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Motives of private companies for participating in short-term transnational public-private partnerships

Master thesis within Business Administration

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Master Thesis in Business Administration

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Abstract

Background. Globalization and growing concerns for good governance and effectiveness put emphasis on addressing cross-border challenges to which single public organizations or private companies face barriers. Transnational public-private partnerships (PPPs) are increasingly used to bring multi-actor and cross-sector solutions to global issues ranging from economic development to environmental sustainability to social policies. As private and public actors participating in transnational PPPs are guided by their own motives that significantly differ from each other, they might enter into conflict with those of the collaborating sector. Moreover, attention paid by private and public actors to sustaining their own identities and fulfilling their own motives might lead to a situation when actors would be more oriented to achieving their specific goals that are not closely related to the purposes of partnerships. Partners should consider possible impacts of their decisions on the overall purpose of partnership in order to not undermine the ability to deliver the expected results and services.

Purpose. The purpose of this study is to investigate the motives of private actors for participating in short-term transnational PPPs and their influence on the achievement of purposes of such partnerships.

Hypotheses. Based on the literature review, three research hypotheses are formulated: 1. Private actors participating in short-term transnational PPPs are guided by financial motives to the least extent. 2. The specific motives of private actors differ considerably depending on which type of short-term transnational PPPs they participate in. 3. The motives of private actors except from financial motives have a positive influence on the achievement of purposes of short-term transnational PPPs.

Method: Primary data have been gathered through a questionnaire-based survey conducted among private companies participating in North Sea Region and Central Europe programmes within INTERREG B - initiative for transnational cooperation. Empirical data have been analyzed using statistical methods such as factor analysis and multiple regression analysis.

Conclusion. By examining the underlying structure through factor analysis, the motives of private actors have been divided into four groups such as financial, market-related, capacity building and social and political motives. According to the results of the analysis, private actors participating in short-term transnational PPPs consider financial motives as less important than capacity building, social and political and market-related motives.

Comparisons of the most important motives indicated by private actors have not detected considerable differences depending on the types of PPPs. As identified through regression analysis, the influence of capacity building and market-related motives of private actors on the achievement of overall purpose of partnership is positive, while their financial motives affect negatively the result of short-term transnational PPPs.

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1. Introduction

This study intends to explore the motives of private companies for participating in short-term transnational public-private partnerships. The ever increasing globalization and interactions of public and private organizations present an opportunity to explore them. In this chapter we present the background of the chosen theme. Based on the analysis of problem, we formulate the research purpose, its objectives and the perspectives of our study.

1.1. Background

Growing attention to public-private partnerships worldwide reflects changing balance of power and more intense interactions between public and private sectors. Traditional concepts that view private sector as autonomously pursuing its immediate goals, namely profit maximization, and public sector as concentrating on the discrete pursuit of long-term goals on behalf of public interest have been challenged as not reflecting the dynamics and existing interdependencies in today's environment (Pongsiri, 2002). Public and private actors are increasingly involved in joint working across the range of issues that require multi-actor expertise and cross-sector solutions.

The expansion of public-private partnerships (henceforth PPPs) is explained through two major economic trends that are liberalization and globalization (Buckup, 2012). PPPs had been promoted as a key tool to increase governance effectiveness after introducing new public management paradigm in 1980s (Mazouz, Faca & Viola, 2008; Osborne, 2000). It was recognized that "competitive, competent and efficient" public services are critical to society and sustainability of development that can be achieved through collaborations with private sector (Rosenau, 1999, p.11). Starting 1990, PPPs have been used for improving effectiveness, governance and legitimacy of multilateral policies at the global arena. Transnational PPP allow addressing a wide range of cross-border challenges to which single governments or nongovernmental organizations might face barriers and limitations. Today such PPPs can be found in different areas such as economic development, environmental policy, finance, infrastructure, health care, security etc. (Pattberg, 2012; Andonova, 2010).

In the last decade there was rapid growth in the number of PPPs initiated both on national and international levels. For example, between 1999 and 2009 Germany launched 3375 PPPs totaling € 1.4 billion; from 2003 to 2012 the Netherlands initiated 75 PPPs totaling € 2.23 billion (CSIS, 2012). In 2007-2013 European Commission launched over 60 co-operation programs with European Region Development Fund contribution of € 8.7 billion (European Commission, 2013a). The number of global PPPs fighting against climate changes and poverty increased from 50 in 1980s to at least 400 today (Schäferhoff, Campe & Kaan, 2007).

Among important characteristics of PPPs are mutual coordination of tasks and activities (Steijn, Klijn & Edelenbos, 2011), shared risks, responsibilities and benefits (Huxham & Vangen, 2005), organizational arrangements that simplify and enhance coordination and secure results (Savas, 2000, cited in Steijn, Klijn,&Edelenbos; Hodge & Greve, 2005). Furthermore, understanding of the nature of PPPs is based on the two main aspects which are mutuality and identity (Brinkerhoff & Brinkerhoff, 2011). Mutuality is embedded in joint commitment to shared goals and responsibilities providing equality in making decisions and influencing outcomes. Identity refers to the distinctive

characteristics and capabilities of partner organizations, existence of their missions, values and interests as well as constituencies to which they have to keep accountability. While partnering with other sectors public and private actors need to sustain and ensure their identities and make decisions that foster implementation of both shared purposes and their own motives.

1.2. Problem discussion

Transnational PPP are established with ‘a variety of purposes [...] depending on the outcome they seek’ (Kaul, 2005, p.92). To describe the commonalities of PPPs pursuing specific purposes, and relate them to some general categories, authors use typologies. It is believed that actors choose to participate in PPPs for the benefits they might receive or, in other words, they are driven by their own motives. ‘Business, government officials, and other partners all seem to generally agree that for partnerships to work, there must be benefits for all parties’ (Reed & Reed, 2009). This raises a question whether private actors driven by certain motives choose PPPs with particular purposes or they have some common multiple motives that might be realized in different types of PPPs with a variety of purposes.

The significant number of studies is devoted to investigating public sector interests in relevance with new public management (for example, Domberger & Fernandez, 1999, Bennett, 1998, Linder, 1999). In the literature on PPPs, the interests of private actors have been given less attention. They are mostly considered in the form of financial benefits or the payments that are received from end-users and governments (Barker, 1996; Steijn, Klijn & Edelenbos, 2011). Private actors participating in transnational PPPs that are established to develop solutions to cross-border challenges may have benefits that are different from simply generating revenues and profits. Moreover, short-term transnational PPPs may not allow them to quickly achieve financial benefits. Motives in such PPPs may take different forms including building networks, expanding visibility and influence as well as in gaining new skills and capacities which allow receiving diverse benefits in the future.

Since actors have their own motives to be implemented in PPPs, it may lead to situation when they would be oriented to achieving their specific goals that are not related to the purpose of partnership (Trafford and Proctor, 2006). Furthermore, because of differences in values, interests and culture, the motives and goals of private partners may enter into conflict with those of public sector. This is emphasized when PPPs are characterized as ‘bargaining relationships in which both partners have independent sources of leverage over the other’ (Posner, Ryu & Tkachenko 2009, p.60). As a part of this study the problem of influencing private actors’ motives for participating in short-term transnational PPPs on the purpose of partnerships will be researched.

1.3. Purpose and objectives

Based on the analysis of problem, the purpose of our thesis is formulated as the investigation of the motives of private actors for participating in short-term transnational PPPs and their influence on the achievement of purposes of such partnerships.

Objectives:

1) To examine the importance of different groups of motives for private actors participating in short-term transnational PPPs;

2) To test relationships between the motives of private actors and the achievement of purpose of PPP.

1.4. Perspectives

We believe that our investigation of motives of private actors in short-term transnational partnerships and their relationships with the purposes of the short-term translational PPPs will contribute to the study of transnational public-private partnerships. Motives are considered as a driving force for certain behaviors and having the information about them provides better understanding to why private actors join the particular types of PPPs and what kind of outcomes they expect from short-term transnational partnerships. Furthermore, understanding of relationships between common motives of actors and purposes of partnerships may assist in planning and implementing more successful short-term transnational PPPs.

2. Overall purposes and motives of actors for participating in of transnational public-private partnerships

This chapter explores theories on transnational PPPs, their features and typologies depending on overall purposes. Further, we describe the motives of public and private actors, differences in their interests in order to identify the challenges arising in transnational PPPs and relationships with the overall purposes of such PPPs.

2.1. Theories on creation of transnational public-private partnerships

In this section, attention is paid to the definitions of transnational PPPs and their main features. We also explore different approaches and theories explaining their emergence. Finally, we describe the purposes of creation and relate them to common categories or typologies of transnational PPPs.

2.1.1. Definitions of PPP

Interorganizational relationships are addressed in the literature using different terms such as partnerships, strategic alliances, joint ventures, coalitions and research consortia (Casey, 2008). Partnerships stand out from other interorganizational forms by the existence of common purpose, shared power and responsibilities, mutual respect and support as well as willingness to cooperate in the process of the achievement of joint goals and/or benefits (Kernaghan, 1993).

Public-private partnerships are, in turn, viewed from different angles and perspectives as being a new way of governing, an institutional arrangement or a development strategy (Khanom, 2010). The observation of literature on the subject has made possible to underline some of the important aspects of PPPs reflected in their definitions such as:

- ongoing interaction between the public and private sectors (Reijniers, 1994);
- jointly determined purposes, collaborative decision making, shared risks and accountability (Brinkerhoff & Brinkerhoff, 2011; Khanom, 2010);
- synergy effect in the realization of a common goal achieved by combining the best capabilities of public and private sectors (Reijniers, 1994; Brinkerhoff & Brinkerhoff, 2011);
- involvement of both social and commercial features (Reijniers, 1994);
- maintaining partners' identities, shared responsibilities and accountability (Reijniers, 1994; Brinkerhoff & Brinkerhoff, 2011).

Special attention should be drawn to such aspects of PPPs as maintaining mutuality and identity. Mutuality refers to the commitment to shared goals and outcomes, and also to the degree of interdependence between partners. Organization identity encompasses the distinctive characteristics and capabilities of partners and the maintenance of their own values and interests during collaborations (Brinkerhoff and Brinkerhoff, 2011). Actors participating in PPP aim at achieving a shared purpose in PPP but also they act to fulfill their own mission and goals. Therefore, they have their own motives to be involved in partnerships.

In most cases the definitions of PPPs only reflect the aspect of mutuality. For example, public-private partnerships are defined as 'cooperation between public and

private participants of a permanent nature, in which participants develop mutual products and/or services with the shared risk, expenses and profit' (Klijn & Teisman, 2002, p. 2). Becker & Patterson (2005) define public-private partnerships as 'collaborative efforts between the public sector and for-profit or nonprofit organizations in the private sector to provide enhanced services to the public, to accelerate economic growth, or to supplement government revenues' (Becker & Patterson, 2005, p.125). There is also a point of view that the term of public-private partnership is used for all ventures jointly created by public and private sectors by combining their knowledge and resources with an aim to satisfy public needs in a best possible way while sharing responsibility, profits and risks (Rakić & Rađenović, 2011).

Some authors also stress that partnerships are established to serve to both public and private interests. For example, Bitzer, Glasbergen and Leroy (2012) define PPPs as 'arrangements between two or more parties from state, market and civil society, and are based on the idea of market-based collective action serving public interests as well as private interests' (Bitzer et al., 2012, p. 356).

PPPs on both national and transnational levels are considered 'as hybrid governance arrangements for the provision of collective goods that lead to transformation of political authority from government and public actors towards non-state actors such as business and NGOs' (Pattberg, 2012, p.3).

Börzel and Risse (2005) define transnational PPPs as 'institutionalized cooperative relationships between public actors (both governments and international organizations) and private actors beyond the nation-state' (Börzel and Risse, 2005, p. 196).

Kaul (2005) describes five main characteristics of global PPPs:

- Voluntary. This aspect is used to emphasize that partners are driven by their self-interest;
- Organized horizontally. Helps to maintain the autonomy and identity of partners;
- Participatory. The emphasis is put on joint governance and consultations conducted by global partners over specifically defined issues;
- Multi-actor involvement. Global PPPs bring together different groups of transnational actors including government and international institutions, business companies, academia, civil society and philanthropic organizations.
- Global. They address issues or involve 'activities of worldwide reach and sometimes of multigenerational scope' (Kaul, 2005, p. 94).

The first three characteristics are common to all PPPs, while the last two specifically define transnational PPPs outlining the importance of multiple-actor interactions and scope of activities that expand beyond national borders for solving a wide range of cross-national problems.

For the purpose of this thesis we define transnational PPP as a cooperative relationship between public and private actors that combine their resources and competencies and share responsibilities in order to achieve overall purposes ranging from economic growth to societal development extending across the borders and fulfill their own motives.

2.1.2. Theories of emergence of transnational PPP

There are several theories explaining the emergence of transnational PPPs. The most referenced among them are the neo-Gramscian approach, constructivist theory and

functionalist theory and interest-based approach (Schäferhoff et. al, 2007). We briefly describe the main ideas each of these approaches below.

The neo-Gramscian approach considers transnational PPPs as a political strategy that allows the firms to build their corporate hegemony (Levy & Newell, 2002, Utting, 2002). Corporations are interested in collaborations that make them able to respond to challenges that might concern, for example, their dominance and future effectiveness, and to build corporate friendly governance system (Utting, 2002).

On the contrary, constructivists argue that under new realities the provision of public goods and services is the joint responsibility of both state and non-state actors. Such public-private collaborations are critical for meeting high expectations of public arising in the new institutional arena (Ruggie 2004).

The functional and interest-based approaches have gained more support in the literature. Andonova (2006) discusses the reasons for the emergence of transnational PPP from the demand and supply logics which correspond to functional and interest-based approaches. The functional approach stresses the role of public-private partnerships in addressing governance gaps resulting from globalization. Leveraging expertise, information and resources of state and non-state actors through PPPs is used to 'compensate for "operational gaps" in the capacity of international or domestic institutions' (Andonova, 2006, p.7). This approach is described as necessary, but insufficient for public-private collaborations. It needs to be supplemented by the incentives of actors to participate in such cooperation (Andonova, 2006). From the incentive or interest-based approach, transnational actors seek to maximize their own interests and tend to address gaps in issues which are close to their agenda.

This means that private actors selectively enter those partnerships that help them achieve their own interests and motives. It may have several implications for our research:

- 1) private actors may select those types of PPP which are closely related to their motives or agenda;
- 2) there might be relationships between the motives of private actors and the overall purposes of PPPs.

Authors suggest that such partnerships should cultivate the mutual interests of public and private sectors and produce "win-win" solutions (Reinicke & Deng, 2000).

Reinicke and Deng (2000) posit that multiple sector partnerships bear potential to bring together the resources of diverse actors and solve complex issues that any other sector is not able to perform solely. In today's highly interdependent world, PPPs through governance coalitions with multiple players are able to steer 'toward joint problem-solving instead of adversarial interest representation' (Schäferhoff et al., 2007, p.203). From this perspective transnational PPP are considered as a means of responding to both state and market gaps.

Based on the review of theories, we consider that functional and interest-based approaches complement each other that can be best demonstrated in principal-agent model. PPPs might be considered as a form of collaboration established to address the needs of public sector that acts as a principal (Andonova, 2006). From this perspective, PPPs are aimed at filling gaps in public actors' capacity or skills. In addition, agents or private actors which enter partnerships have their own motives and specific interests. They join those PPPs that are closely related to their agenda and allow them to implement their motives while achieving the global purposes of PPP.

2.1.3. Purposes of creation and types of transnational PPPs

The reasons for creation of transnational or global PPPs can be very diverse depending on the area and context. ‘Global public-private partnerships come in many forms—driven by different motivations, pursuing a variety of purposes, and following different modes of partnering, depending on the outcome they seek’ (Kaul, 2005, p.92). In order to relate PPPs to some common categories, authors use typologies. PPPs can be classified depending on different parameters such as “purpose” (and if partnerships are strategic or project-based), “who” (main actors and their relationship), “when” (the timing of partnership or stage of its development, changes of relationships), “where” (spatial dimension), and “how” (the way in which activities are performed, mechanisms of implementation) (Weihe, 2006). In this paper in accordance with our research purpose we mainly concentrate on typologies of PPPs based on purpose.

In the literature, the purposes of creation of PPPs are mostly considered from the perspective of public sector. PPPs increasingly emerged in 1980s after introducing the concept of new public management that made stress on the attraction of private sector management tools and style in order to increase competitiveness, quality and efficiency in public service provision. From this perspective, PPPs are mostly considered as a as a tool of governance (Khanom, 2010) or management reform (Linder, 1999). Collaboration with business firms brings to public sector new approaches based on using market mechanisms and more effective ways of governance.

While some studies consider the advantages of acting like businesses for public sector, there are also views which draw attention on the importance of public sector spending to the growth of private sector (John, 1992). PPPs are also considered as being a tool for private sector development (Carbajal, 2012). Private sector development is on the top agenda of governments and international organizations since it is considered as an engine of economic growth and poverty reduction. Successful private companies employ and pay salaries to people, produce goods and services, introduce innovations and invest in further growth, and also generate profits and pay taxes. Agricultural and industrial private sectors as well as micro, small and medium enterprises are considered as being most important for countries and regions’ development (Carbajal, 2012).

Brinkerhoff and Brinkerhoff (2011) propose that global PPPs are organized for the following purposes and reasons:

- 1) to increase efficiency and effectiveness that can be achieved due to gaining comparative advantages, the more rational mobilization and use of resources and labor force;
- 2) to provide the cross-sectoral and multi-actor solution to complex governance problems;
- 3) to introduce ‘a compromise and potential win-win situation’ instead of “a no-win situation among multiple actors’(Brinkerhorr & Brinkerhoff, 2011, p.5);
- 4) to ensure sustainability in the operationalization of public good through the representation of different sector interests and democratic approach in decision-making processes.

Transnational PPPs should be classified in order to facilitate understanding of how they contribute to solving development issues (Reed &Reed, 2009). The United Nations Global Compact suggested classifying partnerships into the types depending on their purposes and core activities (UNGC, 2007):

1) business partnerships in which companies seek to perform their traditional activities while contributing to the achievement of partnership goals;

2) advocacy partnerships that concentrate on initiatives that allow collaborating with public sector in order to advance a specific cause or encourage dialogues on challenging issues;

3) strategic social investment partnerships that include a variety of initiatives in which companies provide their resources and funds to support social projects.

Reed and Reed (2009) propose a similar approach to classifying global development PPPs that is based on stakeholder influence and constraints placed on business strategies. They distinguish four types of partnerships such as conventional business partnerships, corporate social responsibility partnerships, corporate accountability partnerships and social economy partnerships. Conventional business partnerships may occur in the areas of service provision such as telecommunications, water and electricity as well as education and health care. Corporate social responsibility partnerships that are initiated by businesses may include livelihood initiatives, humanitarian assistance and other social activities. Corporate accountability partnerships are concerned with rule-setting and other activities related to monitoring, enforcement as well as reporting (Reed & Reed, 2009). Finally, social economy partnerships are aimed at providing support for new social enterprises and promoting better policy environment for their development (Defourney & Develtere, 1999, cited in Reed & Reed, 2009).

The purposes of creation of transnational PPPs can be explained by using the purpose-based typology which includes policy, service delivery, infrastructure, capacity building and economic development PPPs (Brinkerhoff & Brinkerhoff, 2011).

Policy PPPs are organized in order to design, develop and monitor public policies on different - sectoral, national and global levels. They aim at enhancing solutions to policy problems through using the expertise of public and private partners. Such collaborations also emerge as transnational structures involving different governments and organizations in global policy issues (Brinkerhoff & Brinkerhoff, 2011, p. 6).

Service delivery PPPs represent the most known type of PPPs derived from new public management and reliance on market mechanisms for public service delivery (Rosenau, 2000). Private partners might deliver public services in their specific areas of interest. Moreover, they can be involved not only in delivering services to community (principal output) but also offer support services to public sector organization (intermediate inputs) (Domberger & Fernandez, 1999).

Infrastructure PPPs help to fill infrastructure gap that exist due to mismatch between government capacity and people' needs. Private partners are engaged in financing, constructing and maintaining public infrastructure objects such as highways, power generation, telecommunications, ports and other facilities (Brinkerhoff & Brinkerhoff, 2011). Public sector, as in the case of service delivery, uses market mechanisms to promote quality and efficiency, value for money, and sustain capacity for the maintenance of infrastructure (Koppenjan and Enserink, 2009).

Capacity building PPPs are created with the purpose of developing skills and capabilities so groups and organizations which are dependent on assistance are able to help themselves (Brinkerhoff & Brinkerhoff, 2011). Wescott (2002) provides some examples of global and regional capacity building PPPs such as research partnerships (Australian Marine and Coastal Community Network) and training and pilot projects,

(partnerships in Environmental Management for the Seas of East Asia). The results of such PPPs can be measured through evaluating knowledge and skills transfer, creation of systems directed at improving budgeting and monitoring, human resources management functions, and also in terms of increased intellectual and social capital.

Economic development PPPs are established in order to promote economic growth and combat poverty. Private sector often participates in such PPPs within its corporate social responsibility programs. The examples of this type of PPPs are global PPPs intermediated by international organizations such as the World Bank, United Nations which aim to enhance economic development and poverty reduction (Bull & McNeill, 2007).

Kaul (2005) divides global PPPs into seven types (table 2-1). They have commonalities with the typology considered above and allow defining global PPPs in a more detail. Kaul notices that this typology reveals that ‘partnerships can take a variety of such forms, depending primarily on their motivation and the outcomes they seek’ (Kaul, 2005, p. 119). This statement allows us to assume that relationships exist between the motives of actors and chosen types of PPPs as well as partnership outcomes.

Table 2-1 Seven main types of global public-private partnerships (Kaul, 2005, p. 98)

Type 1.	<i>Trading comparative advantage</i> , so that the trade-initiating (purchasing) partner can benefit from the strengths of the provider partner or so that each side can benefit from the other’s special competencies and assets.
Type 2.	<i>Pioneering new institutions</i> (especially for missing markets) to test their desirability and feasibility, learn by doing, acquire expertise, and perhaps eventually enjoy a first-mover advantage.
Type 3.	<i>Designing rules and setting standards</i> to facilitate interactions, notably in technical areas, and ensure that emerging rules match each partner’s circumstances and interests.
Type 4.	<i>Advancing the frontiers of markets</i> to open up new business opportunities and reduce poverty or advance sustainable development.
Type 5.	<i>Brokering affordable-price deals</i> to make critically important private goods more broadly available in poor countries.
Type 6.	<i>Leveraging R&D</i> , especially in areas of concern to the world’s poor.
Type 7.	<i>Managing for strategic results</i> , in particular where problems require urgent attention.

The review of purpose-based typologies has convinced us about the diversity of the purposes of transnational PPPs. They can be very different even within one type of PPPs.

Although the purposes of creation PPPs are formulated differently, the main outcome of partnership takes the form of public value (Bryson, Crosby & Stone, 2006). The

term public value is used to express its different aspects such as value added for end-users, value added for communities, social and political added value and environmental added value (Bovaird, 2008).

The outcomes of cross-sector collaboration can also be expressed as first-order, second-order and third-order effects (Bryson, Crosby & Stone, 2006). The noticeable direct result of the collaboration process is called first-order effects which may include the creation of social, political and intellectual capital, new and productive agreements, and innovations. Second-order effects can take form of new partnerships and coordination, joint learning, changes occurring in perceptions and behaviors of actors during partnerships. Third-order effects might occur later, when partnerships are finalized, and include new institutions and collaborations, new norms and adaptations of practices and resources.

Gray (2000) suggests that the outcomes of inter-organizational collaborations may include goal achievement, social capital generation and shared meaning creation, improved interaction and power distribution (cited in Bryson et al., 2006).

In accordance with our research purpose we intend to test the relationships between the motives of private actors and results of PPPs. Because results or outcomes in different types of transnational PPPs are very diverse, we express them using the term the achievement of overall purpose of partnership that can be applied to all types of PPPs and makes possible their comparisons. We also intend to investigate if private actors have specific motives for participating in different types of transnational PPPs. The research hypotheses regarding these aspects will be introduced after exploring the motives of actors.

2.2. Motives of partners and their influence on overall purposes of transnational public-private partnerships

In this part of our work, we review the motives of private and public actors for participating in transnational PPPs. The main motives of private actors are compared with those of public actors in order to find out differences in their interests. Further, we pay attention to describing conflicting and complementing interests meaning that the motives of actors may enter into conflict with overall purpose of the PPP project or, on the contrary, serve as a driving force if “self interest” complements “collective interest”. Also we observe challenges arising in transnational PPPs and explore how they might affect the results of partnerships.

2.2.1. Motives for participating in transnational PPPs

Organizations choose to collaborate ‘because of some underlying rationale or motivation’ (Jost, Dawson & Shaw, 2005, p. 337). Different theoretical paradigms such as resource dependence, stakeholder theory of the firm, transactions cost economics, organizational learning, institutional theory, use different explanations for organizations’ involvement and their motivations for entering inter-organizational relationships (Barringer and Harrison, 2000). Meanwhile, the rationales that are common to different approaches can be identified.

The first rationale driving behavior for collaborations is self-interest, and in some situations partnering with other actors is considered as the only means for achieving a desirable result. Self-interest is not necessarily related to profit or other quantifiable reasons. [...] political lobbying, public relations management, or brand building, for

example, visible association with a desired partner can be more important than actual operational efficiency gains' (Jost et al., 2005, p. 337). Mcloughlin (2011) admits that 'incentives (or motives) for collaboration [...] may be based on common or divergent goals and on opportunities for influence and access to resources' (p. 241).

The second most common motive for participating in collaborations is a moral or social reason (Jost et al., 2005). It is related to challenging issues faced by society such as poverty, conflict, crime that cannot be solved by any single sector or organization and require cross-sectoral or multiple -actor involvement.

It is believed that organizations choose to collaborate with other sectors or organizations in order to improve effectiveness and efficiency (Merrill-Sands & Sheridan, 1996). The motive of effectiveness can be realized when partners share their expertise, resources, technology and skills to get a synergy effect. Effectiveness perspective considers that collaborations are sought when joint achieving a priority goal can bring a desired effect for each participant, and when problem cannot be addressed by any single participant on its own (Huxham, 1996). Complementarity is considered as a key to success, as it allows partners to rely on a synergy effect in creating new value (Jost et al, 2005).

The second set of motives leading organizations to collaborations is comprised by efficiency considerations. Partnerships may bring advantages through gaining access to new technologies and markets, risk sharing or transferring, economies of scale, development of products or services while avoiding duplication of efforts (Barringer and Harrison, 2000; Jost et al, 2005).

Further we explore specific motives and advantages that are more likely to be sought in transnational PPPs by private and public sectors.

Public sector is devoted to "a self-defined public cause" and concerned with such issues as legislation and regulations, achievement of social goals, risk minimization, democratization of decision making and accountability to the public (Reijniers, 1994). It puts emphasis on loyalty, risk avoidance and meeting expectations as well as controllability of processes and approaches (Klijn & Teisman, 2003). In partnerships public actors attempt to limit the risks and make agreements that lead to detailed, agreed procedures and public sector dominance. These aspects are also mentioned as "guardian syndrome" of public domain (Jacobs, 1992, p. 32). The guardian syndrome describes such typical values of public sector as avoiding commerce and trade, striving for a higher discipline and giving more respect to traditions and hierarchy. On the contrary, private sector is characterized by "commercial syndrome" which is described through such values as competitiveness and initiative, voluntary agreements, and optimism (Klijn & Teisman, 2003).

Domberger and Fernandez (1999) conducted survey that covered 7,500 public sector organizations partnering with private actors. The most important reasons for public sector entering PPPs identified in this study are an access to market skills/expertise (78% of cases); improved quality (74%); cost savings (59%); managing demand fluctuations (55%); access to technology (50%); better accountability (48%).

In the literature on the subject the advantages of public sector from partnering with private sector are widely investigated. Particularly, authors underline:

- Attraction of private sector resources, experience and technology (Brinkerhoff and Brinkerhoff, 2011; Donahue & Zeckhauser, 2006; Rakić & Rađenović, 2011);
- Improved capacity for developing and implementing innovative solutions (Rakić & Rađenović, 2011);

- Increased productivity and quality (Donahue & Zeckhauser, 2006; Rakić & Rađenović, 2011; Brinkerhoff & Brinkerhoff, 2011);
- Stronger focus on customers and their satisfaction (Milosavljevic & Benkovic, 2009);
- Cost reduction resulting from economy of scale (Rakić & Rađenović, 2011);
- Improved legitimacy (Donahue & Zeckhauser, 2006);
- Risk shifting (Rakić & Rađenović, 2011; Milosavljevic & Benkovic, 2009).

The interests and goals of private sector are very different from those of public sector. Private sector is aimed at achieving returns on its investments, creating new markets and improving its position in the market, gaining new expertise and skills. Private actors put emphasis on competitiveness and revenue generation; they are devoted to consumer preferences, and controlled by and accountable to shareholders (Klijn & Teisman, 2003).

Motives of private companies can be divided into three categories such as economic, social and normative motives (Nielsen and Parker, 2012). Economic or material motives refer to the emphasis placed by companies and their managers on maximizing their economic or material utility (Nielsen and Parker, 2012). The examples of economic motives include maximizing profit of shareholders or business expansion. Private actors are controlled by and accountable to shareholders (Klijn & Teisman, 2003). They are aimed at achieving returns on investments, creating new markets and improving the position in the market. Social motives are described as the commitment or desire of companies and their managers to earn the respect and approval from non-owner stakeholders. Such motives include building good public relations, earning a good reputation within the community, improving a public image, complying with corporate citizenship principles. Normative motives refer to the commitment ‘to obeying the law because doing so makes the firm realize its normative understanding of what is it to “do the right thing.”’ (Nielsen and Parker, 2012, p. 431).

Motives of private actors can be considered as political when companies are interested in participating in a rule setting, new and flexible governance (Andonova, 2006), influencing more favorable decisions through lobbying and co-governing (Schäferhoff et al., 2007).

Motives for participating in PPPs may also take various forms. Private actors along with motives like seeking for profit and business opportunities may have ‘other motivations, such as access to public funding, access to the expertise and knowledge of the public sector, access to public infrastructure, access to information, building reputation and network’ (OECD, 2004, p. 89). According to Domberger and Fernandez (1999), private sector enters short term partnerships in order to gain experience for arranging further partnerships (Domberger & Fernandez, 1999). Kivleniece and Quelin (2012) posit that from contacts with prominent public actors private actors seek for some additional benefits, including “expanded business scope, enhanced legitimacy, or even organizational survival” (Kivleniece & Quelin, 2012, p. 273).

Buse and Walt (2000) argue that businesses enter global PPPs to increase their influence at the international and national level; to receive financial benefits such as tax breaks and subsidies, market identification, penetration and development; to promote brands and image globally; to increase authority and legitimacy through collaboration with governments and international organizations (like UN, World Bank, European

Commission); to enhance their corporate citizenship through recognizing and implementing social responsibility activities. Similarly, Reich (2000) describes private firms as ‘to be seeking future profits and markets through partnerships; or to be seeking control over the agendas of international organizations; or to be seeking tax deductions for financial reasons; or to be seeking new products, subsidized by public funds, to be used for private sale and profits’ (Reich, 2000, p.9).

Rupprecht and Werdermann (2011) in their empirical study of transnational public-private projects with Germany participation conducted interviews with several private partners. The motives for partnering with public sector identified by them include: opening up new markets and testing the ideas; creating network and enhancing visibility in the market; cooperating with competitors; gaining European experience; profiling the company as a potential service provider and investor (Rupprecht & Werdermann, 2011).

Private actors entering the public-private partnerships may pursue different motives depending on partnership types and activities. For example, Reed and Reed (2009), differentiating four partnership types for development, propose that in conventional business partnerships the private actors mostly pursue the goal of revenue generation, in other types of partnerships their motives can be expressed as identifying market opportunities, having access to strategic information, improving public relations, “image make-over”, having access to ethical markets and creating beneficial networks (Reed & Reed, 2009).

Based on the literature review, we have made an attempt to classify the motives of private actors for participating in transnational PPPs into the groups of economic, social, political and capacity building motives (Table 2-2).

Table 2-2 Classification of the motives of private actors for participating in transnational PPPs

Groups of motives	Examples of motives
Economic motives: - financial motives - market-related motives	<ul style="list-style-type: none"> • Revenue generation • Financial benefits such as tax breaks and subsidies • Return on investments • Access to public funding • Profiling the company as a potential service provider and investor • Opening up new markets • Enhancing visibility in the market • Market identification, penetration and development • Promoting brands and image globally
Social motives	<ul style="list-style-type: none"> • Improving public relations • Earning a good reputation within the community • Complying with corporate citizenship principles
Political motives	<ul style="list-style-type: none"> • Access to strategic information

	<ul style="list-style-type: none"> • Increasing the influence at the international and national levels • Increasing authority and legitimacy through collaboration with governments and international organizations • Seeking control over the agendas of international organizations
Capacity building motives	<ul style="list-style-type: none"> • Access to the expertise and knowledge of the public sector • Access to public infrastructure • Testing the ideas • Gaining European/international experience • Increasing research and development potential • Gaining experience for further partnerships

Private actors may enter the particular types of partnership with specific motives and perform the roles that allow them to reach and implement their goals. In long-term partnerships that are aimed at building and maintaining infrastructure and social sphere objects and lasting 10 or longer years (OECD, 2010), the motives of private actors are more likely to take the form of financial interest (Gerrard, 2001). However, in short-term partnerships that last up to 5-7 years, the likelihood of having financial interest is not so obvious. In short transnational public-private partnerships the motives of private actors may include market-related, social, political as well as capacity building motives.

With respect to the literature review we propose the following research hypotheses:

1. *Private actors participating in short-term transnational PPPs are guided by financial motives to the least extent.*
2. *The specific motives of private actors differ considerably depending on which type of short-term transnational PPPs they participate in.*

These hypotheses will be tested in the empirical part of the work.

2.2.2. Conflicting and complementing interests in transnational PPPs

Interdependencies of public and private interests and ‘inherent tensions between private rent-driven objectives and wider public or social good these relationships require a critical examination of underlying value creation [...] to understand for whom they create value and how’ (Kivleniece & Quelin, 2012, p.273).

On the one hand, this is a concern that private sector engaged in delivery of public services and goods may seek for ad hoc “benefit-maximizing” opportunity for itself with a little concern on the wider implications of its activities for the creation and distribution of public value under boundary choices (Kivleniece & Quelin, 2012). In partnerships participants enter in principal-agent relationships. Such relationship is defined as a contract under which a company or individual (the principal) engages another company or individual (the agent) to perform services on its behalf and delegates the authority for decision making. Agency theory implies that agents have their own (self) interests and this

may cause the problem of opportunism and result in principal-agent conflict (Pedersen & Andersen, 2006; Rocha & Ghoshal, 2006).

On the other hand, it is believed that entrepreneurs as well as business firms are able to simultaneously pursue self and collective interests (Van de Ven, Sapienza & Villanueva, 2008). Authors admit that in interorganizational relations actors can be interested in maximizing their chances of achieving goals which they set individually apart from those that are collective (Astley & Van de Ven, 1983). But they also adhere to overall or unifying values and responsibilities taken on to achieve purposes of a larger entity or partnership. To demonstrate this attachment, some authors use the term organizational commitment defining it as 'a willingness of partners to make short-term sacrifices to realize long-term benefits in the relationship' (Jin, Zhang & Yang, 2012, p. 301).

Since motives are not observable it is difficult to assign them to certain behaviors. Furthermore, motives may not always result in the consequences intended. What is important is that 'the aggregation of numerous self-interest pursuits can produce common goods that reflect collective interests' (Van de Ven et al., 2008, p.367). In other words, pursuing their self-interests or individual motives the actors may contribute to the achievement of collective interests or overall purpose.

Reed and Reed (2009) outline that attention should be paid to the degree in which stakeholders are able to make influence and use this power to steer towards their own goals and achievement of purposes in global PPPs. There are concerns that such PPPs are used by private actors as tools for marketing and improving public relations with a little contribution to development (Utting, 2005). Such concerns will be allayed if it can be proved that transnational partnerships in which business are given freedom to pursue their own motives contribute to the achievement of development goals (Reed & Reed, 2009).

The research hypothesis 1 proposed above says that private actors participating in short-term transnational PPPs are guided by financial motives to the least extent. If this hypothesis will be approved it might mean that private actors participating in short-term transnational PPPs are not driven by financial self interest, they consider other motives as more important. Such motives might contribute to the achievement of PPP purpose. In order to make it explicit the research hypothesis 1 should be complemented by the research hypothesis 3: *The motives of private actors except from financial motives have a positive influence on the achievement of purposes of short-term transnational PPPs.*

2.2.3. Challenges arising in transnational PPPs

The major challenge arising in public-private partnership is connected to the diversity of its participants. While making joint efforts on solving public and development issues, partners have to find ways to effectively manage the differences arising from diversity of values, cultures, motives of public and private actors (Stadtler, 2012). For example, Reijniers (1994) points out that public and private sectors have differences in management approaches, perception of risks and their consequences, decision making processes and have different attitude to the time factor. Such differences may bring tension while preparing and implementing the partnerships. Also it is mentioned that the pursuit of different benefits - social benefits by the public sector and commercial benefits by the private sector - are the features that do not work together naturally (Reijniers, 1994). According to Posner et al. (2009) the differences in priorities and accountability forms of

private and public sectors may undermine public-private partnership efficiency altering the goals toward profit making.

Another important issue is that actors are dependent from each other on realization of their motives and goals. Both public and private actors should consider possible impacts of their decisions on other actors' behavior and not undermine their ability to deliver the expected results and services. Furthermore, PPPs mostly emerge in areas that are under government's responsibility (education, social services, environmental issues, health). Delegating public service delivery to other actors does not mean that the government is relieved of responsibility for performance (Posner et.al, 2009). Hence, the duties and rights of public sector as well as existing hierarchies and ownerships should be respected (Rosenau, 1999). Private partners should adapt their strategies and follow accountability standards.

Since private actors may possess and control inside knowledge concerning the costs and operations, it becomes harder for public sector to challenge their behaviors when experiencing increased costs and shortfalls (Arrow, 1991, cited in Posner et.al, 2009). On the other hand, because public-private projects are mostly concerned with delivery of public goods and services, public sector cannot afford them to fail and attempts to find ways to provide safety nets. Such circumstances may undermine efficiency issues and lead to less responsible actions.

Bennett (1998) argues that problems in PPPs can be present in the following forms:

- representation problems. Members with more power and authority may manipulate in decision making and ignore the interests of other actors;
- poor information exchange and education. Problems can be related to government secrecy or confidentiality of commercial sector;
- accountability problems. Private partners may not be accustomed to accountability to governments and public or find it restricting their flexibility and effectiveness;
- competition and coordination issues. Governments that used to be monopoly service providers tend to apply this rule to private providers and not develop competition. Problems in coordination may arise as public actors can be less informed about operations and activities conducted by private actors;
- mistrust or lack of understanding between actors. While public actors may see collaboration as a challenge or threat for their authority, private actors may mistrust in governments in fulfilling their obligations. Lack of understanding may make the demands and expectations of actors unreasonable and agreements between them unsustainable;
- lack of "mutual accommodation". The problem arises when actors fail to adapt policies and procedures to meet the purposes and initiatives of other participants.

Moreover, disadvantages of PPPs may arise from the following factors:

- opportunistic behavior. The success of the partnerships relies on contractual formalization, but risks may arise if the responsibilities of partners are not clearly defined. In the case if private actors focus only on their own interests, joint project may lose orientation (Stanga, 2010);
- lack of knowledge and skills. The concept of PPP is new to some countries. Thereby absence of experience, skills and knowledge may negatively influence the success of the projects (Milosavlevic & Benkovic, 2009);
- complexity of transnational PPP. Thus, difficulties with managing may arise (Stanga, 2010).

Challenges arising from the diversity of partners and complex nature of transnational PPPs may negatively influence the achievement of their overall purposes. They have to be considered while creating and managing transnational PPPs. In this work we mostly pay attention to exploring the relationships between the motives of private actors and the achievement of overall purposes of transnational PPPs. We admit that the achievement of purposes also depends on other factors that need to be covered in further research.

3. Methodology

This chapter includes research design, the description of objects and methods chosen to achieve the purpose and objectives of the research. The method of data collection is followed by the explanation of data collection procedure and methods used for data analysis.

3.1. Research design

In research design we outline research idea and provide a framework for research. We also provide an insight into the choice of data collection method and analysis methods that effectively meet our research purpose and research questions.

3.1.1. Research framework

The purpose of our study is to investigate private actors' motives for participating in short-term transnational PPPs and their influence on the overall purposes of PPP. The research question is formulated as follows: *what motives are important for private actors participating in short-term transnational PPPs and how they influence the achievement of purposes of PPPs.*

Based on the literature review, we proposed three research hypotheses:

1. *Private actors participating in short-term transnational PPPs are guided by financial motives to the least extent.*
2. *The specific motives of private actors differ considerably depending on which type of short-term transnational PPPs they participate in.*
3. *The motives of private actors except from financial motives have a positive influence on the achievement of purposes of short-term transnational PPPs.*

In order to test the hypotheses we use the exploratory and explanatory studies. Exploratory study is used to find out 'what is happening; to seek new insights' (Saunders, Lewis & Thornhill, 2009, p. 139). With respect to the literature we have classified the motives of private actors into the groups such as economic, social, political and capacity-building motives. We are interested in finding out which groups of motives are most important when participating in short-term transnational PPPs and also if they differ depending on the types of PPPs. Such investigation will be based on the purpose-based typology introduced by Brinkerhoff and Brinkerhoff (2011) which divided PPPs into five types such as policy, service delivery, infrastructure, capacity building and economic development PPPs.

Data needed to fulfill our research purpose will be collected through conducting a questionnaire-based survey among private actors participating in short-term transnational PPPs. On this stage the motives of private actors are not divided into groups. The underlying dimensions that allow dividing motives into groups are identified through factor analysis.

Further we plan to explain how the motives of private actors influence the overall purpose of transnational PPP projects. For this purpose we need to conduct explanatory study (Saunders et al., 2009). Relationships between the motives and achievement of purposes will be tested and explained through correlation and regression analysis. The stages of empirical research are presented in Table 3-1.

Table 3-1 Stages of empirical research

Stages	Method
Gathering information on the types of PPPs companies choose to participate and their specific motives	Questionnaire-based survey
Gathering information on the degree of achievement of overall purpose of PPP	
Gathering information on the importance of specific motives for private partners and degrees of their implementation in PPPs	
Classifying the motives into groups	Factor analysis
Identifying and comparing the measures of center for the groups of motives	Descriptive statistics T-Test
Testing the relationships between the importance of the groups of motives and achievement of PPP purpose	Correlation and regression analysis

3.1.2. Objects of study

The empirical research is conducted for private companies participating in INTERREG B 2007-2013 programs. These programs are aimed at stimulating transnational cooperation in the form of PPPs in order to achieve sustainable and balanced development as well as better integration across EU Regions (European Commission, 2013; Special EU Programmes Body, 2007). There are four themes around which the programs were organized:

- stimulating innovations in cooperation with universities and research institutions as well as small and medium sized enterprises;
- using environment responsibly;
- improving accessibility, for example, by a means of telecommunications;
- achieving sustainability in urban development.

Having analyzed the purposes and partners' profiles of 13 transnational cooperation programs within INTERREG B, we selected the North Sea Region Programme and Central Europe Programme for conducting empirical research as they actively attract private institutions with commercial interest to PPPs allowing them to participate as equal partners and take over the functions of lead partner. In Baltic Sea Region Program, for example, only organizations governed by public law (such as research institutions, business development associations and other non-commercial institutions) are eligible to participate as full partners while private actors with commercial interest may act as associated organizations. Other programs also have some restrictions regarding private actors' participation in cooperation projects (Appendix 1).

North Sea Region Programme 2007-2013 involves in public-private partnerships seven countries in the North Sea Region including Sweden, Germany, Norway, Denmark, the Netherlands, the UK and the Flemish Region of Belgium. There are 90 private actors that take part in delivering the projects within four priority areas including building

capacity for innovation, promoting sustainable management of environment, improving accessibility, and promoting sustainable and competitive communities.

Central Europe Programme 2007-2013 aims to expand the cooperation between public and private organizations from Austria, Germany, the Czech Republic, Italy, Poland, Hungary, Slovenia, the Slovak Republic and Ukraine. There are 249 private institutions working in 124 projects within four priority areas such as facilitating innovation, improving accessibility to and within Central Europe, enhancing regions' competitiveness and attractiveness, using environment responsibly.

3.2. Data collection method

The choice of method is based on the research purpose and question. In our thesis we intend to research the motives of private actors participating in different types of PPP and their influence on the achievement of overall purposes of PPP projects. Data on the motives of private actors and their implementation as well as on the achievement of overall purposes of PPPs will be gathered through conducting survey. In the following sections, the reasons for choosing survey as a data collection method will be explained in more detail.

3.2.1. Quantitative research methods

In order to invest in a better understanding of the topic and get the necessary results we need to choose a methodological approach to the empirical research. In our case, as we intend to explore the patterns and regularities in the motives of private actors, the best option is a quantitative approach. Holme & Solvang (1997) consider quantitative method results as those which are possible to analyze statistically and cover a large amount of observations. In quantitative approach the most appropriate methods used to cover the opinions of large number of people are questionnaire and structured interview (Sanchez, 2006). While information received by using qualitative methods cannot be analyzed statistically as they are based on researchers' perception and interpretations of each situation, quantitative methods allow turning information into numbers (Holme & Solvang, 1997). In order to achieve our research objectives we need to cover a wide range of motives of the large number of respondents involved in different PPP types. Therefore, we have decided that in our case the best method for collecting a primary data is a questionnaire-based survey.

3.2.2. Survey

Survey is a research method that allows gathering a large amount of data from the groups of people including the representatives of companies. It is used to collect answers to "who, what, where, how much and how many questions" (Saunders et al., 2009, p.144). A survey strategy gives greater control over the process of research because of its standardized techniques. It also allows suggesting and testing possible reasons for particular relationships between variables. We believe that a questionnaire-based survey technique makes possible to collect information about the motives of private actors in different types of PPPs and also to gather a data needed to test relationships between private companies' motives and the achievement of overall purposes of PPPs.

3.2.2.1. Questionnaire

Questionnaires are used to conduct descriptive or explanatory research (Saunders et al., 2009). Descriptive research is used to explore attitudes or opinions of respondents, and also to get information on organizational practices. Explanatory research questionnaire helps for examining or explaining relationships between some variables, including cause-effect relationships (Saunders et al., 2009). While our research is aimed at finding out what are the motives of private actors participating in different types of PPPs and testing relationships between motives and overall PPP purposes, our research will mainly take a form of explanatory research. A questionnaire-based survey is used on the first stage of empirical study. For our research purposes, it is important to understand the distribution of motives of private actors for participating in different types of PPPs and evaluate the importance of motives and degree of their implementation during partnerships. Also, we use a questionnaire to collect data about the achievement of overall purposes of PPPs (our dependent variable). We are going to test the relationships between them by using statistical approaches on the second stage of current study.

Our decision to choose self-administered internet-mediated questionnaire instead of other types of questionnaire (for example, postal questionnaire or interviewer-administered telephone questionnaire) is based on several reasons:

- time limitation. Internet-mediated questionnaire helps to distribute questions to a large number of respondents in the short time;
- financial limitation. This method of gathering information has lower costs than interviewer-administered questionnaire.

One more benefit of this type of data collection is that respondents can choose the convenient time to complete the questionnaire by themselves.

3.2.2.2. Questionnaire structure

In order to gather an accurate data and necessary information a valid questionnaire has to be designed. Valid and reliable questions that foster sensible answers are fundamental for any questionnaire. 'Question must be understood by the respondent in the way intended by the researcher and the answer given by the respondent must be understood by the researcher in the way intended by the respondent' (Saunders et al., 2009, p.371).

There are two ways to design questions which are structured (closed-ended) or unstructured form (open-ended questions) (Hester, 1996). In our questionnaire we use both forms. Due to limited alternatives closed-ended questions are easy to structure and analyze the answers (Walonick, 1997). Our research does not require a large number of open-ended questions. We try to use standardized questions that can be interpreted in the same way by all respondents. However, we decided to include open-ended questions in order to re-test and get more valid results (Malhotra, 2004).

Table 3-2 shows the questions included in the questionnaire. It also shows the information which is expected to gather and types of the questions with detail in which data is measured.

Table 3-2 Types, question/objectives

Question	Expected information	Type of question	Detail in which data measured
1) What is the name of PPP project your company involved in. (attribute)	One of INTERREG projects	Open question	NA
2) Why has your company decided to participate in transnational PPP (opinion)	Motives for participation in PPP	Open question	NA
3) How many times has your company participated in PPP? (attribute)	Number of times company participated in PPP	Open question	NA
4) How many years has your company been involved in PPP? (attribute)	Number of years of participation in PPP	Open question	NA
5) Which type of PPP is your company involved in? (attribute)	One of the 5 types	Category question	- Policy PPP - Service delivery PPP - Infrastructure PPP - Capacity building PPP - Economic development PPP
6) How do you evaluate PPP performance in terms of achievement of its end/operational purpose? (opinion)	Opinion of the private company representative on the PPP purpose achievement	Rating question (from 1 to 7)	1- "not achieved", 7- "totally achieved"
7) Please indicate the motives of your company for participating in PPP and their importance? (opinion)	Opinion of private actors on how important each motive for their decision to participate in short-term transnational PPP	Matrix question	1- "not at all", 7- "to a very great extent"
8) To what extent have the motives been implemented during participation in PPP? (opinion)	Opinion of private actors on the degree of implementation of their motives in PPP	Matrix question	1 - "not at all", 7 - "to a very great extent"

Private institutions participating in the PPPs are asked to position their company to one of the following types of PPPs: policy, service delivery, infrastructure, capacity building and economic development PPPs. In our opinion, this typology suggested by Brinkerhoff and Brinkerhoff (2011) is informative in terms of covering PPPs with different purposes. Moreover, it allows the respondents easily relate themselves to one of the types of PPPs. This information is needed to check the assumption if motives of private companies affect the selection of particular types of PPP.

On the next stage we are interested in identifying the relationships between the motives of private actors and overall results of PPPs. The questionnaire includes the questions regarding the degree of achievement of PPP purpose (question #6) and the importance of specific motives for private actors (question #7). The respondents will be asked to evaluate the progress of PPP project in terms of achievement of its purpose and the importance of their motives on Likert scale ranging from 1 (not at all) to 7 (to a great extent). For motives there is a question with a range of possible answers but also allowing respondents to provide their own answers. Also respondents are asked to indicate the degree of implementation of their motives which will help us to get information regarding motives that are best implemented in the specific types of PPP (question #8).

Wording the questions is one of the very important issues of designing questionnaire (Walonick, 1997). Questions have to be simple and not leading (Saunders et al., 2009). We tried to avoid questions with double meaning, long or complex.

3.2.2.3. Question administration

We used self-administered questionnaire for our research as it can be completed by the respondents (Saunders et al., 2009). This type of questionnaire can be conducted through Internet and distributed via email. We use online survey software tool Gizmo which allows constructing different types of questions including category, rating and matrix questions.

Hester (1996) suggests including brief explanation about who and why is conducting survey in a cover letter. Our cover letter contains information about us and the purpose of our study in order to help respondents understand why we ask them to participate in a survey (appendix 2). Since a cover letter is essential part of a questionnaire that fosters respondents to complete or skip it (Walonick, 1997), we send an individual cover letter to each respondent.

3.3. Data collection process

In order to gather the necessary amount of valid data we have followed several steps. We have made pilot tests prior to uploading the preliminary design of our questionnaire on SurveyGizmo website. This enables us to be sure that there will not be any problems with data recording and answering questions during data collection process (Saunders et al., 2009). Thus firstly we sent the link with the questionnaire via email to ourselves. The purpose of this activity was to check administrative issues:

- How does the link work;
- How responses are stored on the SurveyGizmo software;
- How to combine and export data from the SurveyGizmo;
- How get the general overview of questionnaire and check if it looks professional.

We also sent the questionnaire with a cover letter to the representatives of secretariats of Central Europe and North Sea Programs. Saunders et al. (2009) claim that a pilot test is needed in order to get some suggestions from experts about how to improve questions or structure of questionnaire. Having received responses from the experts and improved the questionnaire according to their advices, we proceeded with data collection process.

As already mentioned in 3.1.2., Interreg B include 13 programs (appendix 1) within which transnational cooperation is organized. We carefully examined the websites of these programs in order to identify which programs involve private actors in short-term transnational PPPs. Thereby we excluded the programs for which for-profit private actors are not eligible. We selected the programs North West Europe, North Sea region, Alpine Space, Central Europe, which attract private institutions with commercial interest to transnational PPPs allowing them to participate as equal partners. However, for North West Europe and Alpine Space programs we did not receive positive responses. We received the list with contact information of 314 private companies from the Secretariats of North Sea Region and Central Europe Programs.

We have sent the emails with a personal appeal by name. In order to make sure that emails are not sending as a junk (spam) (Saunders et al., 2009) we sent max 30 emails per hour. We used Microsoft Outlook for automatic sending. The follow-up emails have been sent one and two weeks after the first emails. We rewrote the cover letter in order to emphasize the importance of this survey. However, there were still not enough responses received. After, we made Skype calls to the representatives of companies and personally asked them to participate in the survey.

3.4. Analysis method

In order to achieve the research purpose we need to choose the best methods for the analyses of raw data.

Likert scales used in our questionnaire belong to ordinal scales, when using 5 or more categories most researchers approach to the gathered data as continuous variables and apply normal theory statistics (Johnson & Creech, 1983; Zumbo & Zimmerman, 1993). In our case, we use 7-point Likert scale for dependent and independent variables. When variables treated as continuous, the data can be analyzed by using T-test, correlation and regression analysis.

This section presents statistical approaches and methods used for the empirical data analysis. The analysis is performed using IBM SPSS Statistics and Excel 2007.

3.4.1. Descriptive Statistics

According to McClave, Benson & Sincich (2011) business statistics can be divided into two types descriptive and inferential. We are more interested in descriptive statistics which is used for summarizing a large scale of data and describe numerically (Saunders et al., 2009). Descriptive statistics helps to transform the messy raw data to standardized patterns. It includes frequency distributions and measures of center, also different charts.

We use the measures of center such as mean, median, mode and standard deviation to describe the data received from questionnaires and examine patterns in responses. Also

the distributions of frequencies are analyzed and compared for the different motives chosen by the respondents.

3.4.2. Factor analysis

In according with the research purpose and hypotheses, we are interested in analyzing interrelationships among the number of variables. We run correlation analysis to measure the association between the dependent variable (the achievement of overall purpose of PPP) and independent variables (the importance of different motives) and test interdependence among independent variables. Furthermore, the results of correlation analysis are used when deciding if the number of independent variables can be reduced by using factor analysis.

Factor analysis is used to identify the underlying structure and represent dimensions within the set of variables (Hair, Black, Babin, Anderson & Tatham, 2006). It provides with two outcomes which are data summarization and reduction. First, we run factor analysis to search for structure among the sets of variables and interpret the data in a smaller number of concepts than the original variables. The structure is defined on the basis of the interrelatedness of variables. To facilitate interpretation of factors and achieve simpler and more meaningful patterns, we use factor rotation. In order to reduce the number of factors we use orthogonal rotation methods. Among those we choose the VARIMAX method that provides more invariant factor pattern and, therefore, a clearer separation (Hair et al., 2006).

Further, factor analysis is used as a date reduction technique. This means that a large number of variables that have high correlations are minimized through the substitution of new variables. We create a new set of variables which are smaller in number but preserve the character of original variables.

The composite variables or factors are used in testing our research hypotheses that are formulated regarding the influence of different groups of motives on the achievement of purposes of PPPs. For the groups of motives the mean values are determined and compared in order to receive the information regarding which groups are of most importance for private actors participating in short-term transnational PPPs. T-test is used to assess the statistical significance of differences among the mean values of identified groups of motives.

3.4.3. Regression analysis

Regression analysis is considered as a technique of building a statistical model. It is used to explore relationships existing among a response or dependent variable and predictors or independent variables, and also to predict the values of dependent variable given values of the independent variables (Greenfield, 2002).

We use multiple regression analysis to identify and explore relationships between the motives of private actors (independent variables) and achievement of PPP project purpose (dependent variable). Having identified the underlying structure through factor analysis, we group the motives of private actors into the sets of factors and reduce the number of variables to be included in regression analysis. We also check if independent variables have no large correlations. The years of participation in translational PPPs is used as a control variable.

4. Analysis and results of empirical study

In this chapter of the thesis, we present the analysis and results of our research. We have divided this chapter into two parts. In the first part we present the results for descriptive statistics. The second part is devoted to statistical analysis that helps us to test our hypotheses. We use both empirical results and theoretical framework for a better explanation of our findings.

4.1 Descriptive statistics

The questionnaire was sent to 314 representatives of private companies, who are responsible for conducting relationships within Central Europe and North Sea Region programs. We received 102 responses in total. Thus, the response rate was 32%. However, 47 of the respondents filled in the questionnaire only partially. We have decided to take into consideration the responses from 55 companies that provided full answers.

Private companies have been asked about the frequency of their participation in transnational PPPs. As the results of survey show, 71% of respondents are regularly involved in PPPs. 36% of respondents indicated that they have participated more than 5 times. In average, the companies have been involved in transnational PPPs 6 times (Appendix 4).

The answers to the question about the number of years of involvement in PPP projects are distributed as follows: 28 % of the private companies have participated in transnational PPPs less than 4 years, 30% - from 5 to 9 years and 28% - more than 10 years. The average company has participated in transnational PPPs for 8 years.

By combining the answers to the two questions described above we have identified that private companies partnering with a public sector for more than 5 years have participated in more than 1 PPP project.

The distribution of responses according to PPP types is shown in Figure 4-1. 15 out of 55 respondents have indicated that they are involved in service delivery PPPs, 12- in capacity building PPPs, 11 – in economic development PPPs and policy PPPs and 6 responded that their company is a partner in infrastructure PPPs.

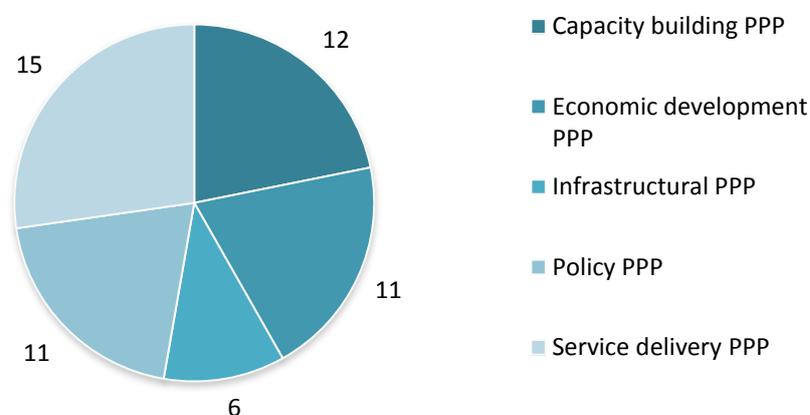


Figure 4-1 Distribution of the responses of private actors according to the types of PPPs.

The distribution of responses on the achievement of purpose (dependent variable - Y) is shown in Table 4-1. Only two respondents have evaluated the achievement of overall purpose of the PPP project as totally achieved (7 points). The responses of 90% of companies lie between 4 and 6. The mean value is equal to 4,85; the median and mode – to 5 and standard deviation – to 0,94.

Table 4-1 Distribution of responses on the achievement of PPP purpose (Y)

	Frequency	Percent
1	0	0,0
2	0	0,0
3	3	5,6
4	17	31,5
5	21	38,9
6	11	20,4
7	2	3,7
Total	54	100,0

According to Table 4-1 and histogram (appendix 5), the distribution of the responses on the achievement of PPP purposes meets the assumption of normality.

In order to describe the importance of motives of private actors for participating in transnational PPPs in further analysis, we shorten them as M1-M12:

M1 - Creating new markets on European or international level;

M2 - Gaining advantages in the current market (in terms of market share, distribution etc.);

M3 - Developing market network and business contacts;

M4 - Achieving returns on the invested funds;

M5 - Generating new revenues and profits;

M6 - Gaining access to strategic information for future activities;

M7 - Building relationships with public authorities;

M8 - Improving public relations and image of organization;

M9 - Increasing R&D potential;

M10 - Acquiring new expertise and competencies;

M11 - Testing new ideas and business concepts;

M12 - Gaining experience for arranging other partnerships.

Descriptive statistics (means - Ms, standard deviations - SD) and correlations among the independent variables are shown in Table 4-2.

Table 4-2 Descriptive statistics and correlations among independent variables M1-M12

	Ms	SD	Correlations (Pearson r)											
			M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
M1	4,14	1,94	1	,445**	,364**	,107	,067	,056	,109	,050	,090	-,349*	-,214	,060
M2	3,59	1,86		1	,395**	,498**	,343*	,175	,083	,109	,237	,043	,113	,128
M3	5,76	1,47			1	,240	,028	,212	,348*	,369**	,426**	,168	,102	,271
M4	2,93	2,12				1	,610**	,081	,125	,118	,257	,121	,264	,007
M5	3,40	2,04					1	,131	,053	,062	,053	,300*	,295*	,047
M6	4,80	1,68						1	,599**	,169	,369**	,237	,125	,462**
M7	4,65	1,67							1	,286*	,417**	,149	-,087	,172
M8	4,55	1,62								1	,327*	,225	,154	,263
M9	4,47	2,03									1	,186	,072	,302*
M10	5,21	1,80										1	,723**	,511**
M11	4,81	1,85											1	,331*
M12	4,74	1,59												1

** p ≤ 0.01

* p ≤ 0.05

The most important motive, evaluated by 39% of respondents at the highest point on the Likert scale, is “Developing market network and business contacts” (M3). The mean value for all respondents is 5,76. The second most important motive is “Acquiring new expertise and competencies” (M10) - 54% of companies evaluated at 6-7 and the mean of responses is equal to 5, 21. The motives “Testing new ideas and business concepts” (M11), “Gaining access to strategic information for future activities” (M6), “Building relationships with public authorities” (M7), “Gaining experience for arranging other partnerships” (M12), “Improving public relations and image of organization” (M8), “Increasing R&D potential” (M9) are also considered by respondents as highly important.

The lowest level of importance is given by the respondents to the motive “Achieving returns on the invested funds”(M4) for which the mean of responses is equal to 2,93. This fact can be explained by several reasons: 1) short-term partnerships do not allow companies to achieve high returns; 2) these partnerships are partly financed from the European Development Fund. The next lowest means are 3,40 and 3,59 for the motives “Generating new revenues and profits” (M5) and “Gaining advantages in the current market” (M2), respectively. As seen from the responses, in short-term transnational partnerships private actors pay less attention to gaining advantages in their current markets and generating revenues, but are more oriented to developing networks, testing new ideas for expanding their activities on international markets and gaining experience for arranging new partnerships.

The respondents also evaluated the implementation of motives during partnerships. Descriptive statistics for them is shown in Appendix 6. According to the responses, the motives “Acquiring new expertise and competencies” and “Developing market network and business contacts” have been implemented to the highest extent that is seen from the mean values which are equal to 5,34 and 5,30, respectively. The implementation of motives such as “Gaining experience for arranging other partnerships”, “Testing new ideas and business concepts” and “Improving public relations and image of organization” is also at a high level with the means above 4,50.

The motives “Achieving returns on the invested funds”, “Gaining advantages in the current market” and “Generating new revenues and profits” have been implemented to the least extent (the mean values are less than 3,15).

The results of these findings show that 83% of the motives, which private actors considered as important, have been implemented. The degree of implementation for two motives such as “Gaining experience for arranging other partnerships” and “Improving public relations and image of organization” was evaluated at the lower level than their importance.

Comparing the responses to the questions regarding the importance and implementation of motives, we have concluded that more important motives have been implemented to the greater extent and, conversely, the implementation of less important motives has been at a lower level. There is a significant correlation between the importance of motives and their implementation with a coefficient of .532 (Appendix 7). Furthermore, the motives of private actors might be achieved over time, not only during short-term partnerships. Therefore, in this work we have decided to concentrate our efforts on investigating the importance of motives for participating in short-term transnational PPPs and the influence on the achievement of purposes of such PPPs.

4.2. Results of statistical analysis

In order to measure the association between variables and describe the strength and direction of relationships we use correlation analysis. There are moderate positive and statistically significant relationships between “Achievement of purpose PPP project” (Y) and the importance of such motives as “Developing network and useful business contacts” (M3), “Acquiring new expertise and competencies” (M10), “Testing new ideas and business concepts” (M11) and “Gaining experience for arranging other partnerships” (M12) (Table 4-3).

Table 4-3 Statistically significant correlations between “Achievement of purpose PPP project” (Y) and the motives of private companies

	Statistically significant correlations (Pearson r)			
	“Developing network and useful business contacts” (M3)	“Acquiring new expertise and competencies” (M10)	“Testing new ideas and business concepts” (M11)	“Gaining experience for arranging other partnerships” (M12)
“Achievement of purpose PPP project” (Y)	,350*	,291*	,287*	,306*

* p ≤ 0.05

According to the analysis, 22 out of 66 correlations between the independent variables M1-M12 are statistically significant (Table 4-2). High correlations exist between the importance of motives “Achieving returns on the invested funds” (M4) and “Generating new revenues and profits”(M5), “Gaining access to strategic information for future activities” (M6) and “Building relationships with public authorities” (M7), “Acquiring new

expertise and competencies” (M10) and “Testing new ideas and business concepts” (M11). Most of the significant correlations are at a moderate level. Having analyzed correlations among the independent variables, we have concluded that they can be divided into groups. Also, it gives the advantage of reducing 12 independent variables to a smaller set of factors. For this reason we use factor analysis, more specifically, the rotation technique VARIMAX. There are some rules for factor analysis design - the sample size should have more observations than the number of variables and the minimum sample size should include more than 50 observations (Hair et al., 2006, p. 113). In our case, the sample size consists of 55 observations and includes 12 variables.

The rotated components matrix for our data is shown in Appendix 8. We have examined the matrix for the factor loading patterns. There are four factors to be analyzed. According to Hair et al. (2006), the minimum level of significance for factor loadings should be selected by a researcher. Loadings $\pm,50$ or greater are considered to be significant (Hair et al., 2006, p. 128). We have selected as a level of significance for factor loadings $\pm ,600$ or above. Two variables M8 and M9 that have lower factor loadings and also more than 3 cross-loads on different components have been excluded from further consideration. The rotated matrix with the reduced number of variables is shown in Table 4-4.

Table 4-4 Rotated Component Matrix

	Component			
	1	2	3	4
Acquiring new expertise and competencies (M10)	,892	,158	-,141	,146
Testing new ideas and business concepts (M11)	,832	,282		-,126
Gaining experience for arranging other partnerships (M12)	,696	-,191	,293	,313
Building relationships with public authorities (M7)		,863	,200	
Gaining access to strategic information for future activities (M6)	,161	,859		
Achieving returns on the invested funds (M4)	-,289		,815	
Generating new revenues and profits (M5)	,217		,723	,252
Creating new markets on European /international level (M1)		,499	,683	
Developing market network and business contacts (M3)				,903
Gaining advantages in the current market (in terms of market share, distribution etc) (m2)	,224			,845

Further, we have used factor analysis as a data reduction technique. On the basis of Rotated Component Matrix which divided independent variables into 4 groups, we have assigned meaning to the formed sets of factors.

The motives “Acquiring new expertise and competencies” (M10), “Testing new ideas and business concepts” (M11) and “Gaining experience for arranging other partnerships” (M12) have the highest loadings in Component or Group # 1. There are high correlations between M10 and M11 and M10 and M12 (Table 4-2) that justify grouping these factors together. We have interpreted this group of motives as “Capacity building motives”.

Component #2 includes the significant loadings for the motives “Building relationships with public authorities” (M7), “Gaining access to strategic information for future activities” (M6) and “Increasing R&D potential” (M9). The first two factors M7 and M6 are highly correlated (0.599**), but the third factor M9 has only rather moderate correlation with M6 (.369**). Taking into consideration the meaning and correlations, we have decided to group the first two variables as “Social and political motives”.

The motives such as “Achieving returns on the invested funds” (M4) and “Generating new revenues and profits” (M5) have the highest loadings in Component #3. Correlation coefficient between two variables is equal ,610**. These motives have been grouped together as “Financial motives”.

The loadings of such variables as “Creating new markets on European or international level” (M1) and “Gaining advantages in the current market (in terms of market share, distribution etc.)” M2 and “Developing market network and business contacts” (M3) are significant for Component 4. All these variables or motives have significant correlations with each other. We have interpreted this group of motives as “Market-related motives”.

In order to measure scale reliability or internal consistency among the variables, we have used Cronbach’s alpha. This measure assesses average correlation among the items or the degree to which the items included in the scale are measuring the same underlying feature. The generally agreed lower limit for Cronbach’s alpha is ,7, but for exploratory research it may be reduced to ,6 (Hair, 2006, p.137). In our case, the obtained coefficients ensure that variables included in one set of factors measure the same dimension (Table4-5).

Table 4-5 Reliability Statistics

	Cronbach's Alpha
Capacity building motives: - Acquiring new expertise and competencies - Testing new ideas and business concepts -Gaining experience for arranging other partnerships	,769
Social and political motives: - Building relationships with public authorities - Gaining access to strategic information for future activities	,749
Financial motives: - Achieving returns on the invested funds - Generating new revenues and profits	,758
Market-related motives: - Creating new markets on European or international level - Gaining advantages in the current market - Developing market network and business contacts	,673

Relationships among the groups of motives have been assessed using Pearson correlation (Appendix 9). The obtained coefficients allow us to conclude that there are no strong correlations between the motives under consideration.

In order to compare the means of the groups of motives and assess the statistical significance of their differences, we used T-Test (Appendix 10). According to its results, the capacity building motives have the highest mean - 4,93, while financial motives - the lowest at 3.23. However, there is not a big difference between the means of social and political motives and market-related motives. Figure 4-2 shows the means for four groups of motives. Independent-samples t- test indicates that the mean differences are statistically significant ($p < .05$) (Appendix 10).

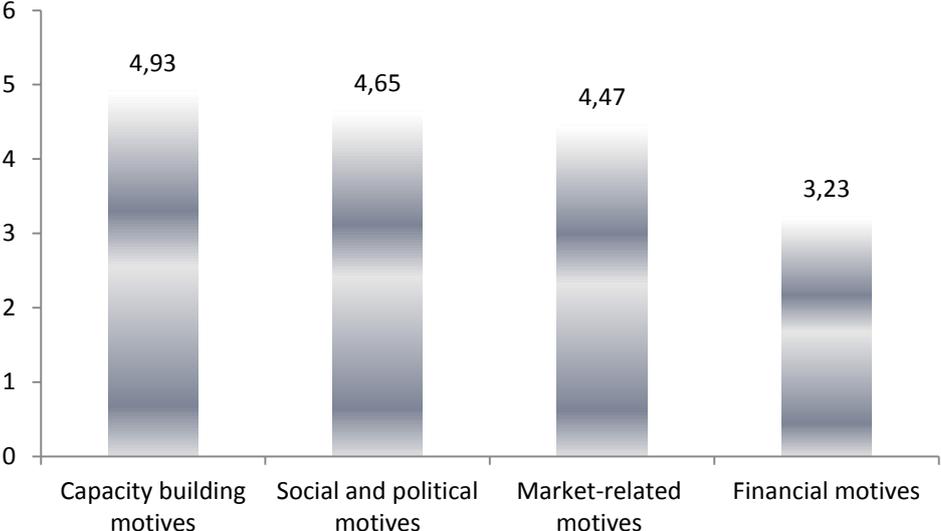


Figure 4-2 Means for the groups of motives

The results of factor analysis and T-test have approved our Hypothesis 1: *Private actors participating in short-transnational PPPs are guided by financial motives to the least extent.* In other words, for private actors, financial motives are less important than other groups of motives such as capacity building, social and political and market-related motives.

Further we intend to examine if there are some patterns for the types of PPPs. Our research hypothesis 2 proposed above is that *the specific motives of private actors differ considerably depending on which type of short-term transnational PPPs they participate in.*

Table 4-6 shows the most important groups of motives and specific motives for the different types of transnational PPP and also contains information about their means.

Table 4-6 Means of the groups of motives for types of PPPs

	The groups of motives	The means of the groups of motives	The most important motive in the group	The means of motives
Economic development PPP	1.Capacity building motives	5,58	Acquiring new expertise and competencies	6,2
	2.Market-related motives	4,76	Developing market network and business contacts	6
	3.Social and political motives	4,50	Gaining access to strategic information for future activities	4,8
	4.Financial motives	4,00	Generating new revenues and profits	3,8
Infrastructural PPP	1.Market-related motives	4,67	Developing market network and business contacts	6,3
	2.Social and political motives	4,00	Gaining access to strategic information for future activities; Building relationships with public authorities;	4,00
	3.Capacity building motives	3,33	Gaining experience for arranging other partnerships	4,5
	4.Financial motives	1,50	Achieving returns on the invested funds	1,7
Policy PPP	1.Capacity building motives	5,30	Acquiring new expertise and competencies	5,8
	2.Social and political motives	4,68	Building relationships with public authorities	4,7
	3.Market-related motives	4,27	Developing market network and business contacts	5,5
	4.Financial motives	2,64	Generating new revenues and profits	2,8
Service delivery PPP	1.Social and political motives	5,14	Gaining access to strategic information for future activities	5,4
	2.Capacity building motives	4,95	Acquiring new expertise and competencies	5,1
	3.Market-related motives	4,50	Developing market network and business contacts	5,9
	4.Financial motives	3,61	Generating new revenues and profits	3,8
Capacity building PPP	1.Capacity building motives	5,08	Acquiring new expertise and competencies	5,3
	2.Social and political motives	4,63	Gaining access to strategic information for future activities	4,8
	3.Market-related motives	4,47	Developing market network and business contacts	5,4
	4.Financial motives	3,58	Generating new revenues and profits	3,8

For all types of PPPs, financial motives are the least important compared to other groups of motives.

For three types of PPPs - economic development, policy and capacity building PPPs- the most important group of motives is capacity building motives. Moreover, the same specific motive, “Acquiring new expertise and competencies”, is chosen as the most important by the respondents belonging to these three types of PPPs. Also this motive has one of the highest means for service delivery PPPs.

In infrastructure PPPs and service delivery PPPs the most important groups of motives are market-related motives (the highest mean is for “Developing market network and business contacts”) and social and political motives (“Gaining access to strategic information for future activities”).

Taking into account that the motives, “Acquiring new expertise and competencies”, “Developing market network and business contacts” and “Gaining access to strategic information for future activities”, are among the most important for all PPP types, we have decided to compare their means for different types of PPPs. For this purpose we have conducted a T-test, the details are shown in Appendix 11-13. In Table 4-7 we have presented the information on the means of three motives in all types of PPPs and the level of significance of their differences.

Table 4-7 Comparison of the means of three most important motives for PPP types

	Acquiring new expertise and competencies		Developing market network and business contacts		Gaining access to strategic information for future activities	
	Means	Sig.	Means	Sig.	Means	Sig.
Economic development PPP	6,22	,000	6,00	,000	4,78	,000
Infrastructural PPP	2,67	,043	6,33	,000	4,00	,003
Policy PPP	5,82	,000	5,45	,000	4,44	,000
Service PPP	5,07	,000	5,86	,000	5,36	,000
Capacity building PPPs	5,33	,000	5,42	,000	4,82	,000

According to T-test results, the differences in the means of these motives for different types of PPP are statistically significant. Having examined the motive “Acquiring new expertise and competencies”, we have concluded that it is less significant for infrastructure PPPs with the least number of responses. For other types of PPPs, the means for this motive range from 5,07 to 6,22. For the motive “Developing market network and business contacts” the means take values from 5,42 to 6,33 and for “Gaining access to strategic information for future activities” they range from 4 to 5,36. For the scale from 1 to 7, the range of observed answers does not exceed 20%.

Based on the analysis of the most important groups of factors and motives included in these groups, we have concluded that motives of private actors in different types of transnational PPPs do not differ considerably. The research hypothesis 2 has been rejected.

The next step is to build a regression model to explore the relationships between the achievement of overall purposes of PPPs and the groups of motives of private actors. As

stated earlier, the independent variables – financial motives, market-related motives, capacity building motives and social and political motives have no strong correlations. We also have checked the correlations between two variables to be included in regression as control variables – the number of times and years of participating in short-term transnational PPPs. The correlation coefficient is ,810 ($p \leq 0.001$) which means that these two variables are highly correlated. Therefore, only one control variable – the number of years of participating in short-term transnational PPPs has been used.

We have used hierarchical multiple regression which enables sequential entering the independent variables. By doing this we intend to control for the covariate effects of groups of variables on the results and also to look at the possible causal effects of independent variables on the prediction of the dependent variable – the achievement of overall purpose of PPP. In order to investigate the influence of economic and non-economic motives in making the prediction, we have entered the variables in the regression equation in the following order: 1) the number of years of participating in short-term transnational PPPs (a control variable), 2) financial (FM) and market-related motives (MM), 3) capacity building (CM) and social and political motives (SM).

We have checked the six assumptions of hierarchical multiple regression:

1) independence of observations (residuals). Durbin-Watson statistic of 1.699 indicates about the independence of residuals (Appendix 14).

2) a linear relationship between the dependent variable and independent variables. We have checked this assumption for each independent variable and also for them collectively by plotting the studentized residuals against the unstandardized predicted values;

3) checking for homoscedasticity. For this purpose we have used Stata software since SPSS does not allow checking for homoscedasticity in a statistically significant way. According to Breusch-Pagan / Cook-Weisberg test for heteroskedasticity (Prob > chi2 = 0.3734; chi2(1) = 0.79;) and White's general test statistic (10.9958; chi-sq(20); p-value = .9463) residuals meet the assumption of homogeneity of variance.

4) problem of a multicollinearity. In order to identify multicollinearity, we have inspected correlation coefficients and tolerance/VIF values. There are no high correlations (above .7) among the variables (Table 4-8). All of the tolerance values are greater than .1 (the lowest is .610) (Appendix 15). Therefore, we do not have multicollinearity problems.

5) the presence of significant outliers, leverage and influential points. In order to check outliers we have examined studentized deleted residuals (SDR in SPSS). In our case standard deviations are greater ± 3 and therefore, there are no potential outliers. Observing leverage points (LEV), we have concluded that there are no cases that have dangerous leverage values (above .5). As a measure of influence we have used Cook's Distance (COO). In our case, it does not take values above 1 that need to be investigated. The values for the mentioned measures are presented in Appendix 16.

6) normality of the residuals (errors). We have checked for the assumption of normality of the residuals using a histogram with a normal curve (Appendix 17) and a P-P Plot (Appendix 18). As it can be seen from the histogram, the distribution of standardized residuals is approximately normal. The mean and standard deviation have values of approximately 0 and 1, respectively. According to P-P Plot, the residuals are aligned along the diagonal line, and therefore meet the assumption of normality.

Table 4-8 Matrix of correlations between independent variables

	Y	The number of years of participation in PPPs	Financial motives	Marker-related motives	Capacity building motives	Social political motives	
Pearson r	Y	1,000	,044	-,081	,272	,370	,046
	The number of years of participation in PPPs		1,000	,167	,115	,048	,451
	Financial motives			1,000	,335*	,328*	,154
	Marker-related motives				1,000	,306*	,293*
	Capacity building motives					1,000	,425**
	Social political motives						1,000

Notes. N = 55, * p < 0.05, ** p < 0.01

Since the assumptions have not been violated we can proceed with the interpretation of the model. The model summary is presented in Table 4-9.

We have run a hierarchical multiple regression in order to determine if the addition of finance and market-related motives and then capacity building and social and political motives improves the prediction of our dependent variable – the achievement of PPP purpose over the number of years of participating in short-term transnational PPPs. As it can be seen from the model summary, the addition of financial and market-related motives to the prediction of Y (the achievement of purpose of PPP project) (Model 2), resulted in an increase in R^2 of 10,7%, $F(4,48) = 4,722, p < .06$. Due to inclusion of capacity building and social and political motives (Model 3), R^2 increased by 17,5%, $p < .005$.

The model of the groups of motives, including financial, market-related, capacity building, social-political motives, and years of participation in PPPs (Model 3), is statistically significant $F(2, 48) = 3,804, p < .05$. The R Square indicates that the model explains 28,4 percent of the variation.

Table 4-9 Summary of hierarchical multiple regression analysis

	Model 1	Model 2	Model 3
	B	B	B
Constant	4,799**	4,156**	3,669**
The number of years of participation in PPPs	,007	,006	,024
Financial motives		-,103	-,167*
Market-related motives		,219*	,191*
Capacity building motives			,303**
Social political motives			-,177
F	,102	2,042	3,804*
R ²	,002	,109	,284
Adjusted R ²	-,017	,056	,209
ΔR ²	,002	,107	,175
ΔF ²	,102	3,008	5,852*

Notes. N = 55, * p < 0.05, ** p < 0.01

The regression coefficients are used to interpret the type and strength of the relationships between the independent and dependent variables. In our case, according to Model 3 the importance of financial motives and social and political motives for private actors have negative influence on the achievement of short-term transnational PPPs (Table 4-11). On the contrary, capacity building motives and market-related motives influence the achievement PPP purpose positively, which means that the increase in the importance of such motives will result in the increase of the degree of its achievement. The number of years of participation in PPPs also has positive influence on the result; however this variable is not statistically significant.

The general form of the equation to predict the achievement of PPP purpose (Y) from financial (FM), market-related (MM), capacity building (CM), social and political motives (SM) and the years of participation in PPPs (YP) is:

$$\text{Predicted Y} = 3,669 + 0,024*YP - 0,167*FM + 0,191*MM + 0,303*CM - 0.177*SM$$

Our research hypothesis 3 states: *The motives of private actors except from financial motives have a positive influence on the achievement of purposes of short-term transnational PPPs.* According to the results of regression analysis, this hypothesis has been partially approved. Capacity building and market-related motives have positive significant relationships with the achievement of purpose of PPPs, while financial motives affect negatively. The type of relationship between social and political motives and the achievement of purpose has appeared to be negative but not statistically significant (p=0.086).

5. Discussion

5.1. Limitations

Firstly, the empirical study has been limited to the North Sea Region Programme and Central Europe Programme of INTERREG B on which we decided to concentrate due to time constraints. There are many other transnational PPPs in the EU and worldwide, and sampling them for the investigation could better reflect the patterns and global trends.

The information on the level of achievement of overall purpose of transnational PPPs has been received through a questionnaire-based survey from the private actors' point of view. Although there are well-developed reporting systems and actors are aware of the results of the projects, the consideration of results from the public sector perspective and comparing with those of received from private actors would increase the reliability of results.

Due to time limitations, in this study we have used a questionnaire as a primary data collection method. In spite of the fact that our respondents have had a possibility to add their specific motives in each particular question the majority of them avoided doing it. In this case, a questionnaire-based survey should have been complemented by conducting an in-depth interview. Conducting such an interview on the first stage of the study would allow for a better identifying a possible range of private actors' motives.

5.2. Suggestions for further research

The transnational PPP are quite new, rapidly growing cooperation form, thus is a still a huge field for research. New investigations may cover such issues as effectiveness and accountability in transnational PPP, governance and management strategies.

In our empirical study, we initially planned to cover the implementation of motives and included this aspect in the questionnaire. Because of the identified correlation between the importance and implementation of motives, we have decided to proceed with an investigation of the importance of motives of private actors and their influence on the achievement of PPP purpose. We admit that the implementation of motives in transnational PPPs is a topic that covers not only the assessing of the degree of their achievement but also the processes of implementation. Investigating strategies and mechanisms used by private actors will provide deeper understanding on how they organize partnerships with public actors and influence more favorable decisions that allow them to effectively implement their own motives.

Also the topic might be developed into investigating the implementation of motives of private companies in the different types of PPPs. Although our research has not identified considerable differences in the importance of motives for participating in different types of transnational PPPs, they might allow better implementation for some motives and their investigation would help to understand why private companies choose to participate in PPPs repeatedly (the maximum number mentioned in the responses to our questionnaire was 30).

Furthermore, as we described earlier there are many challenges arising from the diversity of partners and complex nature of transnational PPPs. Therefore, along with the importance of the motives of their actors, the achievement of purposes of transnational PPPs depends on many different factors that require new investigations.

6. Conclusion

In this work in accordance with the research purpose we have intended to investigate the motives of private actors for participating in short-term transnational PPPs and their influence on the achievement of purposes of such partnerships.

To achieve this purpose, on the basis of literature review we have formulated three research hypotheses: 1. Private actors participating in short-term transnational PPPs are guided by financial motives to the least extent. 2. The specific motives of private actors differ depending considerably on which type of short-term transnational PPPs they participate. 3. The motives of private actors except from financial motives have a positive influence on the achievement of purposes of short-term transnational PPPs.

The underlying structure of motives has been examined through conducting a factor analysis that resulted in grouping them into four groups. Assigning meanings to the groups of motives such as financial, market-related, capacity building and social and political motives allowed us to describe the range of responses for the groups of motives and evaluate their degree of importance for private actors. The results of the analysis show that in short-term transnational PPPs private actors consider financial motives as less important than capacity building, social and political and market-related motives. Therefore, our first research hypothesis, stating that private actors participating in short-term transnational PPPs are guided by financial motives to the least extent, has been approved.

Further we have examined if there are considerable differences in the motives of private actors participating in the different types of short-term transnational PPPs. For this purpose we have used the purpose-based typology which includes policy, economic development, capacity building, service delivery and infrastructural PPPs. It has been identified that private actors in three out of five types of PPPs - economic development, policy and capacity building PPPs consider as the most important capacity building motives, and more specifically the motive, "Acquiring new expertise and competencies". Testing the specific motives indicated as the most important for all types of PPPs by comparing their means has allowed us to conclude that they do not differ considerably depending on the type of PPPs.

The relationships between the groups of motives and the achievement of PPP purpose have been explored through regression analysis. Hierarchical regression has been used to sequentially enter the variables such as the number of years of participation in transnational PPPs, then financial and market-related motives, and lastly, capacity building and social and political motives in order to investigate the influence of economic and non-economic motives in making the prediction. Due to inclusion of economic (financial and market-related) motives and then non-economic (capacity building and social and political) motives the explained variance of the achievement of PPP purpose has increased by 10,7% and 17,5%, respectively. However, only the full model is statistically significant. The results of regression analysis show the existence of positive significant relationships between the capacity building and market-related motives of private actors and the achievement of purpose of PPPs. The results also show the negative relationship between the financial motives and the achievement of overall purpose. However, the type of relationship between social and political motives and the achievement of purpose has

appeared to be negative but not statistically significant. Therefore, our third hypothesis stating that the motives of private actors except from financial motives have a positive influence on the achievement of purposes of short-term transnational PPPs has been approved partially.

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8. Appendices

Appendix 1 – Eligibility of private actors for Interreg B programmes

Nº	Transnational Programmes	Eligibility of private actors	Results of our request
1	Northern Periphery	only NGO	
2	Baltic Sea	Only non-profit private organizations	
3	North West Europe	Attract private actors	No response
4	North Sea	Attract private actors	85 private companies
5	Atlantic Coast	Only NGO	
6	Alpine Space	Attract private actors	Rejected our request
7	Central Europe	Attract private actors	235 private companies
8	South West Europe	Only NGO	
9	Mediterranean	Only NGO	
10	South East Europe	Only NGO	
11	Caribbean Area	Only NGO	
12	Acores-Madeira-Canarias	-	Communication problems (no replies to emails, nobody could speak English when we tried to call)
13	Indian Ocean Area	Only NGO	

Appendix 2 - Cover letter

Dear _____,

We are Razilya Shakirova and Yelena Filina, the graduate students at Jönköping International Business School, Sweden. We have got your contacts from the _____ Programme Secretariat. For our final project, we are examining the motives of private actors for participating in transnational public-private partnerships. As you involved in the public-private partnership project, we would like to kindly ask you to take part in the survey by completing the attached questionnaire.

The questionnaire will take approximately 5 minutes to complete. You can reach the survey form by clicking this link <http://edu.surveymzmo.com/s3/1215993/Motives-for-participation-in-Public-private-partnership>

Please, answer the questions as honest as possible. Copies of the final paper will be provided to our supervisor and Jönköping International Business School database.

Thank you for your time and assisting in our research endeavors. If you would like to see the final results of our study or want to get some additional information about the research, contact us through the emails or phone numbers which are listed below.

Best regards,

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Appendix 3 – Questionnaire

1. Please, select the programme you are participating in.

2. What is the name of public-private partnership project your company involved in?

3. Why has your company decided to participate in transnational public-private partnership (PPP)?

4. How many times has your company participated in PPP?

5. How many years has your company been involved in PPP?

6. Which type of PPP is your company involved in?

- Service delivery PPP
- Infrastructural PPP
- Policy PPP
- Capacity building PPP
- Economic development PPP

7. How do you evaluate PPP performance in terms of achievement of its end/operational purposes? (1-"not achieved", 7- "totally achieved")

- | | | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <input type="radio"/> |

8. Please indicate the motives of your company for participating in PPP and their importance (1- "not at all", 7- "to a very great extent")

if the motives for your participation in PPP are not in the list, please add them in the lines below

	1	2	3	4	5	6	7
Creating new markets on European /international level	<input type="radio"/>						
Gaining advantages in the current market (in terms of market share, distribution etc.)	<input type="radio"/>						
Developing market network and business contacts	<input type="radio"/>						
Achieving returns on the invested funds	<input type="radio"/>						
Generating new revenues and profits	<input type="radio"/>						
Gaining access to strategic information for future activities	<input type="radio"/>						
Building relationships with public authorities	<input type="radio"/>						
Improving public relations and image of organization	<input type="radio"/>						
Increasing R&D potential	<input type="radio"/>						
Acquiring new expertise and competencies	<input type="radio"/>						
Testing new ideas and business concepts	<input type="radio"/>						
Gaining experience for arranging other partnerships	<input type="radio"/>						
<input type="text"/>	<input type="radio"/>						
<input type="text"/>	<input type="radio"/>						
<input type="text"/>	<input type="radio"/>						
<input type="text"/>	<input type="radio"/>						
<input type="text"/>	<input type="radio"/>						

9. To what extent have the motives been implemented during participation in PPP? (1 - "not at all", 7 - "to a very great extent")

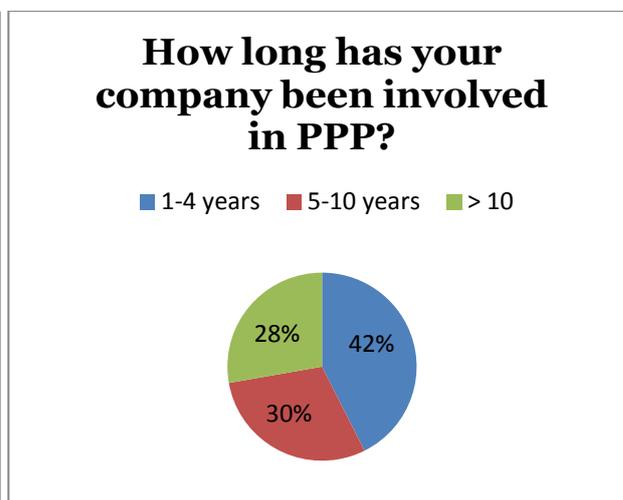
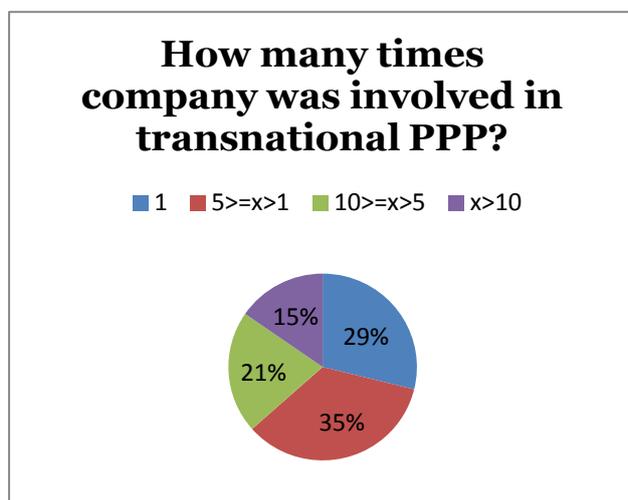
if the motives for your participation in PPP are not in the list, please add them in the lines below

	1	2	3	4	5	6	7
Creating new markets on European /international level	<input type="radio"/>						
Gaining advantages in the current market (in terms of market share, distribution etc.)	<input type="radio"/>						
Developing market network and business contacts	<input type="radio"/>						
Achieving returns on the invested funds	<input type="radio"/>						
Generating new revenues and profits	<input type="radio"/>						
Gaining access to strategic information for future activities	<input type="radio"/>						
Building relationships with public authorities	<input type="radio"/>						
Improving public relations and image of organization	<input type="radio"/>						
Increasing R&D potential	<input type="radio"/>						
Acquiring new expertise and competencies	<input type="radio"/>						
Testing new ideas and business concepts	<input type="radio"/>						
Gaining experience for arranging other partnerships	<input type="radio"/>						
<input type="text"/>	<input type="radio"/>						
<input type="text"/>	<input type="radio"/>						
<input type="text"/>	<input type="radio"/>						
<input type="text"/>	<input type="radio"/>						
<input type="text"/>	<input type="radio"/>						

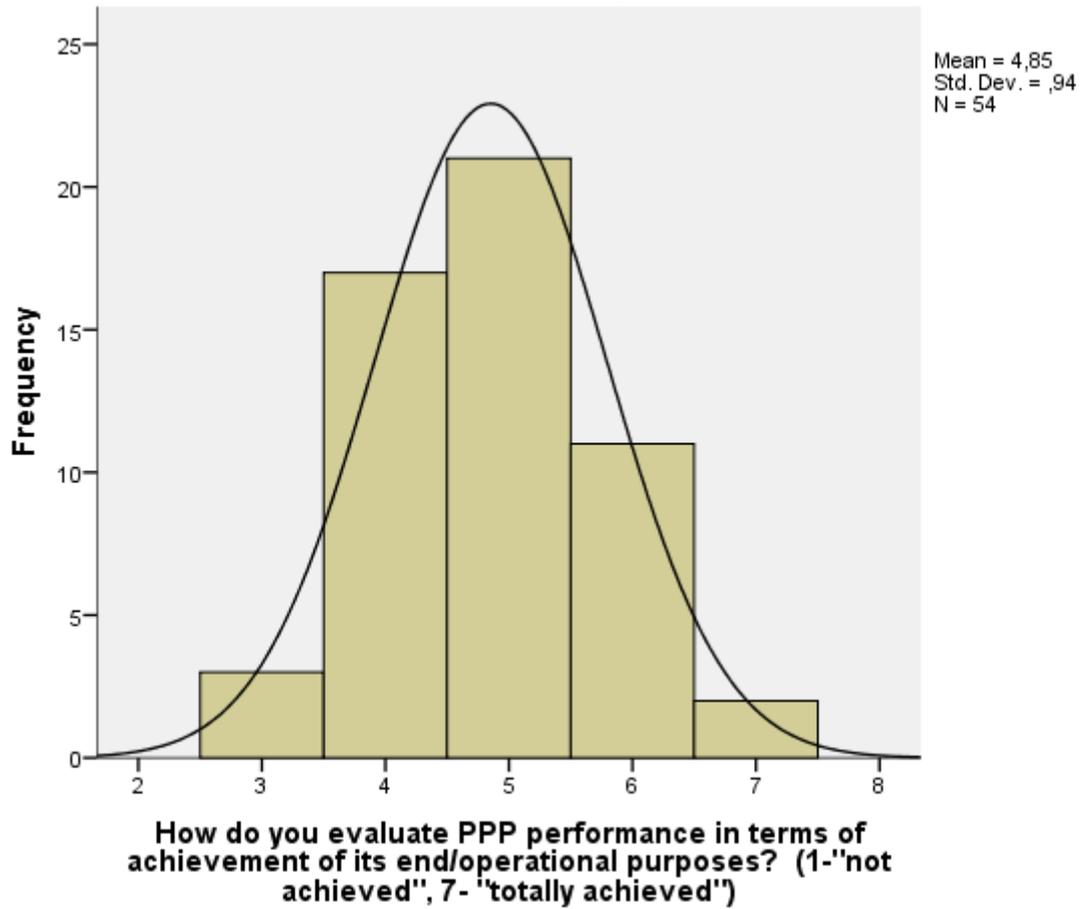
Appendix 4 – Number of times and years of private actors’ involvement in PPPs

Descriptive statistics

	N	Minimum	Maximum	Mean	Std. deviation
How many times has your company participated in PPP?	54	1	30	6,15	6,736
How many years has your company been involved in PPP?	55	1	25	8,14	6,313
N	54				



Appendix 5 –Histogram of dependent variable



Appendix 6 - Descriptive statistics for the implementation of motives

	Creating new markets on European /international level	Gaining advantages in the current market (in terms of market share, distribution etc.)	Developing network and enhancing visibility	Achieving returns on the invested funds	Generating new revenues and profits	Gaining access to strategic information for future activities	Building relationships with public authorities	Improving public relations and image of organization	Increasing R&D potential	Acquiring new expertise and competencies	Testing new ideas and business concepts	Gaining experience for arranging other partnerships
Mean	3,34	3,05	5,30	2,79	3,15	4,60	4,40	4,56	3,84	5,34	4,57	4,92
St.dev.	1,77	1,75	1,32	1,92	1,78	1,55	1,89	1,45	2,01	1,42	1,71	1,62

Appendix 7 – Matrix of correlations between the importance and implementation of motives

		COMPUTE Importance_of_motives=(Creating_new_markets_on_European_international_level + Gaining_advantages_in_thecurrent_market + Developing_network_and_business_contacts + Achieving_returns_on_theinvested_funds + Generating_new_revenues_and_profits + Gaining_access_to_strategic_information_for_future_activities + Building_relationships_with_public_authorities + Improving_public_relations_and_image_of_organization + Increasing_RD_potential + Acquiring_new_expertise_and_competencies+ Testing_new_ideas_and_business_concepts + Gaining_experience_for_arranging_other_partnerships)/12	COMPUTE Implementation_of_motives=(CreatingnewmarketsonEuropeaninternationallevel + Gainingadvantagesinthecurrentmarketintermsofmarketsha + Developingnetworkand + Achievingreturnsontheinvestedfunds + Generatingnewrevenuesandprofits + Gainingaccesstostrategicinformationforfutureactivities + Buildingrelationshipswithpublicauthorities + Improvingpublicrelationsandimageoforganization + IncreasingRDpotential + Acquiringnewexpertiseandcompetencies+ Testingnewideasandbusinessconcepts + Gainingexperienceforarrangingotherpartnerships)/12
COMPUTE Importance_of_motives=(Creating_new_markets_on_European_international_level + Gaining_advantages_in_thecurrent_market + Developing_network_and_business_contacts + Achieving_returns_on_theinvested_funds + Generating_new_revenues_and_profits + Gaining_access_to_strategic_information_for_future_activities + Building_relationships_with_public_authorities + Improving_public_relations_and_image_of_organization + Increasing_RD_potential + Acquiring_new_expertise_and_competencies+ Testing_new_ideas_and_business_concepts + Gaining_experience_for_arranging_other_partnerships)/12	Correlation Coefficient	1,000	,532**
	Sig.		,003
COMPUTE Implementation_of_motives=(CreatingnewmarketsonEuropeaninternationallevel + Gainingadvantagesinthecurrentmarketintermsofmarketsha + Developingnetworkand + Achievingreturnsontheinvestedfunds + Generatingnewrevenuesandprofits + Gainingaccesstostrategicinformationforfutureactivities + Buildingrelationshipswithpublicauthorities + Improvingpublicrelationsandimageoforganization + IncreasingRDpotential + Acquiringnewexpertiseandcompetencies+ Testingnewideasandbusinessconcepts + Gainingexperienceforarrangingotherpartnerships)/12	Correlation Coefficient	,532**	1,000
	Sig.	,003	

Appendix 8 – Rotated Component Matrix

	Component			
	1	2	3	4
Acquiring new expertise and competencies (M10)	,891	,151	,154	-,120
Testing new ideas and business concepts (M11)	,828	-,117	,291	
Gaining experience for arranging other partnerships (M12)	,642	,316	-,134	,269
Building relationships with public authorities (M7)		,885		
Gaining access to strategic information for future activities (M6)	,168	,821		
Increasing R&D potential (M9)	,172	,588		,359
Generating new revenues and profits (M5)	,162		,856	
Achieving returns on the invested funds (M4)			,853	,181
Developing network and business contacts (M3)	,198	,268		,759
Creating new markets on European /international level (M1)	-,353		,111	,743
Gaining advantages in the current market (in terms of market share, distribution etc.) (M2)			,567	,612
Improving public relations and image of organization (M8)	,361	,279		,413

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 9 iterations.

Appendix 9 - Matrix of correlations between composite variables

		COMPUTE SocialPoliticalMotives=(Gaining_access_to_strategic_information_for_future_activities + Building_relationships_with_public_authorities)/2	COMPUTE FinancialMotives=(Achieving_returns_on_theinvested_funds + Generating_new_revenues_and_profits)/2	COMPUTE CapacityBuildingMotives=(Acquiring_new_expertise_and_competencies + Testing_new_ideas_and_business_concepts + Gaining_experience_for_arranging_other_partnerships)/3	COMPUTE Marker_relatedMotives=(Creating_new_markets_on_European_international_level + Gaining_advantages_in_thecurrent_market + Developing_market_network_and_business_contacts)/3
COMPUTE SocialPoliticalMotives=(Gaining_access_to_strategic_information_for_future_activities + Building_relationships_with_public_authorities)/2	Correlation Coefficient Sig. N	1 55	,154 ,261 55	,425** ,001 55	,293* ,030 55
COMPUTE FinancialMotives=(Achieving_returns_on_theinvested_funds + Generating_new_revenues_and_profits)/2	Correlation Coefficient Sig. N		1 55	,328* ,015 55	,335* ,012 55
COMPUTE CapacityBuildingMotives=(Acquiring_new_expertise_and_competencies + Testing_new_ideas_and_business_concepts + Gaining_experience_for_arranging_other_partnerships)/3	Correlation Coefficient Sig. N			1 55	,306* ,023 55
COMPUTE Marker_relatedMotives=(Creating_new_markets_on_European_international_level + Gaining_advantages_in_thecurrent_market + Developing_market_network_and_business_contacts)/3	Correlation Coefficient Sig. N				1 55

Appendix 10 - T-test one-sample statistics (composite variables)

	N	Mean	Std. Deviation	Std. Error Mean
COMPUTE SocialPoliticalMotives=(Gaining_access_to_strategic_infor mation_for_future_activities + Building_relationships_with_public_authorities)/2	55	4,65	1,46	,20
COMPUTE FinancialMotives=(Achieving_returns_on_theinvested_fun ds + Generating_new_revenues_and_profits)/2	55	3,23	1,83	,25
COMPUTE CapacityBuildingMotives=(Acquiring_new_expertise_and_ competencies + Testing_new_ideas_and_business_concepts + Gaining_experience_for_arranging_other_partnerships)/3	55	4,93	1,54	,21
COMPUTE Marker_relatedMotives=(Creating_new_markets_on_Euro pean_international_level + Gaining_advantages_in_thecurrent_market + Developing_market_network_and_business_contacts)/3	55	4,47	1,44	,19

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2- tailed)	Mean Differenc e	95% Confidence Interval of the Difference	
					Lower	Upper
COMPUTE SocialPoliticalMotives=(Gaining_access_to_strategic_inf ormation_for_future_activities + Building_relationships_with_public_authorities)/2	23,68	55	,000	4,65	4,25	5,04
COMPUTE FinancialMotives=(Achieving_returns_on_theinvested_f unds + Generating_new_revenues_and_profits)/2	13,08	55	,000	3,23	2,73	3,72
COMPUTE CapacityBuildingMotives=(Acquiring_new_expertise_an d_competencies + Testing_new_ideas_and_business_concepts + Gaining_experience_for_arranging_other_partnerships) /3	23,81	55	,000	4,93	4,52	5,35
COMPUTE Marker_relatedMotives=(Creating_new_markets_on_Eu ropean_international_level + Gaining_advantages_in_thecurrent_market + Developing_network_and_enhancing_visibility)/3	23,08	55	,000	4,47	4,08	4,86

Appendix 11 - T-test one-sample statistics (“Acquiring new expertise and competencies” in different types of PPPs)

	N	Mean	Std. Deviation	Std. Error Mean
ED_acq	9	6,22	,97183	,32394
INF_acq	6	2,67	2,42212	,98883
POL_acq	11	5,82	,87386	,26348
SD_acq	15	5,07	1,66762	,43058

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
ED_acq	19,208	8	,000	6,22222	5,4752	6,9692
INF_acq	2,697	5	,043	2,66667	,1248	5,2085
POL_acq	22,082	10	,000	5,81818	5,2311	6,4053
SD_acq	11,767	14	,000	5,06667	4,1432	5,9902

Appendix 12 - T-test one-sample statistics (“Developing market network and business contacts” in different types of PPPs)

	N	Mean	Std. Deviation	Std. Error Mean
ED_dev	11	6,00	1,09545	,33029
INF_dev	6	6,33	,81650	,33333
POI_dev	11	5,45	1,69491	,51104
SD_dev	14	5,86	1,74784	,46713

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
ED_dev	18,166	10	,000	6,00000	5,2641	6,7359
INF_dev	19,000	5	,000	6,33333	5,4765	7,1902
POI_dev	10,674	10	,000	5,45455	4,3159	6,5932
SD_dev	12,539	13	,000	5,85714	4,8480	6,8663

Appendix 13 - T-test one-sample statistics (“Gaining access to strategic information for future activities” in different types of PPPs)

	N	Mean	Std. Deviation	Std. Error Mean
ED_gain	9	4,78	1,78730	,59577
INF_gain	6	4,00	1,78885	,73030
POL_gain	9	4,44	1,66667	,55556
SD_gain	14	5,36	1,69193	,45219

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
ED_gain	8,020	8	,000	4,77778	3,4039	6,1516
INF_gain	5,477	5	,003	4,00000	2,1227	5,8773
POL_gain	8,000	8	,000	4,44444	3,1633	5,7256
SD_gain	11,847	13	,000	5,35714	4,3802	6,3340

Appendix 14 Model summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Change statistics					Durbin - Watson
					ΔR^2	ΔF^2	df1	df2	Sig. ΔF	
1	,044	,002	-,017	,948	,002	,102	1	52	,750	1,699
2	,330	,109	,056	,913	,107	3,008	2	50	,058	
3	,533	,284	,209	,836	,175	5,852	2	48	,005	

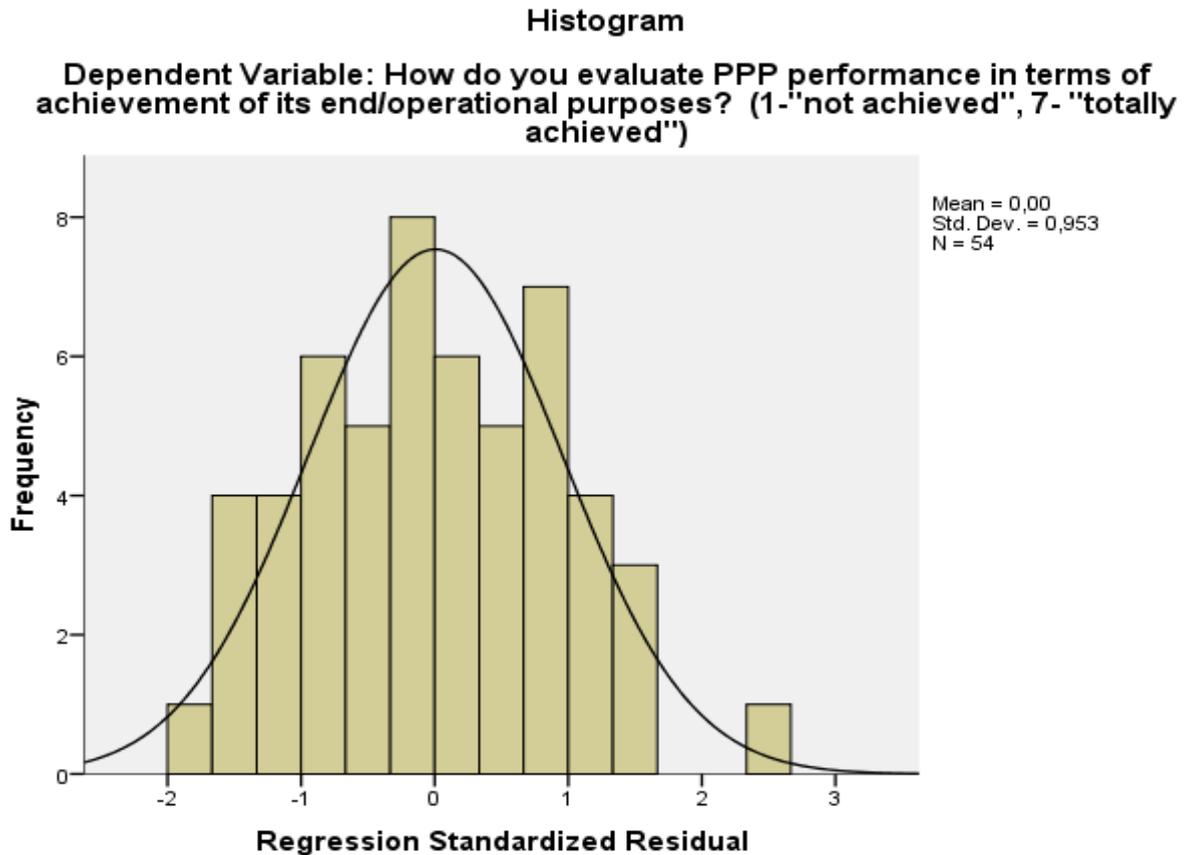
Appendix 15 Regression coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance
		B	Std. Error	β			
1	(Constant)	4,799	,211		22,753	,000	
	The number of years of participation in PPPs	,007	,021	,044	,320	,750	1,000
2	(Constant)	4,156	,434		9,587	,000	
	The number of years of participation in PPPs	,006	,020	,039	,289	,774	,968
	Financial motives	-,103	,073	-,200	-1,396	,169	,871
	Marker-related motives	,219	,093	,335	2,359	,022	,884
3	(Constant)	3,669	,500		7,333	,000	
	The number of years of participation in PPPs	,024	,021	,165	1,168	,249	,748
	Financial motives	-,167	,070	-,326	-2,397	,020	,806
	Marker-related motives	,191	,089	,291	2,150	,037	,813
	Capacity building motives	,303	,089	,496	3,401	,001	,702
	Social political motives	-,177	,101	-,274	-1,755	,086	,610

Appendix 16 - Data generated by SPSS for checking outliers (SDR), high leverage points (LEV) and highly influential points (COO)

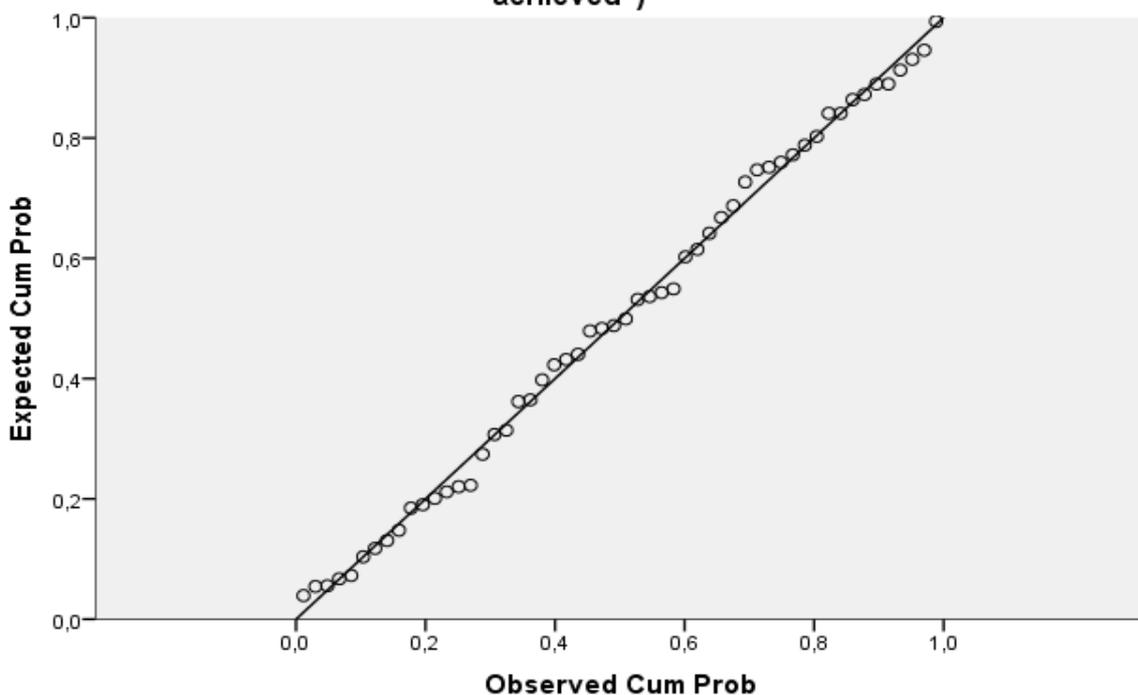
	SDR	COO	LEV		SDR	COO	LEV
1	1,44215	0,1205	0,24371	29	0,73256	0,00801	0,06295
2	-1,74516	0,07316	0,11212	30	0,76934	0,00723	0,04924
3	-1,91607	0,07035	0,08972	31	0,52023	0,00704	0,11465
4	2,74231	0,06612	0,03801	32	-0,78925	0,00579	0,03393
5	-1,74403	0,06543	0,10008	33	-0,52287	0,00428	0,06607
6	1,7409	0,0602	0,09197	34	-0,90909	0,00412	0,01043
7	1,34576	0,05514	0,13814	35	-0,5025	0,00397	0,06653
8	-1,15919	0,0489	0,16175	36	0,31792	0,00357	0,15365
9	-1,56093	0,04535	0,08464	37	-0,61193	0,00345	0,03315
10	0,73157	0,04364	0,30785	38	0,44625	0,00257	0,05222
11	1,45378	0,04037	0,08644	39	-0,17604	0,00213	0,2692
12	-1,35012	0,038	0,09433	40	0,37386	0,00195	0,05745
13	0,94613	0,03573	0,17438	41	-0,36303	0,00166	0,05073
14	-1,57307	0,02861	0,0482	42	-0,21117	0,00154	0,15004
15	1,1657	0,02678	0,08795	43	-0,27045	0,00142	0,0838
16	1,06858	0,02677	0,10513	44	-0,3511	0,00099	0,02679
17	-0,94431	0,02439	0,12219	45	0,2667	0,00093	0,05276
18	-1,24492	0,02266	0,06298	46	0,12044	0,00066	0,19327
19	1,19369	0,02155	0,06536	47	-0,17908	0,00061	0,08155
20	1,05281	0,01988	0,07882	48	0,12782	0,00025	0,06426
21	-0,89196	0,01838	0,10279	49	0,0816	0,0001	0,06498
22	0,72703	0,01838	0,15268	50	0,09291	0,00008	0,03505
23	0,85194	0,01717	0,10516	51	-0,04384	0,00004	0,09622
24	-0,81353	0,01588	0,10657	52	-0,05249	0,00002	0,01657
25	-0,84524	0,01462	0,09026	53	-0,03082	0,00001	0,06291
26	0,72365	0,01294	0,10945	54	-0,0018	0	0,09644
27	1,52697	0,01285	0,01435	55			0,05364
28	-1,14908	0,00895	0,02082				

Appendix 17 – Histogram of standardized residuals



Appendix 18 – Normal P-P Plot of Regression Standardized Residual

Dependent Variable: How do you evaluate PPP performance in terms of achievement of its end/operational purposes? (1-"not achieved", 7- "totally achieved")



Appendix 19 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,092	1	,092	,102	,750
	Residual	46,723	52	,899		
	Total	46,815	53			
2	Regression	5,109	3	1,703	2,042	,120
	Residual	41,706	50	,834		
	Total	46,815	53			
3	Regression	13,285	5	2,657	3,804	,006
	Residual	33,530	48	,699		
	Total	46,815	53			