



SEGURA/IP3 Partners, LLC

The SEGURA/IP3 Team:

Value and Quality in Public Sector Reform and Private Sector Development

SEGURA Consulting LLC (www.segura-co.net) and the Institute for Public-Private Partnerships Inc, (IP3) (www.ip3.org), formed a Joint Venture, SEGURA/IP3 Partners, LLC, to win and deliver professional services under the USAID SEGIR Privatization II IQC contract. SEGURA is a certified small disadvantaged business, which focuses on privatization and public sector reform and IP3 is a small business with a ten year heritage providing advisory and capacity building services in all aspects of public-private partnerships (PPPs). The **SEGURA/IP3** Team includes other small business "boutiques" each with special skills and experience in areas of particular relevance to this contract (see table below). The SEGURA/IP3 Team can be easily accessed by USAID Missions worldwide and is the only awardee in this IQC that is eligible for sole-source procurements.

Future Directions of Private Involvement in Public Management

We believe private involvement in public management will continue to be important because: (i) Governments don't have the resources to provide basic infrastructure demanded by growing populations worldwide; and (ii) Technology evolves very rapidly, creating new alternatives for the private provision of public services. PPPs enable private sector involvement in practically every aspect of public administration. We foresee our Team's assistance in all five key areas of the IQC, as follows:

A. Policy and Institutional Framework.

Development of public policies, plus regulatory and institutional frameworks to attract private involvement in the public sector, including: (i) modern commercial laws (ii) property registries (iii) financial markets (iv) PPP enabling environments.

There ought to be policies and legal frameworks in place in developing countries, to allow the private sector to compete for the possibility of handling tasks and services under contract, provided that they result cheaper and of equal or better quality to the government and the public. Determining what goods and services are better candidates for private provision requires a detailed analysis, tailored to the country and environment where they will be provided. The basic premises for it to work are: (i) the services and applicable "rules" have to be well defined; (ii) private investors and operators should be

able to make a reasonable return; (iii) there should be some basic oversight or regulatory supervision to ensure that no abuses (in price or quality of service) take place.

B. Post Privatization and Competitive Markets Development

There are unresolved privatization issues from years past, including residual asset management or liquidation, labor re-training and re-allocation, business restructuring and others. USAID's expectations are in line with most developing countries' aspirations and reflect the need to promote trade capacity development, competitiveness, and economic growth with a focus on enterprises or sectors that have been through the privatization process, as well as other entities like private sector business associations, chambers of commerce and industry, marketing boards and other similar bodies.

Assistance should be directed to privatized enterprises and sectors that need to adapt to the new market conditions. Assistance should include market based accounting and financial management standards, human resources management, and information & communications technology.

C. Knowledge Management & Technical Leadership

This component calls for a combination of the practical with the academic, the historic and the visionary. Pragmatic solutions and successful "pilot" projects from emerging markets need to be systematically identified and analyzed. The reasons and key variables for their success should be studied and efforts should be made to replicate them, gathering a new body of knowledge in the field. Our team is extremely well qualified in this area, among others because of the extensive experience of our co-prime firm IP3 in capacity building and PPP data base development.

D. Private Sector Provision of Public Services

We strongly believe that there should not be specific limits to what the private and public sectors agree to do jointly. PPPs can take place practically in every sector or field of economic activity and the corresponding terms can be simple or involve complex financial arrangements, with clauses to foresee contingencies or insurance.

The basic premises for private provision of public services to work are: (i) services must be of lower cost and equal or better quality; (ii) well defined applicable "rules of the game" (iii) a reasonable return for private investors and operators; and (iv) regulatory oversight to prevent abuses in price or quality of service. We believe PPPs can be applicable in all areas of public management and the SEGURA/IP3 Team specializes in this type of service.

E. Asset Transfer and Restructuring

There are still SOEs and assets in developing countries to be transferred to the private sector, plus a number of incomplete transactions that require assistance to reach closure. Our assistance can cover: (i) transparency of the privatization process (ii) proper

valuation procedures (iii) transaction support; and (iv) creative “labor re-conversion” programs.

FIRM	EXPERTISE AND ROLE
	<ul style="list-style-type: none"> • Overall IQC & Task Order management and technical direction • Privatization Strategy and Implementation • Divestitures, Concessions & Management Contracts; Regulatory Reform • State-Owned Enterprise Restructuring
	<ul style="list-style-type: none"> • Overall IQC Task Order management and technical direction • PPP policy and transaction development & regulatory Frameworks • Policy and Institutional Framework Development • Training and Capacity Building
	<ul style="list-style-type: none"> • Policy and Institutional Framework Development • Financial Sector Reform and Capital Markets Development • Land Reform and Agricultural Privatization • Debt Reduction and Restructuring
	<ul style="list-style-type: none"> • Capacity Development • Training and Institutional Reform • Conference Management
	<ul style="list-style-type: none"> • Employee Stock Ownership Plans (ESOPs) • Entrepreneurship and Enterprise Development • Labor Relations • Training and Capacity Building
	<ul style="list-style-type: none"> • Finance and Accounting • Investment Promotion • Corporate Governance • Enterprise Restructuring
	<ul style="list-style-type: none"> • Utility Privatization and Management • Private Provision of Public Services • Financial Engineering
	<ul style="list-style-type: none"> • Knowledge Management • Information and Communication Technology • E-Government • Innovative Technologies



- Bank Privatization and Financial Sector Reform
- Economic Recovery and Reform
- Private Enterprise Development
- Corporate Governance
- Knowledge Management