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Organisation de Coopération et de Développement Économiques
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PUBLIC GOVERNANCE AND TERRITORIAL DEVELOPMENT DIRECTORATE
PUBLIC GOVERNANCE COMMITTEE

Working Party of Senior Budget Officials

Draft Agenda: Symposium on Governance of Infrastructure

29 February 2016
Paris, France

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Draft Agenda: Symposium on Governance of Infrastructure**29 February 2016****Paris, France**

Chair: Mr. Gordon McKechnie, former Head, PFI Policy, HM Treasury, UK and Chair of the OECD Network of PPP and Senior Infrastructure Officials.

This seminar will be followed, on 1 March 2016, by the 9th Annual Network Meeting of Senior Infrastructure and PPP Officials (see Agenda: GOV/PGC/SBO/A(2016)1/PART2) From 9:15 to 9:35 on 29 February 2016, the Seminar will be opened by the Chair (Welcome Remarks) and by Ms. Mari KIVINIEMI, Deputy Secretary General, OECD (Introductory Remarks)

9:35-12:30 **1. SESSION 1 - VISION AND STRATEGY**

9:35-11:00 **1.a. WHAT IS THE PROBLEM? MAPPING THE GAPS IN INFRASTRUCTURE GOVERNANCE TODAY**

Infrastructure policy is a key element of every government programme. From boosting national productivity to promoting inclusive growth, implementing COP21 commitments, and protecting societies against more frequent natural disasters, effective infrastructure development is crucial. It is therefore surprising that so many countries are struggling to develop long-term, coherent and effective infrastructure policies that meet these ambitious objectives.

The issue is increasingly urgent. In most cases, the problem is not finance but governance. More specifically, policy makers have trouble identifying real long-term investment needs, designing strategies that go beyond a project-by-project logic and aligning investments across sectors and levels of government. Citizens and business see delays and overspend on major infrastructure projects, perceive inadequate investment in the maintenance of existing infrastructures, and a lack of consultation with those most affected by major projects. The emergence of new challenges and threats highlights the need for resilient infrastructure and a lack of foresight and ‘future proofing’ in current policies. This opening session will set the scene by looking at why better governance is urgently needed today.

- Why is having a long-term infrastructure vision important? Why is this so difficult to do?
- How can infrastructure policy be “future proofed” in an ever changing environment? How can we assess real infrastructure needs?
- Why is it critical to address governance bottlenecks for infrastructure that occur at the subnational level?

Speakers:

Dr. Elaine BUCKBERG, Former Deputy Assistant Secretary for Policy Coordination, US Treasury Department

Mr. Laurence CARTER, Senior Director, Public-Private Partnerships Group, World Bank Group

Mr. Thomas WOBEN, Director, Horizontal Policies and networks, EU Committee of the Regions

Discussant:

Mr. Iain BEGG, Professorial Research Fellow at the European Institute, London School of Economics and Political Science

11:00-11:15	Coffee
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11:15-12:30	1.b. MOBILISING SUPPORT AND RESOURCES FOR INFRASTRUCTURE STRATEGIES
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Strong governance of infrastructure starts from a clear vision of the objectives of the policy and a credible roadmap for achieving that vision. The vision should be, on the one hand, ambitious and forward-looking and, on the other, focused on outcomes for citizens. Such a vision then needs to be translated into a strategy built on a coherent ensemble of projects that supports other actions by government and that also inspires confidence and encourages participation across a broad spectrum of non-government actors. By defining a long-term vision for infrastructure, governments can, in theory, establish clearer governance arrangements to agree targets, coordinate across stakeholders and develop action plans.

This session will look at the practical issues involved in developing a more strategic approach to infrastructure policy, both the tools needed to promote coordination within government and the levers to mobilise non-government stakeholders and civil society.

- How can infrastructure plans be better integrated with other policies?
- What kind of strategy inspires confidence? i.e. what are the necessary conditions for a strategy to be credible for private finance, citizens and users?
- Whose vision? How do you ensure that the citizen and user is at the centre?

Speakers:

Mr. Philip DAVIES, Chief Executive Officer, Infrastructure Australia

Ms. Jocelyn FERNANDEZ, Director of Planning, Ministry of Public Works, Chile

Presidency of the Council of Ministers, Italy

Mr. Toshio OKAZUMI, Director of International Cooperation and Engineering for Infrastructure; Ministry of Land, Infrastructure, Transport and Tourism; Japan

Discussant:

Prof. Dr. Helmut ANHEIER, President and Dean, Hertie School of Governance

12:30-14:00	Lunch
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14:00-16:15	2. SESSION 2 - IMPACT AND VALUE
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14:00-15:15	2.a. ENSURING IMPACT: PLANNING AND PREPARING INFRASTRUCTURE PROJECTS
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The planning and preparation of infrastructure projects involves strategic decisions on what the investment is meant to achieve, how it is to be procured and financed, and who should do it. This takes place within what can often be a highly political context with competing interests. Each decision will lock in expenditures, sets the built environment and limits policy options for many

years to come. The choice of how infrastructure is delivered has implications for the allocation of risk between public and private parties, public sector discretionary control, value-for-money and affordability.

Each choice should thus be based on a comprehensive analysis of costs and benefits, and take into account the capacities of the actors involved. Planning and preparation should ensure that the modalities chosen support strategic objectives. They should take into account not only delivery but also operation, maintenance and renewal. Finally, they should be agreed in consultation with the right actors within and beyond government.

This session will discuss the practical difficulties of preparing projects strategically in such a complex environment.

- What are the main bottlenecks in infrastructure governance that undermine the preparation of infrastructure projects?
- How do you ensure that there is a structured, non-biased and thorough process that ensures the best possible choice of asset, risk allocation and the decision on how to procure it?
- Is there a public sector capacity problem in infrastructure at the planning stage?

Speakers:

Mr. José VIEGAS, Secretary-General, International Transport Forum

Ms. Anne YVRANDE-BILLON, Vice President, French railways regulator ARAFER, France

Mr. Daniel WIENER, President of the Board, Global Infrastructure Basel

Ms. Denise BOWER, Executive Director, Major Projects Association, United Kingdom

Discussant:

Mr. Salim BENSMAIL, Director, Public Private Partnerships Unit, Ministry of Finance, France

15:15-16:15

2.b. DELIVERING VALUE THROUGHOUT THE ASSET'S LIFE

The real test of whether an infrastructure investment offers value for money for the user and population at large comes over the lifespan of the asset.

Different or complementary regulatory and managerial capacities have to be present within the public sector when the infrastructure service is managed and operated by private companies and when the public sector is the main provider of the infrastructure service.

Invariably the circumstances around the asset and the services it provides will evolve over time due to institutional change and the development of new technologies, an aspect that long-term infrastructure projects must integrate in order to continue to deliver value. Further, projects must increasingly integrate the capacity to manage risks and ensure the safety and resilience of key infrastructures against both natural and man-made disasters.

This session will discuss the particular challenges that integrating a whole-of-life perspective represents to infrastructure governance, in particular:

- What are the key drivers of and the main threats to value for money? How is evidence on life cycle return assessed?
- What role can regulators play in supporting value for money?
- How can projects be prepared for technological change and risk?

Speakers:

Mr. Federico PATINO, Director General, Mexico City Airport Group GACM, Mexico

Mr. Tiago DE BARROS CORREIA, Director, Electricity Regulator ANEEL, Brazil

Mr. John TESH, Resilience Expert, United Kingdom

Mr. Toshiyuki IWAMA, Executive Technical Advisor to the Director General, JICA Infrastructure and Peace building Department, Japan

Discussant:

Mr. Eric BROUSSEAU, Chair, Governance and Regulation, Paris Dauphine University, France

16:15-16:30	Coffee
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16:30-17:45	3. TRANSPARENCY AND INTEGRITY
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16:30-17:45	3.a. ENSURING A CLEAN AND INCLUSIVE PROJECT CYCLE
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Infrastructure investment needs to show that it is based on principles of transparency, integrity and fairness.

The process for developing infrastructure projects should focus on user needs. Openness and stakeholder consultation are therefore crucial for the government and contractors to understand those needs and to identify and manage risks stemming from the impact that investments can have on groups and individuals or on the environment.

Large infrastructure projects are notoriously vulnerable to fraud and corruption. Corruption entry points at each stage of the public infrastructure project cycle need to be mapped, and integrity and anti-corruption mechanisms established or strengthened accordingly.

- This session will discuss how countries can act to establish governance systems that are responsive to the needs and concerns of stakeholders, and that protect flagship investments from the risk of corruption and mismanagement. Key issues include: What can we learn from recent major projects about how to build integrity into governance of major projects?
- Are efforts to better engage citizens and civil society groups improving the efficiency and effectiveness of infrastructure projects?
- Is there a trade-off between transparency and the need for discrete commercial negotiation and confidentiality?

Speakers:

Mr. Alan SUTHERLAND, Chief Executive, Water Industry Commission, Scotland, United Kingdom

Mr. Simon ADAMS, Strategic Director, Crossrail, United Kingdom

Mr. Roberto ARDITI, Director of Institutional Affairs, EXPO Milano 2015, Italy

Mr. Petter MATTHEWS, Executive Director, Construction Sector Transparency Initiative

Discussant:

Mr. Nicola Bonucci, Director for Legal Affairs, OEC

17:45-18:00 **4. CLOSING SESSION - NEXT STEPS**

17:45-18:00 **4.a. TAKING THE OECD WORK ON INFRASTRUCTURE GOVERNANCE FORWARD**

Closing remarks by Mr. Rolf ALTER, Director, Public Governance and Territorial Development, OECD

18:00 **Reception for participants hosted by the OECD**

Annex: MEETING INFORMATION**Registration Form**

All Delegates must complete the registration form and return it to the Secretariat ahead of the meeting.

Accommodations

Delegates are responsible for their own accommodation. Information on hotels close to the OECD at special rates and our online booking system can be found at: <http://www.oecd.org/site/conferencecentre/hotels-close-to-oecd.htm>

Meeting Location

The meeting will take place at the Conference Centre at OECD Headquarters located at: 2, rue André-Pascal in the 16th *arrondissement* (district) of Paris. The closest metro station is "La Muette" on line 9 or "Boulaivilliers" or "Henri Martin" on line C of the RER.

More information on getting to the OECD can be found at: <http://www.oecd.org/site/conferencecentre/gettingtotheoecd.htm>

Security and Badges

Please be advised that OECD Headquarters is a secure complex. Badges can only be issued to registered Delegates, and a passport or national identity card is required in order to receive a badge. Delegates must go to the main entrance and pass through the security checkpoint in order to pick up badges. Please allow up to 20 minutes to complete these formalities.

Catering

The OECD Conference Centre has several dining options:

- A coffee bar in the heart of the conference centre, open all day from 8:30 to 17:00 for coffee and sandwiches;
- A snack bar open from 08:00 to 17:00 offering breakfast, lunch, salads, sandwiches and snacks throughout the day;
- A self-service cafeteria, open from 11:45 until 14:15. It provides a range of set menus and a wide choice of starters, main courses, grill-cook food and sweets;
- A restaurant with waiter service offering simple and refined dishes and open from 12:00 until 14:00.

Wi-Fi Internet Access and Business Centre

The OECD Conference Centre features complimentary Wi-Fi Internet Access throughout its facilities. Internet access is available in the Espresso Café. There is also a Business Centre located in the Conference Centre offering complimentary desktop computers with standard Microsoft Office software, Internet connections and printers.

Simultaneous Translation

Simultaneous translation between English and French, the OECD's two official languages, will be available throughout the meeting.