

## **Public-Private Partnership in Pakistan: Aptness and Impediments**

Maryam Ahmad<sup>1</sup>, Sohail Ahmad<sup>2</sup>

<sup>1</sup>Lecturer, Virtual University of Pakistan); <sup>2</sup>(Current Professor of Practice, School of Governance & Society, University of Management & Technology (UMT), Ex-Chairman Federal Board of Revenue (FBR) Government of Pakistan)

---

**Abstract:** *Governance is a serious matter of concern in Pakistan. The people of the country are suffering due to poor service delivery. The government of Pakistan considers paucity of resources especially financial resources as a main reason of bad governance of the country. Public-Private Partnership (PPP) can be a viable option for Pakistan in this situation to address the problem of dearth of resources and poor service delivery. Pakistan has implemented Public-Private Partnership (PPP) in different sectors since 90s but it is not very successful experiment. There are different impediments which hinder the successful completion of PPP projects in Pakistan which are explored in this paper through qualitative research methodology. This is cross-sectional and applied study. The primary data has been collected through structured interviews whereas secondary data has been collected through research articles, books and published reports on similar topic. The sample size of this research study is nine and this sample has been accessed through purposive sampling. The collected data has been analyzed through content analysis. The findings of this research study have identified three main types of challenges of PPP. The recommendations have given for tackling these challenges effectively for making Public-Private Partnership a successful venture in Pakistan.*

**Key words:** Public-Private Partnership (PPP), Pakistan, Impediments, Challenges, Aptness.

---

### **1. INTRODUCTION**

#### **1.1. Introductory**

The dynamics of this new world and society have changed the living standards of the people. These changing needs require modern service delivery mechanism for satisfying the needs of general public as the old methods of public administration are unable to fulfill the requirements of masses. It has given birth to the new mode of management in 1980s which is termed as New Public Management (NPM) (Greenwood, 2002). It has provided multiple options to governments for improving the governance of the countries as it has brought paradigm shift in the arena of Public Administration. Public-Private Partnership (PPP) is one of those options introduced by New Public Management (NPM). Public-Private Partnership (PPP) has encouraged private sector to join hands with public sector for different projects by combining the strengths of both sectors. This mode has improved governance in many countries like United States of America (USA), United Kingdoms (UK), Scandinavian Countries, Australia, Korea and India. Low performance of public sector institutions and bad governance are main areas of concern of today's Pakistan. The government of Pakistan has taken numerous initiatives to improve the governance of the state and Public-Private Partnership (PPP) is one of those initiatives but it is not a successful experiment in the country. Thus, it is required to explore the impediments or hindrances which have affected the performance of Public-Private Partnership (PPP) adversely in Pakistan.

## **1.2. Statement of Problem**

Public-Private Partnership (PPP) has been introduced by Government of Pakistan in different sectors since 90s for improving the service delivery to general public. Public-Private Partnership (PPP) can solve the problems of resource deficit country like Pakistan if implements effectively. However, it is not a very fruitful tryout in Pakistan. Therefore, it is required to explore the suitability of PPP in the context of Pakistan and it is also required to categorize the different challenges which have made PPP ineffective in Pakistan. This is main area of concern which will be dealt in this research article.

## **1.3. Research Objectives**

The objectives of this research study are as follows;

- To explore the suitability of Public-Private Partnership (PPP) in the context of Pakistan
- To find out the different challenges or impediments of Public-Private Partnership (PPP) in Pakistan
- To give recommendation for coping with the identified challenges of Public-Private Partnership (PPP)

## **1.4. Significance and Scope of the Study**

The findings of this research study have explained the suitability, drift and aptness of Public-Private Partnership (PPP) in Pakistan along with its impediments and challenges. Different studies show that 80% of PPP projects are completed successfully in different countries in diverse sectors (Osborne, 2002) but unfortunately, it is not very successful experiment in Pakistan. Thus, it is required to find out the answer that why PPP is not an effective venture in Pakistan. The people of the country are suffering due to poor service delivery and government is complaining about the low level of resources. In this situation, PPP can be a pertinent option but Pakistan is unable to get benefits from this mode for improving governance. This research study has explored this aspect in detail along with the prevalent challenges for government in this regard. The findings of this study will help policy makers and concerned government machinery to address the identified challenges of Public-Private Partnership (PPP) prevailing in Pakistan. It will help all the stakeholders to devise effective strategy to deal with the identified challenges for improving the governance of the country which is a grave concern of Pakistan.

## **2. LITERATURE REVIEW**

Public administration deals with public institutions for delivering services to general masses. Public institutions have huge structure and complex functionalities. Thus, these government institutions require proper working guidelines for effective performance. Max Weber has developed complete set of operations for public sector organizations which is termed as bureaucracy (Dahl, 1947). It has provided comprehensive set of principles for efficient working of public organizations (Dunleavy & Hood, 1994). The performance of public institutions deteriorated with the passage of time and it had caused dissatisfaction among general public. Peters & Pierre (1998) have claimed that waned performance of public sector organizations is due to gigantic and complex organizational hierarchies and incompetencies of bureaucrats. According to Hood (1995), the huge structure of these organizations has made the processes slow and affected the service delivery gravely. On the other hand, the dependence of bureaucrats on set rules and path for taking decisions has also made the processes slow and inefficient (Greenwood, 2002). It has given birth to New Public Management (NPM) in 1980s (Hood, 1995). New Public Management (NPM) has introduced private sector management styles in public sector (Jessop, 1998) for improving the functions

of government institutions and for enhancing their performance (Hall, 1999). New Public Management (NPM) is a complete new philosophy which has brought paradigm shift in public sector. It was initiated in the era of Margret Thatcher and Ronald Reagan (Greenwood, 2002) and later on other countries like Canada, Sweden, and Newzeland had also experimented it. Thatcher and Reagan both had believed on minimized role of state in different affairs and to encourage private sector in different roles for improved service delivery to general public (Hart, 2003). Therefore, they adopted New Public Management (NPM) to improve the service delivery. NPM has emphasized on improving the different dimensions of public organizations for coping with the changing needs of this dynamic world (Hood, 1995). It has stressed on improved accountability mechanism, clear allocation of responsibilities, performance indicators and performance based compensation for reforming public sector institutions (Jessop, 1998). New Public Management (NPM) has introduced clear goals and objectives in the organizations (Greenwood, 2002) which lead towards specific accountability mechanism according to the defined goals and objectives. It has brought mass level changes in public sector organizations (Hood, 1995). The focus of New Public Management (NPM) was to enhance productivity and performance of government organizations by adopting private sector management styles for coping with the mutable needs of the society and market (Greenwood, 2002). New Public Management (NPM) has faced huge criticism. The critics of New Public Management (NPM) have stated that it has reduced the role of state and government is shifting its responsibilities towards private sector (Greenwood, 2002; Hall, 1999; Hood, 1995). The counter argument by some other scholars in favor of New Public Management (NPM) states that government has the main responsibility of policy making and it should divert its energies towards this side (Osborne, 2002). The service delivery should be managed by private sector with the supervision of government for facilitating the general public. Therefore, New Public Management (NPM) is a suitable option in this era of globalization and industrialization for reforming public sector according to the need of this new world (Huxham & Vangen, 2000). New Public Management (NPM) has given birth to several apparatuses for improved service delivery of public sector organizations. These apparatuses include privatization, contracting out of services and Public-Private Partnership (PPP) (Osborne, 2002). Different countries of the world have adopted these tools introduced by New Public Management (NPM) for improving the governance of their countries. These tools have involved private sector in different capacities for reforming public sector institutions and for improving the service delivery (Greenwood, 2002). Public-Private Partnership (PPP) is one of these instruments which has been used by numerous countries in different sectors for improving the governance (Jessop, 1998). Public-Private Partnership (PPP) is the combination of public sector and private sector organizations for achieving common goals defined by both sector organizations with mutual consensus (Jessop, 2002). It has well defined framework for accomplishing the developed objectives. Public-Private Partnership (PPP) is based on the concept of partnership which creates synergy (Osborne, 2002). It is basically the government initiated project, program or scheme which is pursued through the private sector expertise and finances (Hart, 1999; Hall, 1999; Osborne, 2002). The time period and mode of partnership are well-defined in this regard. Private organization operates the project and collects revenue to recover its finances and then ownership is transferred back to government after the decided tenure by both parties (Mahoney, McGahan, & Pitelis, 2009). According to Hall (1999), Public-Private Partnership (PPP) is an appropriate option for those governments which are financially deficient and it can improve the living standards of general public by involving private sector through its finances, expertise and skills. Public-Private Partnership (PPP) has been implemented in different sectors like infrastructural development, service sector and even it is used in

agriculture sector in Africa which is not successful experiment (Albareda, Lozano, & Ysa, 2007). International scholarship has proved that 80% of Public-Private Partnership (PPP) are completed successfully in different countries (Andonova, 2010). Multiple countries like England and Canada are using this model in service sector and services like identity card development, passports are provided through Public-Private Partnership (PPP) mode and quality oriented services are provided to general public. According to Osborne (2002), there are different forms of Public-Private Partnership (PPP) projects on the basis of operation, construction and maintenance. These types are;

- BOT means build-operate-transfer
- BLT defines as build-lease-transfer
- DBFM explains as design-build-finance-maintain or manage
- BTL stands for build-transfer-lease
- DBFO means design-build-finance-operate
- BOOT stands for build-own-operate-transfer
- BTO explains build-transfer-operate
- BLOT means build-lease-operate-transfer
- BOO stands for build-own-operate

The critics of Public-Private Partnership (PPP) like Vining, Boardman, Kim, Tan have explained that it is ambitious concept in terms of theory but practically there are many problems in its implementation which make it ineffective and inefficient phenomenon (Osborne, 2002). It has also been criticized that public and private sector have diverse goals and the joint venture cannot be possible because private sector has objective of profit maximization whereas public sector has prime purpose of welfare of general public (Mossberger & Stoker, 2001). Therefore, this venture between both sectors cannot be successful. On the other hand, international scholarship has proved successful completion of multiple projects in different sectors which shows that it can be implemented in real world if proper planning and monitoring can be done for getting desired results (E.-H. Klijn & Teisman, 2003). Public-Private Partnership (PPP) has been experimented in different regions of the world according to the needs and requirements of localized environment (Kumaraswamy & Anvuur, 2008). South Korea is a leading country which has completed numerous projects of Public-Private Partnership (PPP) in multiple sectors successfully (Martimort & Pouyet, 2008). Similarly, India is also one of leading countries of Asia which has used Public-Private Partnership (PPP) as an alternate mode of financing for completion of multiple projects (Reeves, 2008). India has developed 758 projects of different sectors on the basis of Public-Private Partnership (PPP) and these projects cost of 3833 billion Indian Rupees (Miraftab, 2004). Similarly, Bangladesh has also developed many projects on different types of Public-Private Partnership (PPP) like build-operate-transfer, build-own-operate and build-operate-own-transfer but the success ratio of Public-Private Partnership (PPP) is very low in Bangladesh (Miraftab, 2004). Pakistan has also adopted this mode of financing to deal with the problem of low financial resources but there is low success rate of Public-Private Partnership (PPP) projects in Pakistan. Thus, it is required to explore the impediments or challenges which have hindered the performance of Public-Private Partnership (PPP) projects adversely.

### **3. RESEARCH METHODOLOGY**

This is a qualitative study and applied in terms of its objectives. It is a cross sectional study in terms of time as data has been collected at one point of time only. The data has been collected from both primary and secondary sources. Primary data has collected from concerned officials of Planning Commission of Pakistan and Planning and Development Departments of provinces of Pakistan. The project managers of PPP projects has also been accessed as a primary source of data collection of this research study because they are directly involved with these type of projects so they are direct and relevant source of data collection for this study. The secondary data has been collected through research articles published on similar topic, government reports and policy documents of Public-Private Partnership (PPP). The data has been collected through structured interviews as it is an appropriate tool for data collection of this research study. Structured interviews have helped to explore and probe the area under study in detail according to set pattern and the main area of concern has been investigated only through these interviews. The sample size of this research study is 9 interviews as according to Bryman & Bell (2011), minimum five interviews are sufficient for any research study for in-depth exploration of the topic under study. The sample of this research study has been selected through purposive sampling because all participants of this research study are accessed with this purpose that they are well-informed people regarding the topic under study. They have knowledge and practical experience regarding Public-Private Partnership (PPP) in Pakistan. The collected data has been analyzed through content analysis.

### **4. DISCUSSION AND FINDINGS**

Public-Private Partnership (PPP) is a wide concept and there are different definitions of Public-Private Partnership (PPP) in international literature. Every concerned organization has defined it in its own way according to its requirements. Therefore, there are multiple definitions of Public-Private Partnership (PPP) available in international scholarship. The participants of this study are agreed with this point. Public-Private Partnership (PPP) is an alternate and innovative source of financing as mentioned by two of the participants of this research study. According to these participants of this research study, private sector is an efficient sector and has expertise and skills. It is also rich in terms of resources especially financial resources in Pakistan whereas public sector is deficient in resources. Thus, the combination of both sectors will combine strengths of both sectors for addressing the issues of the governance.

Public sector has its own strong areas and it can provide different types of support to private sector. According to three of the participants of this research study, public sector can provide administrative and political support to private sector. It can facilitate private sector by giving gas and electricity connections at the site of project. Public sector can also identify different projects to pursue in this regard. The government can also provide guarantees for project to tackle the political or other types of risks in the projects. Thus, the collaboration of both sectors can produce constructive results if this venture is designed carefully and effectively between both sectors. Government of Pakistan has seriously opted Public-Private Partnership (PPP) as an alternate mode of financing in public sector projects. It has devised policy on Public-Private Partnership (PPP) in 2009. This policy was drafted by Infrastructural Project Development Facility (IPDF) and passed by Economic Coordination Committee of Cabinet in 2010. There is no legal framework for Public-Private Partnership (PPP) policy at federal level whereas provinces have passed Bills on Public-Private Partnership (PPP) in different periods. Like, Government of Punjab drafted policy on Public-Private Partnership (PPP) in June 2009 which was very similar with the federal policy of Public-Private

Partnership (PPP). In July 2010, Government of Punjab had passed Bill on Public-Private Partnership (PPP) and it is termed as Public-Private Partnership (PPP) Act. This act is upgraded in 2014. The government of Sindh also passed Bill on Public-Private Partnership (PPP) in 2010 and later on, it drafted policy on Public-Private Partnership (PPP) in 2011. The government of Sindh had developed separate unit for Public-Private Partnership (PPP) projects in Planning and Development Department of Sindh. Similarly, Government of Punjab has also an independent department of Public-Private Partnership (PPP) projects in its Planning and Development Department which is working under Secretary Planning and Development of Punjab. The government of Khyber Pakhtunkhwa (KPK) has also passed Bill on Public-Private Partnership (PPP) in March 2014 and it is enforced in the next month of April of same year 2014 whereas Khyber Pakhtunkhwa (KPK) does not have any policy on Public-Private Partnership (PPP). The province of Baluchistan does not have any Act and policy on Public-Private Partnership (PPP) but this model is experimented in Baluchistan in one of the projects of government as per one of the participants of this research study. The government of Baluchistan has developed primary school for girls on the mode of Public-Private Partnership (PPP) by involving community in this project. Similarly, it has also developed government employees' housing scheme on this mode of Public-Private Partnership (PPP). According to the majority of the participants of this research study, Pakistan has been experimented Public-Private Partnership (PPP) since 90s in different sectors but formal policy has been drafted at federal level in 2010. Simultaneously, policies and legal framework have been developed at provincial levels.

#### **4.1. Aptness of Public-Private Partnership (PPP) in Pakistan**

According to all participants of this research study Public-Private Partnership (PPP) is a suitable option for Pakistan. Pakistan is a developing country with deficient resources especially financial resources due to low tax base and revenue collection in the country. There is also infrastructural deficit in the country. In this situation, Public-Private Partnership (PPP) is a workable and feasible option in Pakistan. The government of Pakistan allocates most of the budget to infrastructural development of the country. The details of budget allocations show that every department distributes major portion of budget to infrastructural projects due to which other important projects linger on due to lack of financial resources. Therefore, Public-Private Partnership (PPP) can help to tackle this issue effectively. It can solve the problems of low financial resources of Pakistan by involving private sector which is rich in resources. Public sector is also inefficient in providing quality services to general public whereas Private sector has up to the mark skills and expertise. Thus, the involvement of private sector in public sector projects can improve the service delivery to general public which is serious matter of concern in today's Pakistan. According to three of the participants of this research study, the key responsibility of government is to develop and implement policies whereas government of Pakistan involves in different development projects due to which the focus has been changed. If government implements Public-Private Partnership (PPP) model in development projects then it can divert its energies towards its prime objective. The government can also invest its resources in health and education sectors which are pertinent for human development and Pakistan is lacking in it. The government of Pakistan started Public-Private Partnership (PPP) in power sector and HUBCO power plant was developed on this mode in 90s. International investment of United States of America (USA) and Saudi Arabia was welcomed in this project. According to one of the participants of this research study, it was first power project of developing world which was developed on this mode. Later on, Independent Power Producers (IPPs) were developed on Public-Private Partnership (PPP) but it was not successful experiment. There are multiple issues faced by government of Pakistan in Independent Power Producers (IPPs). Public-Private Partnership

(PPP) was also experimented in Pakistan Railway by contracting out its services of limited tracks. According to literature, contracting out of services is also one of the types of Public-Private Partnership (PPP) (Osborne, 2002). This experiment of contracting out of services in Pakistan Railway was totally a failure story. One of the participants of this research study has considered Pakistan Telecommunication Limited (PTCL) a success story of Public-Private Partnership (PPP) as this participant has explained that it has improved the service delivery of PTCL but some other participants of this research study have claimed that it is not successful case as it has issues of transparency. Most of the participants of this research study have identified some projects as success stories of Public-Private Partnership (PPP) like Lahore-Islamabad Motorway, Lahore-Faisalabad GT Road, Metro-Bus Service and Lahore Waste Management Company. These projects have recovered their costs and are also working efficiently. The service delivery to general public has also improved. According to one of the participants of this research study, Lahore-Faisalabad GT Road this is not a true Public-Private Partnership (PPP) as it was a partnership between Frontier Works Organization (FWO) and FWO is a public sector organization. Therefore, according to the same participant of this research study, it is Public-Public Partnership not Public-Private Partnership and according to same participant, Pakistan is not implementing Public-Private Partnership (PPP) in its true spirit. It is required to use this mode in its original form. On the other hand, one of the participants of this research study has explained that Pakistan is at initial stage of Public-Private Partnership (PPP) projects and there is a long way forward in this regard.

#### **4.2. Impediments of Public-Private Partnership (PPP) in Pakistan**

There are different challenges and impediments of Public-Private Partnership (PPP) in Pakistan. All the participants of this research study have identified several challenges for Public-Private Partnership (PPP) in Pakistan and these challenges are divided into three main broad groups. These groups are social, technical and political. The political group includes two main impediments. These are political will and political instability. Four participants of this research study have considered these impediments very important for Public-Private Partnership (PPP). According to them, political will is significant for initiating any project or policy in Pakistan. Political elites initiate projects usually in Pakistan and top-down approach is used for developing any project or policy in the country. Therefore, political will is pertinent for the success of Public-Private Partnership (PPP) projects in Pakistan. Likewise, political instability is another impediment for the success of Public-Private Partnership (PPP) projects. It discourages private sector to invest in public projects because if government dissolves then projects initiated by the same government also abolish by next government. This factor daunts private sector to invest in public sector projects. The second group of challenges is social. It includes two challenges i.e mind-set of people and corruption. According to three participants of this research study, corruption is main impediment of Public-Private Partnership (PPP) projects in Pakistan. It has undermined the utility and effectiveness of Public-Private Partnership (PPP) projects. All these participants have mentioned the example of Independent Power Producer (IPP) in this regard. According to these participants of this research study, the people of Pakistan are less educated and due to little knowledge regarding Public-Private Partnership (PPP), they perceive it negatively. Therefore, it is required to educate them regarding the framework and effectiveness of Public-Private Partnership (PPP) projects to create acceptance among people of the country. The third group of challenges or impediments of Public-Private Partnership (PPP) is technical and it includes all technical challenges faced by Pakistan in Public-Private Partnership (PPP) projects. There are multiple technical challenges or impediments for Government of Pakistan to deal with the projects of Public-Private Partnership (PPP). First technical challenge is bureaucratic or administrative will. According to five participants of this research study, the

bureaucracy in Pakistan is very strong and powerful. Public-Private Partnership (PPP) projects will divide the powers of bureaucracy of Pakistan. Thus, they do not want to involve private sector in public sector projects and it is one of key impediment in the success of Public-Private Partnership (PPP) projects of Pakistan. Other technical challenge is absence of required capacities, skills and expertise in public sector. According to seven participants of this research study, public sector is inefficient and ineffective in Public-Private Partnership (PPP) projects due to lack of required skills and expertise whereas private sector has updated skills and expertise. This challenge creates hesitation among private sector to come forward for partnering in public sector projects. Consequently, capacity building is required in public sector for dealing with Public-Private Partnership (PPP) projects. Another technical impediment is contract management. According to five participants of this research study, Public-Private Partnership (PPP) projects are formed on the basis of contract between two parties. These parties are public sector and private sector. Hence, contract has great significance in Public-Private Partnership (PPP) projects because these are complicated projects. Expertise are required to devise effective contracts for both parties. These participants have identified some projects like Independent Power Producers (IPP) and PTCL which are ruined due to ineffective contract management. Three participants of this research study have identified another technical challenge which is risk management. According to these participants, Public-Private Partnership (PPP) projects have great risk. Private sector comes with financial resources to invest in public sector projects so private sector is at high risk. Therefore, it is essential to manage and allocate risks effectively to minimize them and to address the concerns of private sector. Another impediment identified by one of the participants of this research study is marketing of Public-Private Partnership (PPP) projects in private sector by public sector. This participant has explained that public sector does not present Public-Private Partnership (PPP) projects in front of private sector effectually due to which private sector hesitates to join hand with public sector for different projects. One of the participants of this research study has identified another technical impediment of Public-Private Partnership (PPP) and it is credibility of public sector. According to this participant of this research study, there is corruption in public sector. It has kickbacks and commissions due to which private sector does not involve itself in Public-Private Partnership (PPP) projects. Another technical impediment identified by six participants of this research study is monitoring and evaluation. Monitoring and evaluation is an essential and effective tool for success of any project whereas public sector is inefficient in it due to which it hampers in the successful completion of Public-Private Partnership (PPP) projects in Pakistan. Transparency is another impediment in the prosperous Public-Private Partnership (PPP) projects. Six participants of this research study have identified transparency as a great challenge for Government of Pakistan. According to them, it is required for government to maintain transparency in awarding contracts as well as in financial matters for effective and successful completion of Public-Private Partnership (PPP) projects.



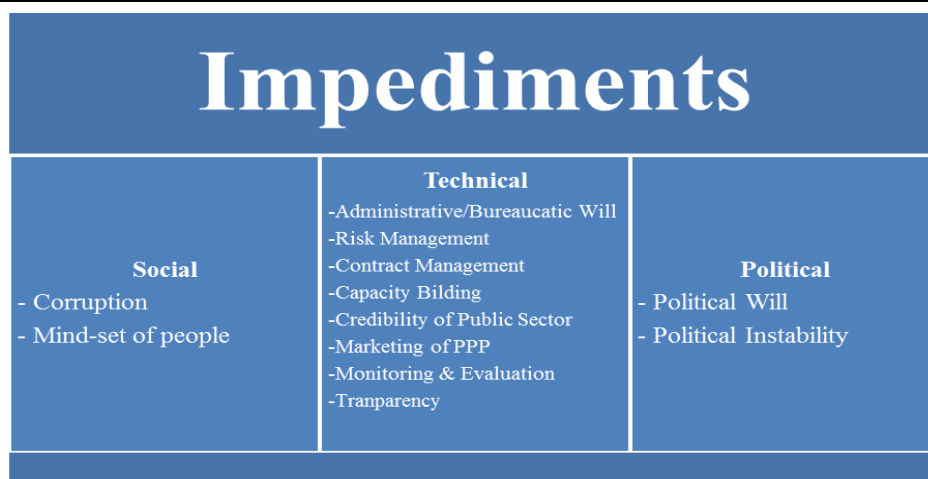


Figure: 01

## 5. CONCLUSION

Pakistan is a developing country with dearth of resources. It lacks financial resources which hinders in the initiation and completion of different projects for the benefit of general public. Public-Private Partnership (PPP) can be a viable choice for Pakistan in this situation for tackling the issue of low resources. Pakistan can encourage private sector which has abundant resources along with expertise and skills for investing in public sector projects though this innovative mode of financing of Public-Private Partnership (PPP) for tackling the problem of scarcity of resources. Pakistan has experimented Public-Private Partnership (PPP) in power and infrastructural projects in 90s but it is not a very successful experiment. Different projects of Public-Private Partnership (PPP) have identified multiple challenges of Public-Private Partnership (PPP) projects. These challenges and impediments are identified and discussed in detail in this research study. These impediments belong to three main categories and these categories are political, social and technical. If these challenges are tackled meritoriously then Public-Private Partnership (PPP) can be an effective option for Government of Pakistan for improving governance of the country. The general public is suffering due to poor service delivery and there is bad governance in the country. It can be dealt through Public-Private Partnership (PPP) by involving the private sector through its resources, skills and expertise. It will help government to improve the service delivery to general public which will lead towards improved governance of the country. It will also help government to divert its focus towards human development of the country by investing its resources in education and health which are least invested sectors of Pakistan and it is a key for sustainable development of any country. Public-Private Partnership (PPP) can contribute in the prosperity of the country if utilizes effectively.

### 5.1. Recommendations

Following recommendations can help Government of Pakistan to tackle the identified challenges of Public-Private Partnership (PPP);

- Planning Commission and Planning and Development Departments of all provinces of Pakistan are required to build capacity of public officials for Public-Private Partnership (PPP) projects. It is required to design trainings on the basis of need assessment for developing skills of public officials for dealing with Public-Private Partnership (PPP) projects effectively.

- It is required to simplify the processes of government for facilitating the private sector to invest in public sector projects through Public-Private Partnership (PPP).
- It is required to develop skills and expertise of public officials regarding contract management. Effective and well-designed contracts are required for successful Public-Private Partnership (PPP) projects.
- It is required to design effective monitoring and evaluation for Public-Private Partnership (PPP) on the basis of lessons learnt from previous projects of Public-Private Partnership (PPP). Effective monitoring and evaluation is an essential tool for tracking the progress of Public-Private Partnership (PPP) projects and for measuring the socio-economic benefits of Public-Private Partnership (PPP) projects.
- It is required to design effective campaign for educating general public regarding Public-Private Partnership (PPP) and for addressing their misperceptions about this framework. It is necessary to enhance the acceptance of people for Public-Private Partnership (PPP) projects.
- It is also required to develop skills of public officials for marketing of Public-Private Partnership (PPP) projects in front of private sector which is main stakeholder of this mode.

## **5.2. Limitations**

There are certain limitations of this research study. These limitations are as follows;

- The sample size of this research study is very small.
- The access to the sample of this research study is one of the main limitations. The appointments for interviews were very difficult to get due to which some people had not been accessed for interview.

## **REFERENCES**

1. Albareda, Laura, Lozano, Josep M, & Ysa, Tamyko. (2007). Public policies on corporate social responsibility: The role of governments in Europe. *Journal of Business Ethics*, 74(4), 391-407.
2. Andonova, Liliana B. (2010). Public-private partnerships for the earth: politics and patterns of hybrid authority in the multilateral system. *Global Environmental Politics*, 10(2), 25-53.
3. Bramwell, Bill. (1997). Strategic planning before and after a mega-event. *Tourism Management*, 18(3), 167-176.
4. Chan, Albert PC, Yeung, John FY, Yu, Calvin CP, Wang, Shou Qing, & Ke, Yongjian. (2010). Empirical study of risk assessment and allocation of public-private partnership projects in China. *Journal of management in engineering*, 27(3), 136-148.
5. Cohen, Donald (2014). We must protect tax payers in Public Private Partnership. [http://www.huffingtonpost.com/donald-cohen/we-must-protect-taxpayers\\_b\\_5695571.html](http://www.huffingtonpost.com/donald-cohen/we-must-protect-taxpayers_b_5695571.html)
6. Creswell, John W. (2013). *Research design: Qualitative, quantitative, and mixed methods approaches*: Sage publications.
7. D.Myers, Michael. (2013). *Qualitative Research in Business and Management*. London: Sage Publication.
8. Dahl, Robert A. (1947). The science of public administration: Three problems. *Public Administration Review*, 7(1), 1-11.
9. Denhardt, Robert, Denhardt, Janet, & Blanc, Tara. (2013). *Public administration: An action orientation*: Cengage Learning.

10. Fatemi, Mehboobeh, & Behmanesh, Mohammad Reza. (2012). New Public Management and Accountability. *International Journal of Management Economics and Social Sciences*, 42-49.
11. Forrer, John, Kee, James Edwin, Newcomer, Kathryn E, & Boyer, Eric. (2010). Public-private partnerships and the public accountability question. *Public Administration Review*, 70(3), 475-484.
12. Genevois, Ilona. (2008). *Can and should public private partnerships play a role in education*. Paper presented at the International Institute for Educational Planning, Working Document. [http://www.iiep.unesco.org/fileadmin/user\\_upload/Research\\_Challenges\\_and\\_Trends/pdf/symposium/IGenevois.pdf](http://www.iiep.unesco.org/fileadmin/user_upload/Research_Challenges_and_Trends/pdf/symposium/IGenevois.pdf).
13. Goldsmith, Arthur A. (2011). Profits and alms: Cross-sector partnerships for global poverty reduction. *Public Administration and Development*, 31(1), 15-24.
14. Greenwood, John R, Pyper, Robert, & Wilson, David Jack. (2002). *New public administration in Britain*: Psychology Press.
15. Grimsey, Darrin, & Lewis, Mervyn. (2007). *Public private partnerships: The worldwide revolution in infrastructure provision and project finance*: Edward Elgar Publishing.
16. Hammami, Mona, Ruhashyankiko, Jean-Francois, & Yehoue, Etienne B. (2006). Determinants of public-private partnerships in infrastructure.
17. Hart, Oliver. (2003). Incomplete contracts and public ownership: Remarks, and an application to public-private partnerships\*. *The Economic Journal*, 113(486), C69-C76.
18. Hood, Christopher. (1995). The “New Public Management” in the 1980s: variations on a theme. *Accounting, organizations and society*, 20(2), 93-109.
19. Hsieh, Hsiu-Fang, & Shannon, Sarah E. (2005). Three approaches to qualitative content analysis. *Qualitative health research*, 15(9), 1277-1288.
20. Jessop, Bob. (2002). Liberalism, neoliberalism, and urban governance: A state-theoretical perspective. *Antipode*, 34(3), 452-472.
21. Jütting, Johannes. (1999). *Public-private-partnership and social protection in developing countries: the case of the health sector*. Paper presented at the Paper presented at the ILO workshop on “The extension of social protection.
22. Kim, Jay-Hyung, Kim, Jungwook, Shin, Sunghwan, & Lee, Seung-yeon. (2011). Public-Private Partnership Infrastructure Projects: Case Studies from the Republic of Korea (Vol. 1). Philippines: Asian Development Bank.
23. Kumaraswamy, Mohan M, & Anvuur, Aaron M. (2008). Selecting sustainable teams for PPP projects. *Building and Environment*, 43(6), 999-1009.
24. LaFrance, Julie, & Lehmann, Martin. (2005). Corporate awakening-Why (some) corporations embrace public-private partnerships. *Business Strategy and the Environment*, 14(4), 216-229.
25. Mahoney, Joseph T, McGahan, Anita M, & Pitelis, Christos N. (2009). Perspective-the interdependence of private and public interests. *Organization Science*, 20(6), 1034-1052.
26. Martimort, David, & Pouyet, Jerome. (2008). To build or not to build: Normative and positive theories of public-private partnerships. *International Journal of Industrial Organization*, 26(2), 393-411.
27. MirafTAB, Faranak. (2004). Public-Private Partnerships The Trojan Horse of Neoliberal Development? *Journal of Planning Education and Research*, 24(1), 89-101.
28. Mossberger, Karen, & Stoker, Gerry. (2001). The evolution of urban regime theory the challenge of conceptualization. *Urban affairs review*, 36(6), 810-835.
29. Myers, Michael D. (2013). *Qualitative research in business and management*: Sage.

30. Myers, Michael D, & Klein, Heinz K. (2011). A Set of Principles for Conducting Critical Research in Information Systems. *Mis Quarterly*, 35(1), 17-36.
31. Osborne, Stephen. (2002). *Public-private partnerships: Theory and practice in international perspective*: Routledge.
32. Pakhtunkhwa, Government of Khyber. (2014). The Khyber Pakhtunkhwa Public Private Partnership Act,2014. Retrieved June 07, 2015, from <http://www.pakp.gov.pk/2013/acts/the-khyber-pakhtunkhwa-public-private-partnership-act2014/>
33. Pakistan, Government of. (2010a). *PAKISTAN POLICY ON PUBLIC PRIVATE PARTNERSHIPS*. Islamabad: Government of Pakistan Retrieved from [http://www.ipdf.gov.pk/prod\\_img/PPP%20Policy%20FINAL%2014-May-2010.pdf](http://www.ipdf.gov.pk/prod_img/PPP%20Policy%20FINAL%2014-May-2010.pdf).
34. Pakistan, Government of. (2010b). Policy of Public Private Partnership Projects. Islamabad: Government of Pakistan.
35. Parker, David, & Hartley, Keith. (2003). Transaction costs, relational contracting and public private partnerships: a case study of UK defence. *Journal of Purchasing and Supply Management*, 9(3), 97-108.
36. Peters, B Guy, & Pierre, John. (1998). Governance without government? Rethinking public administration. *Journal of public administration research and theory*, 8(2), 223-243.
37. Punjab, Government of. (2009). Policy & Acts. Retrieved June 07, 2015, from [http://ppp.punjab.gov.pk/sites/ppp.pitb.gov.pk/files/PPP\\_Policy.pdf](http://ppp.punjab.gov.pk/sites/ppp.pitb.gov.pk/files/PPP_Policy.pdf)
38. Reed, Ananya Mukherjee, & Reed, Darryl. (2009). Partnerships for development: Four models of business involvement. *Journal of Business Ethics*, 90(1), 3-37.
39. Reeves, Eoin. (2008). The practice of contracting in public private partnerships: transaction costs and relational contracting in the Irish schools sector. *Public Administration*, 86(4), 969-986.
40. Rhodes, Rod AW. (1997). From marketization to diplomacy: It's the mix that matters. *Public Policy and Administration*, 12(2), 31-50.
41. Saunders, Mark NK, Saunders, Mark, Lewis, Philip, & Thornhill, Adrian. (2011). *Research methods for business students, 5/e*: Pearson Education India.
42. Sekaran, Uma. (2006). *Research methods for business: A skill building approach*: John Wiley & Sons.
43. Short, Tom. (2014). Research methodology: A step-bystep guide for beginners [Book Review].
44. Sindh, Government of. (2011). *Policy of Public-Private Partnerhsip, Government of Sindh*. Karachi: Finance Department, Government of Sindh Retrieved from <http://www.pppunitsindh.gov.pk/site/downloads/PPP%20Policy.pdf>.
45. Stoker, Gerry. (1998). Governance as theory: five propositions. *International social science journal*, 50(155), 17-28.
46. Tan, Virginia , & Overy, Allen. (2012). PUBLIC-PRIVATE PARTNERSHIP (PPP): Advocate for International Development.
47. Teisman, Geert R, & Klijn, Erik-Hans. (2002). Partnership arrangements: governmental rhetoric or governance scheme? *Public Administration Review*, 62(2), 197-205.
48. Vining, Aidan R., & Boardman, Anthony E. (2008). Public-private partnerships in Canada: Theory and evidence. *CANADIAN PUBLIC ADMINISTRATION*, 9-44.
49. Weber, Max. (1970). Bureaucracy. *From Max Weber: essays in sociology*, 196-244.
50. Zikmund, William, Babin, Barry, Carr, Jon, & Griffin, Mitch. (2012). *Business research methods*: Cengage Learning.