Evaluating public-private partnerships
innovativeppp.org

Dr Pete Barbrook-Johnson
UKRI Innovation Fellow and Research Fellow, University of Surrey
p.barbrook-johnson@surrey.ac.uk
@bapeterj
Overview

Critical review of PPP

Working with a PPP

Existing tools and frameworks

Complexity-appropriate Evaluation Framework for PPP

Ongoing work – 2018-2020

Nexus focus
Redefining PPP

❖ ‘Old’ model – PFI, PF2
  • Zero-sum
  • Contractual
  • Slow and Expensive
  • Inflexible
  • Lack of transparency
  • Politically toxic

❖ ‘New’ model – PPP
  • Non-zero sum
  • Multi-partner
  • Partnerships – trust, mutual benefits
  • Flexible
  • Only viable action?
  • Still politically toxic?
Critical Review of PPP

- Review of innovative PPP in Nexus domains
  - How to define/include?
  - Points of interest – why, when, how, for who do they work?
    - How came to be
    - Trust
    - Flexibility
    - Third sector / local gov

- Outputs
  - Paper (2018/9) and report (end 2018)
Working with a PPP

- South Lincs Water Partnership
  - public water supply, flood risk management, agriculture, environment, business, tourism and leisure sectors
  - Aim to build and maintain reservoir(s) – multi-use

- Use some of CECAN’s analysis and approach – muck in!

- Aim to get a deeper understanding of the issues ‘on the ground’

- Cross-fertilise learning
Existing tools for evaluating PPP

- New Green Book annex (PPP appraisal)
- Magenta book?
- NAO 2006 framework
  - Excellent, but old?
- World Bank and EU
- Focus on VfM and infrastructure/technical projects?
  - Process: What about the building of trust and flexibility?
A complexity appropriate framework for evaluating PPP

- Interactive matrix of:
  - topics
  - evaluation questions
  - data sources
  - methodological tools

- To support evaluators, commissioners, project managers, and partnership partners

- Outputs
  - Academic paper
  - CECAN report and practitioner guidance/support
  - Accessible online interface
# A framework for evaluating PPP

<table>
<thead>
<tr>
<th><strong>Theme</strong></th>
<th><strong>Information</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnership stages</td>
<td>Idea, pre-planning, partnership building, tendering, etc</td>
</tr>
<tr>
<td>Topics and Evaluation Questions</td>
<td>Fit with partner objectives, PPP is appropriate/best option, stakeholder engagement, trust, flexibility etc</td>
</tr>
<tr>
<td>Approaches and Methods</td>
<td>Full spectrum – from experimental to theory-based to complexity-based</td>
</tr>
<tr>
<td>Data</td>
<td>Existing and new potential sources</td>
</tr>
<tr>
<td>Indicators or alternatives to</td>
<td>Are there usable indicators, where not, what alternatives are there?</td>
</tr>
<tr>
<td>indicators</td>
<td></td>
</tr>
<tr>
<td>Where might complexity arise?</td>
<td>Sources, features, heuristics for dealing with this in the eval</td>
</tr>
<tr>
<td>Client questions and how to answer</td>
<td>How much will this cost? Who else doing this? What questions can we answer? Risk of using this method?</td>
</tr>
<tr>
<td>them</td>
<td></td>
</tr>
</tbody>
</table>
So...
• Just starting out
• Feedback very welcome
• Get involved!

Thank you

innovativeppp.org

p.barbrook-johnson@surrey.ac.uk
@bapeterj

cecan.ac.uk
@cecanexus