3 Central Unit. The consultants will assist GOV to investigate lessons learned from successful programs in neighboring countries in order to more accurately draw from these lesson's best practices that can be incorporated into a P3 Central Unit for [COUNTRY], review and refine of the former design of P3 Center, develop implementation plan accordingly. The idea is not to adapt one set of practices but to utilize successful P3 implementation that band together with [COUNTRY]n culture and international standards.

OBJECTIVE OF PROPOSED CONSULTANCY ASSIGNMENT

The objective of the proposed consultancy assignment will be to provide advice to the [MINISTER], the Planning Agency, for establishing the P3 Central Unit and its network. The design will include determining functions, staffing, activities, interaction with line ministries and interaction with the proposed PDF and IDF units. The second objective is to establish regional P3 "nodes". The nodes will be built to support the demonstration projects under PPITA projects.

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SCOPE OF WORK

The assignment objective will be achieved enabling the Planning Agency to produce the following outputs:

- 1) P3 Central Unit that is both adequately staffed and sustainable as an entity,
- 2) Lessons from other successful programs worldwide are researched and understood before the unit can be developed.
- 3) Available information from visits to places like Malaysia, South Korea, and South Africa to see what problems they encountered and solutions that were devised.
- 4) Draw opinion from line agencies on their needs and concerns to ensure that they are both represented either in the P3 Central Unit or Supervisory Board and can be provided with a voice in decision making.

The assignment includes Tasks A to F: (a) Task A, Researching lessons learned; (b) Task B, Developing Legal Framework- (c) Task C, Developing Institutional Design; (d) Task D, Designing the P3 Central Unit Internal Structure; (e) Task E, Defining the P3 Central Unit External Environment; and (f) Task F, Establishment of P3 Central and its network.

TASK A: RESEARCHING LESSONS LEARNED

As an initial step toward developing a successful P3 Central Unit, the consultants must draw upon experiences both in [COUNTRY] and elsewhere. It is expected that the consultants will need to detail as a first step successful and unsuccessful projects in [COUNTRY]. The project review will research issues successfully dealt with to help complete transactions in [COUNTRY]. The review will also look at problems that have arisen since and what issues need to be addressed in future contracts to resolve or at least address the initial and subsequent concerns. The consultants will be required to review at least one project in each infrastructure sector to determine cross-sector issues and individual problems in P3 execution.

The consultants will be required to arrange three study tours accompanied by six [COUNTRY] counterparts from the executing agency to review practices, institutional setting as well as legal and regulatory basis, and operating procedures in Malaysia, South Korea, and South Africa. The study tours are anticipated to be approximately one week in duration each. The consultants and [COUNTRY] counterparts are expected to collect materials, review institutional arrangements, obtain copies of laws and standard contracts, visit executed projects, meet private sector counterparts and obtain a picture of issues concerning P3 in that country. The consultants and their counterparts are expected to question local implementers and private concerns in an effort to learn as much as possible concerning drawback and solutions.

The consultants shall prepare a field trip report highlighting the lessons from each visit. The field trip report will be included in the interim report along with suggestions that can be incorporated in a final draft for the P3 Central Unit design.

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TASK B: DEVELOPING LEGAL FRAMEWORK

The legal framework for P3 is found in [LEGISLATION]. However the effect of the law in some cases conflict with new laws that provided increased autonomy to the many regions of [COUNTRY]. These laws, [LAWS], strengthened decentralized authority including infrastructure provision. The consultants must review the implications of [LAWS] and new sector laws (telecommunication, electricity, water resources, oil and gas), and their effect on the overall legal framework for P3.

The consultants will be required to help draft and define legislation consistent with current decentralization laws, sector laws, and state finance law to act as an umbrella to facilitate and promote P3. The draft of the new law include among other but not limited to: (a) main principles of participation modes; (b) wider public acceptance as well as facilitate public consultation as a part of decision making process; (c) framework of mechanisms among governmental bodies, central as well as regional; (c) compliances with other laws, primarily sectors, decentralization, and State finance laws, (e) P3 process, from publishing of annual plan, selection of bidders, up to supervision of service delivery (1) main principles of concession agreements as well as ways of participation; (g) rights and obligation of managing facilities during concession period; (h) thorough review of government obligation, mainly concerning burden of financial obligation; (i) principles of incentive provide by the government, i.e. timely tariffs adjustment, integrating subsidy (for instance PSO payment) into budget process, and a range of permitted incentives that Government can make available to potential investors; (j) promote suitable institutional framework to effectively attract private investment in infrastructure services, including IDF and P3 Central Unit, including defining the operating and oversight function of these new institution and its Supervisory Board; and (Ic) choice of alternative methods to settle dispute resolution.

TASK C: DEVELOPING INSTITUTIONAL DESIGN

The institutional design must take into regard two components; the P3 Central Unit and the Supervisory Board.

The consultants should review recommendations of past reports on institutional arrangements for promoting P3, in addition to the information gathered through interviews with Central Units in Malaysia, South Korea, and South Africa. The Planning Agency will provide the [REPORT], and the consultants will use this particular report as a main reference in conducting detail design of P3 Central Unit.

The consultants must also seek advice and opinion from various stakeholders in other ministries and institutions within [COUNTRY]. Finally the consultants must consider positioning the Central Unit, given the legal framework under recent decentralization legislation to ensure it will be able to undertake fully its role. An institutional Set up shall be developed for the Central Unhand its staff as well as the Supervisory Board and agreed with the Working Committee established to guide the consultants.

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The design must consider all components required to achieve effective performance of the organization. These shall include:

- 1) Leadership and governance;
- 2) Strategy, policy and planning mechanisms;
- 3) Information access and analysis;
- 4) Staffing arrangements with empowerment;
- 5) Focus on constituents;
- 6) Internal processes and procedural guidelines;
- 7) Promotional mechanisms and support;
- 8) Obtaining feedback to increase its focus.

The design must further take into consideration other factors that are currently being researched. These include the development of a Project Development Fund to provide assistance in project preparation and a Infrastructure Development Fund designed as a facility to increase available project funding and lower the cost of proposed projects. While these programs are yet to be designed, the Central Unit must be prepared to take an active role in assisting these mechanisms once they are implemented. The consultants will provide options to make the institution a permanent or semi permanent entity as well as a fully governmental agency or quasi governmental body to be decided by the Steering Committee.

The consultants must consider how the Central Unit will promote the one-stop shop concept to line agencies and sub-national governments. The consultants shall offer appropriate suggestions on undertaking internal as well as external promotion activities. The institutional design shall be completed by the end of the project and its final recommendations incorporated in the consultants' final report.

TASK D: DESIGNING THE P3 CENTRAL UNIT INTERNAL STRUCTURE

The consultants will make detailed recommendations to assist the Working Group to plan the Central Unit's functions and organization to permit it to successfully perform their task. Particular attention shall be given to defining the immediate beneficiaries of the Central Unit, their needs, impediments and how the Central Unit can best be organized to fulfill those needs and overcome the impediments. This will require the consultants to consult key stakeholders to obtain adequate information concerning these tasks. The consultants will offer an organization diagram and detailed description of the function of each unit.

The consultants will describe and overall working organization and make detailed recommendations on the staffing of each position. Task descriptions will be outlined and staffing for each key position will be articulated to ensure a professional working environment within the Central Unit. Knowledge, education and skill levels for each position will be defined along with suggestions for measuring performance, to enable

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staff selection and professional objective performance appraisal. The consultants also must provide detail design of IT system to support P3 organizational and promotional activities, and include the design in the interim report. The consultants shall submit a suggested organization structure with their interim report. This organization structure will be further defined and incorporated in its final recommendations.

TASK E: DEFINING THE P3 CENTRAL UNIT EXTERNAL ENVIRONMENT

Many external factors will affect the ability of the P3 Central Unit to perform. Not least of these will be their interaction with line agencies and sub-national governments. The consultants, through consultation with various stakeholders will define the impediments to full cooperation to cause the Central Unit to achieve its goal. The purpose of the Supervisory Board is to strengthen both the political environment and to improve communication among actors in the P3 landscape.

The consultants will make recommendations on how to organize the Supervisory Board to ensure that the P3 Central Unit's mission remains intact. The idea is to avoid one or two ministries from "going it alone" thereby undermining efforts to create a one-stop shop for investors and reduce the "Red Tape" associated with obtaining approvals and cooperation from other line ministries as a project goes forward. A critical element is to allow high level forum for "go and no go" decision on each project concerning private participation in infrastructure services.

The consultants will need to recommend a Supervisory Board structure that can cut across these lines and ensure the complete cooperation among all players. The Supervisory Board will have a variety of functions including: approving appointments in key positions within the P3 Central Unit; agreeing to project priorities and resource commitments; approving projects to access the PDF; recommending credit enhancements for critical projects; establishing compensation formulae and approving staff performance review; and overall policy and strategic planning. Recommendations for the Supervisory Board and enhancing [COUNTRY]'s investment environment will be incorporated in the Final Report. At the interim report stage the consultants will prepare a preliminary analysis of the views expressed by external actors.

TASK F: ESTABLISHMENT OF P3 CENTRAL UNIT AND ITS NETWORK

The consultants should develop an implementation plan to establish P3 Center and its Network Elements in the plan include but not limited to:

- 1) detail promotional strategy
- 2) working mechanism among broader organizations, including P3 units;
- 3) IT, including web based service integrated with the Planning Agency's web site, P3 project database and suggested mechanism to maintain the content;
- 4) institutional and administrative manuals;

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- 5) staffs requirement and mobilization,
- 6) deployment plan, including specific deliverables and schedule to ensure successful implementation
- 7) necessary actions to funding sustainability of P3 Central unit operation.
- 8) detailed launching plan.

The implementation plan will be approved by the Steering Committee. Once the plan is approved, the consultants will provide necessary actions to support P3 Central Unit launching. In the implementation stage, the consultants will provide support to execute against specific deliverables according to schedule, raise critical issues concerning P3 operation to the Steering Committee, communicate to gain buy-in from broader stakeholders, maintain an integrated perspective of the implementation, and provide a supporting team. The Planning Agency will establish a program office to formally manage the P3 Central Unit.

MANAGEMENT OF THE SERVICES

The Planning Agency will act as the implementation agency for these technical assistance services. [MINISTER] will chair the STEERING COMMITTEE, and their members include all directors under the Deputy of Infrastructure and other parties. The Steering Committee will be responsible to provide overall guidance during the technical assistance as well as assuring the quality of output. The Steering Committee will prepare and deliver to the Project Funding Agency within one month of completion of services and an Impact Assessment Report on the services. The Planning Agency will establish a WORKING GROUP to provide day-to-day guidance as well as necessary assistance on the conduct of the study. The Working Group will be chaired by the Director for Public Infrastructure Institutional Development, who will report to the Steering Committee. The Working Group consists of Planning Agency staff.

The consultants will appoint a Team Leader, who will report to [] as the Head of Working Group on technical and substantial matters, and to PROJECT MANAGER - that will be appointed by [MINISTRY] - for administrative and financial matters. The Coordinating Ministry for Economic Affairs (CME) will act as the Executing Agency (EA), and will enter into a contract with the consultants for the conduct of the services.

OVERALL SCHEDULE AND PROJECT BUDGET

The TA will be undertaken beginning [DATE] and ending [DATE]. The Technical Assistance duration will be [] calendar months. The design stage is expected to be no more than seven months, and implementation. The total budget for the services is [AMOUNT AND CURRENCY] as detailed in the Appendix.

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CONSULTANT INPUTS

The consultants will provide up to [] person-months of professional staff, with [] person months on international experts and [] person-months national experts. The team will be located in [LOCATION] at appropriate office facilities provided by the Government of [COUNTRY]. Office facilities will include electricity, and air conditioning at no cost to the project. Telephones will be provided with the cost of telephone usage and internet paid under the TA contract.

PERSONNEL

Set out below is the expertise desired for execution of the TA. However, the consultants are free to propose other inputs within the overall financial budget.

INTERNATIONAL EXPERTISE

TEAM LEADER P3 SPECIALIST

At least [] years post graduation experience with a secondary degree in law, finance, management, business administration or planning. Experience in infrastructure policy formulation at the national level, strategic planning, project evaluation, design and procurement is required. The P3 Specialist must have proven experience and knowledge of executing and designing Public Private Partnership programs and projects in a developing country environment with a minimum [5] years P3 experience. Experience in [COUNTRY] and ability to converse in [LANGAGE] will be strong plus. The incumbent must possess demonstrable leadership skills and at least [10] years of team leadership experience.

INSTITUTIONAL/LEGAL SPECIALIST

The Institutional/Legal Specialist will possess at least [10] years professional experience with a secondary degree in law, management, organizational development, human resource management or industrial relations. The Institutional/Legal Specialist will have experience in commercial and company law, labor laws and experience in structuring transactions involving P3 (BOT, Concessions, Delegated Management, Project Finance, etc). The incumbent should further have experience in organizational structures that include the analysis and design of public enterprises, human resources and industrial relations. The incumbent must be a strong communicator and able to articulate complex issues in laymen's terms.

DOMESTIC SPECIALISTS

SENIOR P3 SPECIALIST /CO-TEAM LEADER

The P3 Specialist must possess at least [15] years post graduate experience with a degree in law, management, finance, economics or commerce. The incumbent will have a minimum of [5] years experience in structuring and analyzing P3 transactions through a range of initiatives. He or she must have proven experience in infrastructure policy formulation at the national level, strategic planning, project evaluation. The position requires a strong experience in project management, preferably infrastructure project. Experience in

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managing promotional activities will be an advantage.

P3 SPECIALIST

The P3 Specialist must possess at least [10] years post graduate experience with a degree in management, finance, economics or commerce, or engineering. The incumbent will have a minimum of [] years experience in structuring and analyzing P3 transactions through a range of initiatives. He or she must have proven experience in infrastructure policy formulation at the national level, a strong experience in project management, preferably infrastructure project.

INSTITUTIONAL SPECIALIST

The institutional Specialist will possess at least 10 year professional experience with a post graduate degree in business studies, communications, marketing, psychology, organizational development, human resources management or industrial relations. The incumbent shall have a minimum of 5 years experience in organizational analysis and design, enterprise, team and individual performance appraisal and development of human resources management policies, practices and procedures.

LEGAL SPECIALIST

The Legal Specialist will possess a minimum of 10 years experience since graduating law school He will be fully familiar with [COUNTRY] company and commercial law and in structuring transactions and project finance in a P3 context.

IT SPECIALIST

The IT Specialist will possess a minimum 5 years experience since graduation. He or she will be responsible to design and implement P3 Central Unit information system, develop project information database, and maintain web during project execution.

INFRASTRUCTURE MANAGEMENT/POLICY SPECIALIST

The Infrastructure Management/Policy Specialist will possess at least 10 years professional experience with a post graduate degree in business studies, communications, marketing, psychology, organizational development, human resources management or industrial relations. The incumbent shall have a minimum of five years experience in organizational analysis and design, enterprise, team and individual performance appraisal and development of human resources management policies, practices and procedures. Experience working with local governments will be an advantage.

PUBLIC RELATION SPECIALIST

The public relation specialist will have a minimum five years experience since graduation. He or she will be responsible to manage P3 promotional activities. Hence, he or she should have experience in managing and publishing promotional materials, managing seminars/workshops, conducting meeting with potential investors, and update web content. Previous experience in support deals with private investors in infrastructure or multilateral/bilateral agencies will be an advantage.

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SUPPORTING STAFF AND FACILITIES

The consultants shall include in its proposal appropriate cost allowance for support staff and facilities. The consultants shall include the cost to plan, schedule and travel to Malaysia, South Korea, and South Africa to execute the study tour portion of the TOR. The study tour is to include six counterparts chosen by the Working Committee and one escort from the consultant team.

PROJECT DELIVERABLES

The project deliverable will consist of the following reports:

- 1) **INCEPTION REPORT:** Presented four weeks after mobilization and covering the consultants' Work Plan for the Project. The Report shall include a review of previous reports concerning a P3 Central Unit, a legal review including an analysis of previous P3 legislation, new sector laws, and decentralization laws and other matters included in this TOR. The Report shall further include a Plan for identifying stakeholders' interests and actions proposed to address the concerns. The Report will be prepared with an Executive Summary in 20 copies in both English and [LANGUAGE] [COUNTRY]
- 2) **FIELD TRIP REPORTS:** Presented after return from each study tour location, no later than four months after mobilization. The field trips will be conducted no later than month four. It will be a comprehensive review of each field trip and results. The field trip report will include observations about the structure of the organizations visited and include appropriate recommendations as to the adaptability of possible scenarios for [COUNTRY],
- 3) **INTERIM REPORT:** Presented 4 months after the inception of the project and describing progress to date. The report will incorporate a series of proposals and alternatives for establishing the P3 Central Unit for discussion and conclusion in the Final Report. The Report will be prepared with an Executive Summary in [50] copies in both English and [LANGUAGE] [COUNTRY].
- 4) **IMPLEMENTATION PLAN:** Presented [6] months after the inception of the project describing detailed plan to establish P3 Central Unit. The content of the Plan described in Task F.
- 5) **TRANSFORMATION REPORT.** Presented 12 months after the inception of the project describing necessary undertakings to prepare transfer of the operation of P3 Central Unit to a Program Office established by the Planning Agency, and financial plan to support sustainability operation of the Unit.
- 6) **DRAFT FINAL REPORT:** Presented one month prior to completion of the assignment and reporting on progress toward developing an operational design for the P3 Central Unit, The Report will include an Action Plan to actualize the

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Central Unit and on further technical assistance needed to assist the Central Unit to come into existence. The Report will include a draft law appending previous P3 laws and establishing a P3 Central Unit. The Report will articulate the organizational structure proposed for the P3 Central Unit and Supervisory Board. It will include comments from interested actors and stakeholders. The Report will be prepared with an Executive Summary in [50] copies in both English and [LANGUAGE].

- 7) **FINAL WORKING REPORT:** Presented upon completion of the assignment and incorporating comments and amendments to the Draft Final Report, The Report will be prepared with an Executive Summary in 50 copies in both English and [LANGUAGE].
- 8) **FINAL SEMINAR** The consultants will prepare and deliver at an appropriate venue to hold upwards of 100 participants a final seminar discussing conclusions reached during the assignment. The Seminar may serve as a kick-off for the planned Central Unit and should give appropriate time for presentations by policymakers and the consultants Team and provide sufficient time for question and answer sessions.