



Preface

'No profit grows where is no pleasure ta'en; In brief, sir, study what you most affect' (Tranio in Shakespeare's *The Taming of the Shrew*, Act 1 Sc. 1, 39).

Shakespeare did not write a book on public-private partnerships (PPPs) but this statement shows great wisdom valuable for all stakeholders involved in PPPs. Discussions on PPPs have focused primarily on profits and not on the value for society or less quantifiable long term benefits. Value for money is, however, the key driver for governments to launch PPPs. Value for money is a concept that is politically easy to sell but hard to quantify.

The idea of writing a book on strategic issues in PPPs started years ago when we organized workshops with senior civil servants and captains of industry to discuss the future of PPPs. What struck us was the political rather than rational character of the debate, as well as the focus on short term aims and money. As we delved further into the subject of PPPs, we increasingly found that actions of politicians, private parties and interest groups were governed by subjective judgements and not by insight. Moreover, the term 'PPP' was being confused with outsourcing and privatization, which impeded open debate. With this book, we intend to stimulate a more strategic debate on PPPs. The decision to start a PPP should be a strategic one, dependent on the goals and values governments and business wish to achieve. 'Study what you most affect!'

This book provides a theoretical foundation for the analysis of the creation and functioning of PPPs, illustrated by several examples, especially from Europe and the United States. It is based on a thorough review of the literature on PPPs as well as several research projects we have undertaken in recent years. It was our intention to give the reader a broad picture of PPP developments world-wide, an insight into the various forms of PPP, and information about the motives and rationale behind PPPs, to enable more strategic decisions to be made on PPPs. Using the research findings, starting points for the enhancement of PPPs are presented throughout the book.

In Chapter 2, a framework for the description of PPPs is presented, and the chapter ends with an overview of problems in PPP practice. Chapter 3 covers in broad terms some characteristics of procurement in the construction sector, as well as the features of two dominant PPP procurement systems: concessions and joint ventures. Chapter 4 and Chapter 6 each explain both types of PPP in detail, with Chapter 4 focusing on concession PPPs and Chapter 6 on joint venture PPPs. Illustrations of both types of PPP are presented in Chapters 5 and 7 respectively. Chapter 8 translates the findings in the previous chapters to current trends in PPPs and outlines future (research) assignments for and developments in PPPs.



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Public–private partnership is taught as a concept of modern governance at universities and in various courses for practitioners. The purpose of this book is to provide researchers with a better understanding of the various PPP concepts. The book is also aimed at developing more capable government and private management of PPP projects. The book is not written as a manual, since managing a PPP is not a routine job. Every PPP project is different and the way the process should be managed will differ in each case. Managing PPPs requires considerable capabilities and skills from both public and private managers, so the book aims to deliver insight and tools for those managers. It also seeks to launch a strategic debate and to develop a research agenda for the future. There is still a large gap in our knowledge on PPPs and much work remains to be done. This book fills only a small part of the gap.

We hope that we have succeeded in our goals and that we have delivered value for money to our readers.

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