



# ReSPA

Regional School  
of Public Administration

## TRAINING OF TRAINERS ON PUBLIC-PRIVATE PARTNERSHIPS

16-19 December 2013

Danilovgrad, Montenegro

**FINAL PROGRAMME**

## Background

Public private partnership (PPP) is a model of long-term contractual agreement between public authority and private partner in general, with the aim of carrying out infrastructure projects or providing public services. It differs from conventional public procurement in several respects and is considered as more complex but at the same time bearing significant public benefits. The need for well-structured PPPs is becoming greater in many countries facing the continually growing demand for public services and simultaneously meeting with the issues about the availability of finance and budget constraints. There is an acknowledgement that the private sector has a part to play in the construction or reconstruction, including management and operation of public assets that will be essential for their economic growth. By developing partnerships with private sector entities, governments can maintain quality services despite budget limitations and offer to the citizens more works and services in a faster and more efficient manner. By limiting the need for public investment, PPPs can also help Candidate Countries to implement much needed projects sooner by avoiding the need to wait for future government budget cycles for funding. On its roadmap to successful PPP development, a number of preconditions must exist within national/local authorities to meet EU criteria and regulatory environment as set up on internal market. The advancement of PPPs, as a concept and a practice, is a product of the new public management of the late 20th century and globalization pressures. Over the past two decades more than 1,400 PPP deals were signed in the European Union, representing a capital value of approximately €260 billion.

At the same time, the central and local governments are facing the lack of expertise in project preparation process especially in the transition and developing countries. In order to comply with the requirements necessary to carry out the activities in project cycles, they could rely on the tools developed in the various international organizations (UNECE, World Bank Institute, EBRD, OECD, EIB etc.) and follow worldwide practice. However, it is recommended to modify the tools for their specific needs or develop their guidance in accordance with the national legal and institutional framework.

For the EU Candidate Countries, the needs are twofold: on the one hand they are interested in public investment for improvement and development of their national infrastructure and on the other hand they have to align their regulatory framework as a precondition of functional business environment as set up on internal market.

Recognizing the needs of its member states, ReSPA has responded earlier by introducing the PPP workshop in 2011 and subsequently in 2012. Furthermore, following these two successful PPP trainings ReSPA has organized jointly with PPP Agency from Croatia a follow-up training and visit to PPP projects successfully implemented in Croatia. Based on the feedback from the participants, it is evident that there is a constant need for education and training concerning the public-private partnership in SEE Region. It was recommended that for the participants of these two PPP workshops and the subsequent follow-up training, ReSPA organizes a 4-days training-of-trainers workshop. This will have an impact on the sustainability of the previous trainings and multiply their results by disseminating acquired knowledge and experience in ReSPA member countries. In order to monitor and evaluate these future activities, the action plan has to be prepared by setting up the priorities and SMART objectives.

## Objectives

The training programme is designed to achieve the following objectives:

- To equip the participants with required knowledge and skills needed for the trainers role in domain of PPP;
- To improve the communication and presentation skills of the participants;
- To improve the participants' competences on PPP principles;

## Content

The training program will elaborate themes focused on:

- Improvement of Communication and presentation skills needed for the trainers role in domain of PPP;
- How to design training program and materials for various target groups;
- How to prepare group assignments;
- How to chose the optimal methodology to deliver specific content;
- Understanding PPPs principles, pros and contra PPPs;
- EU PP and PPP policy requirements from prospective of EU accession countries;
- The importance of the strategic planning from the perspective of the public sector in line with EU requirements;
- Main steps in PPP Projects Cycle;
- Where to find available literature and how to prepare the most economic list of it;
- Improvement of personal communication and presentation skills – short individual exercise

## Target Group

These 4 days ToT training is designed for practitioners in public administration responsible for:

- investment policy,
- public services delivery,
- development of infrastructure and
- public procurement

with at least 5 years experience of working on project preparation and implementation or development of related national policies or strategies.

All participants will be required to undertake role play exercises during this training Programme and be open to analysis and feedback, both from the facilitators and their co-participants. Equally, participants will be expected to develop and establish basic training program in their respective countries/institutions. The advantage could be given to the participants who have previously attended one of the PPP trainings organized by ReSPA in 2011 or 2012, and who have good English language skills.

## Workshop Trainers

**Ljerka Golubić Bregant** has more than 20 years work experience in multilateral organization and public administration. She is graduated BA at the University of Zagreb, Faculty of Humanities and Social Sciences and besides she obtained various certificates as a trainer in the field of EU integration and EU policies. As a trainer since 2002 she has executed numerous seminars, workshops and TTT for civil servants and local servants via Government program for education and several EU and bilateral projects. In 2000 she has joined Ministry of European Integration of the Republic of Croatia as senior adviser in the Cabinet of the minister and developed various modules of training in the field of EU policies. Later in 2004 she has taken a position of Head of DG Office in State Intellectual Property Office being responsible for programming, procuring and implementing of EU funded projects and bilateral projects. Here, she was the team leader entitled to establish in 2008 Croatian Summer School of IP in cooperation with WIPO based on the WIPO Worldwide Academy original program lasting 2 weeks and organizing annually in WIPO headquarters in Geneva. Until today the School is open to young students and professionals. In 2009 she has taken position of Director of Sector for education in the Agency for Public Private Partnership. Since then she is developing and implementing different professional training programs for employees of the Agency and public sector at the state and local/regional level. In executing these tasks she is closely cooperating with PPP experts from OECD/SIGMA, World Bank Institute, European PPP Expertise Centre, UNECE Team of Specialists on PPP etc. Her expertise is covering EU policy, strategic planning and blending of EU funds and PPP in infrastructure development. Until 2011 she was a member of Association of trainers for EU subjects "European Education Forum" (NGO).

**Jasna Kancir** has a long experience both in business and public administration sectors. Since she obtained Master degree at the University of Zagreb at the Faculty of Economics and Business, she has started to work in business sector early in 1988. Later she has worked in Ministry of Justice being responsible for IT introducing and coaching in IT training courses. In Croatian Bureau of Statistics she has worked as senior adviser since 1999 responsible for designing and implementing training programme and via CARDS 2001 project obtained certificate as "EU trainer". In 2004 she has joined Central State Office for Administration as a Head of section in its Civil Servants Training Centre responsible for designing various modules of training programs for civil servants, introduction of e-learning, and a trainer for ECDL basic and advanced, PCM, NDP, job analysis and TTT. In the Ministry of Economy, Labour and Entrepreneurship since 2008 she designed and conducted training for public procurement adherences and designed and implemented TTT for PP coordinating exams for PP licences. Currently, she is working in the Ministry of Maritime Affairs, Transport and Infrastructure since 2010 being responsible for TA projects implementation, providing assistance in drafting documentation for public procurement. As a trainer she has executed numerous workshops and seminars in the field of EU policies and public procurement as well as coaching in TTT and computer skills. Presently, Jasna is Vice president of Association of trainers for EU subjects "European Education Forum" (NGO).

**Domagoj Dodig** has started to work in 2009 as Financial Adviser in the Croatian Agency for Public Private Partnership (APPP). Before that he was a graduate student assistant at University of Zagreb at Faculty of Economics and Business. He has obtained a degree in Finance and currently is a PhD candidate at the same Faculty. While working in the Agency, he participated in the project team for drafting the first Croatian PPP Act and Regulations. He is participating in analyzing and approving of PPP projects as a team member of APPP. During his work, he is closely cooperating with PPP experts from OECD/SIGMA, World Bank Institute and European PPP Expertise Centre. His proficiency is linked to the financial aspects and financial model of PPP. As a trainer he has executed various workshops for Agency staff and for civil servants focusing on finance and risks analyzing. He has been giving lectures on numerous seminars and trainings in the area of PPP funding.

## Methodology

The training will be delivered by utilizing a variety of training methods:

- Presentations and short lecture ,
- Structured group discussion and practical exercises,
- Review of case studies,
- Group assignment,
- Individual assignments for preparation of short performance,
- Feedback on the participants' performance (attitude, voice, gesture, timeframe etc.)

# DRAFT TRAINING PROGRAMME

## Day 1- 16 December 2013

09.15 - 09.30	Opening and welcome by ReSPA
09.30 - 10.15	Introduction <ul style="list-style-type: none"><li>- Learning Objectives and Overview of the Agenda</li><li>- Participants introductions &amp; expectations</li><li>- Game/icebreaker</li></ul>
10.15 - 10.45	Understanding PPP Environment <ul style="list-style-type: none"><li>- Defining the purpose of introducing the PPP training programme (who, what and how)</li></ul>
10.45 - 11.00	<i>Coffee break</i>
11.00 - 12.00	<i>Group Assignment:</i> SWOT analysis: institutional capacity
12.00 - 13.00	<i>Lunch break</i>
13.00 - 14.15	Strategic planning in line with the EU requirements <ul style="list-style-type: none"><li>- Setting the goals which meet the public needs</li><li>- <i>Assignment:</i> brainstorming on targeting strategic objectives</li></ul>
14.15 - 14.30	<i>Coffee break</i>
14.30 - 15.45	PPPs cycles – how to prepare, procure, and deliver PPP projects <ul style="list-style-type: none"><li>- Setting up the sound PPP system</li><li>- <i>Assignment:</i> case study analysis</li></ul>
15.45 - 16.15	<i>Wrap up – participant's exercise</i>
16.15 - 16.30	<i>End of the first day – lessons learned</i>

## Day 2- 17 December 2013

09.15 - 09.30	Review of the first day	
09.30 - 10.45	Adult learning - Andragogy <ul style="list-style-type: none"><li>- Key concept of adult learning</li><li>- Motivation</li><li>- Learning styles – exercise</li></ul>	-
10.45 - 11.00	<i>Coffee break</i>	
11.00 - 12.00	Communication <ul style="list-style-type: none"><li>- Basic communication model</li><li>- Active listening</li></ul> <i>Exercise of active listening</i>	-
12.00 - 13.00	<i>Lunch break</i>	

13.00	-	14.15	Time frame	-
			<ul style="list-style-type: none"> <li>- 60 seconds of glory – exercise and feedback</li> <li>- Individual assignment and performance</li> <li>- Feedback from trainers and participants</li> </ul>	
14.15	-	15.15	Preparation	-
			<ul style="list-style-type: none"> <li>- Conducting training need analysis</li> <li>- How to design training program for the various target groups</li> <li>- Selecting and customizing available materials, guidelines and tools</li> <li>- Preparing the logistic for session and identifying necessary resources</li> <li>- Identifying partners in program delivering</li> <li>- Developing training materials (curriculum, syllabus, training support materials, manuals, evaluation questionnaire etc.)</li> </ul> <p><i>Assignment:</i> designing the program structure and TNA questionnaire</p>	
15.15	-	15.30	Coffee break	
15.30	-	16.45	Preparation - <i>continued</i>	
16.45	-	17.00	Wrap up – participant's exercise	
			<i>End of the second day</i>	

### Day 3- 18 December 2013

09.30	-	11.00	Time frame II part	-
			<ul style="list-style-type: none"> <li>- Preparation of 5 minutes presentation</li> <li>- Individual assignments: participants will prepare presentation for the topic they know the best and present it; duration 5 minutes each</li> </ul> <p>Feedback from trainers and participants</p>	
11.00	-	11.15	Coffee break	
11.15	-	12.30	Working forms & participants	-
			<ul style="list-style-type: none"> <li>- Different working forms and approaches</li> <li>- Different approaches</li> <li>- <i>Assignment:</i> select one subject and suitable working form from part 1 and prepare a trial lesson</li> </ul>	
12.30	-	13.30	Lunch break	
13.30	-	14.00	The presenter	-
			<ul style="list-style-type: none"> <li>- Overcoming stage fright, controlling stress, understanding body language</li> <li>- Do's and don't's</li> </ul>	
14.00	-	14.30	The presentation	
			<ul style="list-style-type: none"> <li>- Finding out what you need to know</li> <li>- Organizing your presentation</li> <li>- Developing your presentation</li> <li>- Analyzing and relating to your audience</li> </ul>	





14.30	-	14.45	<i>Coffee break</i>
14.45	-	16.00	Group assignment facilitated by the trainers
16.00	-	16.15	Q&A
16.15	-	16.30	<i>End of the third day – lessons learned</i>

## Day 4- 19 December 2013

9.15	-	9.30	Review of the third day	-
09.30	-	10.15	Training methods: facilitating, training and presenting: What's the difference?	-
10.15	-	10.45	Performance: <ul style="list-style-type: none"> <li>- Importance of evaluation</li> <li>- Maintain your professionalism</li> <li>- Training preparation checklist</li> <li>- Constructive feedback</li> <li>- Recommended reading and resources</li> </ul>	
10.45	-	11.00	<i>Coffee break</i>	
11.00	-	12.30	Feedback – 5 min presentation recording and comments	-
12.30	-	13.30	<i>Lunch break</i>	
13.30	-	14.30	Wrap up of the training - lessons learned	
14.30	-	15.00	Evaluation	
			End of training	

