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Public-Private Partnership Development Program:

Follow-up Survey

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Executive summary

Overview of the study

The public-private partnership (PPP) is a new economic development tool that has become increasingly popular worldwide since the late 90s. The Public-Private Partnership Development Program (P3DP) financed by the USAID targets improvement in conditions for PPP implementation in Ukraine. This report presents the survey results of representatives of local governments, business community and local NGOs. The survey is a follow-up to the base-line survey conducted in 2012 and was conducted in order to assess the current levels of awareness about PPPs and current capacity level to design, implement and monitor PPP projects in the local communities. Overall, 211 responses were collected in the telephone survey from 16 cities (including 8 PPP-pilot cities and 8 non-pilot cities) during January-February of 2014.

Policy recommendations are presented along with the survey results.

Overview of the results

The baseline survey has revealed that the understanding of PPP concept greatly improved compared to the baseline survey conducted in 2011: now more than half of the respondents correctly define PPP versus slightly more than one third in 2011. PPP awareness increased in all groups of respondents, but businessmen remained the least informed on PPP definition. Even though the share of respondents who correctly defined PPP increased, the overall understanding of PPP, as the answers in category “other” for a number of questions show, is still scant.

The most often mentioned reasons for PPPs’ failure in Ukraine were lack of financing, legal and regulatory problems and lack of communication between the parties – the same as in 2011.

Awareness on PPP-related legislation has improved as compared to the baseline survey: 43 percent of respondents are now familiar with the PPP Law versus to just 20 percent in 2011. The quality of the legal framework is still viewed as rather unclear and not properly defined. In addition, in the follow-up survey the powers of local governments are rated to be even more limited than in the baseline survey. Representatives of pilot regions are more skeptical about both powers and capacity of local government regarding PPP regulation – perhaps because in pilot cities they have already tested the powers and capacity in practice.

Evaluating their units’ capacity and skills to implement PPPs, the respondents are rather confident in all aspects except for addressing climate change – perhaps because this concept is rather new for Ukraine in general. As compared to 2011, the self-assessment level of both pilot and non-pilot municipalities has considerably improved, but pilot municipalities are slightly less confident about their abilities to implement PPPs – perhaps they make a more realistic

assessment based on the practical knowledge of the subject.

Finally, the 2014 survey showed a substantial increase in the share of people who have some PPP experience, and the most noticeable this increase was among the government representatives.

Overview of the recommendations

There is still some confusion about PPP definition, so P3DP should continue its effort in dissemination of this knowledge – perhaps focusing not only on what IS a PPP but also on what is NOT a PPP.

The lowest level of awareness on PPP definition and PPP projects is observed within the business community, so perhaps P3DP could focus more on reaching this audience – for example, by participation in business conferences or meetings of business associations, publications in business media etc.

P3DP should continue its work on improvement of legislation concerning PPPs along two lines: clarification and simplification of regulations, and enhancing the powers of local governments.

The survey showed the importance of capacity-development events held by the P3DP (workshops, trainings, seminars), and the usefulness of guidelines and manuals distributed by the P3DP. Therefore, these activities should be continued, and perhaps, supplemented with the online courses.

Survey Description

Background

The public-private partnership (PPP) is a new economic development tool that has become increasingly popular worldwide since the late 90s. Despite the tight budgets, the local and central governments around the world face a raising demand for high quality infrastructure services. Roads, hospitals, water supply are among the examples. PPPs become instrumental in attracting private capital and managerial experience to finance infrastructural investment and maintaining that infrastructure. In addition, PPPs allow sharing business and investment risks between private firms and the state.

Ukraine has even stronger economic reasons for promoting PPPs given the state of public finances and low quality of infrastructure. The Public-Private Partnership Development Program (P3DP) financed by the USAID helps to create favorable environment for PPP ensuring that Ukraine does not remain on the sideline of this global process.

The PPP concept is complex. The international experience shows that this complexity creates misperceptions among the government officials and a general public about the PPPs implementation and functioning. Public acceptance is very important for successful implementation of the PPPs. As one of the objectives of the P3DP is to raise awareness, it is important to understand the current state of affairs in Ukraine. It is also important to highlight the areas which can be improved by different types of communication. Examples of such activities include organizing seminars, improving regulations to increase transparency in the decision-making process, setting up clear procedures for selection of private partners. For this purpose, the follow up survey on PPP awareness and quality of infrastructure was commissioned to Kyiv Economics Institute (KEI). The survey was conducted in January-February of 2014. This survey is a follow-up to a baseline survey conducted in 2011. The following report describes the survey objective, structure of the questionnaire, and presents the main results along with the recommendations.

Survey Objective

The objective of the follow-up study is to twofold: (1) to assess current level of the PPP awareness of the private public partnerships among local governments, business community and

local NGOs in the pilot regions; and (2) to assess the capacity development of local governments in the pilot regions. In particular, the results of the survey will be used for data collection indicators DC 3.1 (Index of development in capacity of the public sector representatives to prepare and implement PPP projects. Survey based data) and DC 3.2 (Index of raised awareness about PPPs among key stakeholders. Survey based data).

For the survey purposes the KEI has developed a questionnaire which contains both open-end and closed questions. The questionnaire was approved by the P3DP management (the approved version can be found in the Appendix of this Report). The finalized questionnaire was translated into Ukrainian and Russian languages for the field work.

Structure of the baseline survey questionnaire

The survey questionnaire consists of three blocks of questions. The first block is dedicated to the questions on awareness about PPP. The second block deals with assessment of capacity to design, implement and monitor PPP projects, while the third block tracks past experience with PPP implementation. The second block of the questionnaire was used only when surveying local government representatives. The questionnaire also includes information about the respondents: age group, gender and position in the organization/firm/government unit.

A. Awareness

- about existing PPPs
- about PPP-related initiatives

B. Capacity

- a. To understand legal and regulatory framework for PPP implementation
- b. To design, implement and monitor PPPs
 - Funding
 - Staff
 - Knowledge & skills

C. PPP Experience.

Field work and survey coverage

The field work was conducted by the Kyiv International Institute of Sociology (KMIS) in January-February of 2014. Overall 211 respondents were interviewed by 5 interviewers in 16 municipalities, 8 pilot and 8 non-pilot municipalities. Out of these, 203 people were interviewed over the phone and 8 people participated in the Internet form of the survey. The primary units of

the baseline study were individuals representing local government, business community and local NGOs. In each community five representatives of the government, five representatives of the local business community according to the size of the establishment (two small, two medium, one large if available) and three representatives from local NGOs participated in the survey.

Non-pilot cities selection

The selection of the non-pilot cities was done using propensity score matching (PSM). PSM uses a set of observed characteristics to predict the probability of participation (being a pilot) to create a counterfactual (control) group.

The following **variables** were used to construct propensity score:

Population, average salary, unemployment, number of universities, FDI per capita, number of enterprises per capita, capital investment per capita.

The pilot cities were matched with non-pilot cities with a similar predicted probability (propensity score). If there were several neighboring cities with propensity scores that are very close, further selection was determined by the size of the population and availability of information on these municipalities in the baseline survey.

Finally, the following municipalities (in alphabetical order) participated in the follow-up survey:

8 pilot cities:

Dnipropetrovsk, Ivano-Frankivsk, Kyiv, Lviv, Malyn, Simferopol, Vinnytsia, Zaporizhyya

8 non-pilot cities

Donetsk, Kharkiv, Kherson, Kirovohrad, Mykolaiv, Odesa, Poltava, Voznesensk

Survey results

Part A. Awareness

The first part of the survey is devoted to general awareness about PPP projects among local government officials, representatives of the business community and NGOs. We analyze the answers along three dimensions: (1) *time* by comparing 2014 (follow-up survey) to 2011 (baseline survey), (2) *status* by comparing the pilot regions to similar non-pilot regions, (3) *type* of respondent by comparing representatives from local government vs. business and NGOs. To compare the 2014 results with 2011, we selected only the cities which were included into the 2014 survey. Information for 2011 is available for all but one municipality – Malyn – which was not included in the baseline survey as it was not initially considered to become a pilot site and hence was subject for random draw selection procedure as a result of which it was not selected.

The first question asked respondents to **define public-private partnership** choosing between three alternatives. In 2011 survey this was a filter question and respondents could provide only one answer. In 2014, some of them provided several answers to this question. For further analysis we make an assumption that people who have provided several answers are not very clear about the PPP definition. Therefore, in the analysis of the first question, we classify those who provided several answers (30 people) into “don’t know” category. In the further analysis, to make these data comparable with 2011 data, we use the answers of respondents who provided a correct PPP definition only (117 respondents overall).

Generally, the PPP awareness increased between two rounds of the survey (Figure 1). The correct definition was chosen by 55.5 percent of all respondents in 2014 versus 38.5 percent in 2011.

Figure 1. In your view, what is public private partnership? (% of answers)

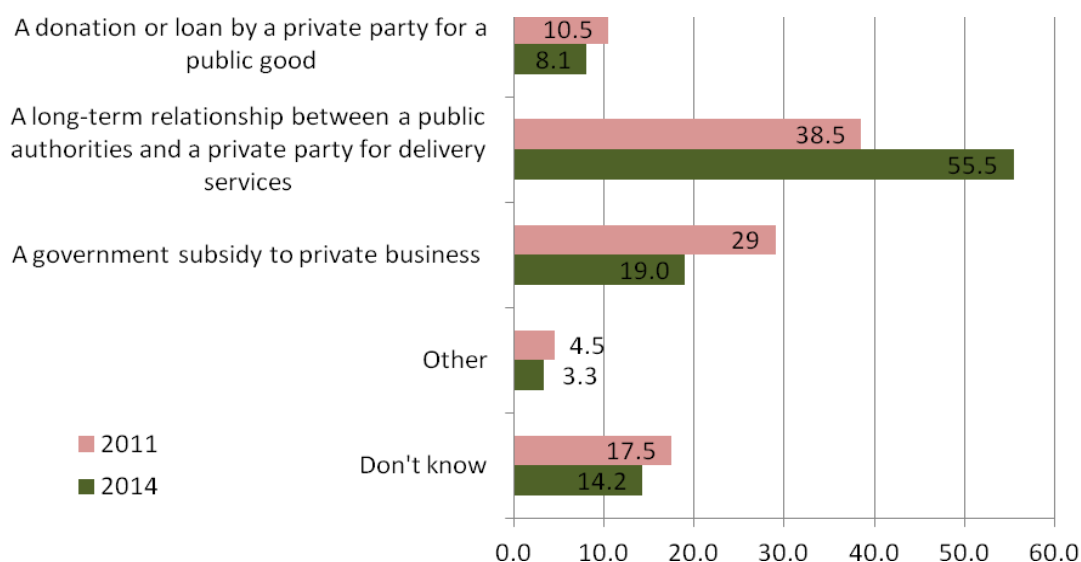


Table 1 compares level of PPP awareness among government, business and NGO representatives across the pilot and non-pilot regions. (The numbers in the table refer to the share of people who gave the correct definition in the total number of respondents that belong to a given group. For example, in 2014 74.4 percent of government representatives in the pilot regions provided the correct PPP definition). We observe the highest awareness about PPP definition among the government representatives, followed by NGOs. In the pilot regions, more representatives of these groups correctly defined PPP than in the non-pilot regions, whereas awareness of business representatives about the PPP definition was similar in the pilot and non-pilot regions. Table 1 also clearly shows a rather large increase in awareness between 2011 and 2014, especially local government in non-pilot municipalities and NGOs in both groups.

Table 1. Share of respondents that correctly defined PPP, %

	<i>Government</i>		<i>Business</i>		<i>NGO</i>		<i>All</i>	
	<i>2011</i>	<i>2014</i>	<i>2011</i>	<i>2014</i>	<i>2011</i>	<i>2014</i>	<i>2011</i>	<i>2014</i>
Pilot	71.4	74.4	34.2	40.0	32.4	62.5**	41.9	58.9**
Non-pilot	50.0	70.0**	33.3	40.0	29.3	41.7**	35.5	51.9**
All	60.0	72.2**	33.8	40.0	30.8	52.1**	38.5	55.5**

Note: For **time** comparison: ** statistically different at 1% level, * statistically different at 5% level based on t-test assuming unequal variances.

For **status** comparison: numbers are in **bold**

As mentioned above, for the analysis below we use only the answers of people who chose only the correct PPP definition in the question A.1.1 in order to make these data comparable to 2011. In 2014, 117 people correctly defined PPP (55.5% of the sample) as opposed to 77 people in 2011 (38.5% of the sample) in the same municipalities. The difference is statistically significant at 1 percent significance level.

The next question refers to the **awareness about any PPP project implemented in Ukraine**. Table 2 presents the percentage share of people who know about at least one PPP project implemented in Ukraine in the same time-status-type framework. Surprisingly, only a third of government representatives in the pilot regions could name at least one PPP project in contrast to 59% of government representatives in the non-pilot regions. Overall, the share of respondents who knew about at least one PPP project increased from 26% in 2011 to 30.8% in 2014 but the increase is not statistically significant. The share of the representatives from local government and NGOs also increased but the difference is not statistically significant. In both 2011 and 2014, the non-pilot regions demonstrated greater awareness about PPP projects than pilot ones. This is not surprising as many non-pilot cities participated in other development projects operating in Ukraine such as, for example, LINC, the activities of which covered the entire Ukraine¹.

The pattern by type of respondents did not change over time: in 2014 as in 2011 government representatives demonstrated the greatest level of awareness and were followed by NGOs, and the business representatives knew the least. This evidence suggests the need to more actively inform business community representatives about the PPP initiatives.

¹ LINC - Ukraine Local Investment and National Competitiveness project implemented by Chemonics and financed by the USAID facilitated creation of 38 public-private partnerships over 2009 -2012. The activities of LINC Were conducted in 6 out of 8 non-pilot cities.
(Source: <http://www.chemonics.com/OurWork/OurProjects/Pages/Ukraine-Local-Investment-and-National-Competitiveness.aspx>).

Table 2. Share of respondents that are aware about PPP projects in Ukraine, %

	<i>Government[§]</i>		<i>Business[§]</i>		<i>NGO[§]</i>		<i>All</i>	
	<i>2011</i>	<i>2014</i>	<i>2011</i>	<i>2014</i>	<i>2011</i>	<i>2014</i>	<i>2011</i>	<i>2014</i>
Pilot	26.7	33.3	8.3	8.6	33.3	27.3	23.1	22.2
Non-pilot	41.7	58.8	28.6	15.6	16.7	31.6	28.9	40.7**
All	33.3	45.2	19.2	11.9	25.0	29.3	26.0	30.8

Note: [§] Small number of observations does not allow conducting detailed statistical tests by status
For **time** comparison: ** statistically different at 1% level, * statistically different at 5% level based on t-test assuming unequal variances.
For **status** comparison: statistically different numbers are in **bold**

In 2014 more than 80 percent of respondents that knew about PPP projects named only one project, 13 percent mentioned two, and others named three and more projects. The most frequently mentioned areas with successful projects are access to sport and cultural facilities and water supply, while the smallest number of projects was mentioned in district heating (Figure 2a). Many respondents (42%) mentioned projects in the category “Other”. Among such “other” areas the most frequently mentioned are construction and communal services. All of the people who could name a project area also named the partners. The most often named were local governments (75.5%) and Ukrainian private firms (58.5%, Figure 2b). In the baseline survey, the respondents mentioned water supply and “other” category the most often. Similarly to 2014, the most often mentioned partners in baseline survey were local authorities and Ukrainian firms.

Figure 2a. Awareness of the implemented nationwide PPP projects by areas/sectors, number of cases

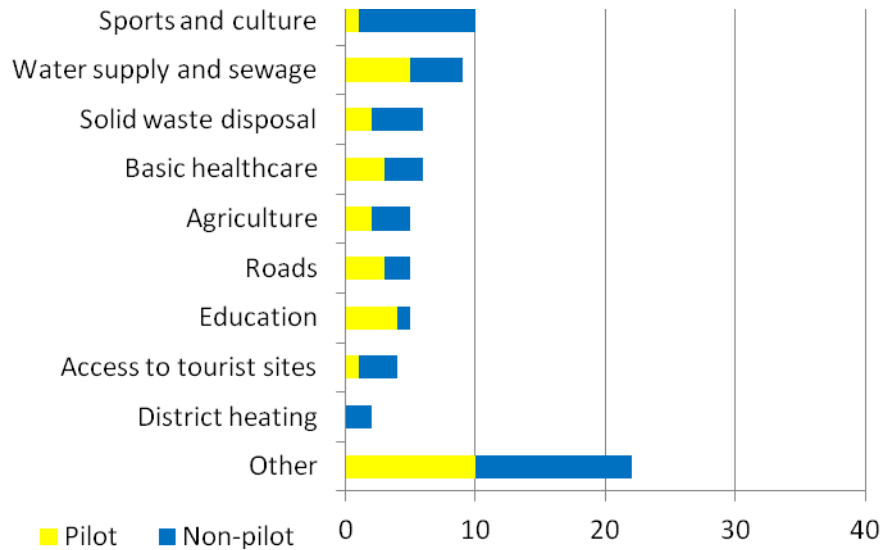
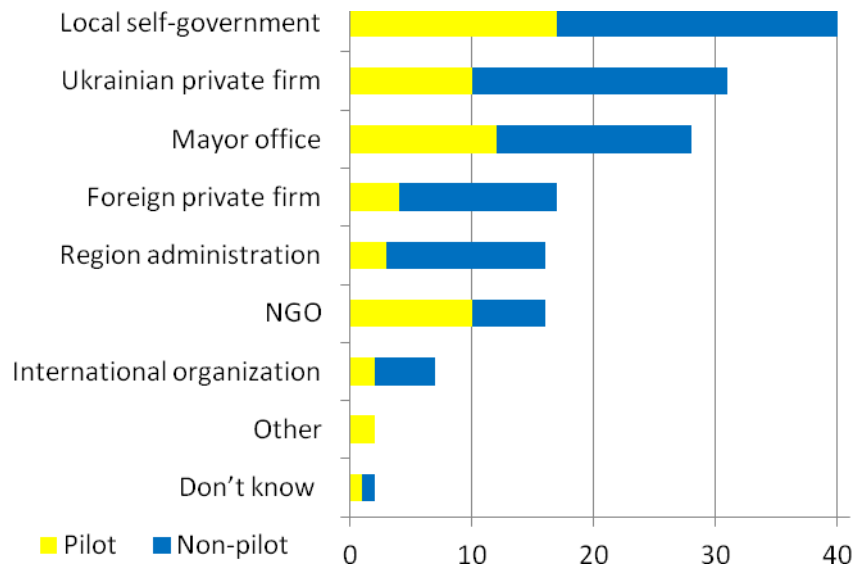


Figure 2b. Awareness of the implemented nationwide PPP projects by partners, number of cases



The next question about **PPPs in respondent's region** was added to follow-up survey and did not exist in the baseline survey. Hence we analyze only 2014 data (Table 3). Awareness on local PPPs is higher than on PPPs in general (37.6% vs. 30.8%) which implies that the respondents treat local PPP projects differently from PPPs conducted elsewhere in Ukraine. Again, the highest level of PPP awareness is observed among government representatives (52.1%), and the lowest one – among businessmen (23.9%). Unlike for the previous case, the difference between

the pilot and non-pilot regions is practically absent, except for NGOs: NGOs in the non-pilot regions seem to have higher level of local PPP projects awareness than NGOs in the pilot regions; however, due to small sample size the statistical significance of the result cannot be verified.

Table 3. Share of people that know about PPPs in their oblast/city

	<i>Government</i>	<i>Business</i>	<i>NGO[§]</i>	<i>All</i>
Pilot	51.3	22.9	22.7	34.4
Non-pilot	52.9	25.0	47.4	48.2
All	52.1	23.9	34.1	37.6

Note: [§] Small number of observations does not allow conducting statistical test

For **time** comparison: ** statistically different at 1% level, * statistically different at 5% level based on t-test assuming unequal variances.

For **status** comparison: statistically different numbers are in **bold**

The most often mentioned PPP areas excluding “other” category are “access to sport and cultural facilities” (16%) closely followed by education (13%) and water and sanitation and healthcare (12% each). Answers in category “other” include areas such as ‘charity’ and ‘loans for startup’ which implies that there is still misconception of what PPPs are even among respondents who gave correct definition of PPP. People in the non-pilot regions on average indicated more areas of PPPs that are implemented in their oblast/city than people in the pilot regions (Figure 3a). Among the partners in PPP projects the most often mentioned are local self-governments and mayor office (80% and 53%, respectively) and Ukrainian firms (53%), as in the previous question (Figure 3b).

Figure 3a. Awareness of the implemented local PPP projects by areas/sectors, number of cases

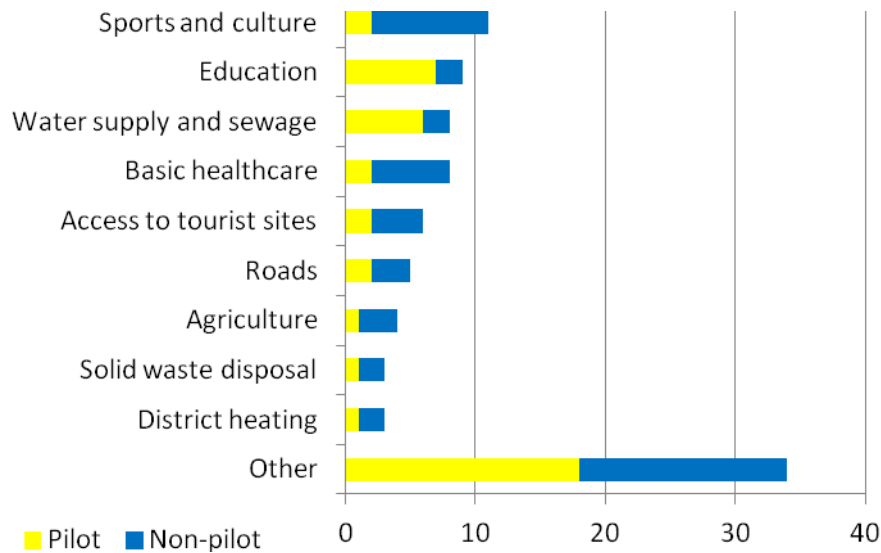
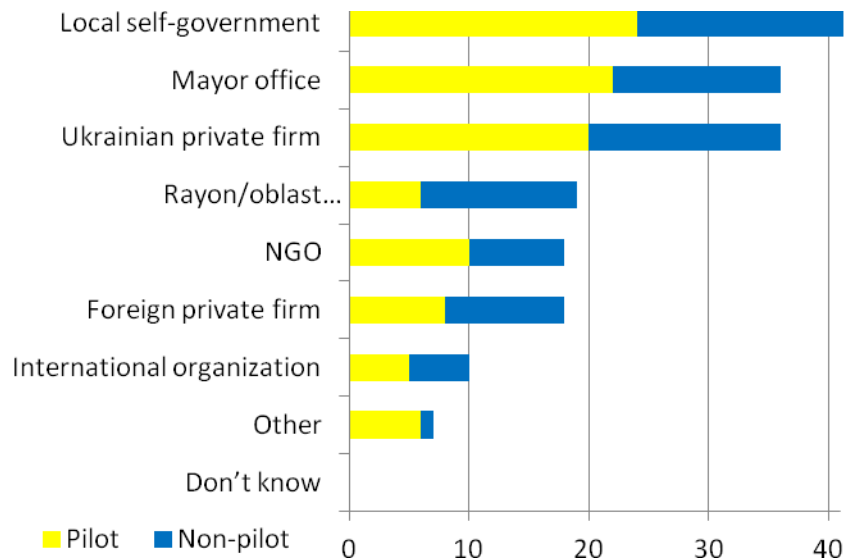


Figure 3b. Awareness of the implemented local PPP projects by partners, number of cases



Next, the respondents were asked about the **projects that were planned/ discussed but not implemented** and the reasons why they thought the projects had failed. Along with overall PPP awareness, the awareness of PPP projects that were planned but not implemented has also increased between 2011 and 2014. Again, local government representatives demonstrate the highest level of awareness on these projects (33%), followed by NGOs and business

representatives. Awareness about not implemented PPP projects in the pilot regions is higher than in non-pilot ones across all types of respondents but due to small sample size statistical tests cannot be performed.

Table 4. Share of respondents that are aware of any partnerships between the public and private sectors that were planned/discussed but did NOT happen, %

	<i>Government</i> [§]		<i>Business</i> [§]		<i>NGO</i> [§]		<i>All</i>	
	<i>2011</i>	<i>2014</i>	<i>2011</i>	<i>2014</i>	<i>2011</i>	<i>2014</i>	<i>2011</i>	<i>2014</i>
Pilot	20.0	38.5	8.3	11.4	0.0	36.4	10.3	28.6**
Non-pilot	8.3	26.5	14.3	9.4	16.7	26.3	13.2	22.2
All	14.8	32.9	11.5	10.4	8.3	31.7	11.7	25.6**

Note: [§] Small number of observations does not allow conducting statistical test
 For **time** comparison: ** statistically different at 1% level, * statistically different at 5% level based on t-test assuming unequal variances.
 For **status** comparison: statistically different numbers are in **bold**

Figures 4a and 4b present information on the areas and partners of projects that were planned/discussed but not implemented. As well as in the previous two questions, the most often the respondents chose “other” PPP project area (mostly construction and communal services), followed by water supply and solid waste disposal. The most often named PPP partners were local administration and Ukrainian firms.

The most noticeable distinction between 2011 and 2014 for the three preceding questions is that in 2014 the respondents in the most cases could name PPP partners involved, which implies a better knowledge about projects that were or were not implemented.

Figure 4a. Awareness of any partnerships between the public and private sectors that were planned/discussed but did NOT happen by areas/sectors

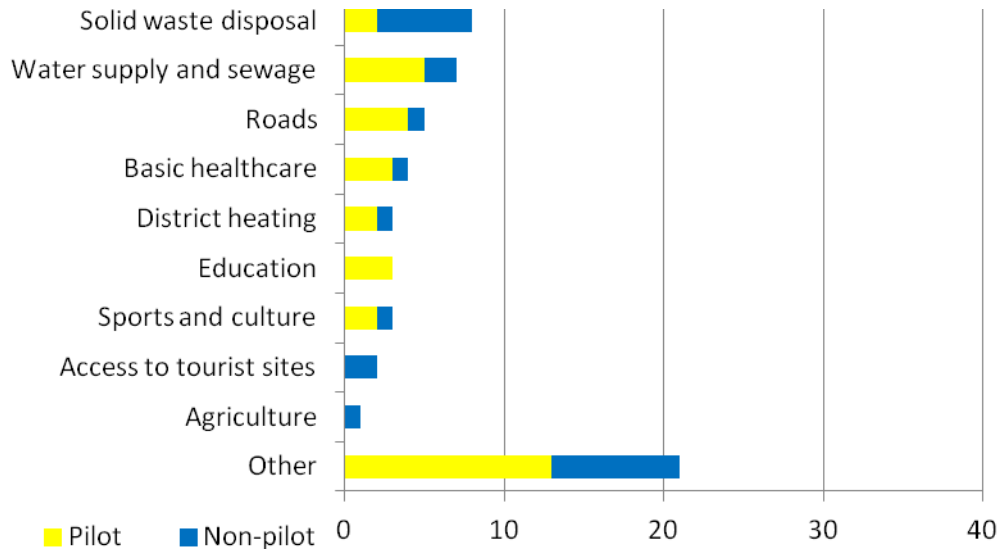
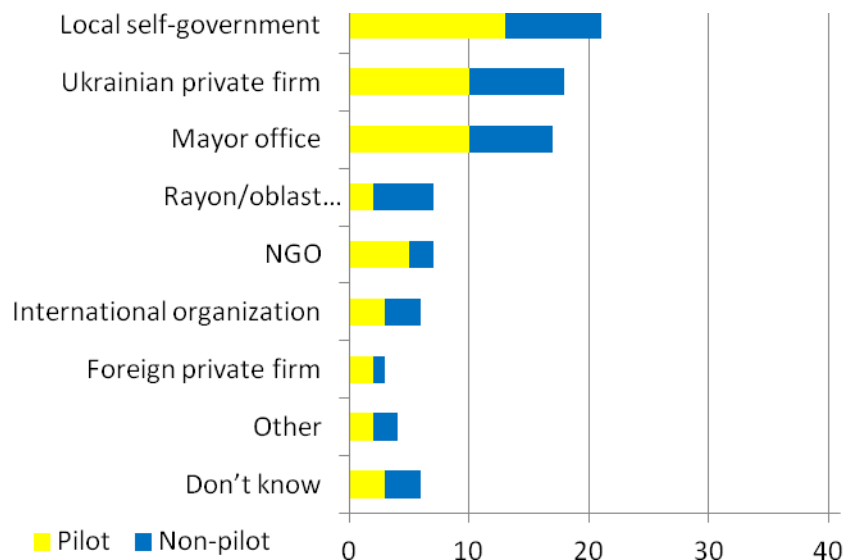


Figure 4b. Awareness of any partnerships between the public and private sectors that were planned/discussed but did NOT happen by areas/sectors and partners



The most cited **reasons for failure** are lack of funding (34.1%), legal and regulatory issues (27.3%) and lack of communication (20.5%). For comparison in the baseline survey, the three most cited were lack of communication (26%), regulatory issues and lack of funding (23% each). Despite the fact that the survey was conducted in the midst of political turmoil in Ukraine, the political risk is mentioned only by only 14 percent of respondents. Note that government

officials and businessmen are the most concerned with lack of funding while representatives of NGOs are more concerned with the lack of communication between the parties (Table 5).

Figure 5: The reasons for which the partnership was not established

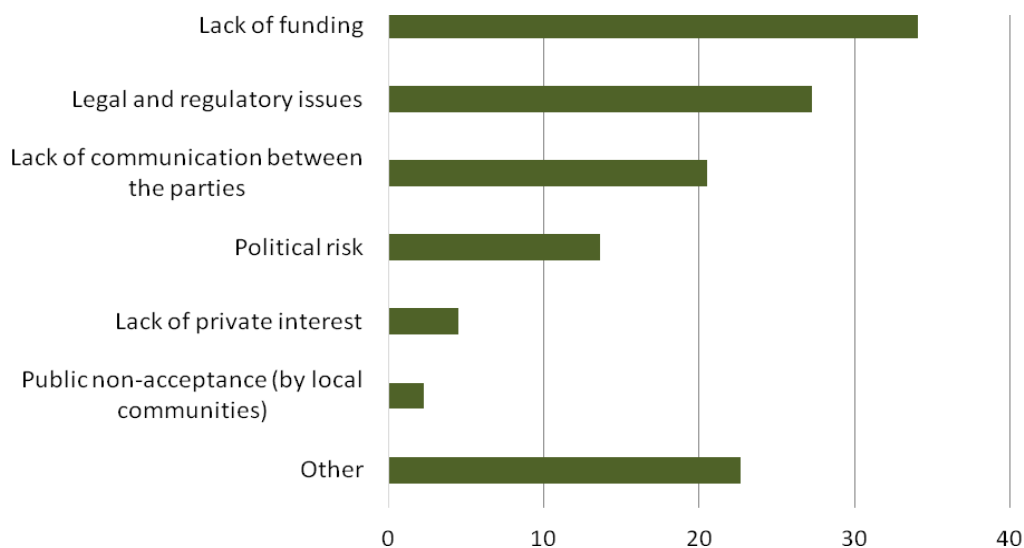


Table 5. Top-3 reasons for which the partnership was not established by respondents type, % mentioned

<i>Government</i>		<i>Business</i>		<i>NGO</i>	
Lack of funding	33.3%	Lack of funding	42.9%	Lack of communication between the parties	38.5%
Legal and regulatory issues	29.2%	Lack of communication between the parties	28.6%	Lack of funding	30.8%
Political risk	12.5%	Legal and regulatory issues	28.6%	Legal and regulatory issues	23.1%

In the pilot regions, more respondents claim to know about the **unit responsible for PPP support** (46% in pilot vs. 35% in non-pilot ones). Of those who know about this central government unit, the majority named the Ministry of Economic Development and Trade (MoEDT, 48% in the pilot regions and 42% in the non-pilot regions). The second place is split between National Project Agency (NPA) and the Ministry of Regional Development, Construction and Housing (MRDCH) with results that practically mirror each other for the pilot and non-pilot regions: while NPA is named by around 14 percent of respondents in the pilot

regions and 10.5 percent in the non-pilot regions, MRDCH is named by 10.3 percent in the pilot regions and 15.8 percent in the non-pilot ones (Table 6). Thirty three percent of respondents in the pilot regions and thirty seven in the non-pilot regions named other government bodies. The most often mentioned were the ministries (of health, finance, social policy and others).

In 2011, only 7 people out of 77 who provided the correct PPP definition (9%) knew about the government unit responsible for PPP implementation. So, awareness on this issue has definitely and substantially increased.

Table 6. Share of respondents who know about the government unit responsible for PPP implementation, %

	<i>Government</i>	<i>Business</i>	<i>NGOs</i>	<i>Total</i>
% of people who claim to know about PPP unit				
Pilots	71.9	25.0	13.3	46.0
Non-pilots	57.7	0.0	33.3	35.2
Total	63.3	12.5	24.0	41.0
% of people who think that it is MoEDT				
Pilots	56.5	25.0	0.0	48.3
Non-pilots	40.0	0.0	50.0	42.1
Total	50.0	25.0	33.3	45.8
% of people who think that it is NPA				
Pilots	13.0	0.0	50.0	13.8
Non-pilots	13.3	0.0	0.0	10.5
Total	13.2	0.0	16.7	12.5
% of people who think that it is MRDCH				
Pilots	8.7	25.0	0.0	10.3
Non-pilots	20.0	0.0	0.0	15.8
Total	13.2	25.0	0.0	12.5
% of people who think that it is some other government body				
Pilots	30.4	50.0	50.0	34.5
Non-pilots	26.7	0.0	50.0	31.6
Total	28.9	50.0	50.0	33.3

The share of people who claim to know about **international organizations supporting PPP** development in Ukraine is slightly lower than the share of people who know about government unit responsible for PPP (30% vs. 41%). The non-pilot regions have slightly higher level of

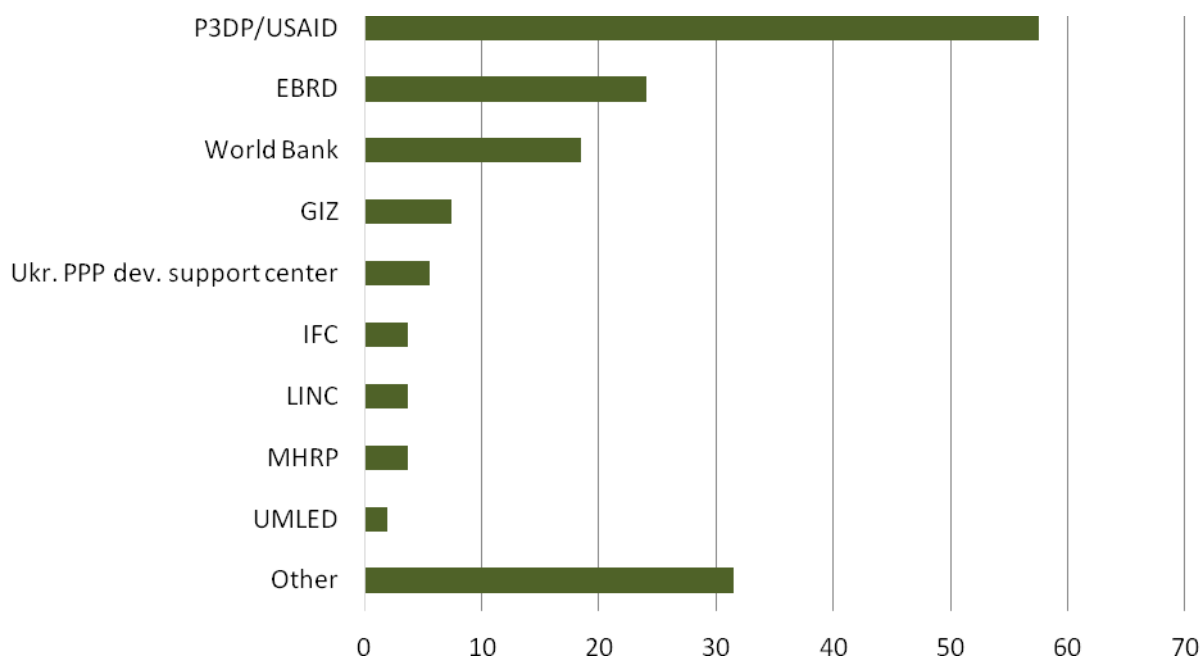
awareness on this issue than the pilot regions, which again suggests that other donor-sponsored projects may affect non-pilot regions; however, the difference is not statistically significant.

Table 7. Share of respondents who know about international organization supporting PPPs in Ukraine, %

	<i>Government</i>	<i>Business</i>	<i>NGO</i>	<i>All</i>
Pilot	41.0	11.4	31.8	28.1
Non-pilot	38.2	15.6	47.4	31.8
All	39.7	13.4	39.0	29.8

Among organizations that support PPPs the most often mentioned are P3DP/USAID (57.5%), EBRD (24%) and World Bank (18.5%, Figure 6). Surprisingly, LINC and MHRP were mentioned by only a few respondents even though their operations were conducted in many regions of Ukraine.

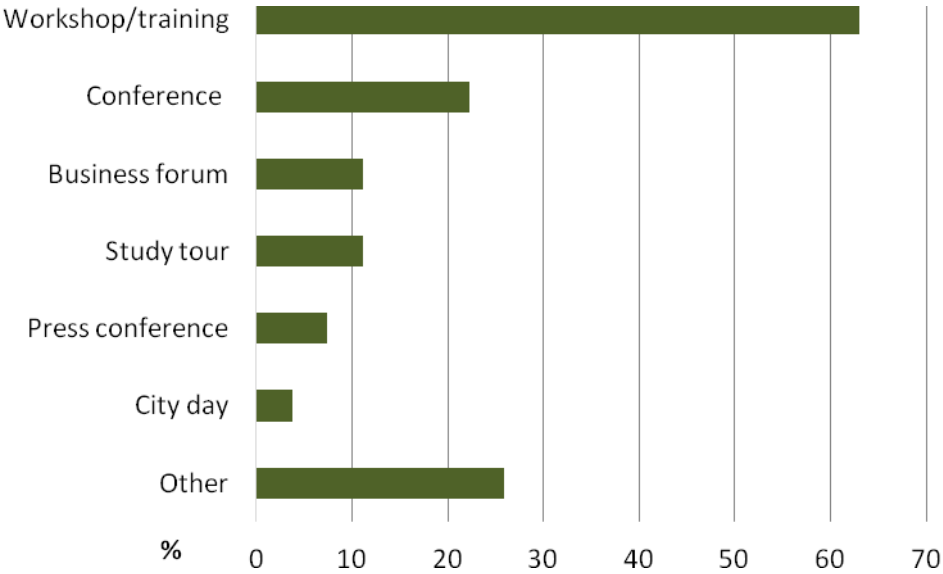
Figure 6. Awareness about international organizations² supporting PPP development in Ukraine, % of respondents



² The list of the abbreviations is provided in the Appendix

Twenty three percent of respondents (23.8% in the pilot regions and 22.1% in the non-pilot regions) know or participated at least in one **event explaining benefits and costs of PPP implementation** in Ukraine. Of these respondents, 71 percent mentioned only one event, 20 percent mentioned two events, and around 8 percent named three or four events. As Figure 7 demonstrates, the most often named types of event are workshop/training (more than 60%) followed by conference (more than 20%).

Figure 7. Awareness / participation in events explaining benefits and costs of PPP implementation in Ukraine, % of respondents



Part B. Capacity

Part B was designed to assess capacity of the local governments to design, implement and monitor PPP projects. Hence, the following analysis refers only to the opinions of the representatives of the local government.

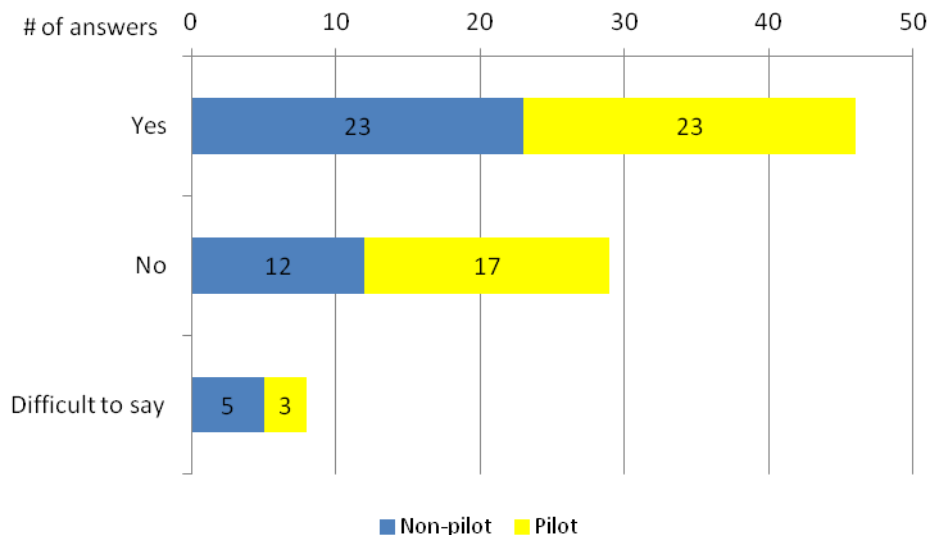
Section B1. Capacity to understand legal and regulatory framework for PPP implementation

Successful implementation of PPP projects requires clear regulations and rules for preparing, tendering and implementation of the projects. Such legal environment will ensure that the contractual rights and obligations of the private partners and long-term investors are enforced

and protected by law.

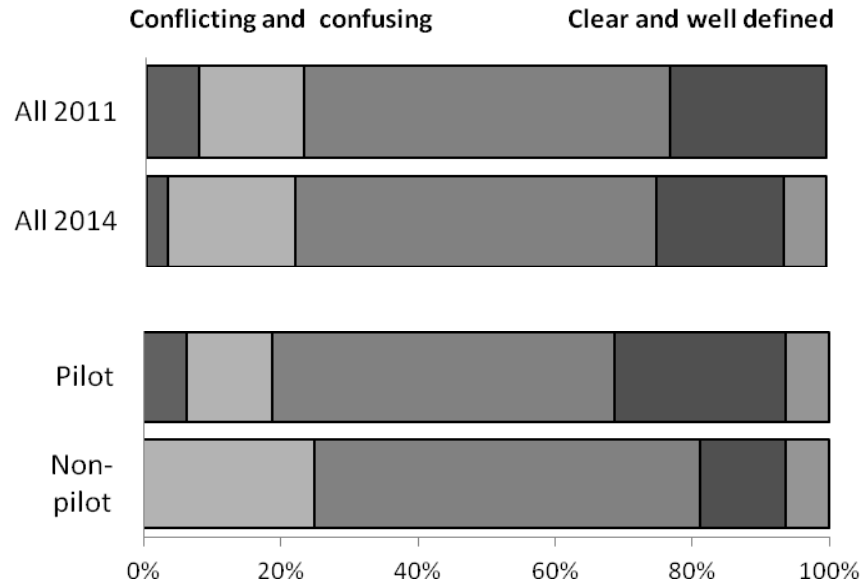
The respondents were asked if they knew any **legal initiative (law, act, resolution) regulating PPPs** in Ukraine (Figure 8). More than a half of the government representatives, 46 (or 55%) responded yes to this question, with affirmative answers equally distributed among pilot and non-pilot municipalities (23 in each group). Out of them, 36 (or 43% of all respondents) mentioned the Law on Public-Private Partnerships adopted in July 2010 by the Ukrainian Parliament (21 in pilot cities and 15 in non-pilot cities). In 2011 baseline survey only slightly more than 20 per cent of local government representatives nationwide were aware of this law. The awareness in the selected municipalities in 2011 was higher than national average (30 percent).

Figure 8. Are you aware of any legal document related to PPP implementation?



Among those that are familiar with legal initiatives around 20 percent believe that the **legal framework** is rather conflicting and confusing; while 25 percent evaluate it as rather clear and well-defined (Figure 9). If we compare current results with the baseline survey results for the same municipalities the assessment of the legal framework slightly improved compared to 2011, when none of the representatives of local governments believed that the framework is clear and well-defined. The representatives of the pilot municipalities on average have more positive views on the PPP legal framework; however, given a small sample size we should be cautious in interpreting the results.

Figure 9. In your opinion, is legal framework for PPP clearly defined?



In the next four questions, the respondents were asked to evaluate on the scale from one to five (with one corresponding to fully inadequate and five - to fully adequate) **the powers and capacity** of both central and local governments to regulate PPPs (Figure 10). Respondents in both pilot and non-pilot municipalities believe that the powers of the central government are relatively more adequate to regulate PPPs than the powers of the local governments. Respondents in pilot cities are more critical about the powers and capacity of the government units at both levels (especially at the local level) as compared to non-pilot cities. In pilot municipalities none of the respondents rated powers of local governments and capacity of both central and local government as fully adequate. This may be explained by the degree of involvement in PPP implementation: exposure to PPPs might highlight the lack of capacity in the participating units, while representatives of the non-pilot cities are less critical about the capacity that they have not really used yet.

Figure 10a. In your opinion, are the POWERS of the government adequate to regulate PPP?

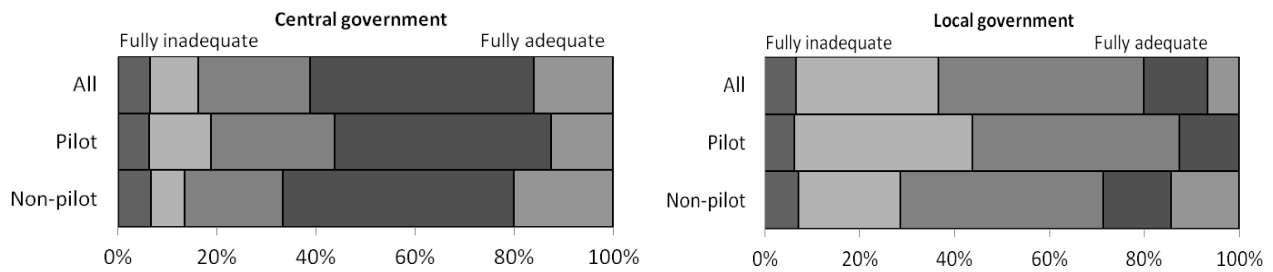
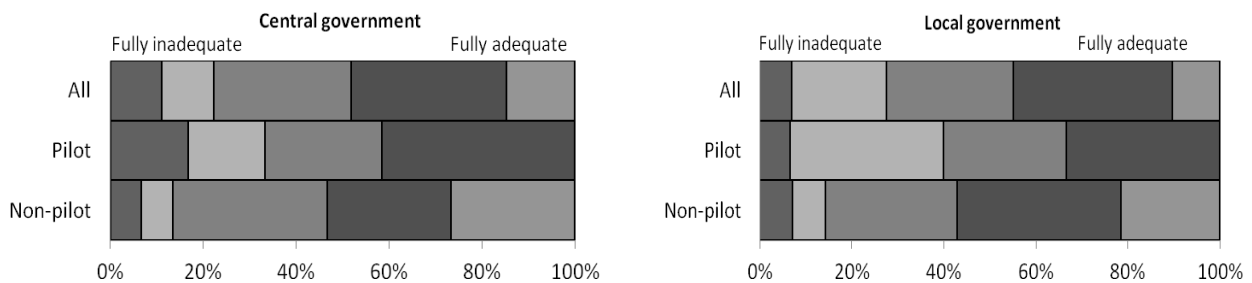
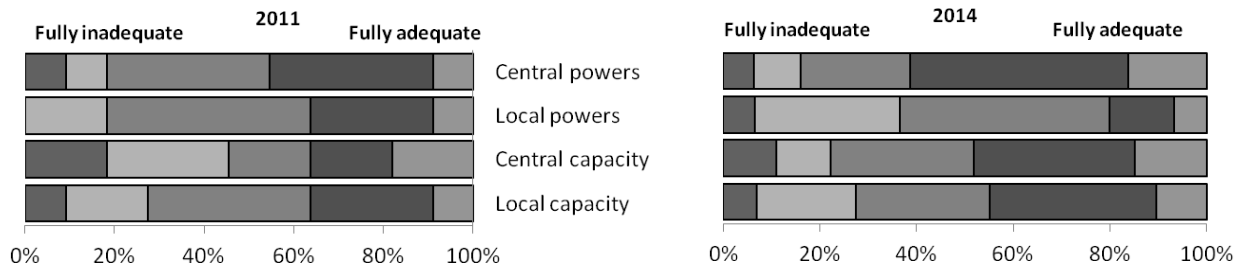


Figure 10b. In your opinion, is the CAPACITY of the government adequate to regulate PPP?



Compared to the baseline results the local government representatives downgraded their assessment of powers of local governments: while in 2011 only 20 percent of them thought that the powers were rather inadequate, in 2014 this share increased to almost 40 percent. On the contrary, the capacity assessment of both local and central governments has improved, especially the assessment of local government capacity.

Figure 11. Comparison of the results from baseline and follow-up surveys



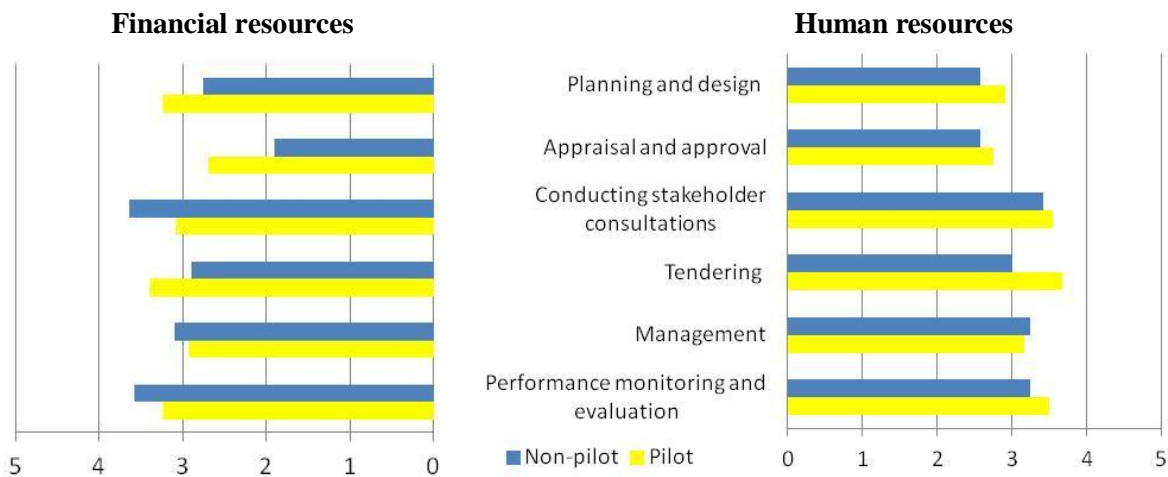
Section B.2. Capacity to design, implement and monitor PPPs

Since Section B.2 evaluates the capacity of the particular organizations the representatives of which participated in the survey, it is crucial to focus only on the government units that are

authorized to be involved in implementation of PPPs. Out of 83 representatives participating in the survey, only 25 (30%) specify that their units are authorized to implement PPPs. Hence, the results of this section refer to the answers of these 25 representatives.

First, the respondents evaluated the level of sufficiency of financial and human resources available for different stages of PPP implementation process (questions B2.1.1 and B2.2.1). On average, respondents in pilot and non-pilot regions identify the shortage of financial and human resources with financial insufficiency to be relatively more important for pilot municipalities compared to non-pilot ones (Figure 12).

Figure 12. Resource sufficiency, average score; 1=insufficient, 5=sufficient



The next set of questions (B.2.2.3 and B.2.2.4) was devoted to capacity building activities in the form of specialized trainings, and manuals and guidelines related to PPP implementation. Seven out of thirteen representatives of pilot municipalities mentioned that their unit staff participated in specialized trainings and received manuals and guidelines over 2012-2013. In non-pilot municipalities only two out of twelve respondents participated in trainings while manuals and guidelines were received by four units. Manuals and guidelines were received primarily during the seminars or distributed electronically. Those that participated in trainings and received manuals and guidelines find them to be important to improve skills at every stage of PPP implementation (average score is above 4 on a scale from 1-least important to 5- most important).

The last group of questions asked respondents to evaluate the knowledge and skills of units they represented with respect to a wide array of activities related to different stages of PPP implementation on a scale from 1-insufficient to 5-fully adequate. On average, the representatives of pilot and non-pilot municipalities feel that their units have enough knowledge and skills to interact with mass media (4.08), to enable stakeholder participation (4.0) and develop tendering procedures (4.0). The units that respondents represent seem to be least prepared to develop and implement clean energy measures (3.2) and identify and analyze risks (3.39).

Table 8. Skills and knowledge assessment

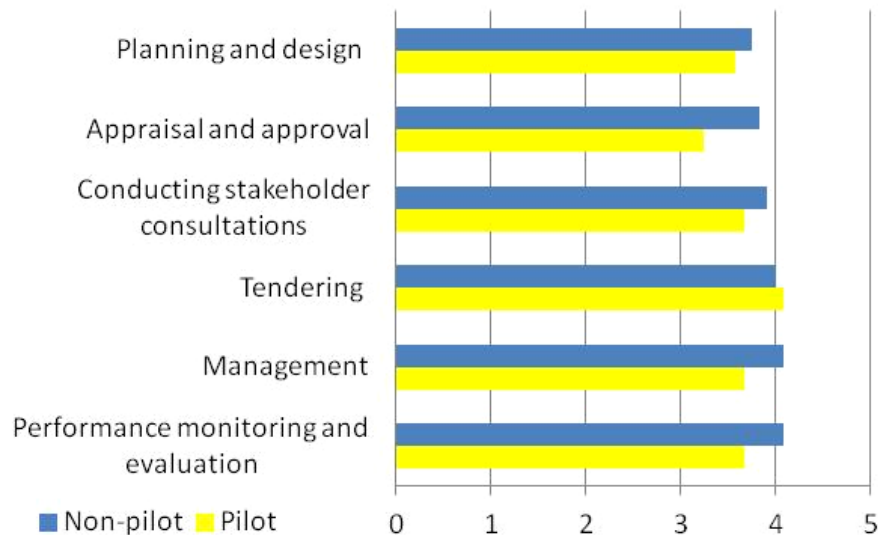
		ALL	Pilot	Non-pilot
B.2.3.1. Planning and design	Identify projects	3.78	3.82	3.75
	Identify and analyze risks	3.39	3.55	3.25
	Conduct cost-benefit analysis	3.57	3.64	3.50
	Develop feasibility studies	3.70	3.55	3.83
B.2.3.2. Stakeholders involvement	Enable stakeholder participation	4.00	4.09	3.92
	Communicate with private partner	3.75	3.50	4.00
	Interact with mass media	4.08	3.83	4.33
B.2.3.3. Management	Conduct contract negotiations	3.84	3.69	4.00
	Develop tendering procedures	4.00	4.00	4.00
	Negotiations and financial closure	3.71	3.58	3.83
B.2.3.4. Contract management and supervision	Develop and assess performance monitoring and evaluation indicators	3.64	3.54	3.75
	Develop and use feedback mechanisms	3.76	3.77	3.75
B.2.3.5. Addressing climate change	Design appropriate (environment-oriented) policies	3.50	3.18	3.82
	Implement energy efficiency measures	3.62	3.20	4.00
	Develop and implement clean energy measures	3.20	2.80	3.60

In the pilot municipalities, the respondents are on average rather confident in their skills in enabling stakeholder participation and developing tender procedures but feel the lack of

knowledge and skills in addressing climate change. In the non-pilot municipalities, local government units seem to have sufficient skills and knowledge related to stakeholder involvement and management but lack skills related to planning and design of PPP projects. However, the results should be treated with caution since the differences between the pilot and non-pilot municipalities are not statistically significant at 5 percent significance level.

The last question in Part B asked respondents to evaluate the overall readiness of their units to conduct different stages of PPP implementation process. On average, the respondents from the non-pilot municipalities report higher levels of readiness to implement PPP than their counterparts in the pilot cities (Figure 13). Perhaps, the discrepancy arises from the fact that pilot cities representatives evaluate their actual readiness, and are more aware of the difficulties that can arise during PPP planning and implementation.

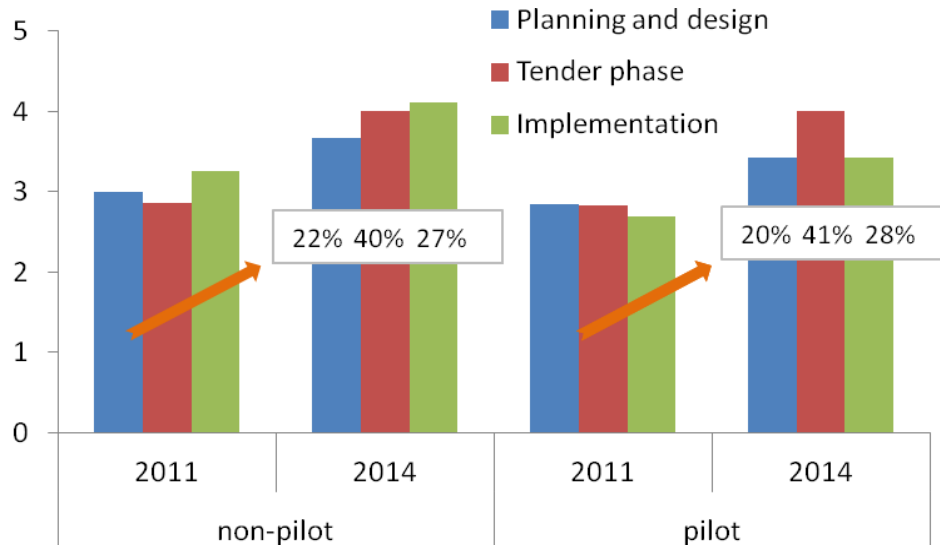
Figure 13. Overall readiness assessment, average score: 1=fully unprepared; 5=fully prepared



Comparison of the self-reported level of readiness in 2011 and 2014 shows that (Figure 14):

- (1) The non-pilot regions reported higher level of readiness back in 2011 at each stage of PPP process;
- (2) There is a comparable increase in self-assessment level in both groups of municipalities.

Figure 14. Overall readiness assessment, time dynamic



Part C. PPP past experience

This section analyzes the experience of government units, organizations and businesses in PPP implementation. Overall, 20 percent of those who correctly defined PPP (or only 11 percent of all respondents) state that they have been or are involved in planning, and/or running PPP projects in Ukraine. The share of respondents with PPP experience in the pilot cities is statistically the same as in the non-pilot cities. The most active in this sphere are local governments (33% of those correctly answered PPP definition question and 23% overall), while only around 9 percent (4% of all) businesses and 7 percent (4% of all) of NGOs have ever participated in the PPP projects.

Comparison of the selected municipalities to the baseline survey shows that there is an increase in the share of respondents with PPP experience, and this increase was the largest for local government officials (from 22% in 2011 to 33% in 2014) . The overall share of the respondents with PPP experience increased from 13 percent in 2011 to 20.5 percent in 2014 (Table 9). However, the difference is not statistically significant.

If we compare changes over time in pilot and non-pilot municipalities, the change in the share of

all respondents with PPP experience increased in non-pilot regions to a larger extent than in pilot ones and is the only statistically significant increase. This may be explained by several factors: (1) non-pilot cities were subject to other than P3DP projects, or/and (2) representatives of non-pilot regions may be more likely to treat projects or activities as public-private partnerships when these projects are not in fact PPPs. However, the results should be treated with caution since the survey sample is relatively small, one additional affirmative answer can change percentage a lot.

Table 9. Share of respondents that have or is involved in PPP projects, %

	<i>Government</i>		<i>Business[§]</i>		<i>NGO[§]</i>		<i>All</i>	
	<i>2011</i>	<i>2014</i>	<i>2011</i>	<i>2014</i>	<i>2011</i>	<i>2014</i>	<i>2011</i>	<i>2014</i>
Pilot	26.7	31.3	8.3	12.5	16.7	0.0	17.9	19.0
Non-pilot	16.7	34.6	7.1	6.3	0.0	16.7	7.9	22.2*
All	22.2	32.8	7.7	9.4	8.3	7.4	13.0	20.5

Note:

[§] Small number of observations does not allow conducting statistical test

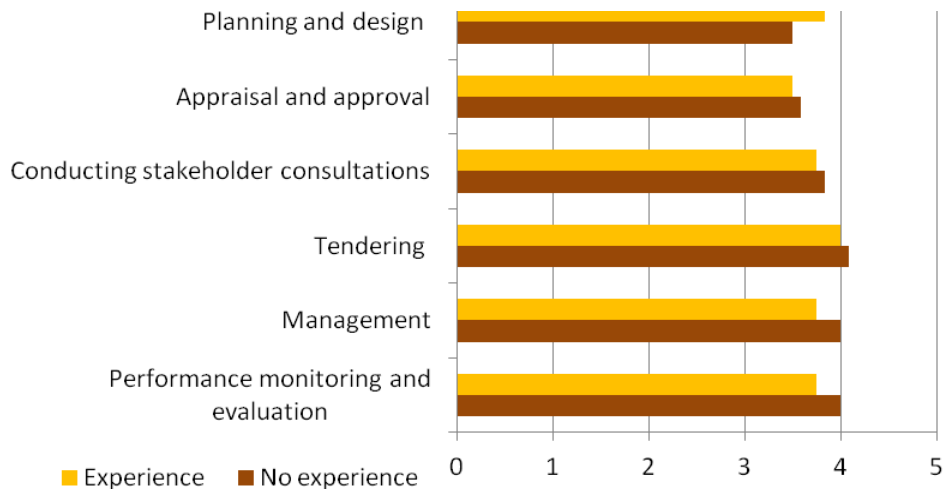
For **time** comparison: ** statistically different at 1% level, * statistically different at 5% level based on t-test assuming unequal variances.

For **status** comparison: statistically different numbers are in **bold**

Access to sport and cultural facilities, basic healthcare and education are the most typical PPP areas mentioned by the respondents. The most frequently mentioned partners are local governments, international organizations and Ukrainian firms.

Interestingly, representatives from units with experience in PPP are more restrained in the assessment of the level of readiness of their units for PPP implementation (Figure 15). For all but the first stage (planning and design) the ratings of the respondents with PPP experience are lower, on average. The above may imply a better understanding of PPP process by organizations that already have some PPP experience.

Figure 15. Overall readiness assessment conditional on PPP experience.



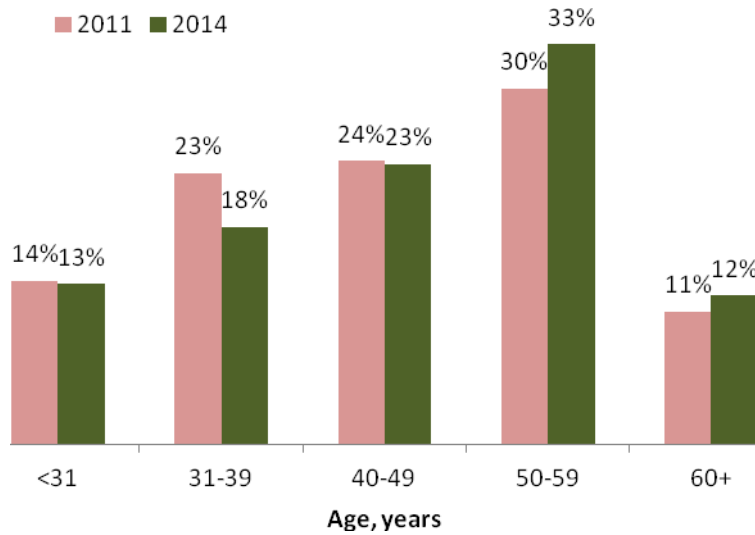
Socio-demographic characteristics of the respondents

Among the respondents, 45 percent are men, 55 percent are women. About 14 percent belong to the age group of under 31 years, 18 percent – 31-39, 23 percent – 40-49, 33 percent – 50-59, and 12 percent – above 59 years (Figure 16). The age distribution of 2014 sample closely resembles the age distribution in the selected municipalities in 2011.

The majority of respondents completed tertiary education (94% in 2014 versus 93.5% in 2011). The most representatives of local governments belong to the financial department (8.4%), economic and investment department (8.4%), healthcare, education and land resources departments (7.2% each).

Of the surveyed business representatives, 45 percent represent medium enterprises (50-250 employees), 35 percent - large enterprises (over 250 employees), and the rest come from small enterprises (49 and less employees). The surveyed businesses primarily operate in manufacturing (45%), followed by transport and communication companies (13.8%) and trade and service firms (12.5 %).

Figure 15: Distribution of respondents by age



Among NGOs, the largest share work on social issues (14%), followed by those taking care of children and youth (12.5%) and charity development (10.4%).

The respondents represented top management in their institutions; in particular, presidents/directors constitute 24 percent, heads of subdivisions – 11 percent and vice-presidents/ deputy directors account for 10 percent.

Summary and recommendations

The key findings of the survey and recommendations are summarized below:

Finding 1: More than a half of the respondents (55.5%) correctly define the concept of the PPP as a long-term relationship between business and government. The understanding of PPP concept has improved as compared to the baseline survey conducted in 2011 in both pilot and non-pilot municipalities. As in 2011, the respondents' awareness differs by respondents' type, with the lowest level of awareness among the business representatives and no observable improvement as compared to 2011.

Recommendations: Raising awareness about the PPPs can enhance the dialogue and cooperation between the public and private sectors at national and sub-national levels and ensure additional public support for the socially important initiatives implemented via PPPs. Developing communication strategy that foresees greater involvement of the mass media can become a useful tool in increasing the visibility of the Program activities and achievements. The focus of information campaign and trainings needs to be concentrated on business community given the existing significant misperceptions about the PPPs among businesses. The information about PPPs can be disseminated at the business community events such as trade fairs, publications about project description in business media.

Finding 2: Even though the share of respondents who correctly defined PPP increased the overall understanding of PPP, as the answers in category "other" for a number of questions show, is still scant.

Recommendations: Once the pilot projects reach more advanced stages, they can be used as real life examples in the outreach activities and events. Also, the focus of the latter can be shifted from what is a PPP, to what is NOT a PPP.

Finding 3: The most frequently mentioned reasons for PPPs' failure in Ukraine in 2014, as well as in 2011, are lack of financing, legal and regulatory problems and problems with communication between the parties. Surprisingly, despite the fact that the survey was conducted in the midst of the political turmoil, political risk is not the most important factor that hinders PPP development in Ukraine.

Recommendations: P3DP should continue its efforts in harmonization of the legal framework to

remove inconsistencies and contradictions in the existing laws. The legislative efforts may also be directed at decentralization of the decision making process.

Finding 4: Legal framework for PPP continues to be viewed by stakeholders as rather unclear and not well defined. In addition, in the follow-up survey the powers of local governments are rated to be even more limited than in the baseline survey.

Recommendations: The legal framework is critically important for successful implementation and functioning of the PPPs, and if it is inadequate it may lead to PPP failures already at the planning stage, as both waves of the survey demonstrate (Finding 3). The results of the survey point to the need for better clarified powers and responsibilities of the parties involved and in particular the need to strengthen the powers of the local government.

Finding 5: Respondents identify the shortage of financial and human resources with financial insufficiency to be relatively more important for pilot municipalities compared to non-pilot ones.

Recommendations: P3DP should continue with its training and workshops activities to build human capital at local communities. Cooperation with other donor projects, which deal with financial sector, can be useful to increase awareness of the possible sources of financing of PPPs at the local level.

Finding 6: Respondents find trainings and manuals and guidelines to be important to improve skills at every stage of PPP implementation.

Recommendations: P3DP should continue with its training and workshops activities, and distribution of manuals and guidelines. These activities can be potentially supplemented with online courses as well.

Finding 7: There is a comparable increase in self-assessment of overall readiness level in both pilot and non-pilot municipalities to design, implement and monitor PPP projects. Respondents with PPP experience seem to be more critical/realistic of the level of their PPP readiness.

Recommendations: P3DP capacity building activities and events can be further used to better prepare local governments to implement PPP. The exposure to PPP implemented as a pilot project seems to be associated with the more realistic assessment of the needs of the local government and can make the PPP implementation more sustainable once the Program is phased out.

Appendix

List of abbreviations

AUC – Association of Ukrainian Cities
ARC – Autonomous Republic of Crimea
EBRD – European Bank for Reconstruction and Development
EEF – Eastern European Foundation
GIZ – Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
IFC – International Financial Corporation
LINC – Ukraine Local Investment and National Competitiveness project
MEP – Ministry of Environmental Protection of Ukraine
MHRP – Municipal Heating Reform Project
MoEDT – Ministry of Economic Development and Trade
MRDCH – Ministry of Regional Development, Construction and Housing
NPA – National Project Agency
PPP – Public-Private Partnership
P3DP – Public-Private Partnership Development Project
UMLED – Ukraine Municipal Local Economic Development
USAID – United States Agency for International Development

Questionnaire

Dear respondent!

Kiev International Institute of Sociology, together with the Kyiv Economics Institute³, is conducting a survey "Public-private partnerships in Ukraine." We would like to know your opinion about the state of the public-private partnerships in Ukraine, in particular, the possible forms of cooperation between public and private sectors, [for representatives of local government only] as well as about the capacity of your organization to design, manage and monitor PPP projects.

The results of the survey will be used for creating better conditions and improving capacity of the local communities to effectively implement PPP projects in Ukraine.

If you feel uncomfortable in answering some questions, you may decide not to answer them. Your answers are very important for successful implementation of the survey!

We guarantee anonymity of your responses. All the information provided will never be individually disclosed.

Thank you for finding time to respond to the survey questions!

PART A AWARENESS

Section A.1. General PPP awareness

A.1.1. In your view, what is public private partnership?

A donation or loan by a private party for a public good	1
A long-term relationship between a public authorities and a private party for delivery services, which are traditionally delivered by the public sector.	2
A government subsidy to private business	3
Other _____	4
DS	8
Refused	9

A.1.2. Are you aware of any partnerships between the public and private sectors that were successfully introduced in Ukraine?

Yes	1	→ A.1.3
No	2	
DS	8	
Refused	9	

³ P3DP is not mentioned in order not to influence the respondents' responses.

A.1.2.1. If yes above, could you specify the area/sector (e.g. roads, district heating, sewage, etc.) and partners involved?

For interviewer ONLY (Identify area and partners)

PPP1, PPP2, etc.

Area/sector		Partners	
Water supply and sewage	1	Local self-government	1
Agriculture	2	Mayor office	2
Solid waste disposal	3	Rayon/Oblast administration	3
District heating	4	NGO	4
Roads	5	International organization	5
Basic healthcare	6	Ukrainian private firm	6
Education	7	Foreign private firm	7
Access to sport and cultural facilities or events	8	Commercial bank	8
Access to tourist sites	9	Other_____	9
Other_____	10	Do not know about the partners	10

A.1.3. Are you aware of any partnerships between the public and private sectors that were successfully introduced in YOUR MUNICIPALITY (REGION)?

Yes	1	→ A.1.4
No	2	
DS	8	
Refused	9	

A.1.3.1. If yes above, could you specify the area/sector (e.g. roads, district heating, sewage, etc.) and partners involved?

For interviewer ONLY (Identify area and partners)

PPP1, PPP2, etc.

Area/sector		Partners	
Water supply and sewage	1	Local self-government	1
Agriculture	2	Mayor office	2
Solid waste disposal	3	Rayon/Oblast administration	3
District heating	4	NGO	4
Roads	5	International organization	5
Basic healthcare	6	Ukrainian private firm	6
Education	7	Foreign private firm	7
Access to sport and cultural facilities or events	8	Commercial bank	8
Access to tourist sites	9	Other_____	9
Other_____	10	Do not know about the partners	10

A.1.4. Are you aware of any partnerships between the public and private sectors that were PLANNED/DISCUSSED, but did NOT happen?

Yes	1	→ A.1.5

No	2
DS	8
Refused	9

A.1.4.1. Could you specify the area/sector and partners involved?

For interviewer ONLY (Identify area and partners)

PPP1, PPP2, etc.

Area/sector		Partners	
Water supply and sewage	1	Local self-government	1
Agriculture	2	Mayor office	2
Solid waste disposal	3	Rayon/Oblast administration	3
District heating	4	NGO	4
Roads	5	International organization	5
Basic healthcare	6	Ukrainian private firm	6
Education	7	Foreign private firm	7
Access to sport and cultural facilities or events	8	Commercial bank	8
Access to tourist sites	9	Other_____	9
Other_____	10	Do not know about the partners	10

A.1.4.2. Please, indicate the reasons, in your opinion, for which the partnership was not established (several answers are possible):

PPP1, PPP2, etc.

Lack of funding	1
Lack of communication between the parties	2
Legal and regulatory issues	3
Lack of private interest	4
Political risk	5
Public non-acceptance (by local communities)	6
Other_____	7
DS	8
Refused	9

A.1.5. Do you know, which CENTRAL government unit is responsible for PPP support and implementation monitoring in Ukraine?

Yes	1	→ A.1.6
No	2	
DS	8	
Refused	9	

A.1.5.1. Could you specify the name of the unit?

For interviewer ONLY (Identify unit(s))

State Agency for Investment and National projects	1
Ministry of Economic Development and Trade	2
Ministry of Regional Development, Construction and Housing and Communal Services	3
Ukrainian State Road Building Administration	4
Other _____	5

A.1.6. Are you aware of any non-government initiatives, e.g. financed by international donors, aimed at supporting PPP implementation in Ukraine?

Yes	1	→ A.1.7
No	2	
DS	8	
Refused	9	

A.1.6.1. Could you specify the initiatives?

For interviewer ONLY (Identify initiatives):

Municipal Heating Reform in Ukraine (MHRP)	1
Ukrainian Public-Private Partnership Development Support Center	2
Public-Private Partnership Development Program (P3DP)	3
Local Investment and National Competitiveness (LINC)	4
East-Europe Foundation	5
Association of Ukrainian Cities	6
Ukraine Municipal Local Economic Development (UMLED, Canada)	7
Decentralization Support Project in Ukraine (DESPRO, Switzerland)	8
GIZ (formerly GTZ, Germany)	9
World Bank	10
IFC	11
EBRD	12
Other _____	10

A.1.7. Are you aware/ (did you participate) in any events explaining benefits and costs of PPP implementation in Ukraine?

Yes	1	→ B.1
No	2	
DS	8	
Refused	9	

A.1.7.1. Could you specify the events?

For interviewer ONLY (DO NOT READ):

City day	1
Workshop / training	2
Press conference	3

Business forum	4
Study tour	5
Conference	6
	7
	8
	9
Other_____	10

**PART B
CAPACITY ASSESSMENT**

Section B1. Capacity to understand legal and regulatory framework for PPP implementation

And now I am going to ask you some questions about the legal and regulatory basis of public-private partnership (PPP).

B.1.1. Are you aware of any legal document (act, law, resolution) related to PPP implementation

Yes	1	→ B.2
No	2	
DS	8	
Refused	9	

B.1.1.1. Please, name a legal document related to PPP that you are aware of:
For interviewer ONLY (Identify legal act):

Law on PPP	1
Resolutions of the Cabinet of Ministers	2
Law on Concession	3
Other_____	4
DS	8
Refused	9

B.1.2. In your opinion, is legal framework for PPP is clearly defined? (On a scale from 1 to 5)

1 Conflicting and confusing	2	3	4	5 Clear and well defined	
DS					8
Refused					9

B.1.3.1. In your opinion, are powers of the CENTRAL governments are adequate to regulate PPP (On a scale from 1 to 5)

1 Fully inadequate	2	3	4	5 Fully adequate	
DS					8
Refused					9

B.1.3.2. In your opinion, is capacity of the CENTRAL governments are adequate to regulate PPP (On a scale from 1 to 5)

1 Fully inadequate	2	3	4	5 Fully adequate
DS				8
Refused				9

B.1.4.1. In your opinion, are powers of the LOCAL governments are adequate to regulate PPP (On a scale from 1 to 5)

1 Fully inadequate	2	3	4	5 Fully adequate
DS				8
Refused				9

B.1.4.2. In your opinion, is capacity of the LOCAL governments are adequate to regulate PPP (On a scale from 1 to 5)

1 Fully inadequate	2	3	4	5 Fully adequate
DS				8
Refused				9

Section B.2. Capacity to design, implement and monitor PPPs

(FILTER) Is YOUR DEPARTMENT/UNIT authorized to be involved, incl. financially, in the planning and participation in the PPP projects?

Yes	1	→ C.1
No	2	
DS	8	

Subsection B. 2.1. Financial resources:

B.2.1.1. Does your organization have sufficient financial resources to carry out (On a scale from 1 to 5)?

	Insufficient				Sufficient	DS
Planning and design	1	2	3	4	5	8
Appraisal and approval	1	2	3	4	5	8
Conducting stakeholder consultations	1	2	3	4	5	8
Tendering	1	2	3	4	5	8
Management	1	2	3	4	5	8
Performance monitoring and evaluation	1	2	3	4	5	8

Subsection B.2.2. Staff

B.2.2.1. Does your organization have sufficient human resources to carry out (On a scale from 1 to 5)?

	Insufficient				Sufficient	DS

Planning and design	1	2	3	4	5	8
Appraisal and approval	1	2	3	4	5	8
Conducting stakeholder consultations	1	2	3	4	5	8
Tendering	1	2	3	4	5	8
Management	1	2	3	4	5	8
Performance monitoring and evaluation	1	2	3	4	5	8

B.2.2.2. Are the responsibilities for these areas clearly assigned within your organization (On a scale from 1 to 5)?

	Not assigned				Clearly assigned	DS
Planning and design	1	2	3	4	5	8
Appraisal and approval	1	2	3	4	5	8
Conducting stakeholder consultations	1	2	3	4	5	8
Tendering	1	2	3	4	5	8
Management	1	2	3	4	5	8
Performance monitoring and evaluation	1	2	3	4	5	8

B.2.2.3. Did your staff members participate in specialized trainings in PPP implementation over the period 2012-2013?

Yes	1	→ B.2.2.4
No	2	
DS	8	

B.2.2.3.1. If Yes, was this training important to improve staff skills to carry out (On a scale from 1 to 5)?

	Least important				Most important	DS
Planning and design	1	2	3	4	5	8
Appraisal and approval	1	2	3	4	5	8
Conducting stakeholder consultations	1	2	3	4	5	8
Tendering	1	2	3	4	5	8
Management	1	2	3	4	5	8
Performance monitoring and evaluation	1	2	3	4	5	8

B.2.2.4. Are your staff members aware of/use manuals and guidelines in PPP implementation over the period 2012-2013?

Yes	1	→ B.2.3
No	2	

DS	8
----	---

B.2.2.4.1. If Yes, what are the sources for these manuals and guidelines?

For interviewer ONLY (Identify sources):

Internet	1
Received during training/seminar	2
Received in hard copy	3
Received in electronic version	4
Other	10

B.2.2.4.2. If Yes, were those manuals and guidelines important to improve staff skills to carry out (On a scale from 1 to 5)?

	Least important				Most important	DS
Planning and design	1	2	3	4	5	8
Appraisal and approval	1	2	3	4	5	8
Conducting stakeholder consultations	1	2	3	4	5	8
Tendering	1	2	3	4	5	8
Management	1	2	3	4	5	8
Performance monitoring and evaluation	1	2	3	4	5	8

Subsection B.2.3. Skills and knowledge

B.2.3.1. How do you rate the knowledge and skills of your organization with respect to? Planning and design (On a scale from 1 to 5)

	Insufficient				Fully adequate	DS
Identify projects	1	2	3	4	5	8
Identify and analyze risks	1	2	3	4	5	8
Conduct cost-benefit analysis	1	2	3	4	5	8
Develop feasibility studies	1	2	3	4	5	8

B.2.3.2. How do you rate the knowledge and skills with respect to Stakeholders involvement (from 1-5)

	Insufficient				Fully adequate	DS
Enable stakeholder participation	1	2	3	4	5	8
Communicate with private partner	1	2	3	4	5	8
Interact with mass media	1	2	3	4	5	8

B.2.3.3. How do you rate the knowledge and skills with respect to Management (On a scale from 1 to 5)

	Insufficient				Fully adequate	DS
Conduct contract negotiations	1	2	3	4	5	8
Develop tendering procedures	1	2	3	4	5	8
Negotiations and financial closure	1	2	3	4	5	8

B.2.3.4. How do you rate the knowledge and skills with respect to Contract management and supervision (On a scale from 1 to 5)

	Insufficient				Fully adequate	DS
Develop and assess performance monitoring and evaluation indicators	1	2	3	4	5	8
Develop and use feedback mechanisms	1	2	3	4	5	8

B.2.3.5. How do you rate the knowledge and skills with respect to Addressing climate change (On a scale from 1 to 5)

	Insufficient				Fully adequate	DS
Design appropriate (environment-oriented) policies	1	2	3	4	5	8
Implement energy efficiency measures	1	2	3	4	5	8
Develop and implement clean energy measures	1	2	3	4	5	8

Section B.3. Overall, do you consider your organization prepared to get involved (including financially) in the planning and/or implementation of a PPP project? In particular, (On a scale from 1 to 5):

	Fully unprepared				Fully prepared	DS
Planning and design	1	2	3	4	5	8
Appraisal and approval	1	2	3	4	5	8
Conducting stakeholder consultations	1	2	3	4	5	8
Tendering	1	2	3	4	5	8
Management	1	2	3	4	5	8
Performance monitoring and evaluation	1	2	3	4	5	8

PART C**PPP PAST EXPERIENCE**

Now I will ask about the experience of your organization to participate in the PPP design and implementation

C.1. Has your organization (business entity, government body, NGO) been or is involved in planning, and/or running PPP projects in Ukraine?

Yes	1	→ D
No	2	
DS	8	
Refused	9	

C.1.2. Could you specify the area and partners involved

For interviewer ONLY (Identify area and partners)

PPP1, PPP2, etc.

Area/sector		Partners	
Water supply and sewage	1	Local self-government	1
Agriculture	2	Mayor office	2
Solid waste disposal	3	Rayon/Oblast administration	3
District heating	4	NGO	4
Roads	5	International organization	5
Basic healthcare	6	Ukrainian private firm	6
Education	7	Foreign private firm	7
Access to sport and cultural facilities or events	8	Commercial bank	8
Access to tourist sites	9	Other _____	9
Other _____	10	Do not know about the partners	10

PART D.**SOCIO-DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENT:**

D.1. Gender: Male (1) Female (2)

D.2. Age group:

Below 30	31-39	40-49	50-59	Above 60
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D.3. Education level:

Primary (less than 7 years)	1	Special vocational (technikum)	6
Incomplete secondary (less than 10 years)	2	Incomplete tertiary (3 years and more of the university)	7
Complete secondary (10-11 years)	4	Complete tertiary	8
			DS/Refused 9

D.4. Respondent's type:

Local government	1	→ D5
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Business	2	→ D6.1
NGO	3	→ D7

D5. What government unit/department do you represent?

Business representative

D6.1. Size of the firm/enterprise

Small (0-49 employees)	Medium (50-249 employees)	Large (250 and more employees)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D6.2 What is the main sector your organization/firm work in (Classification code)?

NGO representative

D7. What is the main activity/sphere of your organization?

For all

D8. What is your position in the organization?

President/Director	1
Vice President/Deputy Director	2
Head of a Department (Upravlinnyya)	3
Head of a Subdivision (Viddil)	4
Leading Specialist	5
Specialist	6
PR manager	7
Other (please. specify?) _____	8

I.4. Specify city/town where interview was conducted (Code KOATYY)
