

Institute of Public Governance and Management

PARTNERS Programme

2009 Activities Report

Knowledge and Training in Public-private Co-operation

PARTNERS Programme

ESADE

Ramon Llull University

**INSTITUTE
OF PUBLIC
GOVERNANCE
AND MANAGEMENT**

Second year of activities

The PARTNERS Programme has been further consolidated throughout 2009.

On the one hand, it has been a year full of activities, in which each of the actions that have been carried out have pursued the same objective: to strengthen and improve the various forms of public-private co-operation.

On the other hand, it has been a year marked by the launch of the first edition of the PARTNERS Course in Public Service and Public-private Co-operation. Thanks to the expert knowledge of participating public and private sector executives, the course has led to a sharing of experiences in public-private interaction. This academic year has been a good opportunity to send out a series of best practices to PARTNERS members along with real examples of interaction between the two sectors.

This report presents a summary of all actions carried out in 2009 in the three main dimensions covered by the programme: the social and relational dimension; training; research and knowledge dissemination.

The *Relatos PARTNERS* collection has resulted from this line of work. It comprises texts that present cases, experiences and proposals for public-private partnerships, leading to reflection on strategies and instruments of co-operation. In 2009, we published the third issue of *Relatos PARTNERS* under the title *El acuerdo estratégico para la competitividad de Cataluña*, presenting an innovative experience in open government.

On behalf of the Programme, I would like to thank all our collaborators for making PARTNERS a reality in 2009. And personally, I would like to encourage all of you to continue placing your trust in the project in 2010; and in doing so, we will succeed in creating an area of multilateral dialogue among all those directly or indirectly involved in creating public value.

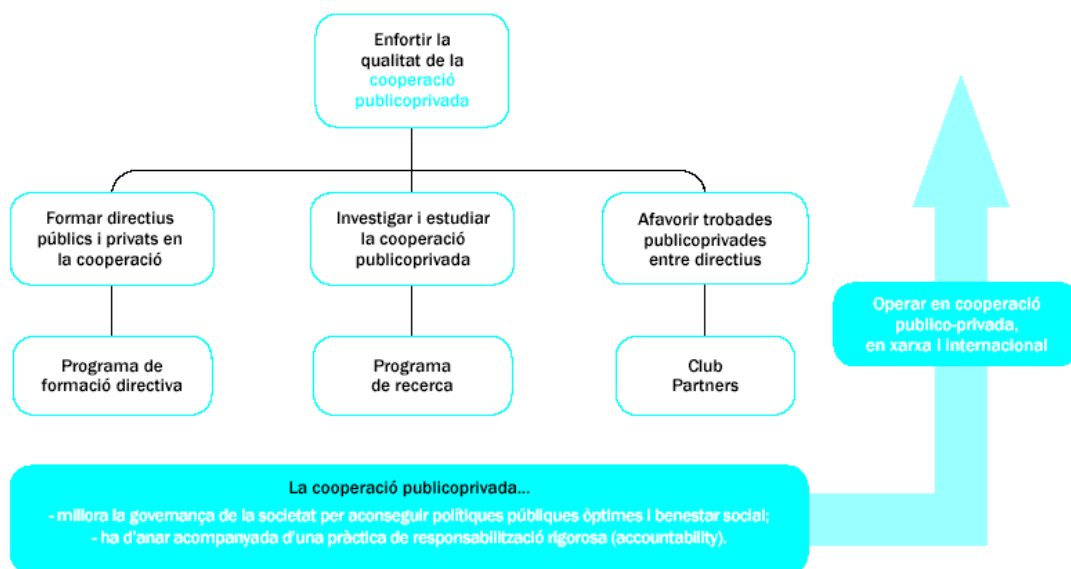
Albert Serra, Director
Ángel Saz, Executive Co-ordinator
PARTNERS Programme

What is PARTNERS and how does it work?

With the highest levels of innovation and scope, the PARTNERS Programme explores areas of knowledge in public-private co-operation and seeks to impact directly on the public and business sectors, with particular attention given to Spain and Latin America.

PARTNERS covers the entire spectrum of tools and methods of public-private co-operation: regulation of areas and services of general interest; outsourcing public service production; promoting areas of public interest and subsidies; contracting public services and co-production.

PARTNERS activities are based on executive education and research into public-private co-operation, and also provide a meeting place for executives from the public and private sectors.



Based on co-operation, PARTNERS promoters, made up of public and private companies, see this programme as a venue for encounter, dialogue, learning and high-level participation.

Promoters of the PARTNERS Programme contribute €10,000 annually. In return they receive:

- Visibility in all programme activities and materials;
- Participation in the programme's social events;
- Free annual registration to the course in Public Service and Public-private Co-operation.

Social and relational activities

Public-private co-operation in Catalonia: The way forward



- ESADE, Barcelona, 13th May 2009

Event organised as part of the PARTNERS Programme Annual Conference. At the event, Antoni Castells, Generalitat de Catalunya Minister of Economy and Finance, entered into dialogue with Salvador Alemany, President of Círculo de Economía and President of Abertis Infraestructuras. The debate was moderated by Marcel Planellas, Secretary General of ESADE.

Annual lunch-colloquium for PARTNERS Programme promoters



- Barcelona, 13th May 2009

The Annual Conference included a lunch attended by all collaborating members who form part of the PARTNERS reality. The lunch was presided over by Martí Carnicer i Vidal, Economy and Finance Secretary General, and was followed by a debate on the future of the Catalan economy.

The strategic agreement for Catalan competitiveness: A public-private case of negotiation and monitoring of commitments



- ESADEFORUM, Barcelona, 16th July 2009

Event held to mark the launch of the third issue of the *Relatos PARTNERS* collection dedicated to the strategic implementation of global public policies. This third issue of the publication specifically focuses on strategic internationalisation agreements, job quality and the competitiveness of the Catalan economy. The following institutional representatives delivered addresses during the event, moderated by Ángel Saz, Executive Co-ordinator of the PARTNERS Programme:

- Mr Andreu Morillas, Secretary of Economy, Department of Economics and Finance, Generalitat de Catalunya
- Mr Moisés Bonal, Director of Studies, PIMEC
- Mrs Eva Granados, Deputy Secretary General, UGT de Catalunya
- Mrs Dolors Llobet, Socio-Economic Secretary, CC OO
- Mr Marcel Prunera, Director of Economic Development, Department of Economics and Finance, Generalitat de Catalunya
- Mr Salvador Guillermo, FEPIME representative

Themed PARTNERS lunch with the Generalitat de Catalunya's Director General of Public Procurement, Department of Economics and Finance

- ESADEFORUM, Barcelona, 23rd October 2009

PARTNERS introduced a new activity: PARTNERS themed lunches. The first lunch was held in ESADE (Avenida de Pedralbes, 60-62) on 23rd October, at 2.00 pm, and was attended by Francesc Xavier Padrós, Director General of Procurement, Department of Economics and Finance, Generalitat de Catalunya.



Training activities

Continuing Education Session

Public-private Partnerships: Reasons, synergies and examples of a co-operation scenario



- ESADE Madrid, 15th January 2009

Albert Serra and Ángel Saz, Director and Executive Co-ordinator of PARTNERS, respectively, identified reasons, synergies and success stories in the field of public-private co-operation. The event was organised jointly with the ESADE Alumni Public Management Club.

1st edition of the PARTNERS Course in Public Service and Public-Private Co-operation

- ESADE Barcelona, May-July 2009



The PARTNERS Course was launched in 2009 with the aim of offering the programme's collaborators an opportunity to expand their knowledge on the different aspects involved in public-private interactions. It also provided insight into the learning of management skills and management tools, which lead to more efficient public-private partnership processes.

The training programme was divided into the following modules:

1. Introduction and basic concepts
2. Regulation and regulated markets
3. Contracts and outsourcing of public services
4. Grants and private funding
5. Relational management and conclusions

Training Day: Public sector purchasing as a driving force of technological innovation – legal possibilities regarding public sector contracts

- ESADE Barcelona, 23rd October 2009

This training event was organised jointly between the Directorate General for Economic Development, in collaboration with ESADE and AETIC. It aimed to reflect on the role of the public sector as a driving force for technological innovation and to raise awareness in terms of the instruments capable of enhancing innovative technology procurement (ITP) as a means of improving business competitiveness. Attended by a large number of participants, the event was directed at executives within the Catalan government, in addition to institutions and technical experts responsible for defining public procurement processes and technological service outsourcing.



Publications

Spanish edition of *Better Regulation: An essential strategy* *Relatos PARTNERS* No. 2

Barcelona, March 2009



Authors: Emma Baiges Pla, Arseni Gibert Bosch, Cristina Pellisé de Urquiza and Isabel Tornabell González

The Spanish translation of *Relatos PARTNERS* No. 2, originally entitled *Better Regulation: An essential strategy*. By translating this material, we have made it possible for it to reach a wider audience among the various levels of public administration throughout the rest of Spain.

Institutional Sources of Distrust in Government Contracting

A comparison between social services delivered in private homes and residential care in the Spanish State

- May 2009, Volume 11, No. 3, pp. 263-279, *Public Management Review*



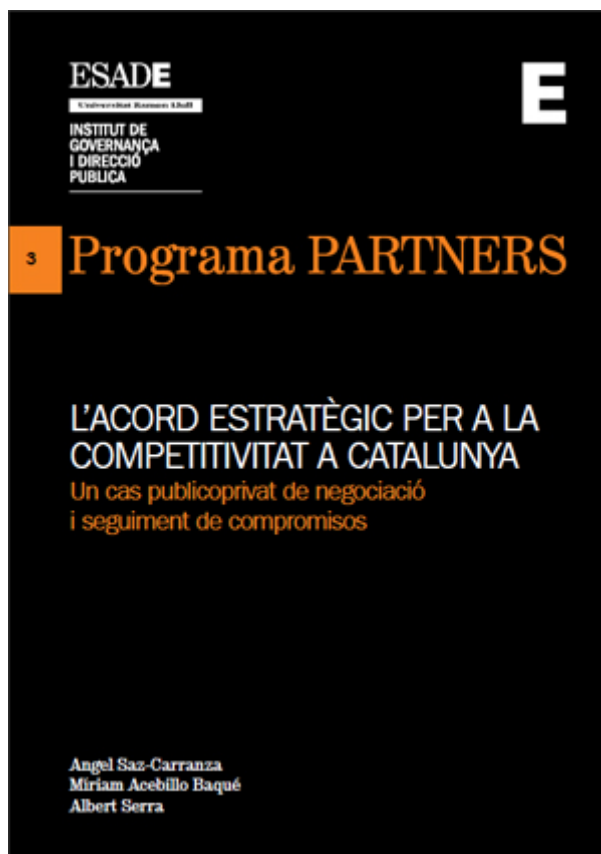
Authors: Ángel Saz-Carranza and Albert Serra, Executive Co-ordinator and Director of the ESADE PARTNERS Programme

Research investigating the major sources of distrust in public and private procurement, based on two conflicting cases of social services provision in the Spanish State: one, with considerable cross-sector distrust; the other, with a high degree of mutual trust between both sectors. Finally, the study identifies and analyses the most common causes of cross-sector distrust in public-private co-operation practices.

Relatos PARTNERS. No. 3: L'acord estratègic per a la competitivitat a Catalunya: Un cas publicoprivat de negociació i seguiment de compromisos

- Barcelona, July 2009

This is the third document in the *Relatos PARTNERS* collection to be published by the PARTNERS Programme and presents the design and implementation of the strategic agreement for internationalisation, job quality and competitiveness of the Catalan economy, as a pioneering experience in the global management of public policies and as a new form of governance that goes beyond the social dialogue produced to date.



Authors: Àngel Saz–Carranza and Albert Serra, Executive Co-ordinator and Director of the ESADÉ PARTNERS Programme, and Dr Miriam Acebillo Baqué, Researcher at the Institut de Govern i Polítiques Públiques, at Universitat Autònoma de Barcelona.

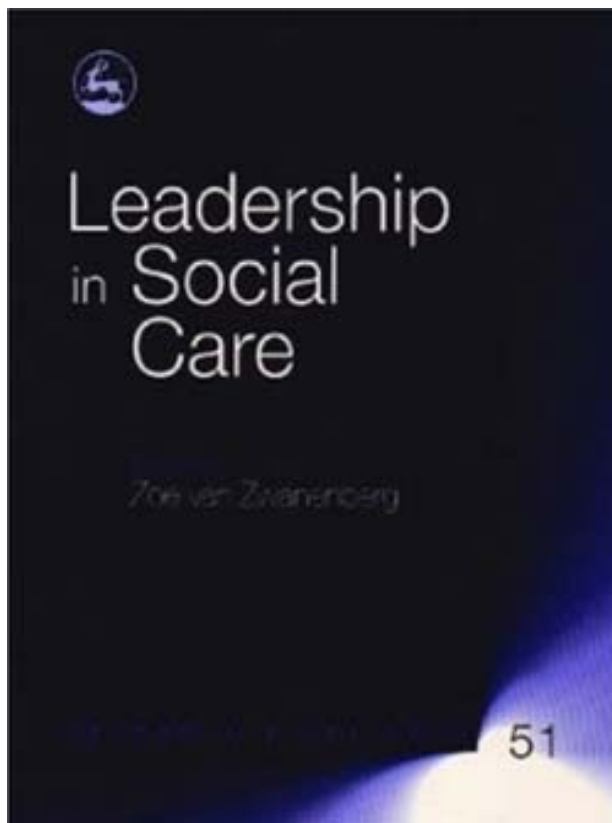
Spanish edition of *Relatos PARTNERS* No. 3: *El acuerdo estratégico para la competitividad de Catalunya: Un caso público-privado de negociación y seguimiento de compromisos*

- Barcelona, September 2009



The Work of Leadership in Formal Coalitions – Embracing Paradox for Collaboration

- November 2009, No. 51. Van Zwanenberg, Z. (ed.) *Leadership in Social Care*



This study is included in the book *Leadership in Social Care*, dedicated to research into forms of leadership in the field of social care. Authors, Ospina and Saz-Carranza, published the study from the standpoint of leadership in coalitions between the public, private and volunteer sectors.

Authors: Sónia Ospina, Professor of Public Policy and Management and Academic Director of the Research Center for Leadership in Action at Wagner School of Public Service (New York University), and Ángel Saz-Carranza, Executive Co-ordinator and member of the ESADE Research Group in Leadership and Innovation in Public Management.

PARTNERS promoters



For further information

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