



**Seminar organized by the research group 'Public Administration & Management' in
collaboration with Jean Monnet Center ACTORE**

University of Antwerp De Meerminne – M.106 – Sint Jacobstraat 2 Antwerpen

13 June 2018 from 12.30 to 14.00

Please notify your attendance by 11 June noon to chesney.callens@uantwerpen.be

**Shaping Public-Private Partnerships (PPPs): A Synthesis of
Governance Interdependencies across Socio-political, Operational,
and Financial Factors**

José Guevara

(Assistant professor University of Los Andes, Colombia)

Abstract of the paper that will be presented by José Guevara:

The number of academic publications examining PPPs is on the rise. The global experience of PPPs has attracted significant scholarly attention because researchers from multiple fields have recognized that PPP development processes have been far from perfect. Although the variety of publications within this stream of literature has prompted the call for conducting comprehensive literature reviews, most of these efforts only categorize research papers by thematic fields or methodological approaches. Consequently, the collection of reasons behind PPP implementation challenges remains fragmented and elusive.

To address this lack of coherence, this study explores the challenges of PPP development by examining the existing literature in a systematic way. Specifically, this paper focuses on the shaping phase of public-private agreements in the road infrastructure sector. Using the concepts of relational and contractual governance, our objective is to analyse how governance-related variables influence project viability in decision-making processes from PPP conceptualization until financial close. Our methodology involves a multi-stage systematic literature review of PPP case studies reported in archival papers listed in Scopus and ISI Web of Science between 1997 and 2018. Our approach uses elements from system dynamics to explore the complexities of PPP shaping. The outcome of this endeavour is a systems map, informed by academic papers focused on real-life cases, depicting how projects' socio-political, operational, and financial feasibilities are affected by governance challenges associated with PPPs. Our analysis indicates that developing feasible public-private initiatives depends on the combination of numerous variables and involves overcoming difficulties related to political legitimacy, uncertainty, opportunism, and displaced agency. Results show that having a capable government and forming an attractive project to the private sector are the two most important factors behind achieving satisfactory feasibility levels in the PPP shaping phase. Further research is required in order to complement the proposed map with information from non-academic sources and with data from subsequent PPP lifecycle phases.

Bio of José Guevara

José Guevara is an assistant professor at the University of Los Andes in Bogota, Colombia. He just finished his PhD at Virginia Tech, US. During his doctoral studies, Jose served as a research assistant a National Science Foundation project examining the governance of Public Private Partnerships (P3s). In this role, Jose studied the dynamics of technical, financial and social systems within P3s using data from multiple project cases ranging from the



SR91 Express Lanes, the Capital Beltway Express Lanes, and SH-130. He is a Fulbright Scholar, and he holds MS degrees from Loughborough University in the UK and University of Los Andes in Colombia.

Some information on the research group **Public Administration and Management (PA&M)**

The research group Public Administration and Management (PA&M) is a part of the Department of Political Sciences of the UA (Faculty of Social Sciences). The central research issue is how public administration systems cope with and integrate changing and partially conflicting (institutional) logics arising from their legal and political environment, administrative reform ideas and expanding interactions with private stakeholders. The research agenda of PA&M focusses on three research themes: (a) public administration and law, which studies the interaction between public law and administrative reforms; (b) public administration information and performance, which studies the use of performance information in decision making and management in public administration; (c) public administration and governance, which studies the governance and coordination of public tasks in complex multi-actor settings. The research group PA&M has about 20 members, with three professors, 4 post docs, two senior researchers and PhD's/researchers.

Some information on the **JM Centre of Excellence ACTORE**

ACTORE is the Jean Monnet Centre of Excellence of the University of Antwerp. ACTORE stands for Antwerp Consortium on the Organization of Rulemaking and Multi-level Governance in Europe. ACTORE brings together scholars from law, public administration and political science with multidisciplinary expertise in multi-level and multi-actor organization of the EU. Two research groups are involved besides PA&M, being ACIM, the Antwerp Centre for Institutions and Multilevel Politics as well as Government and Law. <https://www.uantwerpen.be/en/rg/actore/>