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**TERMS OF REFERENCE**  
**(Individual Contractor Agreement)**

**Title:** PPP Specialist (Retainer)  
**Project:** B0054-25 - Advisory Services in Public-Private Partnership  
**Duty station:** Home Based  
**Section/Unit:** LCR  
**Contract/Level:** IICA-1  
**Supervisor:** Senior Regional Advisor in PPPs or Senior Advisor in PPPs

## **1. General Background**

The United Nations Office for Project Services (UNOPS) is the central resource for the United Nations system in procurement and contract management, as well as in civil works and physical infrastructure development. It focuses its action on the areas of its mandate established by the General Assembly and its Executive Council, while collaborating with other United Nations agencies, funds and programs on joint projects.

UNOPS supports local and national governments to maximize the efficiency of public investment, promote transparency, fight corruption and adapt to each country the best practices available worldwide in order to strengthen national capacities in the areas of procurement, public infrastructure and project management.

With over 8,000 personnel spread across 80 countries, UNOPS offers its partners the logistical, technical and management knowledge they need, where they need it. By implementing around 1,000 projects for our partners at any given time, UNOPS makes significant contributions to results on the ground, often in the most challenging environments.

## **2. Purpose and Scope of Assignment**

In Latin America and the Caribbean, UNOPS adapts its approach to local context, providing a broad range of strategic solutions to improve member countries efforts in achieving the priorities of the Agenda 2030. Beyond its regular activities, it works in order to preserve and value the wealth of natural, cultural and human resources and to reduce gaps as inequality.

UNOPS has been recently offering PPP Advisory Services in order to strengthen public sector capabilities in the development of Public Private Partnership (PPP) initiatives.

Through its PPP portfolio, UNOPS is developing advisory services in infrastructure finance with private sector funding and operations. This includes public-private partnerships, concessions, management contracts, loans and other partnerships to support the national and local governments to address the challenge on how to prioritize and finance the infrastructure investment needed.

Therefore, UNOPS is now recruiting PPP Specialists with relevant experience in the development PPP projects.

The Private Public Partnerships Specialist at this level would be a main contributor of the PPP specialist team for one or more UNOPS PPP project(s).

This position is home-based and depending on the projects portfolio development in LCR the selected candidate will be required to travel at least 1/3 of his/her service time and may have responsibilities in multiple countries.

This position will initially work in projects in Central America, Mexico or Argentina, and depending on PPP portfolio development may also work on other countries in Latin America and the Caribbean.

This is a homebased position and ideally the PPP Specialist should be located in any country in Central America, Mexico or Argentina.

### **Functional responsibilities**

The PPP Specialist will be part of the PPP team and based on project requirements and individual background and profile s/he will work in one or more areas described below:

#### **a) Business development in PPPs advisory services or in sustainable infrastructure finance**

- Prepare and execute a plan to expand the area of advisory services of PPP and Infrastructure Finance of UNOPS;
- Experience in dealing with government clients, investors and multiple stakeholders of PPP/infrastructure projects;
- Experience in successfully managing diverse project teams in multiple transactions, specially leading and integrating the different areas of work within a PPP/ infrastructure project (legal, financial, technical, etc.);
- Establish solid working relationship with the project board, client and key stakeholders;
- Manage communications and ensure stakeholders are aware of project activities, progress, exceptions and are in a position to accept handover products;
- Advise the client on issues that may impact the achievement of their outcomes (including issues of sustainability and post project requirements such as maintenance);
- Develop of investment promotion proposals;
- Manage the execution of competitive, transparent tender processes, and the resultant finalization of contractual agreements between investors and partners.

#### **b) Project Management**

The Specialist in PPPs may be required to provide support to Senior PMs in the management of the projects including support in any compliance and control area as per UNOPS procedures and policies. The Specialist may be appointed to support a Senior Project Manager or may manage level 1 projects (i.e. small or less complex PPP advisory services projects).

- In the capacity of Project Manager will be expected to follow the project lifecycle from inception to completion using standard project lifecycle practices and procedures with guidance and support of senior PPP Project Managers to ensure key project components and procedures are in place.
- In close coordination with senior PPP Project Managers the incumbent will perform the following standard project management activities for assigned projects or will support senior PPP Project managers with one or more of the following:
  - a) Stakeholder management: establish solid working relationship with the project board; manage communications and ensure stakeholders are aware of project activities and progress; advise the client on issues that may affect the achievement of their outcomes; and manage the information flows between the Project Board and Country Head of Office and the project(s)
  - b) Delivery and performance: Develop and maintain project plans; implement approved project plans; manage the production of the required products, taking responsibility for overall progress and use of resources and initiating corrective action where necessary; liaise with any external suppliers or account managers; authorize work packages; advise the Project Board and Head of Country Office of any deviations from the plan; identify and manage risks so that maximum benefit to client and stakeholders is achieved; manage and review product quality and ensure products

are accepted; monitor and evaluate performance of service providers

c) Procedures: follow the Project Management Cycle Instructions and ensure that all organizational policy is complied with; prepare project reports including but not limited to Highlight Reports, End Stage Reports, Operational Closure Checklist, End Project Report, Handover Report; maintain project files (e.g.: i. Electronic Blue File; ii. Procurement, HR and Finance files as required by those practices as per OD12); ensure that all expenditure comply with UNOPS Financial Rules and Regulations (FRR); Manage budgets, cash flow and obligations to ensure that deliverables are met and payments to contractors and personnel are received on time; manage and remain accountable for expenditures against the budget (based on accurate financial reports, etc.)

**c) PPP Financial modelling**

- Support on the definition and data collection for specific conditions for infrastructure projects (roads, railroads, sewage, etc.) as well as public infrastructure (hospitals, prisons, schools, etc.);
- Develop pre-feasibility and feasibility studies, value-for-money analysis, public-private comparator, project screening matrixes, decision models, risk assessment and matrixes;
- Demand forecast studies;
- Income forecast studies, remuneration model for the private partner and public sector payment models according to Brazilian PPP and Concession Legal Framework;
- Macroeconomic and financial assessment;
- Capital Asset Pricing Modeling;
- Debt and equity modeling, including assessment of different types of investment financing (loans, bonds, etc.);
- Collect and insert physical and financial schedule (investments) in the model, as well as all operational premises (costs, expenses, etc.);
- Investment return modeling for shareholders over the term of the concession (distribution of dividends, reduction of capital, etc.);
- Performance based payments model linked to financial modelling;
- Develop all financial statements for the project;
- Perform other financial analysis as necessary for the project;
- The modeling should be prepared and allow sensibility analysis for main figures;
- The model should include a “Control Panel” with main assumptions and figures of the project;

**d) Coordination of PPP Legal and technical framework modelling**

- Work with expert advisors on legal feasibility studies, including risk assessment and matrix, services regulation and other legal aspects involved in PPP/ infrastructure project;
- Support the development of the legal framework for guarantees and project finance;
- Develop public tender framework and legal documents for PPP/ infrastructure projects (call for proposal, contracts, reference model etc.);
- Support and advise the partners during procurement processes (Q&A, assessment of proposals, elaboration of data room, etc.);
- Work closely with technical experts to ensure the smooth integration of all documentation and impact across the legal and financial documentation;
- Support the renegotiation of PPP contracts.

### 3. Monitoring and Progress Controls

The consultant will be under the direct supervision of Senior Regional Advisor in PPPs who will provide the Consultant with the strategic instructions necessary for her/him to carry out his work

### 4. Qualifications and Experience

#### a. Education

- A third level education degree (master's degree or equivalent) is required. Preferably in the fields of Finance, Economics, Business Administration (MBA), Infrastructure or related areas;
- A second level education degree (bachelor's degree or equivalent) plus additional years of experience may be accepted in lieu of the Master's degree;
- Formal certifications in financial modeling applied to Infrastructure, project finance or in PPPs is an advantage.

#### b. Work Experience

- A minimum of two years (or more depending on academic credentials) of relevant experience in the field of public private partnerships
- Relevant experience in one or more of the following areas :  
Financial modeling, project finance or valuation modalities in the infrastructure sector; or  
Experience in business development of PPP advisory services, or  
Experience in sector-specific business models for PPP projects (e.g.: water, power generation, health, education, etc.); or  
Public Private Partnerships project management

#### c. Languages

- Fluency in any of the following languages: Portuguese or Spanish
- Fluency in English is required.

#### c. Competencies



Treats all individuals with respect; responds sensitively to differences and encourages others to do the same. Upholds organizational and ethical norms. Maintains high standards of trustworthiness. Role model for diversity and inclusion.



Acts as a positive role model contributing to the team spirit. Collaborates and supports the development of others. **For people managers only:** Acts as positive leadership role model, motivates, directs and inspires others to succeed, utilizing appropriate leadership styles.



Demonstrates understanding of the impact of own role on all partners and always puts the end beneficiary first. Builds and maintains strong external relationships and is a competent partner for others (if relevant to the role).



Efficiently establishes an appropriate course of action for self and/or others to accomplish a goal. Actions lead to total task accomplishment through concern for quality in all areas. Sees opportunities and takes the initiative to act on them. Understands that responsible use of resources maximizes our impact on our beneficiaries.



Open to change and flexible in a fast paced environment. Effectively adapts own approach to suit changing circumstances or requirements. Reflects on experiences and modifies own behavior. Performance is consistent, even under pressure. Always pursues continuous improvements.



Evaluates data and courses of action to reach logical, pragmatic decisions. Takes an unbiased, rational approach with calculated risks. Applies innovation and creativity to problem-solving.



Expresses ideas or facts in a clear, concise and open manner. Communication indicates a consideration for the feelings and needs of others. Actively listens and proactively shares knowledge. Handles conflict effectively, by overcoming differences of opinion and finding common ground.

Project Authority (Name/Title):		Contract holder (Name/Title):	
Signature	Date	Signature	Date