

OECD – HERTIE SCHOOL OF GOVERNANCE. GLOBAL EXPERT SURVEY ON PUBLIC INFRASTRUCTURE.

BACKGROUND OF RESEARCH

The **OECD** and the **Hertie School of Governance Berlin** are jointly conducting an international expert survey about current public infrastructure challenges and related governance structures. The goal of this survey is to identify international trends, challenges and potential solutions to the planning, funding, implementation and monitoring of public infrastructure projects around the world. Survey results will support the OECD/G20 work on the Governance of Infrastructure, as well as the upcoming joint OECD-Hertie School Governance Report on Infrastructure 2016 (information on the Governance Report is available [here](#)).

The survey targets 30-40 selected infrastructure experts per country, across 43 states.

FILLING IN THE QUESTIONNAIRE

- The questionnaire includes 23 questions on public infrastructure planning, funding, implementation and monitoring, and takes approximately **20-25 minutes** to complete.
- We would ask you to choose **one country** on which you have the strongest public infrastructure expertise and refer to it in your answers throughout the survey.
- We would also ask you to answer the questions based on your **experience and opinions**, bearing in mind **general developments in the country** you have chosen, and not in specific sectors or programs.
- To answer the questions please tick the boxes that best matches your assessment/experiences.

This survey is **STRICTLY ANONYMOUS**. Your answers and any queries you might have about the survey will be treated in **COMPLETE CONFIDENCE**, and findings will be reported at an aggregate level only.

We would greatly appreciate receiving your answers by **30th June 2015**.

If you have any questions regarding the survey, please contact the survey coordinator Prof. Gerhard Hammerschmid from the Hertie School of Governance Berlin at hammerschmid@hertie-school.org.

We thank you for your valuable contribution!

Dr. Gerhard Hammerschmid
Professor of Public and Financial Management
Hertie School of Governance Berlin

Part I: Background information

1. In what type of organization do you currently work?

- Infrastructure providing company
- Consultancy
- Bank/Financial institution
- Government
- University/ Research institution
- Think tank/ Interest group
- Media
- Other

2. For the purposes of this questionnaire, we would ask you to choose from the list below one country on which you have the strongest public infrastructure expertise and refer to it in your answers throughout the survey:

(Drop down menu)

3. In which infrastructure area would you say you have the most expertise? (several options possible):

- Transportation
- Energy
- Water
- Waste and sanitation
- IT/ Communication
- Building (e.g. government buildings, hospitals, schools)
- Defense
- Other (please specify):

Part II: Planning, coordination and funding of public infrastructure at national level

4. How has public infrastructure investment spending in your country changed, overall, in the last five years:

- Has decreased
- Has remained the same
- Has increased

5. In what way has the relative share of public infrastructure investment changed for each of the following sectors in relation to the other sectors over the last five years, if at all?

	Has decreased	Has remained the same	Has increased
Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waste and sanitation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT/ Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Building (e.g. government buildings, hospitals, schools etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Defense	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (pls. specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. What sectors are prioritized for public infrastructure investment in your country?

Transportation	<input type="checkbox"/>
Energy	<input type="checkbox"/>
Water	<input type="checkbox"/>
Waste and sanitation	<input type="checkbox"/>
IT/ Communication	<input type="checkbox"/>
Building (e.g. government buildings, hospitals, schools etc.)	<input type="checkbox"/>
Defense	<input type="checkbox"/>
Other (please specify):	<input type="checkbox"/>
None	<input type="checkbox"/>

7. To what extent does your country experience funding gaps in the following sectors (i.e. lack of sufficient financial resources to undertake the investment or maintain the infrastructure)?

	Severe gaps	Minor gaps	No gaps
Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waste and sanitation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT/ Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Building (e.g. government buildings, hospitals, schools etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Defense	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Is there a national, strategic guidance document or plan in place that sets out priorities for public infrastructure decisions for your country?

- Yes, for all major public infrastructure sectors
 Yes, for some public infrastructure sectors (please specify these sectors: _____)
 No
 Don't know

9. If such a national plan exists, how relevant do you regard the national plan for actual decision making on public infrastructure investment in your country?

Not relevant at all					Very relevant	
<input type="checkbox"/>						

10. To what extent are the following actors involved in national public infrastructure priority setting/planning?

	<i>Not at all</i>		<i>To a large extent</i>		
Sub-national government levels	<input type="checkbox"/>				
Banks in the country	<input type="checkbox"/>				
International funding institutions, including development banks	<input type="checkbox"/>				
Private sector enterprises	<input type="checkbox"/>				
Non-governmental organizations (NGO's, CSO's etc)	<input type="checkbox"/>				
Organized interest groups/Think tanks	<input type="checkbox"/>				
Academics	<input type="checkbox"/>				
Citizens/Public	<input type="checkbox"/>				
Other – <i>please specify:</i>	<input type="checkbox"/>				

11. To what extent are private sector actors substantially involved in the planning of public infrastructure in the following sectors?

	<i>Not at all</i>		<i>To a large extent</i>		
Transportation	<input type="checkbox"/>				
Energy	<input type="checkbox"/>				
Water	<input type="checkbox"/>				
Waste and sanitation	<input type="checkbox"/>				
IT/Communication	<input type="checkbox"/>				
Building (e.g. government buildings, hospitals, schools)	<input type="checkbox"/>				
Defense	<input type="checkbox"/>				
Other – <i>please specify:</i>	<input type="checkbox"/>				

12. To what extent would you say that the following criteria are relevant in public infrastructure planning and decision making in your country?

	<i>To a small extent</i>		<i>To a large extent</i>		
Affordability	<input type="checkbox"/>				
Value-for-money	<input type="checkbox"/>				
Transparency and accountability	<input type="checkbox"/>				
Long-term sustainability	<input type="checkbox"/>				
Political priorities/considerations	<input type="checkbox"/>				
Economic benefits	<input type="checkbox"/>				
Environmental impacts	<input type="checkbox"/>				

13. What are the main coordination challenges with respect to strategic planning for public infrastructure in your country?

	Major challenge	Somewhat of a challenge	Not a challenge
Lack of coordination on infrastructure projects between central and regional levels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of coordination on infrastructure projects across regional levels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of coordination across infrastructure sectors (e.g. transport, water etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of information of subnational actors on central government investment priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of understanding by central level on existing regional projects/needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal, regulatory and administrative obstacles to effective planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of or inadequate involvement of private sector actors/firms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of or inadequate involvement of civil society representatives/citizens/NGOs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prevalence of minority interests over national planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tensions between short –term political cycles and need for sustainable infrastructure planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. How have sources of public infrastructure funding changed in your country over the past five years?

Sources of funding for infrastructure investment	Have decreased	Have stayed more or less the same	Have increased
PUBLIC REVENUES			
Taxes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
User fees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Revenues from property assets (e.g. land based financing)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PUBLIC			
Grants/transfers from higher to lower levels of government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grant-type of funding from international organizations (such as EU funds)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BORROWING			
Bank loans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Loans from multilateral banks (European Investment Bank, Asian Development Bank etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial markets (bonds)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PRIVATE SECTOR FINANCING OF INFRASTRUCTURE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part III: Implementing and monitoring of infrastructure projects

15. What are the recent developments in the use of infrastructure delivery modalities in your country?

	Decreasing	Remained at the same level	Increasing	Not used
Direct public provision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(Traditional) public procurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local public enterprises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Private actors are engaged in public works	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Private actors are engaged in concessions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Private actors are engaged in Public Private Partnerships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Privatisation/ Divestiture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. What are the main challenges to the effective planning and procurement of public infrastructure projects in your country?

	Major challenge	Somewhat of a challenge	Not a challenge
Lack of adequate expertise to design infrastructure projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of completed planning process before project start	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Systematic overestimation of revenue and growth potential	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of strict control through supervisory board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of transparency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corrupt practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Excessive administrative procedures and red tape for infrastructure projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of trained staff to conduct procurement processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor risk allocation in contracts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Complex requirements, hindering smaller companies to succeed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regulatory uncertainty owing to changing regulatory requirements or framework	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. What are the main challenges to the effective construction and monitoring of public infrastructure projects in your country?

	Major challenge	Somewhat of a challenge	Not a challenge
Lack of capable project management team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Multiple contact points / unclear responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Allowing too many change requests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of strict control through supervisory board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of standardized and regular performance monitoring/evaluation system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of detailed guidance and/or in-house capacity to develop effective indicators and collect corresponding data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No responsible institution for performance monitoring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of (ex-post) impact evaluations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. What are the main challenges to the effective involvement of private sector actors in public infrastructure provision in your country?

	Major challenge	Somewhat of a challenge	Not a challenge
Lack of clear policy regarding when and why PPPs should be used	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of expert staff/specific units in charge of PPPs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Problematic legal/regulatory environment for PPPs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of interest from private partners to conduct at PPP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Complexity of using EU and/ or international funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disincentive to pursue private investment due to the availability of EU and/ or international funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mistrust of the private sector by government / negative public perception	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Huge risks to public sector as lender of last resort, in case of insolvency of private partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. Which practices and instruments have helped the planning and procurement of public infrastructure in your country? Check all that apply.

	Somewhat	Significantly	Has not been applied
Improved comprehensive planning processes before project start (e.g. cost-benefit analysis etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More favourable regulatory framework for PPPs/concessions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clear medium-term planning for infrastructure investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More rigorous selection criteria for infrastructure projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved coordination between government levels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased stakeholders' engagement at an early stage of large infrastructure projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tighter regulation against potential corrupt practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More experienced experts on supervisory boards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk management systems across life-cycle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of modern IT-based planning tools (e.g.: Building Information Modelling)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A better balanced distribution of risk between government and private actors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Efficient and transparent bidding procedures (e.g. use of e-government in procurement)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public databases to track information about costs of large projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
'Reference Class Forecasting' method to accurately anticipate sector-specific cost overruns and accordingly plan for budgetary reserves	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. Which practices and instruments have helped the construction and monitoring of public infrastructure in your country? Check all that apply.

	Somewhat	Significantly	Has not been applied
Reliance on experienced project management coordinators/ coordination office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appointed experienced risk manager with overarching risk responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased role of state regulatory agencies in monitoring private infrastructure delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of standardized and regular performance monitoring tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More experienced experts on supervisory boards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer/ user surveys	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regular/ ex-post impact evaluations of infrastructure projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Milestone payments as construction proceeds to manage financial risks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. How would you rate your country's performance in the management of public infrastructure projects in the following sectors?

	<i>Low</i> <i>High</i>				
Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waste and sanitation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT/ Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Building (e.g. government buildings, hospitals, schools)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Defense	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (pls. specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

22. Can you recommend to us any interesting innovations or good practices in your country regarding the planning, funding, implementation or monitoring of infrastructure projects, which may be of further interest for our research?

23. Can you make any recommendations on how to improve infrastructure governance in your country?