REGIONAL WORKSHOP ON INFRASTRUCTURE GOVERNANCE

NOVEMBER 12 - 15 2019 — LJUBLJANA, SLOVENIA

Aide memoire

Summary

This was the first regional FAD workshop on infrastructure governance in South-East Europe. The workshop provided a general overview of key elements of a well-functioning infrastructure governance framework and presented a summary assessment of strength and challenges in public investment management (PIM) in the region, drawing from main findings of recent IMF capacity development activities in this region. Sessions were a mixture of presentations by lectures and by participant countries, group discussions and hands-on exercises covering several PIM topics, including costing of infrastructure projects, project selection and the assessment of PPPs. There is strong interest in a regional network for infrastructure governance for country officials in the region to share their experiences and promote good practices. The regional network, supported by FAD, was well-received by participants, which responded positively to a survey regarding the potential structure and future activities (attached).

1. BACKGROUND

Many countries in South-East Europe and Eastern Europe (SEE) have a strong interest in strengthening infrastructure governance—i.e., the institutions, processes and procedures used to guide public investment management throughout all stages of the project life cycle. Recognizing that high-quality infrastructure is essential for sustainable and equitable growth, since 2015 five out six countries in the SEE region have undertaken a Public Investment Management Assessments (PIMAs).[1] Results suggest that, on average, there are significant inefficiencies in national PIM frameworks. Addressing these inefficiencies will allow governments to get the highest growth impact for every dollar allocated to public investment.

The purpose of the workshop was to support the SEE region in strengthening infrastructure governance, bring together the countries' experience in this area, and promoting good practices based on international experience. Countries outside the SEE region with PIMA assessments were invited to share their experiences in managing public investment, with particular emphasis in challenges faced to implement PIMA recommendations and to comply with infrastructure related EU regulations and standards.

[1] In the SEE region, PIMAs were undertaken by Albania (2016), Kosovo* (2015), Serbia (2017), and Bosnia and Herzegovina (2018), and North Macedonia (2020). Similarly, various capacity development activities related to Public-Private-Partnerships (PPPs), including missions, regional seminars, and PPP Fiscal Risk Assessment Model (PFRAM 2.0) training have been provided to Albania (2017 and 2018), Kosovo* (2017) and Montenegro (2019).

The workshop, organized by the IMF's Fiscal Affairs Department (FAD) in collaboration with the Center for Excellence in Finance (CEF) in Ljubljana, comprised 30 participants from 11 countries: 6 SEE countries (Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, Serbia), three advance economies (Estonia, Ireland, and Slovenia) and two emerging market economies outside the region (Georgia, and Slovakia). The majority of participants came from ministries of finances (about 80 percent), with the remaining coming from line ministries and other central government bodies and parliaments. The event was gender-balanced, with 60 percent female participants (Appendix 1 includes the detailed list of participants).

The FAD team comprised Carolina Renteria (FAD, Public Financial Management Division Chief), Isabel Rial (FAD, Senior Economist), Suzanne Flynn (regional PFM advisor), Eivind Tandberg (FAD infrastructure governance advisor) and Eduardo Aldunate (FAD expert). FAD' Deputy Director Gerd Schwartz participated in the first day of the workshop. Ritva Heikkinen from the EU and Mediha Aggar and Jonas Fallow from the World Bank also contributed to the success of the workshop. Facilitation services were provided by CEF learning experts, Tara Vasiljević and Želimir Stanić.

2. MISSION APPROACH AND MAIN ACTIVITIES

This three and a half-day workshop covered key aspects of infrastructure governance based on IMF's PIMA and PFRAM 2.0 frameworks. The workshop comprised the following main elements:

- Day 1: Strengthening Infrastructure Governance
- Day 2: Allocating resources for public infrastructure
- Day 3: Oversight and management of infrastructure projects—Dealing with risks in infrastructure
- Day 4: Infrastructure Governance and Fiscal Transparency

Sessions were a combination of presentations by lecturers and by participating countries, group discussions, and exercises. There was a strong emphasis on avoiding long lectures and encouraging active engagement from all participants working jointly in mixed country groups. Three hands-on exercises were developed for this workshop: (1) costing infrastructure projects while dealing with uncertainty and risks; (2) assessing a public investment portfolio, focusing on project prioritization and selection under limited fiscal space; and (3) identifying and estimating fiscal costs and risk from PPPs using PFRAM 2.0. A detailed agenda is included in Appendix 2.

DAY 1: STRENGTHENING INFRASTRUCTURE GOVERNANCE

Following introductions and discussion of workshop objectives and expectations, the first part of the workshop provided an overview of the substantive elements of infrastructure governance and facilitated a discussion of why it is important. It included numerous examples of current practices and challenges in the SEE region and elsewhere in Europe, as well as the main findings of IMF's capacity development activities in infrastructure governance. There were presentations on these topics from IMF staff, as well as from the World Bank and several countries: Ireland, Estonia, Kosovo, Montenegro and Slovakia.

FAD' Deputy Director, Gerd Schwartz, introduced the workshop emphasizing the macro-criticality of infrastructure governance. Calls for increased public investment need to go hand-in-hand with measures to spend better. IMF research suggests that, on average, about 30 percent of public investment is lost due to inefficiencies due to poor infrastructure governance.[2] Therefore, strengthening infrastructure governance is essential and urgent. Strongest infrastructure governance will allow more efficient public investment with higher economic growth dividends, better use of alternative financing structures such as Public-Private-Partnerships (PPPs); as well as meeting infrastructure spending needs within a sustainable budget envelop. Finally, the Deputy Director presented the plan for creating an *European Regional Network for Infrastructure Governance*, and invited all participants and institutions present at the end to join in discussing the network structure, logistics and governance during the workshop.

Carolina Renteria, FAD' Division Chief of Public Financial Management, discussed current infrastructure governance practices and challenges in the SEE region and Europe. After briefly presenting the main features of the PIMA and PFRAM 2.0 frameworks, the discussion focused on main PIM weaknesses identified in the region and potential ways to overcome them. Countries in the region share similar weaknesses in their PIM framework. Institutions requiring significant improvement can be found at every stage of the project cycle. On average, weakest PIM institutions include project appraisal and selection, national and sectoral planning, multiyear budgeting and portfolio management. Similarly, for the average of whole region the effectiveness of PIM institutions (i.e., how they are implemented "in practice") is weaker than their design (i.e., how they are "in paper"). Detailed PIMA findings and recommendations for each of the countries were discussed, as a way to promote experience sharing and peer-leaning among participants.

The first day of the workshop covered the following PIM topics: strategic planning of infrastructure assets, coordination between sectoral and national strategies and costing infrastructure projects. FAD experts presented general principles in strengthening public investment planning and shared international good practices. The latter include the experience of the regional network for PFM in Latin America and the Caribbean (SNIP), the experience with the World Bank-sponsored PEMPAL network, and the OECD Senior Budget Officials network. There was a strong and positive interest in the proposed network on infrastructure governance covering Europe. FAD staff also presented a prototype of a web facility that could support the *European Regional Network for Infrastructure Governance* (see Appendix 3).

The last activity of the first day included a hands-on exercise in appraising and costing infrastructure projects and dealing with uncertainty and risks using scenario analysis. Participants were split in 6 groups to work throughout the exercise presented as a portfolio of 40 infrastructure projects at different stages of development (i.e., on-going project, projects in the pipeline at different levels of readiness, PPPs and projects procured traditionally). Group discussions based on portfolio information presented in Excel files were facilitated by the FAD team. Using the Excel tools developed by the team, participants did scenario analysis on how the costing of infrastructure projects is affected due to changes in main macroeconomic variables (e.g., inflation, exchange rate, etc.).

[2] "Making Public Investment More Efficient", IMF, 2015. https://www.imf.org/external/np/pp/eng/2015/061115.pdf

DAY 2: ALLOCATING RESOURCES FOR PUBLIC INFRASTRUCTURE

In the second day the workshop focused on budgeting for investments and challenges arising from different investment funding sources. Participants from Bosnia and Herzegovina, Estonia and Serbia discussed their experiences with medium-term fiscal frameworks and expenditure ceilings for capital expenditure, as well as project selection criteria and budget allocations for maintenance.

The workshop included an in-dept discussion of the challenges arising from external funding for infrastructure in the region. All the countries are eligible for various EU funding mechanisms, including The Western Balkan Investment Framework. The EC-DGNEAR representative, Ritva Heikkinen, gave an overview of the Western Balkans Investment Framework.

FAD followed discussing the impact of EU funding mechanisms on dual budgeting practices in the region. It was agreed that there are significant risks related to dual budgeting practices for public investment. Drawing on the PIMA database, FAD provided several examples of how dual budgeting hampers the quality of public investment in the region. These challenges were confirmed in the participants' presentations of country practices.

The workshop included a hands-on exercise on project selection and fiscal sustainability. Based on a hypothetical medium-term fiscal framework, a capital expenditure ceiling, and a project selection criterion, participants carried out an exercise where they selected infrastructure projects from a consolidated project pipeline. Working in 6 separate groups, participants discuss the rationale for their selection and discuss to what extent it is fiscally sustainable.

DAY 3: OVERSIGHT AND MANAGEMENT OF INFRASTRUCTURE PROJECTS—DEALING WITH RISKS IN INFRASTRUCTURE

The third day of the workshop focused on monitoring and managing infrastructure projects. Various international examples were presented, and country teams from Albania and Ireland highlighted current practices and challenges in their national frameworks. Presentations emphasized the importance of proper project planning as a prerequisite for efficient implementation and monitoring, with several examples from Chile and other Latina American countries.

Given the strong interest in many of the countries in the region in PPPs, the workshop included presentations on the role of the private sector in financing in public infrastructure, the macro-fiscal implications of PPPs, and the challenges these pose for infrastructure governance.

The PPP Fiscal Risk Assessment Model—PFRAM 2.0 was presented, and participants have the opportunity to use the Excel tool in a hand-on exercise. Working in groups, participants carried out a comprehensive exercise analyzing a PPP portfolio of 3 projects, estimating its impact on fiscal deficit and debt, and simulating the impact on the portfolio of macro-economic shocks and contract termination.

DAY 4: INFRASTRUCTURE GOVERNANCE AND FISCAL TRANSPARENCY – REGIONAL NETWORK ON INFRASTRUCTURE GOVERNANCE

The final half-day of the workshop covered reporting on infrastructure assets and related transparency issues. The PIMA framework comprises several institutions that involve fiscal transparency considerations. Data from the PIMA database indicate that fiscal transparency is mixed and limited in

many countries in the region. This impression was confirmed by country presentations from Kosovo and Serbia. The role of information systems in supporting infrastructure governance was also highlighted during this session, drawing on the experiences from Chile.

The workshop concluded with the discussion on the establishment of the *European Regional Network for Infrastructure Governance.* The participants responded positively to a survey regarding the possible structure and activities of the network (see Appendix 4). They all recognized that the countries can significantly benefit from sharing experiences through peer-learning activities. There was agreement that there should be one physical meeting each year, and that this could be supplemented by virtual meetings and other forms for interaction, including joint research and study visits. There was also agreement that the network could be chaired by one of the network members, on a rotating basis. These initial discussions about the network were for consultation purposes, and no formal decisions have been taken. It was agreed that FAD will submit a formal proposal to the governments in the region inviting them to participate in the network.

3. OUTPUTS

The workshop delivered the following outputs:

- A general overview of key issues related to infrastructure governance and a summary assessment of regional practices in this area.
- Detailed discussion of good practices in many different aspects of public investment management, drawing on regional experiences and data and comparing international good practices to the realities on the ground.
- Hands-on training on several aspects of public investment management, including costing of infrastructure projects, selection of projects within a defined framework and assessment of PPPs, using spreadsheet models developed by FAD staff.
- Detailed presentations of the experience of countries with advanced PIM systems, including Chile, Estonia, Ireland and Slovakia, and discussions on how these experiences can be utilized in other countries.

All the presentations delivered during the workshop, as well as all the Excel files used to train participants, are saved in the https://www.imfconnect.org/content/IGEUR/Home.html

4. KEY FINDINGS

The PIMAs that have been conducted in the region indicate that PIM practices are mixed, and quite weak in many instances. This impression was confirmed during the workshop discussions and country presentations.

At the same time, the workshop demonstrated that all the countries represented are taking active steps to strengthen their PIM procedures and capacities. Many of the countries have comprehensive reform strategies and action plans for improving infrastructure governance, typically taking the PIMA as the

starting point for the reforms. This will be a key area in the coming years and there is a strong interest to work with FAD on furthering these reforms.

The workshop discussed how to ensure that external funding, including EU funding mechanisms, does not lead to dual capital budgeting and fragment public investment management. This will also be an important topic going forward.

The participants were very engaged and active and responded positively to the materials and guidance provided during the workshop. The overall satisfaction scored at 4.5, with participants responding that the workshop met their expectations and that they were satisfied with the usefulness and delivery approach taken during the workshop. They singled out those aspect highly appreciated by them, mainly: practical analytical exercises, country cases presentations and learning from other countries experiences, networking with other participants, among others.

5. NEXT STEPS

FAD will submit an invitation to the countries represented at the workshop, and to other countries that have conducted PIMAs, to participate in the establishment of a *European Regional Network on Infrastructure Governance*. Based on the discussions at the workshop, the concept can be further developed and concretized, prior to the formal invitation being distributed. The internet facility to support the network can also be developed further in this period. It is expected that invitations can be submitted in the first quarter of 2020.

Appendix 1. List of Participants

Title	First Nam	Last Name	Job title	Institution	Country
Mr.	Evis	Mamaj	Director of Budget and Financial Management	Ministry of Infrastructure and Energy	Albania
Ms.	Alma	Shehu	Specialist of Concesion/PPP Procedures	Ministry of Finance and Economy	Albania
Ms.	Alda	Klosi	Director of Directorate of Concession	Ministry of Finance and Economy	Albania
Ms.	Silvia	Paskali	Head of Concession/PPPs Procedures Unit	Ministry of Finance and Economy	Albania
Ms.	Aida (Polutak	Soko	Economic Advisor	Office of the FBiH Prime Minister	Bosnia and Herzegovina
Mr.	Jure	Biloglav	Senior Expert advisor	Ministry of Finance	Croatia
Mr.	Lennart	Lepik	Analyst	Ministry of Finance	Estonia
Ms.	Tinatini	Gugava	Senior Specialist	Ministry of Finance	Georgia
Mr.	Ed	Hearne	Principal	Department of Public Expenditure and Reform	Ireland
Ms.	Febzushe	Aliu	Senior Budget Analyst	Ministry of Finance	Kosovo
Ms.	Atifete	Jakupaj-Duraku	High Budget Analyst	Ministry of Finance	Kosovo
Mr.	Ilir	Rama	Director of PPP Central Department	Ministry of Finance	Kosovo
Mr.	Kushtrim	Cukaj	Secretary General	Ministry of European Integration	Kosovo
Ms.	Rendita	Hashani	Senior evaluation officer for PPP projects	Ministry of Finance	Kosovo
Mr.	Eldin	Kurpejović	Advisor	Ministry of Finance	Montenegro
Ms.	Jovana	Cupić	Advisor	Ministry of Finance	Montenegro
Mr.	Marko	Bajagić	Independent Advisor	Secretariat for Development Projects	Montenegro
Ms.	Danijela	Kapa	Independent adviser I / Implementation manager for IPA	Ministry of Transport and Maritime Affairs	Montenegro
Ms.	Andriana	Matlioska	Senior associate for monitoring financial operations of public enterprises and agencies	Ministry of Finance	North Macedonia
Ms.	Ana	Nanevska	Head of IPA and NPAA Unit	Ministry of Finance	North Macedonia
Ms.	Olivera	Markoska Ivanovski	Advisor	Ministry of Finance	North Macedonia
Ms.	Biljana	Dejanovska Dimitrovska	Head of department	Ministry of Transport and Communications	North Macedonia
Ms.	Jasmina	Zengovska	Advisor	Ministry of Transport and Communications	North Macedonia
Mr.	Milan	Lakićević	Tecnical advisor for Public Investment Management	Ministry of Finance	Serbia
Ms.	Jelena	Moraca	Head of Public investment managament	Ministry of Finance	Serbia
Ms.	Mirjana	Jocic		Ministry of Finance	Serbia
Ms.	Sanda	Budjic		Ministry of Finance	Serbia
Ms.	Jasna	Tomasevic	Technical adviser	Ministry of Finance	Serbia
Ms.	Mladenka	Balaban	Consultant	Ministry of Finance	Serbia
Mr.	Štefan	Kišš	Director	Ministry of Finance	Slovakia
Mr.	Juraj	Mach	Director of the Public Policy Assessment Department and Team Leader for Spending Review	Ministry of Finance	Slovakia
Ms.	Katarina	Straponova	Senior analyst	Prime Minister`s Office of the Slovak republic	Slovakia
Ms.	Miranda	Groff Ferjančič	Head of Department	Ministry of Finance	Slovenia

Appendix 2. Agenda

Strengthening Governance of Public Infrastructure

Agenda

November 12-15th, 2019
Ljubljana, Slovenia

Tuesday, Nov 12	Strengthening Infrastructure Governance	Speakers
08:30 – 09:00	*Registration of participants*	
09:00 – 09:30	**Welcome statement, introductions, and workshop objectives and expectations** Brief introduction of participants	G. Schwartz (IMF) J. Repanšek (CEF) R. Heikkinen (EC)
09:30 – 10:45	**P1. What is Infrastructure Governance and why is it important?** Discussion Panel: Definition and importance of infrastructure governance; link to public investment efficiency.	Moderator G. Schwartz Panelists
10:45 – 11:00	*Coffee break*	
11:00 – 12:00	**L1. Infrastructure Governance in the region and in Europe, current practices and challenges** Presentation: main findings of IMF's capacity development activities in the region and globally.	C. Renteria Mediha Agar (WB) Jonas Fallow (WB)
12:00 – 1:00	**P2. Infrastructure Governance Community of Practice – International Experience** Discussion of international experience and relevance for the region. Presentation IMF's platform supporting the Infrastructure Governance Regional Network	E. Aldunate I. Rial
13:00 – 14:00	*Lunch break*	
14:00 – 15:30	**L2. Strengthening public investment planning** Presentation: Topics: Strategic planning; coordination between sectorial and national strategies; costing infrastructure projects.	E. Tandberg E. Aldunate Country teams
15:30 – 15:45	*Coffee break*	
15:45 – 17:00	**WG1. Case Study – Costing infrastructure projects, Dealing with uncertainty and risks** Exercise: Costing of a project and use of scenario analysis.	Group work I. Rial, E. Aldunate, S. Flynn E. Tandberg
	Welcome dinner	

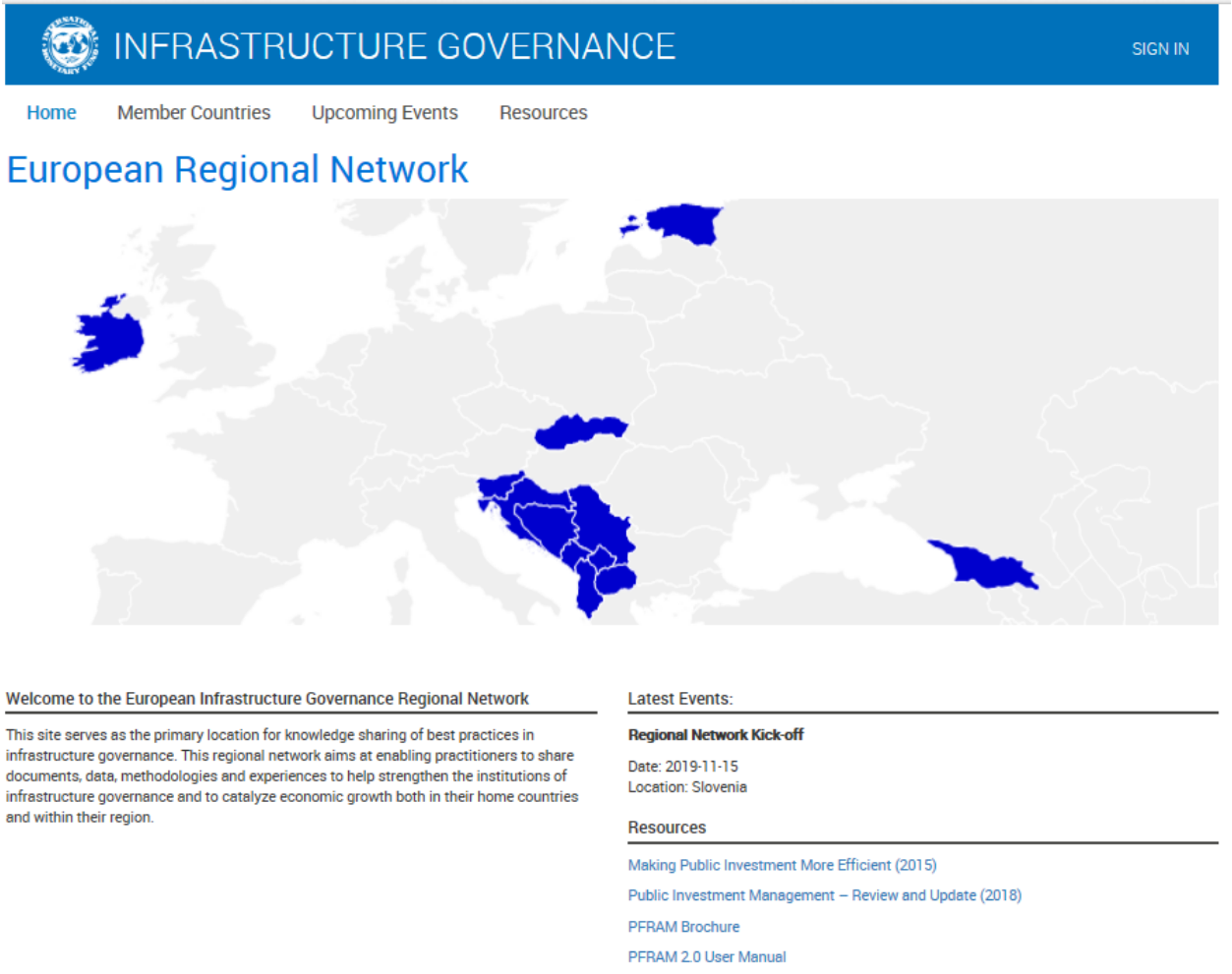
Wednesday, Nov 13	Allocating resources for public infrastructure	
09:00 – 09:15	**Reflections on what we learned on Day 1.** Discussion.	S. Flynn
09:15 – 10:30	**L3. Budgeting for infrastructure projects** Presentation: Medium-term fiscal framework and expenditures ceilings for capital expenditure; project selection criteria, maintenance.	E. Aldunate S. Flynn

Appendix 2. Agenda

10:30 – 11:00	**L4. External funding for infrastructure: Instrument for Pre-accession** Presentation: The Western Balkan Investment Framework.	Ritva Heikkinen (EC-DGNEAR)
11:00 – 11:15	*Coffee break*	
11:15 – 12:15	**L5. External funding for infrastructure: addressing dual capital budgeting** Presentation: Role of external funding; importance of a single pipeline for projects; challenges in project selection and budget funding.	C. Renteria E. Tandberg R. Heikkinen
12:15 – 13:30	*Lunch break*	
13:30 – 15:00	**L6. Managing external funding for infrastructure** Presentation by country teams: Current national practices.	Country teams
15:00 – 15:15	*Coffee break*	
15:15 – 16:15	**WG2. Case Study – Project selection, Building a fiscally sustainable infrastructure portfolio** Exercise: Given a hypothetical medium-term fiscal framework, a capital expenditure ceiling, a project selection criterion, and a pipeline of appraised projects, participants will propose a set of projects for budget funding and discuss options.	Group work I. Rial E. Aldunate S. Flynn E. Tandberg
16:15 – 17:00	**Case Study discussion**	
	City Tour	

Thursday, Nov 14	**Oversight and management of infrastructure projects—Dealing with risks in infrastructure**	
09:00 – 09:15	**Reflections on what we learned on Day 2.** Discussion.	S. Flynn
09:15 – 10:15	**L7. Monitoring and managing infrastructure projects and public assets** Presentation: Current practices and regional challenges monitoring and managing infrastructure projects, balance sheet.	E. Aldunate
10:15 – 11:30	**L8. Private sector participation in public infrastructure** Presentation: the role of private sector financing in public infrastructure, macro-fiscal implications of PPPs, challenges for infrastructure governance	I. Rial Country teams
11:30 – 11:45	*Coffee break*	
11:45 – 12:45	**L9. The PPP Fiscal Risk Assessment Model—PFRAM 2.0** Presentation: what is PFRAM 2.0; what it can and cannot do; how it works; how to use in fiscal analysis.	I. Rial
12:45 – 14:00	*Lunch break*	
14:00 – 15:00	**WG3. Case Study—Evaluation of fiscal costs and risks of PPPs using PFRAM 2.0** Exercise: participants will work with a PPP portfolio of 3 projects, input them in the PFRAM, simulate impact on the portfolio of macro shocks and a contract termination.	Group work I. Rial E. Aldunate S. Flynn E. Tandberg
15:00 – 15:15	*Coffee break*	
15:15 – 16:00	**WG3. Case Study—Evaluation of fiscal costs and risks of PPPs using PFRAM 2.0** *[cont.]*	Group work I. Rial
16:00 – 17:00	**Case Study—Discussion**	

Appendix 3. European Regional Network on Infrastructure Governance



Appendix 4. Establishing European Regional Network of Infrastructure Governance, Survey Responses

Q1 There is a need to strengthen governance of public infrastructure to support economic and social development in the region.

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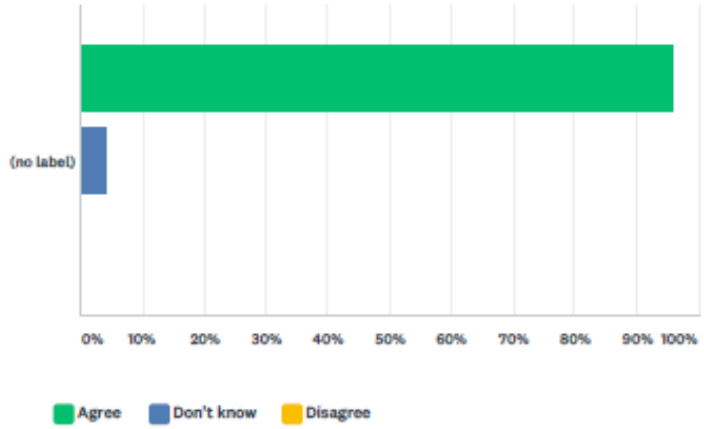

	AGREE	DON'T KNOW	DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	96.00% 24	4.00% 1	0.00% 0	25	0.00

Q2 A strong governance framework for public infrastructure is an essential element of a modern and result-oriented public financial management.

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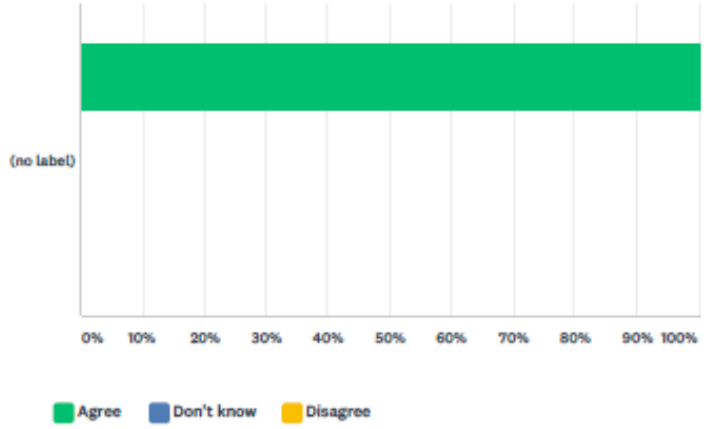

	AGREE	DON'T KNOW	DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	100.00% 25	0.00% 0	0.00% 0	25	0.00

Q3 European and countries in the region have similar strengths and face common challenges related to its infrastructure governance framework.

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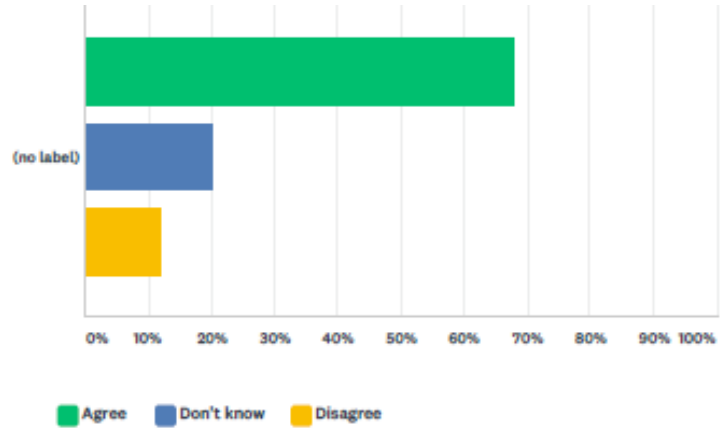
Appendix 4. Establishing European Regional Network of Infrastructure Governance, Survey Responses



	AGREE	DON'T KNOW	DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	68.00% 17	20.00% 5	12.00% 3	25	0.00

Q4 Continuous capacity development is key to achieve efficiency and effectiveness in the delivery of public assets and services in a fiscally responsible manner.

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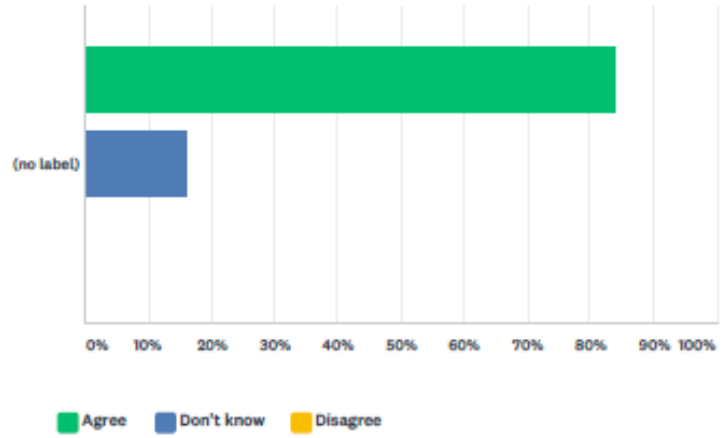

	AGREE	DON'T KNOW	DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	84.00% 21	16.00% 4	0.00% 0	25	0.00

Q5 Countries can significantly benefit from sharing experiences through peer-learning activities in the region.

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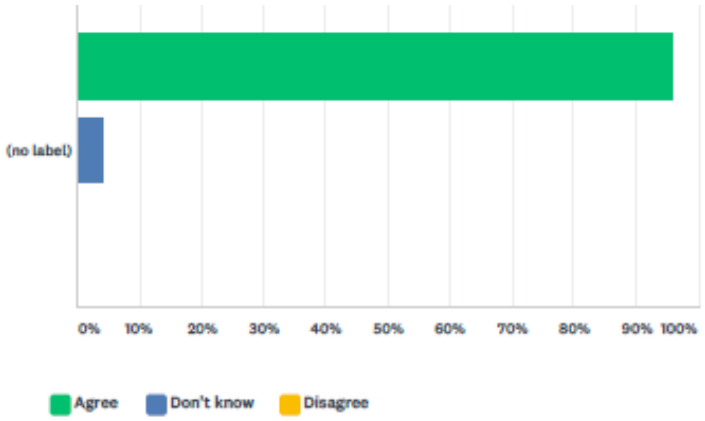
Appendix 4. Establishing European Regional Network of Infrastructure Governance, Survey Responses



	AGREE	DON'T KNOW	DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	96.00% 24	4.00% 1	0.00% 0	25	0.00

Q6 An infrastructure governance regional network could be instrumental in promoting good practices and peer-learning among member countries.

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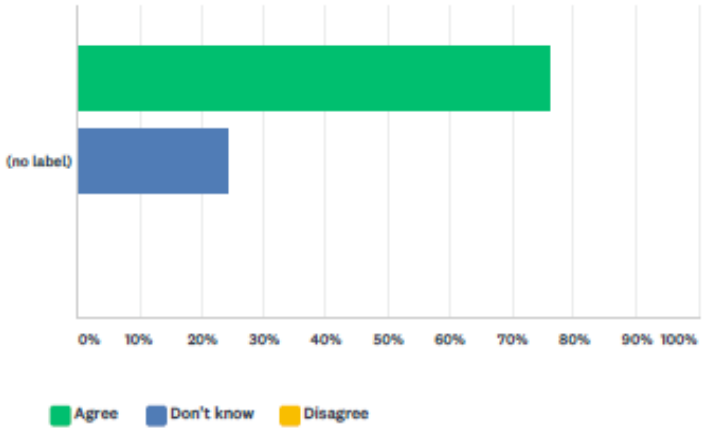

	AGREE	DON'T KNOW	DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	76.00% 19	24.00% 6	0.00% 0	25	0.00

Q7 What would be potential objectives of the regional network?

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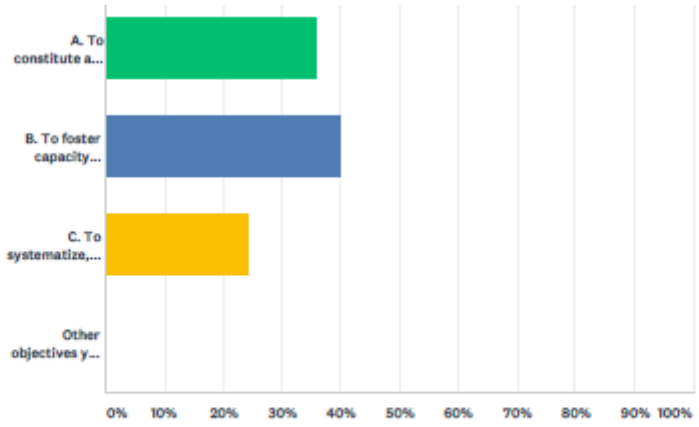
Appendix 4. Establishing European Regional Network of Infrastructure Governance, Survey Responses



ANSWER CHOICES	RESPONSES	
A. To constitute a mechanism for dialogue, peer to peer learning, and horizontal cooperation on infrastructure governance between member countries	36.00%	9
B. To foster capacity building for efficient and effective institutions, processes and methods supporting public infrastructure	40.00%	10
C. To systematize, generate and disseminate good practices in infrastructure governance in member countries	24.00%	6
Other objectives you would like to suggest?	0.00%	0
TOTAL		25

#	OTHER OBJECTIVES YOU WOULD LIKE TO SUGGEST?	DATE
	There are no responses.	

Q8 All countries in the region should be invited to participate as members in the network

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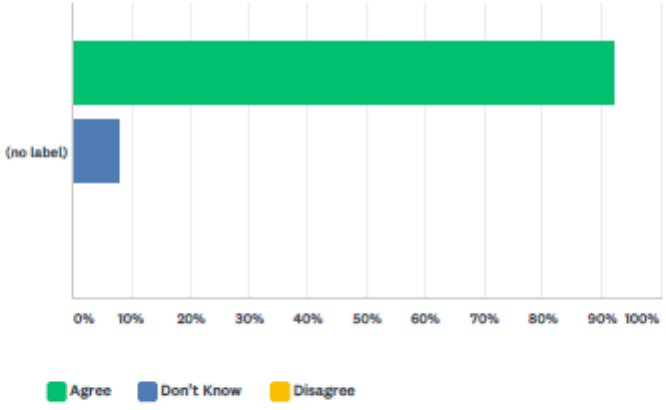
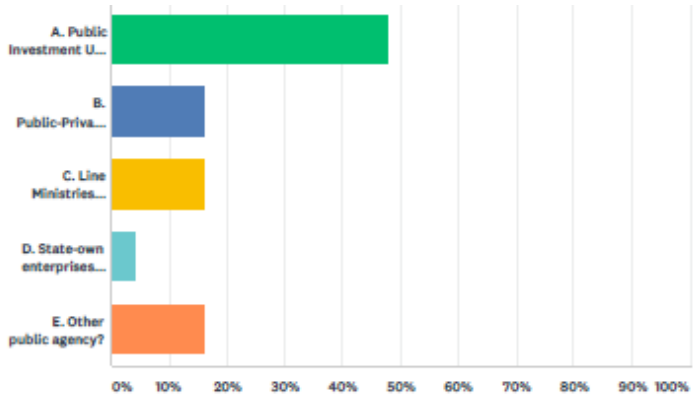


	AGREE	DON'T KNOW	DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	92.00% 23	8.00% 2	0.00% 0	25	0.00

Q9 Member countries would be represented in the network by (select one or more options):

Answered: 25 Skipped: 0

Appendix 4. Establishing European Regional Network of Infrastructure Governance, Survey Responses

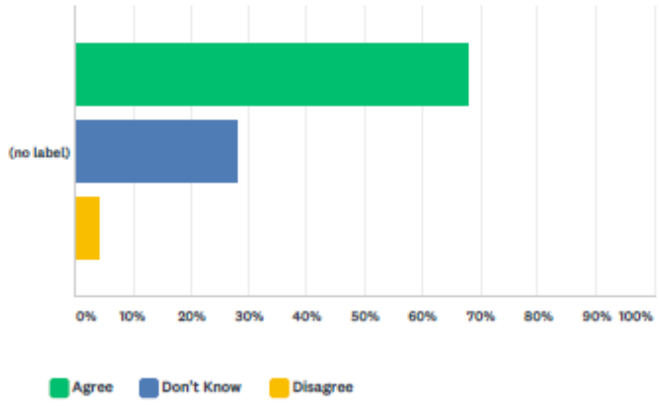


ANSWER CHOICES	RESPONSES	
A. Public Investment Unit (in MoF, Ministry of Planning, Ministry of Development, etc.)	48.00%	12
B. Public-Private Partnership Unit (in MoF, Prime Minister Office, independent public agency, etc.)	16.00%	4
C. Line Ministries responsible for large infrastructure projects (Ministry of Transportation, Energy, Regional Development, European Integration, etc.)	16.00%	4
D. State-own enterprises responsible for large infrastructure projects (road authority, port authority, electricity company, etc.)	4.00%	1
E. Other public agency?	16.00%	4
TOTAL		25

#	E. OTHER PUBLIC AGENCY?	DATE
1	A and C	11/14/2019 2:21 PM
2	A and C	11/14/2019 2:20 PM
3	A and C	11/14/2019 2:20 PM
4	A and B	11/14/2019 2:16 PM

Q10 International organizations interested may also join the network as collaborating members, with the prior approval of the full members of the network

Answered: 25 Skipped: 0

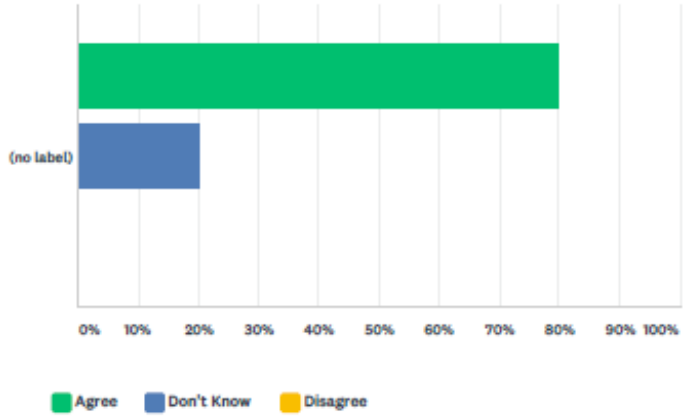


	AGREE	DON'T KNOW	DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	68.00% 17	28.00% 7	4.00% 1	25	0.00

Appendix 4. Establishing European Regional Network of Infrastructure Governance, Survey Responses

Q11 Countries outside the network may also join, initially, as observers, with the prior approval of the full members of the network

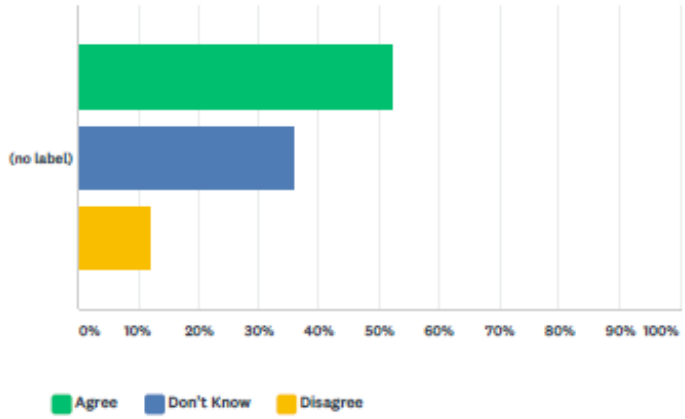
Answered: 25 Skipped: 0



	AGREE	DON'T KNOW	DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	80.00% 20	20.00% 5	0.00% 0	25	0.00

Q12 One country member should be elected to hold the presidency for one year, supported by another country member as vice-president

Answered: 25 Skipped: 0

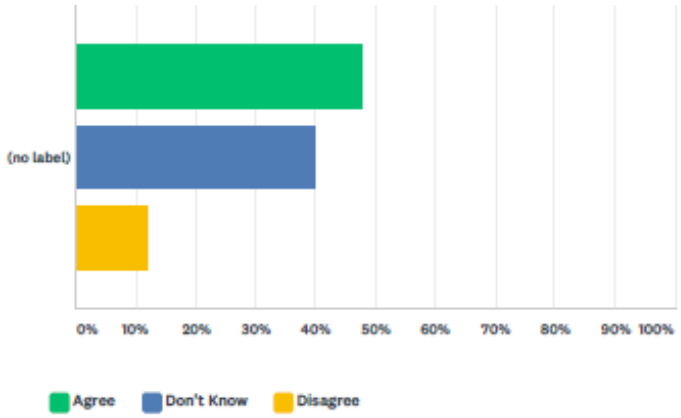


	AGREE	DON'T KNOW	DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	52.00% 13	36.00% 9	12.00% 3	25	0.00

Q13 The election should be made by open vote and by simply majority of the member countries attending the present network meeting

Answered: 25 Skipped: 0

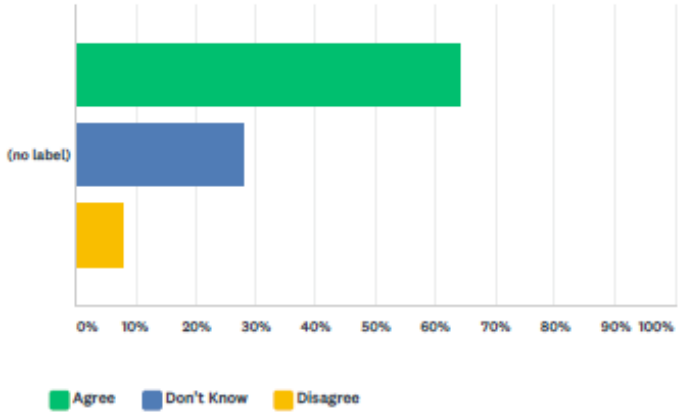
Appendix 4. Establishing European Regional Network of Infrastructure Governance, Survey Responses



	AGREE	DON'T KNOW	DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	48.00% 12	40.00% 10	12.00% 3	25	0.00

Q14 The role of the country member holding the presidency is to lead the network meetings, and to facilitate contacts among members and international organizations.

Answered: 25 Skipped: 0

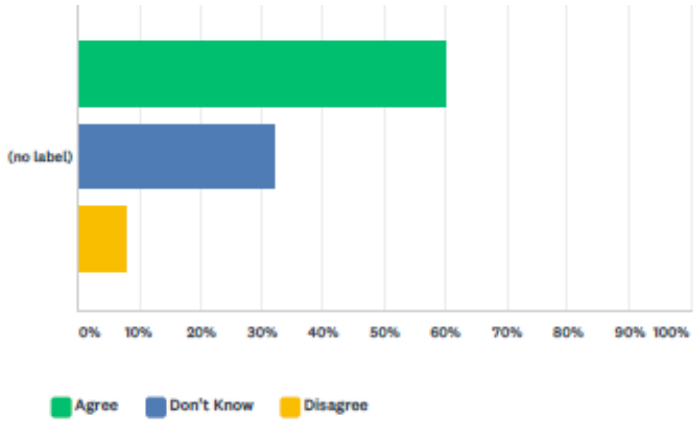


	AGREE	DON'T KNOW	DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	64.00% 16	28.00% 7	8.00% 2	25	0.00

Q15 The role of the country member holding the vice-presidency is seconding and supporting the president.

Answered: 25 Skipped: 0

Appendix 4. Establishing European Regional Network of Infrastructure Governance, Survey Responses



	AGREE	DON'T KNOW	DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	60.00% 15	32.00% 8	8.00% 2	25	0.00

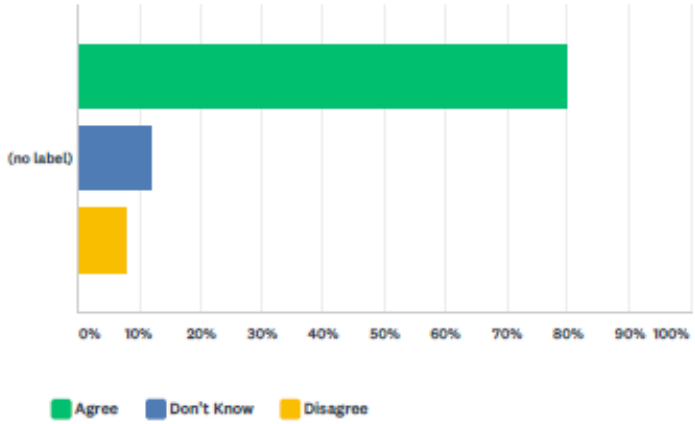
Q16 Other suggestions?

Answered: 2 Skipped: 23

#	RESPONSES	DATE
1	Education can only increase awareness and practical knowlerge of attending participants, and i strongly suggest organizing as many as possible educational events like this one. Learning from panelists, and peers is really valuable experience.	11/14/2019 2:21 PM
2	OECD countries could host learning events and seminars.	11/14/2019 2:16 PM

Q17 Hold annual general meetings

Answered: 25 Skipped: 0

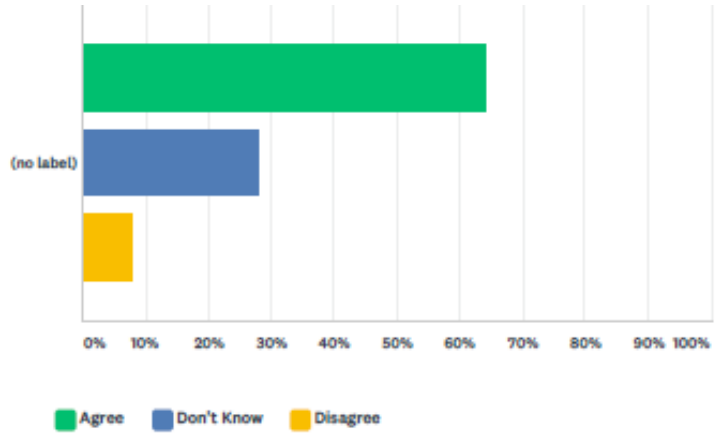


	AGREE	DON'T KNOW	DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	80.00% 20	12.00% 3	8.00% 2	25	0.00

Q18 Hold quarterly or semi-annual "online" meetings to support community activities throughout the year

Answered: 25 Skipped: 0

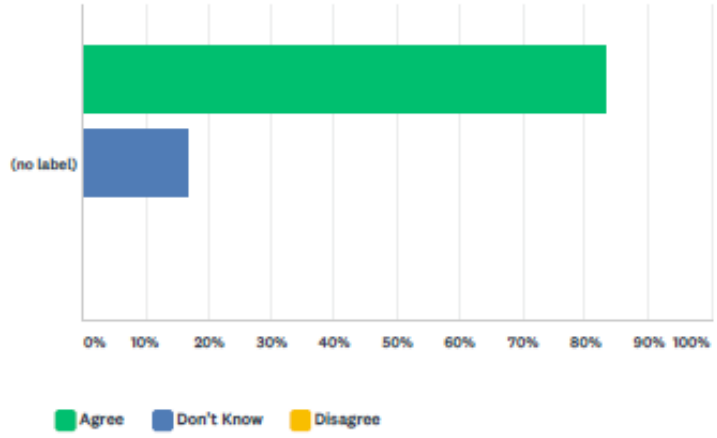
Appendix 4. Establishing European Regional Network of Infrastructure Governance, Survey Responses



	AGREE	DON'T KNOW	DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	64.00% 16	28.00% 7	8.00% 2	25	0.00

Q19 Hold meetings to discuss specific topics (topical meetings)

Answered: 24 Skipped: 1

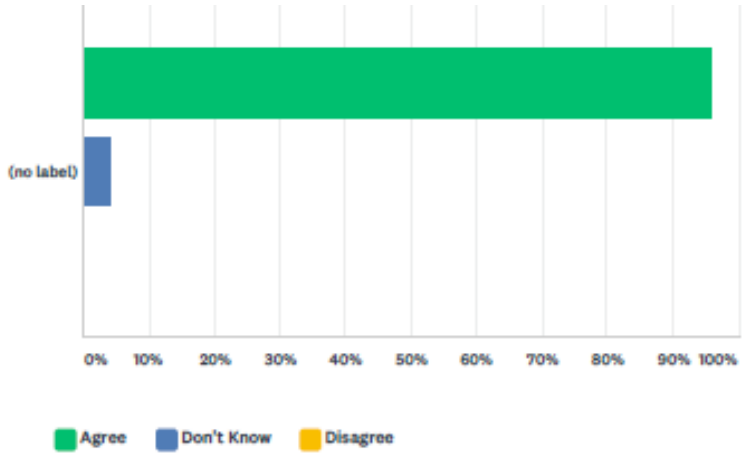


	AGREE	DON'T KNOW	DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	83.33% 20	16.67% 4	0.00% 0	24	0.00

Q20 Develop research projects (bilateral, with IMF or other international organization, with private sector, etc.)

Answered: 25 Skipped: 0

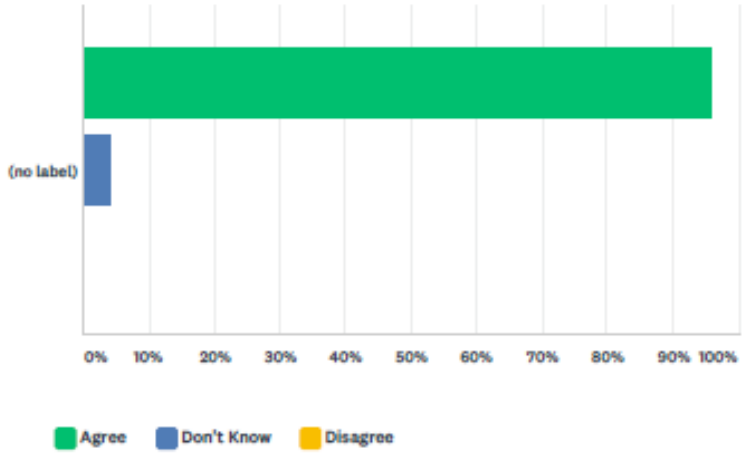
Appendix 4. Establishing European Regional Network of Infrastructure Governance, Survey Responses



	AGREE	DON'T KNOW	DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	96.00% 24	4.00% 1	0.00% 0	25	0.00

Q21 Promote successful practices from the region.

Answered: 25 Skipped: 0



	AGREE	DON'T KNOW	DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	96.00% 24	4.00% 1	0.00% 0	25	0.00

Q22 Other activities suggested?

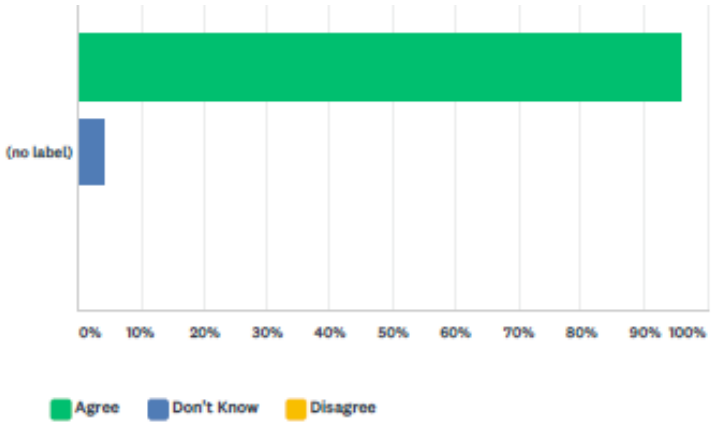
Answered: 3 Skipped: 22

#	RESPONSES	DATE
1	Visit other countries, see ongoing projects, discuss the process	11/14/2019 2:22 PM
2	Assistance in developing capacities for other regional countries with no build capacities	11/14/2019 2:20 PM
3	i suggest annual study visit in one of the member country	11/14/2019 2:19 PM

Q23 Technical and financial support of the IMF is important to launch and operate the network.

Answered: 25 Skipped: 0

Appendix 4. Establishing European Regional Network of Infrastructure Governance, Survey Responses



	AGREE	DON'T KNOW	DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	96.00% 24	4.00% 1	0.00% 0	25	0.00

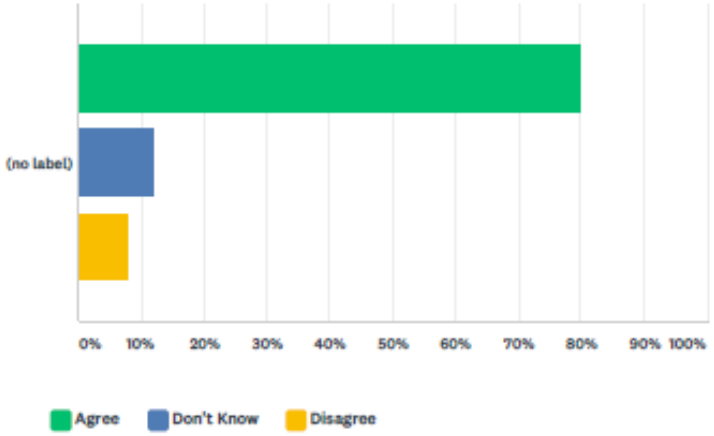
Q24 Do you identify another potential facilitator in the region?

Answered: 7 Skipped: 18

#	RESPONSES	DATE
1	CEF	11/14/2019 2:33 PM
2	World Bank	11/14/2019 2:25 PM
3	Country ministries	11/14/2019 2:23 PM
4	World Bank, OECD, SIGMA, EPEC	11/14/2019 2:22 PM
5	EC/EIB/EPEC, WB	11/14/2019 2:20 PM
6	No I dont.	11/14/2019 2:18 PM
7	Sigma	11/14/2019 2:16 PM

Q25 Do you think that having an online platform would be useful to enable continuous peer communication and learning, organization of meetings, repository of technical documents, etc.?

Answered: 25 Skipped: 0



	AGREE	DON'T KNOW	DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	80.00% 20	12.00% 3	8.00% 2	25	0.00