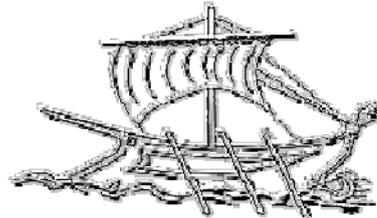


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MSc in Project Management

**City University of Seattle
T.E.I. of Piraeus**



THESIS

Course: PM601

Athens

June 2009



Ineffective communication or lack of communication between private corporations and government in joint projects through the procedures of tenders may result in the failure of the project

By

LEFThERIoTIS I. CHARALAMPOS

A THESIS REPORT
Presented to the Project Management Program in the
School of Management of
City University of Seattle
In Partial Fulfillment of the Requirements
For the Degree of

MASTER OF SCIENCE OF PROJECT MANAGEMENT



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This Master Thesis was elaborated in the frame of the collaboration of the City University of Seattle and the Graduate Technological Education Institute (T.E.I.) of Piraeus to fully implement at TEI of Piraeus Campus the CU's MS in Project Management Program approved by the Hellenic Ministry of National Education and Religion Affairs as by decision E5/58291 published in the Hellenic Government Gazette (FEK) B/924/5- July-2005.

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BIOGRAPHY

Leftheriotis I. Charalampos, Economical Advisor / Accountant

Leftheriotis I. Charalampos was born in 1981 in Athens, Greece. His family is a middle class, his parents a Police Officer and his mother that did housework only raised him with much care. He began his studies at the age of 16; he is a graduate of the 1st Technical High School of Petroupolis in 1999; he was there first introduced with the Science of Accounting and finished first of his class. In 2000 Leftheriotis I. Charalampos made it through and passed to Technological Institution of Piraeus, at the School of Business Administration and the faculty of Accounting. At that time and while studying for his degree at the university he work it as a junior Accountant in two different departments of his school. He participated at that period to many school clubs and felt passion for politics. He joined the D.A.P. that was a school political party that worked for the benefit of his school and its students. After two years in that party he was voted to be the President of the party in the School of Business Administration and the faculty of Accounting. His graduation came at the year 2006. Before becoming a graduate he joins the Greek Army just to finish his 18 months service and school earlier. At the years of 2006 and 2007 he started

working for one of the major car dealers in Greece as an Accountant. He changed his job in 2007 when an opportunity occur at was offered to him a position at the Department of Employment and Social Affair, a position as an assistant under the Undersecretary of the Head of the Department. He is still working there until present. Currently he is also in the creation of Logimec Business Solutions a company of his own that will have as subject of work Financial and Accounting business solutions, Insurance Policies and Project Management.

ABSTRACT

Name: Leftheriotis I. Charalampos

Student Number: 20098645

Title of Thesis: Ineffective communication or lack of communication between private corporations and government in joint projects through the procedures of tenders may result in the failure of the project.

One of the most difficult areas in Project Management is the one that is related with human resources in communications. This thesis will give a general idea on how tenders are made and how this communication between the Public and Private sector must be. This will be a communication plan proper for many types of Partnerships. It will continue with the examination of role and the necessary characteristics of Project Management and knowhow and the group or corporation, department, service, that takes part. Another aspect is to determine the creation and development of the Project Team that needs to be formed. A great part of problems that everyone has to deal with in order to avoid it or minimize it, is proper communication and information follow through to the right persons at the right time. By saying communication we mean the inner communication of a company and the team that takes part in the project, but also the communication between the company and the customer. In conclusion, hopefully I will

deliver a useful communication and an information pattern
suitable for Projects.

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Chapter 1 - Introduction

Employment Position

There is no application to my current position at the Department of Labour and Social Affairs.

Nature of the Study

Throughout the large scale of projects I observed, because of my interest in them, I have seen that the most common mistakes made, was the lack of communication or ineffective communication. This happens due to the enormous range of people in a large variety of professions, and because of the ignorance of who is authorized to make a decision when that is necessary. This is intensified when there are joint projects between the private sector and the government.

The main result when we are talking about joint projects, between private sector and government, is lack or ineffective communication which leads to project delays and sometimes even failure.

Needs Assessment

The stakeholders in this thesis are the project manager and project team of the private corporation, the investors of the corporation, the Government and especially the Department which has the authority over the project and last, the community. I can say that the similarity between the needs,

concerns and the benefits regarding this thesis has the same meaning.

The stakeholders concern and benefits from undertaking this kind of project are; experience for the corporation undertaking the project, also economical growth and social recognition. As for the Government, the benefit is the productivity of work to help the social life of the individual in the community.

But the main concern, regarding the benefits mentioned above is to create a communication guideline for projects, in order to be more efficient and more accurate during the project and implementing it. This guideline will point out any kind of failure in the communication of anyone involved in these projects, and try to explain alternative techniques, skills and tools for use.

Purpose of the Study

The main purpose of this thesis is to create directives or lines of communication between corporate private sectors and Governmental agencies so that joint projects can work through the difficulties of communication that occur.

Significance to your Workplace

As I already stated at the Employment Position there is no application at my current position at the Department of Labour and Social Affair.

Relation to the Program of Study

Before relating my thesis proposal to the program of study let's see a brief definition of communication that needs a sender, a receiver and a medium to be used by both of them. This process must be mutually understood and help individuals or organisations with passing on information between them. As we can comprehend, it is important because it is a daily aspect of our lives, from the exchange of feeling among people to more complex.

Relating this thesis to my program of study I can only say that by communicating we can understand the scope a project has, the time needed to implement, the budget, we can time schedule, resolve conflicts etc. Communication is the force that we can use in projects to make a vague idea take form and therefore implement it.

Also, the course I already took at fall, PM 503 - Project Communication Management, will give a great assistance to my efforts in implementing my thesis and to create a communication plan that is going to be a guideline for future projects between private corporations and the government. Any problem that may come up at the progress of my thesis will be specified and be unfolded to me by the course I already took at fall, PM 503 - Project Communication Management.

Chapter 2 - Problem Statement

Ineffective communication or lack of communication between private corporations and government in joint projects through the procedures of tenders may result in the failure of the project.

Rationale

Communication in projects is an element with a significant role. Today more governmental projects are constructed in joint projects between private corporations and the government. Due to the complexity, governmental laws, paperwork and bureaucracy of these projects, communications plays a major role between the government and the private companies.

In my opinion the importance of this in project management is very high by its nature, because the projects undertaken by governments are usually a large scale and can be subjected to observation due to their complexity. Also often the mistakes made in this kind of project can act as case study, this is something important for project management to understand better and see what went wrong for future projects.

By defining how this communication will be achieved, I am going to make a communication strategy, and therefore explain the tactics of communication that we follow between all the people involved in these projects.

It is in my beliefs, since I have been working in the Department of Labour and Social Affairs in Greece, that this will help me to develop my communication skills as a Project Manager in future projects.

Objectives

My main objective is to create a communication plan that is going to be a guideline for future projects between private corporations and the government.

Chapter 3 - Review of Literature

An initial search on these academic articles, texts and books that focuses on joint projects, also an interview with the former head of the department of Labour and Social Affairs and web searches were used in the preparation of this thesis proposal.

- An interview with Giakoumatos Gerasimos, former Head of the Department of Labour and Social Affairs of Greece was revealing and helpful in regard to joint governmental - private projects through the procedures of tenders.
- Several articles from the International Journal of Project Management and the Journal of Business Research from Elsevier, Emerald library, etc. Which describe the important role communication plays in projects.

These types of articles will give me a better and clearer understanding about the public - private joint projects, also about how laws can be changed to overcome problems that occur due to legislation. These will also point out the common mistakes made in the communication. And I will finally come to my conclusions about the problems, and how to overcome them.

The following are projects that have to do with the development of electronic services of the Government for people or corporations, and are constructed for making easier the transactions of Government -

citizen/corporation. These projects are constructed by private corporations for the Government.

- *E-government developments on delivering public services among EU cities* (Torres, Pina &, Acerete, 2005). "This is a paper examine the projects governments at all levels launched providing electronic information and services to citizens and businesses". The main objective of this paper is to study the usage of public e-services both to people as individuals and corporations of any kind (Torres, Pina &, Acerete, 2005, p.217).
- *Constructing electronic government: the case of the UK Inland Revenue* (Beynon-Davies, 2005). In this paper, the authors are trying to present "the processes of the construction of an e-government" experience. This study also presents "a number of failures about delivering services" (Beynon-Davies, 2005, p.3).
- *Factors affecting the use of e-government in the telecommunications industry of Spain* (Navarro, Dewhurst &, Penalver, 2005). "This paper examines the relative importance and significance of company size; business performance and three types of information communication technology on the use of e-Government through an empirical investigation

of 321 businesses in the Spanish Telecommunication sector using a multinomial logistic regression" (Navarro, Dewhurst &, Penalver, 2005, p.595).

- *Ensuring projects success through collective competence and creative conflict in public - private partnerships - a case study of Bygga Villa, a Swedish triple helix e-government initiative* (Ruuska & Teigland, 2008). "This paper presents a study of one public-private partnership in E-government in Sweden, Bygga Villa, which involved 16 organizations from academia, government, and industry to develop an innovative internet portal" (Ruuska &, Teigland, 2008, n.p.).
- *A knowledge-based approach for developing multi-channel e-government services* (Vassilakis, Lepouras &, Halatsis, 2007). "Having realized the benefits resulting from delivering on-line public services in the context of electronic government, administrations strive to extend the spectrum of services offered to citizens and enterprises, as well as to engage multiple communication channels in service delivery, in order to increase the target audience and, consequently, the service effectiveness" (Vassilakis, Lepouras &, Halatsis, 2007, p.113).

In a lot of projects the role that the Governmental institutions play is significant and from many aspects a role that has the ability to solve or create problems to joint projects of public - private sectors.

- *New York City's broadband problem and the role of municipal government in promoting a private - sector solution* (Lai &, Brewer, 2005). This paper is about the expansion of the broadband in the city of New York. It states all the policies that the governor of New York implements, "that facilitate competition in the broadband market so all residents, nonprofit organizations, and finally businesses have access to affordable broadband and other advanced communications technologies" (Lai &, Brewer, 2005, p.245).
- *Credible communication in dynastic government* (Lagunoff, 2005). "When information about past policy choices comes exclusively from the reports of previous administrations, each administration has an incentive to choose its one shot expenditure policy, and then misrepresent its choice to its successor." This paper studies information revelation in a model of dynastic government and also suggests a cautious approach to that view (Lagunoff, 2005, p.59).

Another aspect I have to consider in this thesis is the stakeholders taking part in these kinds of projects.

- *Science-based stakeholder dialogues: theories and tools* (Welp, Vega-Leinert, Stoll-Kleemann &, Jaeger, 2006). This paper states that "Science-based stakeholder's dialogues are structured communication processes linking scientists with societal actors, such as representatives of companies, NGO's, governments, and the wider public" (Welp, Vega-Leinert, Stoll-Kleemann &, Jaeger, 2006, p.170).
- *Refining the debate on GM crops using technological foresight—the Danish experience* (Borch & Rasmussen, 2005). "Rapid developments in and the controversial nature of biotechnology call for communication, networks, partnerships, and collaboration in research, not just among researchers, but also between researchers and research "users" in industry, government , and elsewhere" (Borch & Rasmussen, 2005, p.549).

The law that our country or the country the project is taking part has major influence. And sometimes how flexible is the Government to change existing laws or create new ones to accelerate the procedures of the project must be also be examined.

- *Wetland management: An analysis of past practice and recent policy changes in Ontario* (Schulte - Hostedde, Walters, Powell &, Shrubsole, 2007). This paper examines the latest Provincial Policy Statement (PPS) in Ontario concerning the wetland protection from the view of management. It provides various interviews, and also includes three other studies examined similar to the one mentioned.

All the above have to do with public - private partnerships for joint projects, and must be considered. Communication must be related throughout all levels of all the above.

- Michael J. Whincop (2005). *Corporate Governance in Government Corporations (Law, Ethics and Governance)*: this book provided useful idea about governmental corporation that struggle between the unclear line of private and public sector.
- E. R. Yescombe (2007). *Public-Private Partnerships: Principles of Policy and Finance*: this book is about the private and public partnerships in projects. The policies and finance of the government to the corporations that will carry out the project.
- James S. O'Rourke (2004). *Management Communication: A case - Analysis Approach*. : This book provided useful

ideas about the use of tools, techniques and methods of communication.

- Gerasimos Loutas (2004). *The theory of corporate communication*: this book was very useful and helped my research in order to understand how these private corporations communicate with public sector agencies.

Chapter 4 - Methodologies and Procedures Used in the Study

Description of Methodology

Methodology will include further research into stakeholders and systems thinking of public - private sectors, also research on the communication and the key elements of that needed to implement such projects. Public tenders will also be a crucial element to my research, if I want to make a communication line that will work properly between these kinds of projects. I am going to gather and analyze all the available information (from previous projects) that will be granted to me by many different resources from the ministry and several other private companies. Many of these information that will be acquired have to be considered, analyzed and be evaluated in order for this thesis to be delivered on time and accurate for the subject I chose. The communication plan between corporate private sectors and Governmental agencies that will be created will cover every possible situation in future projects.

The meaning of communication

By giving a short definition of communication as the procedure in which the transmitter of the message carries ideas, information, written or oral to the receiver on which

its efficiency depends on how the medium is interpreted by the needs of the first.

Corporate communication is considered a procedure of highly importance and the outcome of it can be connected directly to the possibility and the ability of transmitting, understanding and utilization the meaning of the message in order to fully cooperate the company, its employees, and executives on various issues that deflect in every day corporate activities. Its Purpose is the directive and meaningful passage of the information, objective and fair management, is distributing and understanding the context of the material that is circulated in the internal or external environment of the corporation.

During these last decades corporations have fully understand the great value that communication has contributed to the planning and its utilization of their goals. Today the effectiveness of informing the upper and lower management in the corporation derives from the creation and distribution of the information to the authorized receiver, as for the smooth and constructive distribution throughout the external and internal environment which is the main point of its good operation consisting simultaneously the basic tool for its development path.

Today we live in an era where the industrial society gives its place to the commutative society. Informative communication projects a new role of authority and its power

and influence which affect the operational modules that distribute information. The source of this authority has a major impact on the modern man since it creates opinion, mood and behavior that describe the image of a postmodern industrial citizen.

In this communicative society the binding procedures and collective decisions must need direct implementation of the principals of communication, in order to bridge the gap between the citizens of a country and also the people of a global dimension.

In this harmonic symbiosis between family, neighborhood, town, and politics, among public and private life depends directly from the content and quality of communication that people use for understanding each other and to humanity in general.

In the exact same tone we could claim that all the above oblige to communication which operates through corporate reality. There, where the possibility of implementation on an individual or a more complex level of working procedures and effectiveness of management, depends on the ability of effective communication among these parts.

In this way the establishment of certain rules for having an effective communication inside the corporation promotes and improves the behaviors and relationships among the employees of the corporation for them to co- exist harmonically in their productive environment.

Now as for the Greek reality the importance of corporate communication is essential since it is helpful for the smooth flow of productivity.

History of human communication

The evolution of communication has followed its course on the creation and the development of human society. We can say that if we divide the various stages of human societies into periods, each one of them would have special characteristics. These periods are dependent to the geographical places that man has lived such as Europe, North Africa, China, etc.

Basic parts of communication

For the competence of an effective communication which consists a very complicated procedure that has to do with reactions and emerging actions that must be recorded and studied in separate parts.

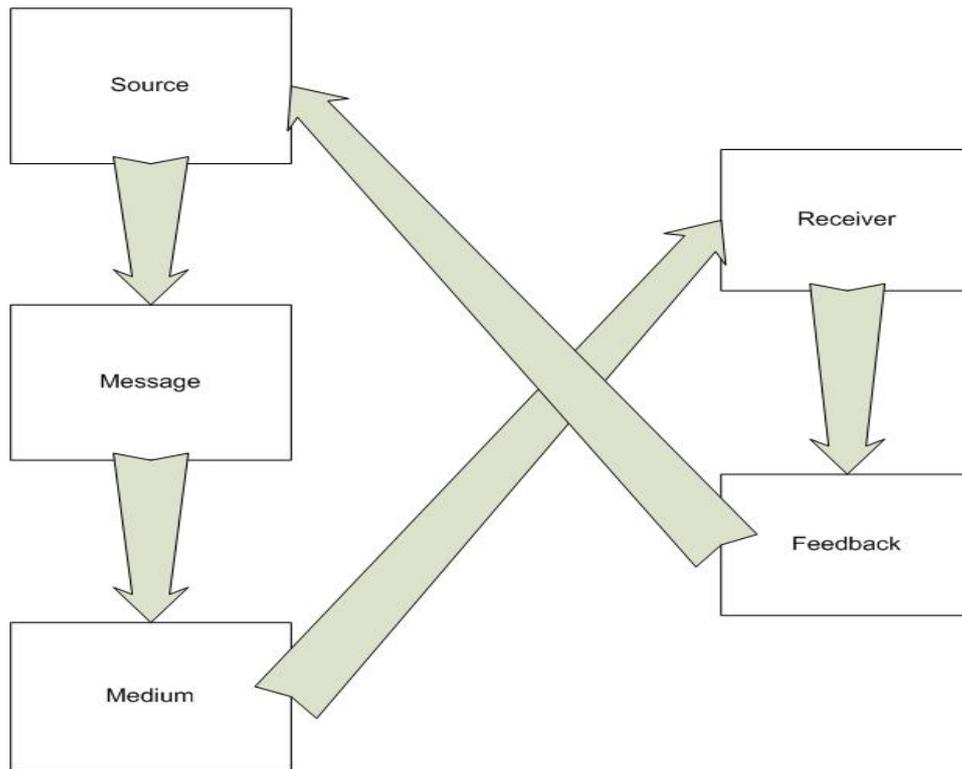


Figure 1. The parts of communication.

The source is the person that with the use of his instincts creates an idea in his mind that is unique. The way that this idea is created in his mind has to do with the personal experiences of the individual, his educational background, the psychological state of this person, the purpose of which this message is being created etc. all these must be evaluated and assessed to them and after doing so he must choose whether to send the message or to hold it.

1. The message.

The message consist the informative part that each one of us as individuals receives and analyzes it uniquely. By using a process in his brain, that is not fully aware and understandable, the creator of this message decides to send it through written, oral, gestures with the use of his body, his thoughts for him to deliver this message, to another person or a group of people.

2. The medium.

This is the step that communication uses to pass the message; most common ways are computers, tape recorders, films, radios, television, and fax, phones etc. the medium every time we use it, plays a significant role in the acceptance or not of the message that it delivers. For example we could say that if we use the exact same message and we change the medium every time we send it, it is almost certain that we will have different reactions for all the times that we send it.

3. The destination or receiver.

The destination defines the receiver of the message. The one who's informational material we wish to send to. To achieve this efficiently and without misunderstandings we have to not only make sure that he's got the message but also that he is fully aware of the content that we have sent. This way we will avoid any other clarifications to the message and any other references that will lead to waste of valuable time.

4. Feedback.

Feedback is considered to be the last and one of the most important stages that consists an effective communication. With this stage we can understand if this communication has been efficient or not and completed. Also it provides useful information if there is any need for further clarifications to the receiver.

Forms of communication

There are many forms of communication such as; formal and informal, bilateral and collateral, vertical and horizontal. However concerning Projects of Public and Private sector the form that must be analyzed more clearer is the formal and informal communication.

At this point we have to point out a basic confusion that arouses from the meaningful approach of the meanings for formal and informal types of communication and furthermore for the oral and written ways of communication. We have to thus for clarify that the circulation of the formal or informal type of communication has no relation with the usage of the oral or written form of communication, to the extent that we can justify the idea that informal communication is generally represented by the oral way and that the formal type by the written way of communication. And

this because many types of oral ways of communication use the formal type, for example a hearing, an interview, a negotiation, an observation etc. So the type of communication that the employee has to choose has close relation and has to do more so with the fact if the transmitted message will follow a certain path according to the hierarchy structure of its executives, sectors and procedures that have been planned out by the corporation, or not. Furthermore, if the message will obey the chain of command that is outlined in the organized section of the corporation defining the co-constituting sectors (office, sections, management, general management), thus for the hierarchy levels of its executives (manager, sectors manager, co-director, director) who are also the main points of communication from where the message is distributed in combination with the communication policy of the corporation. This means the path followed is the formal type of communication.

In the case where the path of the message has the potential to be directed to every section of the corporation and as to its executives without maintaining the hierarchy structure of its organized sectors and executives, without obstacles and firm procedures, then we can say that the informal type of

communication is used. We could also substantially claim that every time we use one type or the other, it depends on a large scale the quality of criteria's that compose the message, and from the internal and external factors that affect the operation and development of the corporation.

Therefore according to the formal type of communication that every employee is obligated to use under every certain circumstance, the employee of the payroll sector in the formal use of communication for example has the possibility to communicate with his supervisor but is not capable of coming into contact with the manager of production especially for matters that concern services for the department. He also cannot come into contact with the supervisor of public relations and not even with the General Director for that matter. The employee of production in extremely rare situations has the possibility to communicate with the General Director of the corporation through the informal type of communication which he has selected to use, without reporting beforehand to his higher ranking employee of operations or to his supervisor.

In conclusion I would like to point out the importance of the two types of communication in

combination with the fact that the usage of one of the two under every certain circumstance requires executives and employees with very high levels of commutative ability. This is believed to be essential because they have to have the right knowledge to consider which of the two types of communication must be used every time according to the circumstances. Let us think for example, although that the informal type of communication may seem more convenient and effective because it deploys more direct access for the transmitter to the receiver, it can many times, this depending on the general level of its employees and executives, can create problems to the smooth operation of the corporation.

Rules that makes communication efficient

For communication to be effective, basically meaning accomplishing its purposes, with the transmission of the message and the sensitivity of the receiver, regardless if it applied to whatever type of corporation, either its public or the private sector, its structure and development has to derive from the basic rules, which reassure the smooth transmission and understanding of the message and settles the account for the positive correspondence of the receiver.

The basic difference between oral and written communication is that with oral, we have the opportunity and the possibility to correct something that we have said wrong, for instance, -sorry I didn't mean that! And simultaneously gives us the chance to explain exactly the meaning for what we have said, or correct or to modify, without having negative consequences to the receiver for the gravity of the transmitters saying.

With the written communication though, this is very difficult and many times impossible, because of the lack of time witch might intervене with the on time correspondence of the contents of the message (delays for the corrected transmission of the document). Also, one of the negative points of written communication is when the receiver of the message, because he wishes clarification in certain parts of the document which he has not fully understand, he is forced to send another document to ask for further explanations. Anyhow it is not for sure that the receiver will advance clarified questions, maybe so after he has already rejected the transmitter as an unreliable source of information. Therefore, we have to keep in mind, that written communication consist the proof of evidence which sub helps the formation of the image for the corporation and if this one does not develop in a successful framework, following faithfully the rules of communication, the reader will develop a negative opinion, not

so for the certain transmitter - editor but for the corporation in general.

For us to communicate effectively, it's very difficult and a harsh procedure, for whom the transmitter of the message, not only for his capability of communication that he has as an individual and for his personality, imposes to follow certain rules that will help him and give him the possibility and the opportunity to make it through sufficiently in this section. For us to fully understand the basic rules of communication we separate them in to two main categories, the category of structure for the rules of communication and the category of development for communication.

The first category where communication is constructive, consists the rules of honesty, the rules of editorial and grammar that has to be applied, abbreviation and consistency of the messages, the acceptable balance of personality for both sides, for the avoidance of talking nonsense, directness of the receiver, the validation, the ethics, the predomination of reason and not of emotions, seriousness and the credibility, the trust and discretion of the transmitter and the receiver, the explicitly, the negative consequences of flatter, the appearance of especially written messages, the simplicity of messages and the politeness that derives from commutative messages.

The second category in which the capabilities of the transmitter of the message develop a communication for it to rise to high levels project the rules of the contents of the message, to emphasize the key elements, the aggressiveness that the message must possess, the right formation, the persuasiveness, the ability to adjust depending on the receiver, the consciousness of success that comes out from our efforts in communication and good will as a necessary element for human commutative efforts. Efforts of calmness, the persistence and patience, of their arguments and subjectiveness without selfish standpoints, the use of a vocabulary framework, the maintenance of continuous contact with the receiver and reality.

Private Public Projects during Antiquity

Public Private Projects isn't something new to human kind; some of the most admirable Projects were created with the contribution and funding of the Public that had the help of private resources. Acropolis of Athens was one of them.

The word Acropolis means edge of the city, and there are many Acropolises across Greece. These were built always on the highest point of the city. And these were used as shelter during raids. Acropolis of Athens is the most known in the globe and is mostly called just Acropolis.

According to mythology Athens was founded by Kekropas who was also Athens first king. As the legend says he was born

half human and half serpent. He also was responsible for the name of the city, because he was the one to decide who would be the protector of the city. He chose between Poseidon and Athena. Both Athena and Poseidon tried to convince the people by sending gifts. Poseidon strikes with his trident the Acropolis and a spring of salted water was started to flow out. Then Athena touched the ground and an olive tree grew out of the ground. The people thought that an olive tree was much better than salted water and Kekropas decided that Athena should be the protector of this city.

It is believed that Acropolis was first habited by humans during the 7,000 bc. Athenians kept a serpent statue that symbolized their first king, Kekropas. There were also many temples and tombs connecting kings and goddess. Every year Athenian in honor of Athena their goddess they made sacrifices. They also took part in Panathenia that were athletic games and in music competitions and the winners participating in them were given some olive oil because olive was the sacred tree of Athens.

During the Persian war of the 5th century B.C. Athenians started to build the Parthenon but the Persian army destroyed it and the Athenians gave much more attention to the battles with the Persians.

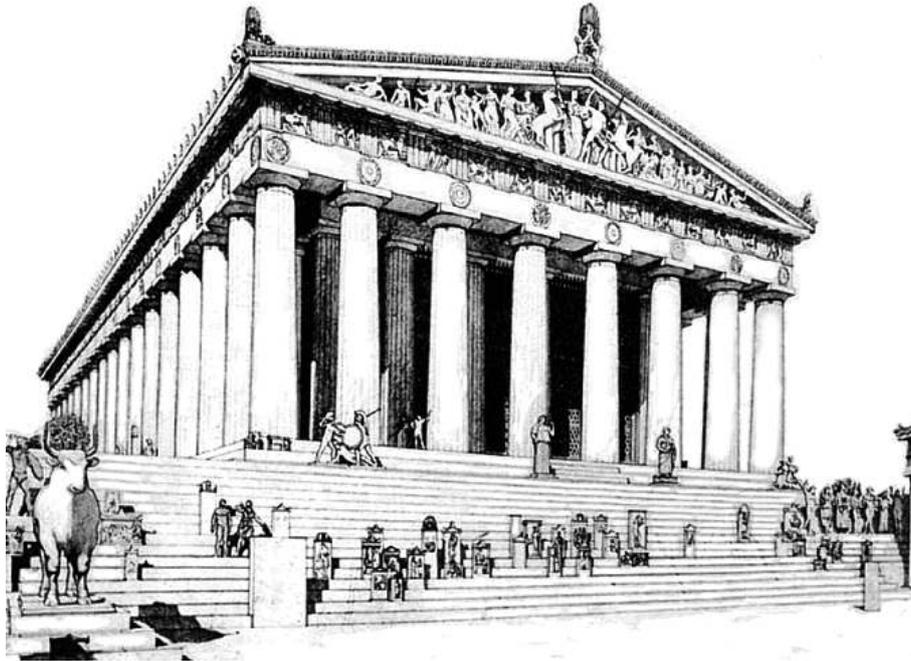


Figure 2. The Pathenon.

At that time it was when a very intelligent, serious, calm, noble, man became the new leader of the party of democrats, which was Pericles. This happened two years after the assassination of Efialtis.

Pericles was born at 495 B.C. and by others at 490B.C. his father was Ksanthipos, who was one of the great generals that helped the Athenians win the battle with the Persians during 479 B.C. His mother was Agaristi, who was the niece of Cleisthenes, known founder of the Athenian Democracy.

Legend says that nights before Agaristi gave birth to Pericles she dreamt of giving birth to a lion instead of a child. Frighten as she was she mentioned her dream to her husband that calmed her down by telling her that this was a very good omen.

During the government of Pericles, he started to build one of the greatest monuments in the history of mankind. Pericles convinced the people of Athena to start a series of constructions on and around the site of Acropolis. He inflicted taxes on all the wealthy Athenians during the war with the Persians, and used the money that he had raised to put in the Athenian Treasure to start the restoration of all of Athens.

Pericles himself appointed two of the greatest architects he had at his disposal, Ictinus and Calicrates to build the Parthenon and Fedias, a famous man at his profession to make a majestic sculpture to honor their protector Athena. Fedias used to build this sculpture, elephant tooth and gold. Pericles was supervising himself the devotement of this statue. When it had finished the statue was 12 meters high and weighed many tons. Athenians were carrying marbles that were very heavy from a nearby mountain called Penteli, this marble had one great advantage from others, it was only white, and this was suitable for painting it with colors after the Project would be finished. Athenians also enjoyed painting with colors their monuments, statues and also their houses. The work lasted for 9 years which even for present day and despite our technological superiority was an excellent time.

Historical Facts on PPP's

- The idea of joint Projects between Public and Private sector for the implementation or maintenance of social utilities is very old.
- Around 1980 in Great Britain started a new exploration on the possibility's emerging of the combination of different types of Public Private Partnerships adapting the modern economical- social- and institutional environment.

Today's PPP's

As we already have said PPP's are new forms of corporation between public and private sectors, for funding, development, and maintenance of an infrastructure or a service that has as a result the creation of various legislations and laws in order to be.

Today, in Holland, Spain, Portugal and many other countries Public Private Projects has been developed even further and have substituted at a large part the program of governmental investments.

In Greece many Projects have been made under these forms of corporation, regarding the past, projects such as Power and Oulen, and in recent years the international airport of Athens El.Venizelos, the bridge of Rio in Patra and the highway of Attica province that named Attici Odos and last but not least the new museum of Acropolis. There are also numerous other

Projects that were never started or become through the classical way.

What are their benefits?

Except from the joint venture that is produced by the Private and Public sector there are some other benefits such as:

- More and better services between the expected cost and time schedule. On time and on budget.
- More efficient risk management.
- Contribute to the Public by creating opportunities of learning the new technologies and procedures of Private companies.
- Forward more productive investments and raise the number of working positions of a country. Therefore creating more efficient use of human and economical resources.

Different types of PPP's

There are many types of Partnerships that can be made between a Public sector companies or department or any other kind of public mean with a Private sector company. These are:

- Convention services
- Convention management

➤ Concession

➤ Private Finance Initiative/Design - Build - Finance - Operate

In the template that follows we can see the degree of collaboration between Private and Public sector.

Choice of contract	Funding	Operation and maintenance	Commercial danger	Property of element	Duration
Convention services	Public	Public / Private	Public	Public	1-2
Convention management	Public	Private	Public	Public	3-5
Concession	Private	Private	Private	Public	25-30
Pfi/DBFO	Private	Private	Public / Private	Public / Private	20-30
Disinvestment Privatization	Private	Private	Private	Public / Private	-

Table 1.

Public and Private Partnerships consist special types of partnerships between the public and private sector, with its main goal being the materialization of infrastructure and administration. PPP's aim to the maximized possible public benefit through constructions and the high quality and competitive cost of administration. Public partnerships incorporate the innovation and technological knowledge of the Private sector and also assure the desirable level of general construction and administration throughout their lifetime. A characteristic of PPP's is the exchange that is acquired from the commoner for the execution of infrastructure or administration that indicate either the right to exploit the earnings that are acquired from the construction or service, or the payment for the economical exchange from the Public sector as for the uptake of a big part of the risks from the private associate.

Acknowledging the importance of the institution of PPP's, the European committee published on April 30th 2004 the <<Green Bible concerning the PPP's and European law of public contracts and contracts of bestowal>>. The PPP's are separated into two basic types; contractual PPP's and institutionalized PPP's.

The PPP's are not adjusted by the European law, with exception only from certain junction laws that have to do with contracts concerning the bestowal of public constructions. The Green Bible aims to pin point the level of joint intervention

that is needed for the assurance and integration of the economical sectors of the members of the E.U in the market of PPP's, under the conditions of safe law and effective competition. With this platform, the Committee examines different issues concerning PPP's like the applicable law for the selection procedure of the private associate, for the different establishments of Private Finance Initiative, the conventional conditions, the changes that undergo throughout the operation of PPP's, and the usage of subcontracting.

On November 15th 2005 the Committee published the <<the announcement for PPP's and public contracts and contracts of bestowal>> in which appear parameters that aim to the reassurance of effective competitive conditions for the establishment of PPP's, without any reason for restricted flexibility that is needed for the project planning of innovations and in many occasions complicated investment plans. Also it published an explanatory document about the application for new procedure assignment of competitive dialogue that is expected to be widely used for the selection of the private associate for PPP's. The other parameters that are expected to be taken under consideration in the future are the constitution of special legislation settings, the publication of commentary announcements, and the assumption of action with its primary goal being the improvement of national methods of coordination between the European members.

In Greece, the last couple of years, there have been an increase in the participation of private associates in the construction and management of infrastructure, which mainly had to do with very big constructions, especially in the sector of transportation. From the accumulated experience, it was made noticed that the absence of a specialized and flexible statutory framework, made it harder for the wider range of application for the PPP's. To handle this problem, the treasury department in June 2005, published a law plan for partnerships and started a consultation among all the concerning parties. On September 22nd 2005 the law was finally voted for, <<Private and Public Partnerships>>, which imports for the first time a completed legal institution of planning for PPP's.

Public utility of Public Private Partnerships

There many times that a country's government doesn't have the resources in need or doesn't want to use its resources to accomplish a certain project. Usually these resources concern budget. This is where the government chooses to create it by introducing a private partner for it. These projects are considered as public utility since these concerning the use of common people. Hospitals, bridges, airports, national roads, energy factories, public transportation, etc, are some that can be used by the citizens daily. .When it comes to Public

Private Partnerships the result of them combined is public utility.

The meaning of growth, economical and social, plays an indisputable vehicle to the development and progress of a country and its citizens. The worlds need for an increase of the development rate in every aspect of social life, especially at a time of low fiscal policy such as the one living nowadays, has proven that Governments weaknesses to fund in their own and efficient small or large scale projects.

At this kind of situation, a common practice has shown that a large scale of projects of public utility can be implemented better, faster, and cheaper by joint projects of Public and Private sector. These projects can mobilize all branches of an economy, and can contribute on the preparation and the execution of a joint project that will lead to the creation of a new market throughout the whole country's domain, and especially to places that this is needed the most.

In Greece, the recent law pass of legislation regarding the Public Private Partnerships was an enormous step towards the development of numerous projects that past administrations had declared, also opened up the path to a wider and broader coexistence, in joint projects between Government and private corporations. This law referred not only to the creation of projects but also maintenance the already existed, but also services that until now the Public sector had exclusivity.

It is a fact that motivation of private funds on the development public projects diminishes the involvement of Governmental funds, and giving to the administration the alternative possibility of not fund public utilities and talking high economical risks.

At the same time, at common consent, the cooperation between public and private sector gives first the possibility of incorporating the innovation and Know-how second, the same moment where the distribution of Investments is rationalized, and the quality of produced work is optimized and becomes in general more effective by exploiting human and material resources. It becomes explicit that each discussion that utilizes and derives from the cooperation of public and private sectors effects the big work and the growth and it concerns the members of social utility, the citizens, which through the general prosperity of a country; expect improvement for their quality of life as a community and on an individual level.

In a lot of cases, however, the consideration of utilities for the social members do not only become abstracted attributes for citizens, but also with their further more special attribute as daily consumers of wide range services that are offered directly or indirectly resulting from the concretization of work developmental from public-private cooperation. Such work can be the concretization of new hotel installations or centers that care

for old men, the manufacture of quartered spaces, nursery stations and gyms, the construction of public markets or spaces of recreation, the management of harbors and airports, etc. It is not common to forget that the center of cooperation between public and private sector is found in return that receives individual private implementation of work or in the benefits of service. This return consists usually of the right of exploitation and revenues that yields each work, a fact that changes the private individual into a single provider of goods to consume against pecuniary compensation for as long as time permits this and affects the right of exploitation. This means that, the relation that is developed between individuals of such work exploits the benefits more among the consumer with his supplier, despite of the relation that the citizen has with the public sector.

From this opinion, the private individual beneficiaries of exploitation of public work is imperative and they fully observe all forecasts for the protection of consumers and they apply a enterprising policy that, in combination with the collection of their legitimate profit, they demonstrate the biggest respect in health and economic interests of public consuming which they deal with . This need is more imposed, given his monopolistic character of public work and, in the absence of commercial competition which when it is healthy, it is in position to put rules, place limits and smoothes out the market. The consuming dimension of relation can give birth to

exploitation and the use of developmental work of infrastructure for the citizens should always be in the center of attention. From the stage of preparation and the planning of public-private cooperation to the concretization of work, particularly the public sector will see to it, that the agreements that are contracted with representatives of the private sector, which act jointly for the growth of a country, include explicit and irrefragable forecasts that guarantee future protection, but also satisfaction for citizens or consumers for the quality, the reliability and produced work. Without the strong feeling of confidence and safety between the citizens, the public cooperation and private sector run through the danger to be placed permanently under negative criticism and contestation and the growth of a country will remain as an objective.

Crucial factors of succeeding a Public Private Partnership

First of all there has to be a hierarchy of Projects. During the first steps for implementing a Public Private Partnership needs to be a control of the Projects that can be implemented. Most of the countries that are very active throughout these kinds of procedures have agencies and means of observation and spread out the information to where this is needed regarding the Project in question.

In every part or type of PPP's the first Projects must be selected with very strict criteria just because these are

pilot Projects and must be implemented with success and in sort time. By implementing Projects in this way, these Partnerships can gain experience which can be very helpful for future Projects. Also another advantage is that both parties could increase their participation on PPP's due to the fact that they have diminish the element of risk because of the experience already gained.

Legal factor

The legal environments in which the Public and Private sectors operate show much uniqueness that derives from general elements of our race. Many efforts have been made a few decades before until today, to modernize our legal system , however these were not accomplished. The main issue is the heavy beaurocratic procedures of the system. All the important decisions are made in Athens, which is the center for all Departments of the Government.

The legal environment in which the companies both public and private are obligated to work and flourish is quite blur and surrounded by many laws that sometimes tend to step into other laws or try to fill up the already existing ones, as a result many executives and employees are hesitating or find it very difficult how to act during certain issues. There is not any coding to the existing legislation and many hours of work are spent trying to understand them.

Specifically, in the public sector we believe that the current legislation apart from the fact that it projects problems and solutions to non subjective issues which the government tries to resolute, the big point that emerges is the non compliance of them.

Procedures of launching a Public corporation tender

Generally the procedure that a public corporation has to follow when they want to launch a tender (public procurement) is the following:

One of the very first things is the assessment of the needs that define specifically what they want. Either these are the purchase of a good or the construction of something (highways, buildings, hospitals, schools, etc.) or even the provision of a service. After defining that, the public corporation needs first to prepare all the necessary specifications for the project, this is something that doesn't happen overnight and needs to fully acknowledge all the requirements for implementing the project in hand. At the same time they need to ensure that the adequate funds exist, in order to be able to launch the tender within the next few months.

Following this are the documents of the tender, which include all the requirements and the specifications of the project that needs to be approved, usually by the specific Department of the Government or another public corporation

which is appointed by the relevant Department. When the documents of the tender are finally checked and approved then the public corporation has to publish the summary of this information regarding the tender to the European Union, usually to the 'Supplement to the Official Journal of the European Union'. This is done because everyone in the European Union has the right to be informed for any future tenders that are taking part in other countries inside the EU, in case companies outside the country that hosts this tender wish to participate.

In the meantime they do the same (publish to the public) in at least three (3) in Greek newspapers. After the period of the 52 days of the first publication (EU) has passed they can finally launch the tender. This is done because they want to give the right to anyone that wishes to have a look at all the documents of the upcoming tender. This happens in order to check if everything is in order. If something is wrong then they can object to the committee that is handling all proposals, regarding any term or specification that they wish to do so.

When the day of the opening of the offers has arrived, the committee of the tender checks all the participant's justifications. If the documents of the participants are in order then they pass to the next phase, which has to do with checking and evaluating all the technical offers of the participants. After notifying all the participants about the

results from the technical evaluation they are then called upon to be presented before them in order to open the economical offers.

The one now which has the best technical and economical offer, by this I mean the one who has the highest ratio and has under quoted has finally won the deal and the tender. This private company is then asked, within the period of ten days to sign the contract of the procurement.

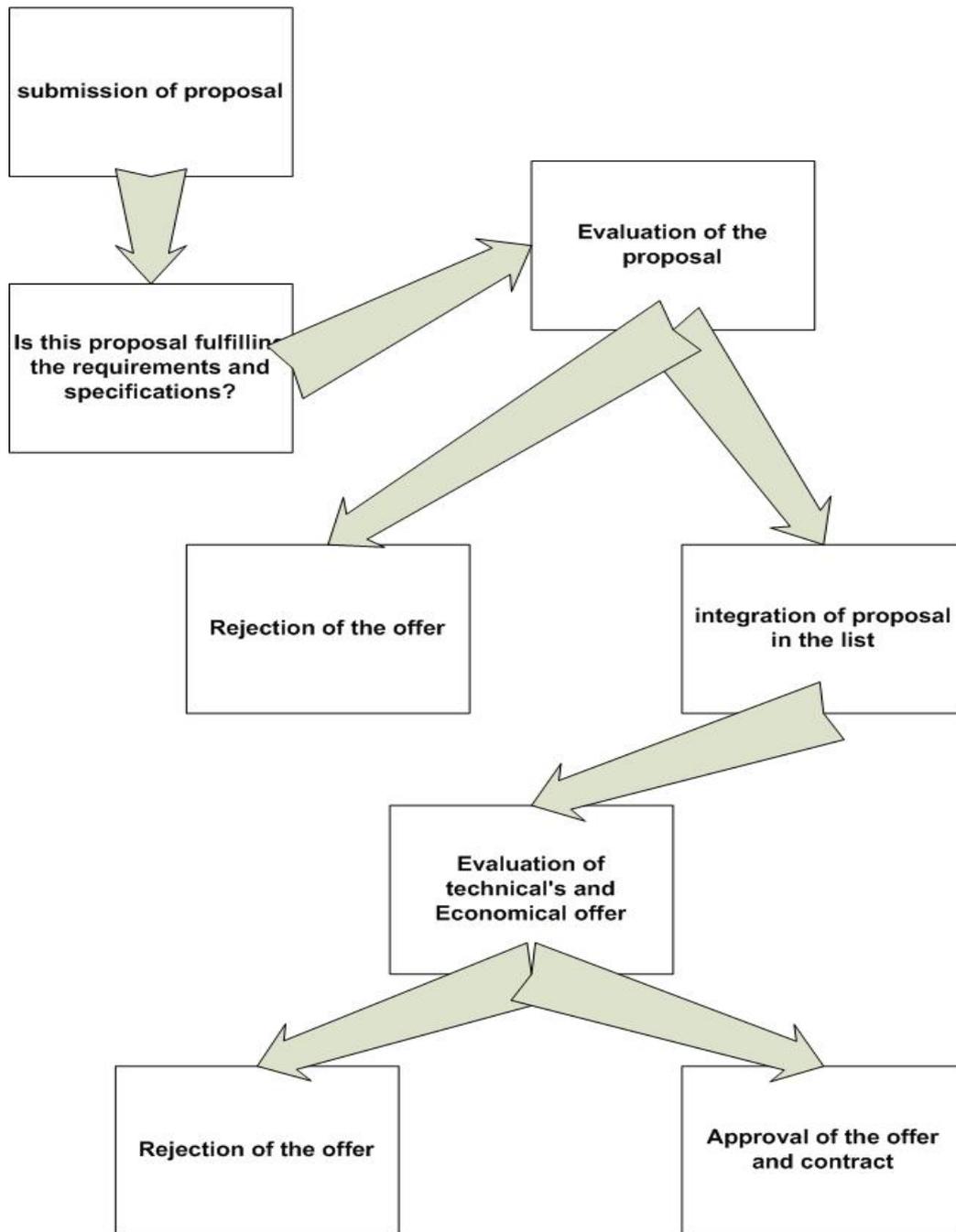


Figure 3.

After signing the contract the private company has to deliver the project within the budget, time and specifications as it is already signed in the contract. If this is not the

case then, most probably, there are penalties for the private company.

This is the most common way of handling tenders and public procurements in Greece by the Departments of Government, municipalities, etc. There are many cases and many more aspects even in the above procedure but this is not the time to be examined in this thesis. We have to focus specifically in the communication between the people which are affected by these projects, that is to examine the communication of the stakeholders for these projects and how to make this communication more efficient.

Constitution of Suitable Teams of Work by the Government

The Public sector or the Department of Government, and more specifically the Economy and Finance Department and perhaps many other Departments, that in all probability will undertake also the planning of future pilot projects of Public Private Partnerships in the future must create a taskforce that must be formed with people from Public and Private sector. These taskforces will have the required skills and the new technological background to implement projects. However they could also use expert Advisors in various and more complex projects that could be recruited from universities as these are the first put to the test concerning new technologies, or directly from Private sector but having the necessary recognition regarding their profession.

Similar Teams of Work (Taskforces) were recommended, at the duration of concretization of first PPP's, in the Great Britain, Holland, Italy, Ireland, the South Africa and Japan. These competences of particular teams could in the long term be ceded in Public Private Partnerships, as it has become in the Great Britain since 2001 with the organism that they call "Partnerships UK", which is a Public Private Partnership in which the Government participates with a very little percentage.

Expectations

This thesis will produce many conclusions about communication in the implementation of joint projects between private and public sectors through the procedures of tenders. At the appendices there is attached the template of the communication plan, retrieved by the course PM503 with some modifications made and is going to be used by Private and Public sectors. Hopefully it will be a useful guideline for future projects.

Chapter 5 - Results

As I have already mentioned in my research for this subject, communication plays a vital role in the implementation of a project. In the beginning of this thesis I mentioned what communication is, what are the parts of communication, and how communication has to be in joint projects. As we can see this is something very important and without this a project cannot be properly executed.

Another view of this research was how these joint projects come together, from whom they are consisted of and what is the exact procedure that is followed up until now. I have stated how joint projects were based on historical facts and finally what is the reason why joint projects have to go about these certain procedures. If these procedures are not followed then most probably the customer is not satisfied and the projects are not considered as successful.

From my experience and from the research that I have done up until now, and from an interview that I have conducted with the under secretary of the Department of Employment and Social Affairs, all the projects have to be based on proper lines of communication and by this I mean to make clear to all that no delays on the timelines of the projects are allowed and also for them not to exceed their budget outlines.

The key outcome of my research was the creation of a general communication plan effective from the beginning of its

existence and for various joint projects between the public and private sectors. This will help the stakeholders to communicate properly and not to face the problems of the past. I would also like to clarify that the reason I stated this communication plan as generally possible is because I was forced by the diversity and the complexion of modern projects in order for this plan to be applied in every project. This of course is a unique feature, apart from having and using a template communication plan for these projects.

Chapter 6 - Discussion, Conclusion, Recommendations

Usually joint projects are projects that are intended for large scale projects, which always seem to be of an interest for the public. This is also something to my liking as for I was always impressed by the magnitude of these, for their complexity as I understood them back then before I had acquired and found new knowledge on project management during this course.

Another reason why I chose to deal with these kinds of projects was my personal experience and employment these past two years in the Department of Employment and Social Affairs, where I had the chance to observe but not to participate in a mega project that had to do with various unified services of pensions. This kind of project failed due to ineffective or lack of communication among the Department of Employment and Social Affairs and the various unions that look out for the best interest of these services of pension. The communication of these two parties came to a dead end due to long lasting strikes and the government cut off from its part every existing procedure for this project.

I can realize now from this experience of mine, how much important role the communication plays and how crucial it is for us, these projects to have are unedifying attention.

The next logical step is for us to examine how these projects are constructed and what the role of communication is in these joint projects. First of all, it has to be a need or

a service for a specified mean. After this is defined, the next step is to create a team that will collect all the necessary requirements, specifications, etc. for the implementation of this purpose. This project team belongs to a specific department of the government depending on what kind of project we have to implement. Therefore, after we have assembled our project team and they have collected all the appropriate data and information that they need, they have to create a pre-plan with all the specifications of the public procurement. This is later sent for the final approval regarding the budget of the fund that the government needs to come up with and the estimated time that is needed for it to be completed.

After getting the approval by the specified Department of the government then the next step that follows are finalizing the documents of the tender, which include all the requirements and the specifications of the project that have already been approved. Usually, this approval is done by the specific Department of the Government or another public corporation which is appointed by the relevant ministry Department. Now, when these documents of the tender are finally checked and approved by the relevant department, which are usually transmitted by fax or by mail correspondence then the public corporation has to publish the summary of this information regarding the tender to the European Union, usually to the 'Supplement to the Official Journal of the

European Union'. This is done because everyone in the European Union has to be informed for any future tenders that are taking part in other countries inside the EU, in case companies outside the specified country release this tender who wish to participate.

Meanwhile, we have the same course of actions by the government's side that releases the specified tender. Now the project team of the Department gives the authorization for the semblance of a committee that will examine carefully all the offers from the private companies that wish to participate. By saying to examine, we mean evaluating all the technical and economical offers of the participants.

Finally, after the examination, the private company that best qualifies all the requirements that are needed and will have finally won the deal will be assigned the tender.

As we can see communication in these procedures are consistent, in oral, in written (fax, mail correspondence, e-mail, etc.) both formal and informal types of communication. The way I have described the procedures of tender in the above text, is the most common way of handling tenders and public procurements in my country, Greece.

The procedures that I mentioned earlier and the conclusions that I have made are that my communication plan is going to help a lot in the public procurements or tenders in future projects. Because, as we have already said, projects are very complex, different and the stakeholders are changing

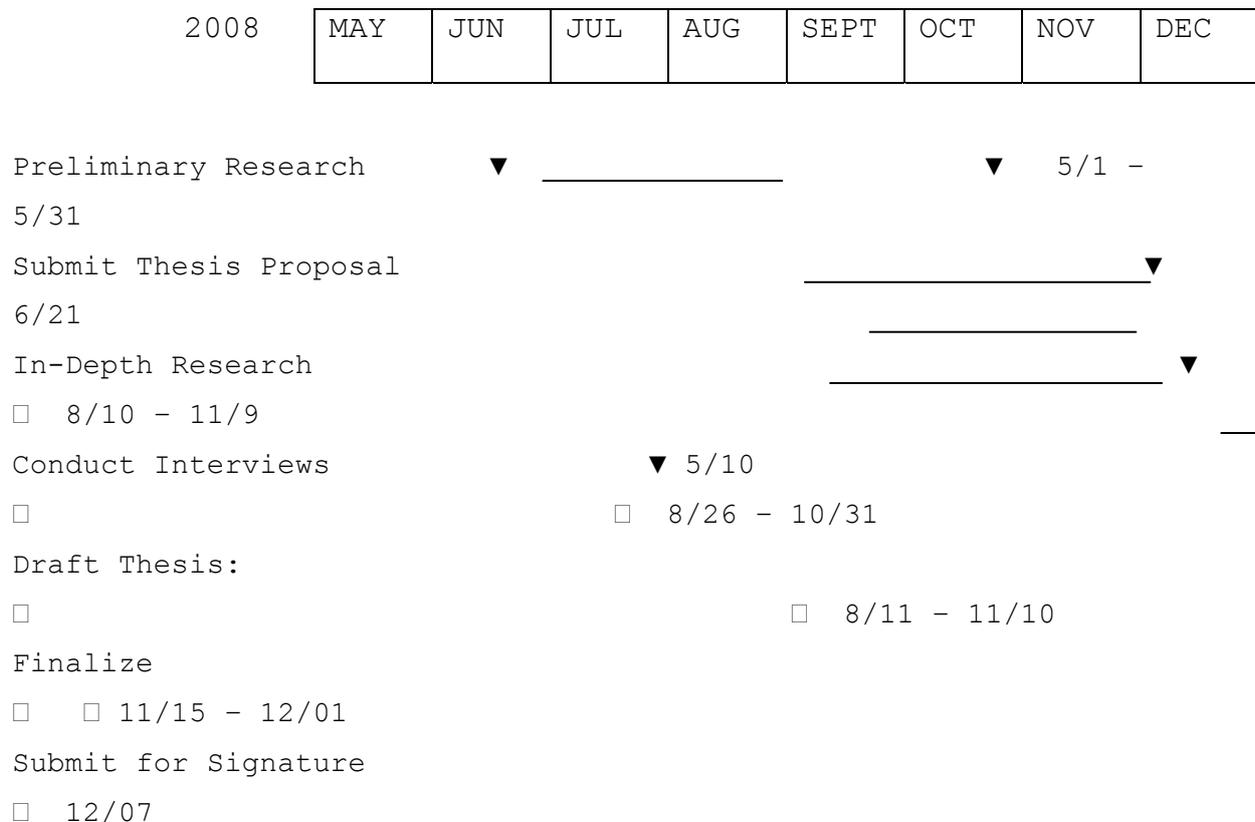
all the time I had to find a way of preparing a communication plan that best suits every new project. This can only be achieved if the communication plan is as general as possible. This idea of a general plan was also shared to a couple of colleagues in the in the Department of Employment and Social Affairs and were very fond of my idea.

These conclusions that were transferred into a communication plan I believe that are going to help in a great way as a future guideline for the successful communication between these public and private collaborations.

From the research that I have conducted the last months, I have come to the conclusion that if communication is not effectively used then in most of the cases it can lead to commutative mistakes that could possibly be the consequences for project delays and furthermore for funding delays due to over budget. A specific example of that was the ineffective or lack of communication at the Olympic games of Athens, in 2004. All projects concerning the games were initiated with a considerable delay due to the ineffective communication, resulting to major setbacks in the projected timeline thus creating a massive over budget of the games.

That's why if in future similar projects, exist an effective communication plan then most of the problems stated above will be decreased and we will have a successful project.

Timeline



Step-by-Step Plan:

Chapter 1 - Introduction	June 21 - August 17
Chapter 2 - Problem Statement	June 21 - August 17
Chapter 3 - Review of Literature	June 21 - November 9
Chapter 4 - Methodologies and Procedures	June 21 - November 9
Chapter 5 - Results	June 21 - November 10
Chapter 6 - Discussion, Conclusions, Recommendations	June 21 - November 29
Merge chapters and refine transitions	November 9 - December 1

Review for citation inclusion	November 10 - December 1
Abstract	November 30
Vita	November 30
Review for content / flow / accuracy	Ongoing - December 1
Table of Contents	Ongoing - December 1
List of Tables	Ongoing - December 1
List of Figures	Ongoing - December 1
Bibliography	August 10 - November 15
Appendices	Ongoing - November 30
Title Page	June 21
Dedication	June 21
Acknowledgements	June 21 - November 30
Signature Page	June 21

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Appendices

TEMPLATE COMMUNICATION PLAN

1. Project

1.1 Summary of Project

1.2 Work Break Down Structure

Present using and chart the work Break down Structure (Activities, Tasks)

Present the statement of the Work Break Down.

Describe the supporting Documents and the staff involved in the project.

1.3 Schedule (GANTT Cart)

Using the MS Project construct the Gant Chart

Give a table like the below with tasks, priorities, duration and predecessors

Task	Description	Activity	Duration	Predecessors

2. Communications Requirements Analysis

Identify information needs for each level over the life of the project using a standard template.

Task	Information needed	Source of the Information	Who needs	Why he needs

3. Stake Holders Analysis

Analyse the information needs for every stake holder (Customer, Management, Work group members, suppliers, etc). Identify the importance and priorities of them. Identify the communication channels among the stakeholders and the limits of the communication (Who will communicate with whom and the kind of information). Describe the available means and resources

Use a diagram to present the Stakeholders and the relations.

4. Communication Plan

Specify:

- Stakeholder communication requirements and purposes
- Information to be communicated (way of collecting, format, content, level of details, etc) (for example in reporting performance situation you must describe the information, the way of collection,
- Persons responsible for collecting information preparation of the content and distribution
- Receiver
- Methods or technology to be used
- Frequency or schedule (time frame) of the communication

Identify the way to refine or update the communication plan

Summarize using a matrix of the following Format

No	Communication Item	Purpose	Responsibilities	Receivers	Frequency, Time frame	Medium	Format	
1								
2								
3								
4								

Samples of the templates for the main types of communication such as:

E-mails

Faxes

Letters

Are shown below:

EMAIL

To:
Cc:
From:
Date:
Subject:

Company Name

Dear [Recipient Name],

[Type Text Here]

Sincerely,

«_YourName»
«_YourTitle»

FAX

To:

Fax:

From:

Date:

CC:

Pages:

Re:

Urgent For Review Please Comment Please Reply Please Recycle

[Click here and type message]

Sincerely,

«_YourName»
«_YourTitle»

|

LETTER

dd/mm/yyyy
[Recipient Name]
[Recipient Address]
[Recipient City], [State]

Dear [Recipient Name],

[Type Text Here]

Sincerely,

«_YourName»
«_YourTitle»

