

T.C.
ISTANBUL COMMERCE UNIVERSITY
SOCIAL SCIENCES INSTITUTE
BUSINESS ADMINISTRATION PROGRAM

**PUBLIC-PRIVATE PARTNERSHIP FOR CORPORATE SOCIAL
RESPONSIBILITY (CSR-PPP): A FOCUS ON TURKEY.**

MASTER THESIS

Mahfoozur Rahman

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Istanbul, 2019

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İMZA

(*) Yüksek lisans tez savunma jürileri en az biri kurum dışından olmak üzere danışman dahil en az üç öğretim üyesinden oluşur. Jürinin üç kişiden oluşması durumunda eş danışman jüri üyesi olamaz. Eş tez danışmanının jüri üyesi olması durumunda asıl jüri beş üyeden oluşur.

ABSTRACT

The thesis study begins with the explanation of concepts of Corporate Social Responsibility (CSR) and Public-Private Partnership (PPP), their advantages and constraints with various examples from many parts of the world and goes on to describe the concept of Public-Private Partnership for Corporate Social Responsibility (CSR-PPP). Furthermore, examples of some CSR-PPP cases from Italy and India helped get a better insight into the concept of CSR-PP. The main aims of this study is to screen and analyze the CSR-PPP situation in Turkey, the study is divided into three parts i.e. the existing knowledge about the topic of CSR-PPP, the current CSR-PPP situation in Turkey and the future CSR-PPP trends and expectation in Turkey. The concept of CSR-PPP is a new concept with a relatively low amount of resource literature. Since the available secondary data on CSR-PPP is scarce and insufficient to successfully meet the purpose of this study, primary data through interviews is obtained. A total of three interviews were conducted. All the interviewees belonged to different sectors. The first interviewee had worked as Deputy General Manager for Transport, Eurasia Tunnel Project and is also an assistant professor in the department of Civil Engineering at Istanbul Commerce University. The second interviewee is the Deputy Tendering Manager at Özgün Construction Pvt. Ltd. The third and the last interviewee is the president of a PPP consultancy – Public-Private Partnership Center of Excellence (PPPCoE). The findings suggested that the practice of CSR-PPP is new in Turkey although many projects like CSR-PPP exist in Turkey and their number is supposed to increase in future. At the end, the study gives insightful recommendations in order to create better CSR-PPPs in future and also explains the limitations and future areas of research.

Keywords: Corporate Social Responsibility, Public-Private Partnership, Public Private-Private Partnership for Corporate Social Responsibility, Sustainable Development Goals 2030, Non-Governmental Organisation

ÖZET

Bu tez çalışması Kurumsal Sosyal Sorumluluk (CSR) ve Kamu-Özel İşbirliği (PPP) kavramlarının, dünyanın birçok yerinden çeşitli örnekler üzerinden imkanlarının ve sınırlılıklarının açıklanması ile başlayıp Kurumsal Sosyal Sorumluluk için Kamu-Özel İşbirliği (CSR-PPP) kavramının tanımı ile devam etmektedir.

Bunun yanında, bu tezde İtalya ve Hindistan'dan bazı CSR-PPP örnekleri, CSR-PPP kavramı hakkında daha iyi bir fikir edinilmesine yardımcı olmuştur. Bu çalışmanın temel amacı Türkiye'deki CSR-PPP durumunu göstermek ve analiz etmektir. Bu çalışma 3 parçaya ayrılmış durumdadır; CSR-PPP konusu hakkındaki mevcut bilgiler, Türkiye'de CSR-PPP meselesinin güncel durumu ve CSR-PPP'nin geleceği üzerine Türkiye'deki eğilimler ve beklentiler.

CSR-PPP kavramı, literatürde görece az miktarda kaynağa sahip yeni bir kavramdır. CSR-PPP'deki mevcut ikincil veriler sınırlı ve bu çalışmanın amacını başarılı bir şekilde karşılamak için yetersiz olduğundan, görüşmeler yoluyla birincil veriler elde edilmiştir. Bu bağlamda toplam üç görüşme yapılmıştır. Görüşülen tüm kişiler farklı sektörlerden seçilmiştir. İlk görüşmeci Avrasya Tünel Projesi'nde ulaştırma genel müdür yardımcısı olarak çalışmıştır ve aynı zamanda İstanbul Ticaret Üniversitesi İnşaat Mühendisliği bölümünde yardımcı doçent olarak görev almaktadır. İkinci görüşmeci, Özgün İnşaat'ta ihale müdür yardımcısı olarak çalışmaktadır. Üçüncü ve son görüşmeci Kamu-Özel İşbirliği Mükemmellik Derneği'nin (PPPCoE) başkanıdır.

Bulgular, Türkiye'de CSR-PPP gibi birçok proje bulunmasına rağmen CSR-PPP uygulamasının burada yeni olduğunu ve gelecekte de bu uygulamaların sayısının artması beklendiğini göstermektedir. Sonuç olarak, bu çalışma gelecekte daha iyi CSR-PPP'ler oluşturmak için birtakım önemli tavsiyelerde bulunarak araştırmanın sınırlılıklarını ve gelecekteki alanlarını açıklamaktadır.

Anahtar Kelimeler: Kurumsal Sosyal Sorumluluk, Kamu-Özel Ortaklığı, Kurumsal Sosyal Sorumluluk için Kamu-Özel Ortaklığı, Sürdürülebilir Kalkınma Hedefleri 2030, Sivil Toplum Örgütü

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“Taught man that which he knew not.”– The Holy Quran 96:05



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LIST OF ABBREVIATIONS

Ambuja Cement Foundation (ACF)
American Anglian Environmental Technologies (AAET)
Auxiliary Nurse Midwives (ANMs)
Centre for Environment and Education (CEE)
Coalition for Environmentally Responsible Economics (CERES)
Community Health Volunteers (CHVs)
Design, build, finance, and transfer (DBFT)
Design, build, finance, own, and operate (DBFOO)
Design, build, operate and finance (DBOF)
Directorate General of Employment and Training (DGET)
Dispute Adjudication Boards (DABs)
European Union (EU)
For People Public-Private Partnership (PPPP)
Global Reporting Initiative (GRI)
Global Sullivan Principles (GSP)
Health Management and Research Institute (HMRI)
Information Technology (IT)
International Standards Organization (ISO)
Kamalnayan Jamnalal Bajaj Foundation (KJBF)
Least Present Value of Revenue System (LPVR system)
Medical Counsellors (MCs)
Mobile Health Units (MHUs)
Modular Employability Scheme (MES)
Municipal Corporation of Greater Mumbai (MCGM)
National Bank for Agriculture and Rural Development (NABARD)
National Programme for Education of Girls at Elementary Level (NPEGEL)

Non-governmental organizations (NGOs)
Participatory Rural Appraisal (PRA)
Skill and Entrepreneurship Development Institutes (SEDI)s
Socially Responsible Investing (SRI)
Solid Waste Management (SWM)
Southern African Development Community (SADC)
Special Purpose Vehicles (SPVs)
Srinivasan Services Trust (SST)
Tata Chemicals Limited (TCL)
Tata Chemicals Society for Rural Development (TCSR D)
The Confederation of Indian Industries (CII)
The Organization for Economic CO-operation and Development (OECD)
The United Kingdom (UK)
The United States of America (US)
Treated Water Outsourcing (TWO)
Tribal Cooperative Marketing Development Federation of India Limited (TRIFED)
World Commission on Environment and Development (WCED)
Human immunodeficiency virus/Acquired immunodeficiency syndrome (HIV/AIDS)
Official development assistance (ODA)
Official training partner (OTP)
Profit after taxes (PAT)
Value for money (VfM)

CHAPTER 1

INTRODUCTION

The main purpose of this study is to screen and ascertain the situation of CSR-PPP in Turkey. In order to conduct any research related to CSR-PPP, first we need to understand the concept itself. So, to understand the hybrid concept of CSR-PPP, it is necessary to understand the concepts of Corporate Social Responsibility (CSR) and Public-Private Partnership (PPP) separately. CSR is a field of study that has achieved a unique place in the history of management literature. The topic of CSR gained prominence between 1990s and 2000s but related literature can be traced to 1950s and before. CSR is strongly related to and combined with the basic instincts of business itself, “*what is a business for?*” and “*what contributions it can make to society?*” are few of the common questions that relate to both CSR and business management (Crane et al., 2008).

Public-Private Partnership is a partnership between Public and Private sector to achieve some a purpose through utilizing the competencies of each other. The study includes description of different types of PPPs, nature of PPPs and various successful PPP examples from different parts of the world.

Many PPPs have taken place in the world that include some good and bad PPP cases. The need of the hour is to create a PPP that are beneficial for corporations, governments, society and environment. CSR-PPP is one of such attempt to do away with existing demerits in the field of PPP and to revolutionize the PPP culture to attain sustainable development. According to Thauer (2007), Public-Private Partnerships for Corporate Social Responsibility (CSR-PPPs) are partnerships that involve public and private partners that are supposed to develop CSR norms to be followed by the partners of such partnerships and define the purpose of those CSR norms and standards.

The study adopted interviews to obtain primary data as the availability of the secondary data is scarce in the field of CSR-PP. The interviews included open-ended and closed-ended questions that aimed at obtaining information on the general understanding of the concept of CSR-PPP in Turkey, the current situation of CSR-PPP in Turkey and the future trends and expectations regarding CSR-PPP in Turkey.

The interviews also aimed at gaining data on the relationship between CSR-PPP and Sustainable Developmental Goals (SDGs) 2030 set by the United Nations Organization. The relationship between the SDGs and CSR-PPP demonstrates an interesting bond that can be of strategic importance in solving and tackling many socio-economic problems throughout the world.

The study can prove very useful in creating strong and resilient CSR-PPPs that will lead to inclusive and sustainable development in Turkey and other parts of the world.



CHAPTER 2

THE CONCEPT OF CSR

2.1 Defining CSR

When we trace CSR's footprints in history, we'll find activities similar to ones inspired by CSR. Business practices comprising of 'moral principles' and 'consideration for others' were supported and encouraged by pre-Christian Western thinkers like Cicero and their eastern world counterparts like Indian philosopher Chanakya who lived in the fourth century BC. While some viscous business practices are condemned in Islam that also includes usury, the medieval Christian church also stood against such practices. The development of CSR in the modern era first began with the boycott of products produced with slave labor, social welfare schemes for workers by business leaders such as Cadbury and Salt, and other similar instances. Although CSR roots are very old, similar perspectives and debates dominate the modern CSR arena too. Few difference between the old and the modern understanding of CSR are that modern CSR is more inclusive, broad, multidimensional, and has more global outlook than the old perspective (Frynas, 2009).

Talking about CSR in the modern business and academic spheres is also very confusing and ambiguous as there are many definitions and explanations of the term 'CSR' but there is no solid unanimous definition of the term (McWilliams *et al.*, 2006). Various researchers and scholars have provided varying definitions for CSR, few of them take CSR as a duty to do away with the negative public image that is formed due to ill consequences resulted from firm's activities but few consider it to be a discretionary spending for measurable social causes (Crane et al., 2008). But in order to start and do some research on the topic, we need to stick to some definitions and meanings of CSR by some influential researchers and scholars that are mentioned below.

According to Michael Hopkins (2007), CSR is a term that throws light on the treatment of shareholders of a firm in an ethical and responsible manner. He further clarifies the meaning of "ethical" or "responsible" treatment of shareholders by saying that the above mentioned terms mean a behavior that's not against the values of a society that is civilized. CSR includes both economic and environmental responsibilities. There are two type of

stakeholders – internal and external. So, the main aim of a corporation should be to maximize the standard of living of both type of stakeholders and at the same time preserving healthy profits for the corporation.

Another definition of CSR is from European Commission which is, “CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interactions with stakeholders on a voluntary basis.” (Crowther, 2008).

2.1.1 CSR: Now and Then

2.1.2 CSR before 1950

It is always a prudent approach to claim the strong development of CSR in 1950s, but it is always more useful to know about the appearance of very first sparks of the topic. We will start discussing the topic of CSR with the industrial revolution. During the industrial revolution, increasing the production and employees’ efficiency were few of the most important points. Meanwhile, some industrialists and owners focused on fulfilling the needs of workers to make them more productive and more contributing members of the society. Early era of Industrial revolution witnessed many social problems like labor unrest, slums, poverty, child and female labor. Industrialists including John H. Patterson of National Cash Register were among those instrumental leaders who supported the Industrial Welfare Movement that included benefits like bath-houses, hospital clinics, recreational facilities, lunch-rooms, profit sharing, and other perks. Along with the increase in concern for employees, increase in philanthropic activities could also be witnessed towards the end of 1800s. It was also recorded that many early business leaders and industrialists acted in a very generous manner and used to involve actively in philanthropic activities including supporting art, building churches, endowing educational institutions and providing resources for community projects, etc. (Wren, 2005). Morrel Heald demonstrates that corporate expenditures on societal causes were very common during 1800s. He says that R. H. Macy Company of New York City provided assistance to social agencies including an orphanage asylum in 1975 and in 1976. A community town established by George M. Pullman of the Pullman Palace Car Company in 1893 included high standard houses, parks, casino, hotel and other facilities for his employees which gained large attention of other industrialists and

critics. Herald cites many other cases including YMCAs (Young Men's Christian Associations) and 'community chest movement' that changed the course of philanthropy that is seen as one of the first shapes of CSR (Heald, 1970). Towards the end of mid-1950s, business were considered similar to the governments which are liable to societies and have certain duties to fulfil (Eberstadt, 1973).

2.1.3 CSR after 1950

Before we start discussing the CSR discourse during mid-1950s, we should throw some light on the four CSR eras described by Patrick Murphy (1978). He termed the era before 1950s as 'philanthropic' in which companies focused mostly on charities whereas, the period of 1953-67 was observed as a period during which the awareness about responsibility of businesses and their desired conduct increased manifold. The third CSR era between 1968 and 1973 was termed as an 'issue' era during which more attention was given to urban decay, pollution and racial discrimination issues. The last CSR era (1974 and beyond) as described by Murphy was the era of 'responsiveness' in which corporations took many steps to restructure the organizational setup and to reeducate the management in order to show more concern for social causes. Murphy's interpretation of the four eras mentioned above is very useful in understanding the CSR context before and after 1950s (Murphy, 1978). In a nutshell, the decade of 1950s included more 'talking' than 'doing', that period that changed the attitudes of businessmen and executives that learnt to integrate CSR in their 'talk'. Although, most of the CSR efforts were guided towards philanthropy, this era witnessed Howard Bowen's proposal for restructuring the CSR understanding through various managerial changes (Bowen, 1953). The era of 1960s witnessed a steady growth in CSR research and amount of CSR literature. A lot of scholars strived to give a proper and precise definition to CSR in this era, Keith Davis was among those influential names. His understanding of CSR demonstrate that he thinks CSR to a set of decisions and actions of corporations that not in direct interest of their business (Davis, 1960). A revolutionary addition to the literature of CSR was noticed in 1971 in a publication "Social Responsibility of Business Cooperation" from Committee for Economic Development (CED). It was said in the publication that corporations are expected to be more responsible towards the society than at any time before in the history of business. Business were urged to contribute to the

standard of lives of people along with supplying people with commodities and services. George Steiner, Keith Davis, Richard Eels, and Clarence Walton were few of the names in 1970s who wrote about and contributed to the concept of CSR in significant ways. Richard Eels and Clarence Walton also made important contributions to the CSR literature during 1960s-1970s. They dedicated a chapter discussing the recent trends in corporate social responsibilities in their third edition of their volume *Conceptual Foundation of Business* (Carroll, 2008, p. 19-46). A survey by Eilbirt and Parket (1973) disclosed an array of activities that were considered related to CSR with percentage of large companies involved in those activities.

Table 1: Adapted from Eilbirt and Parket (1973).

CSR Activities	Percentage of Firms Engaged
Minority Hiring	100
Ecology (concern for Environment)	95
Minority Training	91
Contributions to Education	91
Contributions to Arts	83
Hard-core Hiring	79
Hard-core Training	66
Urban Renewal	62
Civil Rights	58

The table gives us a glimpse of activities that businesses thought were related to CSR in 1970s. Other activities that were considered related to CSR were preparing understandable accounting statements, true advertising, and guarantees and warrantees. One of the most remarkable definitions in the history of CSR was also given in 1970s by Carroll and that is, “The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time.” Many people have said that the economic component in Carroll’s definition is for the firm itself but the legal, ethical, and philanthropic components are for others. However, singling out

economic component as a non-related component to CSR is unjust as all other components mentioned above depend upon the economic component that keeps a business running. In 1980s, the trend of contributing to the definition of CSR continued and opened the path for more studies in the field. Thomas M. Jones made his entry into the CSR arena in 1980 with an interesting perspective that refers CSR to a notion having two facets, one asserting it to be a voluntary action unaffected by the compulsory and coercive forces of law or unions whereas the second facet expresses CSR as a broad obligation that goes beyond the stakeholders. In the meanwhile, ‘evolution of the corporate social performance model’ was introduced by Steven Wartick and Philip Cochran that remodeled the aspects of corporate social responsiveness, social issues and corporate social responsibilities into a framework of principles, processes and policies. They termed Carroll’s social responsiveness as processes, ethical component of social responsibility as principles and social issues as policies (Carroll, 2008, p. 19-46). Another view on CSR in 1980s was presented by Edwin M. Epstein (1987), where he said that CSR is mainly related to obtaining results from organizational decisions related to problems that lead to beneficial outcomes for stakeholders.

In 1990s, we don’t see a lot of contributions being made in the field of CSR. Moreover, we witnessed CSR serving as a basepoint or a building block for other related and complementary concepts. The popular themes that continued to grow during this period were sustainability, stakeholder theory, corporate social performance, business ethics, and corporate citizenship (Griffin and Mahon, 1997). Now, in the twenty first century, we see various types of researches being done on CSR. The topic of CSR is being splintered to make new terminologies and to connect CSR with other concepts. Although a lot is being talked about CSR and its complementary concepts, it will take more time to make broad generalizations regarding CSR.

The business case of CSR also gained huge attention and business people began to demand more clarification of the topic in business arena. Philip Kotler and Nancy Lee wrote a major book that included the ‘CSR’ best practices and the work directly targeted business audience (Kotler and Lee, 2008).

The twenty first century saw a plethora of researches and works in the field of CSR that made it very easy for us to understand and further research the CSR arena (Habisch et al., 2005; Teach, 2005; Perrini, 2006).

2.2 CSR Theories

2.2.1 Shareholder Value Theory

The theory purports that the maximization of returns to shareholders is the only social responsibility of a corporation. Any other social activity that a firm wants to undertake is unacceptable unless prescribed by law or is beneficial for the value maximization of the shareholders. This theory is seen as a base for neoclassical economic theory that is mainly focused on the maximization of the benefits of shareholders. Noble laureate Milton Friedman is one of the strongest representatives of this view who says that a business has the sole social responsibility of operating for the value maximization of its shareholders and without involving any frauds and corruption (Friedman, 1962 and Friedman, 1970). This theory was very popular in the USA and in some countries that belong to Anglo-Saxon region, it witnessed legal support till the first half of the twentieth century. Many scholars opposed this theory saying that business corporations have very high powers and thus, their responsibilities should also be vast and not only be restricted to profit maximization (Davis, 1973; Walton, 1967; and Andrews, 1971). The theory also experiences many philosophical effects and one of those effects came from British philosopher John Locke strongly contributed to the literature on freedom of human beings and limited powers of governments. Later, similar ideas affected the US constitution after they had made their way into America in the eighteenth century and laid foundation of business and economic framework along with the free market ideas of Adam Smith (Melé, 2008, p. 55-62).

The Shareholder Value Theory was criticized by many scholars for representing a mono – functional view that rejects many responsibilities for the consequences of the business activity. One of the causes of the criticism of this theory may be because of the attitude adopted by Friedman who goes on to say that it is not acceptable if a corporation is doing something more than what is required by the law or regulation. He also said that contributing towards the society in manner that is more than the expectation of the law is similar to taxing the shareholders (Friedman, 1970).

Many scholars who support the theory of Shareholder Value highlight the importance of this theory for wealth maximization. Maximizing profits doesn't only result in surmounting benefits to shareholders but also provides an all-round benefit to the corporation. Various economists have supported the fact that carrying on business with the sole aim of earning profits in a free market system results in optimum wealth maximization. Thus, this theory is widely accepted by many companies throughout the world and is supported by law, mainly in Anglo-Saxon countries. However, all the critics are not supportive of this theory. Economic performance cannot be a measure of public good. As in some cases, profits can go up but workers might still be under exploitation, natural resources can be drastically exploited and the environment can be badly damaged. It is also argued that a business cannot flourish if it only takes into consideration the interest of shareholders and forgets about the interests of other stakeholders. Thus, a successful company needs to think beyond self-interest and maximization of profit. It requires to give attention to creating customer loyalty, developing trust in the society, and maintain a just relationship with all stakeholders (Arrow, 1973; Kotter and Heskett, 1992; Kay, 1993; Hosmer, 1995).

2.2.2 Stakeholder Theory

This theory is broader than the theory mentioned above as it shows regard for all the stakeholders. In general sense, stakeholders are those who are benefitted or harmed by the actions of a corporation which implies that corporations have obligations to those groups of the society which are not the stockholders and those beyond the prescription of law (Jones, 1980, p. 59-60). Freeman's book "Strategic Management: A stakeholder Approach" that was published in 1984 acted as a base for the theory. The foundations of normative stakeholder theory was examined in depth in 1995 by Donaldson and Preston. Since then, Freeman along with his co-scholars has contributed extensively to the theory (Freeman and Gilbert, 1988; Freeman and Evan, 1990; Freeman and Liedtka, 1991; Wicks et al., 1994). The theory explains that a corporation is a system that works within another system i.e. the society. In addition, the society helps the corporation find market. And thus, the purpose of a firm is to produce goods and services by using its stakes (Clarkson, 1995). The stakeholder theory was first given as a managerial theory which was concerned with the strategic management of an organization that included teaching the strategic management executives implementation of

directions. Therefore, it is only by following strategies of top management executives that a corporation can achieve success (Freeman, 1984). Evan and Freeman say that the top management must take care of the health of the organization which includes balancing the demands of various clashing stakeholders, they further add that according to stakeholder theory, a corporation should be managed to provide benefits to all its stakeholders and to take proper care of the survival of the firm. The conceptual bases of the stakeholder theory are in vast numbers. One of the example is from Evan and Freeman (1988) who base this theory on two main principles, i.e. ‘Principal of Corporate Right’ and ‘Principle of Corporate Effects’. Both of the above mentioned principles imply that there should be no violation of the legitimate rights of others while the firm strives to earn profits and the corporations and the managers of the firm should be held responsible for any harm that reaches others due to the actions of the management (Evan and Freeman, 1988). There are several other authors who relate the stakeholder theory to other theories and principles including the Feminist Ethics (Wicks, Gilbert and Freeman, 1994; Burton and Dunn, 1996), the Integrative Social Contracts theory (Donaldson and Dunfee, 1999), the Common Good Theory (Argandoña, 1998), and the Principle of Fairness (Phillips, 1997). The seven principles of stakeholder management proposed by The Clarkson Centre for Business Ethics (1999) have made the stakeholder theory more practical. Those seven principles are as follows:

Table 2: Table showing the seven principles of Stakeholder Management, adapted from Clarkson Centre for Business Ethics (1999).

<p>Principle 1 : Managers should acknowledge and actively monitor the concerns of all legitimate stakeholders, and should take their interests appropriately into account in decision-making and operations.</p>
<p>Principle 2: Managers should listen to and openly communicate with stakeholders about their respective concerns and contributions, and about the risks that they assume because of their involvement with the corporation.</p>
<p>Principle 3: Managers should adopt processes and modes of behaviour that are sensitive to the concerns and capabilities of each stakeholder constituency.</p>
<p>Principle 4: Managers should recognize the interdependence of efforts and rewards among stakeholders, and should attempt to achieve a fair distribution of the</p>

benefits and burdens of corporate activity among them, taking into account their respective risks and vulnerabilities.

Principle 5: Managers should work cooperatively with other entities, both public and private, to insure that risks and harms arising from corporate activities are minimized and, where they cannot be avoided, appropriately compensated.

Principle 6: Managers should avoid altogether activities that might jeopardize inalienable human rights (e.g., the right to life) or give rise to risks which, if clearly understood, would be patently unacceptable to relevant stakeholders.

Principle 7: Managers should acknowledge the potential conflicts between (a) their own role as corporate stakeholders, and (b) their legal and moral responsibilities for the interests of all stakeholders, and should address such conflicts through open communication, appropriate reporting and incentive systems and, where necessary, third party review.

These principles suggest a standard model for management. Although these aren't the rigid codes that can be easily applied but they act as a set of guidelines that is very beneficial in understanding the value and importance of stakeholders' legitimate interests and rights.

There are many merits and strengths of this theory as it is ethically above the idea of only shareholder value maximization and has a special place for stakeholder's rights and interests. This theory also gives more respect to the human dignity and rights. This theory is also more contributive to the pedagogical language as it represents the dignity of humans in a more sophisticated way. It considers a business as a community comprised of various people and community can never be 'owned' as it has members having equal rights. Thus, the stakeholder theory opposes a setup where people are considered as mere resources of a business where they can be bought and sold along with businesses (Handy, 2002). The theory further clarified the concept of CSR by focusing on the concrete interests and practices of different stakeholders and it also lead to the clarification of the responsibilities of the people concerned (Blair, 1995; Clarkson, 1995). The theory also gains its strength from the fact that unlike other ethical theories that are generally disconnected from the management, it is also

concerned with the organizational activities and management of a business that leads to its success (Collins and Porras, 1994). Along with its various strengths, the theory also has some weaknesses and critics. Some critics think that this theory is a comprehensive theory that should be applied to the whole economy and not only to corporations. It is acclaimed that the theory is subjective and loses its objectivity in evaluating business actions as it is more concerned with balancing stakeholder interests. The theory also faces an accusation of management opportunism. It makes it easier for managers to make excuses for their underperformance or mistakes by citing benefiting stakeholders. Some scholars believe that managers have to face more complex situations as compared to other stakeholders, thus, this theory supports a false representation of interests and rights. There are many other advantages and disadvantages of this theory. To sum up, we can say that this theory is one of the most powerful theories that define the relationship between business and society although it needs some improvements (Melé, 2008, p. 68).

2.2.3 Corporate Citizenship

The term “Corporate Citizenship” was introduced in the 1980s mainly by the practitioners of the time (Altman and Vidaver-Cohen, 2000; Windsor, 2001). It means ‘good neighborliness’. Good neighborliness has two sub-meanings i.e. first one supports the view that a business should not do things that spoil the neighborhood and the second one concentrates on the commitment of the business. It also included solutions to grave social problems ranging from pollution, racial discrimination, and urban decay to transportation. Regard for societies in which corporations exist surged extensively and people began to demand social security and protest against the ills of globalization towards the end of the 1990s. To cope up with the challenge, a document was signed at the World Economic Forum in New York by CEOs of the world’s largest 34 multinational corporations for strategic handling of the issue. According to that document, pyramidal. In the recent years authors have tried to develop normative theories regarding ‘Corporate Citizenship’ but a full-fledged theory isn’t available yet (Melé, 2008, p. 69-70). Several contributive efforts have been made to this theory by many researchers and scholars (Wood and Lodgson, 2001; Lodgson and Wood, 2002; Matten et al., 2003; Matten and Crane, 2005; Moon et al., 2005).

The notion ‘corporate citizenship’ is taken from the word ‘citizen’ from political science. The term ‘citizenship’ includes rights and duties of a citizen within a political community, likewise a corporation is supposed to have its rights and duties in a political community. According to Solomon (1992), a corporation is an individual and a member of a larger society. They are an inseparable part of the communities that created them and thus, they have an intrinsic responsibility towards those communities rather than the responsibility that arises from debates and implicit contracts.

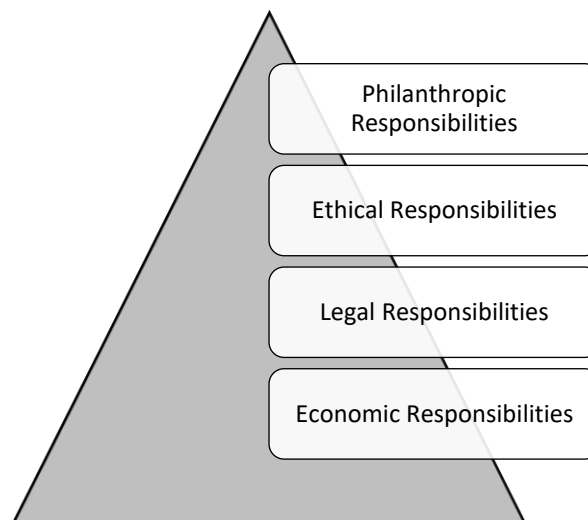
Like other theories, this one also has some strengths and weaknesses. Name of this theory is considered as one the main strengths. This concept of corporate citizenship when compared with concepts like social responsibility and business ethics doesn’t stand against the business, rather goes in line with the functioning and operations of corporations and stresses on the fact that corporations participate in the society as a citizen and reserve their favourable place in the society by their activities (Matten et al., 2003, p. 111). The second strong point of this theory is that it never assigns the top priority to the economic responsibility, rather it establishes a strong support to the causes that are concerned with the protection and defence of human dignity, human development, and social welfare without compromising the economic responsibility of business. The third good quality of this theory is that it helps corporations cope up with the globalisation challenge. It makes them develop a strong ethical and social relationship with communities by undertaking all the activities required to prove one citizen as a responsible and contributing. Thus, even in the times of heightened criticism, the goodwill of corporations who are good corporate citizens remain intact due to the ethical support they get from communities (Vidal, 1999). This concept also faces criticisms, one general criticism it faces is a very scattered concept as it includes many topics like corporate contributions, corporate ethical practices, public-private partnership, corporate community involvement, corporate community economic development, corporate brand, reputation management and corporate voluntarism (Windsor, 2001, p.39-41). “Global Business Citizenship” or GBC is a concept that emanates from the works of scholars like Donaldson and Dunfee, (1994, 1999), Woods and Lodgson (2002). Corporate citizenship is the base for the concept of GBC. The theory of GBC also faces criticisms of neither providing any addition to the our understanding of business-society relations nor generating any new

normative ground for organisations' social role and having a narrow and substantially limited view. The final weakness of this theory is that its humanitarian approach towards communities is minimalist, a sound corporation-society relationship requires much more than what corporate citizenship has to offer. Thus, further additions and developments to the theory are necessary. To sum up, the concepts of 'global business citizenship' and 'corporate citizenship' are invaluable for business and communities, and is especially useful in defining the business-society relationship (Melé, 2008, p. 73-75).

2.2.4 CSR Pyramid

To make CSR widely and easily accepted by businessmen throughout the world, there was a need to frame it in a manner that is understandable and included all the responsibilities of business. Carroll in 1991 came up with a compilation of business responsibilities in a compact and concise way that came to be known as The Pyramid of Corporate Social Responsibility.

Figure 1: The CSR Pyramid adopted from Carroll (1991).



Here, we will try to decipher the above drawn CSR pyramid. The CSR pyramid consists of four parts i.e. economic, legal, ethical and philanthropic. The explanation of each part of the pyramid is given below:

2.2.4.1 Economic Responsibilities

According to the history of business, the main aim of businesses is to produce goods and services for the society it exists in. Earlier, the notion of business implied production of goods and services to earn profit by meeting the needs of consumers but along with the time, this idea of profit making changed to a notion of profit maximization. Carroll says that economic responsibility of the firm is the foundation of a business and all other responsibilities are dependent on it as other responsibilities cannot be paid attention to without fulfilling the economic one. In order to tackle economic responsibilities successfully, it is important to operate in the market in such a manner that brings adequate amount of profits and keeps the functioning of an organization healthy.

2.2.4.2 Legal Responsibilities

A society can never sanction a business to operate if it fails to comply with its legal responsibility. A business is supposed to follow and operate according to the rules and regulations laid down by the responsible authorities of the land. To fulfill the “social contract” between business and society, corporations must carry on their economic activities within the boundaries of existing law. The second layer denotes the ‘legal responsibilities’ on the pyramid after economic responsibilities because of the historical portrayal of the responsibilities, although practically, both economic and legal responsibilities should remain at the same layer on the pyramid as they coexist and function simultaneously. In a nutshell, the legal responsibilities of an organization includes everything that make sure that the organization functions in a manner that all of the concerned rules and laws are respected and abided by it.

2.2.4.3 Ethical Responsibilities

Ethical behavior of a firm during its activities is implied if the firm is carefully undertaking its economic and legal responsibilities. Ethical responsibilities are related to those activities which are encouraged or prohibited by the members of the society although they aren’t incorporated into legal provisions. In other words, ethical responsibility include those standards, expectations, and norms that ensure activities that are considered fair by different members of the society or expectations that ensure the dignity and respect of the society members or norms that are viable in protections of moral rights of the stakeholders. The ethical responsibility is related to the legal responsibility closely as these are the ethical

norms that when grow big or strong acquire the form of legal regulations and laws. But the special function that the ethical responsibilities play is to remind firms of the expectation that the society has form them above and apart from the legal responsibilities. The important components of ethical responsibilities are performance in accordance to the expectations of the society, avoiding breach of ethical boundaries, recognizing firms as good corporate citizens if they stick to the expected behavior, etc.

2.2.4.4 Philanthropic Responsibilities

These responsibilities are one step ahead of ethical responsibilities. Philanthropic responsibilities contain activities that show a commitment to benefit human beings in all possible manners. Few examples of philanthropy are financial or executive time contribution by businesses, such as support to education, arts, or to other causes related to the wellbeing of the society. One of the biggest differences between philanthropic and ethical responsibilities is that activities mentioned above aren't covered in ethical responsibility as society members expect firms to contribute economically, provide facilities, and devote their executive time towards the betterment of the society. However, the society members don't label firms as 'unethical' if they fail to behave as expected. Philanthropy is more voluntary and optional although societies always desire it from businesses. The basic component of philanthropic responsibilities are charitable and philanthropic performance, assistance to arts, providing voluntary assistance to projects that improve the quality of life of the community and mobilizing participation of managers and other employees in charitable and voluntary community activities.

2.3 Elements of CSR

2.3.1 Business Ethics

To define business ethics is a bit problematic due to presence of several different definitions. According to Richard De Gough, it is an intersection of ethics and business, whereas, Manuel Velasquez describes the topic of business ethics as a field of study that focusses on differentiating between what is morally right and wrong. The topic of business ethics is very ambiguous but the main difference of the topic is the ethical responsibilities of individuals as opposed to organizational responsibilities. Business Ethics are a part of the very first instance of business culture. One of such examples is the Codes of Hammurabi that

was created 4,000 years ago by Mesopotamian rulers who used the codes to develop honest pricing practices. Aristotle also talked about similar ethical issues including vices and virtues of tradesmen and merchants in fourth century BC. Several religious books including the Old Testament, the New Testament, Jewish Talmud, and the Quran talk about fair business practices too. There are a lot of different examples of ethical literature in the ancient literatures. But when we talk about modern business ethics literature, the Sarbanes-Oxley Act of 2002 was a very influential and popular addition to the business ethics literature. The Sarbanes-Oxley Act was enacted after witnessing tides of corporate frauds throughout the world including cases of Enron, WorldCom, and Tyco. When we talk about business ethics in modern academic context, Richard De George might be the first scholar that tried giving business ethics a definition. De George proposes that business ethics is a matrix of questions that are needed to be sorted out through a comprehensive framework. The framework can rely on several approaches including philosophical, theological and other approaches (Kolb, 2007).

2.3.2 Sustainable Development

Sustainable development is a term that acts as a bridge between development and environment. Basically, the term sustainable development came from ‘sustainability’ that stresses on the rate of usage of resources. It stresses on the right rate of usage of resources so that we still have resources left for our future generations after we have satisfied our needs. And thus, the definition of sustainable development is also very close to that of sustainability. According to World Commission on Environment and Development (WCED)’s report (1987), sustainable development “meets the need of the present without compromising the ability of future generations to meet their own needs.” Robert Repetto (1986), while talking about sustainable development in his book, says that sustainable development means that our current decisions shouldn’t deteriorate the plans for improving and enhancing future living standards.

2.3.3 Corporate Governance

Nowadays, corporations possess great economic power that give way to great political power. Corporate Governance is a process that helps in utilizing such power for the welfare of society, a few individuals, corporations, or an industry. Corporate governance

deals with both efficiency and economic equity issues. In short, Corporate governance means governing and controlling the design of board of directors and protection of ownership rights to assure shareholder value maximization (Shleifer and Vishny, 1997). Corporate governance comprises of legal, cultural and institutional instruments that attempt to answer questions like who controls the companies, how to exercise the control, and how to allocate the risks and returns (Blair, 1995).

2.3.4 Environmental Consciousness

Many environmental issues are vast and affect the whole world. CSR has given a chance to the business community to address environmental problems using the business tag. Some authors have defined CSR as a concept through which companies can combine social and environmental responsibilities with their business operations. CSR provides a society with dual benefits, that is the benefit to the environment and the benefit to the company. CSR helps corporations to rectify or strengthen their public image through exercising environment friendly schemes and integrating environment dedicated causes in their functioning. Many CSR activities have led to fruitful contributions towards environment including forest conservation, water cleansing drives, afforestation, environmental awareness, etc. (Kiss et al., 1991; Porter and Van der Linde, 1995; Cox, 2008).

2.3.5 Working with and for the communities

CSR pyramid and the stakeholder theory are those parts of the CSR literature that are dedicated for the development of the communities whereby businesses operate. Stakeholder theory as opposed to shareholder theory, includes all people whether they are directly or indirectly related to the business. There are many firms and organizations who have taken the CSR path to engage with local communities and impart social, economic and other developmental benefits to the society. Thus, one of the central element of CSR is the fact that it is always connected to communities and work with and for them (Carroll, 1991; Donaldson and Preston, 1995; Perrini et al., 2007; Welford, 2004)

2.3.6 Better Work Conditions and Labor Relations

It is imperative to take care of employees, workers and people related to them in order to ensure the efficient production process. CSR always being on the side of human dignity, supports the idea of better working conditions, good labor relations, articulate grievance

redressal system, etc. to ensure firms follow humane and good-natured policies in this context that will be beneficial for all the workers, the corporation, and the society at large. While performing all these activities, corporations also need to be careful of the legal and ethical obligations that include banning child labor, encouraging women employment, opportunities for physically challenged, etc. (Kolk and Van Tulder, 2002; Kanji, 2004; Locke et al., 2007; Xia, 2015)

2.3.7 Socially Responsible Investing (SRI)

Socially Responsible Investing (SRI) has many similarities and dissimilarities with CSR. There can be many definitions of SRI according to the existing situations and contexts. We will try to define it in a best possible manner using the attitudes and attributes of a social investor. Many Socially responsible Investors look for many factors while investing in projects. They pay a special attention to concerns related to social, ethical, environmental and religious topics. Others screen the investment areas before investing, they exclude all those investment opportunities that are prohibited or are not preferred by the existing rule of law. Thus, investment in the fields of tobacco, alcohol, gambling, etc. are discouraged. There are many other social investors who try to change the organizational ideology and mission towards a more socially responsible way. This process is also known as shareholder activism. Companies having positive social records are generally able to attract social investors easily. Some scholars say that socially responsible investment might also mean as an investment technique that support causes and business having high social impact like microfinancing, social venture capital, and community lending (Kurtz, 2008, p. 249-250).

CHAPTER 3

THE CONCEPT OF PPP

'Public Private Partnership (PPP)' has acquired a great deal of popularity, especially at the beginning of 21st century, its prevalence reached at great heights in academic spheres. It took over the popularity of 'privatization' which was very famous till late 1990s. While Nationalization was at the extreme right and Privatization was an idea at the extreme left, PPP showed a revolutionary path to the world that was a middle path between privatization and nationalization. It appealed to both the groups, the adherents of privatization and the adherents of nationalization as it had something to offer to everyone. The concept of PPP became very widely accepted in a very small span of time because it gave an alternative to both the extremes i.e. privatization and nationalization that existed below having serious social drawbacks. But the most important debate in the field of definition is the origin of PP. Many say that it is a new phenomenon came after the advent of Privatization and Nationalization, whereas others go by the notion that there were many similar cases and events in the history that show that PPP is just renaming a similar phenomenon that regularly existed in the past (Wettenhall, 2005, p. 23).

One of such examples of PPP in the past was 'privateering' which was witnessed when England fought against Spain in the so-called Spanish War of 1585-1603. When England wanted to control the waters in the war and to reduce the Spanish influence on the Netherlands, Queen Elizabeth I and her wealthy allies partnered efficiently to achieve the set objectives. Powerful merchants, aristocratic landowners, and the Queen came together to fight against Spain and sent a fleet of ships that included a majority of ships that were not owned by the Queen. It showed one of the earliest examples of PP. In 1588, the English fleet which defeated the Spanish Armada under leadership of admiral Sir Francis Drake, had 163 privately owned ships out of 197 total ships. There were many other developments later and a whole navy was developed using the technique of privateering. It is said that a total of 11,000 vessels were used as privateers during the 18th century in Britain. The process of privateering also saw many cases of corruption and distrust that reduced the trust from the private-public mixing and later, a completely nationalized fleet was built and privateering

was abolished. Although this case gave us mixed results, partnerships with clear guidelines and regulations are expected to render very fruitful results (ibid.).

Another case of PPP from history is that of mercenary armies. One of such private military was Executive Outcome (EO) that mostly included the members of regular South African Defense Force who were no longer required after the apartheid regime and were working closely with the mining company specialized in diamonds and registered in the Isle of Man. I would win contracts and be financed by the governments. Their primary task was to defend the diamonds and rutile mines from the danger of rebels. Although the mines are mostly owned by foreign private interests, the local government also has some share in it. Weak and highly unreliable local army can never assure the safety of those diamond mines, thus, the local government has to resort to mercenary armies like EO. The example of EO was very interesting in the field of PPP as it is not a very common and frequent kind of partnership where the mining work is safely done with the help of government and mercenary army (ibid.).

Western powers like Britain also made the best use of Public-Private initiative to expand their trade overseas and expand their colonies. The East India Company is one the blazing example of such initiative whereby the crown gave the powers to the East India Company to do business overseas. However, its profits fell sharply and some of its officers cheated on the company. When the company went into a financial crisis, the British state slowly curtailed its power, and eventually in 1858, the company was under the sole control of the crown. Spanish Empire was one step ahead of the British Empire in using public-private mixes to expand its empire. The Spanish government relied heavily on private contractors for artillery, ships and soldiers. These are few examples which demonstrate that these colonial powers used the public-private mix efficiently to even rule the lands (ibid.).

When we talk about public enterprises, we think it is solely related to the governments and to the government bodies. But in reality, when we go back to early 20th century or before, we will find that public enterprises were the ones that combine the state with the market (mostly private players). Public enterprises have two sides, one reflects that they are owned by the state and are there to serve the public goals, and the other shows that they are an

enterprise and have to act like a business house. We can better understand such public-private mixing from few examples. In Pharaonic Egypt, the state (public body) bought the staple food from peasant producers (private body), stored and then distributed it. Before the birth of Christ, both state and private bodies were involved in the mining of iron and salt helping and doing transactions with each other in the Imperial China. In the Old Persian Empire, marketization, partnerships, establishment of contracts were very common. Rulers supported the connections between large government enterprises and small businesses in all the above mentioned processes. The partnerships flourished and resulted in rapid development including construction of bridges, canals, establishing irrigation system, and enhancing textile and silk production. The government used the private financial firms to collect taxes for it. In Geneva in 1628, government provided individual suppliers, investors and merchants had public 'warehouses' that were used to store and sell corn. This practice continued for nearly two centuries (ibid.).

Mixed enterprises are also seen as a premature part of PPPs. Governments opt for mixed enterprises when they want to protect enterprises that face difficulty in survival but are of strategic importance to the state. In the case of the Caribbean countries, mixed enterprises became a big success as they saw private sector as an engine of economic development but they also understood that it is almost impossible for them to survive without government assistance. One British Observer explained that in a mixed economy, the government assistance to private businesses and industry is very common phenomenon. One of the most famous cases of mixed enterprises is the case of British Petroleum. The British Government signed a contract with the Anglo-Persian Oil Company to get a regular oil supply for the royal navy. Later, the British government acquired the shares in the oil company and appointed some members of the board of directors that helped the British government a lot in terms of profits. And now, we know the old Anglo-Persian Oil Company as the British Petroleum that became a mixed enterprise with changing shareholders (ibid.).

Various hallmark events in the history have witnessed the mixing of public-private efforts in their organization. In case of World Expo 88 (a bicentenary event) held in Brisbane in the year 1988, the authorities made great efforts to coordinate state and commonwealth agencies, a variety of international organizations, and important business bodies to

successfully organize the bicentenary event. Another example of mixing is in the case of XXVII Olympiad held in Sydney in 2000 whereby the main organizers were the New South Wales government as a public sector representative and the International Olympic committee as the representative of the private sector. Although, the researches show that there were many problems in coordination and cooperation between some state departments and private bodies, the merits of public-private mix is always more than a single-team work (ibid.).

3.1 Defining public-private partnership

Defining PPP is a task that is a bit difficult as the literature on PPP is vast and complex. The reason behind it is the existence of many different definitions of the term 'PPP'. We will proceed to know more about PPP with some important definitions that are discussed in the subsequent parts. The term 'PPP' defines many possibilities of partnerships between private and public partners. PPPs are different from 'privatization' in the sense that PPPs present a framework that ensures meeting social obligations, achieving successful sectoral reforms, and attracting favorable public investment. A PPP that is able to distribute its risks, tasks and obligations among its partners is considered a strong one. The public partners in a PPP can be ministries, municipalities, departments, or other state-owned bodies and the private partners can be local or international business organizations that can contribute to the project in the most suitable manner. Non-governmental organizations (NGOs) and community-based organizations (CBOs) can also be included in PPPs. The idea of PPP believes in the notion that both public and the private sectors have specific advantages and strengths in relation to each other that helps in performing particular tasks. Capital investment, transfer of assets, in-kind support or other commitments are few commonly known contributions that can come from public sector whereas, commercial, managerial, operational expertise and innovation are few contributions that generally come from the private side. Depending upon the type of contract, private partners may also contribute to the capital. It is believed that the PPP structure should be such that reduces the risks to the minimum which eventually results in improving the performance and reducing the cost. Some strategic sectors in which PPP has been successfully undertaken are housing, roads, prisons, stadiums, refuse disposal, water and sanitation, air traffic control, school buildings and teaching facilities, hospitals, pipelines, and railways (Felsing, 2008, p. 1-5).

A very important definition in this context was given in the United Nations General Assembly (2005), which explains that PPPs are “voluntary and collaborative relationships between various parties, both State and non-State, in which all participants agree to work together to achieve a common purpose or undertake a specific task and to share risk and responsibilities, resources and benefits”. In general sense, a PPP can be any partnership involving public and private sectors, but there is some debate on considering ‘contracting out’ a partnership.

3.2 Nature of PPPs

When we talk about the nature of PPPs, we discuss the inherent characteristics of them. The PPP characteristics and elements change depending upon regions and cases. IN countries like Netherlands, their central bodies deal with PPP, some of them only engage their central bodies in only particular cases (e.g. UK), and some of them like Australia and the US just leave the PPPs to the individual municipalities to be taken care of. France has enacted an administrative framework to deal with it and Chile has the Least Present Value of Revenue System (LPVR system) enabled to deal with PPP issues. In order to better understand the concept of PPP and to dig further in this research area, we need to understand the common threads or features or elements of PPP in detail (Grimsey and Lewis, 2007). Few most important elements of PPP are explained below (ibid.):

- Participants – A PPP generally includes two or more than two parties. One of the partners has to be from public sector and other has to from private sector. Organizational commitment is a necessity on the part of all the parties involved in the partnership.
- Relationship – The relationship between the parties should be enduring and relational. Parties should come together to perform something that beneficial to their aim, and should contribute different things in relation to each other.
- Resourcing – In order to make a PPP successful, all the partners should contribute some resources to achieve something fruitful in future. PPPs tend to attract the best available talent and expertise from private and public sectors. PPPs are considered to be the best value for investments. It is advised that all partners should transfer the resources to the partnership arrangement for the required results.

- **Sharing** – PPPs make both public and private partners share the risk related to social, economic, environmental and financial outcomes. The kind of collaborative framework used in PPP is unique as it refers to a relationship that makes public and private partners share the responsibilities. The public sector entities make the policies and regulate the functioning after consulting with the private parties. It is also a special type of ‘coming together’ as it makes parties partners unlike real contractees and contractors which results in more mutual trust and unified interest.
- **Continuity** – The PPP framework provides a readymade system to make decisions to the parties and which assures smooth functioning of the whole system. It brings in the efficiency in functioning and reduces friction among parties. Although this framework is not exhaustive and it can be change and modified according to the need, it provides immense ease to the parties and ensures a smooth continuity.

3.3 Components of PPPs

Although we have briefly discussed about the components in previous sections, we will talk about the four broad components of PPPs in detail in this section. The components are – the public sector, the private sector, members of the public sector and the partnership agreement. Coming together of public and private sectors and agreeing to share the responsibilities is important to make a partnership successful. The agreement should include the commercial limits of services provided by partnership and should meet the expectations of the society. The glue that holds the two sectors together is the agreement, if the agreement is made in accordance to the desires of all parties it will result in a harmonious, collaborative and synergetic relationship. For an agreement to be extensive and effective, it needs to include predetermined scope and nature of partners’ activities and the limitations of each partner. The agreement should also have information about the legitimate expectation of each partner. The agreement will be in form o f a contract and should comprise of information related to expected conduct and obligations of each party to ensure smooth functioning of the partnership (Hanss, 2001, p. 402 and Pongsiri, 2002, p. 489)

3.3.1 Public partner

A public partner may mean a public sector organization, a city, a local authority, etc. that needs some service, resources or facility that belongs to private sector to achieve the desired result of a public policy. Despite these needs, public sector has its own specialty and strengths. One of the strongest point of public sector organizations is that they are the important part of the government system and have the authority to execute projects or initiatives in a region. Having said that, careful handling of responsibilities along with the exercise of power by public sector brings in success for a PP. Determinations of the powers of private sector is done beforehand and the public sector decides the roles and responsibilities of the private sector with regard to public service delivery in advance. The responsibility of modification and review of existing policies rests on the shoulders of the public sector which also eases the private sector participation. It is the public sector that needs to come up with an environment that will enhance the functioning and efficiency of the private bodies in the partnership sphere (Agere, 2000). Services are generally input driven but in the case of PPP, services are output driven which gives more space to asset and services providers for innovation and creativity. Thus, public sector should plan and regulate its actions in order to meet the output expectations. Like any partner, the public sector also expects something from a PPP and especially when it partners with the private sector. Public sector is enthusiastic when it comes to partner with private sector because it gives it advantages like better service provisions, improved and more efficient performance, suitable distribution of risks and responsibilities, and cost-effectiveness (Pongsiri, 2002, p. 489). Public sector enjoys heightened credibility due to enhanced performance in partnership projects that gains it public favor and the approval of government.

3.3.2 Private partner

PPPs are generally expected to provide public services by designing the project, constructing, financing, and operating the facilities. For all the activities mentioned above, a partnership project needs to have multiple skills and expertise services and this is where the private sector comes in. Coordination among different private companies is of great importance. If there are more than one private company involved in the PPP project, they should act as a single private body along with a public sector body to extract the best results from the venture. The private partners usually cooperate with each other to act a single team

that is tailored to deliver the partnership. The private partner brings in an array of strengths to the partnership as it is viewed as storehouse of resources and development capacity. One of the proofs of the capacity of private sector is the production of capital goods. Generally, capital goods are produced by the private sector as it requires high end technology and huge capital. Development and innovation of new technology is mostly seen to happen in private sector (Scharle, 2002, p. 228; Kerr, 2003, p. 11). If a private partner is a multinational corporation, it can transfer technologies and other resources from one country to another to meet the needs of the venture. The private sector is an inseparable part of any PPP as it is perceived to be dynamic, innovative and its performance throughout the globe has made it to be viewed as sector that holds the professional and technical expertise. The previously mentioned characteristics showcase private sector as the strongest candidate for partnership (Scharle, 2002, p. 228; Nisar, 2007, p. 147). The aim of private sector is attaining high amounts of profit and they cannot dissociate themselves from it because it is their reasons of existence in the market. So, if the public sector wants the PPP to achieve its purpose in a best possible manner, it should make the PPP deal look attractive to the private partners to make them give their best. It has been observed that private partners are interested in the PPPs only because it promises an attractive financial outcomes and business interest expansion (Kerr, 2003, p. 11; Jamali, 2004, p. 417; Nisar, 2007, p. 148).

3.3.3 Members of the public

The general public that is affected by the PPP projects is referred to as members of public in many cases. Generally, the members of the public have the power to make a partnership successful or vice versa, therefore it is of great value for the general public to have knowledge about the importance of PPPs and to be in a position to receive benefits of PPPs. Public sector has a responsibility to make sure that public interest is considered while undertaking projects all the time because it is the public sector who is directly under the control of the government and is accountable to the general public for their decisions (Carley, 2006, p. 252).

3.3.4 PPP agreement -private partnerships

The PPP agreement is a contract that dictates the expected behavior of all the partners to a partnership. The agreement also includes the nature of a partnership and the duties of

each role player. Agreement glues together all the parties to the partnership in a better way when it is clearly communicated to the parties. Houlden (1990) writes that lack of clear agreement often leads to weakened common bond among partners that in turn results in the failure of partnerships. A PPP agreement helps avoid confusions that might bar a project from continuing smoothly.

3.4 Models of public-private partnerships

The models of PPP depend on factors ranging from risk taking capacity of partners to project parameters. Smith (2004) believed that there is no specific model for PPPs and every PPP is unique in nature. Each PPP project is different from other as every single one of them is designed according to project parameters and risk tolerance of partners. However, in order to add something in this regard to this thesis, we will add some models that are found in the literature. The models along with their implications are mentioned below:

3.4.1 Design, build, operate and finance (DBOF)

The meaning of the model is quite clear from the name itself. To explain, it would mean a partnership whereby public and private sectors come together to design, construct, operate, and finance the infrastructure that is meant for public use to attain the goals of partnership. Under this partnership, the private sector shoulders the duties like designing, operating, and financing the facility and the sole way of income in this type of partnership is the payments from the government that is received only after completing the project according the set standards (Grimsey & Lewis, 2004, p. 94; Smithmp, 2000, p.129). In order to minimize the cost, the private sector is free to innovate and design the facility in an autonomous manner. The facility should also be designed in a manner that can serve more than one purposes so that it leads to higher income. Thus, only a private partner which is innovative and efficient enough to optimally utilize given resources can generate the desired outcome of cost-effective project cycle. In this model, major risks are tackled by the private sector that is responsible for activities like design, operation, building, and finance. This model supports those partnerships that are for a limited period, normally from 25 to 40 years. The ownership gets transferred to the public sector at the end of such partnerships (Akintoye, Beck & Hardcastle, 2003, p. 15; Coulson, 2005, p. 158).

3.4.2 Design, build, finance, and transfer (DBFT)

This model is slightly different from the one described above. In this model, the ownership gets transferred to the government after the completion of construction of the facility. The public sector performs operation and the delivery functions in this case. However, the maintenance of the facility might be done by the private partner for an agreed period of time and it might also recover that costs in the same period. Although the government holds the possession of the facility after the project is complete, in this case, the public sector couldn't exploit the managerial, operational, and innovative excellence of the private sector after the handing of the facility to the public sector is done. Therefore the importance of private sector in the partnerships is stressed by many scholars and it is advised to hand over the management of the facilities to private partners as they can do it in a more efficient manner (Smithmp, 2000, p. 128; Blake, 2004, p. 15). Although the above mentioned idea of transferring the management authority to private sector sounds very effective, it cannot be implemented in certain strategic government departments of national importance like defense.

3.4.3 Design, build, finance, own, and operate (DBFOO)

In this model, the permanent ownership of the facility and its operation is with the private sector. Here, the public sector purchases the services of the private sector instead of owning the facility that is in contrast with the two aforementioned cases. It is also important to note that private land is used to build the facility and therefore after the termination of the contract, government departments can't show any claim of the facility. On the other hand, if by chance the facility is constructed on a public department plot, it may create problems for the private partners in using the facility according to their wishes unless the agreement protects the rights of the private sector in this respect (Scharle, 2002, p. 232).

If the services and the facility is to be provided on lease on a permanent basis with an assured amount of regular payment to the private service providers, the project can be a source of a permanent source of revenue for the private partners. But in such situations, partnership may lose innovation and efficiency as its services are consistently the same and monotonous. This model when used on a permanent basis can only be suitable for construction projects (Coulson, 2005, p. 158).

3.4.4 Concession

The model of concession is very similar to that of DBOF in the PPP arena. The main difference between that two is that in concession model, the private partner (service provider) covers the cost through the charging the direct prices for user services or by using the combination of both user charges and government contribution. Therefore, concessions are considered better in cases where facilities are expected to be sold to the government e.g. telecommunication facilities. Under concession, facility management and service provision rights can be allotted to a private partner but in return it has to make payments to the government. The service provider is expected to improve the facility as it makes use of it, the cost of which can be covered by charging the consumers either directly or with some government control to safeguard the final consumers from exploitation. In some cases, the private partners rent an existing facility to renovate and improve it and at the same time they sell the services or products to the final consumers covering the cost of renovation and repair. Generally, concessions have longer life ranging from 30 years to more than 30 years (Li and Akintoye, 2003).

3.4.5 Joint venture

This is a model that represents a PPP better than others discussed before. In this model, government and private partners co-own an organization and are co-responsible for all its functions. It involves the collection of both parties' resources and the returns are shared among the partners depending upon the amounts of investment by each partner. Although the ownership is shared, the management of operations is the prime responsibility of the private sector (Becker & Patterson, 2005, p. 126; Trafford & Proctor, 2006, p. 117; Nisar, 2007, p. 148).

3.5 Purposes of PPPs

The main reason behind the establishment of a PPP is quality as parties involved seek to enhance the quality of the delivery of public services through it. And the biggest motivation for this initiative is the notion of maximization of public welfare. The concept of 'quality' can be skeptical sometimes but in our case, if we follow the definition given by Hitchcock and Willard (2003), we will be able to clearly understand the term 'quality' and its usage in our text. The aforementioned scholars consider 'quality' to be a concept that delights your customers through your responsible and caring behavior towards the

community and the environment. A more dynamic definition of ‘quality’ is proposed by Harvey and Brown (2001) who say that it means making the members the organization who want to continuously improve the service experience act in such a manner that regularly meets and exceeds the expectation of the consumers. After explaining the concept of quality, it is time to explain its relationship with PPPs in various ways mentioned below:

3.5.1 Achievement of value for money

PPPs are committed to prove taxpayers get the right value of their money (Smith, 2000, p. 128; Blake, 2004, p. 15). The value of money is best attained when public gets the best possible services at the minimum possible costs. It should also involve the delivery of services at right time and right place. By remaining innovative and adaptive of all the changes developing in the environment, PPPs can increase the benefit to both the general public and to the project. Moreover, innovation, flexibility and service quality should be the part of culture of PPPs which can make people think that the best value for money is expected from PPP due to its innovative and highly skilled infrastructure design and management (Grimsey & Lewis, 2002, p. 5; Li and Akintoye, 2003).

3.5.2 PPPs enhance quality of public service delivery

If we look at the functioning of public departments, we easily notice a lot of resources going waste every day. One of the main reasons for PPP is to reduce and cut these wastages through developing synchronized and efficient PPPs. As PPPs lead to cost sharing and economies of scale, the resource wastage goes down to the least levels. Our experience shows us that it is because of PPPs that nowadays the decision making process got very fast in the infrastructure sector. As we know slow pace functioning of public sector is one of the biggest hindrances in the path of development, so if PPP can increase the pace of decision making, it would also succeed in spearheading the rate of development. It is well known that PPPs have an output motive and thus, the private parties work in an expeditious way to earn profits. It is important to maintain the quality of work along with its expeditious completion (Osborne, 2000, p. 91; Jonker, 2001, p. 262; Grimsey & Lewis, 2004, p. 92). As governments feel the pressure from public to provide quality and efficient services, they should consider PPPs as effective means to achieve the quality goals. As the public sector is known for taking care of stewardship, solidarity and community interest, the private sector is concerned with

creativity, dynamism, capital power, managerial efficiency, professional knowledge and entrepreneurial spirit. PPP is the golden path that can ensure quality public service delivery. To conclude, we can say that the quality public service delivery can be performed if both the sectors i.e. public and private come together to share the best they have to perform at a level best (Scharle, 2002, p. 228).

3.5.3 Innovative and creative approaches

PPP, unlike the traditional public sector procurement system is concerned about the quality output that makes it more creative and innovative. PPP is the only means that provides us with an option of efficient solutions to public sector problems. In addition to that, if public sector want to be creative and win the confidence of people, it has to opt for PPPs to serve the needs of the general public in a more efficient manner and to ensure the improved welfare of people (Lissauer, 2000, p. 144).

3.5.4 Harnessing resources

One of most important benefit of a PPP to the public sector is the access to the resources of the partner private sector. It is not only a single way transaction rather a two way transaction as it also provides private sector the opportunity to use and benefit from public sector resources but the emphasis mostly is on efficiently using the skills and resources of private sector. In order for a PPP to be successful, trust plays an important role. If there is a lack of trust in a partnership, both public and private resources can be utilized for selfish purposes resulting into nothing but economic stagnation and deterioration. Many scholars also stressed on the fact that if parties to the partnership wants to have mutual advantages, they need to develop an atmosphere of trust, mutual respect, fairness and optimism. Thus, a partnership nicely constituted has the ability to generate results that can be beneficial for both public and private sectors. Strategically, it is very important to utilize the resources of the private sector in order to achieve rapid economic growth as only public sector resources are insufficient to carry out all the necessary activities in most of the developing countries. There are many private companies in the modern day world that are willing to invest through foreign direct investment and the local government departments can make good use of it by the way of PP. The multinational corporations can bring revolution in the public service offering if the governments attract them to partner through

PPPs as they are the source of substantial physical, intellectual and managerial resources. It is always a good idea to be a partner with multinational corporations as they have turnover more than the gross national product of many medium sized countries. Thus, it is easily understood that they can assume the responsibility of huge capital investments too if provided with favorable corporate conditions at the domestic country. Often, the private sector's specialty in management and innovative thinking brings in the benefit of economies of scale and thus, it becomes easy for the partnership to serve poor and remotely settled people as the service is cheap and has a good quality. 'Harnessing resources' purpose of PPP can also be understood in the sense that PPPs grant us a platform to establish projects of national importance that need high capital investment that would otherwise be impossible (without the private sector investment). So, to sum up this section, it can be claimed that PPPs have the capacity to provide the governments and public sector institutions access to skills, expertise and technology that is new for them and sometimes come from a foreign country. Multinational private players are of huge importance in the cases that require big investments but the outline of those PPP projects needs to be lucrative enough to attract the foreign private partners.

3.5.5 Reduction in scope of government

PPPs have an ability to reduce the scope of government in private lives. And, which in turn will develop efficiency within the government as the government will have more time and resources to take care of more important issues. This notion also supports the idea that the role of public sector should be minimal but its activities and policies should be efficient and organized. The idea behind scope reduction of government in private lives is to improve the government policy making and other related activities that only public sector is authorized to perform. Reduction of public sector also implies the expansion of private sector which will allow rapid economic growth and a better chance of high standard public service delivery (Hood & McGarvey, 2002, p. 23; Taylor & Warrack, 2002, p. 87).

3.5.6 Stimulate financial assistance

Easing the access to financial assistance from institutions like International Monetary Fund and the World Bank is one of the main purposes of a PP. If the public sector agrees to liberalize its market and tries to demonstrate the feature of an efficient market system, it

becomes fairly easier to get funds from the above mentioned organizations for PP. The aforementioned organizations favor those PPPs who follow the modern market mechanisms because they believe that the traditional market systems have become inefficient to meet the social needs that are ever increasing (Hughes, 1998, p. 51; Jamali, 2004, p. 415).

3.5.7 Risk Management

This is a very broad issue and therefore we will just try to highlight its significance for PPPs. As we know, PPPs are usually involved in long term projects and most of the times they are meant for major developments. Thus, it is of vital importance that these PPPs need to be very careful of their risk management mechanism. Generally, PPPs involve the transfer of risk from public sector to the private sector and for a considerably long amount of time. Well, this transfer doesn't set the public sector free of any risks but the public sector also bears some significant risks as both parties are partners in sharing risks too. (Coulson, 2005, p. 158; Nzimakwe, 2006, p. 51; Nisar, 2007, p. 155).

Kerzner (2003) view risk as a probability or consequence of not achieving the targets that had been set. In other words, risk is a factor that hinders organizations from achieving their desired objectives. Risk management in PPPs should include the identification and screening of situations that are more prone to compromise the nature of goods and service delivery. Since the private partners perform most of the functions in a partnership, they have to bear most of the risks too. Hood and McGaravey (2002) believe that reason behind the majority of risks being borne by the private partners because they are the ones who have the ability to manage risks more efficiently as compare to the public sector.

Although in most of the cases, the public service delivery has been a responsibility of the private sector to increase efficiency, it is the public sector who still remains accountable to the public. It is because of the sense of accountability that the government has towards the society, it prefers to enter into PPPs because it also involves the efficient private sector that brings in many benefits (Savas, 2000, p. 65; Halachmi, 2005, p. 304).

PPP projects involve many risks because they are generally for long term and involve huge investments. Although the private sector is quite efficient in tackling project risks, it is

always better to know their types in advance and plan accordingly. Some of such risks that can be faced by PPPs are mentioned below:

3.5.7.1 Market risks

Market risks are the ones that result from phenomenal changes in the vast market. One of the risk related to the market is the change in prices. Prices may see drastic changes during the contract making it difficult to provide services at the agreed price. And if the price remain volatile, the project may fail to obtain the planned returns and the whole partnership can collapse. Therefore, sometimes market risks can make the private players reluctant to enter into PPPs (Akintoye, Beck & Hardcastle, 2008, p. 45).

3.5.7.2 Changes in legislation

Changes in law may end up demanding drastic changes in the functioning of partnerships affecting the contract negatively. Changes in government often create problems in this respect and a new government having an unfavorable attitude towards can sink all the PPP prospects (Ross et al, 2000).

3.5.7.3 Obsolete technology

It is quite normal that technologies get old after the passage of every few years but the expectation of the society remains changing and always comes with something new in demand. So, if the PPP doesn't change itself and is not flexible enough to meet the technological challenges, it will take the PPP to a standstill (Finnerty, 2013).

3.5.7.4 Specifications

Generally, the private sector performs the designing and construction in the delivery of asset-based public services. PPPs produce the products and services based on the description of the output specifications and therefore it needs to be accurate otherwise all the expenditures and operations may go in vain (Hurst & Reeves, 2004, p. 380).

3.5.7.5 Operating risks

This risk is related to the facility till the time it will provide services in consideration with the specifications under the boundary of cost and other limitations of the contract. We think that the risk is usually transferred to the private sector but the public sector can also face the risk in the form of operational failure due to private partner's failure to conform to

the output specifications. In that case, situations might get difficult for the government and it has to step in and answer the questions posted by public (Grimsey & Lewis, 2004, p. 100).

3.5.7.6 Asset risk

In some PPP agreements, assets get transferred to the public sector partner. Asset can become a risk if it cannot meet the expect period of service time, or if gets destroyed by any disaster or in any accident (Finnerty, 2013).

3.5.7.7 Construction risk

It is a risk that can take place during the construction stage. It is possible that the design of the project is inaccurate according to the real output specifications and which may result in waste of money, time and trust (ibid.).

3.5.7.8 Demand risk

This is the last risk that we have mentioned in our list of probable risks. This is a risk that is always there in the market even if one is well-prepared, this risk is going to touch everyone. This is the risk of changing consumer taste and choices. The project starts after judging the need s of the people but it can badly fail if people's demand changes towards the end of the project (Coulson, 2005, p. 158; Akintoye et al, 2003, p. 46).

3.6 Key Complex Issues in PPP Projects

While private public partnerships are known to be more efficient, many issues can arise throughout the implementation process of PPP projects. These issues require innovative solutions as they cannot be easily managed through traditional methods and techniques (Shane et al., 2010). Four types of complex issues will be discussed including economic, procurement, risk, and governance issues.

3.6.1 Economic

The economic dimension pertains to financing of the project as public projects can be large and require substantial investment. PPP is a relatively better way for the government to finance their projects as the private sector is able to secure funding more easily and has better leverage in securing higher debt financing. When compared to its public counterpart, the private sector has a higher debt capacity due to certain legal limitations that the public organizations must abide (Chhun, 2014). Haran et al. (2013) in their study showed that nine

PPP projects between 2005 and 2007 had a financial structure that comprised of 96% debt financing and just 4% equity financing. This shows the importance of having a high debt capacity especially with a financial structure as has been seen in the past, the private sector has higher leverage which can be used to secure better financing options. Robust financing options must be explored and adopted in order to finance PPP projects, options which will appeal to the private sector and provide them reasoning for being a part of future PPP projects.

3.6.2 Risks

Risk is another complex issue that can take different shapes according to the type of project. Long term projects such as traffic or construction related projects are prone to higher risks since many unexpected risks can occur in time. PPP is helpful as asset-specific investment risk can be minimized through diversification that is a result of private financing (Devapriya, 2006). Two types of risks can be encountered in infrastructure projects, including global risk related to the political, commercial, legal environment; project risk which includes the technical, construction, finance, etc (Grimsey & Lewis, 2002; 2004). PPP, although not perfect, is mechanism that does allow risk-sharing with the private sector especially because the private sector is able to bear higher risk and come up with greater ways of financing those risks.

3.6.3 Governance

Governance issues can arise in PPP without the role of coordination agencies that can assist the projects in different dimensions. In order to mitigate the governance issues, some governments around the globe have come up with PPP units to assist PPP projects (Chhun, 2014). These units may include different subunits such as treasury taskforce, infrastructure advisory facility, etc. Different countries have established different authorities or units in order to not only facilitate PPP projects but also to monitor their performance. Puerto Rico has a PPP Authority that identifies, evaluates, and implements PPP projects (Chhun, 2014). In the UK, the Department's Representative has a dedicated PPP office that is responsible for monitoring PPP projects (Garvin, 2009). Partnerships Victoria in Australia plays the role of creating an overall policy framework that is used to fully monitor PPP projects (Department of Treasury and Finance, 2014).

3.7 PPP Worldwide

3.7.1 The Case for Europe

The importance of PPPs has increased over the years and the increasing number of PPP projects is evidence for this trend. There have been over 1300 PPP projects signed between the years 1990 and 2009 amounting to over EUR 250 billion (Kappeler & Nemoz, 2010). In Europe, different types of projects have been undertaken ranging from concession to joint ventures. Within Europe, United Kingdom is a special case as it has been said that UK has the highest number of PPPs in the world. They include 40 hospitals, 150 schools, and a number of road and railway investments (Partnershipbc, 2003). Within the UK, PPP projects have been dealt under five main categories, long-term service contracts, private ownership of state owned businesses, strategic partnerships, utilization of partnership arrangements, and private finance initiative (PFI). The importance of PPP projects continues to increase across Europe as more projects are undertaken within diverse fields.

3.7.2 The Case for Asia

PPP is still developing in Asia and there is a scope of improvement by doing away with gaps that still exist. The ACCA (2012) published a report which highlights the different PPP practices within various Asian countries. China has implemented PPP projects within the road, water and energy sectors, rail, solid waste, and public services. The BOT model has been the most used across China while some difficulties have been encountered due to inefficient legal framework and lack of expertise. Many successful projects have been completed under PPP across China, however, improvements can be made in various dimensions such as project evaluation, public accountability, risk sharing mechanisms, etc. The recent economic growth in India calls for a significant investment in infrastructure in order to further expand and bring higher appeal to foreign investors. While over the years, the capital inflow to PPP projects have increased manifold, global infrastructure giants have continued to not bid on India's PPP projects. In addition, domestic companies that are able to take on the task of building good infrastructure are few leading to a low number of bids or even single bids for projects. As a result, cost and time overruns are experienced within these PPP projects (Ahadzi, 2004).

The PFI model has been preferred in both Japan and Malaysia. This has been the case because the governments in both of the countries are looking to finance projects through PFI in order to be less dependent on projects that require reimbursement on part of the government. In Asia, PPP is being used widely across different countries, while it may not be fully efficient yet, there are immense benefits for these projects. The growth of Asian countries is also key in the expansion of PPP projects over time although the implementation of these projects may not be the best. There are challenges faced by Asian economies in implementing PPP projects. Challenges that arise from the lack of transparency, the absence of robust evaluation mechanisms, lack of clarity and responsibility of different departments within the project, incomplete legal framework, undue political intervention, lack of PPP expertise, lack of public accountability, etc.

3.7.3 The Case for Western and Central Africa

The Western and the Central Africa had one of the most long-stretched experience of PPPs when we talk of the developing regions of the world. The instances of PPPs can be traced back to 1959. Main areas that were common for the PPPs were Concessions, Management contracts, Affermages, and Service contracts. Countries that are active in the region in relation with PPPs are Gabon, Mali, The Gambia, Guinea Bissau, Cape Verde, Mali, Senegal, Cote d'Ivoire, Chad, Central African Republic, Niger and Ghana. The Western and Central African experience with PPP has been different in terms of nature of contractual models, if we compare other developing countries who have adopted PPPs outside Western and Central Africa, we'll find that they have chosen to adopt only one contractual models. On the other hand, we see that the governments in Western and Central Africa have chosen a wide range of options ranging from performance-based service contracts aimed at strengthening operations commercially and financially in Burkina Faso to Gabon's example of full concession of water supply service. PPP examples from some Central and Western African countries are attentively recorded for creating better PPP options in future (Fall et al., 2009).

3.7.4 The Case for Southern Africa

During a Southern African Development Community (SADC) PPP forum which was attended by 130 countries in 2011 in order to support the establishment of better PPPs in the

region. It was also said that one of SADC's aims is to empower the regional financial institution in order to lay the base for bankable regional projects and to establish the Regional Development Fund and SADC Project Preparation and Development Facility. According to PPP policy and the Act of 2009 in Zambia, PPP is understood as a process to bring together the public and the private sectors along with clearly mentioned shared objectives with an aim of public service delivery by private sector. In South Africa, the change in the policy approach took place in 1994 when government aimed at increasing the PPPs in order to manage state assets. South Africa authorized the National Treasury in 2006 to create and approve PPPs although the decision on the management of PPPs were left open for the individual government departments and provinces. According to the Treasury Regulation 16, towards the end of year 2011, nearly 22 PPP projects have been agreed and were distributed along various sectors of the economy. Fields like accommodation, water, energy, fleet, rail, education, IT, housing, and waste sectors host the maximum number of PPPs in South Africa. Apart from the Treasury Regulation 16, the Government has also issued many other notes and has initiated many other programs to support PPPs. Although South Africa has an updated legal and regulatory framework, the country still lags behind in the process to generate a culture of beneficial PPPs (Li, 2003; Ghobadian et al., 2004; Burger, 2006).

3.7.5 The Case for America

Various varieties of PPPs have been implemented across the American subcontinent including the USA, Canada, Latin America, and others. The merits of PPPs led the government of the United States of America to change the name of their "National Performance Review" to "National Partnership for Reviewing Government" in 1998. PPPs in the USA resulted into the construction of hundreds of thousands of housing units, the joint-venture between Treated Water Outsourcing (TWO) and Wheelaboratory Environment System Inc. resulted in a strategic partnership that caused successful outsourcing of projects of wastewater treatment, Lynonnaise American Holding, United Water Resources, and Montgomery Watson together planned to provide management and operation services to municipality, American Anglian Environmental Technologies (AAET) decided to partner with Buffalo (NY) Water Board to manage, operate, and maintain city's water treatment and

supply facilities offering personal growth opportunities to employees and enhancing performance and safety levels, etc. Whereas, when we talk about Canada, PPP practices are more or less like in the UK. PPPs in Canada are generally undertaken to provide new infrastructure and to provide a new and efficient environment for strategic changes. The few examples of PPPs in Canada may include outsourcing hospitals services and property portfolio management services (Stoddard & Donnellon, 1997; Martin & Scott, 2000; Li, 2003).

3.8 Few PPP projects and their success stories

Many examples of PPPs throughout the globe have demonstrated that PPPs have great potential to transform inefficient and loss-making departments or ventures into efficient and profitable ones. They don't only create economic positive consequences but also spearhead the process of social well-being. In the subsequent section, we are going to explore some PPP cases in different parts of the world that would enlighten our understanding of the advantages of PPP arrangements and probable problems that can hinder the way to a successful PP.

3.8.1 Perpignan-Figueres rail link

One of the programs of EU was the unification of national railway networks in Spain and France in 1992. France and Spain requested EU to standardize the railway technology including gauge size and electrification techniques aiming at reducing the hindrances in smooth running of trains across the countries. Eventually, the idea to connect railway networks created an opportunity for a joint railway project that was planned to start from Spain in 1995 and end in France through a PPP railway arrangement. The planned high speed train and freight train was to touch three major cities including Pyrenees and Figueres in Spain and Perpignan in France. This project generated many benefits like reducing the freight transit time up to 10-12 hours, facilitating cross-border traffic growth, and reduction in travelling time (European Commission, 2004). TP Ferro, a consortium between Eiffage of France and ACS-Dragos wherein subcontractors like TESLA, VIAS, Wittfeld, Cobra and Forclum played strategic roles, received a 50-year Build-Operate-Transfer (BOT) PP. In the agreement, the private sector was responsible for building, financing, and operating railways whereas the government was responsible for designing the project (Majanen, 2011).

3.8.2 Argentina's PPPs

As we have discussed before that PPPs often succeed in protecting and revitalizing sectors or ventures that are on the verge of closure, this example of Argentinian state owned railway company further strengthens our claim. Ferrocarriles Argentino (FA), the state owned railway company was losing as much as \$600 million/year with only 50% of the locomotives functional and only about 45% of railroad fit for railway use. All these circumstances left no choice for the government of Argentina but to decentralize the control and management of the railway network to many smaller networks and provinces. And with the aim of improving the profits, service quality, maintenance, and safety standards, the government opted for multiple procurements for urban rail and freight network PPPs. The responsibility of many parts of the railway network was assigned to private sector. The reformer private sector was given the responsibility to transform obsolete train fleet, worn out tracks and a dying infrastructure into a well-functioning and quality railway service. Government's decision to adopt PPPs was successful in reducing losses, service quality improved substantially, passenger numbers increased, and safety measures improved. Although the PPPs rendered a lot of advantages, some of them also faced problems like failure of meeting promised investment schedule and over numbering of commuters wanting to invest in commuter PPPs, etc (Estache & Carbajo, 1996).

3.8.3 Channel tunnel PPP

Channel tunnel rail network has been one of the most sophisticated example of PPP in the history of project management. The Channel rail network comprises of several terminals, one under sea tunnel between England and France, long high-speed rail tracks joining cities like London, Paris, and Brussels. The success story of this Channel tunnel rail network owes a lot to PPP chosen by intergovernmental committee between France and England that chose private sector to operate and construct the rail network. The railway project was awarded to Eurotunnel consortium as a 65-year PP. Full private financing was the unique aspect of the project. The contract between the government and the private contractor included the cost control mechanism that ensures awarding the private contractors if the costs remained below the estimated ones and on the other hand it gave penalties if the costs overruns the estimated ones. The agreement also provided some guarantees and other risk mitigation promises by the government like no other links will not be built till 2020.

Furthermore, the right to exercise of powers on the part of the government was also made limited (Hope, 1990; Lam, 1999).

3.8.4 Madrid-Barajas subway PPP

Madrid-Barajas Airport is one of the busiest airports in the world. The latest terminal (T-4) was constructed in 2006 to cope up with increasing air traffic as the older terminals (T-1, T-2, and T-3) weren't able to tackle the rapidly rising traffic problem. The T-4 was constructed far from the old terminals due to lack of land near old terminals which created a demand for subway expansion to connect the new and old terminals. Thus, in the year 2006, government opted for a PPP to extend the old tube network to link it to the new airport terminal. After a short procurement period, a consortium between Ferrovial Agromán and Azvi won the bidding for the PPP in 2007. Although PPPs tend to bring in a lot of advantages, this project faced some commercial challenges like lower than expected ridership number. The ridership number remained lower not because of poor service quality but was actually because most of low-budget airlines refused to shift to the new terminal from the old ones (Soliño & Vassallo, 2009; Majanen, 2011).

3.8.5 Canada line PPP

Canada Line was rail project approved by the Canadian government in 2004 that connects central Vancouver, the local airport, and Richmond. The main motivation behind this project was 2010 winter olympics. Moreover, the government also saw it as an opportunity to improve the railway service quality and reach. The contract was awarded in 2004 to InTransitBC consortium for a Build, Design, and Finance the Operation (BDFO) agreement valid for 35 years after a yearlong procurement that began in 2003. The line was well ready before the estimated time and was opened a few months before the Winter Olympics 2010, in August, 2009. The total cost came out to be \$1.9 billion (Yong, 2009).

3.8.6 Gautang rapid rail link

Gautang rapid rail link is one of gems of South Africa that connects the OR Tambo International Airport with Pretoria and Johannesburg. The project was declared in the year 2000 and signed in 2006 a consortium named Bombela. The motivation for this project was 2010 Football World Cup and the first phase of the network was opened for football fans prior to the world cup. The whole project was completed and opened for people in June, 2012

though it was supposed to open to public in the year 2011 (Calitz & Fourie, 2010; Majanen, 2011)

3.8.7 Denver PPP

The Denver PPP which is also known as the Eagle P3 project began its procurement in 2008 and witnessed the assignment of the contract with Denver Transit Partners consortium happened in 2010. The construction of the commuter rail network was on the basis of Design-Build-Operate-Maintain (DBOM) and was scheduled to finish in 2016. The major responsibilities were given to the private sector. This PPP agreement included three projects, i.e. three rail corridors that were around 60 km long in total length. The contract setup include subsidies to the private sector and collection of revenues from ticket fares by the government. Private sector funded a major part of the project i.e. \$1.3 billion out of the total \$2.1 billion cost, the rest was borne by local and federal governments (Landers, 2010; Majanen, 2011).

3.9 Advantages of PPP

Parties involved in PPPs have different concerns. Private players are concerned about profit on investment for risk taking and achieving the business purpose whereas the public sector is mainly concerned about legislative measures, regulations and authorities, democratic decision making, maximizing social value, political opinion, and minimizing risks. Thus, both parties chose PPP to obtain maximum mutual benefits and explore the advantages that it provides. The positive outcomes of a PPP also include profit maximization on the part of private party and cost reduction on the part of public party. This setup enables governments to anticipate fiscal benefits, utilize private sector expertise and employ the private financial resources without compromising the service quality. Another ease of PPP is that it provides an installment payment of bills option in case of large projects in the field of railways, dams, roads, seaports, etc. And the burden of government bodies reduces significantly when project revenues are sufficient for the private sector (Jones, 1994). Many examples like retail water supply, retail gas supply, etc. show us the efficiency and ease provided by PPPs. In the subsequent part, we'll explore some advantages related to PPPs (Cruz & Marques, 2013).

3.9.1 Eases development of large infrastructure plans

The PPPs are preferred by governments around the globe. There are two main reasons behind such government behavior and those are: to tap the efficiency of the private sector and to reduce the burden on the government.

3.9.2 Ensures smooth management of projects

The commercially focused approach of the private bodies leads to an efficient and effective management of the PPP infrastructure and services. Services like hospitals, construction, water supply, etc. that have more managerial needs should go for PPPs as they provide unmatched managerial efficiency.

3.9.3 More relief to governments

Governments are backbones of economies. They have to perform all the strategic function to ensure the smooth functioning of a nation. Their responsibility basket includes the efficient use of taxpayers' money, generating prosperity for the nation from that money, and ensure an all-round benefit of the economy. So, to assure the best use of the resources available, governments resort to private entities that are capable of providing efficient and satisfactory level of services to public. This also means that government by outsourcing the provision of service through PPPs find themselves in a better position to control and oversee the service functioning. Government bodies can impose fines and other penalties to private bodies for not functioning as required by the agreement to ensure the smooth provision of services.

3.9.4 Paves way for a sharp control of costs and deadlines

One of the reason as to why PPP is given importance is its ability effectively manage the costs and deadlines than any other forms of procurement. As we know, public sector planning generally leads to incurrence of more cost than estimated. Thus, in order to do away with this drawback and to get projects done in time, PPP is given preference.

3.9.5 Provides innovative ways to ease difficulties

As mentioned earlier, PPPs are result oriented and therefore they are able to detect problems in advance and provide innovative and accurate measures. In traditional procurements, only the planning team is considered responsible for innovation and creative solutions because it has no responsibility of execution and operation of the project whereas

in PPPs, the team that design the infrastructure also takes care of the operations which makes them easier to innovate their functioning and provide creative solutions to existing problems and difficulties.

3.9.6 Results oriented efforts

The best thing about a PPP project is the measurement of its success. Results are the measurement standards of PPPs' success. Thus, an PPP is considered to be successful when it is focused on results and achieving efficiency which is quite different from the traditional projects that are usually focused on products. In other words, a PPP agreement defines and focusses on services to be given and the characteristics of those services.

3.9.7 Dividing projects into stages

Big infrastructure projects like roads, hospitals, airports, or dams involve high level of complexity and thus, they're very vulnerable to cost and time overruns. Most of the deviations often occur due to ill connected project phases e.g. a design error in construction process may result in the waste of time and money of the whole project. Therefore synchronizing the stages of a project can result in synergies and cost reduction. Generally, there are four phases namely: planning, design, construction, and operation in large scale infrastructure projects.

3.9.8 Develops long term relationships

Generally, PPPs involve a huge amount of investment and for the concessionaires to recover these investments and earn profits on them, the length of the projects are needed to be long. The usual period of many PPPs range from 30 years to 50 years. These long term contracts give birth to many benefits like stability in organizations related to the PPP, better understanding of the daily business, cushion for mistakes and errors, deepening of relationships between public and private partners, etc. However, it also comes with some costs like lethargic work attitude of partners, reduction in efficiency, reduced competition, etc.

3.9.9 Ability to satisfy the needs of masses

Many PPP projects were established with the aim to serve a large section of public and high investment projects in fields like transportation, water, waste, health care, energy, education, and security are a very vivid proof to it. Along with its ability to serve huge

amount of people it also make sure that prices of services remain accessible to the general public. For this very reason, PPPs generally include contracts that hold the public sector responsible for the pricing of the services and products of PPPs.

3.10 Some obstacles to a successful PPP

Although the literature on PPP holds a majority vote in favor of PPP, like any coin PPP also has two sides. According to Cruz & Marques (2013), there are many reasons due to which the successful completion or attainment of aims of a PPP becomes very difficult and sometimes in results in the dissolution of contract. Some of the reasons explained by the authors are mentioned below:

3.10.1 Contractual Incompleteness

This is one of the biggest weakness a PPP may possess. Mostly, PPP projects involve a very complex structure that include probability of renegotiations that might proliferate the occurrence of new problems. Thus, a PPP is prone to the possibility of increase of problems in future as it is open to renegotiations that makes the problem solving mechanism of the initial contract weak and ineffective.

3.10.2 Regulatory and Contract Management Capture

The term “Regulatory and Contract Management Capture” means that the regulator of the contract is biased sometimes and gives more focus to some groups of interests while assigning a very small weight to other groups of interests. Such instances can be easily found in either institutionalized or in contractual PPP projects. These kind of problems generally target countries that face problems like lower level of transparency, ethical standards and accountability.

3.10.3 Transfer of costs to SPVs

Special Purpose Vehicles (SPVs) are basically the body that implements the PPP scheme to which consortium members are shareholders. Many cases of PPPs have demonstrated of a common trend of shifting costs incurred to the consortium companies to these SPVs resulting in increase in the burden to these bodies. Several companies that provide services to these SPVs charge much higher price than the market price. All these actions lead to cases where SPVs incur great losses and on the other hand, the holding companies who are members of a consortium earn large profits.

3.10.4 Giant capital expenditure

PPP projects generally require partial or total funding of the infrastructure. Generally, there are two types of sources of finance: private and public financing. Public financing is generally considered less expensive than private financing because of the risk involved. The risk in public financing is scattered over the entire society while in private financing, the risk is limited to only one party. To decide on the type of financing, consortiums often resort to financial market valuation of risk that generally incurs huge costs making the financing process even more costly.

3.10.5 Inability to a concrete forecasting

Even big consortiums find it difficult to plan for long periods like 30 years or more. To judge the future and forecast events of long periods is nearly an impossible task. Inevitable instabilities in demand effects operating expenses, capital expenses and also the revenues. For example, an economic crisis may not affect the demand and consumption of water but in case of metro train concession, the demand might change. Similarly, most of the PPP projects are prone to high risk due to inability to plan accurately for long periods.

3.10.6 Defying the aim of higher value for money (VfM)

Although PPP is seen to bring a lot of advantages to projects, most governments and public institutions just see it as a means to overcome the budgetary constraints. The notion of higher value for money (VfM) through PPPs is not being taken seriously in many countries like Portugal, Spain, Italy, and Greece; they are usually make misuse of PPP projects and utilize the private funding to meet the budgetary shortage.

3.10.7 Huge transaction costs

Transaction cost of a PPP may include highly skilled professional costs, management costs and other sophisticated costs. These cost might appear as small in large projects but when we talk about small and medium sized projects these may make up a sizeable amount making it impossible for parties to access the advantage of a PP.

3.10.8 Complex decision making process

The decision making process of PPPs is very complex and time taking. The process is divided in three stages; strategic, tactical and operational. In the first stage it is decided if the project should be adopted or not base on the cost benefit analysis and other feasibility

analyses. The second stage is concerned with choosing the best procurement model, its choice rests on VfM that means the project that gives more VfM is adopted. The third and the last stage one related to the operational facets including the decision relating to business models to be adopted, suitable contractual model, and type of risk sharing agreement. As we can see, the above mentioned stages along with the involvement of many parties make the decision making process even more cumbersome.



CHAPTER 4

PUBLIC PRIVATE PARTNERSHIP FOR CORPORATE SOCIAL RESPONSIBILITY (CSR-PPP)

The secretary-General of the United Nations, H.E. António Guterres said something that can serve as a good prelude for us to understand the concept of CSR-PP. He says, “The sustainable development agenda can only be realized with a strong commitment to partnerships at all levels between governments, the private sector, civil society and others. There is need for action on an unprecedented scale to redirect available public and private sources of finance in addition to official development assistance (ODA) to ensure global, inclusive growth and shared prosperity. Making effective use of diverse financing sources will entail an alignment of private financial flows with the 2030 Agenda, which in turn will require governments and markets to join in new partnerships that build awareness and trust, align regulations and enable the use of innovative instruments to foster risk-sharing and accountability” (UNGA, 2005). Here, Mr. Guterres has stressed on the importance of partnerships mainly between private and public actors for a sustainable and inclusive development. Now, the relation between the speech of Mr. Guterres and the concept of CSR-PPP can be further understood by carefully analyzing the subsequent literature.

According to Thauer (2007), Public-Private Partnerships for Corporate Social Responsibility (CSR-PPPs) are those partnerships between public and private actors that are supposed to create CSR norms to be followed by the partners of such partnerships and define the purpose of those CSR norms and standards. The concept of CSR-PPP gained attention because it has a revolutionary way of looking at international and other significant institutions. Previously, many institutions controlled, negotiated and addressed by the states but CSR-PPP put forth such norms at the global level addressing the companies (private actors) directly. CSR-PPPs overtook the hegemony of government actors to make strategic decisions and validated the decision making powers of private bodies. It has also changed the international political environment by highlighting companies (private institutions) as those bodies that can influence the development decisions without the territorial boundaries unlike the state that faces the territorial boundaries. Precisely, CSR-PPPs are such partnerships that have provided us with a more powerful mode of global governance than the

“old” mode whereby state played the central role. It applies to all the spheres ranging from global politics to global business (Héritier, 2002 and Thauer, 2007).

Today, our modern society doesn't only revolve around high-quality services and products but is also very keen on the way those goods and services are produced. So, we are noticing an ever increasing demand for commodities and services coupled with the mounting demand for information related to those products and services that in turn has given rise to PPP projects and has expanded CSR activities to new horizons (Sára and Čásenský, n.d.).

The widespread CSR and PPP practices and researches have resulted in development of a governance model which integrates both practices that has come to be known as “public-private CSR partnership”. In such kind of partnerships, the public sector is mainly concerned with evaluation of social and environmental needs and the private sector on the other hand assumes the responsibility of financing and executing the projects or initiative (Diara, Alilo, and McGuire, 2004; Guarini and Nidasio, 2002).

According to Guarini and Nidasio (2002), various public-private CSR partnership cases from Italy has been studied and were found quite successful. The major roles played in such kind of partnerships were evaluating social and environmental needs, defining CSR strategies, planning CSR interventions, financing the CSR interventions, executing the CSR intervention, and reporting the results of the CSR intervention to the general public. Tuscany Industrial Association and Tuscany Regional Government entered into a Public-Private CSR partnership for the creations of a regional Ethical Commission for the supervision of certification process wherein the public partner evaluated the child exploitation and general working conditions across SMEs in Tuscany and the private partner evaluated the increased international competition, identified, and guided SMEs in accessing the regional financial support. Several other cases of Public-Private CSR Partnership from Italy include “cross sector management learning initiative” wherein Municipality of Roma in collaboration with Association of Rome Industrial Association dedicated to Social Development (ANIMA) decided to transfer managerial and entrepreneurial skills to social cooperatives, “ICT against disability” in which Niguarda Hospital and Hewlett-Packard came together to create a center of communication and information for disabled people, “Banco Alimentare – Food for the

poor” is an initiative by the partnership of AGEA- Ministry of Agriculture and Supermarkets in Milan that aims at taking excess stocks of food to nonprofit organizations throughout Italy that help those in need, and “Corporate Kids Garden” wherein the Municipality of Milan along with Boehringer Ingelheim created a kids garden that serves Boehringer Ingelheim employees and those on Municipality of Milans’ priority list.

Since the discipline (CSR-PPP) is quite unique and new, there are only a few related sources present in the literature. Sometimes, CSR-PPPs emerge as an extension to an existing initiative. In some cases, it’s the government that initiates a Social Responsibility initiative and then a corporation supports the cause and in some cases a corporation takes the first step and initiates the CSR project and the government/government departments extend the support to the initiatives. Although, its nearness to CSR and the fact that it’s an amalgamation of two well-studied topics i.e. CSR and PPP, it is easy to understand the base and the concept from some real life examples throughout the world. In the subsequent part of this thesis, we will try to understand few CSR-PPP cases from India.

As in many parts of the world, businesses in India also have adopted and incorporated CSR in their practices. Businesses in the country have recognized the importance of CSR and have acted as torchbearers of development of the country by actively participating into various initiatives including areas like healthcare, education, water and sanitation, livelihoods, rural development, urban development, and infrastructure. One of the most essential part of Indian CSR is its legal angle which includes the Clause 135 of the Companies Act, 2013 which makes it compulsory for all the companies with a net worth, profits, or turnover to spend 2 per cent of their profit after taxes (PAT) on CSR activities. There are many companies involved in CSR activities although their functioning is different. Some carry out CSR projects in an independent way and some in collaboration with the government in a public-private partnership manner. The Confederation of Indian Industries (CII), selected ten best practices companies in terms of CSR activities who contributed to public-private partnerships in the field of corporate social responsibility to judge the results and impacts of those initiatives. Those companies are Ambuja Cements Limited, Bajaj Hindusthan, Piramal Enterprise, Tata Chemicals Limited, TVS, Biocon, GVK, Hindustan Construction Company, ITC Limited, and Bharti Enterprises. After studying and analyzing

the cases, CII reached to a conclusion that these PPPs have turned out to be very advantageous. They also discovered that the PPPs are very beneficial for the regional development as they bring in a lot of innovation and efficiency from different partners. The case studies showed three kinds of collaborations:

- Where the government or the public partner funds the projects in full
- Where the government funds most of the project and the rest was to be taken care of by private partners
- And the third one is where both share the costs

The results also demonstrated that the community for which the projects were functional, were impacted positively. The nature and impact intensity of interventions differed based on sector, geography, socio-demographic profile, resources, and duration of the intervention. All the interventions indicated one thing i.e. that public-private collaboration fetches greater benefits and deeper impacts. However, these interventions and collaborations need to be carefully planned and executed in order to include elements like flexibility, longevity, and unhampered public service (Confederation of Indian Industries, 2014).

Summaries of the PPP in CSR activities of the ten mentioned companies are provided below (ibid.):

Biocon: It is India's largest biotech company having its operations in over 75 countries. The company aims to reduce therapy costs of some chronic illnesses like cancer, autoimmune diseases, diabetes, etc. by utilizing India's cost advantage in order to provide affordable healthcare services to patients. The CSR arm of the company has contributed to areas like health, education, and infrastructure. In 2009, the state of Karnataka witnessed excessive rainfall that forced the authorities to open the gates of Almatti dam that in turn flooded the neighboring 250 villages. The state government of Karnataka initiated a scheme called "Aasare" for the relocation and rehabilitation of people affected by the flood that was to be realized through public-private partnership. Companies including Biocon were invited for this scheme which included moving villages to new locations. The location allotted to Biocon was in Mangalgudda, in Bagalkote district of the state. The Biocon Foundation in

consultation with the villagers has built over 411 houses over an area of 45 acres. The houses were allotted to the villagers in December, 2012. The government had already provided the area with some medical facility centers including a nurse, few beds for deliveries, and other facilities. The Biocon Foundation is also planning to construct a community center for the residents in the area that would include a recreation center, space to start new small businesses, a library for children, and an upper primary school from class I to VIII.

Ambuja Cements Limited (ACL): Formerly known as Gujarat Cements, it is an organization that began its operations in 1980s. Later the cement major Holcim took over the management control in 2006 along with over 50 per cent of the equity. It is considered to be one of the most efficient cement producers in the world. ACL has actively participated in PPP-CSR activities which is quite evident by their two initiatives –setting up the Skill and Entrepreneurship Development Institutes (SEDIs) and watershed project. SEDIs are run by Ambuja Cement Foundation (ACF) and is their main contribution to the empowerment of the village youth. These institutes offer various courses ranging from trade and business skills to soft skills in order to make the village youth economically competent and independent. The Foundation establish a SEDI in the state of Himachal Pradesh in 2005 in collaboration with a state owned bank – Punjab National Bank. This institute offers courses including both engineering and non-engineering trades. The engineering trades comprise of electronics, automobile, fabrication, computer applications, carpentry, plumbing, computer hardware and motor driving whereas the non-engineering trades include tailoring, hosiery, beauty culture, food & beverages, and cooking. The curriculum of the institute is the one planned by the Directorate General of Employment and Training (DGET) with some variations as the institute seems fit. The admission fees is very small and affordable, there is no stringent entry criteria and the courses are offering great hope to a large number of people to be economically efficient and independent. Another example of SEDI comes from the state of Chhattisgarh. This SEDI was set up by the ACF in collaboration with the Department of Labor, Government of Chhattisgarh. The initiative started in 2011. The SEDI was registered as an official training partner (OTP) with the state government that provides its vocational training services to 35 villages. The different trades that are offered in the institute

are masonry, welding, carpentry, beautician, electrician, driving, etc. All the courses provided by the institute are approved by the Modular Employability Scheme (MES).

Tata Chemicals Limited (TCL): This is a company that has interest in businesses related to LIFE which stands for Living, Industry and Farm Essentials. It is the largest iodized salt producer in India. It is also the second largest producer of soda ash which is being produced in their various plants located in different parts of the world including in Asia, Europe, Africa, and North America. It also produces urea and phosphatic fertilizers. Tata Chemicals Limited set up Tata Chemicals Society for Rural Development (TCSRSD) in 1980 with the prime aim of community development that comprises of management of water, land and other natural resources, supporting health & education, encouraging enterprise development, etc. TCSRSD has partnered the governmental cause through being a partner to National Programme for Education of Girls at Elementary Level (NPEGEL). It includes the provision of vocational training to girls in the age group of 12-14 i.e. from class VI to VIII with aim to add some extra-curricular activities to the educational setup and also to attract more and more girls to educational institutions. This would also equip girls with skills that can serve as a means to livelihood in future. The training course is 50 days long including 100 hours of training. All the students are provide with all the equipment required in all five trades that are tailoring, beautician, Bandhej (tie and dye), vegetable nursery and incense stick making. The products produced by students under training are sold in fares, exhibitions and at other platforms. Until now, 152 schools have been covered through this initiative that have benefitted over 7500 students.

GVK: It is a conglomerate based in India which has interests in fields like resources, energy, transportation, hospitality, airports and life sciences. GVK Foundation is the CSR arm of GVK. It has interventions in the fields like education, health and hygiene, community based projects, entrepreneurship development for the underprivileged, music, art, sports, empowerment and many other socio-economic activities. One of the biggest CSR initiative is GVK Emergency Management Research Institute (GVK EMRI) which also controls the Emergency Response Service for medical, police, and fire emergencies. Before starting the GCV EMRI project in the country GVK along with McKinsey conducted a study related to the status of the emergency response systems in India. They found out that there were at least

75,000 emergency cases occurring every day. And the death rate as high as 80 per cent. In 2005, DVK EMRI began the emergency service in the city of Hyderabad solely on its own cost. Slowly they expanded to other cities with 70 ambulances. Observing the success of the project, the Government of Andhra Pradesh first offered a proposal of partnership and then several other state governments have joined the initiative. The 108 Emergency service is operational in 13 states including Rajasthan, Andhra Pradesh, Meghalaya, Madhya Pradesh, Assam, Chhattisgarh, Himachal Pradesh, and Uttar Pradesh among others. The service sends an ambulance van equipped with all the required first-aid machinery, GPS, GIS and other technologies that locate the location of patients and the nearest hospitals to provide the best available service to the emergency victims. The typical response time is 15 minutes in urban areas and is 25 minutes in rural areas. Till date GVK EMRI has responded to a total of over 20 million emergencies (17,000 per day) and saved over .65 million lives.

Piramal Enterprises: It is an Indian conglomerate that has interests in fields like pharma solutions, consumer products, lab diagnostics, imaging division, critical care, drug discovery, bio-orthopedics, and healthcare management. It is one of the top Indian pharmaceutical companies. Its CSR arm is Piramal Foundation that is concerned with finding cost-effective solutions and addressing country's most common developmental issues that will have a positive effect on a large amount of people of the nation. "Piramal Swasthya" which was earlier known as Health Management and Research Institute (HMRI), is an important initiative based on beliefs of accessibility, availability, and affordability. It is a health information helpline that serves over 190 million people across 8 states. Piramal Foundation in collaboration with state governments is running this service in states like Assam, Maharashtra, Rajasthan, Chhattisgarh, Karnataka and Jharkhand. It has been given 104 as a toll free number by the Department of Telecom that can be used as a health helpline. Piramal Swasthya also offers services like remote training, telecommunication facilities, and Mobile Health Units (MHUs). It provides an integrated digital health platform that comprises of medical advice hotline, a mobile medical outreach component, and telemedicine solutions. This digital platform runs in states like Assam, Rajasthan, and Maharashtra in agreement with respective state governments that follow the guideline of National Rural Health Mission (NRHM). The foundation also focusses on the education system by providing training and

innovating service like Principal Leadership Development Program, Forum Trainings, Peer Learning Networks, and Field Support to create leaders in academic spheres for a strong future.

ITC Limited: It is a multi-business conglomerate in India. Its businesses range from Fast Moving Consumer Goods, hotels, packaging, agro business, to information technology. It is deeply engrossed in the belief system of ITC that giving back to the society that provides for everything a business need is imperative and is of great importance. ITC is a conglomerate that has always been concerned about large scale societal value creation and thus has invested in programs like integrated watershed development, sustainable agriculture, afforestation, livestock and dairy development, primary education, and livestock. One of the most laudable project by ITC is Kalyanpura Watershed Project. Areas like Kalyanpura in less rain state like Rajasthan are prone to fragile agriculture conditions. The watershed project covered an area of 5,000 hectares that covered 18 villages and 5 gram panchayats with a population over 5,500. It is a unique PPP project in India as it involves four parties. Parties to the PPP are village communities, a specialist NGO (Foundation of Ecological Security), the Government of Rajasthan, and the private player – ITC. It started in 2007, as part of government's Integrated Watershed Development Program (IWDP) that also served as a pilot project and a model of interventions in other areas. The project proved to be a success resulting in building of 77 major and minor water-harvesting structures, treatment of 155,222 CMT water, creation of 728,635 CUM water-storage capacity, 327,700 person-days of employment generated, 696 hectares of common pastures were created against a target of 570 hectares, surface and ground water availability increased from 20 per cent in 2007-08 to 80 per cent in 2011-12, irrigated land area increased by 80 per cent, area under double cropping went up to 89 per cent from 41 per cent, etc.

Hindustan Construction Company (HCC): It is a business group that is in transportation, power and water infrastructure business. It has a turnover of over \$1.6 billion. The group has constructed nearly 25 per cent of India's hydel power plants, over 50 per cent of country's nuclear power generation capacities, over 3000 km of expressways and highways, more than 207 km of complex tunneling and more than 324 bridges. When it comes to CSR activities, HCC has contributed to water sustainability, HIV/AIDS awareness,

education and community development projects. “Sahyog” is one the initiatives by HCC that aims at spearheading the awareness efforts regarding government initiatives in order to raise the demand among people living in urban slums for affordable health care services provided by the Public Health Department of the Municipal Corporation of Greater Mumbai (MCGM). This health awareness scheme included training of Auxiliary Nurse Midwives (ANMs), Community Health Volunteers (CHVs) and Medical Counsellors (MCs). These workers communicate directly with the slum population assigned to them and try to make them aware of various government health facilities and help the population get regular and required health services. This process is a hope for stopping the proliferation of various communicable diseases in slum areas and further to other parts of the city. HCC has also partnered with Centre for Environment and Education (CEE) that works under Ministry of Environment, Forest and Climate Change to initiate a Solid Waste Management (SWM) system for a gram panchayat named Kihim in the state of Maharashtra. It has designated many solid waste vehicles that collect the waste from the locality and take them to the waste segregation units. At units the waste is segregated into biodegradable, non-biodegradable, and recyclable. Another unique initiative by HCC is the “poly loom” initiative that enables the discarded plastic bags and other short life plastic things to be transformed into reusable things such as plastic bags and other handloom plastic items. As the region of Kihim is a coastal region that receives a high amount of rainfall, HCC has introduced rainwater harvesting methods and techniques in the society. It has installed many rainwater harvesting systems in many schools, other public and private spaces.

TVS Group: The group was established in 1911, it comprises of 30 companies having interests in fields like auto-components, finance, electronics and automotive dealerships. The CSR branch of the organization is Srinivasan Services Trust (SST) that came into existence in 1996. SST has done commendable CSR work in nearly 1210 villages across various states like Tamil Nadu, Himachal Pradesh, Maharashtra, Karnataka, and Andhra Pradesh. Main areas in which the Trust operates are economic development, education, health, environment, and infrastructure. The last decade witnessed various drastic phenomena like loss of forest cover, depletion of soil and water, and poor rainfall in many parts of the country. So, to address these issues the Trust along with National Bank for Agriculture and Rural

Development (NABARD) started the Irumbuli Watershed Development project in 2007. The watershed project covers 6 villages. SST in total has 6 watershed projects in partnership with NABARD in the state of Tamil Nadu covering over 11,000 hectares that benefits more than 8,000 families. Another initiative by SST supporting the livelihood of people is honey collection in collaboration with Tribal Cooperative Marketing Development Federation of India Limited (TRIFED). The initiative includes provision of training to hunters for a scientific and sustainable collection of honey. Until now over 750 people have been trained that has enabled them to collect honey in a safe and efficient way.

Bajaj Group: The group was established nearly 80 years ago with its prime interest in sugar business. It continues to be Asia's biggest sugar producer and remains among the top four in the world. The group also has business interests in fields of power, coal mining, real estate, automobiles, etc. Its CSR arm is known as Kamalnayan Jammalal Bajaj Foundation (KJBF) and it has worked with great enthusiasm towards the integrated development of the society by adopting participatory methods. The trust has done a lot for Wardha region that is situated in the state of Maharashtra. KJBF has initiated many interventions based on comprehensive need assessment studies that comprise of scientific reports, demographic mappings, and other ground reality information. It also uses inclusive techniques like Participatory Rural Appraisal (PRA), community group discussions and other decentralized study methods. The trust has covered over 500 villages in Wardha region. The state government has running biogas schemes for several years but the results were far from desirable ones. The trust started a pilot project by distributing subsidized domestic biogas plants to households along with the services related to it. After closely monitoring the success of the pilot project, the Trust approached the local government. Later, KJBF partnered with state government and distributed biogas plants whose cost was jointly borne by KJBF and the government. Another noticeable intervention by KJBF is the "Wadi Project". The project is carried on in collaboration with NABARD wherein 1 acre per tribal family was planned to be allotted in order to reduce migration for livelihood and to strengthen economic conditions of the families. The project supported the families to undertake horticulture on the provided land promoting small *wadis* (fruit orchards). The project has been stated in more than 40 villages of Arvi, Seloo and Karanja areas of Wardha district in

the state of Maharashtra. A total of 2750 tribal families were covered under the beneficiaries list in the first phase.

Bharti Enterprises: It is one of the biggest business groups in India. It operates in 20 countries over the world. It deals in sectors like telecom, retail, fresh and processed food, real estate, financial services, etc. One of the remarkable initiative of the Bharti foundation which is the CSR arm of the company is the Satya Bharti School Program which functions in line with the millennium development goals set by the government. The main objectives of these schools are provision of free and quality primary, elementary, and senior secondary education to rural poor and underprivileged with a special focus on the girl child. It caters to few of the most populated states in India like Uttar Pradesh, Punjab, Haryana, Rajasthan, Tamil Nadu, and West Bengal. As per now, they have set up over 180 primary, 60 elementary and 5 senior secondary schools that suffice a large number of 39,000 children. The interesting achievement of the scheme is that 49 per cent of the total children attending schools are girls and 75 per cent are from underprivileged backgrounds.

The above discussed cases have, to a large extent, simplified the concept of CSR-PPP and have given a significant strength to its literature. Our aim of our research is to find cases related to CSR-PPP, its present condition and future trends in Turkey as we found in the Indian case with the help of the report by Confederation of Indian Industries.

CHAPTER 5

RESEARCH METHODOLOGY

5.1 Research Design

The research aims to obtain an in-depth understanding of the Public-Private Partnerships that support Corporate Social Responsibility (CSR-PPP) in Turkey and to identify its past, present and predicted future trends. Due to limited literature on CSR-PPP and lack of empirical evidences both on global and national (Turkey) levels, qualitative approach is adopted to discover and analyze new information. The study used the qualitative interviewing as proposed by DiCicco-Bloom et al. (2006). The method provided an opportunity to the interviewees to describe their knowledge on CSR-PPP, its condition in Turkey and Turkey's comparison with the world. The method also helped in analysis and interpretation of the data which lead to the identification of major themes that can contribute both theoretically and empirically. According to Brenner (2006), structured interviews follow a very rigid structure with no scope of flexibility in answers and is more researcher focussed whereas qualitative interviews (using open-ended questions) are more concerned about understanding the interviewee's perspective on issues and topics making it more innovative and flexible. In other words, qualitative interviews provide an opportunity to access interviewee's experience, cognitive process and perspective. Thus, the first interview questionnaire used for conducting interviews included open ended questions with some follow up questions to generate a better understanding of the topic and to gather as much related information as possible.

Furthermore, the second questionnaire included three closed-ended multiple choice questions in order to be able to obtain more accurate and reliable data as compared to the open-ended questions (Fowler and Cosenza, 2009). Thus, the interviews followed a semi-structure interview format that used both open-ended and closed ended questions to utilise the advantages of both.

5.2 Qualitative Interviews

If interviews are the only source of data for a research study, semi-structured interviews are one of the best ways to obtain the most effective data (DiDicco-Bloom et al., 2006). Furthermore, semi-structured interviews also allow interviewees to express

their understanding and feelings in a more comfortable way (Drever, 1995). Thus, this study chose to perform semi-structured in-depth interviews that lasted for an average time duration of 45 minutes each. The set of pre-determined open-ended questions with some follow-up questions were used to expand the discussion and to obtain as much related data as possible (Creswell, 2003). At the beginning, a couple of basic knowledge questions regarding the research topic were asked to set pattern of the interview and to give the interviewee a clear understanding of the interview subject. The first questionnaire (Appendix 1) had three sections. The first section contained two questions related to the common understanding of the research topic. The second section was related to the screening of the current CSR-PPP trend in Turkey and had eight open-ended questions, one semi-structured question and one closed-ended question. The third section that aimed at obtaining knowledge about the future CSR-PPP trends in Turkey had one question. The second questionnaire (Appendix 2) of the interview was based on three closed-ended questions that were related to information regarding the current and proposed/expected CSR-PPP engagement types and their relation with Sustainable Development Goals (SDGs) 2030 set by the United Nations Organization.

Table 3: Characteristics of the research participants

Interviewee	Role	Activity	Location
1.	Ex-Deputy General Manager for Transport, Eurasia Tunnel Project, Istanbul. Assistant Professor, Department of Civil Engineering, Istanbul Commerce University.	To manage and provide insights on the transport issues while the construction of Eurasia Tunnel, Istanbul.	Istanbul, Turkey.

2.	Deputy Tendering Manager, Özgün Construction.	Management of company's tender operations.	Istanbul, Turkey.
3.	Director, Istanbul PPP Center of Excellence.	Expert and consultation insights on domestic and international PPP projects.	Istanbul, Turkey.

5.3 Selecting Participants

The sample (interviewees) are selected on the basis of knowledge of the topic “Public-Private Partnerships that support Corporate Social Responsibility (CSR-PPP)”. Furthermore, in order to ascertain the CSR-PPP situation in Turkey, interviewees were selected from Turkey. Special attention was paid in the selection process that aimed at selecting interviewees who were either directly related to the PPPs in Turkey or have good knowledge about the subject in Turkish context. The total number of semi-structured in-depth interviews is 03. The sample includes two university professors and a Deputy Tendering Manager of a construction company in Turkey. One of the selected professor is also an Ex-Deputy General Manager for Transport, Eurasia Tunnel Project, Istanbul. The other professor is the president of Istanbul PPP Center of Excellence (PPPCoE) which is based in Istanbul. Interviewees having different backgrounds were chosen to increase the richness of data.

Table 4: Codes of Thematic Analysis

First Code	Second Code	Third Code
<ul style="list-style-type: none"> • Making profit • Production 	Primary purpose of a business organisation /corporation	Basic Understanding of the concept CSR-PPP

<ul style="list-style-type: none"> • Turkish law supports the ideology (making profit) • To maximize profits for shareholders • Social service • A PPP system that supports CSR activities • Similar to PPPP, a term coined by UNECE committee (UN) 	<p>Secondary aim of a business organisation/corporation</p> <p>Meaning of CSR-PPP</p>	
<ul style="list-style-type: none"> • Positive attitude but no projects yet • Quality maximization for public sector and profit maximization for private sector • Environmental and social effect assessment • Public Information meetings 	<p>Past CSR-PPP attitude</p>	<p>Current CSR-PPP trends and situation in Turkey</p>

<ul style="list-style-type: none"> • Project evaluation by prospective stakeholders • Verification by organisations like UNESCO • Indifference towards the topic • Adopting CSR friendly PPPs for project cost reduction • Adopting PPPs that have both economic and CSR benefits • Profit making appetite of corporations • Bringing changes to projects after planning • Negative public opinion / protests • Active NGO support • Availability of cheap funds • Adds to the economic value of a country • Supports social causes 	<p>Effects of Personal Values of the top executives on CSR-PPP</p> <p>Main Deterrents to CSR-PPP projects</p> <p>Main motivations for CSR-PPP projects</p>	
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<ul style="list-style-type: none"> • A new phenomenon • Some positive projects having Legal support • Government support • Easy funding • Natural disaster safety measures are taken • Protests by NGOs • NGOs may play a big role in making PPPs ensure transparency • The tender information plays an important role • Projects are getting better at transparency day by day • Mission and vision of a PPP should be communicated to all stakeholders • Two way communication channels should be established • Only CSR oriented funds by public and 	<p>CSR-PPP projects and environment</p> <p>Transparency in CSR-PPP projects</p> <p>Achieving both economic and social interests through CSR-PPP</p>	
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<p>private sector can achieve social interest</p> <ul style="list-style-type: none"> • CSR-PPP and availability of funds are positively related that means more CSR consideration leads to more economic benefit • Tax benefits to private partners • Government support may help foster CSR-PPPs • Government monitoring may ensure a balance between economic and CSR targets • Mention of responsibilities of parties in the PPP agreement in the beginning • Creation of a sound contract • Flexible memberships of private partners • No help expected from law firms • NGOs can be one of the strongest 	<p>Overcoming CSR-PPP challenges/achieving collaborative advantage</p> <p>CSR-PPP and broker organizations/intermediaries</p>	
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<p>intermediaries to CSR-PPP project</p> <ul style="list-style-type: none"> • Other useful broker organisations can be consultancies • Dispute Adjudication Boards (DABs) • Money-oriented aims • Efficiency-oriented aims • Politically charged and money oriented aims (both) • Supports the main idea behind Sustainable Development Goals (SDGs) 2013 	<p>Main aims of CSR-PPP in Turkey</p> <p>CSR-PPP and the 17th Sustainable Development Goal 2030</p>	
<ul style="list-style-type: none"> • Presence of optimism in this regard • Almost certain to increase manifold • Awareness regarding more CSR oriented projects in increasing 	<p>Future trends and expectations regarding CSR-PPP projects in Turkey</p>	<p>Future CSR-PPP trends and situation in Turkey</p>

5.4 Data Analysis

A combined research approach of 'discovery and meaning focused analysis' (Tesch, 2013) is used to precisely answer the research questions. Meaning-focussed approach includes generating a good understanding of the subjective meanings derived from the experiences and situations faced by the participants whereas the discovery-based technique aims to establish relationships among different elements of data (Fossey et al., 2002). The transcriptions from interviews were first screened to identify and assigning codes to various themes of data. Later, identification of similar and divergent themes in the transcribed data were done. After that, the identified themes were carefully analysed to establish an explanation of the relationships of the core elements of the themes (ibid). The units created with the help of text segments were later coded, sorted and organised to help build meaningful theory through thematic analysis. In other words, the mentioned thematic study which is also known as 'editing approach' (Miller & Crabtree, 1999) involves a process that use constant classifying, comparing, grouping and defining of the "units" that were manually coded later. The coding is done using 'labels' that helped in identifying similar and divergent labels and were grouped in a manner that highlighted a newly formed pattern. After that, the codes were used to develop major themes in a manner similar to the one adopted by Weerawardena & Mort (2006) and Desa & Basu (2013). The following section explores the emergent sub-themes and major themes in detail and compares them with the information and trend that persists in the world literature regarding CSR-PPP.

CHAPTER 6

FINDINGS

This research has provided us with three broad themes regarding the condition of CSR-PPPs in Turkey. The broad themes are “Basic Understanding of the concept CSR-PPP”, “Current CSR-PPP trends and situation in Turkey” and “Future CSR-PPP trends and situation in Turkey”. These broad themes lead us to many sub-themes explaining the past, present and future of CSR-PPP in Turkey. The subsequent section focusses on details of broad themes and their sub-themes.

6.1 Basic Understanding of the concept of CSR-PPP in Turkey

6.1.1 Primary purpose of a business organization/corporation

This section explains the general understanding of the topic of CSR-PPP in Turkey. As mentioned earlier, the study uses the views and knowledge of three well versed people of their field to screen and judge the CSR-PPP situation in Turkey. According to interviewee (01) the primary aim of any business organization/corporation is to maximize shareholders’ profits and according to the two other interviewees (02 & 03), the primary aim of a business organization/corporation is to make profits. Interviewee (02) went on to say that “I don’t think that there should be any other aim (except to earn profits) for a commercial organization” and the interviewee (03) said that “according to the Turkish Law, the primary aim of a corporation has to be profit making.” Interviewee (03) also added that the secondary aims may include “social service” and other CSR related aims. From the above statements, it can easily be said that earning profit is generally the primary aim of business organizations/corporations. Earned profits can be used for expanding shareholders’ return or can be used for reinvestment.

6.1.2 Meaning of CSR-PPP

According to interviewees (01 & 02), the meaning of CSR-PPP similar in each one’s view i.e. they say that it is a form of PPP that extends its support to CSR activities. The view of the interviewee (03) is a bit different from the first two. He compares CSR-PPP with People first Public Private Partnership (PPPP) as both the concepts are quite similar to each other, PPPP is a concept coined by UNECE committee by the United Nations Organization.

PPPP is a PPP project that aims at directly benefitting the general public. A PPPP also encourages the approval and financial support to such PPP projects that promise to touch the lives of people in a positive way. PPPPs have an upper-hand in gaining financial grants by international banks and other financial institutions as the financial institution who support them are answerable to their governments and other authorities for their investments. The interviewee goes on to say that the financial institutions that provide funds to these projects may ask questions like, “Did you take the consent of the people who will be affected by the project?”, “Are you planning to plant more trees than you cut?”, “Did you relocate affected people from the project area to other areas conveniently?”, etc.

6.2 Current situation CSR-PPP in Turkey

6.2.1 Past CSR-PPP attitude

Interviewee (01) being the Ex-Deputy General Manager for Transport – Eurasia Tunnel Project, explains the CSR side of the PPP (Eurasia Tunnel Project). He says that environmental social effect assessment was performed, public information meetings were organized for all stakeholders, official requests for the evaluation of the project were made to various organizations that appeared as potential prospective stakeholders in the future, a Public Relations Office was established and the project was presented before UNESCO to be verified since Istanbul hosts various sites of great historical importance. All these above efforts made by the partners of the Eurasia Tunnel Project demonstrate the level of awareness regarding “CSR” among the partners. While interviewee (01) had a lot to say on the past attitude of organizations in Turkey regarding CSR-PPP, interviewee (02) said that CSR-PPP is still a new concept in Turkey and apart of handful of Corporations, most of the corporations are either not aware of it or are not engaged in it include the organization he works for. In addition, interviewee (03) had a bit different opinion on the issue. He explained that organizations that opted for PPPPs of CSR-PPPs have were met with various benefits including tax-benefits and cheap finance.

6.2.2 Effects of Personal Values of the top executives on CSR-PPP

According to the interviewee (1), personal values of the top management plays a big role in the success and handling of a project. He told us that some managers just focus on factors like carrying on the project without thinking much about environmental and societal

factors and on the other hand, there are managers who work in a balanced way and take care of both economic and social aspects related a project. For instance, Eurasia Tunnel managers took care of both (economic and societal factors) and decided to make changes in the route in order to protect some historical structures. They also changed the plan of assembling of a shaft that was to be erected on the ground level and would have been visible in the skyline compromising with the sanctity of this historical city's skyline. Later, the shaft was inserted deep inside the ground to maintain the beauty of the skyline although it incurred a big cost. The interviewee (02) asserted that since the concept of CSR-PPP is new in Turkey, their organization's top management doesn't think much about it (are indifferent about the topic). However, many companies like Koç Holding, Eczacıbaşı have many projects that support CSR principles. "Cheap and easy availability of funds for PPPs" was the point of focus in the answer of interviewee (03). He said that since international financial institutions consider supporting CSR related projects, CSR-PPPs generally have an edge when compared to other PPPs. Since PPPs are considerate of social, environmental and other societal factors are able to get access to easy and cheap finance, the top level manages nowadays assign a great value to projects like PPPP or CSR-PP.

6.2.3 Main Deterrents and Motivations for CSR-PPP projects

Negative Public Opinion can be one of the biggest hurdles in the successful completion of a PPP (Interviewee 1). According to him, sometimes, some NGOs wrongly misunderstand the projects and opt for protests and try to create hurdles to halt the project. Eurasia Tunnel Project faces one of similar situations when some NGOs stood against the project and went to court against it. But later, the court gave a green signal to the project as the project was supportive and considerate of environmental, historical and societal factors that were affected by it. According to interviewee (01), one of the greatest motivations for Eurasia project was its fruitfulness to the general public as it saved a lot of people's time commuting daily that in turn added to the economic value of Turkey. "Fruitfulness to the general public" is one of the main motivations that applies to all PPPs. Interviewee (02) stated that "profit making appetite" of the corporations is the biggest deterrent to CSR-PPP projects while awareness level and activeness of NGOs may be seen as one of the strongest motivations for such projects. Aware NGOs may act as catalyst to such project by mobilizing

parties and extending various kinds of other support to such projects. Furthermore, interviewee (03) termed “changing projects after the final planning” and “negative public opinion” as few of the greatest hurdles to a PP. He also said that “easy and cheap availability of funds” and “ability to attract better private partners in future” can be one of the biggest motivations for such projects.

6.2.4 CSR-PPP and Environment

Interviewee (01) stated the legal support the Eurasia Tunnel Project received from the court (against NGOs who misunderstood the benefits of the project). Apart from various environmental measures, the project also provides services like fire prevention system, water prevention system, safety areas to protect commuters against natural disasters, etc. Interviewee (02) sees environment protection awareness as a novice phenomenon in Turkey and says that donation of land for forest, and other resources for the protection of environment by corporations will certainly make our environment a great deal better. Interviewee (03) stated that government has also started to perform environmental and economic assessment to get access to cheap and easy funding from international financial institutions. Moreover, government has also began supporting these projects through indirect support like tax rebates and other non-monetary benefits.

6.2.5 Transparency in CSR-PPP projects

According to interviewee (01), the mission and vision should be communicated to all the stakeholders to avoid confusions and to develop a strong mutual understanding. The interviewee also worked with the management for the Kadıköy-Kartal Metro line construction. The progress report of the construction work was updated and displayed to general public on daily basis. These kind of steps improves a two way communication and instills faith in the hearts of general public. Interviewee (02) had a different view on transparency, he said that it is the responsibility of general public and NGOs to ensure that PPPs work in a transparent manner. His focus was the activeness and awareness of the general public that come together and sometimes create NGOs in order to perform important actions required in the public interest. However, interviewee (03) said that there are many serious problem in this regard in Turkey. Generally, the public sector has a need for assets in the form of seaports, airports, highways, etc. and the public sector need them built in a

very short amount of time. Now, practically talking, if you waste a year in matters like “cutting of trees”, the government wouldn’t like to carry on the project with you as it needs speedy completion of projects. However, to make a project transparent, the tender information plays an important role. For instance, if some organization wants to set-up its own renewable energy unit within the hospital campus, it need to mention it in the tender documents. Furthermore, although there are some problems in “transparency” field in Turkey, the country has moved a long way on the path of PPPs, has learnt from its previous mistakes and is developing comparatively very efficient and transparent projects nowadays.

6.2.6 Achieving both economic and social interests through CSR-PPP

According to interviewee (01), private companies are established to generate profits. However, there are many benefits to a private company if it adopts and integrates corporate social responsibility projects and activities in their functioning. One of such benefits that socially responsible private organizations have is tax benefit. Thus, it is very useful for all the private organizations. It enhances their corporate image among public. And on the other hand, public companies’ target is not to generate profit but to manufacture product and provide services for the benefit of general public being careful of not incurring any losses while doing so. Interviewee (02) says that CSR projects should be run with the help of funds and grants by private and public sector in order to achieve maximum benefit. Since CSR projects that run on funds and grants do not expect any profit, they can work in a more socially responsible way. On asking a question that sought answer on “government’s burden”, he said that, “I don’t think it will burden the government a lot because in most of the projects, the government provides non-monetary help and other forms of encouragements. These kind of helps by the government will lead to funding from private sector. Another type of CSR-PPP project can be one wherein both public and private partners contribute to a fund which can be utilized for CSR-PPP projects. Here in Turkey, many corporations have established foundations. Koç Holding, Sabancı Holding, Eczacıbaşı and others have such foundations that have proved very helpful to CSR projects.” Interviewee (03) said that, “We’ve already discussed a lot about this issue. As the topic of PPP or CSR-PPP and availability of funds are positively related, it is quite clear that in order to maximize

both social and economic benefits, we need a good balance between them. In other words, the more social issues are helped by such projects, more economic benefits can be obtained.”

6.2.7 Overcoming CSR-PPP challenges/achieving collaborative advantage

Interviewee (01) says that one of the main things in this context is to create a good contract. In Turkey, the length of a PPP project can be up to 49 years. Therefore, the preparation of a sound contract is very important to avoid any misunderstanding in these long-term contracts in future. A well-regulated and followed contract provides us with many advantages like saving of energy, time and resources. PPPs can only be encouraged and developed by the support of the government. According to interviewee (02), “First, we need the government to encourage funding from the private sector for PPPs and secondly, we need the government as a regulator which monitors the whole PPP process and prevents it from turning into a just for-profit venture. In Turkey, government should create laws and rules to make private corporations to contribute to CSR projects and to support CSR-PPPs.” Many countries including India have laws that make it compulsory for corporations to contribute a sum out of their profit or earnings towards CSR projects and initiatives. Interviewee (03) says that we have two types of partners i.e. private and public and everything regarding their responsibilities is written in the PPP agreement in the beginning. Moreover, there are many private partners to the private side of the partnership and generally their membership is very flexible i.e. one private partner can leave the project in the middle of the project if another party is interested to fill the void or it can sell its share to other partners. All the parties to the private side of the partnership first agree to the CSR issues and then work together keeping in mind their CSR commitments to attain an overall benefit for the project. Private originations also influence the decisions of the public sector involved in the project by conveying the benefits of CSR related issues projects related to the project and convincing the public sector to follow the CSR guidelines or act according to the best interest of SCR. The above mentioned ideas of all three interviewees are valuable to overcome CSR-PPP challenges.

6.2.8 Role of broker organizations/intermediaries

Interviewee (01) asserted that consultant companies and law offices are some of the broker organizations that can help partners involved in PPP projects in solving issues.

Dispute Adjudication Boards (DABs) are a great example of such intermediary organizations that can help parties involved in disputes in a fast and easy manner. They also save time and resources of involved parties. These DABs may provide useful suggestions to parties to the conflict and help them solving the deadlock. Interviewee (02) says that “There are many broker organizations that are coming to my mind at the moment. However, broker organizations like law firms and others don’t make much sense when we talk about CSR-PP. Having said that, NGOs can be one of the most potential brokers in CSR-PPP projects. NGOs perform an amazing work of generating awareness and educating people of things that are beneficial for them. Berlin’s Tempelhof Park (previously Templehof Airport) is one such example among many success stories of NGOs. In the case of Templehof Airport, government first decided to build a residential area for refugees but NGOs protested the move and told the government to convert the airport into a public park. Finally, the airport was converted into a public park without destroying the early airport structure. Today, the park has turned into a touristic hub and earns lots of money for the country.” Interviewee (03) says that “of course, these intermediary parties can make the project functioning easier. We always say that communication is easy but when it comes to agreement, things become a bit difficult. Since, both parties to a PPP is very strong and influential, disagreements and clash of interests may frequently occur. In such clashes and deadlocks, these intermediaries can effectively solve partnership problems. The most common broker organizations are financial planning consultancies, environmental consultancies, and others. For example, the firm that performed the environmental assessment for the project Turkstream by Gazprom, performed invaluable by providing important environmental insights to Gazprom. It helped develop a careful solution plan for possible negative externalities of the project.” Although we get to know many useful insights on role of broker organizations/intermediaries in CSR-PPP projects, interviewee (01) and interviewee (03) had conflicting thoughts on “law offices”.

6.2.9 Main aim of CSR-PPP in Turkey

According to interviewee (01), the primary aim of a PPP is efficiency because public sector is not efficient and capable enough to carry on big projects like PPPs. PPPs are a great opportunity with great hidden value that public sector alone can never tap. On the other hand,

the economic motivation of private sector makes it possible for them to undertake such projects. Private sector also provides efficiency and technology to the project. Interviewee (02) sees ‘monetary gains’ as the main aim of a PPP and strongly feels that it will take some time for the corporate world in Turkey to understand the value of non-monetary benefits of CSR-PPPs. Interviewee (03) considers both “efficiency” and “political motivation” as primary aims of CSR-PPPs in Turkey. When we talk about creating social value, creating human values, etc., we know that we are talking about political motivation. However, when we talk about cheap finance, it is clearly a motivation for an efficient operation of a project. For example, if the government says that it’s PPP has also supported such and such CSR projects, it will get a positive public attention and if the PPP partners say that for every 1000 vehicles passing through Eurasia Tunnel, we’ll contribute 500 TL (or any other amount) towards CSR fund, more people might prefer to use the tunnel and in this way it’ll increase the efficiency of the project.

6.2.10 Support to the 17th Sustainable Development Goal 2030

All three interviewees gave positive answers when posed with the question “Does CSR-PPP support the 17th Sustainable Development Goal (SDG) 2030?” Interviewee (02) said that it supports the 17th SDG because it utilizes efficiencies of both private and public sector, and demonstrates support for social causes. Whereas interviewee (03) said that CSR-PPP supports the 17th SDG as it is very similar to PPPP which also supports the 17th SDG.

6.3 Future trends and expectations regarding CSR-PPP projects

Interviewee (01) was quite optimistic about CSR-PPPs in future in Turkey and said, “Social awareness regarding social corporate responsibility is increasing in Turkey. Both private and public sector organizations are looking forward to undertake such PPPs in future. The number of such kind of PPPs is going to increase in future. Benefits of adopting such projects include support from international bodies European Union and others. Cheap funds and other supports can be harnessed if partners decide to act in a socially responsible manner.”

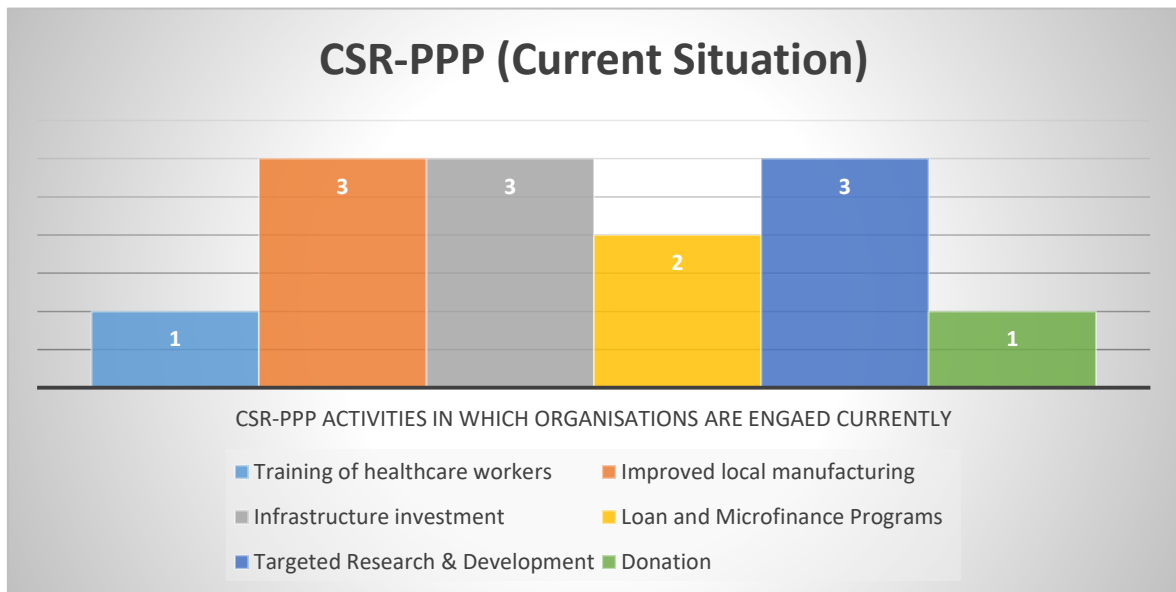
Interviewee (02) responded in a positive manner too stating that, “Civilizations have to face ups and downs. Europe has shown it to the whole world in our contemporary setup. I

am optimistic about the future of Turkey and am quite confident that projects like CSR-PPP will increase geometrically in future in the country.”

Interviewee (03) was also very positive about CSR-PPP’s surge in future in the country. He said, “100%, it’ll increase manifold. The thinking and expectations of the general public is changing. Increasing awareness and demand for environment protection, equal rights for everybody, female rights, etc. shows that CSR-PPP projects are going to increase at a fast rate (because awareness regarding all general topics that’s related to the general public has increased many time in the last decade and will increase at a further fast pace in the future). There’s a big difference between the current awareness levels regarding these topics when compared to the old awareness levels (maybe 10 years ago). Furthermore, the level of CSR awareness is going to further increase at a much faster pace in future.”

6.4 Graphical interpretation of current and future CSR-PPP trends in Turkey and its support to Sustainable Development Goals (SDGs) 2030

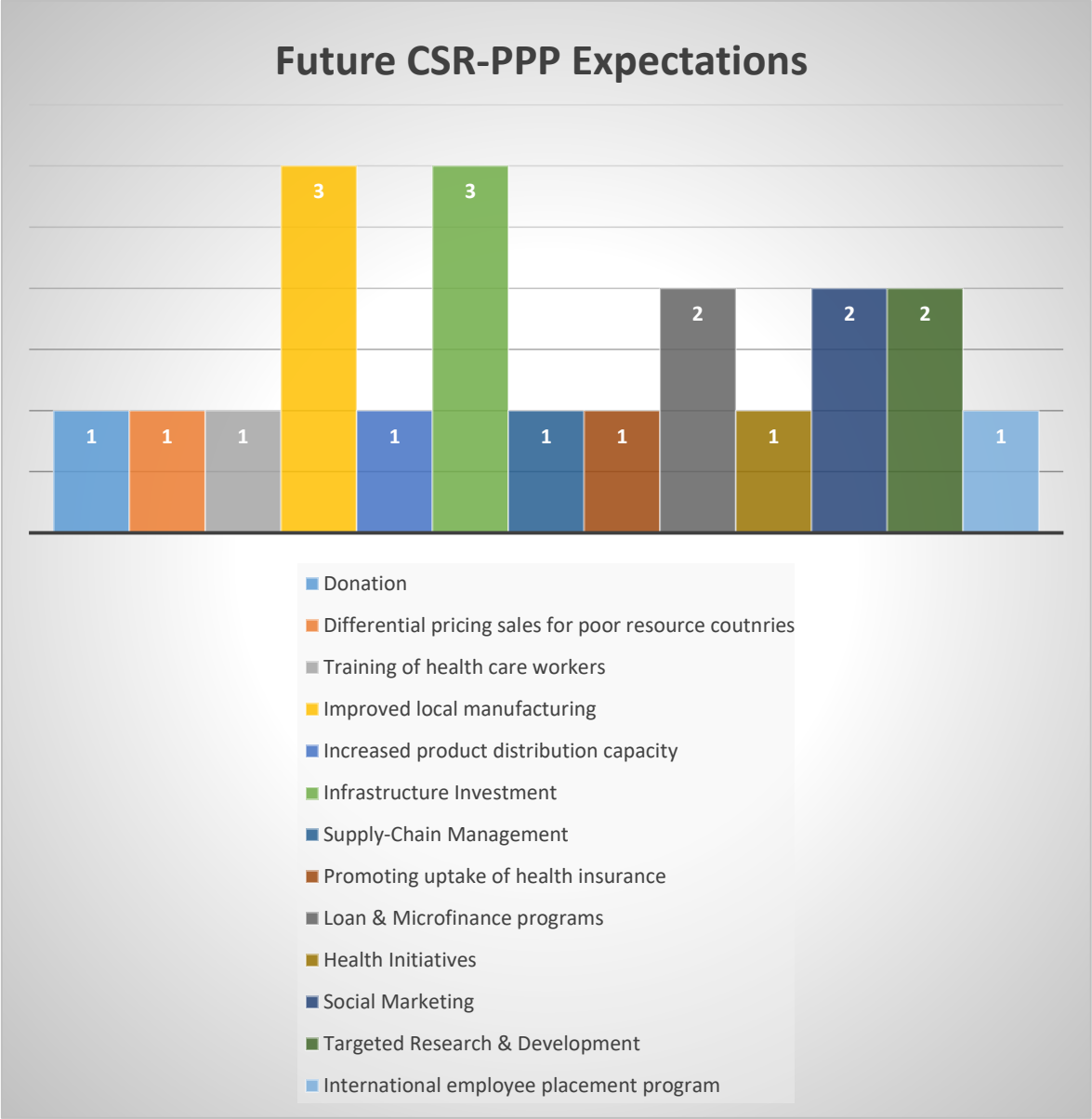
Figure 2: CSR-PPP current situation in Turkey



Interviewees only supported six possible CSR-PPP activities out of eighteen activities (see Appendix 2) that was taken from Droppert & Bennett (2015) that Turkish companies are currently pursuing. All the interviewees opted for “Improved local manufacturing”, Infrastructure Development” and “Targeted Research & Development”.

Only interviewee (03) chose “Training of Healthcare Workers” and only interviewee (02) chose “Donation” as a CSR-PPP activity. Furthermore, interviewees (01) and (03) chose “Loan and Microfinance Programs” as a CSR-PPP activity that is given importance currently in Turkey.

Figure 3: CSR-PPP future expectations in Turkey



The graph above shows the future expectations in Turkey regarding the CSR-PPP activities. Only interviewee (02) thinks that “Donation” and “Promoting uptake of Health Insurance” will be used as a CSR-PPP activity in future whereas only interviewee (03) thinks

that “Differential Pricing Sales for Resource Poor Countries”, “Training of Healthcare Workers”, “Supply-Chain Management” and “Health Initiatives” to be will be popular in future as CSR-PPP activities. Only interviewee (1) thinks that “Increased production distribution capacity” and “International Employee Placement Program” can be used as CSR-PPP activities. Interviewees (01 & 02) have chosen “Loans and Microfinance Programs” and “Targeted Research & Development” as popular future CSR-PPP activities. Interviewees (02 & 03) think that “Social Marketing” can also be used as an activity supporting CSR-PPPs. Lastly, all the three interviewees agree that “Improved Local Manufacturing” and “Infrastructure Investment” are going to be used as CSR-PPP activities in future.

Figure 4: CSR-PPP’s support to SDGs 2030

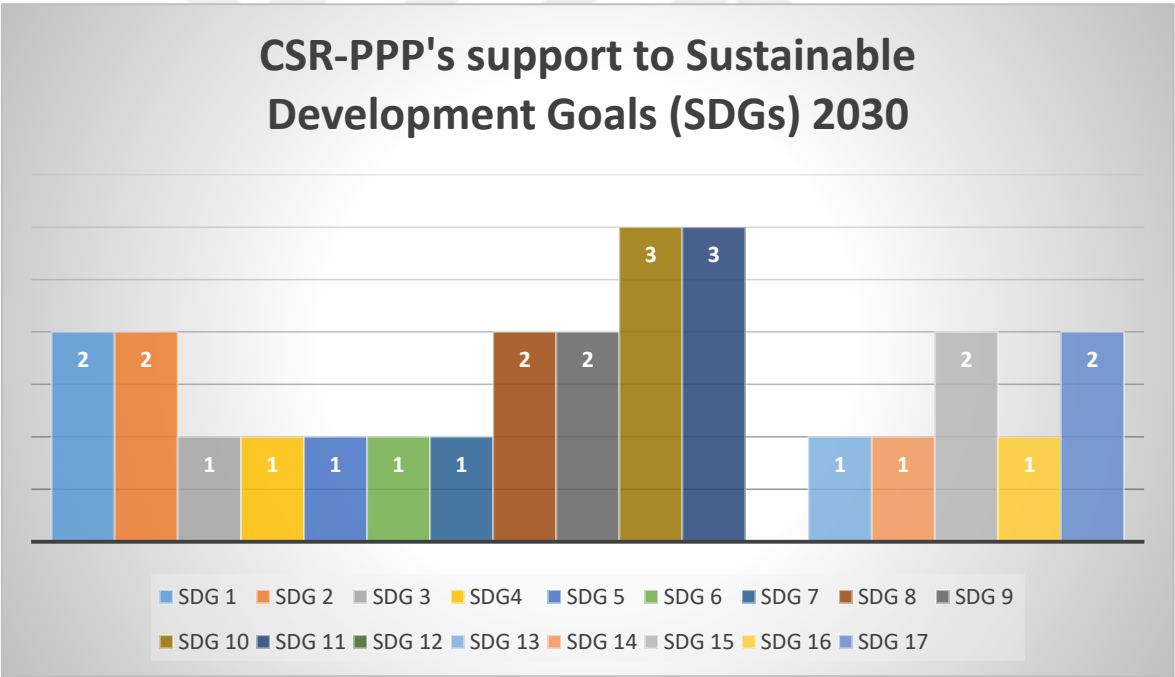


Figure 4 demonstrates the sustainable development goals (SDGs) 2030 that were set by the United Nations Organization to achieve sustainable development. The graph also shows the support of CSR-PPPs to these SDGs. All the three interviewees agree that CSR-PPPs support SDG 10 (Reducing inequalities within and among countries) and SDG 11 (Make cities and human settlements inclusive, safe, resilient and sustainable). Interviewees (02 & 03) agree that SDG 1 (End poverty in all its forms everywhere), SDG 2 (End Hunger achieve food security and improved nutrition and promote sustainable agriculture), SDG 8 (Promote

sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all) and SDG 15 (Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss) can be supported by CSR-PPPs. Interviewees (01 & 03) have agreed that SDG 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation) and SDG 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development) can be supported by CSR-PPPs. However, only interviewee (03) thinks that CSR-PPP can support SDG 3 (Ensure healthy lives and promote well-being for all ages), SDG 4 (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all), SDG 5 (Achieve gender equality and empower all women and girls), SDG 6 (Ensure availability and sustainable management of water and sanitation for all), SDG 7 (Ensure access to affordable, reliable, sustainable and modern energy for all), SDG 13 (Take urgent action to combat climate change and its impacts), SDG 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development) and SDG 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels).

CHAPTER 7

CONCLUSION

As the main aim of this study is to screen and ascertain the current and future CSR-PPP trends and to see if CSR-PPP supports Sustainable Development Goals (SDGs) 2030 set by the United Nations Organization (Assembly, 2015) in Turkey. In order to obtain the best possible results, the study used in-depth interviews that included open-ended and closed-ended questions (Drever, 1995; Creswell, 2003; DiCicco-Bloom et al., 2006; Fowler and Cosenza, 2009). The study also describes the topics of CSR and PPP separately and in detail including various examples of such efforts throughout the world. Later, the study describes the birth of CSR-PPP which is a confluence of the concepts of CSR and PPP having advantages of both the mentioned concepts.

The study used a threefold interview questionnaire (Appendix 1) that helped in screening the CSR-PPP trends in Turkey. The first part included the knowledge about the concept of CSR-PPP in Turkey, the second part intended to screen the current CSR-PPP situation in Turkey and the third part focussed on ascertaining the future CSR-PPP trends in the country.

The first part of the interview questionnaire fetched data that showed a presence of varied understanding of the concept of CSR-PPP (Iankova, 2008) ranging from ‘a project or a system that supports CSR activities’ to ‘a concept very close to PPPP’. These insights of the interviewees were a bit different from that of H eritier (2002) and Thauer (2007) who say that CSR-PPP is a system that makes partners come together to form CSR norms that is to be followed by partners throughout the project.

The second part of the interview questionnaire obtained data related to the current situation of CSR-PPP in Turkey that included past attitude of CSR-PPP in Turkey, effects of personal values of the top executives on CSR-PPP, main deterrents and motivations for CSR-PPPs, CSR-PPP projects and environment, transparency in CSR-PPP projects, achieving economic and social interests through CSR-PPP, overcoming CSR-PPP challenges, role of intermediaries, main aim of CSR-PPP in Turkey and CSR-PPP’s support to SDGs 2030

(Jefferies & McGeorge, 2009; Duarte, 2010; Valente, 2010; Durand et al., 2015; Stadler, 2015; Taylor & Harman, 2016).

The third part of the interview questionnaire aimed at obtaining data related to the future CSR-PPP trends in Turkey.

As mentioned earlier, the research study also utilised three closed ended questions. The main aim to utilize the closed ended question was to fetch accurate data (Fowler and Cosenza, 2009). The first question judges the CSR-PPP activities that are currently popular and the third question judges CSR-PPP activities that may be popular in the future in Turkey. The second question in the questionnaire focusses on obtaining information pertaining to the support provided by CSR-PPPs to SDGs 2030 (Assembly, 2015 & Droppert & Bennet, 2015).

Along with the demonstration of CSR-PPP trends in Turkey, the research study also provides a glimpse of CSR-PPP in various other parts of the world. The study included CSR-PPP examples from Italy and a detailed mention of some CSR-PPPs in India. This also gives the reader an opportunity to compare the understanding and trends of CSR-PPP in Turkey and the other parts of the world. The CSR-PPP situation in Turkey is slightly different than in India and Italy. From the examples mentioned in this thesis, CSR-PPPs in India and Italy operate in the form of small and medium projects (Guarini and Nidasio, 2002 & Confederation of Indian Industries, 2014) whereas, CSR-PPPs in Turkey are related to big projects and generally in infrastructure sector and more CSR-PPP projects are expected to take place in future than their current number.

Since the study also relied on primary data resources through the interviews, it is capable of providing various recommendations in order to encourage and create strong CSR-PPPs in future and those recommendations can be read in forthcoming sentences. Both public and private parties to a PPP should try to encourage each other to convert conventional PPPs into CSR-PPPs in order to tap various benefits like cheap and easy availability of funds from international financial institutions, tax benefits and improved public image. Moreover, PPP projects should be carefully evaluated by independent impact evaluation authorities in order to ensure CSR friendly outcomes. Public-Relations Offices should be set up to enable general

public to give feedbacks and ask questions regarding PPPs. In case of a city or a region that has a historical importance, project verification from some concerned international body like UNESCO should be sought. Top level management of a PPP should always try to govern and manage a PPP project like PPPs/CSR-PPPs because doing so will provide many financial and non-financial benefits. Furthermore, awareness campaigns and drives should be organized to educate people about the benefits of CSR-PPPs, more and more NGOs should be set up in order to counter any PPP that is against the interest of society and environment. In addition, a society that is aware of social responsibilities of corporations and have adequate amount of NGOs to represent them may also act as catalysts to CSR-PPPs. Therefore, it is of great importance that we make efforts to create a CSR culture among the general public. Transparency is another important aspect that makes a project successful and earns profound public applause. Mentioning complete information in the tender document is very important as it avoids confusion, saves energy and resources, and ensures transparency. Also, clear mention of the mission and vision in project documents and media platforms and their effective communication to the general public builds up the public opinion in favour of partners to the PP. In case of CSR-PPPs, the more direct benefits a PPP provides to a society (it may be in the form of regard for historical, environmental and social aspects), the more economic benefits it can reap. Thus, more and more CSR focussed PPPs should be encouraged. The responsibilities of all partners to a PPP should be mentioned clearly in the CSR-PPP agreement in the beginning of a PPP project to do away with any complications that may occur at later stages. Apart from the clear mention of responsibilities, membership flexibility should also be given importance as it provides entry of more interested and more efficient parties to a project and allows those uninterested in it to exit. CSR-PPPs should make use of intermediaries and broker organizations like financial planning consultancies, environmental consultancies, and others to tackle partnership problems and to make the project more advantageous. In addition, Dispute Adjudication Boards (DABs) should be consulted to solve any conflict during the course of a project.

There is plenty of literature available on Public-Private Partnership (PPP) and Corporate Social Responsibility (CSR) but when we look at CSR-PPP, the amount of resources available is very scarce and almost insufficient to do any secondary data study. It

is because of this reason that this study had to use interviews as a means to obtain primary data in order to get the best possible results. Although the contacted interviewees had good knowledge and experience of the research topic i.e. (CSR-PPP), the number of interviewees is not sufficient to generalize the results. The interviews were conducted over a period of 2-3 months, appointments were obtained from the concerned interviewees prior to interviews. More time might allow more number of interviews as taking appointments from employees or managers of companies take a lot of time. The research study only performed interviews with people who had knowledge about CSR-PPP only in the infrastructure sector. Therefore, to get a wider picture of CSR-PPP in a region people from other sector should also be considered. Furthermore, a combination of more than one research technique like 'interview and questionnaire' may help obtain more reliable and generalizable data. If the study time is long, snowballing technique may render more accurate and reliable results in case of interviews.

APPENDIX 1: OPEN-ENDED QUESTIONS

Public-Private Partnership for Corporate Social Responsibility (CSR-PPP) Interview Questionnaire

A) Knowledge about the basic concepts, basic ideology and basic purpose of the business.

1. In your opinion, what is the primary purpose of any business organisation?
 - a. To maximize profits for shareholders
 - b. To function as a social organization, with responsibilities to society at large
 - c. No response

(Iankova, 2008)

2. What is CSR-PPP according to you? (give a brief outline of the concept before asking the question)

B) Screening the present situation of Public-Private Partnership for Corporate Social Responsibility (CSR-PPP)

3. How has your company's attitude been towards CSR-PPP in the past? / How do you see company's role in CSR-PPP engagements in the past? (Duarte, 2010)
4. How do you think that personal values of your organization's top executives effect your organization's CSR-PPP policies and programs? (Duarte, 2010)
5. What are the main deterrents and motivations to the CSR-PPP projects/initiatives? (Durand et al., 2015)
6. Does your organization consider the effects of CSR-PPP projects on environment? What are they? (Taylor & Harman, 2016)
7. What should be the transparency measures needed in a CSR-PPP project? (Valente, 2010)
8. How can companies align their organizational (economic) interests and shared partnership interests (namely, achieving the partnership's social goals)? And how can they actively support the furthering of both economic and social interests?
9. How do partners manage the PPP's boundaries to avoid or overcome challenges and achieve collaborative advantage?

10. How can broker organizations facilitate the partnering process and help partners avoid or overcome typical challenges?

(Stadtler, 2015)

11. What is the main aim of CSR-PPP in Turkey (Choose only one)? And why?

- i. Political motivation
- ii. Efficiency
- iii. Both
- iv. Other

(Jefferies & McGeorge, 2009)

12. Do you think CSR-PPP can be a good example of the seventeenth Sustainable Development Goal? Why?(I.e. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development):

- i. Yes
- ii. No

(Assembly, 2015)

C) Future Trends

13. What is the future of CSR-PPP in Turkey?

APPENDIX 2: CLOSED-ENDED QUESTIONS

Screening the present situation of Public-Private Partnership for Corporate Social Responsibility (CSR-PPP) –

1. What are the different types of possible CSR-PPP activities that your organization is engaged in/planned to engage in:

- i. Donation
- ii. Differential pricing sales for resource poor countries
- iii. Special licensing agreements for resource-poor countries
- iv. Training of health care workers
- v. Improved local manufacturing
- vi. Increased product distribution capacity
- vii. Infrastructure investment
- viii. Supply-chain support
- ix. Private or informal provider engagement
- x. Promoting uptake of health insurance
- xi. Loan & Microfinance programs
- xii. Health initiatives
- xiii. Social marketing
- xiv. Health issue awareness campaigns
- xv. Advocacy and policy
- xvi. Targeted Research & Development (Specifically to meet developing country health needs or products with no commercial potential).
- xvii. International employee placement program
- xviii. Other

(Droppert & Bennet, 2015)

2. According to you, which Sustainable Development Goals (SDGs) 2030 does your PPP projects support?
- i. End poverty in all its forms everywhere
 - ii. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
 - iii. Ensure healthy lives and promote well-being for all ages
 - iv. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
 - v. Achieve gender equality and empower all women and girls
 - vi. Ensure availability and sustainable management of water and sanitation for all
 - vii. Ensure access to affordable, reliable, sustainable and modern energy for all
 - viii. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
 - ix. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
 - x. Reduce inequality within and among countries
 - xi. Make cities and human settlements inclusive, safe, resilient and sustainable
 - xii. Ensure sustainable consumption and production patterns
 - xiii. Take urgent action to combat climate change and its impacts*
 - xiv. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
 - xv. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
 - xvi. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

- xvii. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development
(Assembly, 2015)

Future trends in the field of CSR-PPP

3. What are the different types of possible CSR-PPP activities that your organization would like to engage in:

- i. Donation
- ii. Differential pricing sales for resource poor countries
- iii. Special licensing agreements for resource-poor countries
- iv. Training of health care workers
- v. Improved local manufacturing
- vi. Increased product distribution capacity
- vii. Infrastructure investment
- viii. Supply-chain support
- ix. Private or informal provider engagement
- x. Promoting uptake of health insurance
- xi. Loan & Microfinance programs
- xii. Health initiatives
- xiii. Social marketing
- xiv. Health issue awareness campaigns
- xv. Advocacy and policy
- xvi. Targeted Research & Development (Specifically to meet developing country health needs or products with no commercial potential).
- xvii. International employee placement program
- xviii. Other

(Droppert & Bennet, 2015)

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