

High-Level Dialogue on  
**Innovations of Public Private Partnerships (long term infrastructure contracts) and future directions for practice and research**  
between Dutch and Flemish PPP-practitioners and  
international academics on PPP

Tuesday 22 November 2016 - 12.30-18.30

Hof van Liere, Prinsstraat 13, 2000 Antwerpen, Belgium

*For this unique seminar, we invite practitioners from the Netherlands and Flanders to reflect on the challenges they experience in their PPP-practices in public infrastructure and on the innovative responses and smart governance practices that need to be prepared for the future and to go into discussion with 30 high level academics in the field of PPP. The aim is to explore the contours of the new practices and to identify the directions and characteristics that will define future PPP.*

## **Program**

12.30-13.30: buffet lunch

13.30-13.35: Opening by Chair Geert Dewulf (University of Twente)

13.35-13.45: Welcome address by Joop Koppenjan (EUR)

13.45-14.30: Four pitches (in English) by two Dutch and two Belgian practitioners about current challenges and innovation in PPPs as contractual/collaborative structures

- dr. ir. Wim Leendertse (Senior Advisor Rijkswaterstaat, honorary lecturer University of Groningen) and René de Vos, MBA (Director PPP project Rijnstraat 8, BAM)
- Mr. ir. Jan Bosschem (CEO of ORI and former CEO/President Board Of Directors of Grontmij) and dr.ir. Jan Van Steirteghem, (Director Engineering, Besix)

14.30-15.00: Reaction by panel of academics - Erik-Hans Klijn (EURotterdam), Carsten Greve (Copenhagen Business School), Anthony Boardman (Sauder School of Business), Matti Siemiatycki (University of Toronto)

15.00-15.15: Coffee break

15.15-16.15: Discussion tables – parallel mixed discussion groups to discuss challenges and solutions. *All academics will play a moderating or ‘challenger’ role*

16.15-17.15: plenary reporting of discussion groups and reaction by mixed panel of pith-givers/academics + listing of future directions for practice and academic research

17.15-17.30: formal closure of the dialogue by Koen Verhoest/Steven Van Garsse (UA)

17.30-18.30: Concluding reception

## Focus High Level Dialogue

In the low countries as elsewhere a number of developments result in a call for innovation of Public Private partnership in public infrastructure. Besides successes, many projects have resulted in delays and conflicts. Projects are becoming more and more complex requiring far reaching collaboration across institutional boundaries and domains of expertise. An increasing number of long term infrastructure contracts reach the relatively unexplored phase of exploitation. Local government with a preference for alliance-like arrangements increasingly engage in PPPs. Citizens, users, stakeholders, and local politicians demand involvement. Initiatives of citizens and private companies require governments to take up new roles. Budgeting rules at the EU level remain uncertain.

Perhaps the most notable development is the shift of attention from contractual and financial approaches to the relational and soft dimensions of public private partnership. In the Netherlands, for instance, market parties and government have developed a new so-called 'New Market vision' that proposes new ways of collaboration. Instead of the opportunistic behaviour that characterizes principal-agent relationships, parties seek for dialogue, collaboration, co-production and joint-learning, taking into account the required competition in the market. In Flanders, a similar evolution can be detected, stressing the non-financial dimension of added value (innovation, sustainability) of PPP and calling for new rules of engagement among partners.

The meeting will be informed by and will inform participating practitioners on innovations and how to anticipate them. Participating scientists will enrich the dialogue by putting these challenges in an international perspective, and will be inspired and challenged in formulating new and forward-looking research questions. Some topics to be discussed are:

- How to implement the shift towards a more trust based collaboration, realizing complementarity between public and private partners, dialogues and joint learning, resulting in coproduction and real partnerships
- To what extent, under what conditions and in what form will long term infrastructure contracts like Design, Build, Finance Maintain and Operate persist, or be supplemented or replaced by alternative models like alliances, privately led initiatives, or societal partnerships?
- Will standardization remain the norm or be supplemented or supplanted by a growing need for improvisation and tailor-made solutions? Under what conditions will improvisation, flexibility and tailor-made solutions versus standardization enhance the successes of PPP?
- Which governance practices will smoothen the transfer of DBFM(O) projects from the phases of preparation and construction towards the exploitation and maintenance?
- What avenues will public private partnership led by decentral governments take?
- What new types of partnership are needed to deal with the requirements of a transition towards a sustainable economy, the emergence of innovative service driven initiatives and developments like shared economy? How will more traditional infrastructure focused partnerships relate to them?



resetmanagement



Twynstra Gudde

REBEL

Movares  
consultants & engineers

Deltares



Rijkswaterstaat  
Ministry of Infrastructure and the  
Environment

## Organizers

Prof.dr. Koen Verhoest and Prof.dr. Steven Van Garsse (University of Antwerp), Prof.dr. Erik-Hans Klijn and Prof.dr. Joop Koppenjan (Erasmus University Rotterdam) and Prof.dr. Geert Dewulf (Universiteit Twente)

In cooperation with: the Flemish Knowledge Center on PPP; Reset management, Twijnstra Gudde, Rebel Group, Deltares, Movares, Rijkswaterstaat; Actramar; VLAIO; and the Jean Monnet Center of Excellence ACTORE.



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Koen Verhoest is research professor (onderzoekshoogleraar) at the Department of Political Science (Research Group on Public Administration and Management), University of Antwerp. His main research interest is on the organizational aspects of public tasks and their governance, including agencification, outsourcing, (public private) partnerships and other forms of collaboration. He is currently coordinating the interuniversity BRAIN.be project on public sector innovation through collaboration (2016-2020), the VLAIO/FWO-SB project on governing PPP for innovation, as well as FWO/BOF projects on reputation and on long term structural change in the public sector. He was involved in a recently concluded EU H2020 project on infrastructure and PPPs (BENEFIT). He advises governments on PPPs and organizational reform.

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Joop Koppenjan's research focuses on the governance of multi-actor networks, project and process management of public infrastructure and innovation networks. Areas of application are both infrastructure-based and non-infrastructure-based sectors, such as transport, energy, water, urban development, care, cure and public safety. Currently he is project leader of two NWO funded projects: the NWO/ProRail Explorail project *Management of Complex System Disruptions*, (2013-2017- with VU Amsterdam) and the NWO smart governance project *Governance for Smartening Public Private Partnerships*, a collaboration between EUR and UTwente, funded by the NWO, NSOB, Rebel Group, Deltares, Twijnstra Gudde, Reset Management and Rijkswaterstaat (2014-2019).

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Erik Hans Klijn is professor at the Department of Public Administration and Sociology, Erasmus University Rotterdam (The Netherlands). He published in various journals on governance networks, complex decision-making and network management and media attention and branding. Recent books: 'Branding in governance and public management' (Routledge, 2012 together with Jasper Eshuis) and 'Governance networks in the public sector' (Routledge, 2016, together with Joop Koppenjan).

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Steven Van Garsse is professor at the University of Hasselt and the University of Antwerp and a Lawyer at the Brussels Bar. He specializes in administrative law, in particular the field of public procurement, public-private partnerships, government goods, privatisation, semi-governmental organisations and public companies. Steven is former head of the Flemish PPP Knowledge Centre, a unit within that is part of the Services for the General Government Policy department in Brussels. Steven is since many years an active member of the team of specialists on PPPs, United Nations Economic Commission for Europe.

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Geert Dewulf is Dean of the Faculty of Engineering Technology and Professor of Planning and Development at the University of Twente, the Netherlands. In 2012-2013, he was the UPS Foundation Visiting Professor in 2012/2013 and has been Visiting Fellow since 2015 at Stanford University. Geert Dewulf has written numerous publications on Public-Private Partnerships. His research focuses on public private governance issues and strategic planning. He was scientific president of BSIK program PSIBouw, and until 2012 Scientific director of the 3TU (Federation of the Dutch Technical Universities) Center of Expertise on the Built Environment.

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**UNIVERSITY  
OF TWENTE.**

## List of Participants

### Dutch practitioners

1	Monica	Altamirano	Deltares
2	Annuska	Bloemert	Rijkswaterstaat
3	Pieter	de Groot	Strukton
4	Rene	de Vos	BAM
5	Rene	Groenen	Rijksvastgoedbedrijf
6	Michiel	Kort	Rebel Group
7	Ellen	Lastdrager	Twijnstra Gudde
8	Wim	Leendertse	Rijkswaterstaat
9	Roel	Martens	Min. Buitenlandse Zaken
10	Luc	Peters	Reset management
11	Ingrid	Pieters	Van Oord
12	Andre	Salomonson	Resetmanagement
13	Gea	Smid	Allseas
14	Ben	Spiering	Rijkswaterstaat
15	Harry	Sterk	PPS netwerk Nederland
16	Walter	van Gurp	Ballast-Nedam
17	Wesley	Veekman	Rijkswaterstaat / Pianoo
18	Olwin	Verhappen	Strukton
19	Frits	Verhees	Movares

### Belgian practitioners

20	Jan	Bosschem	ORI
21	Nico	De Koning	Besix
22	Marc	Dillen	Vlaamse Confederatie Bouw
23	Stephanie	Dobbelaere	TDP
24	Wouter	Everaert	PMV
25	Silke	Hoebeek	VBA
26	Nicola	Loxham	Vlaamse Confederatie Bouw
27	Philippe	Monserez	AG Real Estate
28	Chris	Poulissen	NP-Bridging
29	Steven	Steppe	Rebel Group
30	Stephan	Van Den Langenbergh	Tractebel Engineering NV
31	Kit	Van Gestel	Vlaams Kenniscentrum PPS
32	Dieter	Van Hassel	BAM
33	Helga	Van Peer	Allen & Overy
34	Jan	Van Steirteghem	Besix
35	Greet	Van Wesemael	Willemen General Contractor NV
36	Bernard	Van Zeebroek	S&R Groep

## Academics

1.	Daniel	Albalete	University of Barcelona	Spain
2.	Camilo Benítez	Ávila	University of Twente	The Netherlands
3.	Gèrma	Bel	University of Barcelona	Spain
4.	Anthony	Boardman	Sauder School of Business UBC	Canada
5.	Chris	Bovis	University of Hull	UK
6.	Eric	Boyer	University of Texas at El Paso	USA
7.	Samuel	Carpintero	Polytechnic University of Madrid	Spain
8.	Geert	Dewulf	University of Twente	The Netherlands
9.	Carsten	Greve	Copenhagen Business School	Denmark
10.	Sanne	Grotenbreg	Erasmus University Rotterdam	The Netherlands
11.	Graeme	Hodge	Monash University	Australia
12.	Marlies	Hueskes	University of Antwerp	Belgium
13.	Sherena	Hussain	York University	Canada
14.	Erik-Hans	Klijn	Erasmus University Rotterdam	The Netherlands
15.	Joop	Koppenjan	Erasmus University Rotterdam	The Netherlands
16.	Veiko	Lember	Tallinn University of Technology	Estonia
17.	Yseult	Marique	School of Law University of Essex	UK
18.	Lawrence	Martin	University of Central Florida	USA
19.	Donal	Palcic	University of Limerick	Ireland
20.	Ole Helby	Petersen	Roskilde University	Denmark
21.	Eoin	Reeves	University of Limerick	Ireland
22.	Walter	Scherrer	University of Salzburg	Austria
23.	Matti	Siemiatycki	University of Toronto	Canada
24.	Murwantara	Soeipto	University of Antwerp	Belgium
25.	Anne	Stafford	University of Manchester	UK
26.	Christina	Tvarnø	Copenhagen Business School	Denmark
27.	Martijn	van den Hurk	University of Amsterdam	The Netherlands
28.	Thierry	Van Elslander	University of Antwerp	Belgium
29.	Steven	Van Garsse	University of Hasselt/Antwerp	Belgium
30.	Koen	Verhoest	University of Antwerp	Belgium
31.	Stefan	Verweij	University of Groningen	The Netherlands
32.	Rianne	Warsen	Erasmus University Rotterdam	The Netherlands
33.	Tom	Willems	University of Antwerp	Belgium

## About the speakers

### Pitches current challenges and innovations in PPPs



#### **Dr. ir. Wim Leendertse**

Since 1982 Wim Leendertse has been working for the former Ministry of Transport and Public Works, specifically the Directorate General of Rijkswaterstaat. As a managing director he has been responsible for amongst others: High Speed Line South Project, Afsluitdijk, ZuidasDok and Blankenburgtunnel. In February 2016 he started as project director of InnovA58, a road project in the planning phase featuring an extensive innovation program regarding the further development of sustainable transport infrastructure. In April 2015 Wim obtained his PhD degree at the University of Groningen, based on his research in the interaction of public administrators and the construction market. Besides his work for Rijkswaterstaat, Wim Leendertse is honorary lecturer at the University of Groningen in the field in infrastructure planning.

#### **René H. J. de Vos MBA CFM**

René is active in the field of the facility management industry since 1985. From 2010 till 2013 he was responsible for the PPP "Kromhout Barracks" in Utrecht, The Netherlands. From 2013 till October 2016 he was responsible for the PPP "Ministry of Finance" in the Hague and also for the PPP Detention Centre in Rotterdam. René was involved in the PPP tender for RIVM (*Rijksinstituut Veiligheid en Milieu*) in 2014 and 2015. Since October 2016 he is responsible for the PPP "Rijnstraat 8" in The Hague. René is author of the book "Gebouw verder".



#### **Mr. ir. Jan Bosschem**

Jan Bosschem is CEO of ORI, the Belgian association for engineering consultancy firms. From 2012 till 2014 he was President of the Board of Directors of Grontmij Belgium (now SWECO Belgium), which an engineering group of 800 highly skilled employees and with a turnover of mio € 80. Between 1994 and 2012 Jan was Managing Director in different positions and locations of Grontmij. In 2011 he was elected as president of EFCA - European Federation of Engineering Consultancy Associations. EFCA has member associations in 26 countries, and is the sole European federation representing the engineering and related services industry.

#### **Dr.ir. Jan Van Steirteghem**

Since January 2016 Jan Van Steirteghem is Member of the Board of Besix as Director Engineering & Methods. Since 2014 he is the project manager for the renovation of the Velsertunnel. From 2013 till 2015 Jan was project director DBFM for the 2nd Coentunnel (for Coentunnel Construction VOF; the EPC contractor). In this project he was responsible for the integrated design (Civil, MEP and Infrastructure) and for the interfaces with the Traffic Management Center of the Client Rijkswaterstaat).

