Abstract

Worldwide, a Public-Private Partnership (PPP) has become an increasingly attractive procurement method for the delivery of public infrastructure services. Much of this is because many governments consider PPPs as a win-win option for meeting their investing/infrastructure needs. Nonetheless, there is growing evidence that the practical implementation is not without (managerial) problems. In this regard, this dissertation seeks to propose three relevant frameworks that both assist in assessing the success potential of PPPs, as well as contribute to a more effective PPP management. First, the use of a dynamic, dual stakeholder management framework and the ex-ante inclusion of stakeholders is suggested to put an appropriate stakeholder management process in place to capture and address stakeholder concerns more effectively. The need for such a stakeholder framework is motivated by the finding that stakeholder issues do not solely emerge because of a gap between stakeholder expectations but are often the result of an imbalance of reactive and proactive stakeholder management approaches and an absence of any guidance on the responsibility and accountability issues surrounding the stakeholder management of PPP projects. Second, a toolbox is offered to aid contracting governments in estimating and controlling ex-ante the transaction specific investments that bidders make in the procurement of PPP projects. The necessity of such a tool is driven by the observation that transaction costs in the procurement phase hinder the viability of some projects in the short run, and if these transaction costs remain high, the magnitude of these costs have the potential to harm the public infrastructure market in the long run. Third, a first step is made toward a conceptual ex-ante evaluation framework that incorporates different stakeholder perspectives, as well as the cause-and-effect relationship between success factors and stakeholder objectives/criteria. If further operationalised, the framework has the advantage of providing governments a set of alternative delivery models through a tool that could aid the (contracting) governments in optimising the chosen PPP alternative and future PPP initiation and procurement processes.