

Přílohy

Příloha č. 1 Dotazník rizika

GENERAL INFORMATION

This survey is addressed to experts in Transport PPPs.

In addition, as we are registering risk perceptions, which may differ depending on country, transport sub-sector (ports, airports, motorways, urban transit etc.) and stakeholder perspective, kindly state your position (sector of experience, transport subsector and country) and register your perceptions respectively.

1.	Years of experience in PPP's		If you have less than 10 years experience DO NOT complete the shaded parts of the questionnaire.
2.	Years of experience in transport projects		
3.	Sector of work experience (State, SPV, Lender, Sponsor, advisors/consultants, other)		Please always respond from the stated view point (stakeholder sector, transport sub-sector and country)
4.	Transport subsector of activity (Road, rail, air, ports, dry ports, transit, light rail, other)		
5.	Country of current work activity		

Definition of key risks associated with Transport PPP Projects

PHASE	Risk category	Description
PROJECT DEVELOPMENT	Bid Cancellation – pre investment risk	Bid cancellation, non recuperation of pre-investment costs risk
	Land use and acquisition risk	Site availability risk – surveys and studies pre-investment risk
	Financial closure risk	Project financing risk – negotiation stalemate with financing parties, inability to form successful lender syndication.
	Specifications risk	Technical and legal specifications risks, as they affect construction cost overruns and/or changes in infrastructure/construction/environmental legislation.
CONSTRUCTION	Failure to meet performance criteria risk - Time	Delays in completion and/or certification of constructed sections risk.
	Failure to meet performance criteria risk – Quality	Quality shortfall/defects in construction/commissioning tests failure risks.
	Construction Cost overruns risk	Volatility of material costs, overhead cost estimation risk, legal risk of technical specifications changes.
	Permit risk	Delays in project approvals and permits
	Innovation Adoption Risk	Delays, Cost overruns, quality deficiencies due to staff inexperience with new technologies, materials etc.
	Construction Innovation Risk	Delays, Cost overruns, quality deficiencies due to new construction methods & techniques
OPERATION	Operating cost overrun risk	Labor regulation volatility risk; taxation regulatory and legal risks; maintenance materials and labor cost overruns.
	Political risk	Government delays in granting or renewing approvals; government stability and willingness to honor/manage contract.
	Failure to meet performance criteria risk – Quality	Non meeting of contractual operation standards risk
	Innovation Operation Risk	Risk associated with the adoption of innovative technologies etc. in operation
	Demand risk – Revenue (Background)	Traffic growth risk, as it is linked to macroeconomic factors, social and political environment.
	Demand risk – Revenue (Legal &	Legal environment and regulatory framework risks; e.g. change in transport taxation laws, vehicle

	Regulatory)	ownership and fuel regulations.
	Demand risk – Competition/governance	Government Unwillingness to honor tariff adjustments; unforeseen competition risk due to change in transport policy.
	Demand risk – Network	Delays in integration to the central transport network risk, as they affect demand/traffic growth.
TRANS FER	Asset residual value risk	Technical (out-dated) obsolescence, residual transfer value
PROJECT LIFE CYCLE	Financial risk	Interest rate volatility , Market event and funding shortage risks
	Inflation risk	Inflation volatility and growth risk, as it affects costs during development/construction and revenues during operation.
	Currency risk	Volatility of foreign currencies exchange, if applicable.
	Force majeure events (nature)	Force majeure events (floods, earthquakes, riots, strikes, weather changes, geotechnical conditions, et. al.)
	Force majeure events (political/economic/social)	War, political violence, insurrection or through change in Government policies that affect the ownership, profitability and behavior of the SPV.
	Social - project acceptance risk	User stance as it affects the project’s development and operation. This could refer to passive opposition (boycotting the project) to active (e.g. refusal to pay tolls during operation, demonstrations preventing construction, claims in court against project et.al.)
	Governance Risks	Risks in third party relations or issues related to buyouts etc., which impact the ability to “govern” the project and provide the transport service.

Risk Assessment

Risk assessment concerns probability of occurrence. You are kindly asked to assign this probability to the following risks from (1) very low – almost an impossible event to (5) very high – almost certain event.

We are interested in your current assessment of each risk (Today) as well as your assessment prior to the Crisis.

If you are not sure or able to respond for the specific risk, please “✓” the “N/A”.

		Today	Prior to Financial Crisis
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PHASE	Risk category	1	2	3	4	5	N/A	1	2	3	4	5	N/A
		very low	low	average	high	very high		very low	low	average	high	very high	
PROJECT DEVELOPMENT	Bid Cancellation – pre investment risk	0	0	0	0	0	0	0	0	0	0	0	0
	Land use and acquisition risk	0	0	0	0	0	0	0	0	0	0	0	0
	Financial closure risk	0	0	0	0	0	0	0	0	0	0	0	0
	Specifications risk	0	0	0	0	0	0	0	0	0	0	0	0
CONSTRUCTION	Failure to meet performance criteria risk - Time	0	0	0	0	0	0	0	0	0	0	0	0
	Failure to meet performance criteria risk – Quality	0	0	0	0	0	0	0	0	0	0	0	0
	Construction Cost overruns risk	0	0	0	0	0	0	0	0	0	0	0	0
	Permit risk	0	0	0	0	0	0	0	0	0	0	0	0
	Innovation Adoption Risk	0	0	0	0	0	0	0	0	0	0	0	0
	Construction Innovation Risk	0	0	0	0	0	0	0	0	0	0	0	0
OPERATION	Operating cost overrun risk	0	0	0	0	0	0	0	0	0	0	0	0
	Political risk	0	0	0	0	0	0	0	0	0	0	0	0
	Innovation Operation Risk	0	0	0	0	0	0	0	0	0	0	0	0
	Failure to meet performance criteria risk – Quality	0	0	0	0	0	0	0	0	0	0	0	0
	Demand risk – Revenue (Background)	0	0	0	0	0	0	0	0	0	0	0	0
	Demand risk – Revenue (Legal & Regulatory)	0	0	0	0	0	0	0	0	0	0	0	0
	Demand risk – Competition/governance	0	0	0	0	0	0	0	0	0	0	0	0

I K A N S F E R	Demand risk – Network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Asset residual value risk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
P R O J E C T L I F E C Y C L E	Financial risk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Inflation risk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Currency risk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Force majeure events (nature)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Force majeure events (political/economic/social)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Social - project acceptance risk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Governance Risks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O T H E R R I S K S N O T M E N T I O N E D		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Which are the three most probable risks?

1.
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2.
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3.
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Risk assessment (financial) impact of occurrence. You are kindly asked to assign this impact to the following risks from (1) very low – negligible financial impact to (5) very high – could lead to project default.

We are interested in your current assessment of each risk (Today) as well as your assessment prior to the Crisis.

If you are not sure or able to respond for the specific risk, please “✓” the “N/A”.

PHA	Risk category	Today					Prior to Financial Crisis				
		1	2	3	4	5	1	2	3	4	5

SE							N/A							N/A
PROJECT DEVELOPMENT	Bid Cancellation – pre investment risk	0	0	0	0	0	0	0	0	0	0	0	0	0
	Land use and acquisition risk	0	0	0	0	0	0	0	0	0	0	0	0	0
	Financial closure risk	0	0	0	0	0	0	0	0	0	0	0	0	0
	Specifications risk	0	0	0	0	0	0	0	0	0	0	0	0	0
CONSTRUCTION	Failure to meet performance criteria risk - Time	0	0	0	0	0	0	0	0	0	0	0	0	0
	Failure to meet performance criteria risk – Quality	0	0	0	0	0	0	0	0	0	0	0	0	0
	Construction Cost overruns risk	0	0	0	0	0	0	0	0	0	0	0	0	0
	Permit risk	0	0	0	0	0	0	0	0	0	0	0	0	0
	Innovation Adoption Risk	0	0	0	0	0	0	0	0	0	0	0	0	0
	Construction Innovation Risk	0	0	0	0	0	0	0	0	0	0	0	0	0
OPERATION	Operating cost overrun risk	0	0	0	0	0	0	0	0	0	0	0	0	0
	Political risk	0	0	0	0	0	0	0	0	0	0	0	0	0
	Innovation Operation Risk	0	0	0	0	0	0	0	0	0	0	0	0	0
	Failure to meet performance criteria risk – Quality	0	0	0	0	0	0	0	0	0	0	0	0	0
	Demand risk – Revenue (Background)	0	0	0	0	0	0	0	0	0	0	0	0	0
	Demand risk – Revenue (Legal & Regulatory)	0	0	0	0	0	0	0	0	0	0	0	0	0
	Demand risk – Competition/governance	0	0	0	0	0	0	0	0	0	0	0	0	0
Demand risk – Network	0	0	0	0	0	0	0	0	0	0	0	0	0	
NSFER	Asset residual value risk	0	0	0	0	0	0	0	0	0	0	0	0	0
CIVIL LIFE CYCLE	Financial risk	0	0	0	0	0	0	0	0	0	0	0	0	0
	Inflation risk	0	0	0	0	0	0	0	0	0	0	0	0	0

	Currency risk	O	O	O	O	O	O	O	O	O	O	O	O
	Force majeure events (nature)	O	O	O	O	O	O	O	O	O	O	O	O
	Force majeure events (political/economic/social)	O	O	O	O	O	O	O	O	O	O	O	O
	Social - project acceptance risk	O	O	O	O	O	O	O	O	O	O	O	O
	Governance Risks	O	O	O	O	O	O	O	O	O	O	O	O
RISKS NOT MENTIONED		O	O	O	O	O	O	O	O	O	O	O	O
		O	O	O	O	O	O	O	O	O	O	O	O
		O	O	O	O	O	O	O	O	O	O	O	O

Which are the three, financially, most severe risks?

1.
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2.
.....
3.
.....

Risk Allocation

Risks are usually allocated to the party most capable of handling them (or absorbing them) at the least cost. To date, risks were usually allocated to either the public or private party or shared.

In the following list, you are kindly asked to consider risk allocation between a greater number of participants and differentiate between the various “public” and ‘private” parties. If you do not believe in this “wider” share of risks, please just not shares under “State/Public” and “SPV/Private”.

Again your views PRIOR to the crisis and TODAY are of interest.

Please allocate risk as a percentage (%) to each of the designated parties. If necessary, you are also able to add “parties”. Please ensure that your “allocation” adds to 100%. If you are not sure or able to respond, please “✓” the “N/A”.

PHASE	Risk category	TODAY					PRIOR		N/A
		State/ Public %	SPV/ Private %	Private Sponsors %	Institutional Investment Banks %	Other. Please note %	Public %	Private %	

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PPP's were launched in order to introduce private financing to public infrastructure. Do you believe that the austerity measures that have been implemented throughout the EU will shift public infrastructure financing schemes away from PPP's? If yes, which direction do you believe infrastructure funding is likely to take within the next years?

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How would you characterize the last piece of information you received today?

Very Negative	Negative	On the negative	Neutral	On the positive	Positive	Very Positive
-3	-2	-1	0	1	2	3

Educational Background (Economics, Engineering, etc.)		Nationality	
Age		Gender	M F

Your Comment

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Thank you for your time!

Příloha č. 2 Vzor dotazník PPP jednotky a předčasná ukončení PPP

CUESTIONARIO PPP

1. ¿Ha habido algún cambio en la actitud del Gobierno hacia los regímenes de asociación en relación con la reciente crisis económica? ¿Cuáles han sido las principales tendencias y reformas en el enfoque de Catalunya y las prácticas de su unidad en relación con regímenes de asociación en los últimos cinco años?
2. ¿Cuál es el estado de la unidad de CPP en Catalunya en el marco del departamento y el gobierno regional? ¿Cuándo fue creado? ¿Qué tipos de CPP se ejecuta?
3. ¿La unidad está más estructurada o, por el contrario, más fragmentada? En caso afirmativo, ¿cómo?
4. ¿Cuál es la relación entre la unidad de CPP en Catalunya y la unidad central del Ministerio de Fomento, por un lado, y otras unidades de CPP en las distintas Comunidades Autónomas, por otro? ¿Tienen alguna plataforma común para compartir sus experiencias?
5. ¿Qué herramientas se utilizan para garantizar que el conocimiento y la experiencia que se ganan en los proyectos individuales se mantiene para el futuro? ¿Utilizan alguna base de datos en forma de documentos .xls u otra fuente de conocimiento?
6. ¿Cuántos empleados tiene la unidad de CPP? ¿Trabaja todo el personal del CPP a tiempo completo, o tienen otras funciones dentro del departamento, en otro lugar? ¿Qué experiencia profesional anterior tienen y qué tipo de capacitación reciben para mejorar sus habilidades?

7. ¿En qué etapas de la contratación bajo el régimen de CPP se ve implicada su unidad? ¿Cómo funciona este proceso? (¿cuáles son las etapas?).

8. ¿Cómo se distribuyen las tareas entre los administradores del sector público y otros empleados en el curso del proceso CPP - etapa de licitación, postor preferente, asignación de riesgos...-? ¿Es posible calcular cuántas personas del sector público trabajan en un proyecto medio, digamos, por ejemplo, con un valor del capital hacia €100 m (en comparación con la contratación pública tradicional)?

9. ¿Su unidad utiliza los servicios de consultoras privadas (Price Waterhouse, Ernst & Young, KPMG, Deloitte ...)? ¿Qué normas tiene la contratación de la asesoría externa o la prestación de otros servicios?

10. ¿Han adoptado las autoridades de Catalunya que participan en el CPP alguna de las prácticas de administración electrónica y usado alguna de sus herramientas? ¿Se está desarrollando alguna nueva plataforma para compartir información sobre proyectos del CPP planeados y operativos (¿tal vez como parte del sistema de contratación electrónica conjunto – contrataciondelestado.es?) donde el público en general puede acceder a todos los contratos, facturas y documentación relativa a los proyectos individuales?

¡Muchas gracias por su ayuda!

PPP questionnaire

1. Has there been any change in the government's attitude towards PPP schemes in connection with the recent economic crisis? What have been the major tendencies and reforms in Catalonia approach and your unit's practices regarding PPP schemes over the last five years?
2. What is the status of the PPP unit in the framework of the department and the regional government? When was it established? What types of PPP do you run?
3. Is the unit further structured or fragmented? If yes, how?
4. What is the relationship between the PPP unit of Catalonia and the central Ministerio de Fomento unit on the one side and other PPP units in individual autonomous regions (Comunidades autónomas) on the other? Do you have any common platform for sharing your experiences?
5. What tools do you use to ensure the knowledge and experience you gain in individual projects is maintained for the future? Do you use some databases in the form of .xls documents or other source of knowledge?

6. How many employees does the PPP unit have? Are they all full-time PPP personnel, or do they have other duties within the department, somewhere else? What professional background they have and what kind of training they receive to improve their skills?
7. In which stages of procurement under the PPP regime is your unit involved? How does such a process look like (what are the individual stages)?
8. How are the tasks distributed among the public sector managers and other employees in the course of PPP process – bidding stage, preferred bidder, risk allocation...? Is it possible to estimate how many people on the public sector side work on an average project, say with capital value about €100 m (comparing to traditional public procurement)?
9. Does your unit use the services of private consultancies (PriceWaterhouse, Ernst & Young, KPMG, Deloitte...)? What rules does the contracting out of the external advice or other service provision have?
10. Have the Catalan authorities involved in PPP adopted any of the e-government practices and been using any of its tools? Is there any new platform being developed for sharing information about planned and operational PPP projects (perhaps as a part of the central eProcurement system?) where the general public could access all the contracts, invoices and documentation regarding the individual projects?

Thank you very much for your patience!