

# PARTNERS Programme

**ACTIVITIES REPORT**  
2008-2011





**ESADE**

Ramon Llull University

**INSTITUTE  
OF PUBLIC  
GOVERNANCE  
AND MANAGEMENT**

**ACTIVITIES REPORT**  
2008-2011

## Letter from the director of the IGDP

**T**he ESADE Institute of Public Governance and Management (IGDP) has now devoted more than 20 years to the study of government and public sector organisations. From the outset, we have maintained a commitment to innovation and to delivering value in this field through solutions based on scientific knowledge applied to the day-to-day reality of the various levels of government, both in Catalonia and Spain, as well as in the rest of the world.

10 years ago, aware that understanding relations and interactions in a fragmented and complex world was fundamental to the future of public management, we began to focus our efforts on learning more about public-private co-operation. Since then, we have promoted rigorous and useful lines of research into the relations between the public and private sectors, and we have also organised training programmes in public services and public-private co-operation.

In response to our firm belief in the benefits inherent in co-operation and our conviction that this is a complex tool which requires specialist training, in 2008 we proceeded to establish the PARTNERS programme. The aim of this programme is to create an arena for production and knowledge, and for the promotion of good practices and shared learning, in which the (public and private sector) players themselves play a key role in fostering and developing co-operative initiatives.

This year, we are pleased to present the 2008-2011 REPORT, which highlights the principal tasks undertaken as part of the programme. Tasks in which we have delved deep into the concept of public-private co-operation through several lines of work and a multitude of activities which have allowed us to share actual experiences of public-private co-operation.



**Francisco Longo Martínez**  
Director of the IGDP

## Letter from the director of the programme

**M**ore than four years have now passed since a group of professionals at the ESADE Institute of Public Governance and Management (IGDP) created the PARTNERS programme as an initiative that would open the door to full-time research into the nature and characteristics of public-private co-operation (PPC).

Over the course of this period, we have steadily accumulated a valuable pool of knowledge, thanks to the wealth of experiences and situations shared by each of our PARTNERS, and thanks to the different approaches to theory and training taken by our team of researchers. The following pages provide a good sample of the principal initiatives that we have set in motion and the wealth of knowledge that these have brought us.

While keeping a watchful eye on those social agents who are committed to the development of specific projects in PPC, we wish to continue to devote our efforts to generating relevant knowledge in the field of public-private co-operation, and we believe that there are a wide variety of collaborative tools that can be adapted perfectly to the present context.

In this way, since the key advances in PPC must be viewed as shared learning processes, on the PARTNERS programme we believe it is vital to publicise and to evaluate the collaborative experiences, and therefore it is a priority for us to continue building the programme around the idea of a meeting point to be shared by agents in both sectors.

Finally, we would like to express our gratitude to our PARTNERS for their valuable contributions and their unwavering commitment to the programme, and we encourage you to continue building the future of public-private collaboration together.



**Albert Serra i Martín**  
Director of the PARTNERS Programme



**Mónica Reig i Majoral**  
Associate Director  
of the PARTNERS Programme

# PARTNERS Programme

## What is the PARTNERS programme?

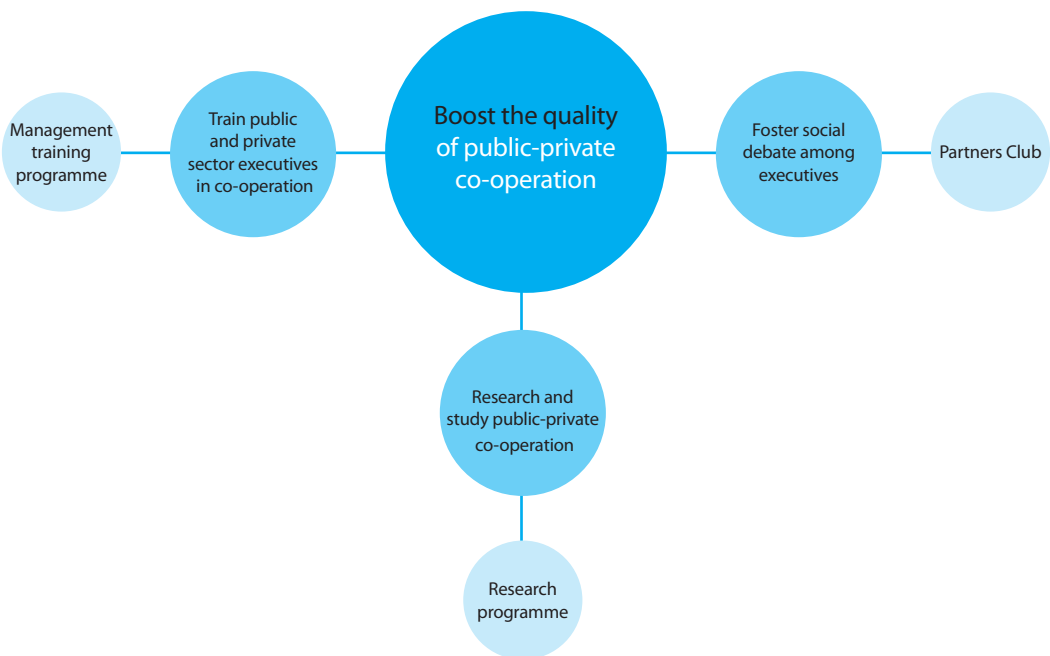
The PARTNERS programme was created by the ESADE Institute of Public Governance and Management (IGDP) as an innovative initiative to generate knowledge. It is focused on the investigation, development and dissemination of knowledge in the field of public-private co-operation (PPC). The programme seeks to provide executives and institutions that operate in the public and the private sectors and are involved in collaborative projects, irrespective of their sphere of operation, with the opportunity to meet and learn from each other.

## The objectives of the PARTNERS programme

The principal objectives of the programme are to prepare partner institutions and companies so that they are able to lead and manage a public-private co-operation project to optimum effect, and to provide participants with the opportunity to meet, so that they may share and exchange the principal tools and methodologies used for appropriate and sustainable management of collaborative projects, irrespective of the production sector in which they operate.

Therefore, PARTNERS develops its initiatives with the following key aims in mind:

- To promote research into public-private co-operation.
- To improve the training of public and private sector executives in the management of public-private co-operation.
- To encourage social debate and relational encounters, and to improve shared learning among executives in the public and private sectors.
- To give the PARTNERS programme an international and a global dimension.



# PARTNERS Programme



## Advantages of the PARTNERS Programme

PARTNERS is based on co-operation, and its promoters – public organisations and private companies – see this programme as an opportunity for learning, encounter, dialogue and high-level projection.

The promoters of the PARTNERS programme receive:

- Visibility in all programme activities and materials.
- Prominent participation in the social events of the programme.
- Annual registration on the training programme in Management of Public-private Collaboration.

# Training

## 3rd PARTNERS management training programme

### Leadership and Management of Public-Private Co-operation

#### Aim of the programme

**T**he training programme in Leadership and Management of Public-Private Co-operation has already been staged three times for the benefit of PARTNERS, and it offers a platform for **shared learning among public and private sector executives** with responsibility for co-operation projects between both sectors. The principal aim of the programme is to interactively train public and private sector executives together in the management of public-private co-operation (PPC), the implementation of public policies, and the production of innovation in this type of undertaking. In the course of this learning process, various methodologies are applied: theory sessions that offer the opportunity for in-depth analysis of the concepts; participatory sessions that highlight the codes of behaviour and the operational logic of the public and private sectors; case analysis; and the sharing of actual experiences by speakers with specialist knowledge in each respective area.

The programme is divided into four training modules, and as participants progress, the concept of public-private co-operation is analysed in increasing depth. The



first module presents the nature, complexity and diversity of interrelations between the public and the private sector; and it also describes the key aspects of the design and management of different forms of PPC. The second module focuses on transactional management as the first generation of collaborations which have dominated the collaboration market to date. The third module presents the concept of the relational management of strategic alliances as second generation collaborations, in which relations between the partners play a key role. Finally, the fourth module deals with public procurement and PPC.

#### Module 1:

##### Public-private co-operation.

##### Motives and scenarios for PPC

The module focuses on identifying the differences and similarities between the public and private sector, in addition to the complexities and the diversity of the interrelationship between the two sectors in managing the governance of society and in the creation of public value. Secondly, co-production is presented in depth: the key aspects of the design and the management of interaction are described. Finally, consideration is given to regulation, one of the public-private tools within the scope of the public sector.

The main pedagogical objectives of the module are as follows: to understand the differences and similarities between the public and private sector; to create a conceptual frame of reference regarding public-private co-operation (PPC); to understand the logic of subcontracting and outsourcing; to gain an idea of the magnitude of public-private co-operation in public policies;

to become familiar with the key aspects of contract design and management; to learn about the process and the framework of public procurement; and finally, to explore the possibilities of regulation in the provision of public services.

#### Module 2:

##### Public-private co-operation.

##### Transactional management

The objective of modules 2 and 3 is focused on reflecting with the participants on the growing importance of the provision of goods and services in collaboration, and the implications of this for the management of the relationship between public and private players. Particular attention is devoted here to a relational state environment, in which the public, private and not-for-profit sectors become interdependent when tackling policies designed to give added value to public management and to share risks. In-depth analysis is made of the development of this model of governance and of various collaborative

# Training

management experiences, in order to extract some of the best practices when taking decisions or managing interrelations. An explanation is also made of the types of this model for developing products and services, its problems, the management of inter-organisational relations, and its advantages. Both in this module and in module 3, case studies are analysed, sharing experiences with managers who play a key role and reflecting on the meaning of online management in the new relational state arena. Furthermore, some mechanisms for the logical and coherent management of collaborations are put forward.

More specifically, the second module is focused on transactional management, which has dominated the collaboration market up to the present, consisting in a relationship between the partners that is basically contractual. A first generation of collaborations, which often consist in essentially vertical relations, with a partner (the public sector) that defines and controls the relationship.

In this module, particular attention will be devoted to one of the paradigm sectors in the use of this model: the financing and management of infrastructures and public facilities in public-private collaboration. An analysis is also made of several collaboration systems, the bases required to develop a PPC project and the limits of this model, in addition to risk management.

## Module 3: Public-private co-operation. Relational management

El tercer módulo se centra en la gestión relacional de The third unit focuses on the relational management of strategic alliances. These are relationships based on more complex agreements and around a central element, which is trust; performance is evaluated by social, economic and environmental outcomes (impacts), and not only by public service outputs. In this type of collabo-

ration, the relationships between the partners are less hierarchical (more horizontal), and all the parties are involved in the process. These are the *so-called second generation collaborations*, in which there is more talk of co-ordination than of collaboration, or of institutionalised (as opposed to contractual) partnerships, according to the terms of the European Commission.

Modules 2 and 3 also contribute to the development of the management skills model. To be specific, they explore the following skills in depth through work developed in the classroom: applying knowledge to achieve results, making judgements in complex situations, understanding the organisational context of organisations, and managing change.

## Module 4: Public-private co-operation and public procurement

This module is oriented towards providing public sector managers with an insight into the procurement activity of public administrations from two perspectives:

1. From the perspective of the legal framework, applying an eminently practical approach to the analysis of the main problems and the different ways in which they can be solved.
2. From the perspective of management, analysing those problems not related with the legal framework that condition procurement processes, with the aim of identifying the principal organisational and economic obstacles to development and to the consolidation of an effective and efficient procurement model.

Topics include public procurement law and administrative contracts, procurement agents, the preparation of contracts, contractor selection systems and the execution of these contracts.

## Faculty

**Albert Serra:** Licenciado en Ciencias Económicas (Universitat de Albert Serra: Holds a Degree in Economics (Universitat de Barcelona) and an Executive Master's in Public Administration (ESADE). Associate Professor in the Department of Business Policy and Programme Director of the Executive Master in Public Administration-EMPA (ESADE) at the ESADE Institute of Public Governance and Management. Public management consultant. He has been Manager of Social Welfare Services for Barcelona City Council, Managing Director of INITS, SA Consultores, and Manager of the Barcelona Institute of Metropolitan Studies.

**Ángel Saz:** Holds a PhD in Management Sciences (ESADE-URL) and a MEng in Aeronautical Engineering (Imperial College London). Executive Co-ordinator of the ESADE Center for Global Econ-

omy and Geopolitics. He was a visiting researcher at the Wagner Graduate School of Public Service (New York University), and he has worked for the Inter-American Development Bank, the European Commission and the United Nations, among other institutions.

**Tamyko Ysa:** Holds a PhD in Political Science (Universitat de Barcelona), an MSc in Public Administration and Public Policy (London School of Economics and Political Science), an Executive Master's in Public Administration-EMPA (ESADE), and a Degree in Political Science and in Law (Universitat de Barcelona). Associate Professor at the Institute of Public Governance and Management and in the Department of Business Policy at ESADE.

Co-ordinator of the second cycle of the Executive Master in Public Administration and Principal Researcher of the ESADE Research Group for Leadership and Innovation in Public Management (GLIGP), recognised by AGAUR.

# Research

Research activity within the framework of the PARTNERS programme includes, on the one hand, producing research works on the actual position of public-private co-operation and innovative practices in this field, and on the other hand, the generation of information about the extent and the relevance of public-private co-operation in the production of public goods and goods of general interest.

## The series of publications: Relatos PARTNERS

A collection of texts whose purpose is to share successful experiences in collaborative projects for the provision of public services. They reflect the theoretical framework and the practice of one or several cases of public-private collaboration, which have been defined and selected with care.

The Relatos PARTNERS are research studies proposed by ESADE and by the PARTNERS. The latter identify cases of good practices and experiences in PPC of their own or from within their environment, which they consider may contribute to the improvement of public-private co-operation in the management of public policies implemented in their respective sectorial areas. Good examples of Relatos PARTNERS may be found in the various issues published of *Observatori de la co-*

*operació publicoprivada en les polítiques sanitàries i socials (Observatory of public-private co-operation in health and social policies).*

## The collection: PARTNERS Yearbook

This is the main collection of publications relating to the PARTNERS programme. The PARTNERS Yearbook, as its name suggests, is published annually and is a compilation of monographic articles, whose purpose is to generate and share knowledge about the management of public-private cooperation.

## Research articles written by academics and specialists on PPC management

Development of studies, in conjunction with authors from other international universities, devoted to the academic dimension of public administration and to the evaluation of public policies in which forms of public-private cooperation play a part.

## Opinion articles

These are the instruments employed by the PARTNERS programme to publicise and stimulate the co-operation projects between both sectors in society.

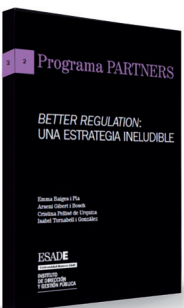


## Relato PARTNERS No. 1

*El cas de Projectes Territorials del Bages [The Case of Territorial Projects in Bages]  
The complexity of public-private collaboration*

Barcelona, June 2008

Authors: Ángel Saz-Carranza and Albert Serra



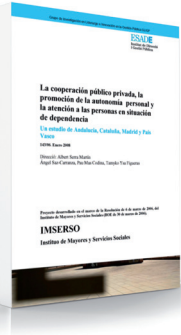
## Relato PARTNERS No. 2

*Better Regulation. Una estratègia ineludible [Better Regulation. An essential strategy]*

Barcelona, November 2008

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

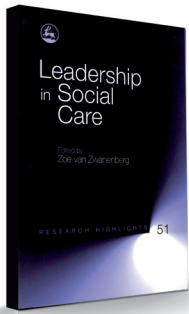
# Research



**La cooperació públicoprivada, la promoció de l'autonomia personal i l'atenció a les persones en situació de dependència. Un estudi d'Andalusia, Catalunya, Madrid i el País Basc. [Public-private co-operation, the promotion of personal autonomy and the care of dependent persons. A study of Andalusia, Catalonia, Madrid and the Basque Country.]**

**Barcelona, January 2008**

**Authors:** Albert Serra, Angel Saz-Carranza, Pau Mas and Tamyko Ysa.



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

**November 2009, no. 51. Van Zwanenberg, Z. (ed.)**

*Leadership in Social Care*

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

This study is included in the book *Leadership in Social Care*, which is devoted to the research and study of forms of leadership in the field of social care. The focus of the study is on leadership in collaborations between the public, private and volunteer sectors.



***Institutional Sources of Distrust in Government Contracting***

**A comparison between social services provided at home and residential care in Spain.**

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

*Public Management Review*

**Authors:** Angel Saz-Carranza and Albert Serra.

Research investigating the major sources of distrust in public-private procurement, based on two conflicting cases of social services provision in Spain: 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..

# Research

## Relato PARTNERS No. 3

**L'acord estratègic per a la competitivitat de Catalunya: Un cas publicoprivat de negociació i seguiment de compromisos.** [The strategic agreement for the enhancement of Catalan competitiveness: A public-private case of negotiation and monitoring of commitments.]

Barcelona, July 2009

**Authors:** Ángel Saz-Carranza; Albert Serra, Executive Co-ordinator and Director of the ESADE PARTNERS Programme, and Dr. Miriam Acebillo Baqué, researcher at the Institute of Government and Public Policies, Universitat Autònoma de Barcelona.



## Relato PARTNERS No. 4

**Observatori de la Cooperació Publicoprivada en les polítiques sanitàries i socials: els casos del Laboratori CatLab, de l'empresa tecnològica X-Ray Imatek i del Centre de Vida Independent.** [Observatory of Public-Private Co-operation in health and social policies: the cases of the laboratory CatLab, the technology company X-Ray Imatek, and the Centre for Independent Living.]

Barcelona, January 2010

**Authors:** Ángel Saz-Carranza and Ferran Curtó, Executive Co-ordinator and academic collaborator on the PARTNERS programme.

This publication is the first issue of *Observatori de la cooperació publicoprivada en les polítiques sanitàries i socials*, a joint initiative with one of our partners: Unió Catalana d'Hospitals (UCH – Catalan Union of Hospitals). In this issue, three cases are presented which are remarkable within the health and social field: the laboratory CatLab, the technology company X-Ray Imatek, and the Centre for Independent Living.



## Relato PARTNERS No. 5

**Second issue of Observatori de la Cooperació Publicoprivada en les polítiques sanitàries i socials: El cas de la cuina de l'Hospital de la Santa Creu i Sant Pau i el Projecte PREVIRNEC** [The case of the kitchen at Hospital de la Santa Creu i Sant Pau and the PREVIRNEC Project]

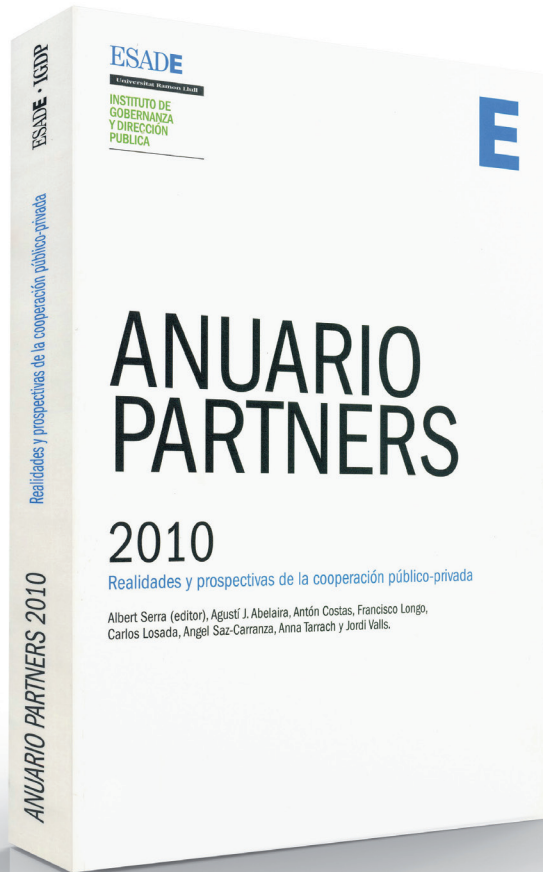
Barcelona, May 2011

**Authors:** Francisco Longo, Ángel Saz-Carranza and Ferran Curtó.

Second issue of *Observatori de la cooperació publicoprivada en polítiques sanitàries i socials*. This issue focuses on the co-operative projects that have been successful in the field of health; to be specific, the case of the kitchen at Hospital de la Santa Creu i Sant Pau and the PREVIRNEC project.



# Research



## PARTNERS Yearbook 2010

### Realities and prospects of public-private co-operation.

Barcelona, December 2010

The PARTNERS Yearbook 2010 is the first issue begun in 2010 of the collection of publications relating to the programme.

The 2010 PARTNERS Yearbook presents a collection of specialist articles on various fields of public-private co-operation written by professionals with extensive experience in the analysis and management of interaction between public and private spheres.

# Social Debate

With this initiative, the PARTNERS programme presents managers and institutions in the public and private sectors with the opportunity to meet and exchange knowledge. These cross-sector work meetings provide participants with a wealth of experiences and alternatives to the situations with which they are familiar.

## PARTNERS breakfast colloquiums, workshops and lunches

These are some of the main activities of the programme, organised exclusively for the PARTNERS institutions. Working sessions, breakfast colloquiums and lunches, at which the atmosphere is relaxed and informal. They provide a platform for the presentation of specific experiences in different fields of

production where public-private collaboration plays a fundamental role in the development of the project. The lunches offer participants a unique opportunity for sharing good practices in PPC and for exchanging information with other public and private sector managers who are involved in collaborative projects.

## Activities for the provision and diffusion of knowledge about PPC

Events focused on key aspects of public-private cooperation and actual PPC projects, relating to a particular production sector or applicable to any field. To be specific, the PARTNERS programme focuses on the following production areas: health and social welfare policies, infrastructures, cultural industries, and information and communication technologies.



# Social Debate

## Meeting to found the PARTNERS programme



**Barcelona, 7 February 2008**

The meeting to found the PARTNERS Program, run by the ESADE Institute of Public Governance and Management, was the point of departure for this new line of action at ESADE, which focuses exclusively on contributing to knowledge about public-private co-operation.

## Guided tour and lunchtime colloquium with Jordi Valls, President of the Port Authority of Barcelona

**Barcelona, 19 September 2008**

A guided tour of the port of Barcelona preceded the lunchtime colloquium with Jordi Valls, President of the Port Authority of Barcelona, who delivered a lecture on “Public leadership and public-private collaboration: the case of the Port of Barcelona”.



## The private sector’s contribution to implementing public policies in health and social services.

**Barcelona, 2 Octubre 2008**

La firma del convenio de colaboración se llevó a The collaboration agreement was signed during the symposium entitled “The private sector’s contribution to implementing public policies in health and social services”, which highlighted the importance of these collaborations in providing citizens with services of quality, against a background of economic difficulties.

The following speakers took part in the symposium:

- **Manel Peiró**, Academic Vice-Dean of ESADE
- **Albert Serra**, Director of the PARTNERS programme, Institute of Public Governance and Management, ESADE
- **Roser Fernández**, General Manager of Unió Catalana d’Hospitals
- **Ignacio Riesgo**, Health Director at PricewaterhouseCoopers
- **Guillem López-Casasnovas**, Professor of Economics, Pompeu Fabra University
- **Boi Ruiz**, President of Unió Catalana d’Hospitals

# Social Debate

## Symposium on public-private co-operation in social services – the local world and co-operativism

Barcelona, 16 October 2008

La Dirección General de Economía Cooperativa y Creación The Directorate General for Co-operative Economy and Business Creation of the Generalitat de Catalunya and the PARTNERS programme organised this symposium, which highlighted the need to overcome the dichotomy that reduces this field to public policies or privatisations.

The following speakers took part:

- **Carolina Homar**, General Manager of ICASS
- **Marcel Planellas**, Secretary General of ESADE
- **Ángel Saz**, Co-ordinator of the PARTNERS programme, Institute of Public Governance and Management, ESADE
- **Antoni Rodríguez**, Town Councillor of Roses
- **Montse Mestres**, Head of Social Services and Health, Mataró Town Council
- **Xavier Gallofré**, partner of GEDI SCCL
- **Montserrat Camps**, General Manager of SUARA Cooperativa
- **Albert Serra**, Director of the PARTNERS programme, Institute of Public Governance and Management, ESADE
- **Mireia Franch**, Director General of Co-operative Economy and Business Creation, Ministry of Labour, Generalitat de Catalunya
- **Josep M. Piqué**, Catalan Employment Service
- **Antoni Fernández**, General Secretary of the Ministry of Labour, Generalitat de Catalunya.



## Public-private co-operation, a new relational paradigm between Government and business

Barcelona, 14 November 2008

This symposium, led by Grup Clade, a business group that promotes a business model based on criteria of permanent and socially responsible innovation, included interesting contributions from the following speakers:

- **Mar Serna**, Minister of Labour, Generalitat de Catalunya
- **Josep Huguet**, Minister for Innovation, Universities and Enterprise, Generalitat de Catalunya
- **Miquel Perdiguier**, Director of Social Projects, Caixa Catalunya
- **Miguel Àngel Oliva**, President of Grup CLADE
- **Ricard Fornesa**, President of Criteria CaixaCorp
- **Miquel Roca Junyent**, President of Roca Junyent Advocats
- **Albert Serra**, Director of the PARTNERS Programme
- **Joan Ignasi Elena**, Mayor of Vilanova i la Geltrú
- **Montserrat Camps**, General Manager of SUARA Cooperativa
- **Eduard Brull**, President of Factor Habast
- **José Ignacio Gárate**, President of Polo GARAIA (Mondragón)
- **Lluís Recorder**, Mayor of Sant Cugat del Vallès



# Social Debate

## The economic and social impact of public regulation

Barcelona, 2 December 2008

Event organised to launch Relato PARTNERS No. 2, *Better Regulation. Una estratègia ineludible [Better Regulation. An Essential Strategy]*, a publication of the PARTNERS programme whose main purpose was to contribute towards improving the impact of the public sector on the private sector. The following speakers presented the subject and led debate on the socio-economic model of modern societies:

- **Francisco Longo**, Director of the ESADE Institute of Public Governance and Management
- **Anton Costas**, Professor of Economic Policy, University of Barcelona
- **Víctor Torrents**, Director of Communication and Consultancy, Barcelona Chamber of Commerce
- **Arseni Gibert**, Director General of Defence of Competition, Ministry of Economy and Finance, Generalitat de Catalunya, and co-author of *Better Regulation. Una estratègia ineludible*



## Public-private co-operation in Catalonia: the way forward

Barcelona, 13 May 2009

This event, organised as part of the PARTNERS Programme Annual Conference, included a dialogue between Antoni Castells, Minister of Economy and Finance, and Salvador Alemany, President of Círculo de Economía and Abertis Infraestructuras. The debate was moderated by Marcel Planellas, Secretary General of ESADE..



## Annual lunchtime colloquium for the PARTNERS programme promoters

Barcelona, 13 May 2009

The Annual Conference included a lunch attended by all the members who play a collaborative role in the PARTNERS programme. The lunch was chaired by Martí Carnicer i Vidal, Secretary General of Economy and Finance, and it was followed by a debate on the future prospects of the Catalan economy.



# Social Debate

## The strategic agreement for the enhancement of Catalan competitiveness: a public-private case of negotiation and monitoring of commitments



**Barcelona, 16 July 2009**

Event to launch the third issue of the Relatos PARTNERS collection, devoted to the strategic implementation of global public policies. To be specific, Relato PARTNERS No. 3 focuses on the strategic agreement for internationalisation, employment and the competitiveness of the Catalan economy.

The following institutional representatives delivered addresses during the event, which was moderated by Àngel Saz-Carranza, Executive Co-ordinator of the PARTNERS programme:

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

## Themed PARTNERS lunch with the Director General of Public Procurement at the Ministry of Economics and Finance of the Generalitat de Catalunya

**Barcelona, 23 October 2009**

In 2009, PARTNERS introduced a new activity format: the PARTNERS themed lunches. The first lunch was held at 2 p.m. on 23 October at ESADE (Av. Pedralbes, 60-62) and was attended by Francesc Xavier Padrós, Director General of Public Procurement at the Ministry of Economics and Finance of the Generalitat de Catalunya.



# Social Debate

## The contradictions of public-private co-operation in the provision of health and social services

Barcelona, 21 January 2010

Event to launch the 4th issue of *Relatos PARTNERS*, entitled *Observatori de la cooperació públicoprivada en les polítiques sanitàries i socials: els casos del laboratori CatLab, de l'empresa tecnològica X-Ray Imatek i del Centre de Vida Independent* [Observatory of Public-Private Co-operation in health and social policies: the cases of the laboratory CatLab, the technology company X-Ray Imatek and the Centre for Independent Living]. This symposium stimulated reflection on the role and the large-scale incorporation of public-private co-operation in the provision of health and social services, with the help of the following speakers:

- **Boi Ruiz**, President of Unió Catalana d'Hospitals
- **Francisco Longo**, Director of the ESADE Institute of Public Governance and Management
- **Esteve Picola**, Director General of Grup Mútua de Terrassa
- **Pere Vallribera**, Managing Director of Terrassa Health Consortium
- **Sandra Millet**, Management Co-ordinator of the Centre for Independent Living
- **Helena Ris**, Director General of the Parc Taulí Health Corporation, UDIAT Diagnostic Centre



## Regenerating a city with public-private co-operation formulas

Barcelona, 24 March 2010

An event promoted by the PARTNERS programme, together with Leeds City Council and UK Trade & Investment. The purpose of this seminar was for Barcelona and Leeds to share experiences on achieving the sustainable regeneration of a city; to consider where to locate private sector capital for public-private co-operation projects; and to define what support is fundamental to the execution of projects. The following speakers presented their experiences with public-private co-operation for the regeneration of Leeds:

- **David Outram**, Co-Head of the Partnership Office, Leeds City Council
- **Christine Addison**, Project Manager, Leeds City Council
- **Andrew Maso**, Chief Officer for Environmental Services, Leeds City Council
- **Dave Batty**, Director of the PricewaterhouseCoopers Project Finance Team
- **Allison Page**, partner at Leeds City Council for DLA Piper UK LLP
- **Duncan Melville**, partner at Leeds City Council for EC Harris

The following speakers presented PPC models that have been successful in Catalonia:

- **Lluís Rams**, Financial Director of the Metropolitan Transport Authority (ATM)
- **Rafael Cañas**, Assistant Director of the Ciutat de la Justícia (City of Justice) project

# Social Debate

## PARTNERS lunch. Presentation of the public-private co-operation project Xarxa Oberta de Catalunya (Open Network in Catalonia)



Barcelona, 5 July 2010

Working lunch to present the public-private co-operation project for the new open telecommunications network. This project, promoted and co-ordinated by the Centre of Telecommunications and Information Technology of the Generalitat de Catalunya and the consortium Localret, aims to deploy fibre optic cable throughout Catalonia. The following speakers took part:

- **Josep Lluís Checa**, Managing Director of the Centre of Telecommunications and Information Technologies of the Generalitat de Catalunya
- **Joan Miquel Piqué**, Director General of the consortium Localret
- **Pere Alemany**, General Co-ordinator of the Xarxa Oberta de Catalunya project
- **Ingrid Caus**, Director of the Legal Consultancy Department at the Centre of Telecommunications and Information Technologies of the Generalitat de Catalunya



## PARTNERS lunch. Presentation of the Aggregate purchase of Microsoft licences project

Barcelona, 3 June 2010

Lunch staged to present a successful public-private co-operation project in which town and city councils and regional councils employ aggregate purchasing processes to buy computer licences and products. Promoted and developed by the consortium Localret, this type of process makes the purchasing process cheaper and quicker for local and regional governments.

The project was presented by Pere Navarro, President of Localret and Mayor of Terrassa, and Néstor Cañete, Manager of Localret.



# Social Debate

## State and market: public sector industrial investment companies and public-private co-operation

**Barcelona, 22 June 2010**

An event organised together with the public-sector industrial promotion company AVANÇSA, a promoter of the PARTNERS programme. The event took the form of a round table, whose purpose was to reflect on how to manage public industrial investment.

The moderator was Ramon Aymerich, Economics Editor-in-chief at *La Vanguardia*, and the following professionals took part:

- **Mar Isla**, Director General of AVANÇSA, an industrial promotion company in Catalonia
- **José M<sup>a</sup> Aracama**, Director General of SODENA, a public sector industrial investment company in Navarre
- **Ton Capella**, CEO of Telstar, a shareholder in the company Hexascreen, together with AVANÇSA



- **Esteban Morràs**, formerly Director and Board member of EHN, a company with initial investment from SODENA

## PARTNERS lunch. Presentation of the project to build and manage the municipal nursery school in Manlleu



**Barcelona, 30 November 2010**

The PARTNERS lunch was co-organised with Grup CLADE, a co-operative business group which promotes efficient and sustainable business development. The aim of this event was to provide an in-

sight into the experience of financing, building and managing the municipal nursery school in Manlleu, which serves as a practical example of how collaboration between public and private sector agents achieves genuine results and brings added value to services for the care of people.

# Social Debate

## Presentation of the PARTNERS 2010 Yearbook, *Realities and prospects of public-private co-operation*

**Barcelona, 16 December 2010**

Public presentation of the first issue of the PARTNERS Yearbook collection of publications. The presentation of the Yearbook was attended by three distinguished professionals and experts in the field of PPC, each of whom was responsible for a chapter, in addition to the principal representatives of the IGDP:

- **Anton Costas**, President of the Board of Endesa Catalunya and Professor of Economics at the University of Barcelona
- **Agustí J. Abelaira**, Director of the Structured Finance Programme at the Ministry of Economy and Finance, Generalitat de Catalunya
- **Jordi Valls**, President of the Port Authority of Barcelona
- **Francisco Longo**, Director of the ESADE Institute of Public Governance and Management (IGDP)
- **Albert Serra**, Director of the IGDP PARTNERS programme
- **Carlos Losada**, Associate Professor in the Department of Business Policy and Visiting Professor at the IGDP



## The PARTNERS programme at the Mobile World Congress 2011



**Barcelona, 17 February 2011**

On 17 February, the PARTNERS programme of the ESADE Institute of Public Governance and Management (IGDP) made a corporate presentation at the 2011 Mobile World Congress (MWC). The participation of the programme at the Congress was proposed by the consortium Localret, a member of PARTNERS, and the representative of the programme who attended was

**Ángel Saz-Carranza**, Professor at the IGDP. This presentation was made in the Catalan Pavilion of the MWC, as part of an event promoted by the Ministry of Business and Employment of the Generalitat de Catalunya, the aim of which was to encourage the participation of Catalan companies at the world's leading information technology and communication trade show.

It was within this context that the project of the IGDP was presented. Focused on public-private co-operation (PPC), it served as an example of a local Catalan initiative that aims to develop knowledge about public-private partnerships from different perspectives (economic-financial, relational, etc.).

PARTNERS shared the presentation with other examples of pioneering research projects in Catalonia, such as Barcelona City Council, Sant Cugat Town Council, Viladecans Town Council, Cornellà Cítilab, Orange and the Localret consortium. All these experiences were shared before a wide-ranging audience, which included many executives from multinational companies.

# Debate Social

## Reform of the health system: the contribution made by public-private collaboration

### Event promoted by Unió Catalana d'Hospitals (UCH – Catalan Union of Hospitals).

Barcelona, 30 May 2011

Event to present the **second issue of *Observatori de la cooperació públicoprivada en les polítiques sanitàries i socials* [Observatory of public-private co-operation in health and social policies]**. In this second issue of the Observatory, the following case studies are presented: the case of the joint project to plan, design, build, equip and commission a model of kitchen serving cold food at Hospital de la Santa Creu i Sant Pau, and the case of the Catalan Virtual Neuropsychological Rehabilitation Platform (PREVIRNEC), which is devoted to cognitive rehabilitation therapies for the treatment of brain damage.

The event was chaired by **Professor Francisco Longo**, Director of the Institute of Public Governance and Management; **Professor Albert Serra**, Director of the PARTNERS programme, and **Mr. Manel Jovells**,



President of Unió Catalana d'Hospitals. **Albert Serra** moderated a round table on the contribution of public-private co-operation to the reform of the healthcare system. The participants were **Jordi Varela**, Managing Director of Hospital de la Santa Creu i Sant Pau; **Artur Arqués**, Director General of ARCASA, SL; **Josep Maria Ramírez**, Managing Director of the Guttmann Institute, and **Xavier Monzó**, Director General of the Catalan Branch of ICA.

## PARTNERS lunch. Reflections on the present context of PPC and the PARTNERS strategy 2011-2014

Barcelona, 6 June 2011

On Monday 6 June, the PARTNERS programme organised a lunch with all the partners and other guests from institutions and bodies that promote public-private co-operation (PPC), in order to present the strategy of the programme for the period 2011-2014.-

The lunch was chaired by **Professor Francisco Longo**, Director of the ESADE Institute of Public Governance and Management (IGDP). Prior to the lunch, **Carlos Losada**, Professor at the IGDP, delivered a lecture entitled "A way out of the crisis, structural reforms and PPC".

**Mónica Reig**, Associate Director of the PARTNERS programme, presented the strategy for the



next three years. Partners had the opportunity to outline their viewpoint and priority areas in public-private collaboration.

The lunch was very well attended, and all the guests were able to offer their perspective on the current position of each of the two sectors.

# Social Debate

## Dinner colloquium with Mr. Josep Huguet, Minister for Business and Employment, Generalitat de Catalunya

Barcelona, 7 July 2011

The Minister outlined the principal **public policies for overcoming the economic crisis** and the role that education plays in promoting the knowledge needed by the economy. This knowledge must be transferred to the business world in order to generate more wealth and overcome the economic crisis.



## Within the framework of the PARTNERS programme of ESADE's IGDP, Market Place Mobilitat provides entrepreneurs and businesses in the mobility sector with a forum for the promotion of innovative projects

Barcelona, 23 September 2011

As part of the European Sustainable and Safe Mobility Week, and within the framework of the PARTNERS programme, Market Place Mobilitat provided the business sector with the opportunity to meet civic entities and the centres of research and innovation that are working towards sustainable mobility.

The event was chaired by Professor Francisco Longo and by Ricard Font, Director General of Transport and Mobility for the Generalitat de Catalunya. During the symposium, several entrepreneurs presented a dozen sustainable mobility initiatives. Their aim was to create synergies that would encourage the leading companies in the sector to incorporate new and innovative projects and to help these entrepreneurs make their ideas a reality or support their business in the early stages.

Some examples of the projects presented at Market Place Mobilitat include the creation of a car-sharing mobile app, a network for sharing electric motorcycles, a map of charging stations for electric vehicles, and initia-



tives to promote the use of bicycles or to curb accidents. Two further presentations made were a study on the impact of road accidents and a project for creating a map that classifies land areas according to accessibility by public transport.

The success of this symposium led Ricard Font to announce that this type of event will be repeated in the years to come.

# Social Debate

## Breakfast colloquium with the Mayor of Barcelona: “Public-private co-operation. A commitment to the future for Barcelona”

**Barcelona, 10 November 2011**

On 10 November 2011, the PARTNERS programme organised a breakfast colloquium at ESADE with the partners of the programme and **Xavier Trias, Mayor of Barcelona**, who outlined the strategic lines and the principal initiatives with respect to public-private collaboration in the management of the city of Barcelona and its metropolitan area. Trias declared that public-private co-operation is

the future commitment that is required in order to improve the quality of Barcelona’s services.

The event was opened by **Professor Francisco Longo**, Director of the ESADE Institute of Public Governance and Management, and **Professor Albert Serra**, Director of the PARTNERS programme, led the colloquium that followed, a debate in which some fifty managers from the public and private sectors took part.



## Conclusion of the training programme in Leadership and Management of Public-Private Collaboration for the academic year 2010-2011



**Barcelona, 2 December 2011**

On 2 December 2011, an event was organised to mark the conclusion of the training programme in Leadership and Management of Public-Private Collaboration

for the academic year 2010-2011. **Professor Albert Serra** and **Mónica Reig** took this opportunity to make an evaluation of the programme and to present the participants with their certificates.

## Social Debate

### The PARTNERS programme takes part in the symposium “The model of development under debate: transnational companies and human rights”

#### Barcelona, 17 November 2011

On 17 November, in Bilbao, the Observatory of Multinationals in Latin America organised a round table on the subject of public-private alliances, at which **Mónica Reig, Associate Director of the PARTNERS programme**, described the conceptual framework and the formal relationship models between the public and the private sector as key alliances for co-operation in development. PARTNERS

shared the round table with Natalia Rodríguez, from the Basque Development NGO Co-ordinator, and Pedro Ramírez, from the Observatory of Multinationals in Latin America.

The participation of the Programme in this symposium was jointly proposed by the University of the Basque Country, the Observatory of Multinationals in Latin America, and Hegoa.

## The ESADE Institute of Public Governance and Management (IGDP)

**The ESADE Institute of Public Governance and Management consists of a group of experts in government and public sector organisations.**

Created in 1993, the IGDP consolidated the experience accumulated by ESADE from the early 1980s, when the institution undertook its first initiatives in the field of public administration. Since then, more than 2,000 public leaders and managers have participated in the numerous activities organised, and the extensive research, books, lectures, scientific articles, case studies and other materials attest to IGDP members' academic activity.

**The mission of the IGDP is to make a contribution from ESADE to improving the quality of governance and to developing responsible leadership in the public sector.**



## Programme **PARTNERS** *Inspiring futures*

More information:

Programme PARTNERS, ESADE

Avda. de Pedralbes, 60-62

08034 Barcelona, España

Teléfono: +34 93 280 61 62

partners@esade.edu

[www.esade.edu/igdp](http://www.esade.edu/igdp)

The following are promoters of PARTNERS:

