



**Training Seminar for PPP practitioners in  
Ukraine**

Online, 12 December 2023

**Practical tools for aligning PPP  
and infrastructure projects in the  
post-war recovery and  
reconstruction in Ukraine with  
the SDGs**



**UNECE**



AGENCY ON SUPPORT  
PUBLIC-PRIVATE  
PARTNERSHIP

# Agenda



## Today's Programme

14:00 – 14:15	Opening and introductions
14:15 – 14:45	The UNECE approach for aligning PPPs with the SDGs, using PIERS
14:45 – 15:15	Applying the UNECE PIERS methodology on post-war recovery and reconstruction projects: a flexible approach adapted for Ukraine
15:15 – 16:45	Presentation of pilot projects in Ukraine using the PIERS methodology for PPP projects & training on the assessment process used
16:45 – 17:00	Conclusions and next steps

# Part 1: Opening and Introductions



## Speakers:

- **Niko Gachechiladze, Director, PPP Agency of Ukraine**
- **Tony Bonnici, Chief, PPP Section, UNECE**



# Part 2: The UNECE Approach for Aligning PPPs with the SDGs, using PIERS



**Speaker:**

**Antonin Menegaux,  
UNECE PPP Section**



# United Nations Economic Commission for Europe

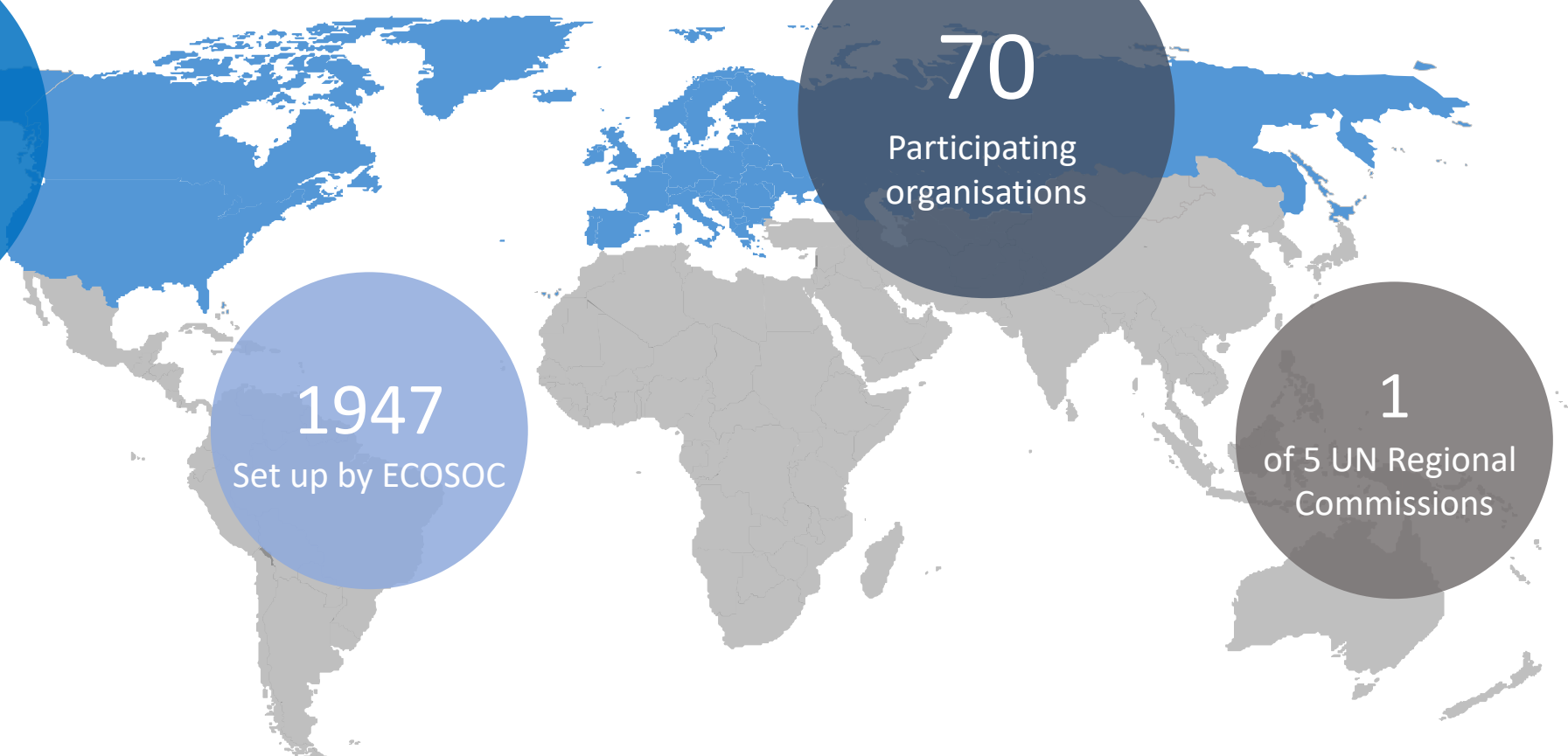


**56**  
Member States  
in Europe, North  
America and Asia

**70**  
Participating  
organisations

**1947**  
Set up by ECOSOC

**1**  
of 5 UN Regional  
Commissions



# The UNECE PPPs for the SDGs approach



SDG-compliant PPPs in infrastructure and the delivery of public services that achieve:



“Value for Money”



“Value for People”



“Value for the Planet”

5 desirable outcomes that derive from the SDGs as it concerns infrastructure:



Access and  
Equity



Economic  
effectiveness  
and fiscal  
sustainability



Resilience and  
environmental  
sustainability



Stakeholder  
engagement



Replicability

# Flagship Practical tools

## UNECE PPPs for the SDGs



**UNECE PPP and Infrastructure Evaluation and Rating System (PIERS):** An evaluation methodology to score projects against the SDGs



**UNECE PPP/Concession legal framework for the SDGs:** Standard on PPP/Concession Legal Framework in support of the SDGs

### **UNECE Standards and Guidelines**

- Standard on a Zero Tolerance Approach to Corruption in PPP Procurement
- Guidelines on PPPs for the SDGs in Waste-to-Energy Projects for Non-Recyclable Waste: Pathways towards a Circular Economy
- Guidelines on Promoting Circular Economy in PPPs for the SDGs

# The UNECE PIERS sustainability methodology





## Measuring infrastructure projects against the SDGs



### What?

- Platform to score infrastructure projects against the SDGs & the 5 PPPs for the SDGs outcomes
- Self-Assessment Tool (available online and in Excel)

### How?

- Developed by 100+ experts
- Officially launched in 2022

### Features

- 22 criteria and 95 indicators
- Weighting and scoring system
- Flexible and adaptable to all countries, PPP and infrastructure projects

from **35+** countries

**200+** projects evaluated



2

UNECE PPP and infrastructure awards

Adopted by

2

MDBs



### Access and Equity

1. Provide essential services.
2. Advance affordability and universal access.
3. Improve equity and social justice.
4. Plan for long-term access and equity.
5. Avoid/minimise and mitigate physical and economic displacement



### Economic effectiveness and fiscal sustainability

6. Avoid corruption and encourage transparent procurement.
7. Maximise economic viability and fiscal sustainability.
8. Maximise long-term financial viability.
9. Enhance employment and economic opportunities.



### Resilience and environmental sustainability

10. Reduce greenhouse gas emissions and improve energy efficiency.
11. Reduce waste and restore degraded land.
12. Water consumption and wastewater discharge.
13. Protect biodiversity.
14. Assess risk and prepare for disaster management.



### Replicability

15. Encourage replicability and scalability.
16. Standardise PPP preparation and tender
17. Enhance government, industry and community capacity.
18. Support innovation and technology transfer.



### Stakeholder engagement

19. Plan for stakeholder engagement and public participation.
20. Maximise stakeholder engagement and public participation.
21. Provide transparent and quality project information.
22. Manage public grievances and end user feedback.

# Demo

## PIERS online platform



The screenshot shows the homepage of the PIERs online platform. At the top left is the UNECE logo. To its right is a language dropdown menu set to "English". Below the logo is the title "PPP and Infrastructure Evaluation and Rating System (PIERS): An Evaluation Methodology for the SDGs" and a "SIGN IN OR REGISTER" button. A dark blue navigation bar contains the word "Home". The main content area features a heading "PPP and Infrastructure Evaluation and Rating System (PIERS): An Evaluation Methodology for the SDGs" followed by a paragraph of text describing the platform's purpose. Below the text is another "SIGN IN OR REGISTER" button. To the right of the text is a video player showing a virtual meeting with multiple participants in a grid layout. The video player has a "Watch on YouTube" button at the bottom left and a "Copy link" button at the top right.

# PIERS online

## Basic features

English

English  
Русский  
Español  
Українська

### Edit Profile

Please fill out the fields below with your updated information to update your profile.

NAME

Antonin Menegaux

Update first name and last name here. [↗](#)

E-MAIL

amenegaux@gmail.com

COUNTRY \*

France

ORGANIZATION \*

UNECE

EDIT PROFILE

PPP and Infrastructure Evaluation and Rating System (PIERS):  
An Evaluation Methodology for the SDGs

AM Antonin Menegaux

Home Assessments

### Start Project Evaluation

The Self-Assessment Tool assesses the compliance of an infrastructure project with the PPP for the SDGs outcomes using the criteria and indicators of the UNECE PPP Evaluation Methodology for the SDGs

START A NEW ASSESSMENT

#### FILTER ASSESSMENT

COUNTRY PROJECT STAGE STATUS

Please select a country Select project stage Select status

CLEAR FILTERS APPLY FILTERS

#### 2 Assessments

PROJECT NAME ▲ ▼	COUNTRY ▲ ▼	PROJECT STAGE ▲ ▼	STATUS ▲ ▼	CREATED ON ▲ ▼
First and Container Terminals-Port of Chornomorsk	Ukraine	Development	COMPLETED	11 December 2023

# PIERS online

## Initial questions

PPP and Infrastructure Evaluation and Rating System (PIERS):  
An Evaluation Methodology for the SDGs

AM Antonin Menega...

Home Assessments

First and Container Terminals-Port of Chornomorsk  
Ukraine

PERFORMANCE Good STATUS COMPLETED

Project Overview Access and Equity Economic Effectiveness and Fiscal Sustainability Environmental Sustainability and Resilience Replicability Stakeholder Engagement Overall Results

**Important:** Please read the introduction to PIERS here.

### Initial questions

(\* Mandatory)

LOCATION OF INVESTMENT \* Ukraine

ENVIRONMENTAL SETTINGS \* All other environmentally unspecified areas

PROJECT STAGE \* Development

VERIFIABLE AND MEASURABLE DATA \* Yes

STATEMENT OF INTENT \* Yes (basic statement)

### Project information

NAME OF THE PROJECT \* First and Container Terminals-Port of Chornomorsk

PROJECT SECTOR \* Transport

VALUE OF THE PROJECT (USD) \$50,000,000

PROJECT DESCRIPTION / OVERVIEW \*

The project envisions the reconstruction of existing facilities of the transshipment complex and updating and modernising the transshipment machinery. The project involves attracting a private investor as the concessionaire to finance the design, improvements to the berths (i.e., the acquisition and modernisation of equipment, dredging works, and the expansion of platforms), maintenance of the first and container terminals at the seaport (berths 1-6) and operational activities (i.e., the transshipment of containers). The goal of the concession is to turn the container terminal—which currently has a limited ability to attract container business—into a larger operational container handling terminal, restoring the initial container throughput design capacity of 750k TEUs by replacing the equipment at a relatively low cost given key infrastructure at the Chornomorsk Container Terminal remains.

TESTIMONIAL OF THE IMPACT OF THE PROJECT (HOW THE PROJECT IS OR IS PLANNING TO HAVE AN IMPACT ON PEOPLE'S LIVES)

There are several priorities that will be addressed as part of this project, several of which speak directly to how the project will impact peoples lives (see priorities 7, 8, and 9). The project priorities are: 1. Increase the Port's operating capacity and efficiency and improve the quality of services and logistics. 2. Increase the future operational potential of the Container Terminal and the Port's assets from private investment, attracting better management and operational experience, and improving commercial flexibility. 3.Reduce operating costs and increase the capital return on fixed assets and labour productivity. 4.Increase the total revenues from payment of the concessionaire for land lease fees, concession payment, VAT, and income tax. 5.Increase the value of state assets of the port infrastructure. 6. Reduce the cost of port services for sea carriers by decreasing vessel handling times and the idle

# PIERS online Indicators

PPP and Infrastructure Evaluation and Rating System (PIERS):  
An Evaluation Methodology for the SDGs

AM Antonin Menega...

Home Assessments

First and Container Terminals-Port of Chornomorsk  
Ukraine

PERFORMANCE: Good | STATUS: COMPLETED

Project Overview
 Access and Equity
 Economic Effectiveness and Fiscal Sustainability
 Environmental Sustainability and Resilience
 Replicability
 Stakeholder Engagement
 Overall Results

## Access and Equity

Across the 17 SDGs, a key focus is improving access to critical public services for social development and poverty eradication, recognizing that depriving access to one service can have huge negative impacts on people's livelihoods and wellbeing.

Equity could be broadly defined as equal access to the infrastructure and PPP project outputs/services, and that proactive measures are employed, where necessary, to ensure that all citizens interested by the service with due regard to the economically disadvantaged and those who suffer from social exclusion have access to the service in an equitable manner.

**AE1 - Provide Essential Services**  
58.3%

**AE2 - Advance Affordability and Universal Access**  
5%

**AE3 - Improve Equity and Social Justice**  
5%

**AE4 - Plan for Long-Term Access and Equity**  
65%

**AE5 - Avoid/Minimise and Mitigate Physical and Economic Displacement**  
0%

**Access and Equity**  
56.7%

**Performance:** Satisfactory

**Intent**  
Provide new or improved access to essential services to people.

**Metric**  
The extent to which the project provides new or improved access to essential services

**Description** **Applicability**

**\* AE1.1 - Is the project identifying and taking into account the real needs of the people by reference to their economic and social situation as established through the stakeholder engagement process?**

5 - Excellent
  4 - Very Good
  3 - Satisfactory
  2 - Marginal
  1 - Unsatisfactory

(\* Mandatory)

**AE1.2 - Is the project contributing in an organised manner to the expansion and improvement (for example including but not limited to circular economy processes) of essential services?**

5 - Excellent
  4 - Very Good
  3 - Satisfactory
  2 - Marginal
  1 - Unsatisfactory

**AE1.3 - Is there evidence that stakeholder lives will be / have been / are being transformed as a result of the project providing new or improved access to essential services?**

5 - Excellent
  4 - Very Good
  3 - Satisfactory
  2 - Marginal
  1 - Unsatisfactory

**AE1.4 - Is the project avoiding, eliminating, mitigating, and/or offsetting impacts to existing essential services?**

5 - Excellent
  4 - Very Good
  3 - Satisfactory
  2 - Marginal
  1 - Unsatisfactory
  N/A

**SAVE & NEXT**

# PIERS online Guidance (initial)

**Introduction to PIERS**

This online platform is an easy-to-use tool that presents the UNECE PPP and Infrastructure Evaluation and Rating System (PIERS) in a simplified format. PIERS provides an indicative PPP for the SDGs score as well as qualitative feedback to assist projects improve PPP for the SDGs outcomes. The qualitative feedback is generated automatically based on responses provided in the PIERS online tool.

**Where does PIERS apply?**

PIERS applies to all types, sizes, and PPP models<sup>[1]</sup>, anywhere around the world, in any sector. A PPP can be defined as:

- A physical infrastructure which is the support of a public service designed, financed, built or rehabilitated and operated by a commercial company selected by way of competitive bidding and operating the service in accordance with the provisions of a contract, entered into with the public authority in charge of delivering such a service.
- The contract, based on functional specifications and performance criteria, provides for a compensation of the company by the public authority or by the end users (or a combination of both). The service is rendered for a time period calculated in such a way that the company may amortize all costs and make a reasonable profit.
- At the expiry of the term, the infrastructure is transferred in good operating conditions to the public authority, generally without compensation unless, such a compensation is provided for the contract.  
Example PPPs include:
  - Economic infrastructure<sup>[2]</sup> such as transportation facilities and utility networks (e.g., water, sewage, communications, electricity);
  - Social infrastructure such as schools, hospitals, libraries, parks and other amenities, public housing; or
  - Green infrastructure / community-based PPPs.

**Who should use PIERS?**

PIERS is intended to provide a common language for or basis of understanding PPPs for the SDGs. It is intended to be used by governments, the private sector, civil society organisations, academia and international organisations who work together to achieve PPPs for the SDGs.

**Project Overview**

First and Cont  
Ukraine

**STATUS**  
COMPLETED

**Overall Results**

**Important:** Plea

**Initial questions**  
(\* Mandatory)

**LOCATION OF INVEST**  
Ukraine

**PROJECT STAGE \***  
Development

**STATEMENT OF INTEN**  
Yes (basic statement

**Project informa**

**NAME OF THE PROJECT \***

# PIERS online Guidance (indicators)

**AE1 - Provide Essential Services**  
Intent  
Ensure equity and social justice considerations are included within project processes and decision making.

**AE2 - Advance Affordability and Universal Access**

**AE3 - Improve Equity and Social Justice**

**AE4 - Plan for Long-term Resilience**

**AE5 - Avoid/Minimize Adverse Impacts and Economic Displacement**

**Access and Equity**

**Performance:** Good

**Indicator Guidance (AE3.1)**

To rate this indicator as "5-excellent", the user needs to undertake a preliminary assessment of the historic context of equity and social justice within the project's host and affected communities (i.e., the project's service area), with special consideration being given to the needs and issues of sovereign peoples, especially indigenous peoples (if applicable).

This assessment goes beyond the assessments conducted with respect to affordability and access per criterion AE2 Advance Affordability and Universal Access. This criterion requires the team to consider the historic context of social equity and justice which needs to take into account a wide range of demographic data, gender equality, health data, income rate, education, level of historic infrastructure investment and any other relevant factors. To undertake such an assessment, formal community planning documents, and/or other socio-economic and demographic information/data or other related reports (such as those produced by governmental and/or non-governmental organisations) could be reviewed and analysed. In the absence of the availability of existing documentation, the user could undertake this assessment on their own for the project, in consultation with stakeholders (including the public). Such an assessment of social equity and justice considerations could be done as part of a larger "Stakeholder Needs Assessment" or "Environmental and Social Impact Assessment". The focus should not be on the title of the report or assessment, rather, the focus should be on its content, which is understanding the historic context of equity and social justice in the project service area to avoid exacerbating equity and social justice concerns and to identify any potential opportunities to rectify historical injustices.

This preliminary assessment should be included in the project PPP development strategy, concept document, prefeasibility study or equivalent documentation. The user should take care to compile any source documents or other reference materials used to undertake this assessment.

**SAVE & NEXT**



# PIERS online

## Qualitative comments

### Strengths

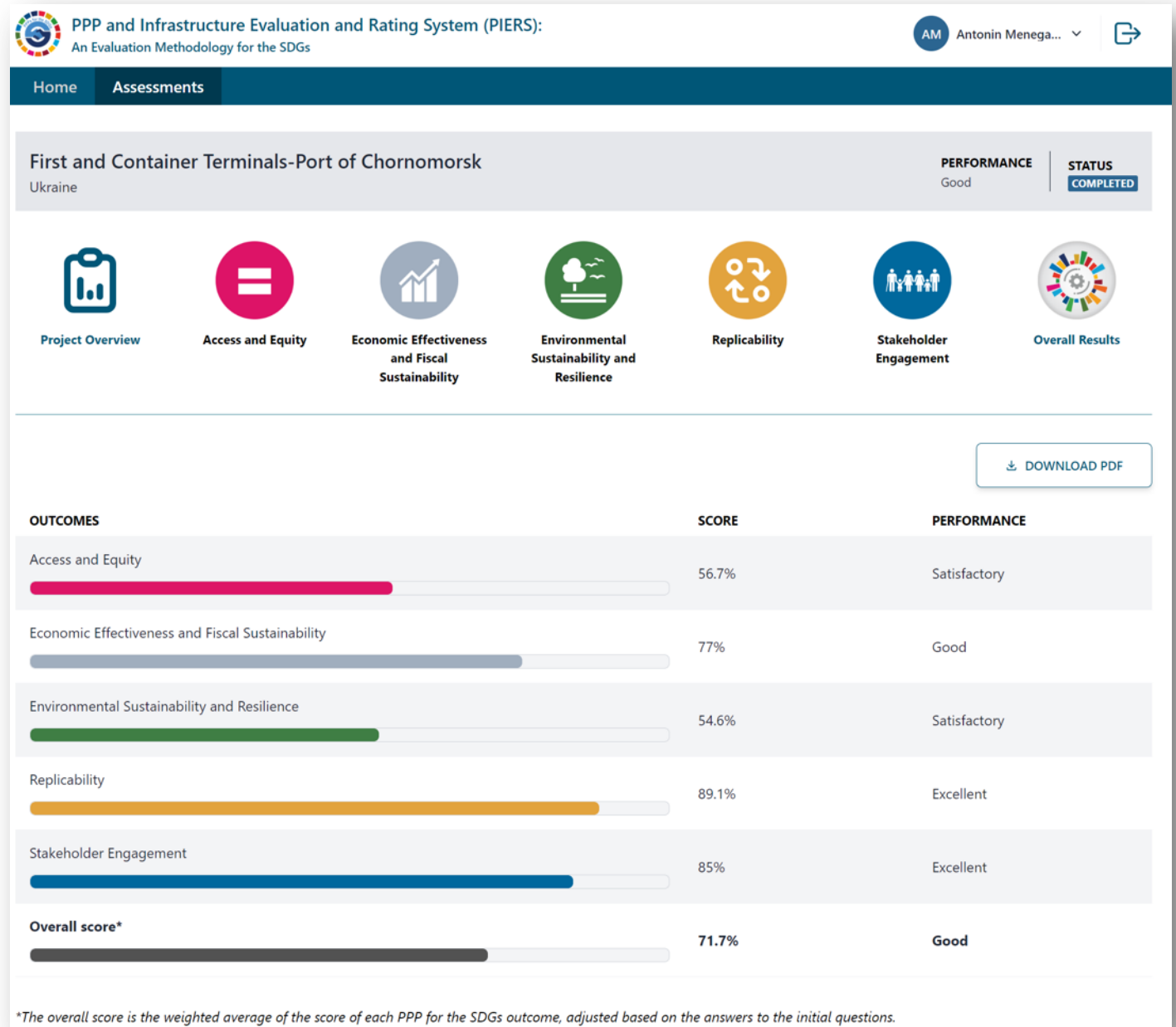
- The project generates positive "value-for-money" meaning the costs net of benefits of the selected PPP contractual model are lower vs. a modern public procurement model.
  - The project has conducted an environmental and social impact assessment (ESIA) (or initial environmental assessment (IEE) for category B projects).
  - The project has implemented the stakeholder engagement and public participation plan(s) throughout the project's lifecycle in an effective, timely, and inclusive fashion.
  - The project's private sponsor/shareholder is of adequate technical, financial and reputational standing to successfully finance, implement, operate and maintain the project over its life, including having access to necessary resources to fulfil its contractual obligations under various economic scenarios and to adapt the services provided to the potentially evolving needs.
  - Opportunities for the transfer of knowledge/know-how, technologies, and skills from the private party to the public party and/or local community stakeholders have been assessed and/or successfully implemented.
  - Quality and pertinent information about the project relative to the PPP for the SDGs outcomes is readily available to all stakeholders, including members of the public, and provided in a transparent, timely, understandable, and accessible fashion and is incorporated in the PPP contract.
  - The project delivers "value-for-people" meaning the project offers net tangible and intangible benefits to society by providing services to a consistently and verifiably higher standard over the life of the project.
- ...

### Areas of Improvements

- Consider developing and implementing an environmental management plan (EMP) to avoid, mitigate impacts to, or restore the impact area.
- Consider maximising the development impact of the project and facilitating women's empowerment throughout project procurement, project decision-making, entrepreneurship support and capacity building, occupational training and support, work flexibility and equal pay for equal work.

# PIERS online

## Overall results



# PIERS online Certificate

## PPP and Infrastructure Evaluation and Rating System (PIERS)

An Evaluation Methodology for the SDGs

Overall results

First and Container Terminals-Port of Chornomorsk Ukraine		PERFORMANCE Good
Outcomes	Score	Performance
Access and Equity	56.7%	Satisfactory
Economic Effectiveness and Fiscal Sustainability	77%	Good
Environmental Sustainability and Resilience	54.6%	Satisfactory
Replicability	89.1%	Excellent
Stakeholder Engagement	85%	Excellent
<b>Overall score*</b>	<b>71.7%</b>	<b>Good</b>

\*The overall score is the weighted average of the score of each PPP for the SDGs outcome, adjusted based on the answers to the initial questions.

Note: UNECE is not responsible for the use of the score given by this tool. The score is only an information of a project compliance with the PPP for the SDGs outcomes and is based on the answers given by the user.

### Strengths

1. The project generates positive "value-for-money" meaning the costs net of benefits of the selected PPP contractual model are lower vs. a modern public procurement model.
2. The project has conducted an environmental and social impact assessment (ESIA) (or initial environmental assessment (IEE) for category B projects).
3. The project has implemented the stakeholder engagement and public participation plan(s) throughout the project's lifecycle in an effective, timely, and inclusive fashion.
4. The project's private sponsor/shareholder is of adequate technical, financial and reputational standing to successfully finance, implement, operate and maintain the project over its life, including having access to necessary resources to fulfil its contractual obligations under various economic scenarios and to adapt the services provided to the potentially evolving needs.
5. Opportunities for the transfer of knowledge/know-how, technologies, and skills from the private party to the public party and/or local community stakeholders have been assessed and/or successfully implemented.
6. Quality and pertinent information about the project relative to the PPP for the SDGs outcomes is readily available to all stakeholders, including members of the public, and provided in a transparent, timely, understandable, and accessible fashion and is incorporated in the PPP contract.
7. The project delivers "value-for-people" meaning the project offers net tangible and intangible benefits to society by providing services to a consistently and verifiably higher standard over the life of the project.
8. The project has investigated the potential to utilise unwanted waste and/or excess resources from another local project or by finding local destinations for the beneficial use/reuse of its unwanted waste and/or excess resources.

9. The project is implementing one or more innovative methods, technologies, or processes that eliminate or substantially reduce significant problems, barriers or limitations, and/or create scalable and transferrable solutions.
10. The fiscal sustainability of the PPP contract and the creditworthiness of the public authority were positively assessed and the transparently reflecting in public accounts.
11. The project has developed a well-articulated risk reduction and mitigation strategy for the project involving a response and recovery coordination mechanism being put in place with the host and the affected communities.
12. The project has generally followed or adhered to the UNECE Standard on a Zero Tolerance Approach to Corruption in PPP Procurement (ZTC) or the principles contained therein.
13. The project has undertaken a stakeholder mapping exercise to determine all stakeholders that are directly and indirectly affected by and/or interested in the project.
14. The project has taken into account the real needs of the people by reference to their economic and social situation.
15. The project has created a significant number of new local jobs during project identification, development, and implementation.
16. The project has conducted an Environmental and Social Impact Assessment and assessed and mitigated the project's range of potential direct and indirect social impacts (e.g., direct impacts on cultural, historical, recreational, or other resources and services resulting from the project and associated activities; impacts from independent secondary development or actions that may occur as a result of the project; indirect impacts on cultural, historic, recreational or other resource or services that are important to the local community) the project will have on the citizens and more particularly the host communities and affected people (i.e., the project service area).
17. The project has developed a plan/identified strategies to reduce or offset greenhouse gas emissions over the life of the project.
18. The project is including a transfer of technology (e.g. to enable a circular economy) or know-how that contributes to inclusive growth, service quality, sustainability and replicability.
19. A stakeholder engagement and public participation plan has been developed for the project that takes into account the specific needs of each stakeholder and considers the broad range of project issues, as related to the PPP for the SDGs outcomes, that need to be addressed.
20. The project has quantified the number of people who will have new or improved access to one or more essential services as a direct and/or indirect result of the project who previously had no or unsatisfactory access to these services.
21. The project is creating quality jobs that are in line with the ILO Decent Work Indicators.
22. The project has implemented all measures possible to ensure members of the public, including environmental defenders, are able to express their views and participate freely without fear of being penalised, persecuted or harassed for their involvement.
23. The project is developing a plan/identifying strategies to improve the energy efficiency/reduce energy consumption of the project.
24. The project is increasing government capacity and/or project/industry capacity.

### Areas of Improvements

1. Consider developing and implementing an environmental management plan (EMP) to avoid, mitigate impacts to, or restore the impact area.
2. Consider maximising the development impact of the project and facilitating women's empowerment through-out project procurement, project decision-making, entrepreneurship support and capacity building, occupational training and support, work flexibility and equal pay for equal work.


# Resources

## Using PIERS



Resources available on the UNECE website  
<https://unece.org/ppp/em>

**UNECE PPP and Infrastructure Evaluation and Rating System (PIERS)**  
An Evaluation Methodology for the SDGs



PPP and Infrastructure Evaluation and Rating System (PIERS)  
An Evaluation Methodology for the SDGs

The UNECE PPP and Infrastructure Evaluation and Rating System (PIERS) is a new assessment platform that puts people and sustainable development front and centre.

Documents	EN	FR	RU
PPP and Infrastructure Evaluation and Rating System (PIERS): An Evaluation Methodology for the SDGs	<a href="#">pdf</a>	<a href="#">pdf</a>	<a href="#">pdf</a>
PIERS Self-Assessment Tool	<a href="#">xls</a>		<a href="#">xls</a>
User's Guide to the Self-Assessment Tool	<a href="#">pdf</a>		<a href="#">pdf</a>
Video	<a href="#">video</a>		

PIERS online platform:  
[piers.unece.org](https://piers.unece.org)

# Q&A



# Part 3: Applying the UNECE PIERS methodology on post-war recovery and reconstruction projects: a flexible approach adapted for Ukraine



**Speaker:**

**Melissa Peneycad,  
UNECE Consultant**



# Applying PIERS on projects in Ukraine: a pilot initiative



**Pilot initiative: UNECE has been assisting Ukraine to assess projects using PIERS as part of its demand-driven capacity building and policy advisory services to member states.**

## **Goals of the project assessments:**

1. Balance consistency and completeness with flexibility
2. Ensure a robust evaluation process and enhance credibility
3. Provide an extra level of assurance to investors that the projects are being prepared to align with the SDGs
4. Make the process as simple as possible for Government officials
5. Shift the burden of completing the assessments to UNECE, leading to significant time savings for Government of Ukraine officials
6. Encourage the improvement of PPP projects, not penalise

# Adapting PIERS for use in Ukraine



- The PIERS platform will be made available in Ukrainian.
- UNECE is ready to support Ukraine by evaluating many more projects with the least amount of involvement possible by public officials.
- UNECE is working towards the creation of a robust structure to scale up activities and ensure continued credibility, consistency, and robustness.





# Scaling up activities in coming years



- UNECE has funding to support an additional 8 projects.
- Fundraising efforts are underway to significantly scale up activities in the next 1-2 years.

# Applying PIERS flexibly to meet the needs of the Government of Ukraine



**UNECE anticipates most projects in Ukraine that will use PIERS will be reconstruction projects in the identification stage.**

A flexible and adaptable approach to applying PIERS on such projects in Ukraine has been developed:

1. Use of a standardised PIERS questionnaire to simplify the process and reduce the burden on government officials.
2. Focusing on government priorities.
3. Limiting the answer options used within the PIERS Self-Assessment Tool to reduce subjectivity and improve consistency.
4. Scoring multiple indicators at the same time.
5. Turning assumptions into recommendations.
6. Applying PIERS programmatically.

# Applying PIERS flexibly

## PIERS Questionnaire



### Use of a standardised PIERS Questionnaire

- Two open-ended questions + 31 multiple-choice questions (many of which are yes/no)
- Compared to 95 questions in the full PIERS self-assessment tool
- Designed for projects for which there is no or limited information that can be made available



# Applying PIERS flexibly

## Government priorities



### Focus on Government priorities

- PIERS criteria and indicators that align with government priorities will be more thoroughly assessed
- Priorities could be at the national level, regional level, or project level
- For example, some projects may prioritise the need to ensure access for all people which would lead to a more thorough assessment of Access and Equity



# Applying PIERS flexibly

Reduce subjectivity and improve consistency



## Reduce subjectivity and improve consistency

- Limiting answer options in PIERS self-assessment tool to 1, 3, 5 and NA (vs using the full 5-point scale)
- 5 = fully met
- 3 = partially met
- 1 = not met
- N/A is reserved only for indicators that are not applicable to the project being assessed



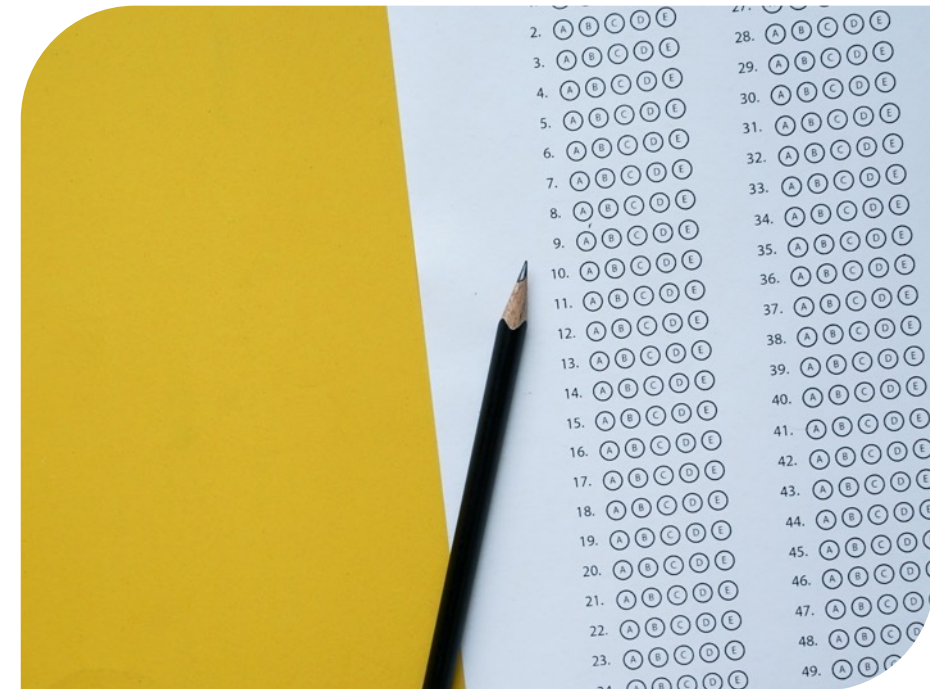
# Applying PIERS flexibly

Scoring multiple indicators based on a single piece of information



## Scoring multiple indicators at the same time

- PIERS questionnaire has been designed to enable the scoring of multiple indicators at the same time.
- For example:
  - Question: “Is or will the project be energy efficient?”
  - Answer: “Yes”
  - The evaluator may be able to assume that indicators related to tracking and calculating the energy consumption of the project AND indicators related to identifying strategies to improve energy efficiency will be met



# Applying PIERS flexibly

## Converting assumptions into recommendations



### Converting assumptions into recommendations

- Due to the early stage of the projects, highly likely that many assumptions will need to be made
- Attempts to confirm/corroborate assumptions should always be made
- Recommendations formulated based in part on assumptions
- Example: No evidence GHG emissions will be reduced. Therefore, assume GHG emissions are not being addressed. Resulting recommendation must be formulated to require the project to address GHG emissions



# Applying PIERS flexibly

## Potential programmatic approach



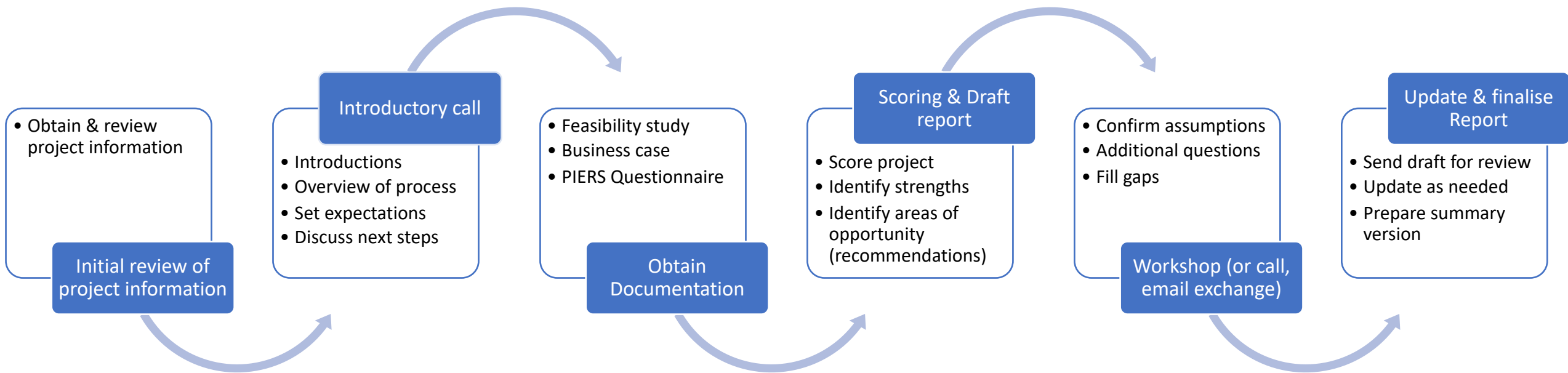
### Potential programmatic approach to PIERS

- Potential to group like projects together into a single assessment
- Any crucial differences would need to be specified
- For example: 5 bridges are being reconstructed using the same project delivery model, but one bridge crosses an environmentally sensitive area and the others do not
- Such an approach would need to be piloted to determine its effectiveness





# Overview of the project assessment process undertaken



# Q&A



# Part 4: High-level Project Presentations and Review of Project Assessments using PIERS



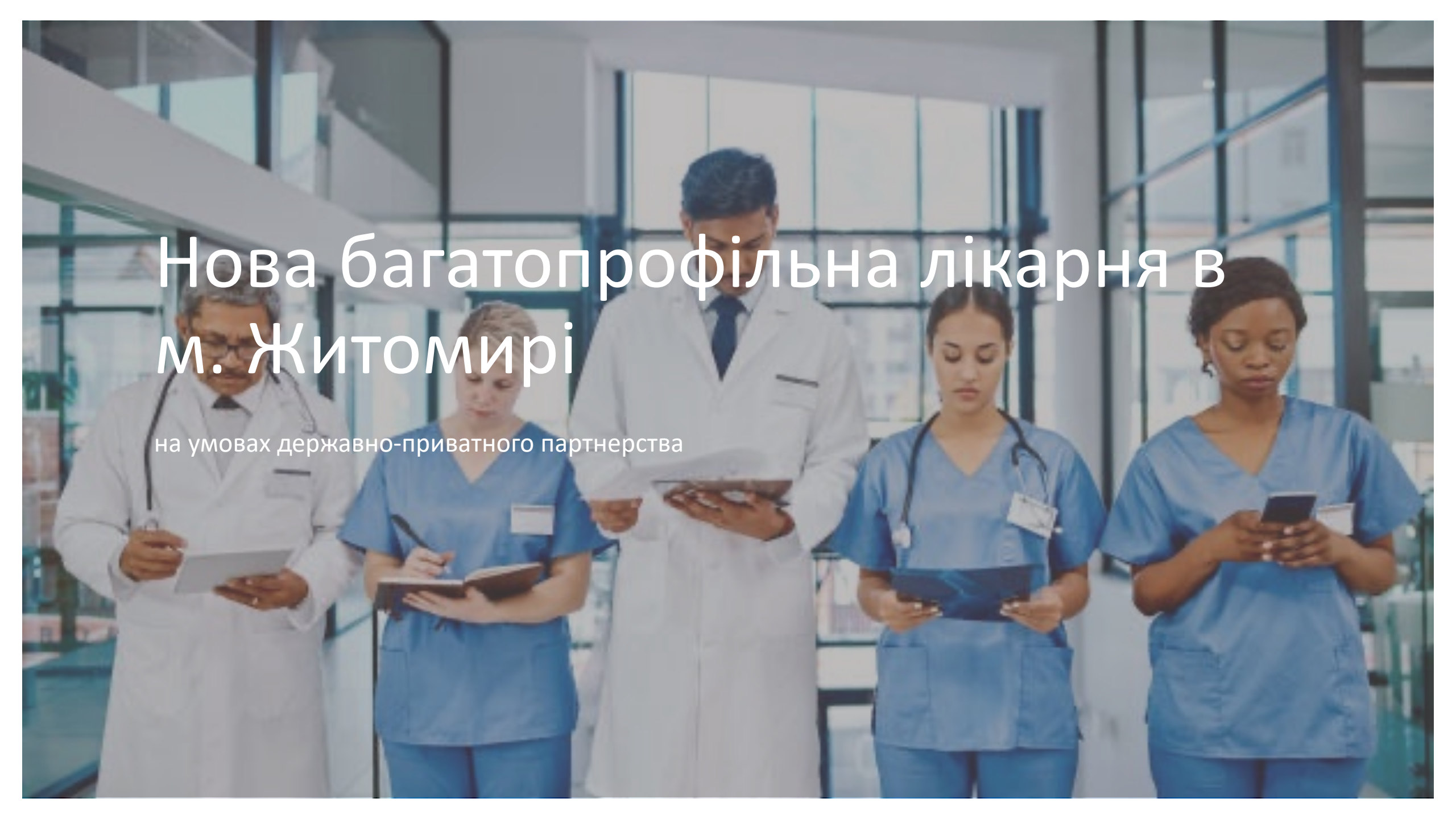
# Project 1: New Consolidated Multidisciplinary Hospital in Zhytomyr



**Speaker:**

**Niko Gachechiladze,  
Director, PPP Agency of  
Ukraine**

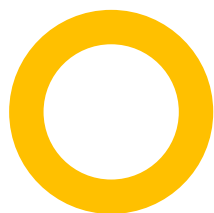




# Нова багатопрофільна лікарня в м. Житомирі

на умовах державно-приватного партнерства

Проект передбачає залучення приватного партнера для фінансування проектування, будівництва й подальшого технічного обслуговування однієї консолідованої лікарні для потреб всієї громади



### Нова консолідована багатопрофільна лікарня

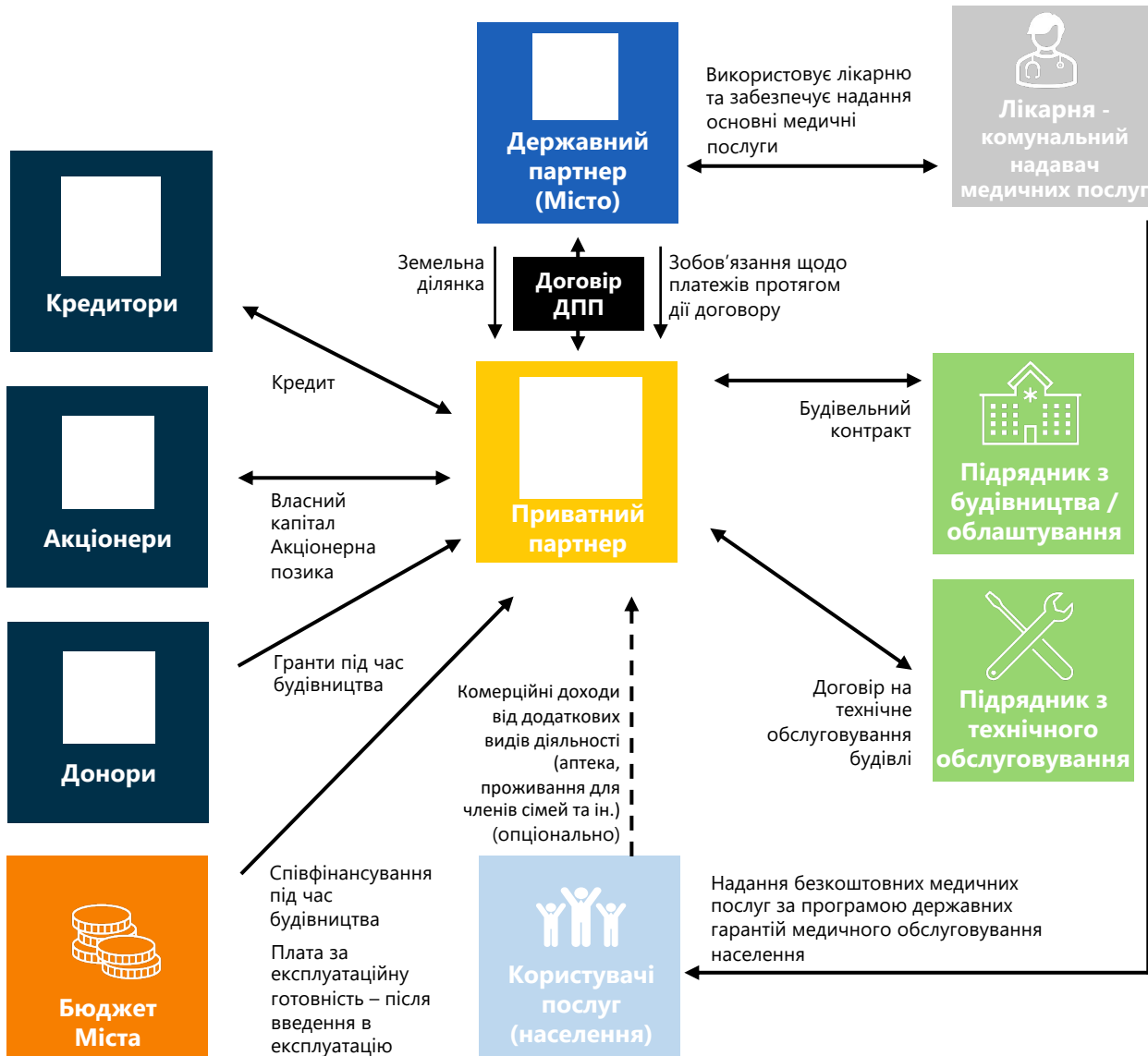
У новій лікарні будуть надаватись медичні послуги для діагностики та лікування широкого спектру захворювань з централізованим за типом розміщення відділень (абсолютна більшість відділень поєднані в одній будівлі).



Реалізація проекту дозволить вивести з експлуатації старі, побудовані в 50-70-х роках ХХ-го століття корпуси трьох місцевих лікарень, оновити медичне обладнання, суттєво покращити логістику та якість медичних послуг для пацієнтів та мешканців громади.



# Модель проекту: DBFM без надання послуг



**Модель ДПП - «DBFM без надання послуг» («інфраструктурна»)** передбачає залучення приватного партнера для фінансування, проектування, будівництва, оснащення та подальшого технічного обслуговування будівель, споруд та медичного обладнання нової консолідованої лікарні протягом терміну дії договору ДПП відповідно до встановлених Житомирською міською радою (Містом) ключових показників ефективності (KPI).

Медичні послуги не включені в Проект – всі основні медичні послуги надає комунальний надавач медичних послуг та його співробітники. Комунальний надавач медичних послуг (лікарня) буде на стороні державного партнера в договорі ДПП.

*Опція:* приватний партнер може бути відповідальним за надання деяких немедичних послуг (прибирання, охорона тощо).

Орієнтовна тривалість договору ДПП – 20-25 років.

Очікувані капіталовкладення ~ 70 млн EUR (залежить від типу послуг медичної допомоги й відповідно необхідного обладнання).

Житомирська міська рада вибере Приватного партнера за результатами конкурсу.

Місто надасть земельну ділянку для будівництва нового об'єкта з під'їздом та підключенням до комунікацій.

Приватний партнер протягом дії договору отримуватиме оплату на основі доступності інфраструктурного об'єкта – плату за експлуатаційну готовність (після введення об'єкта в експлуатацію протягом строку дії договору ДПП (за принципом «у розстрочку»)) (яка включатиме плату за додаткові немедичні послуги (прибирання, охорона тощо)).

Приватний партнер матиме стимул до технологічно ефективного будівництва/реконструкції в межах визначених інвестиційних зобов'язань, оскільки у подальшому нести відповідальність за утримання, технічне обслуговування будівлі лікарні (у т.ч. оплати комунальних послуг, енергоносіїв) й медичного обладнання.

*Опція:* приватний партнер може отримувати дохід від комерційних додаткових видів діяльності (аптека, проживання для членів сімей та ін.).

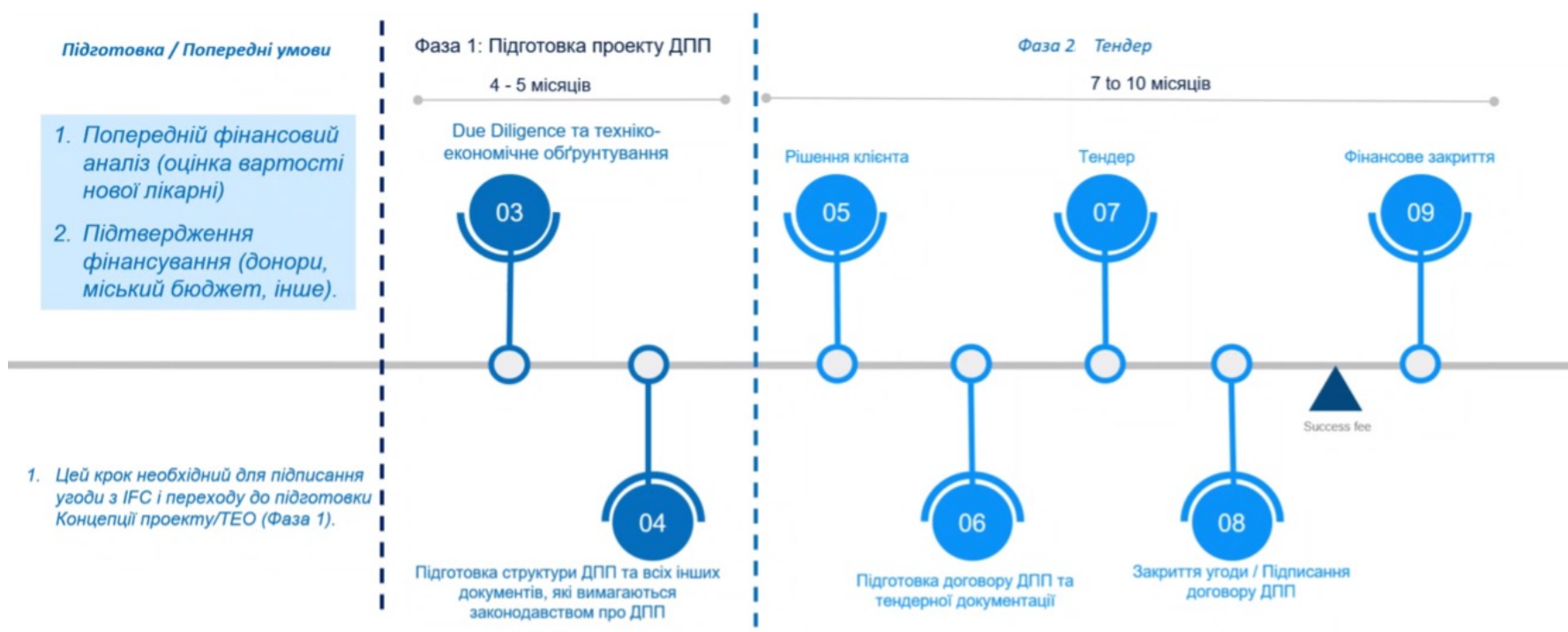
Місто буде власником об'єкта (побудованого приватним партнером) та обладнання (придбаного приватним партнером). Активи, що перебуватимуть на балансі приватного партнера, будуть повернуті Місту після закінчення терміну дії договору ДПП.

~70 млн EUR Очікувані капіталовкладення

20-25 років Тривалість договору ДПП

Поточна стадія співпраці з IFC – фаза 0 «Попередній фінансовий аналіз (оцінка вартості нової лікарні) та оцінка доступності для місцевого бюджету з оцінкою рівня платежів за експлуатаційну готовність»

## Підхід IFC до підготовки проекту



грудень 2023

- ✓ залучено радників та розпочата попередня оцінка проекту (Фаза 0)
- ✓ розпочато попередній market sounding з потенційними донорами

Після підтвердження фінансової доступності проекту буде укладений Договір про консультаційні послуги між IFC та Житомирською міською радою



# **New Consolidated Multidisciplinary Hospital in Zhytomyr: PIERS Assessment**



**Speaker:**

**Melissa Peneycad,  
UNECE Consultant**



# PIERS Assessment for New Multidisciplinary Hospital in Zhytomyr



PIERS Outcome	Score	Performance	Strengths	Opportunities
Access and Equity	87.6%	Excellent	8	4
Economic Effectiveness and Fiscal Sustainability	76.5%	Good	5	7
Environmental Sustainability and Resilience	49.5%	Satisfactory	5	12
Replicability	96.0%	Excellent	4	1
Stakeholder Engagement	83.5%	Excellent	7	9*
<b>Overall:</b>	<b>78.5%</b>	<b>Good</b>	<b>29</b>	<b>33</b>

\* The number of areas of opportunity is higher than the number of strengths for two main reasons: a) the structure of the outcome within PIERS, and b) the opportunities are meant to provide more information about what will need to be done when creating the stakeholder engagement plan (rather than calling out weaknesses).

# Qualitative comments



**Overall, very good alignment with the SDGs.**

1. Results largely based on early-stage commitments made due to the stage of the project.
2. Ample opportunity for the project's score to increase as it develops.
3. Crucial that commitments are implemented and maintained throughout the life of the project for the score to be maintained.
4. All mandatory criteria were met (earning a score of either 3 or 5).
5. Given that this project is social infrastructure, it is unsurprising that Access and Equity and Stakeholder Engagement scored above 80% as these outcomes strongly emphasize 'value for people'.

# PIERS Assessment for New Multidisciplinary Hospital in Zhytomyr



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# Replicability

## A closer look at strengths and areas of opportunity



### Strengths:

1. The project has a very high potential for replication in other Ukrainian cities and will contribute to economies of scale.
2. Template contracts are being developed which could be used elsewhere in the healthcare sector.
3. \* The project will enhance government, industry, and community capacity.
4. This project will encourage innovation, capacity building, and technology transfer.

\* Related to a mandatory indicator

### Areas of opportunity:

1. This project may be a good candidate for third-party recognition (e.g., LEED certification).



# Replicability

Criteria		RE1. ENCOURAGE REPLICABILITY AND SCALABILITY	
Intent	Assess the replicability and scalability of the project to increase the number of people served, the number of successfully PPPs globally, and to improve economies of scale.		
Applicability	All PPPs for the SDGs should look for ways in which to replicate and/or scale ideas, concepts, and projects that have been proven elsewhere, and/or contribute knowledge such that they can be replicated and scaled elsewhere. Projects seeking to be recognised as PPPs for the SDGs are strongly encouraged to address all indicators included in this criterion.		
Indicators			Answer
RE1.1	Is the PPP designed by reference to lessons learnt on common issues and solutions for PPP projects in general?		5
RE1.2	Is the project replicable and/or scalable, allowing for the development of the circular economy, but not limited to, the development of the circular economy?		5
RE1.3	Is the project increasing revenue and/or reducing costs over its life cycle through optimised design, resource efficiency, appropriate commercialisation and/or an innovative business model?		5
			RE1 score: 100% (Excellent)

The state PPP Agency is working with credible and experienced partners including the IFC to conduct a preliminary assessment and will continue to involve these parties throughout the tendering process. Given this, it is assumed that the Agency and its partners understand the potential pitfalls/common issues with structuring PPPs and how to avoid them.

# Replicability

## RE1. ENCOURAGE REPLICABILITY AND SCALABILITY

The project has very high potential for replication in other Ukrainian cities. The selected PPP model (DBFM without providing services) provides the best conditions for both parties (public and private) to manage the risks of the project from the point of view of the Ukrainian context in the field of providing medical services at the local level in “hospital clusters”. The City will make availability payments after the facility is put into operation and services that are the responsibility of the private partner (e.g., cleaning) are provided. Municipal healthcare providers will continue to be responsible for providing medical services. Other Ukrainian cities are considering the possibility of preparing similar PPPs, using the lessons learned from preparing such a project in Zhytomyr.

Criteria	Indicators	Answer
Intent	Assess the replicability and scalability of the project to increase the number of people served, the number of successfully PPPs globally, and to improve economies of scale.	
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RE1.1	Is the PPP designed to be replicable and/or scalable, allowing for potential economies of scale and affording wider benefits across the economy such as, but not limited to, the development of the circular economy?	5
RE1.2	Is the project replicable and/or scalable, allowing for potential economies of scale and affording wider benefits across the economy such as, but not limited to, the development of the circular economy?	5
RE1.3	Is the project increasing revenue and/or reducing costs over its life cycle through optimised design, resource efficiency, appropriate commercialisation and/or an innovative business model?	5
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RE1.3	Is the project increasing revenue and/or reducing costs over its life cycle through optimised design, resource efficiency, appropriate commercialisation and/or an innovative business model?		5
		<b>RE1 score:</b>	<b>100% (Excellent)</b>

Economies of scale will be created by this project by consolidating operations and eliminating duplicate functions, maintenance, and the procurement of consumables. Based on this, it is expected that the overall costs associated with providing medical services to the population will decrease.



Criteria		RE2. STANDARDISE PPP PREPARATION AND TENDER	
Intent	Promote ease of replication and capacity building through the development of templates reflecting lessons learned from the project under review.		
Applicability	This criterion is applicable to all projects unless intended as a national one-off due to country size and sector specifics.		
Indicators			Answer
RE2.1	Are template contracts being developed within the country providing for inter alia, financial and economic equilibrium during the project life cycle, special rights of the public contractor to adapt the service provision when public interest justifies together with special compensation rights for the private partner?		5
			RE2 score: 100% (Excellent)

As part of the preparation of the project, with the support of IFC and involved advisors, it is expected that a template contract will be created for PPP projects in the healthcare sector (DBFM model without providing service) that can be replicated/used by other similar PPPs in the country. This contract will provide for financial and economic equilibrium during the project's lifecycle. Given that the public party will continue to provide medical services, "special rights for the public party to adapt the service provision when public interest justifies it, together with special compensation rights for the private partner" does not appear to be applicable in this context.

Criteria		RE3. ENHANCE GOVERNMENT, INDUSTRY AND COMMUNITY CAPACITY	
Intent	Ensuring that, beyond quantitative economic benefits, the project, government and local community will benefit from the transfer of proven technologies, skills, and/or knowledge/know-how as a result of the PPP.		
Applicability	Since PPPs typically involve the transfer of technologies, skills, or other knowledge/know-how that contributes to government, project/industry and/or community capacity and leads to improved efficiencies and capacity of all partners and stakeholders, this criterion is applicable to all PPPs. Projects seeking to be recognised as PPPs for the SDGs must address the mandatory indicators (marked with *) and are strongly encouraged to address all indicators included in this criterion.		
Indicators			Answer
RE3.1 (*)	Are opportunities for the transfer of knowledge/know-how, technologies and skills from the private party to the public party and/or local community stakeholders being assessed and/or successfully implemented?		5
RE3.2	Is the PPP increasing government capacity and/or project/industry capacity?		5
RE3.3	Is the PPP increasing local community capacity?		5
(* mandatory)			<b>RE3 score: 100% (Excellent)</b>

The project is a pilot PPP in healthcare at the local level, which will be implemented according to the Availability-based PPP model. The Project will contribute to developing social infrastructure at the local level. At the same time, it develops the potential of PPPs in healthcare. The project provides for the transfer of technologies and experience of the private sector in the design, planning, creation, effective construction, and maintenance of modern healthcare facilities.

Criteria		RE4. SUPPORT INNOVATION AND TECHNOLOGY TRANSFER	
Intent	To recognise and reward projects that implement innovative methods, technologies, or processes; and/or include technology transfer; and/or are able to take advantage of other opportunities to more broadly enhance capacity, efficiency and effectiveness; and/or pursue third-party verification to validate sustainability and resilience achievements.		
Applicability	This criterion may not be relevant or applicable to all PPP projects. In such cases, projects shall not be penalised for not pursuing this criterion.		
Indicators			Answer
RE4.1	Is the project implementing one or more innovative methods, technologies, or processes that eliminate or substantially reduce significant problems, barriers or limitations, and/or create scalable and transferrable solutions?		5
RE4.2	Is the PPP including a transfer of technology (e.g. to enable a circular economy) or know-how that contributes to inclusive growth, service quality, sustainability and replicability?		5
RE4.3	Is the project pursuing a strategy to enhance the capacity, efficiency and effectiveness of public and private sector and/or the local community and/or the resilience of the project?		1
RE4.4	Are other opportunities arising from the PPP to enhance the capacity, efficiency and effectiveness of public and private sector and/or the local community and/or the resilience of the project?		5
RE4 score:			80% (Excellent)

**This PPP project:**

- involves a private partner who will be interested in the implementation of innovations and new technologies during construction and maintenance to optimize their operating costs.
- Will attract the experience and expertise of the private sector for effective design, planning, and organization of work processes in multidisciplinary healthcare settings.
- Expands the list of modern technical equipment and brings the quality of medical services in the community to a high level.

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Indicators			Answer
RE4.1	Is the project implementing one or more innovative methods, technologies, or processes that eliminate or substantially reduce significant problems, barriers or limitations, and/or create scalable and transferrable solutions?		5
RE4.2	Is the PPP including a transfer of technology (e.g. to enable a circular economy) or know-how that contributes to inclusive growth, service quality, sustainability and replicability?		5
RE4.3	Is the project pursuing or intending to pursue digitalisation, innovation, or other measures to enhance project efficiency, sustainability and resiliency?		1
RE4.4	Are other opportunities arising from the PPP to enhance the capacity, efficiency and effectiveness of public and private sector and/or the local community being initiated or implemented?		5
			<b>RE4 score: 80% (Excellent)</b>

The preparation and implementation of this project (with the support of IFC and involved advisors) will contribute to increasing the institutional capacity of the local government for the further preparation of qualitatively structured PPP projects for the development of social infrastructure and effective use of budget funds.


# Project 2: First and Container Terminals at Chornomorsk Seaport



**Speaker:**

**Niko Gachechiladze,  
Director, PPP Agency of  
Ukraine**



An aerial photograph of a large container port during sunset. In the foreground, a large container ship is docked at a pier, with several yellow gantry cranes positioned along the quay. The pier is filled with stacks of colorful shipping containers in various colors like blue, red, and white. In the background, a dense city skyline with numerous skyscrapers is visible under a warm, orange-hued sky. The water of the port is dark, and the overall scene conveys a sense of industrial activity and global trade.

Проект концесії Першого та Контейнерного  
терміналів ДП «Морський торговельний  
порт «Чорноморськ»

## ПЕРШІ КОНЦЕСІЙНІ ПРОЕКТИ



### Морський порт "Херсон"

розташований недалеко від гирла річки Дніпро, що впадає в Дніпровську затоку, яка безпосередньо з'єднана з Чорним морем

### Концесія ДП "Херсонський морський порт"

26.06.2020 укладений концесійний договір

- ✓ Сума інвестицій – близько \$12 млн
- ✓ Вклад в розвиток місцевої інфраструктури – близько \$1 млн
- ✓ Щорічні надходження до бюджету – \$0,5 млн + 7% від чистого доходу



### Морський порт «Ольвія»

розташований в Миколаївській області на лівому березі Бузько-Дніпровського лиману на північному узбережжі Чорного моря

### Концесія ДП "Стивідорна компанія "Ольвія"

20.08.2020 підписаний договір про передачу в концесію спеціалізованого морського порту "Ольвія" між Міністерством інфраструктури України, АМПУ, ТОВ "Кютерміналз Ольвія" та компанією "QTERMINALS W.L.L."

- ✓ Сума інвестицій – \$130 млн (одна з найбільших у портову галузь за останні 30 років)
- ✓ Вклад в розвиток інфраструктури м. Миколаїв – \$3 млн
- ✓ Щорічні надходження до бюджету – \$3 млн + 7,5% від чистого доходу

У 2021 Агенція ДПП спільно з IFC та PPIAF залучили радників для допомоги Мінінфраструктури та АМПУ у **перехідному періоді та процесі управління концесійними договорами**

**1 грудня 2021** завершена передача цілісного майнового комплексу «Ольвія» у концесію на 35 років.

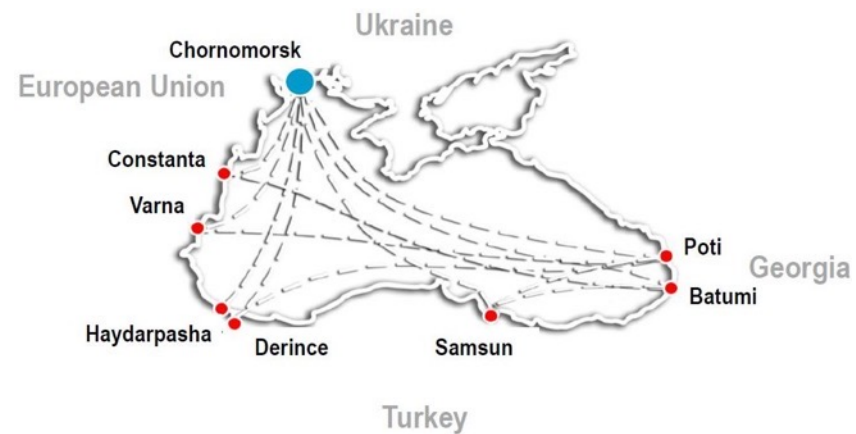
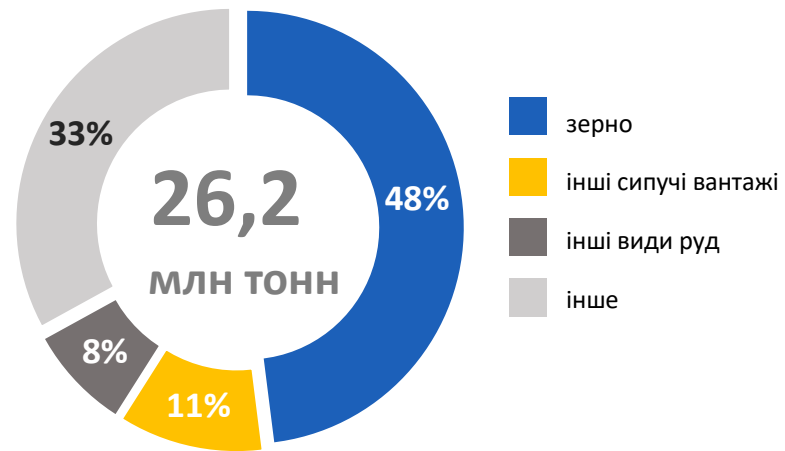
**23 грудня 2021** завершена передача активів у концесію ТОВ «Рісоіл-Херсон» на 30 років



# МОРСЬКИЙ ПОРТ ЧОРНОМОРСЬК

## Загальний огляд

Структура вантажів у 2020 році, млн тонн



11 952 га

зовнішня акваторія

302 га

виробничі потужності

27

причалів

16 м

глибина прохідного каналу

26,2 млн тонн

вантажів на рік (2020)

6 км

довжина берегової лінії



# ПЕРШИЙ ТА КОНТЕЙНЕРНИЙ ТЕРМІНАЛ ДП «МОРСЬКИЙ ТОРГОВЕЛЬНИЙ ПОРТ «ЧОРНОМОРСЬК»

## Базовий сценарій концесії \*

\* остаточна структура проекту буде визначена на основі результатів ТЕО

## Багатоцільовий термінал

Територія:

- ✓ Перший термінал
- ✓ Територія Колишньої Спільної Діяльності
- ✓ Решта території Контейнерного терміналу

Причали:

- ✓ № 1-2
- ✓ № 3-4



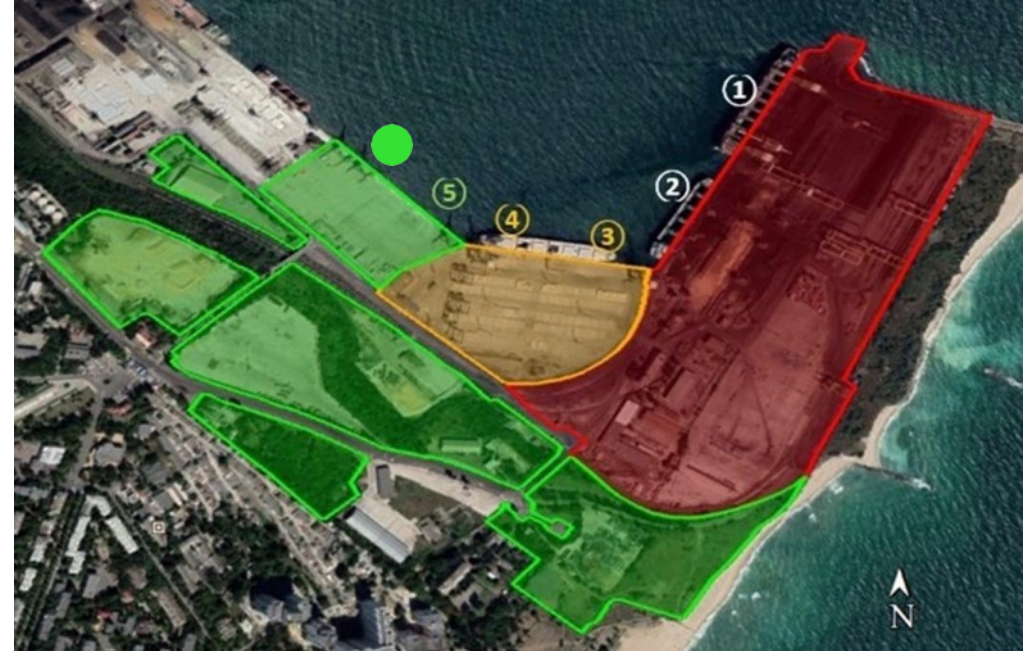
Перший термінал



Територія  
Колишньої  
Спільної  
Діяльності



Решта території  
Контейнерного  
терміналу



**30-40** років  
період концесії

**\$38-50** млн  
інвестицій

**50-300** тис ТЕU  
пропускна здатність  
контейнерів

**5** млн тонн  
генеральний та  
навалювальний  
вантаж



Концесійний платіж  
залежатиме від  
результатів  
операційної діяльності



## КЛЮЧОВІ АСПЕКТИ ПРОЕКТУ

Одна з останніх доступних можливостей для розвитку контейнерного бізнесу в Україні

Значний потенціал збільшення перевалки без значних капіталовкладень

Пропускна здатність залізничної мережі достатня для обслуговування запланованих вантажопотоків

Наявні потужності електропостачання дозволяють реалізувати Проект без значних інвестицій

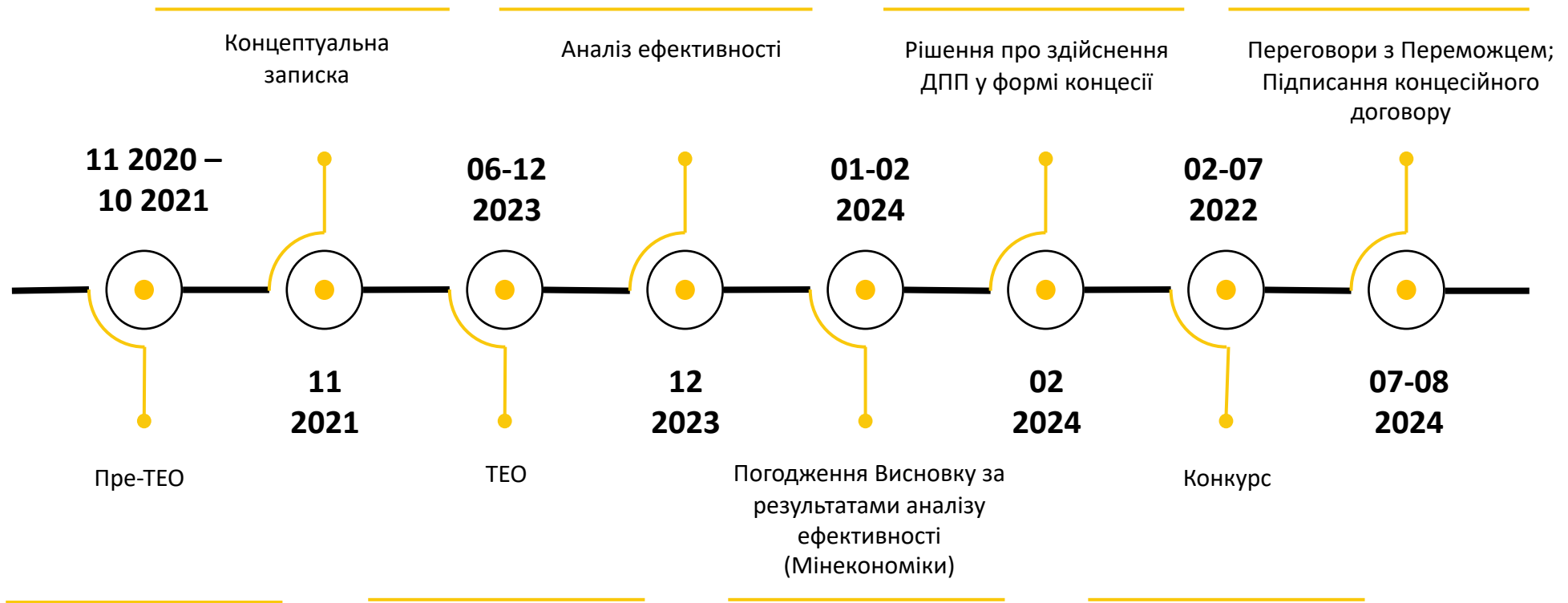
Поточний стан причалів дозволяє реалізувати Проект без значних інвестицій у реконструкцію

## ПОПЕРЕДНІЙ ГРАФІК ПІДГОТОВКИ ПРОЕКТУ КОНЦЕСІЇ

У травні 2021 року розроблено концептуальну записку проекту та у грудні 2021 року прийнято рішення про доцільність підготовки ТЕО.

У жовтні 2021 року між Міністерством інфраструктури України та IFC-ЄБРР було підписано Договір щодо підготовки проектів ДПП (концесії) в морському порту Чорноморськ, зокрема надання послуг з розробки ТЕО, підготовки конкурсної документації.

Роботу над проектом було відновлено у травні 2023 року.



# First and Container Terminals at Chornomorsk Seaport: PIERS Assessment



**Speaker:**

**Melissa Peneycad,  
UNECE Consultant**



# PIERS Assessment for First and Container Terminals at Chornomorsk Seaport



PIERS Outcome	Score	Performance	Strengths	Opportunities
Access and Equity	56.7%	Satisfactory	2	8
Economic Effectiveness and Fiscal Sustainability	77.0%	Good	6	6
Environmental Sustainability and Resilience	54.6%	Satisfactory	5	10
Replicability	89.1%	Excellent	4	3
Stakeholder Engagement	85.0%	Excellent	7	9*
<b>Overall:</b>	<b>71.7%</b>	<b>Good</b>	<b>24</b>	<b>36</b>

\* The number of areas of opportunity is higher than the number of strengths for two main reasons: a) the structure of the outcome within PIERS, and b) the opportunities are meant to provide more information about what will need to be done when creating the stakeholder engagement plan (rather than calling out weaknesses).

# Qualitative comments



**Overall, very good alignment with the SDGs.**

1. Assessment results are largely based on early-stage commitments made due to the stage of the project.
2. Ample opportunity for the project's score to increase as it develops.
3. Crucial that commitments are implemented and maintained throughout the life of the project for the score to be maintained.
4. All mandatory criteria were met (earning a score of either 3 or 5).
5. Given the nature of this project and its commercial focus, high scores (i.e., 70% or above) are to be expected for Economic Effectiveness and Fiscal Sustainability and Replicability as these outcomes focus on procurement, economic viability, employment, capacity building, technology transfer, and VfM.

# PIERS Assessment for First and Container Terminals at Chornomorsk Seaport



PIERS Outcome	Score	Performance	Strengths	Opportunities
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# Economic Effectiveness and Fiscal Sustainability

A closer look at the strengths



## Strengths:

1. \* The project will avoid corruption and encourage transparent procurement.
2. \* The project will provide net tangible benefits to society.
3. The economic viability and fiscal sustainability of the project will be maximised.
4. The fiscal sustainability of the project will be positively assessed.
5. The private sponsor (concessionaire) will be of adequate technical, financial, and reputational standing to successfully finance, implement, operate and maintain the project over its life & have access to the necessary resources to fulfill its contractual obligations under various economic scenarios and to adapt the services to evolving needs.
6. The material risks and rewards of the PPP are or will be identified and appropriately mitigated, allocated, or shared in the contract.

\* Related to a mandatory indicator





# Economic Effectiveness and Fiscal Sustainability

A closer look at the areas of opportunity



## Areas of opportunity:

1. \* Make all reasonable efforts to ensure a significant number of new local jobs will be created by this project.
2. Embrace and adhere to the principles of women's empowerment.
3. Further expand upon the labour rights and social guarantees of employees that will be included in this project.
4. Ensure quality jobs are or will be created.
5. Identify skill or capability gaps in the local workforce and establish training and capacity-building programmes geared towards those who face barriers to employment and upward mobility in the workplace.
6. Consider developing plans and programmes, including KPIs, to ensure diversity and inclusion in the workforce.

\* Related to a mandatory indicator



Criteria

EE2. MAXIMISE ECONOMIC VIABILITY AND FISCAL SUSTAINABILITY

Intent Ensuring an appropriate balance between economic growth and effective budget/debt management for the public party.

Applicability This criterion is applicable to all PPP projects. Any project seeking to be recognised as a PPP for the SDGs must address the mandatory indicators (marked with \*) and are strongly encouraged to address all indicators included in this criterion.

**Recommendation: embrace and adhere to the principles of women’s empowerment throughout the PPP lifecycle.**

In the context of PIERS, maximising development impact includes facilitating women's empowerment. To expand upon the positive efforts this project is taking to ensure a balanced PPP relationship, an equitable allocation of costs/risks and rewards, and delivering value for people by offering benefits to society, the government should consider embracing and adhering to the following principles of women’s empowerment as appropriate and relevant for this project:

- Giving preference to bidders who in their corporate policies and employment practices, promote gender equality and women’s empowerment both inside and outside the organisation.

- Enhancing the role of women at senior decision-making levels.

- Supporting women-led companies in the supply chain compete for tenders.

- Providing skills development and training programmes to women, including young women, so they are well positioned to become future business leaders and senior decision-makers.

- Introducing work flexibility where possible to support women, such as telecommunicating, part-time or flexible working hours. Such practices empower women to continue their jobs while having sufficient flexibility to attend to a range of other matters they are often required to (such as childcare).

- Ensuring women and men are paid fairly and equally for the work they do.

	Indicators	Answer
EE2.1	Is the project providing value for people through the project?	
(* EE2.1.1	the project is offering a tangible, sustainable benefit to society, the providing project to consistently and verifiably higher standard?	5
EE2.1.2	positive externalities are being generated over the life of the project in line with national strategy and programmes?	5
EE2.2	Is the project providing value for the public party?	
(* EE2.2.1	the costs not exceeding the benefits of the contract PPP contractual model in a modern public procurement model?	5
EE2.2.2	the project’s cost/benefit analysis is favourable for the public party, comparing the amount of taxpayer’s money required for the project and the economic benefits (including any upfront or annual fees from the project) that will accrue from the project’s implementation?	5
EE2.3	Are any budgetary risks being managed?	
EE2.3.1	the fiscal sustainability of the PPP contract and creditworthiness of the public authority are being positively assessed?	5
EE2.3.2	the burden of the debt from contingent liabilities are being openly disclosed to interested parties?	5
EE2.4	Is the project maximising development impact and facilitating women’s empowerment?	1

(\* mandatory)

EE2 score:

80% (Excellent)

Criteria		EE4. ENHANCE EMPLOYMENT AND ECONOMIC OPPORTUNITIES	
Intent	Support economic prosperity, including job creation and capacity building for as many local people as possible, including men and women, and in particular the poor and vulnerable.		
Applicability	This criterion is applicable to all projects seeking to be recognised as a PPP for the SDGs; therefore, all projects are required to address the mandatory indicators (marked with *) and are strongly encouraged to address all indicators included in this criterion.		
Indicators			Answer
EE4.1 (* )	Is the project creating a significant number of new local jobs during project identification, development, and implementation?		3
EE4.2	Are quality jobs being created by the PPP that are in line with the ILO Decent Work Indicators?		3
EE4.3	Are there plans and programmes, including key performance indicators (KPIs) being put in place to ensure diversity and inclusion in the workforce?		1
EE4.5.1	women's rights?		1
EE4.5.2	non-discrimination?		5
EE4.5.3	prevention of violence against women and children?		1
EE4.5.4	equal pay for equal work?		1
EE4.5.5	access to education and other essential services?		1
(* mandatory)			EE4 score: 32% (Marginal)

This project is expected to create new local jobs (direct employment) throughout its life, from identification through to development and implementation. It is important to note that many previous port workers left due to the current conditions in Ukraine, but it is expected many of those jobs will be replaced once the project is up and running. However, it is expected the workforce will be pared down from prior operations, as the productivity of labour at the port is expected to be raised significantly because of the concession. Therefore, the extent of job creation is not yet known. When comparing this project to current conditions, it is fair to say a significant number of jobs will be created even though the number of jobs will be lower than previous times. The potential for indirect employment (i.e., jobs created in the economy resulting from the consumption effects of goods and services generated by households who are benefitting from direct and indirect employment induced by the project) is also anticipated to be significant.

Criteria		EE4. ENHANCE EMPLOYMENT AND ECONOMIC OPPORTUNITIES	
Intent	Support economic prosperity, including job creation and capacity building for as many local people as possible, including men and women, and in particular the poor and vulnerable.		
Applicability	This criterion is applicable to all projects seeking to be recognised as a PPP for the SDGs; therefore, all projects are required to address the mandatory indicators (marked with *) and are strongly encouraged to address all indicators included in this criterion.		
Indicators			Answer
EE4.1 (*)	Is the project creating a significant number of new local jobs during project identification, development, and implementation?		3
EE4.2	Are quality jobs being created by the PPP that are in line with the ILO Decent Work Indicators?		3
EE4.3	Is the project identifying skill or capability gaps in the local workforce and establishing targeted training and capacity building programmes?		1
EE4.4	Are there plans and programmes, including key performance indicators (KPIs) being put in place to ensure diversity and inclusion in the workforce?		1
EE4.5.1	Are there measures in place to ensure women's rights?		1
EE4.5.2	Are there measures in place to ensure decent work conditions, including prevention of violence and harassment in the workplace?		5
EE4.5.3	Are there measures in place to ensure work stability and security?		1
EE4.5.4	Are there measures in place to ensure equal pay for equal work?		1
EE4.5.5	Are there measures in place to ensure social security and other essential services?		1
EE4 score:			32% (Marginal)

**Recommendation: Ensure quality jobs are or will be created by this project.** While two of the project priorities speak to the International Labour Organization's Decent Work Indicators—namely project Priority #7 and #8, with the former addressing the health and safety of workers, and the latter addressing labour rights and preserving the social guarantees of employees—additional and more explicit measures to achieve the full range of Decent Work Indicators should be considered for inclusion in the labour and social terms for the project, such as:

- Ensuring people earn adequate remuneration and carry out productive work.
- Ensuring people start work at a decent time, taking into account their need to balance work, family, and personal life.
- Ensuring work stability and security.
- Striving for equal opportunity and treatment in employment.
- Providing social security.
- Protecting and promoting social dialogue, employers' and workers' representation.

Criteria	EE4. ENHANCE EMPLOYMENT AND ECONOMIC OPPORTUNITIES	
Intent	Support economic prosperity, including job creation and capacity building for as many local people as possible, including men and women, and in particular the poor and vulnerable.	
Applicability	This criterion is applicable to all projects seeking to be recognised as a PPP for the SDGs; therefore, all projects are required to address the mandatory indicators (marked with *) and are strongly encouraged to address all indicators included in this criterion.	
Indicators		Answer
EE4.1 (* )	Is the project creating a significant number of new local jobs during project identification, development, and implementation?	3
EE4.2	Are quality jobs being created by the PPP that are in line with the ILO Decent Work Indicators?	3
EE4.3	Is the project identifying skill or capability gaps in the local workforce and establishing targeted training and capacity building programmes towards groups that face barriers to employment and upward mobility in the workplace?	1
	Are there plans and programmes, including key performance indicators (KPIs) being put in place to ensure diversity and inclusion in the workforce?	1
	EE4.5.1 Women's rights?	1
	EE4.5.2 Fair employment?	5
	EE4.5.3 Productive, meaningful and decent work?	1
	EE4.5.4 equal pay for equal work?	1
	EE4.5.5 access to decent and safe work opportunities?	1
(* mandatory)		EE4 score: 32% (Marginal)

**Recommendation: Identify skill or capability gaps in the local workforce and establish training and capacity building programmes geared towards those in the community who face barriers to employment and upward mobility in the workplace.** To do this, the project team would need to undertake an analysis of the skill or capability gaps within the local workforce.....Once the project team understands skill and capability gaps in the workforce, training programmes should be developed to help the local population gain the skills and capabilities necessary for employment. Another solution would be to identify and partner with other organizations such as government bodies, non-profit or charitable organisations, or non-governmental organisations that could provide the needed training. The whole purpose of such an undertaking is to provide local people with as much opportunity as possible to gain employment on this project. The stronger the local workforce is, the more economic and other benefits will accrue to the host and affected communities.

Criteria	EE4. ENHANCE EMPLOYMENT AND ECONOMIC OPPORTUNITIES	
Intent	Support economic prosperity, including job creation and capacity building for as many local people as possible, including men and women, and in particular the poor and vulnerable.	
Applicability	This criterion is applicable to all projects seeking to be recognised as a PPP for the SDGs; therefore, all projects are required to address the mandatory indicators (marked with *) and are strongly encouraged to address all indicators included in this criterion.	
Indicators		Answer
EE4.1 (* )	Is the project creating a significant number of new local jobs during project identification, development, and implementation?	3
EE4.2	Are quality jobs being created by the PPP that are in line with the ILO Decent Work Indicators?	3
EE4.3	Is the project identifying skill or capability gaps in the local workforce and establishing targeted training and capacity building programmes towards groups that face barriers to employment and upward mobility in the workplace?	1
EE4.4	Are there plans and programmes, including key performance indicators (KPIs) being put in place to ensure diversity and inclusion in the workforce?	1
EE4.5	Are there commitments being made for the protection of workers' rights that include:	
EE4.5.1	women's rights?	1
EE4.5.2	non-discrimination?	5
EE4.5.3	prevention of violence and harassment?	1
EE4.5.4	equal pay for equal work?	1
EE4.5.5	access to education and other essential services?	1
(* mandatory)		EE4 score: 32% (Marginal)

**Recommendation: consider developing plans and programmes, including Key Performance Indicators, to ensure diversity and inclusion in the workforce. In the context of this project, this could mean establishing plans and programmes to bring more women and people of different ethnic backgrounds into the project, and it could mean developing programmes to ensure they are properly supported at work (e.g., work flexibility, on-the-job-training, etc.)**

EE4. ENHANCE EMPLOYMENT AND ECONOMIC OPPORTUNITIES

**Recommendation: Further expand upon the labour rights and social guarantees of employees that will be included in this project.** Ensuring health and safety and labour rights, preserving the social guarantees of employees, and ensuring there will not be any discrimination against workers are important commitments this project has made. However, there is an opportunity to further embed the protection of workers' rights into this concession. For example, the project team may wish to consider explicitly addressing the protection of women's rights, the prevention of violence and workplace harassment, provide equal pay for equal work, and providing access to education and other essential services to workers, such as healthcare, time off to deal with family emergencies, etc. Such commitments should be included in the feasibility study, tender documents, concession agreement, or equivalent documentation.

Criteria		Answer
Intent	Support economic prosperity, including job creation and capacity building for as many local people as possible, including men and women, and in particular the poor and vulnerable.	
Applicability	This criterion is applicable to all projects seeking to be recognized as a PFI for the EDGs; therefore, all projects are required to address the mandatory indicators (marked with *) and	
EE4.1 (*)	Is the project...	3
EE4.2	Are quality jobs being...	3
EE4.3	Is the project... towards groups...	1
EE4.4	Are there plans and programmes, including...	1
EE4.5	Are there commitments being made for the protection of workers' rights that include:	
EE4.5.1	women's rights?	1
EE4.5.2	non-discrimination?	5
EE4.5.3	prevention of violence and harassment in the workplace?	1
EE4.5.4	equal pay for equal work?	1
EE4.5.5	access to education and other essential services?	1
(* mandatory)		EE4 score: 32% (Marginal)

# PIERS Assessment for First and Container Terminals at Chornomorsk Seaport



PIERS Outcome	Score	Performance	Strengths	Opportunities
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Environmental Sustainability and Resilience	54.6%	Satisfactory	5	10
Replicability	89.1%	Excellent	4	3
★ Stakeholder Engagement	85.0%	Excellent	7	9*
<b>Overall:</b>	<b>71.7%</b>	<b>Good</b>	<b>24</b>	<b>36</b>



# Stakeholder Engagement

A closer look



## Stakeholder Engagement is a unique outcome in PIERS

- Together the criteria create an overall guideline of what is required to achieve excellence in stakeholder engagement
- Four criteria:
  - 1. Plan for Stakeholder Engagement and Public Participation**  
stakeholder mapping, develop engagement plan
  - 2. Maximise Stakeholder Engagement and Public Participation**  
implement the plan
  - 3. Provide Transparent and Quality Project Information**  
continue to summarize outcomes from the plan's implementation and make project information available
  - 4. Manage Public Grievances and End User Feedback**  
develop mechanism to obtain & address feedback throughout life of project



Criteria		SE1. PLAN FOR STAKEHOLDER ENGAGEMENT AND PUBLIC PARTICIPATION	
Intent	To identify stakeholders, and plan for stakeholder engagement and public participation throughout the life of the project.		
Applicability	This criterion is applicable to all PPPs; therefore, all projects seeking to be recognised as a PPP for the SDGs must respond to the mandatory indicators (marked with *) and are strongly encouraged to address all indicators included in this criterion (unless indicators included in this criterion are determined to be not applicable).		
Indicators			Answer
SE1.1	Is a stakeholder mapping exercise being undertaken to determine all stakeholders directly and indirectly affected by and/or interested in the project?		5
SE1.2 (*)	Is a stakeholder engagement plan (including public participation) being developed, that takes into account the specific needs of each stakeholder, and considers end users/direct customers (container lines, existing private operators);		5
SE1.3	Are stakeholder engagement and public participation metrics being established to measure the effectiveness and inclusiveness of the stakeholder engagement process? lenders, creditors, investors, businesses located at the port, local self-governing bodies...		1
SE1.4	Is an independent oversight committee responsible for overseeing and monitoring the effectiveness of the stakeholder engagement and public participation process, and the publication and dissemination of project information being established?		3
(* mandatory)			SE1 score: 68% (Good)

**Strength: Many stakeholders have been identified.** The project has identified end users/direct customers (container lines, existing private operators); lenders, creditors, investors, businesses located at the port, local self-governing bodies...

## SE1. PLAN FOR STAKEHOLDER ENGAGEMENT AND PUBLIC PARTICIPATION

Criteria

Intent To identify stakeholders, and plan for stakeholder engagement and public participation throughout the life of the project.

Applicability This criterion is applicable to all PPPs; therefore, all projects seeking to be recognised as a PPP for the SDGs must respond to the mandatory indicators (marked with \*) and are strongly encouraged to address all indicators included in this criterion (unless indicators included in this criterion are determined to be not applicable).

Indicators

Answer

SE1.1 Is a stakeholder mapping exercise being undertaken to determine all stakeholders directly and indirectly affected by and/or interested in the project?

5

SE1.2 (\*) Is a stakeholder engagement plan (including public participation) being developed, that takes into account the specific needs of each

5

SE1.3 Are stakeholder engagement and public participation metrics being established to measure the effectiveness and inclusiveness of the stakeholder engagement and public participation process (to include metrics, and to measure the specific outcomes achieved as a result of the stakeholder engagement and public participation process)?

1

SE1.4 Is an independent oversight committee responsible for overseeing and monitoring the effectiveness of the stakeholder engagement and public participation process, and the publication and dissemination of project information, being established?

3

(\* mandatory)

SE1 score:

68% (Good)

- Recommendation: Ensure stakeholder participation is fair, inclusive, and equitable, and the broadest swath of stakeholders has been identified. ...The project should consider expanding its definition of stakeholders to include more groups that could be directly or indirectly affected by and/or interested in the project. For example:**
- Non-governmental organisations
  - Formal or informal community-based associations such as neighbourhood associations and local conservation authorities
  - The media
  - People from marginalised groups, including women.

Each stakeholder should be classified as primary or secondary and prioritised fairly and equitably. This is an essential step in the development of an effective, fair, and equitable stakeholder engagement plan.

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Indicators		Answer
SE1.1	Is a stakeholder mapping exercise being undertaken to determine all stakeholders directly and indirectly affected by and/or interested in the project?	5
SE1.2 (* )	Is a stakeholder engagement plan (including public participation) being developed, that takes into account the specific needs of each stakeholder, and considers the broad range of project issues that need to be addressed?	5
SE1.3	Are stakeholder engagement and public participation metrics being established to measure the effectiveness and inclusiveness of the stakeholder engagement and public participation process and metrics, and to measure the specific outcomes achieved as a result of the process?	1
SE1.4	Is an independent oversight committee responsible for overseeing and monitoring the effectiveness of the stakeholder engagement and public participation process, and the publication and dissemination of project information being established?	3
(* mandatory)	60% (Good)	

**Strength: The project has committed to developing a stakeholder engagement plan during its feasibility stage.** The stakeholder engagement plan will be developed considering the needs of each stakeholder. Given the essential nature of stakeholder engagement to the successful development and implementation of PPPs for the SDGs, the projects early identification of stakeholders, and commitment to developing a plan is a positive signal of the project’s intention to align with the SDGs and the PIERS evaluation methodology. The recommendations section (below) provides some additional information the project team must incorporate into the development of the stakeholder engagement plan.

## SE1. PLAN FOR STAKEHOLDER ENGAGEMENT AND PUBLIC PARTICIPATION

Criteria

**Intent** To identify stakeholders, and plan for stakeholder engagement and public participation throughout the life of the project.

**Applicability** This criterion is applicable to all PPPs; therefore, all projects seeking to be recognised as a PPP for the SDGs must respond to the mandatory indicators (marked with \*) and are strongly encouraged to address all indicators included in this criterion (unless indicators included in this criterion are determined to be not applicable).

Indicators

Answer

SE1.1 Is a stakeholder mapping exercise being undertaken to determine all stakeholders directly and indirectly affected by and/or interested in the project?

5

SE1.2 (\*) Is a stakeholder engagement plan (including public participation) being developed, that takes into account the specific needs of each stakeholder, and considers the broad range of project issues that need to be addressed?

5

SE1.3 Are stakeholder engagement and public participation metrics being established to measure the effectiveness and inclusiveness of the stakeholder engagement and public participation process and mechanisms to measure the specific outcomes achieved as a result of the stakeholder engagement and public participation process, and the publication and dissemination of project information being established?

1

SE1.4 Is an independent oversight committee responsible for overseeing and monitoring the effectiveness of the stakeholder engagement and public participation process, and the publication and dissemination of project information being established?

3

SE1 score:

68% (Good)

**Recommendation: When developing the stakeholder engagement plan, the following principles of effective stakeholder engagement must be adhered to. The principles are:**

- Consider the different needs, goals and issues of each stakeholder, including the public and marginalised and vulnerable groups.
- Implement stakeholder engagement throughout the project's lifecycle, considering changes in stakeholder needs, goals, issues, and requirements for information as the project progresses.
- Consider the broad range of issues the PPP needs to address through engagement such as social, cultural, economic, and environmental issues.
- Implement different forms of outreach for each stakeholder. Ensure active outreach and a determined approach to reach stakeholders....

# Final thoughts



- Both projects were assessed based on answers provided in the PIERS questionnaire and other (limited) information found online or provided by the Applicant.
- The PIERS Questionnaire is only necessary if there is no additional project information to review, e.g., prefeasibility study, business case, stakeholder engagement plan, etc.
- The PIERS questionnaire is significantly shorter and less time-consuming to respond to than the full PIERS self-assessment tool.
- The PIERS Questionnaire has been designed to enable the scoring of multiple criteria at the same time.
- Working with UNECE shifts the burden of project assessments away from the Government. The flexible approach to using PIERS on projects in Ukraine has been designed to lead to significant time savings for the Government.
- Working with UNECE as the Government of Ukraine has done with these pilot projects can also add an extra layer of credibility to the assessed projects.

# Final thoughts



- Criteria were scored using answer options 1, 3, 5 (and N/A if a criterion was deemed not applicable to the project). This greatly reduced subjectivity and improved overall consistency (5 = fully met, 3 = partially met, 1 - not met).
- Any criterion scored a “5” is highlighted as a project strength in the Evaluation Report.
- Criteria scored a “3” or a “1” are converted into recommendations in the areas of opportunity section in the Evaluation Report.
- Any assumptions that were made throughout the assessments were confirmed by the PPP Agency. Assumptions that are not able to be confirmed will be highlighted in the Evaluation Report and converted into recommendations.
- Attention and weight were given to government priorities throughout the assessments.
- There is a significant opportunity to scale up the use of PIERS in Ukraine.

## 5. Conclusions and next steps



### Speakers:

- **Niko Gachechiladze, Director, PPP Agency of Ukraine**
- **Antonin Menegaux, UNECE PPP Section**







**Thank you!**



**UNECE**