

<p><b>Module I:</b></p>	<p><b>Public-Private Partnership (PPP) Rationale and Options</b></p> <ul style="list-style-type: none"> <li>• Rationale for PPP projects as part of sustainable development modeling</li> <li>• Understanding PPP options: service/management contracts, joint ventures, divestiture, licensing, leases, and concessions</li> <li>• Sector analysis: health, environment, solid waste, municipal, transportation, housing, and ICT</li> <li>• Creating a methodology matrix analysis to determine the appropriate PPP option</li> </ul>
<p><b>Module II:</b></p>	<p><b>Pre-Screening PPP Project Opportunities and the Pre-Feasibility Study</b></p> <ul style="list-style-type: none"> <li>• Creating a standardized process (checklist) for project opportunity screening and analysis</li> <li>• Pre-feasibility study requirements: economic, financial, social, legal/regulatory, and technical</li> <li>• Ranking opportunities for "go or no-go" decisions</li> </ul>
<p><b>Module III:</b></p>	<p><b>PPP Procurement Strategies and Techniques</b></p> <ul style="list-style-type: none"> <li>• Structuring the overall procurement process</li> <li>• Managing a prequalification process</li> <li>• Preparing technical and financial specifications for procurement documents</li> <li>• Evaluation, award, and negotiation processes</li> <li>• Risk identification and mitigation strategies</li> <li>• Establishing effective communication and public relations strategies with key constituents</li> </ul>
<p><b>Module IV:</b></p>	<p><b>Monitoring, Contract Compliance, and Regulation of PPP Projects</b></p> <ul style="list-style-type: none"> <li>• Regulation by contract vs. regulation by institution</li> <li>• Developing an overall strategy for contract writing, management, and negotiation</li> <li>• Identifying and applying key clauses and language required for technical and financial contract specifications</li> <li>• Developing contract/project monitoring plans for better compliance</li> </ul>
<p><b>Module V:</b></p>	<p><b>Institutionalizing the Public-Private Partnership Process within Government</b></p> <ul style="list-style-type: none"> <li>• Rationale for a PPP unit</li> <li>• Key components: role, function, responsibilities</li> <li>• Using a PPP Unit to promote viable projects, institutionalize the procurement</li> </ul>

	process, and serve as a communication tool
<b>Module VI:</b>	<b>Site Visits to PPP Programs/Projects</b>
<b>Module VI:</b>	<p><b>Action Planning</b></p> <p>Prior to completing the course, IP3 requires participants to complete an <i>Action Plan</i> detailing how they will apply their new knowledge and skills on-the-job. IP3 has developed a four-step process to guide participants in developing their action plans. Our expert faculty members conducts several action-planning sessions throughout the course to assist each participant to develop his/her plan. On the last day of the course, each participant will present his/her action plan to the group for peer review and comments.</p>

[http://www.ip3.org/training/t\\_e\\_learning.htm](http://www.ip3.org/training/t_e_learning.htm)

<http://www.ip3.org/index.htm>

The Institute for Public-Private Partnerships, Inc. (IP3) is an international training and consulting firm that focuses on advancing public-private partnership programs and opportunities, regulation operations and management initiatives, and competitive utility management reform in the environmental (water/sanitation and solid waste), energy, transportation, technology, municipal service, health, and education sectors.

IP3 provides training and consulting services on the requisite legal, regulatory, financial, managerial, technical, and institutional requirements for successful program/project design, implementation, and monitoring.

Our clients include national/state/local government agencies, multi- and bilateral development organizations, non-governmental organizations, and private businesses. Since 1994, we have trained over 10,000 professionals worldwide and conducted scores of consultancy assignments.

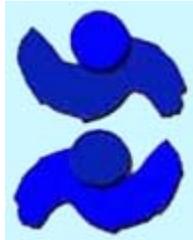
<http://www.usgs.gov/ppp2000/>

<http://strategis.ic.gc.ca/epic/internet/inpupr-bdpr.nsf/en/Home> [http://strategis.ic.gc.ca/epic/internet/inpupr-bdpr.nsf/en/h\\_qz01576e.html](http://strategis.ic.gc.ca/epic/internet/inpupr-bdpr.nsf/en/h_qz01576e.html)

Kanada – možno vytlačiť príručku

<http://www.pppcouncil.ca/pdf/thegap.pdf> - Mind the Gap - Finding the way to upgrade Aging Canada Infrastructure – article

<http://www.nccic.org/ccpartnerships/toolkit/pulout3a.htm>



What is a Public-Private Partnership?

Public-private partnerships have become an important vehicle for drawing together the resources and know-how that are needed to expand and improve child care in the United States. Partnerships are formed when citizens and organizations join together to improve quality, increase supply, and/or improve the accessibility of child care in a state or community.

### What is a Public-Private Partnership?

A public-private partnership exists when the public sector—federal, state, local and/or tribal officials or agencies—joins with the private sector—families, employers, philanthropies, media, civic groups, and/or service providers—to attain a shared goal.

### Characteristics

Although each partnership is unique, they typically share some common characteristics.

- They bring together public- and private-sector partners.
- Partners work together toward shared goals or objectives.
- Each partner contributes time, money, expertise, and/or other resources.
- Decision-making and management responsibilities are shared among the partners.

### Principles for Success

Successful partnerships follow similar principles that guide and support their activities. These principles are relevant to a variety of initiatives.

	<ul style="list-style-type: none"><li>• <b>Have clear goals.</b> Partnerships should define goals at the outset in order to ensure clarity among partners, achieve desired results, and help guide the partnership through obstacles and challenges.</li><li>• <b>Aim to achieve positive results and regularly measure progress.</b> Regularly measuring results allows partnerships to assess whether activities and strategies are meeting goals, and what changes should be made to make partnership efforts more effective.</li></ul>
	<ul style="list-style-type: none"><li>• <b>Involve families and account for their needs and preferences when developing programs and services.</b> Families are the ultimate consumers of child care. For services to be successful, they must address families' needs and be culturally and linguistically appropriate. This requires that families be involved in both designing and evaluating partnership programs.</li></ul>
	<ul style="list-style-type: none"><li>• <b>Be broad-based and include key stakeholders from the beginning.</b> Partnerships are most effective when they are able to draw from a broad range of perspectives, resources, and expertise. Partnerships can gain broader public and private support for their efforts through the constituencies that each partner represents and supports.</li></ul>
	<ul style="list-style-type: none"><li>• <b>Involve powerful champions who make the partnership goals visible to the public.</b> Success requires leaders in all sectors who act as change agents by clearly communicating the goals of the</li></ul>

	partnership and building a broad base of support for it.
	<ul style="list-style-type: none"> <li>• <b>Establish clear governance structures that define partner roles and responsibilities.</b> Establishing an effective governance structure is essential to successful partnership management. It is equally important to define the various roles that partners will play and to make sure that all the partners understand and accept these roles.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Set and adhere to ground rules that guide the partnership in its work.</b> Partnerships should begin with mutually agreed-upon ground rules. Such ground rules might include how partners will define and measure success, conduct meetings, communicate with each other, share information, and make decisions.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Be flexible, adopt an entrepreneurial mindset, and adapt to changing conditions and resources.</b> Partnerships must be able to change in response to emerging needs and to take advantage of new opportunities.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Enable all partners to benefit by drawing on their strengths and contributions.</b> Each partner brings different strengths, knowledge, and resources to the partnership. Sensitivity to these attributes will cement working relationships among partners and allow the partnership to draw on a broad range of resources and expertise.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Work to maintain momentum and sustain the efforts over time.</b> The most successful partnerships plan right from the beginning for how they will maintain momentum and sustain their efforts. Planning for financial sustainability, celebrating successes, and creating a sense of shared ownership and collective purpose increase the likelihood that partners will stay involved over the long run.</li> </ul>

*This information was developed as part of the Child Care Partnership Project, a multi-year technical assistance effort funded by the Child Care Bureau, U.S. Department of Health and Human Services. The Partnership Project is providing a series of technical assistance resources and materials to support the development and strengthening of public-private partnerships to improve the quality and supply of child care. All of the materials produced under the Child Care Partnership Project will be available through the National Child Care Information Center at <http://nccic.org/ccpartnerships> or by phone at 1-(800) 616-2242. For more information on the project, please contact The Finance Project at (202) 628-4200.*

This information was developed as part of the Child Care Partnership Project, a multi-year technical assistance effort funded by the Child Care Bureau, U.S. Department of Health and Human Services. The Partnership Project is providing a series of technical assistance resources and materials to support the development and strengthening of public-private partnerships to improve the quality and supply of child care. All of the materials produced under the Child Care Partnership Project will be available through the National Child Care Information Center at <http://nccic.org/ccpartnerships> or by phone at 1-(800) 616-2242. For more information on the project, please contact The Finance Project at (202) 628-4200.

<http://www.cityofseattle.net/ppp/pppres1.htm>

## Public-Private Partnership Review

### RESOLUTION ON PUBLIC-PRIVATE PARTNERSHIPS

#### CITY PARTNERSHIP REVIEW PROCESS AND PROTOCOL AGREEMENT RESOLUTION 30072

A RESOLUTION approving general guidelines for improving public knowledge of certain partnerships of the City of Seattle with private and public entities, including public agencies and public development authorities.

WHEREAS, in November, 1998, Mayor Schell and Council President Sue Donaldson assembled the Public-Private Partnership Task Force (PPPTF) and asked it to establish a set of standards for future public-private partnerships between the City of Seattle and private entities; and

WHEREAS, public-private partnerships play an increasingly important role in government's pursuit of its goals, and partnerships with private entities (including non-profit organizations) are pursued by the City of Seattle in order to achieve benefits for the public which would not materialize in the absence of the partnership; and

WHEREAS, the *Public-Private Partnership Review Process* is intended to clarify and improve the present ways that targeted partnerships are negotiated and public benefit is pursued, and is intended to provide timely and intensive review by the public and its elected representatives; and

WHEREAS, the City of Seattle and its citizens will benefit from carrying out intensive public review of targeted partnerships, by utilizing a protocol that enables better comparison between projects and aids in giving information to the public in certain major areas: the project's relationship to City priorities; calculation of public benefit; assessment of related impacts; compliance with state and local laws; and citizen engagement.

**NOW THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SEATTLE, THE MAYOR CONCURRING:**

Section. The recommendations of the Public-Private Partnership Task Force, as amended and attached hereto as Exhibit A, are approved as general guidelines for use by City Departments on and after January 1, 2000, in negotiating agreements and obtaining public review of public-private partnerships which meet the definition of targeted partnerships.

Section. As recommended by the Public-Private Partnership Task Force, the Council shall reconvene the Task Force one year from the effective date of this Resolution to review the effectiveness of the guidelines and make additional recommendations.

Section. The Council hereby requests that the Law Department in conjunction with the Ethics and Elections Commission: a) review the Public-Private Partnership Task Force recommendation that the City develop contract language that subjects the City's partners in targeted partnerships to the actual conflict of interest, use of facilities, and gift restrictions of the City's Ethics Code, provides a method for reporting potential conflicts as they occur during the term of the partnership agreement and sets forth remedies for breach; (b) develop appropriate contract language as allowed by law; and (c) amend the Ethics and Elections Commission enabling ordinance to identify the Commission as the enforcer of these contract provisions.

Section. Nothing contained in this Resolution is intended to be nor shall be construed to create any legal rights or form the basis for any private cause of action or create any

legally enforceable obligation on the part of the City, its officers, employees or agents.

Adopted by the City Council the \_\_\_\_\_ day of \_\_\_\_\_, 1999, and signed by me in open session in authentication of its adoption this \_\_\_\_\_ day of \_\_\_\_\_, 1999.

\_\_\_\_\_

President of the City Council

Filed by me this \_\_\_\_\_ day of \_\_\_\_\_, 1999.

\_\_\_\_\_

City Clerk

THE MAYOR CONCURRING:

\_\_\_\_\_

Mayor

(Seal)



## **Public-Private Partnership Review**

P4 Panel Bylaws – Adopted July 21, 2000

**DRAFT**

**DRAFT**

**DRAFT**

Article I - Organization  
Article II - Conflict of Interest  
Article III - Meetings and Hearings  
Article IV - Records, Publications,  
and Reports  
Article V - Bylaws for Conduct of  
Panel Business

**Statement of Purpose**

The P4 Panel acts in an advisory capacity to assist the mayor, City Council, and City departments in evaluating the public benefits of certain “targeted” public-private partnerships between the City of Seattle and private or non-profit entities. The Panel helps the City critically examine whether the partnership would meet public benefit objectives. Public benefits are defined by the Public-Private Partnership Protocol, adopted by the City Council in Resolution #30072.

The P4 Panel reflects the City of Seattle’s commitment to achieving public benefits when engaging in projects with private or non-profit partners, and to increasing citizen involvement in review of these projects.

## **Article I – Organization**

[TOP](#)

### ***Section 1. Membership***

The Public-Private Partnership Process (P4) Panel ("P4 Panel" or "Panel") shall be composed of fifteen (15) members ("Panelists") who shall reside or work in the City of Seattle. Although Panelists should exhibit a variety of interests, professional experience, and opinions, they should act as individuals and represent the whole city as opposed to any special interest group. The group of Panelists should include people with expertise in, but not limited to: real estate, public finance, ethics, neighborhood planning, public engagement, and other related expertise. City employees are not eligible.

### ***Section 2. Selection and Length of Appointment***

- a. The Panel shall consist of 15 members – five (5) appointed by the Mayor, five (5) by the City Council, and five (5) by those ten (10). Members are not subject to confirmation by the City Council. The term of office shall be for two years, and Panelists may serve a maximum of two complete consecutive terms. Terms begin on March 1<sup>st</sup> and end on February 28<sup>th</sup> (February 29<sup>th</sup> in a Leap Year). A Panelist whose term has expired shall continue to hold office until a successor has been appointed.
- b. In order to maintain continuity as the Panelists’ terms expire, six (6) Panelists shall extend their first term by one year. These six Panelists shall include two (2) Panelists appointed by the Mayor, two (2) Panelists appointed by the City Council, and two (2) Panelists appointed by the mayoral and city council appointees. These six Panelists shall be selected by a majority vote of the Panel. These Panelists shall serve a first term of three years, which shall expire in 2003. The nine remaining panelists shall serve a first term of two years, which shall expire in 2002. As a result, the terms of six Panelists (two mayoral, two council, and two panel appointees) shall expire every odd

numbered year and the terms of nine Panelist (three mayoral, three council, and three panel appointees) will expire every even numbered year.

**Section 3. Removal**

A Panelist may be removed by a majority vote of the full-Panel from his/her position if absent from three consecutive full-panel meetings without being excused by the Chair .

**Section 4. Filling Vacancies**

In advance of a vacancy, the Panel Coordinator and full-Panel Chair shall actively work with the appropriate party (Mayor, Council, or designated group of Panelists) to find a replacement. Authority to appoint the replacement lies exclusively with the appropriate party (Mayor, Council, or Panelists). Vacancies shall be filled to maintain the balance of 5 Mayoral appointees, 5 Council appointees, and 5 selected by those 10 Panelists. If a vacancy is being filled mid-term, the appointed new Panelist fills only the unexpired portion of the term.

**Section 5. Compensation**

Panelists shall receive no monetary compensation for service on the P4 Panel.

**Section 6. Chair and Vice-Chair selection**

A Chair and Vice-Chair shall be selected annually by majority vote of the full-Panel and shall serve a term of one year. Officers shall be selected at the first full-Panel meeting in February each year. The term of office shall run from March through February, with the exception of officers selected in May 2000, whose terms shall run from May 2000 through February 2001. Officers are limited to two consecutive terms in an office.

**Section 7. Duties of Chair and Vice-Chair**

The Chair shall preside at all full-Panel business meetings ("business meetings"), and act as a spokesperson for the full-Panel, unless s/he designates another spokesperson(s). In the event that the Chair cannot preside at a business meeting, the Vice-Chair shall preside. If neither the Chair nor Vice-Chair is available to preside, the Chair shall designate another Panelist to do so.

**Section 8. Panel Coordinator**

The Panel Coordinator serves as professional staff to the full-Panel and all Project Panels. S/he directs Citywide P4 review, and is the primary City of Seattle contact with the Panel. S/he shall maintain liaison with other City departments and public bodies generally to carry out the objectives of the P4 Panel. The P4 Coordinator shall provide the Panel with technical and administrative support, and shall work with the full-Panel and Project Panel Chairs to prepare agendas, meeting notices, and meeting minutes. S/he, under Panel supervision, is authorized to make media contacts and to release news items.

**Section 9. Project Panels**

- a. For each "targeted" partnership, a group of at least five (5) Panelists shall self-select to review the project. That group of at least five Panelists is known as the Project Panel for the targeted partnership.
- b. If a Panelist on a Project Panel becomes unable to participate in review of the project, due to expiring term of membership or other reason, and his/her

vacancy would bring the number of Panelists reviewing the project to fewer than five (5), s/he shall be replaced. If the number of remaining Panelists on the Project Panel is five or more, s/he shall not be replaced. The Project Panel Chair shall request a new participant from the remaining full-Panel membership.

- c. Prior to or at the first briefing related to the targeted partnership, all Panelists involved in reviewing that project shall select a Chair who shall preside over the meetings for that particular Project Panel.
- d. The Chair of the Project Panel may also act as a spokesperson to the media, public, or elected officials for that particular project. The full-Panel Chair and Vice-Chair are not excluded from also being Project Panel Chair.
- e. Prior to the first briefing related to the targeted project, all Panelists involved in reviewing that project shall complete a project disclosure form. Panelists who have actual conflicts or appearance of a conflict of interest with the targeted partnership shall not be assigned to participate on the Project Panel reviewing that partnership. (See also Article II.)
- f. Members of the Project Panel shall analyze issues and financial information, receive briefings, and formulate opinions about the project's public benefits. Final reports and recommendations are made by the Project Panel and may be presented to the full-Panel at a business meeting for informational purposes only.
- g. Members of the Project Panel shall consider the public benefits related to a particular project pursuant to the Protocol.
- h. Members of the Project Panel shall present their recommendations to the Mayor and City Council in a timely manner; recommendations must be in writing and may also be presented orally at a committee meeting or public hearing related to the project.
- i. In order to be an effective resource for the city, it is important that the Panel become involved with the proposed project at the earliest practical date, while its advice and counsel can impact outcomes or structures, and before the recommendation is reduced to a simple yes/no alternative.

## **Article II - Conflict of Interest**

### ***Section 1. Appearance of Conflict of Interest***

- a. P4 Panelists shall avoid conflicts of interest or the *appearance* of a conflict of interest, and shall conduct themselves in such a manner as to ensure the integrity of the P4 Panel's advisory status and independence.
- b. Panelists shall complete on an annual basis the Statement of Financial Interest Form to be provided by the Seattle Ethics and Elections Commission.
- c. In advance of serving on a specific Project Panel, a Panelist shall complete the Project Panel Disclosure Form. This form shall be submitted to the P4 Coordinator and kept for public record. (See also Article I, Section 8e.)
- d. Panelists shall not disclose or use the City's privileged or proprietary

information, except in the performance of official duties.

## **Article III - Meetings and Hearings**

[TOP](#)

### **Section 1. Meetings**

All regularly scheduled business meetings of the full-Panel and meetings of Project Panels normally shall be open to the public. In some cases, in which sensitive materials may be reviewed or discussed, Panelists reserve the option to close the meeting or that portion of the meeting to the public.

### **Section 2. Parliamentary Procedure**

*Roberts Rules of Parliamentary Procedure* shall govern the conduct of all full-Panel business meetings and Project Panel meetings and hearings.

### **Section 3. Public Testimony**

The public may speak on issues which come before the full-Panel or a Project Panel. At the start of each meeting, the Chair for either the full-Panel or Project Panel shall designate the appropriate time for public testimony and establish time limits for each speaker.

### **Section 4. Place of Meetings**

Unless otherwise determined by the full-Panel or a Project Panel, all regular Panel business meetings, Project Panel meetings, or hearings shall be held in a facility accessible to the public.

### **Section 5. Meeting Schedule**

Full-Panel meetings shall be held on a regular basis as decided by the Panelists. The Chair may adjust the regular convening time of meetings. Meeting times and dates for Project Panels shall vary depending on the timeline of the targeted partnership. Panelists unable to be present at a full-Panel meeting can participate by telephone. A majority of Panelists participating in the meeting must be physically present.

### **Section 6. Special Meetings**

Special meetings of the full-Panel may be held whenever and wherever the Panel may determine. The Chair may call such meetings.

### **Section 7. Advance Notice of Meeting**

Notice of regular full-Panel meetings and Project Panel meetings shall be circulated to Panelists and the public at least 3 business days before each meeting. Notice to the public shall be circulated to interested parties via email (or U.S. mail). Press releases announcing the date, time, and content of the meeting shall also be circulated and posted on the City's website.

### **Section 8. Voting Quorum**

A quorum of either the full-Panel or Project Panel shall consist of a majority of all respective members. A quorum shall be required before a vote can be taken.

### **Section 9. Proxies**

Panelists are allowed to vote by proxy at full-Panel meetings.

## **Article IV – Records, Publications and Reports**

[TOP](#)

### **Section 1. Reports and Recommendations in Writing**

All reports and recommendations of the full-Panel, any minority bloc, an individual panel member, or a Project Panel shall be in writing.

**Section 2. Minutes**

Minutes of full-Panel and Project Panel proceedings, except for those from closed meetings, shall be promptly recorded and shall be available for public inspection and copying. Minutes shall also be posted on the City's website. Minutes of each meeting shall be subject to approval by the full-Panel or Project Panel, as appropriate, and shall be signed by the respective Chair. Minutes in proposed form for any particular meeting shall be forwarded to the respective Panelists prior to the subsequent meeting for appraisal and action at such subsequent meeting.

**Section 3. Annual Report**

The P4 Coordinator shall, annually, on or before the first day of April, make a report to the Mayor and City Council outlining the Panel's goals and objectives, and progress toward achieving them; describing its review of individual projects and other business transacted. Members of the full-Panel will be given an opportunity to review and comment on the draft of the annual report.

**Article V – Bylaws for Conduct of Panel Business**

[TOP](#)

**Section 1. Adoption**

The Panel has adopted these bylaws for the conduct of its business. Copies of these bylaws shall be made available for public inspection.

**Section 2. Revision and Amendment**

These bylaws, as adopted by the Panel, may be revised or amended by a majority vote of all Panelists currently in office, provided that copies of the proposed revision or amendment shall be made available to each Panelist at least seven (7) days prior to the meeting at which the proposed revision or amendment is to be acted upon.



# 2000 Public Private Partnership

- Public-Private Partnership 2000 (PPP 2000) is a cooperative endeavor of 19 federal agencies comprising the Subcommittee on Natural Disaster Reduction (SNDR) and The Institute for Business and Home Safety (IBHS).
- The primary objective of PPP 2000 is to reduce losses from natural disasters through increased public awareness and the implementation of technologies and techniques to improve disaster response, recovery, and mitigation. Public policy issues and possible actions are identified and discussed through a series of forums held in Washington, D.C.
- The forums attract a broad audience from the public and private sectors including federal, state, and local government officials, emergency management personnel, insurers, academics, and representatives of the finance and telecommunications industries.
- There have been seven forums to date:
  - Natural Disaster Reduction Initiatives of the Insurance Sector
  - Uncertainties of Managing Catastrophic Risks
  - Cities and Megacities at Risk
  - Lessons from the California Earthquake Reduction Plan
  - A Global Perspective on Reducing Losses from Natural Disasters
  - Disaster Recovery Business Alliances
  - Real-Time Monitoring and Warning for Natural Disasters

They are anticipated to run through May, 1999.

- This is the first Quick Notes on the status and outcomes of PPP 2000 forums and related activities.
- You are invited to participate in formulating policy to reduce losses from natural disasters through your attendance at [upcoming forums](#).
- Some of the needs and opportunities identified by previous forums include:
  - raising awareness of shared objectives between business and community
  - identifying mitigation needs by community
  - initiating tax and/or insurance reduction incentives for business, community, and individual mitigation efforts

- the need for Congress to become more aware of natural disaster implications and opportunities
- implementing broadbased recovery and response procedures
- marketing mitigation
- For more information, access the [www.ibhs.org](http://www.ibhs.org) website.

<http://www.undp.org/ppp/>



**Public-Private Partnerships for the Urban Environment**  
Bureau for Development Policy (BDP)



Home | About PPPUE | Innovative Partnership Grant | Global Learning

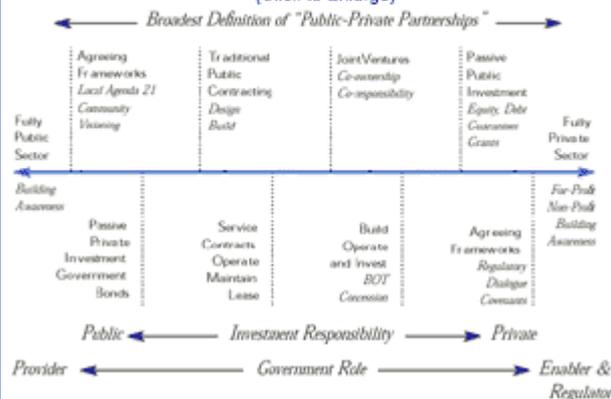
**PPPUE** About PPPUE

- Overview
- The Urban Environmental Challenge
- **What are Public-Private Partnerships?**
- Purpose & Focus of PPPUE
- PPPUE Innovations & Services
- Management & Funding of PPPUE
- National Programmes
- PPPUE in the News
- PPPUE Partners: Join US!
- About the PPPUE Team
- Contact Information

For further information, see the PPPUE Programme Brochure

Search PPPUE

**Spectrum of Possible Relationships between Public & Private Environmental Service Providers**  
(Click to Enlarge)



### What are Public-Private Partnerships

Public-Private Partnerships are **one of the most attractive tools being used to help address the urban environmental crisis.** Their use is based on the recognition that both the public and private sectors can

benefit by pooling their resources to improve the delivery of basic services to all citizens.

PPPUE uses the term "Public-Private Partnership" (PPP) to describe a **spectrum of possible relationships between public and private actors for the co-operative provision of infrastructure services.** The "right" relationship is the one that best meets the needs of the partners in the local context. One size does not fit all. PPPs offer **alternatives to full privatisation** (through divestiture of government assets) by combining the social responsibility, environmental awareness and public accountability of the public sector, with the finance, technology, managerial efficiency and entrepreneurial spirit of the private sector.

PPPUE helps governments and private sectors craft the approach that best fits their local needs, drawing from the lessons learned in partnership arrangements around the world. PPPUEs support is based on lessons learned from practical experiences that are generated through a world-wide network of individuals and institutions engaged in public-private partnerships.

Efforts to implement these partnerships at the local level, however, face many challenges. **For governments, the challenge is to find ways to fulfil their responsibility for ensuring that all citizens have access to basic services, while meeting the needs of private investors.** This implies a new and often difficult transition for many governments, from provider and manager of basic services, to enabler and regulator. **For private firms, the challenge is to be convinced that investing in any particular project offers more attractive returns than other available investment opportunities.** Drawing that conclusion depends on the firm's comparison of the potential returns against the potential risks, including both country risk (reflecting the general frameworks established by governments for any private investment in the country) and project risk (reflecting the specific characteristics of the investment opportunity offered by governments).

**Overcoming these challenges is further complicated, however, by a range of gaps in the capacity of both public and private actors.** Major gaps include:

- the reciprocal mistrust and lack of understanding of each other's interests and needs across the public and private sectors;
- the absence of locally available information on, and experience with, arranging sustainable partnerships; and
- the underlying legal, political, and institutional obstacles to forming effective public-private relationships.

These gaps often lead to lengthy negotiations, increased transaction costs and make smaller projects much less attractive to potential international and larger national investors.

PPPUE tackles these bottlenecks and lays the groundwork for more effective transactions at the local level. While multilateral and bilateral donors help national governments to implement sector reforms and develop national strategies for private sector participation, PPPUE supports these reforms



from the perspective of local governments, which are increasingly responsible for the delivery of basic services.

→ Purpose & Focus of PPPUE

---

[Home](#) | [About PPPUE](#) | [Innovative Partnership Grant](#) | [Global Learning Network](#)

<http://www.gtz.de/ppp/english/>

Development partnerships with the private sector - better known as Public-Private Partnerships (PPP) - describe a new model for development cooperation. Here, GTZ works jointly with the private sector in developing countries and countries in transition.

The motto of this new model is:  
Recognise opportunities, utilise synergies, work together!

Since the beginning of the PPP programme in January 1999, GTZ and private partners have initiated over 250 partnerships in more than 60 countries. Over 100 million euro have been made available for the projects. The share of public funds has been on average 40 per cent.

### **What does PPP stand for?**

The three Ps stand for Public-Private Partnership, in other words, for development partnerships between public and private actors.

### **Who is behind it?**

Always two parties: GTZ, which employs public funds from the German Federal Ministry for Economic Cooperation and Development (BMZ), and a private enterprise.

### **What is a PPP Project?**

In PPP projects, public and private partners work side by side. The projects are jointly planned, financed, and implemented.

[↑Top](#)

### **Who can propose a PPP project?**

Basically, every German or European company or their foreign affiliates. Also trade associations or private business chambers can participate in PPP projects.

[↑Top](#)

### **Where can PPP projects be carried out?**

Worldwide, in all GTZ partner countries.

[↑Top](#)

### **Is the PPP programme a form of subsidy?**

No. As is usually the case with a partnership, both sides should be able to achieve their goals more effectively. And they should share the costs. There is no entitlement to promotion.

[↑Top](#)

### **Is the size of the company important?**

Yes and no. Every company - small, medium-size or large - can propose a PPP project. The important point is that the firm has the resources to carry out the planned investment abroad by itself. A PPP project can only support this undertaking.

[↑Top](#)

### **Which business sectors are eligible for a PPP project?**

Basically all sectors, on condition that the project contributes to development in the partner country.

[↑Top](#)

### **How long does it take for a proposal to be evaluated?**

After approximately two weeks, you will receive the first indication of whether a joint project appears feasible. Final approval follows the evaluation of a jointly prepared project proposal.

[↑Top](#)

### **According to which criteria is a proposal evaluated?**

1. The project proposal must provide development-policy benefit.
2. The contributions of the partners must complement each other efficiently.
3. Without the support of GTZ, the company would not be able or willing to implement the project.
4. The own contribution of the private company consists of at least 50% of project costs.

[↑Top](#)

### **Are there special formalities that must be observed for a project?**

No. Any informal, written project proposal is acceptable, but in order to pass the first screening round, a precise description of your company and the project idea is important.

[↑Top](#)



**Public Private Partnership**



---

---

Background

Services

Approach
Best Practices
FAQ
<b>News</b>
Contact
Deutsch

 [homepage](#)

## **Global Compact in Germany – from theory to practice**

### **German companies involved in the Global Compact come together in Berlin to take stock for the first time**

Dynamism, innovation, social responsibility – Kofi Annan's Global Compact Initiative has set itself ambitious goals. On 24 October the GTZ-Haus in Berlin welcomed some 200 representatives of private industry, civil society, and political and academic life to take stock of German Global Compact activities and compare these with the initial vision under the slogan "Global Partnerships – from theory to practice. The Global Compact in Germany". The Federal Ministry for Economic Cooperation and Development (BMZ), the Federal Foreign Office, the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) and the German United Nations Association (DGVN) organised the meeting. It quickly emerged that the Global Compact has proved to be a versatile learning platform in Germany as elsewhere, but equally that there is still scope for improvement. Initial pilot projects are making convincing progress, and several new "accession candidates" were recruited in Berlin, but there is still a lot to do. In particular the "mittelstand", the small and medium enterprises that are so vital to the German economy, must be attracted in greater numbers.

[\(Heidemarie Wieczorek-Zeul\)](#)

Heidemarie Wieczorek-Zeul, the Minister for Economic Cooperation and Development, in her address, emphasised not only the "moral authority" of the Global Compact, as a "coalition of common sense and responsibility", but also put her vision into words. "A time will come, when the Global Compact will be a leading quality standard among responsible enterprises. Companies that fail to comply with the principles of the Global Compact will find it difficult to survive in the market place. They will be branded as the dinosaurs of economic history, which have failed to adapt to new, better conditions."

"We must learn to work together" demanded Georg Kell, the Executive Head of the Global Compact Office in New York. "Thanks to BMZ and GTZ we now have brand new structures for this cooperation." After three years of Global Compact, he saw positive trends: GC networks have now been established in about 50 countries, and more than 1,200 companies world-wide have become involved.

[\(Georg Kell\)](#)

The opening panel debate included several well-

## **The best advice from the right PPP contract person.**

You can obtain general information on PPP from Andrea Kolata at:

Tel: 06196/79-7377

Fax: 06196/79-7378

e-mail: [ppp-buero@gtz.de](mailto:ppp-buero@gtz.de)

Looking for the contact person for a particular country?

Then [click here](#).

In addition, the following contact persons are at your service:

Jörg Hartmann

Director of the Centre for Cooperation with the Private Sector

Tel.: 030/72614-210

e-mail: [joerg.hartmann@gtz.de](mailto:joerg.hartmann@gtz.de)

### **Asia and Latin America**

Kurt Janßen

Tel.: 06196/79-2370

e-mail: [kurt.janssen@gtz.de](mailto:kurt.janssen@gtz.de)

### **Eastern Europe, Mediterranean region, and the Balkans**

Ute Merx

Tel.: 06196/79-2315

e-mail: [ute.merx@gtz.de](mailto:ute.merx@gtz.de)

### **Afrika südlich der Sahara**

Doris Popp

Tel.: 06196/79-1572

e-mail: [doris.popp@gtz.de](mailto:doris.popp@gtz.de)

### **For questions on communications and public relations, please contact:**

Dr. Hans-Joachim Rabe

Tel.: 030-72614-208

e-mail: [hans-joachim.rabe@gtz.de](mailto:hans-joachim.rabe@gtz.de)

[↑Top](#)