

**Public-Private Partnership Conference Series**

**Fifth international joint conference in**

**Antwerp, November 20-22, 2016**

# **Conference theme: Smart governance for innovation by/in PPPs**



## **Local organizers**

Koen Verhoest, Research Group on Public Administration & Management, University of Antwerp;

Erik-Hans Klijn and Joop Koppenjan, Dept. of Public Administration and Sociology, Erasmus University Rotterdam & Smart Governance Project;

Steven Van Garsse, University of Antwerp/Hasselt

## **Series organizers**

Anthony Boardman, University of British Columbia;

Carsten Greve, Copenhagen Business School;

Graeme Hodge, Monash;

Rick Geddes, Cornell University;



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## PPP Conference Series

This is the fifth conference in a series of international public-private partnership conferences, which is a major activity of the International Public-Private Partnership Scholars Network (IP3SN). It will focus on the broad theme of Smart governance for innovation by/in PPPs. The first meeting was held in Copenhagen in 2012 (on the theme of “economic advantage”), the second in Vancouver in 2013 (on the theme of “political economic and business strategy”), the third was in Melbourne, Australia in 2014 (on the theme of “the challenge of governance”), the fourth in New York City 2015 (on the theme of “The Public Perception of PPPs”).

These conferences have assembled key scholars and practitioners to examine public policies toward PPPs, to articulate the strengths and weaknesses of this delivery approach, to weigh the empirical evidence against the theoretical advantages of PPPs; and to assess the conditions under which PPPs are likely to be advantageous for government, for citizens and for businesses.

### Antwerp November 2016: Theme and Motivation

Public-private partnerships are gaining in popularity as a public infrastructure/service delivery method around the globe. Simultaneously there are increasing calls for the public sector to stimulate innovation in service delivery and infrastructure provision, as well as in broader economic and social sectors. This conference aims to study whether, how and under which conditions PPPs can be used to bring about innovations in infrastructure and service delivery and policies. On the one hand there is the question how PPPs should be governed to increase their ability to deliver innovative infrastructure and services. On the other hand there is the question how governments can use PPPs to initiate and diffuse innovations across economic and social sectors. Papers for this conference should hence preferably focus on *Smart governance for innovation in and by PPPs*.

Many thanks in advance and with kind regards,

The local organisers,

Koen Verhoest and Steven van Garsse (University of Antwerp),  
Erik-Hans Klijn and Joop Koppenjan (Erasmus University Rotterdam)

## Conference Organization

The conference will proceed in two distinct phases. The first two days will include scholars only, starting from 20 November 2016. Paper presentations will be 15 to 20 minutes followed by a short comment and discussion period.

The second half of 22 November 2016 will include a group of about 40 selected Belgian and Dutch practitioners. It will begin with a keynote speech at lunch following with scholars interacting with practitioners in breakout sessions (by mixing scholars with practitioners at a series of tables) and conclude with a cocktail reception.

## De Keyser Hotel

*Conference location for sessions on Sunday*



Address: De Keyserlei 66-70 , 2018 , Antwerp, Belgium (opposite the Central Station)

<http://www.dekeyserhotel.be/dekeyser-hotel-antwerpen/en>

## Conference location: Hof van Liere

*Conference location for all sessions on Monday and Tuesday*



Address: Prinsstraat 13, 2000, Antwerp

# Program PPP Conference Antwerp

v. 16-11-2016

Day	Time	Program	Scheduled presentations	Paper discussants
<b>Day 1- Sunday, 20-11-2016</b>  <b>Location: De Keyser Hotel</b>  Room: 'Conferentiezaal Hotel De Keyser'	13.00-14.30	Arrival in hotel and registration		
	14.30-15.00	Opening of the conference	Prof. dr. Koen Verhoest and Prof.dr. Erik-Hans Klijn	
	15.00-16.30	PLENARY SESSION I : "The role of different actors in stimulating innovation through and in PPPs, like the role of the procuring government, public actors, private consortia (construction and operating partners, designers), financial institutions, consultants, citizen and user groups, as well as other stakeholders)"  Chair: Carsten Greve	<ul style="list-style-type: none"> <li>Policy governance &amp; innovation in public-private partnerships: the case of the United States (Lawrence L Martin)</li> </ul>	Paper discussant: Eoin Reeves
			<ul style="list-style-type: none"> <li>Explaining the importance of relations in PPPs: A systematic literature review of relational quality in contract-based public-private partnerships. (Rianne Warsen)</li> </ul>	Paper discussant: Matti Siemiatycki
			<ul style="list-style-type: none"> <li>Rethinking the Role of Private Capital in Infrastructure PPPs: The Experience of Ontario, Canada (Sherena Hussain &amp; Matti Siemiatycki)</li> </ul>	Paper discussant: Anne Stafford
	17.00-18.00	PLENARY SESSION II : "How do 'hard' and 'soft' governance aspects mutually influence each other in stimulating or inhibiting innovation in PPPs?"  (light buffet included)  Chair: Graeme Hodge	<ul style="list-style-type: none"> <li>PPP Innovations through Public-Private Partnership Procurement: Preliminary Results and Observations (Marlies Hueskes &amp; Koen Verhoest)</li> </ul>	Paper discussant: Lawrence Martin
<ul style="list-style-type: none"> <li>Water authorities' choice for facilitation of external initiatives: coping with value dilemmas (Sanne Grotenbreg &amp; Mónica Altamirano)</li> </ul>			Paper discussant: Veiko Lember	
	20.00-21.00	BOARD Meeting	<i>Only for board members</i>	

<b>Day 2- Monday, 21-11-2016</b>  <b>Location: Hof van Liere</b> Prinsstraat 13  Room: 'Zaal Prentenkabinet'	9.00-10.30	<b>PLENARY SESSION I</b> 1) What innovative governance forms and processes, new financial structures, new legal forms, and new PPP actors are emerging and to what extent can they foster the performance and innovation in PPPs? 2) Under which conditions can PPPs deliver 'integral' public value, maximizing economic, social, ecological, cultural and aesthetic added value?  Chair: Anthony Boardman	<ul style="list-style-type: none"> <li>Lessons learnt? Analysing a new form of governance arrangement for UK schools PPP projects (Anne Stafford &amp; Pamela Stapelton)</li> <li>Delivery of healthcare through public-private partnerships: a case study from Spain (Samuel Carpintero &amp; Eoin Reeves)</li> <li>Beyond the Financial Logic: Realizing Valuable Outcomes in Public-Private Partnerships in Flanders and Ontario (Martijn van den Hurk &amp; Marlies Hueskes)</li> </ul>	Paper discussant: Tom Willems  Paper discussant: Ole Helby Petersen  Paper discussant: Sherena Hussain
	11.00-12.30	<b>PLENARY SESSION II</b> "More conceptual and methodological papers concerning the conceptualization and/or measurement of innovation and governance in PPPs"  Chair: Eoin Reeves	<ul style="list-style-type: none"> <li>Why Politics of Public-Private Partnerships. Reinforced Economic Rationalism during Twenty-five Years (Carsten Greve &amp; Graeme Hodge)</li> </ul>	Paper discussant: Veronica Vecchi
			<ul style="list-style-type: none"> <li>"Anti-Politics, Depoliticisation and Public-Private Partnerships" – (Tom Willems, Wouter van Dooren &amp; Martijn van den Hurk)</li> </ul>	Paper discussant: Donal Palcic
			<ul style="list-style-type: none"> <li>Realizing Multiple Spatial Policy Objectives through Public-Private Partnerships: Propositions for Institutional Design (Stefan Verweij, Sander Lenferink, Wim Leendertse, Tim Busscher &amp; Jos Arts)</li> </ul>	Paper discussant: Walter Scherrer
	12.30-13.30	Lunch		
	13.30-15.00	<b>PLENARY SESSION III</b> "The way international, supranational and national public actors propagate PPPs"	<ul style="list-style-type: none"> <li>The Study and Practice of Public-Private Partnerships in the Low Countries (Marlies Hueskes, Joop Koppenjan &amp; Stefan Verweij)</li> </ul>	Paper discussant: Carsten Greve

		as instrument for public service and policy innovation.”  Chair: Erik-Hans Klijn	<ul style="list-style-type: none"> <li>Regulation and governance of public-private partnerships (PPPs): a comparative analysis of divergent practices in 20 European countries (Koen Verhoest, Murwantara Soeipto, Ole Helby Petersen &amp; Walter Scherrer )</li> </ul>	Paper discussant: Graeme Hodge
			<ul style="list-style-type: none"> <li>Legal, Financial and Governmental PPP Initiatives (Christina D. Tvarnø)</li> </ul>	Paper discussant: Chris Bovis
15.30-17.00	PLENARY SESSION IV “How do ‘hard’ governance aspects stimulate or inhibit innovation in PPPs, including the organization of the procurement process and bidding criteria, risk allocation, contract stipulations, output specifications and incentives/payment schemes?” (session 1)  Chair: Koen Verhoest	<ul style="list-style-type: none"> <li>The Evaluation of Risky Public-Private Partnerships (PPPs) (Mark Moore, Anthony Boardman &amp; Aidan Vining)</li> </ul>	Paper discussant: Eric Boyer	
		<ul style="list-style-type: none"> <li>Innovation and public-private partnerships – Towards a new administrative law? (Yseult Marique &amp; Steven van Garsse)</li> </ul>	Paper discussant: Christina Tvarnø	
		<ul style="list-style-type: none"> <li>The Length of PPP Tendering Periods: A Multi-Country Analysis (Darragh Flannery, R Richard Geddes , Donal Palcic &amp; Eoin Reeves)</li> </ul>	Paper discussant: Marlies Hueskes	
17.30-18.30	PLENARY SESSION V “How do ‘hard’ governance aspects stimulate or inhibit innovation in PPPs?” (session 2)  Chair: Joop Koppenjan	<ul style="list-style-type: none"> <li>Affordability and PPP contract renegotiation: experiences in UK and Italy (Veronica Vecchi &amp; Mark Hellowell)</li> </ul>	Paper discussant: Thierry Van Elslander	
		<ul style="list-style-type: none"> <li>An Examination of Governance and Stakeholder Management in Public-Private Partnerships (Eric J. Boyer)</li> </ul>	Paper discussant: Rianne Warsen	
19.00	Conference dinner at University Club (Hof van Liere)			

<b>Day 3, Tuesday morning 22-11-2016</b>  <b>Location: Hof van Liere</b> Prinsstraat 13  Room: 'Zaal Prentenkabinet'	8.30-10.00	<b>PLENARY SESSION I</b> 1) "How do 'soft' governance aspects stimulate or inhibit innovation in PPPs including process and relation management, trust building and stakeholder management?" 2) What are factors which stimulate or inhibiting innovation in or through PPPs?  Chair: Steven Van Garsse	<ul style="list-style-type: none"> <li>What causes good results in Public-private partnerships? A survey research into the outcomes and the quality of cooperation. (Rianne Warsen, Jose Nederhand, Sanne Grotenbreg, Erik Hans Klijn &amp; Joop Koppenjan)</li> </ul>	Paper discussant: Gërma Bel
			<ul style="list-style-type: none"> <li>A (critical realist) systemic view of DBMFO change procedure in the Netherlands: Researching project adaptability and governance stability at the exploitation phase of PPP (Camilo Benítez-Ávila)</li> </ul>	Paper discussant: Daniel Albalete
			<ul style="list-style-type: none"> <li>The potential of PPPs as a demand-side innovation policy tool (Veiko Lember)</li> </ul>	Paper discussant: Martijn van den Hurk
	10.30- 11.30	<b>PLENARY SESSION II</b> 1) "What is/could be the role of PPPs in innovation policies pursued by governments and under which circumstances?" 2) "Do PPPs lead to more or less innovative service delivery or infrastructure and what are necessary conditions?"  Chair: Anthony Boardman	<ul style="list-style-type: none"> <li>"How Much Vertical Integration? Contractual Choice and Public-Private Partnerships in the United States" (Daniel Albalete, Germa Bel &amp; R. Richard Geddes)</li> </ul>	Paper discussant: Samuel Carpintero
			<ul style="list-style-type: none"> <li>Performance of Transport Infrastructure Projects Before and After the Global Financial Crisis (GFC): has the GFC affected the relevant conditions? (Eleni Moschouli, Murwantara Raden Soeipto, Thierry Vanelslander &amp; Koen Verhoest)</li> </ul>	Paper discussant: Stefan Verweij
	11.30-12.30	Discussion about future steps, collaboration and publications	Moderated by Koen Verhoest	
	12.30-13.30	buffet lunch		



<b>Day 3, Tuesday afternoon 22-11-2016</b>  <b>Location: Hof van Liere</b>  Room: 'F. De Tassiszaal'	13.30-18:30	High level dialogue with practitioners (see next page for program)
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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

## Organisers

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

In cooperation with the Flemish Knowledge Center on PPP, Resnet management, Twijnstra Gudde, Rebel Group, Deltares, Movares and Rijkswaterstaat

## Focus

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.

*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. Aim is to explore the contours of the new practices and to identify the directions and characteristics that will define future PPP.*

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?

## Program

Set-up: 40 invited practitioners/opinion leaders from The Netherlands and Belgium in discussion with 30 top academics on PPP from countries like Australia, Canada, USA, UK, China, Denmark, Spain, Italy, Portugal and Ireland. Main language: English

### Tuesday 22 November afternoon (Hof van Liere)

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 (Rijkswaterstaat) and René de Vos, MBA (BAM)
- Mr. ir. Jan Bosschem (ORI) and dr.ir. Jan Van Steirteghem, (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 – role division will be discussed on Monday*

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

## List of Participants

### Belgian practitioners

1. Chris	Poullissen	NP-Bridging
2. Philippe	Monserez	AG Real Estate
3. Nicola	Loxham	Vlaamse Confederatie Bouw
4. Marc	Dillen	Vlaamse Confederatie Bouw
5. Greet	Van Wesemael	WILLEMEN GENERAL CONTRACTOR NV
6. Stephan	Van Den Langenberg	TRACTEBEL ENGINEERING NV
7. Silke	Hoebeek	VBA
8. Jan	Bosschem	ORI
9. Benoît	Theys	AG Real Estate
10. Mieke	Janssens	Democo Group
11. Bernard	Van Zeebroek	S&R Groep
12. Wouter	Casteels	PMV
13. Steven	De Schepper	MTBS
14. Jan	Van Steirteghem	Besix
15. Helga	Van Peer	Allen & Overy
16. Nico	De Koning	Besix
17. Wouter	Everaert	PMV
18. Kit	Van Gestel	Vlaams Kenniscentrum PPS
19. Stephanie	Dobbelaere	TDP
20. Dieter	Van Hassel	BAM

### Dutch practitioners

21. Andre	Salomonson	Resetmanagement
22. Ellen	Lastdrager	Twijnstra Gudde
23. Jeroen	in 't Veld	Rebel Group
24. Michiel	Kort	Rebel Group
25. Monica	Altamirano	Deltares
26. Annuska	Bloemert	RWS
27. Wim	Leendertse	RWS
28. Frits	Verhees	Movares
29. Gea	Smid	Allseas
30. Wesley	Veekman	RWS Pianoo
31. Ben	Spiering	RWS
32. Harry	Sterk	PPS netwerk Nederland
33. Pieter	de Groot	Strukton
34. Roel	Martens	Min. Buitenlandse Zaken
35. Jeroen	Mieris	Volker
36. Walter	van Gurp	Ballast-Nedam
37. Rene	de Vos	BAM
38. Rene	Groenen	Rijksvastgoedbedrijf
39. Luc	Peters	Reset management
40. Olwin	Verhappen	Strukton
41. Ingrid	Pieters	Van Oord

## Academics

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

## How to get there?

### Directions by train from Airport Brussels to 'Antwerpen Centraal Station'

There are direct trains to Antwerp Central station every 30 minutes. It takes about 35 minutes to get to Antwerp Central Station.

For the highspeed TGV train you have to reserve a seat in advance, so we would recommend to buy a regular ticket instead.

For timetables and to buy tickets see: <http://www.belgianrail.be/en/>

### Directions from Schiphol Airport to Antwerp Central Station

You can take a direct train from Schiphol Airport to Antwerp. There are two options:

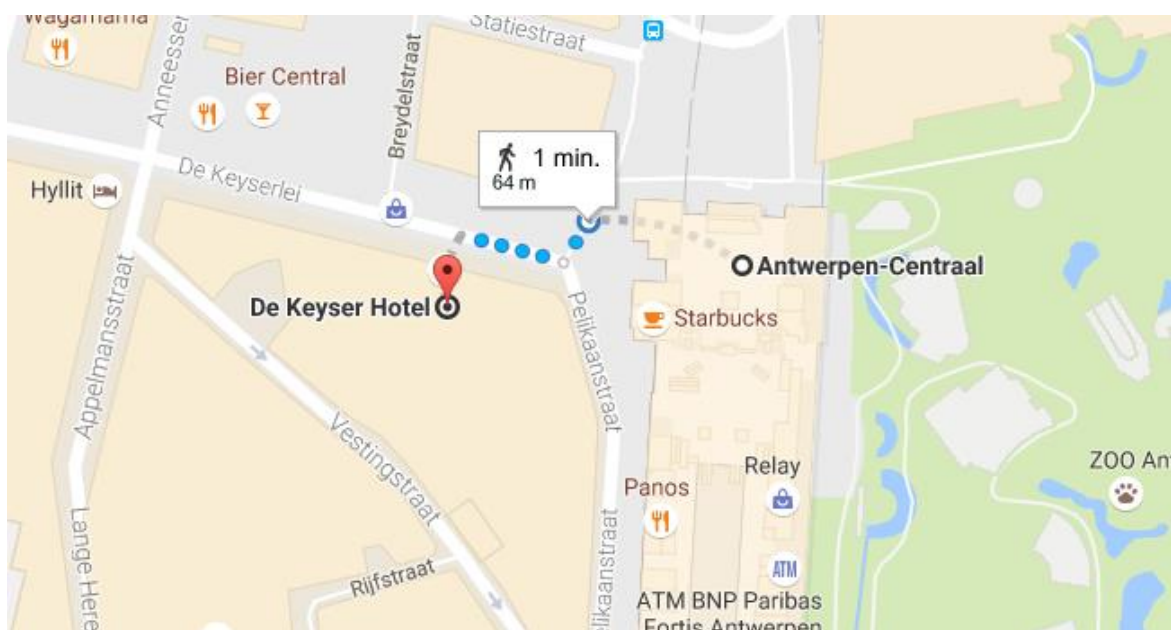
- IC direct is a regular intercity train and it takes about 2h15 to get to Antwerp Central station
- Thalys is a high-speed train, which is faster (1h45) but also more expensive. Moreover, you have to reserve a seat which makes it far less flexible. For regular trains in The Netherlands and Belgium you can buy tickets in advance (or at the train station) but you can use these all day (no fixed time of departure). Therefore we would advise to take the regular IC direct train.

For timetables and to buy tickets see: <https://www.nsinternational.nl/en/traintickets#/>

### Directions from Antwerp Central Station to De Keyser Hotel

De Keyserlei 66-70

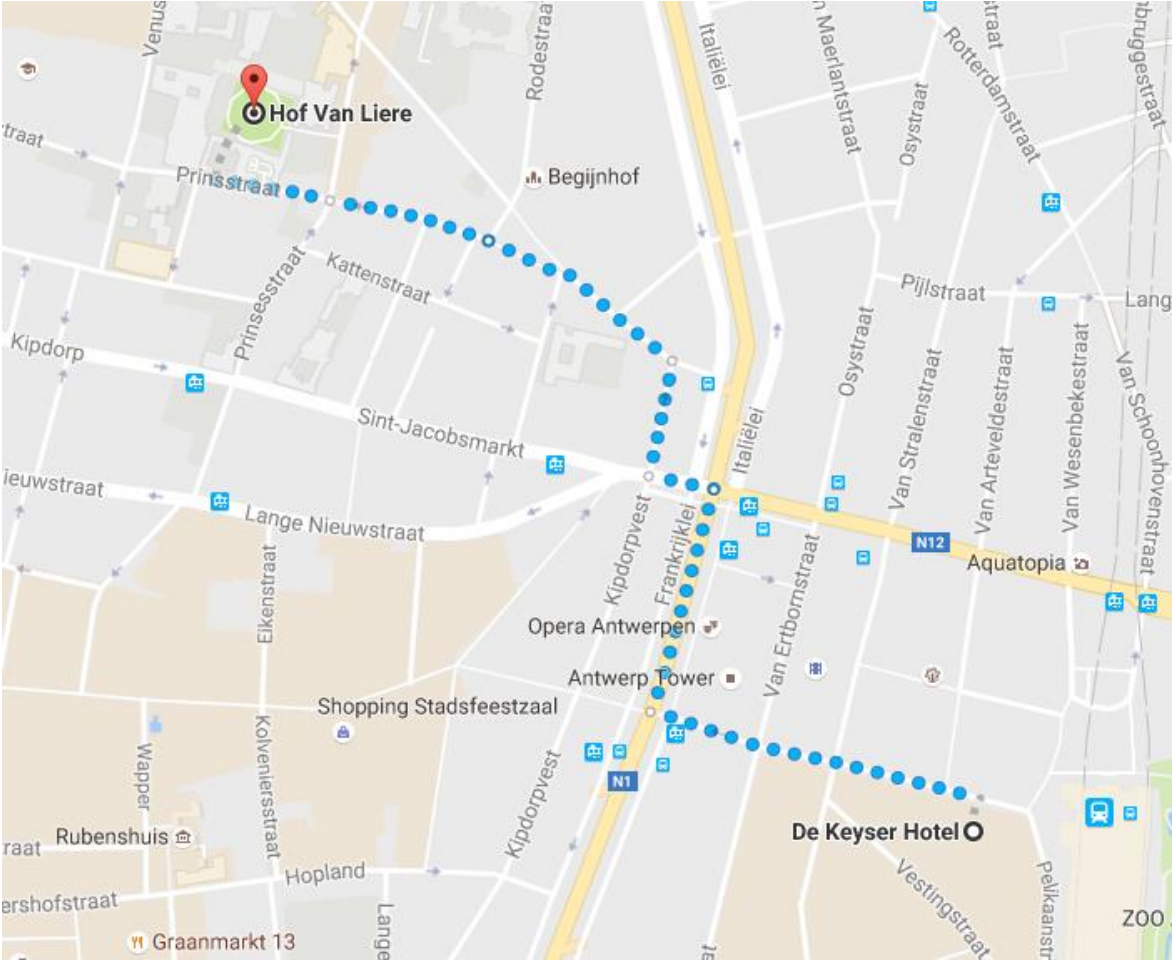
2018 Antwerp



Hotel De Keyser is situated opposite to the train station (Centraal Station Antwerpen).

**Directions form Hotel De Keyser to 'Hof Van Liere'**

Prinsstraat 13  
2000 Antwerp



It is a 15 minute walk from the hotel to the conference location