



International Labour Office
International Training Centre



Public-private partnerships for decent jobs and better services in the urban context

Interregional Training and Knowledge Sharing Workshop (Ref.: A900830)

18 – 22 June 2007
ITC-ILO, Turin (Italy)

Background

The worldwide number of slum dwellers stood at about 1 billion in 2001. By 2030, this number is projected to increase to 2 billion. Slums will continue to expand, even in fast growing developing economies. They are the physical manifestation of growing urban poverty.

The ‘urbanization of poverty’ poses an urban management challenge, particularly in sustaining the provision of adequate infrastructure, basic municipal and social services and jobs. National and municipal governments are trying to respond to the growing demands of urban residents, with and without support from the international donor community. On the other hand, grass-roots organizations representing the poor are often driving the local development process with their own resources.

An increasing number of local initiatives to upgrade basic infrastructure and provide urban services (water supply, waste management, etc.) are being referred to as “public-private partnerships”. Over the years, many forms of such partnerships have been developed, spanning a wide spectre with different partners and varying aims. In essence, public-private partnerships (PPPs) refer to an arrangement with at least two parties - one from the public (Government) sector and one from the private (non-Governmental) sector. More inclusive partnerships involve a range of partners, from local government, business/business associations, communities and the wider civil society. Though these alliances are very context-driven and hence there is no one model for how they should be structured, the rationale remains to bring together the skills and resources of diverse actors in joint activities, in a way that all actors will be able to achieve more than by working on their own.

A common feature of PPP schemes, notably those supported by international development agencies, is that they target the poor, either as beneficiaries of the services and the generated jobs, or also as actual partners in the implementation of the partnerships. The potential of PPP for urban poverty reduction has been underlined in recent global reports, and the political will and the popular consensus for **pro-poor public-private partnerships** are growing fast in many countries. Good practices abound, and the development banks are becoming more active to provide loans that emphasize and promote the use of such practices. Still, these efforts and investments aiming at improved access and capabilities of the urban poor could be made more effective if supported by a good exchange of experience, by greater willingness to harmonize different approaches and by putting together capacity building tools that can address the many and changing needs of local stakeholders.

In its second edition (a first event of this type was run in 2006), the proposed workshop is intended to contribute to such an exchange and to stimulate joint initiatives to the benefit of the poor. The workshop is organised by the International Training Centre of the ILO (ITC-ILO) in collaboration with the International Labour Office in Geneva, the UNDP/PPP-SD Programme and UN-HABITAT.

Objectives of the workshop

This interregional workshop will complement and reinforce other existing training and knowledge sharing efforts on public private partnership for urban development. It will bring together a wide range of actors active in this field, in the attempt to:

- a. Increase mutual understanding of pro-poor public-private partnership
- b. Discuss the benefits of and constraints on working in partnership to reach the poor
- c. Share the experiences of different agencies and programmes which are promoting PPP in the urban setting
- d. Learn from successful practices
- e. Identify opportunities for networking and collaboration among the represented institutions and programmes.

At the end of the workshop, participants will have learned, or will better appreciate, what makes PPP work for the urban poor. They will have acquired notions, guidelines, practical examples and tools pertinent to the subjects treated. They will be better equipped to engage in constructive consultations and joint action towards improved service provision, urban employment creation and local economic development.

Target audience

The workshop is primarily addressed to:

- o Local politicians and senior municipal staff
- o Private companies in infrastructure and municipal service delivery
- o NGOs and civil society organisations
- o Workers' and employers' organisations
- o Chambers of commerce and other business groups (including contractor associations)
- o Managers and senior staff of urban development programmes
- o Local development organisations

The workshop is also open to:

- o Interested parties at higher levels of government (finance, labour, housing, etc.)
- o National and regional development banks
- o International Financing Institutions
- o Multilateral and bilateral development agencies
- o Relevant research, educational and training institutions

The participation of women is strongly encouraged.

A good command of the English language is essential for an effective participation.

Methodology

In preparing and facilitating this event the staff of the Turin Centre will team up with technical specialists and experts from the ILO, UNDP, UN-HABITAT and other relevant institutions, organisations and programmes, and also make use of pertinent tools and materials developed by these development actors.

As appropriate, the workshop will combine plenary and group work sessions. Each of the thematic sessions will start with an introduction of major issues, challenges and opportunities. This will be followed by interventions of selected speakers, and open or structured discussions. A highly participatory approach will be adopted throughout the event for ensuring an active intervention of all participants and a constructive exchange of ideas and information.

In conformity with the Turin Centre procedures, an evaluation of the workshop will be carried out to determine the perceived relevance of the programme to the needs of participants and the effectiveness of the methodology employed and materials used in achieving the workshop's objectives.

Programme

The workshop will focus on PPP approaches applied at municipal level for improving the life of slum dwellers and other urban poor. It will deal with the differences and commonalities of the various approaches, and look at some critical issues for establishing effective, sustainable and replicable partnerships. The workshop will include the following sessions:

The PPP concept and its application at municipal level

This introductory session will consider the general concept of public-private partnership and how it has been viewed and practiced so far in relation to national development agendas. After the presentations, an open discussion will allow gathering the participants' experiences with PPPs for infrastructure development and municipal service delivery.

Making PPP's work for the urban poor: towards a common vision

PPPs can be instrumental in addressing some of the key concerns of the poor, such as community organization and representation, security of land tenure, shelter, and access to affordable services and employment opportunities. This interactive session will reflect on the commonalities between existing approaches and practices in the attempt to characterise local partnerships which are pro-poor.

PPP and local governance

The lack of trust and consultation among different local stakeholders (administration, business, civil society) represent obstacles to the establishment of PPPs which integrate a developmental approach. This session will review the specific interests and the roles and responsibilities of the actors concerned, which will allow grasping the complexities and difficulties of negotiating deals between multiple parties with each having different objectives. It will also look at how city/territorial development processes can facilitate dialogue and negotiation.

Legal and regulatory frameworks

This session will deal with policies, legislation and regulations necessary for encouraging the private sector (whether large or small, international or local) and the local communities to engage in pro-poor PPPs. It will focus on domestic business registration/accreditation processes, procurement, tendering and contracting issues. In fact, there is a large untapped potential for involving different types of enterprises, community organizations and (associations of) small enterprises in public procurement for the delivery of basic services and infrastructures. Also, pro-poor tendering processes and contracts can be developed whereby there is equal or even biased access for small local enterprises.

Employment and labour issues

Urban development strategies can be explicitly made more pro-poor by optimizing the employment impact of physical upgrading strategies in infrastructure and service delivery. This is partly depending in the choice of technology, the efforts to engage and upgrade local labour and the promotion of good management practices among local enterprises. Practice shows that labour-based approaches and the targeted promotion of local small enterprises and community groups can be effective if mainstreamed in the planning, design, construction/delivery and maintenance of infrastructure and services. Some country cases will be used during this session to illustrate the employment dimension of PPP arrangements, with reference to the quantity and quality (labour practices) of jobs created.

PPP for financially sustainable service delivery

Public-private partnerships can provide a means to pool resources from local and international development partners to complement local government efforts at financing and operating services to make them more accessible and affordable for the poor. This session will focus on investment sources, financial services and cost-recovery mechanisms. It will consider the investment management skills required for a successful partnership, and appropriate products and services (e.g. micro-leasing) to be provided by the financial sector to micro-small and medium enterprises and community groups that lack sufficient collateral. It will also look at the critical aspects of a cost recovery strategy, including the

accessibility for all clients, the reliability of service providers, and the quality of service. It will also afford participants the opportunity to learn about basic cash flow analysis for a PPP service.

Performance and impact assessment

How do we assess the performance, effectiveness and impact of a partnership approach to urban service provision? Based on the outcome of previous discussions, the facilitators will interact with participants in the attempt to define possible indicators and assessment modalities reflecting the interests of the different stakeholders, and giving due attention to both the economic and social aspects.

Learning and knowledge-sharing

The main issue discussed during this session is how to jointly improve effectiveness and achieve much larger outreach, considering that most agencies have developed pertinent working tools, practices, data bases and learning programmes. Existing networking and knowledge-sharing opportunities will be presented, and the possibilities to institutionalise capacity building programmes among local Government organizations and training providers will also be discussed.

Pro-poor PPP – Orientations for future work

Based on the outcome of earlier presentations and discussions, this group work session will seek to identify innovative forms of pro-poor partnership and formulate proposals to establish such partnerships. The groups will also reflect on possible options for mainstreaming the identified PPP arrangements.

Venue and Dates

The workshop will be held at the International Training Centre of the ILO in Turin (Italy), from 18 to 22 June 2007 (5 working days).

Cost and financing

The workshop is fee-paying and priced at **US\$ 2,665**. This amount covers course fees and participant subsistence as detailed here:

a. *Tuition fees* (US\$ 1,570) cover: programme development and management, facilitation, inputs by subject matter specialists, secretarial and technical assistance to training, use of teaching equipment, classroom and office supplies, internal reproduction of training material, training resources, communications and administrative support costs.

b. *Participant subsistence* (US\$ 1,095) includes: board and lodging (bed & breakfast; two meals per day), access to campus facilities and services (laundry, sport facilities, social life service, insurance and minor medical care), pocket money (EUR 12/day) and miscellaneous (transfer from/to Turin airport, water in classroom, course dinner, and group photo).

The prices shown do **not** include the cost of travel from/to the participant's home. This cost should be borne by the participant or his/her sponsor(s).

The organizers are in a position to cost-share the participation of a limited number of selected candidates.

Registration

Candidates should register directly with the International Training Centre of the ILO by sending a duly filled copy of the application form not later than **20 April 2007**.

For expressions of interest, queries and additional information, please contact:

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