

Public-Private Partnership: Concepts, Cases and Current directions

Birmingham, United Kingdom (University of Birmingham, UK)

Thursday 26 March – Sunday 29 March 2015

(before the IRSPM conference 30 March -2 April 2015)

Organizers (NIG, Supported by IRSPM)

Professor Carsten Greve (Copenhagen Business School), Professor Graeme Hodge (Monash University), *Guest lectures*: Tony Bovaird (tbc) and others to be announced

Aim of the course

The past few decades has seen the growth of Public-Private Partnerships (PPPs), including infrastructure partnerships, despite considerable controversy and colourful policy commentary. There is little doubt about the spread of PPPs judging on the basis of increasing global interest. PPPs have symbolized an alternative to either market-based governance or to traditional government production, and have often characterized by innovation, sophistication and new governance arrangements. This course aims to explore (1) conceptual frameworks for PPPs, (2) how PPPs can be analysed from various disciplinary lenses (using case studies) and (3) how PPPs can be understood within the context of current public governance directions. In view of the continuity of PPPs in the wake of the financial crisis, the very nature of PPP activity needs rethinking. This program aims to assist students in understanding the partnership phenomenon, articulate multiple criteria for success and evolving new directions.

This course is offered by the Netherlands School of Government (NIG) in cooperation with the International Research Society of Public Management (IRSPM). It will bring together PhD students and leading academics from both networks, but also be open for PhD students from other countries. It will create a learning community in which PhD students will:

- Develop their analytical understanding of PPPs;
- Strengthen their theoretical and methodological knowledge particularly on the case study method;
- Test their ideas and conclusions through case study analysis and dialogue with leading researchers;
- Contextualize their research in a comparative, multi-national setting;
- Build a network of young researchers in the field.

Credits

The course accounts for 4 ECTS, which includes the writing of a paper and preparing the literature. When finished the course students will get an official certificate issued by The Netherlands Institute of Government (NIG) an official accredited research school.

Registration

If you want to participate in the course, please apply by filling in the application form on the NIG website:

<http://www.utwente.nl/nig/>

till end of November 2014.

Fee: €500,-

PhD students from NIG and CBS can participate tuition free.

About NIG

The Netherlands Institute of Government (NIG) is the Dutch Research School for Public Administration and Political Science. NIG is an interuniversity research school in which faculties from nine Dutch universities participate. In 2012 the Royal Netherlands Academy of Arts and Sciences (KNAW) reaccredited the school for a fourth term of six years. NIG coordinates and stimulates research in the area of Public Administration and Political Science and offers a training program for Ph.D. students. For more information on NIG's activities, see

<http://www.utwente.nl/nig/>

Program

The course lasts for 3 full days and is divided into four components: (1) Conceptual frameworks, (2) Case studies, (3) Ph.D. project presentations, and (4) concluding discussions about rethinking PPP directions and current issues.

The first (half) day focuses on the conceptual frameworks of PPPs: How can we define PPPs? What is the intellectual history of PPPs and are there competing frameworks? How many different schools of thought exist regarding PPPs? What do different forms of PPPs look like? What is the difference between the PPP literature and the Mega-projects literature?

The second day is devoted to case studies. Together we explore a selected number of case studies, such as The Sydney Harbour Tunnel, the London Underground, the Sea-to-Sky Highway, the Copenhagen Metro, and the Indiana Toll. The purpose is to go into depth with the empirical developments with PPPs, and then discuss the cases from various theoretical and disciplinary approaches, including public policy, public administration, public management, economics, politics, law and sociology.

The third day is devoted to Ph.D. presentations. Ph.D. students are expected to submit a paper presenting their project before they arrive. On day three, Ph.D. students should incorporate what they have learned from day one and two into their presentations and focus on new insights on the conceptual framework and new insights gathered from the case discussion. Ph.D. students should prepare to use the new information in their 15 minute presentation. They will receive feedback from fellow Ph.D. students acting as discussants and from the course leaders.

The fourth (half) day we conclude the course, and focus on rethinking PPP directions based on the findings. The day will start by the last PhD presentations and then conclude with a panel discussion with the course leaders and guest lecturers.

The course includes several types of activity, as also indicated in the program below:

- Interactive lectures which presents the state of the art of the field (= lectures)
- Analysis of case studies and case discussions (= exercise)
- Discussions between lecturers and PhD-students on core readings which focus on central questions and topics (= discussions)
- Presentations by PhD students of their own work (= PhD presentations)

Readings: The majority of reading material comes from the following volumes:

- Greve, C. & Hodge, G. eds. 2013. *Rethinking Public-Private Partnerships: Strategies for Turbulent Times*. London, Routledge
- Hodge, G., Greve, C. & Boardman, A. eds. 2010. *International Handbook on Public-Private Partnerships*. Cheltenham: Edward Elgar,

Time	Day 1 (Thursday 26 March), Conceptual frameworks	Day 2 (Friday 27 March) PPP case studies	Day 3 Saturday 28 March): Ph.D. presentations	Day 4 Sunday 29 March: Rethinking PPP directions
8:30-9:00		<i>Coffee and tea</i>	<i>Coffee and tea</i>	<i>Coffee and tea</i>
9:00-11:30	<i>Arriving in Birmingham</i>	<i>Case Study 1: The Sydney Harbour Tunnel</i> Graeme Hodge	<i>Lecture: The challenge of PPPs: Politics, markets and enduring interdependency</i> Carsten Greve	9.00-10.30 <i>PhD presentations</i> PhD students
11:45-13:00	<i>Arriving in Birmingham</i>	<i>Group work</i> Group work and presentations on theoretical perspective on case Graeme Hodge	<i>Case 3: PPPs in turbulent times</i> Short case studies and short case reviews Graeme Hodge & Carsten Greve	10.45-12.00 <i>Discussion:</i> Rethinking PPP directions and current issues with PPP Graeme Hodge, Carsten Greve & panel of invited guest lecturers
13:00-14:00		<i>Lunch</i>	<i>Lunch</i>	
14:00-16:00	<i>Lecture: Conceptual frameworks of PPPs</i> Graeme Hodge	<i>Case Study 2: The Sea-to-Sky Highway or the Copenhagen Metro</i> Carsten Greve	<i>PhD presentations</i> PhD students	
16:15-18:00	<i>Lecture: A brief intellectual history of PPP</i> Guest lecture: Tony Bovaird (tbc)	<i>Group work: Group work and presentations on theoretical perspective on case</i> Carsten Greve	<i>PhD Presentations:</i> PhD students	
20.00-22.00	<i>First evening get together</i> Social presentations of participants	<i>Time for individual preparation for next day's PhD presentation</i>		

Day 1 Conceptual frameworks of PPPs

14.00-16.00: Lecture 1

Required readings:

- Hodge, G., Greve 2013. "Introduction: Public-Private Partnerships in Turbulent Times" in Greve, C. & Hodge, G. eds. 2013. *Rethinking Public-Private Partnerships: Strategies for Turbulent Times*. London, Routledge. Chp. 1.
- Flyvbjerg, B. 2014. "What You Should Know About Mega-Projects and Why: An Overview". *Project Management Journal* 45(2), 6-19.
- Brinkerhoff & Brinkerhoff. 2011. "Public-Private Partnerships: Perspectives on Purposes, Publicness and Good Governance" *Public Administration and Development* 31, 2-14.
- Video presentation taken from the Australian Broadcasting Corporation on "Victorian desalination PPP project"

16.15-18.00: Lecture 2: Guest lecturer Tony Bovaird (tbc).

Required readings:

- Bovaird, T. 2010. "A Brief Intellectual History of PPP" in Hodge, G., Greve, C. & Boardman, A. eds. 2010. *International Handbook on Public-Private Partnerships*. Cheltenham: Edward Elgar, Chp. 3.
- Jeffares, S., Sullivan, H. & Bovaird, T. 2013. "Beyond the Contract. The Challenge of Evaluating the Performance(s) of PPPs". In Greve, C. & Hodge, G. eds. *Rethinking Public-Private Partnership. Strategies for Turbulent Times*. London: Routledge. Chp. 9.
- Hellowell, Mark. 2010. "The UK's Private Finance Initiative. History, Evaluation, Prospects." In Hodge, G., Greve, C. & Boardman, A. eds. 2010. *International Handbook on Public-Private Partnerships*. Cheltenham: Edward Elgar, Chp. 14.

20.00-22.00 Social presentations by participants

Day 2: PPP Case Studies and interdisciplinary perspectives

8:30-9:00 Coffee and tea

9:00-11:30 Case Study 1: Assessing the Economics and the Risks in PPPs: *The Sydney Harbour Tunnel* – Graeme Hodge

Required readings:

- The Sydney Harbour Tunnel (ANZSOG case study – to be distributed to participants)
- Boardman, A. & Vining, A. 2010. "Assessing the Economic Worth of PPPs". In Hodge, G., Greve, C. & Boardman, A. eds. 2010. *International Handbook on Public-Private Partnerships*. Cheltenham: Edward Elgar, Chp. 8.
- Monterio, R. 2010. "Risk Management". in Hodge, G., Greve, C. & Boardman, A. eds. 2010. *International Handbook on Public-Private Partnerships*. Cheltenham: Edward Elgar, Chp. 12.

11:45-13:00 *Exercise: Group work and presentations*
Graeme Hodge (& Carsten Greve)

14.00-16.00 Case Study 2: Governing PPPs: *The Sea-to-Sky Highway (or Copenhagen Metro)* –
Carsten Greve

Required readings:

- The Sea-to-Sky Case. On Sea-to-Sky Highway, see PartnershipsBC:
<http://www.partnershipsbc.ca/files-4/project-seatosky.php>
- Skelcher; C. 2010: “Governing Partnerships” in Hodge, G., Greve, C. & Boardman, A. eds. 2010. *International Handbook on Public-Private Partnerships*. Cheltenham: Edward Elgar, Chp. 11.
- Boardman, A. & Vining, A. 2010. “P3s in North America. Renting the Money (Canada) Selling the Roads (USA)”. in Hodge, G., Greve, C. & Boardman, A. eds. 2010. *International Handbook on Public-Private Partnerships*. Cheltenham: Edward Elgar, Chp. 16.

Video presentation (recorded) by Larry Blain, Chairman, PartnershipsBC

16.15-18.00: *Group work and presentations*: Carsten Greve (Graeme Hodge)

Day 3: PhD Presentations that incorporate findings from first two days

8:30-9:00 Coffee and tea

9.00-11.30: *Lecture: The challenge of PPPs: Politics, markets and enduring interdependence* -
Carsten Greve

Required readings:

- Flinders, M. 2010. “Splintered Logics” in Hodge, G., Greve, C. & Boardman, A. eds. 2010. *International Handbook on Public-Private Partnerships*. Cheltenham: Edward Elgar, Chp. 6.
- Martin, L., Lawther, W., Hodge, G., Greve, C. 2013. “Internationally Recommended Best Practices for Transport P3” *Public Administration Research*. 2(2), 15-25.
- OECD. 2012. Recommendation of the Council on Principles of Public Governance for Public-Private Partnerships. Paris: OECD. Available at: <http://www.oecd.org/gov/budgeting/PPP-Recommendation.pdf>
- Verhoest, K., Voet, J. and Van Gestel, K. 2013. “A Theory-Driven Approach to Public-Private Partnerships: The Dynamics of Complexity and Control”. In: Greve, C. & Hodge, G. eds. 2013: *Rethinking Public-Private Partnerships: Strategies for Turbulent Times*, Chp. 10.

11:45-13:00 Case Study 3: *Managing PPPs in Turbulent Times*
Smaller case studies, shorter case reviews.
Graeme Hodge & Carsten Greve

- Alexander, R. 2013. “The Public Management of Public-Private Partnerships: US City-level Structures for Brown-field Cleanup and Redevelopment” in: Greve, C. & Hodge, G. eds. 2013: *Rethinking Public-Private Partnerships: Strategies for Turbulent Times*, London: Routledge. Chp. 8

- Ysa, T., Esteve, M. & Longo, F. 2013. “Enhancing Innovation in Public Organizations Through Public-Private Partnerships: The Role of Public Managers” in: Greve, C. & Hodge, G. eds. 2013: *Rethinking Public-Private Partnerships: Strategies for Turbulent Times*, London: Routledge, Chp. 5.
- Reeves, E. 2013. “Accountability and Value for Money in Public-Private Partnerships in Ireland. In: Greve, C. & Hodge, G. eds. 2013: *Rethinking Public-Private Partnerships: Strategies for Turbulent Times*. London: Routledge, Chp. 4.

13:00-14:00 Lunch

14:00-16:00 *PhD presentations:*
PhD presentations followed by feedback by discussants and course leaders

16.15-18.00 *PhD presentations:*
PhD presentations followed by feedback by discussants and course leaders

Day 4: Current directions in the study and practice of PPP

8:30-9:00 Coffee and tea

9:00-10:15 *PhD presentations:*
PhD presentations followed by feedback by discussants and course leaders

10:45-12:00 Panel Discussion: *Rethinking PPP directions for the future & current issues*
Graeme Hodge & Carsten Greve and panel guest lectures

Required readings:

- Greve, C. & Hodge, G. 2013: “Conclusions: Rethinking Public-Private Partnerships” in Greve, C. & Hodge, G. eds. *Rethinking Public-Private Partnerships: Strategies for Turbulent Times*. London: Routledge, Chp. 11.
- Geddes, R. & Waagner, B. 2013. “Why Do U.S. States Adopt Public-Private Partnership Enabling Legislation?” *Journal of Urban Economics* 78, 30-41.
- HM Treasury (UK). 2012 (updated 2013). PF2 Policy. Available at: <https://www.gov.uk/government/publications/private-finance-2-pf2>

PhD-presentations

The course has three sessions in which the PhD students get a chance to present their research project to the other PhD students and senior researchers. The PhD-students will be divided into groups according to the topic of their thesis.

Each student must prepare and circulate a 10-15 page project description in advance. The oral presentations must be organized around the following questions: 1) What are the research questions and how are these to be investigated? 2) What PPP conceptual framework are most relevant to your study? 3) Which theories, disciplines and methods will be applied in the study? 4) How have insights throughout the program influenced your thinking about PPP? The oral presentation should not take more than 15 minutes. It will be followed by feedback from senior researchers and the peer group. The PhD student will also be expected to incorporate insights from the first 1½ days when making his or her presentation on day three.